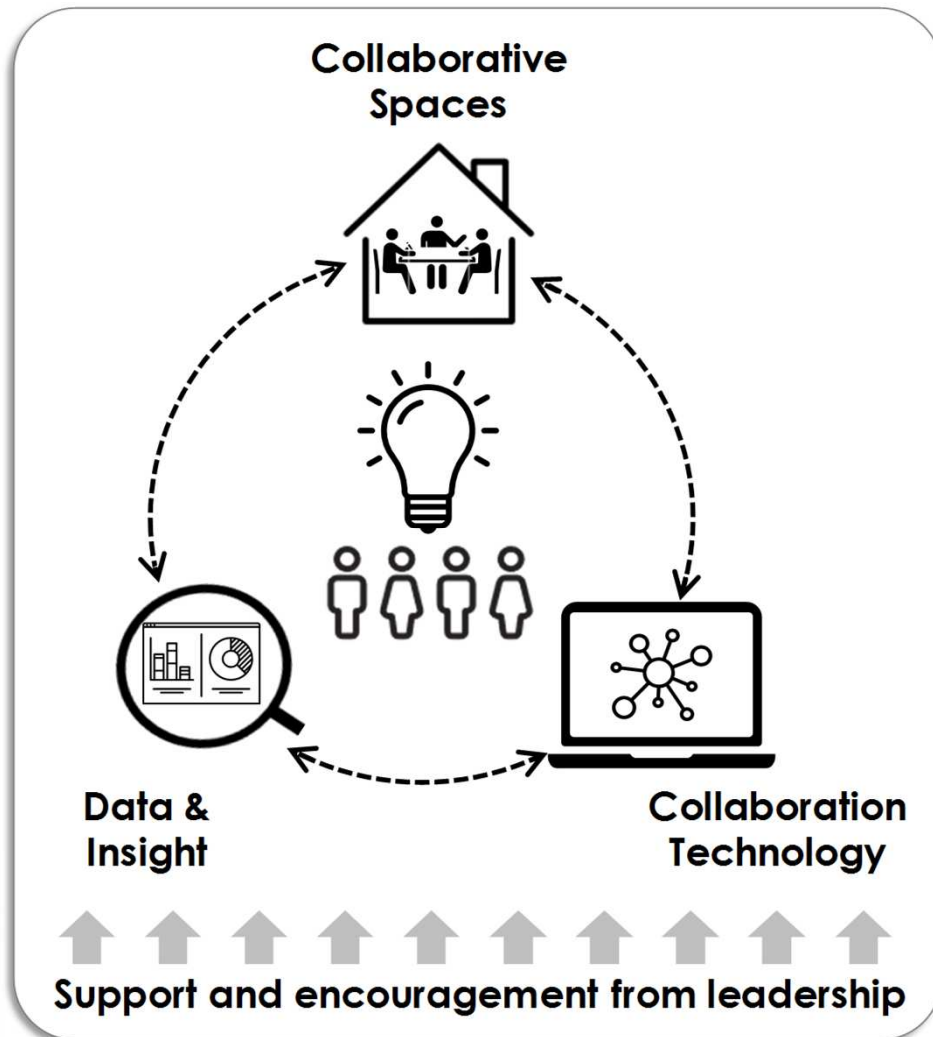# Workplace Design Principles

**Are we returning to the way we worked before,
or adopting new ways of working?**

Design Principles for new ways of working

- The Workplace Steering Group, chaired by Paul Wilkinson, is recommending the acceptance of a set of Workplace Design Principles
- These principles will inform the layout of workspace and feed into policies and procedures as we return to the workplace
- These principles align with the Target Operating Model, which is also reviewing how combining spaces, technology, insight and support, create an environment conducive to collaboration
- Input from the Senior Leaders Forum has been taken into account when arriving at these principles
- To ensure the diverse needs of our colleagues are considered, all Staff Networks have been consulted and provided feedback
- The principles have been established around 3 key areas:
  - Space Planning
  - People and Technology
  - Culture and Behaviour
- The Workplace Steering Group and Summit Group will oversee implementation of the design activity and this will be supported by an internal comms campaign

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Target Operating Model

Collaborative Spaces

Data & Insight

Collaboration Technology

Support and encouragement from leadership

In light of the Target Operating Model, the workplace design principles create a unique opportunity to embed collaboration across the organisation as a key capability. Successful collaboration can be described as when the organisation is good at working across boundaries to ensure both efficiency and leverage.

To do this, the workplace design needs to:
* Create **physical spaces** which promote creativity
* Use collaboration **technology** to create agile networks and threads which can flex/evolve
* Apply **data** and insight to inform and inspire

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Summary of Design Principles

The Workplace principles are not a short-term response to the Covid-19 Pandemic, but a change to the way we work. However, during these times, we shall continue to be responsive and flexible to Government guidance on social contact, business activities and travel.

Space Planning

1. Zero-based approach to workstyle requirements
2. Promote the 'office' as an environmentally sustainable space for collaboration, social cohesion and face to face activities
3. Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach
4. Recycling equipment where possible before procuring afresh

People and Technology

5. Technology as an enabler - ensure that all employees are provided with the appropriate technology for their role, removing any barriers that restrict people working collaboratively

Culture and Behaviour

6. Output based management culture – people managed to objectives and priorities instead of presenteeism

Space Planning

Principle Definition	How this is achieved	Impact, success measures and benefits
1. Taking a zero-based approach to workstyle requirements, i.e. everyone needs to demonstrate that they need a particular element (e.g. office, fixed desk, other equipment) rather than the programme having to persuade them to give it up	• A variety of work settings are available: Employees categorised into 4 distinct workstyles to help plan space and technology requirements (see next slide) • Space allocated by business then personal need	• Employees are provided with the best work environment to support their business needs

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Our proposed four workstyles are:

- **Fixed Worker** - An individual whose role requires them to work in a fixed area in a specific location (reception, library, gallery etc).

- **Flexible Worker** - An individual who can work effectively from a variety of work spaces anywhere within the organisation's estate, and with the right security considerations, outside the organisation's estate, including home.

- **Mobile/Free Worker** - An individual whose role requires them to be away from their principle place of work on a regular basis.

- **Field Based Worker** - An individual whose role requires them to spend the majority of their time on the move around the City, with the core tools they need to complete their work, They will rarely need to use office space.

Principle Definition	How this is achieved	Impact, success measures and benefits
2. Promote the use of the 'office' as an environmentally sustainable space for collaboration, social cohesion and face to face activities - as opposed to other more solitary, desk-based activities which could be more effectively achieved working flexibly	• Employees are encouraged to work in the optimal setting for their role or specific task to meet business need. For the majority of employees this will be a mix of the office, home working and other locations • Trust from senior and line managers to support a flexible and efficient workforce • Data and insight (esp. data visualisation) is applied in physical spaces to focus, inform and inspire innovation	• All COL office locations are positioned as Collaboration Hubs, with offices making the most of natural lighting and ventilation and becoming a more inspirational and dynamic space, moving away from banks of desks to a more flexible layout to meet a variety of working styles • Employees feel empowered and trusted to fulfil their duties to the best of their ability and there is an increased level of creativity, innovation and new ideas from employees to improve the efficiency of services • Employees are encouraged to adopt more flexible working practices, promoting COL as a supportive and responsible employer

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Principle Definition	How this is achieved	Impact, success measures and benefits
3. Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach rather than 'sit anywhere'. Benchmarks to be determined – current capacity with social distancing is 40% occupancy	• Smart Meeting rooms - implementing innovative new technologies to transform our meeting rooms into collaborative environments that foster creativity, and improve workforce connectivity • Smart Spaces - implementing innovative new collaborative furniture that fosters creativity, improves workforce connectivity and allows individuals to work in a variety of work settings	• Employees consider that the work environment supports their physical and mental wellbeing • Employees feel able to replace face-to-face meetings with virtual meetings where appropriate to support work-life balance and to reduce the impact of travel • Employees feel able to work in a variety of settings to suit their needs • Employees diversify their network of colleagues and work with different people

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Principle Definition	How this is achieved	Impact, success measures and benefits
4. Recycling equipment where possible before procuring afresh. All spend to be approved by the Workplace Steering Group	• Each department to identify 1-2 Workspace Change Champions (recommendation, to use COVID Co-ordinators), who will support the Workplace Manager and provide the baseline data • Clear desks and general de-cluttering will be consistently observed • Furniture will be standardised - our workspaces and equipment are suited to the types of business we do not personal preference	• Our workspaces and workstyles are always evolving to meet our needs better • Specialist equipment is only supplied where it is necessary to do so • Standardisation reduces waste and cost

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People & Technology

Principle Definition	How this is achieved	Impact, success measures and benefits
5. Ensure that all employees are provided with the appropriate technology for their role, underpinned by efficient digital practices	• All relevant employees complete the DSE e-learning packages on City Learning • All line managers and employees, where relevant, complete agile working and agile working for managers on City Learning (includes a self-assessment test) • All managers complete the 'managing remote workers' short course	• Employees work environment supports their physical and mental wellbeing • Employees work style supports a good work-life balance and their career progression chances • Employees are supported to work in an agile or flexible way and are not discriminated against because of this working pattern • There are agile networks created which can be flexed based on need and value. • Digital Technology provided meets employee's needs and breaks down barriers to collaborative working

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Principle Definition	How this is achieved	Impact, success measures and benefits
5. Continued….	• Online file storage to facilitate digitisation of files and access from anywhere (MS Teams) • Audio and video conferencing available from any device (Azure VPN) • Employees are assigned with appropriate mobile devices to provide access to all the same Microsoft tools and capabilities on the move	• Employees feel confident handling and managing data to comply with regulations and standards • Employees can log in from anywhere and have the same experience as if they were in the office (Direct Access) • Employees can use their Corporate Phones or Tablets on the move with access to all the same Microsoft tools and capabilities.

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Culture & Behaviour

	Principle Definition	How this is achieved	Impact, success measures and benefits
6.	Output based management culture – people managed to objectives and priorities with reduced focus on presence	• Managers to complete training on outputs focused management • Senior leadership team make public pledge/communication that this will be the focus • Employee survey ran to capture how successful this approach has been and what further activity is required. • Meeting benchmark targets	• Employees feel they are equipped with the right skills to manage their teams working in a hybrid way or know how to access support • People Policies are designed to reflect hybrid working • There is a genuine culture of collaboration which permeates throughout the organisation

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Principle Definition	How this is achieved	Impact, success measures and benefits
6. Continued….		• Employees feel empowered and enabled to work from wherever they will be most productive based on their role and to meet business need • All employees see the value of sharing information and working together across teams and departments for a wider shared purpose. • KPI Targets measuring efficiencies gained through remote working to inform and inspire

Governance and Comms

Principles

- All changes to the design principles will need to be cleared through the Workplace Steering Group and anything significantly different from the workplace principles to be cleared by Summit Group.

- An internal comms campaign to be designed that will cover all organisational change projects and programmes and thereby hold the narrative on what staff said and what we are doing in response to the pulse survey.

- Transparency on principles and actions will provide greater central visibility on the overall performance of the total office workspace for Summit Group.

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