



Resetting the way we work at the GMCA

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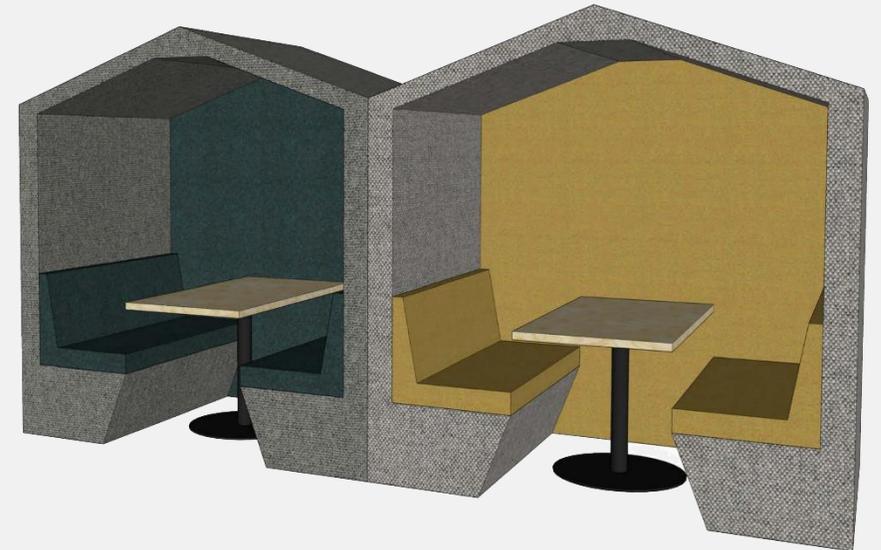
AGILE WORKING AND HOW WE USE OUR OFFICE SPACE

“Work isn't about sitting at a desk all day; it's about activities - collaborating, studying, conversing, sharing ideas, challenging, communicating, presenting and working with others; whether that be in large or small groups”

Worksetting Types & Spaces



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Core Principles Adopted

- **Safety First**
- **Alignment with the principles of GM**
- **Ensuring business of GMCA is delivered**
- **Supporting health and well-being of staff**
- **Ensuring connectivity in a digital world**
- **Focussing on outcomes**
- **Enabling maximum flexibility**
- **Ensuring inclusivity**

How our approach to Resetting was developed:

- **Setting up the Resetting the Way We Work Task Group – April 2020**
- **Survey of staff led by managers on understanding suitability for home working – May 2020**
- **Feedback from a test group on Covid secure office arrangements – June 2020**
- **Employee engagement survey with specific questions on well-being – June 2020**
- **Team Engagement through line managers – through Oct and Nov 2020.**
- **5 Engagement Sessions with staff – Festival of Learning - Jan/Feb 2021**

Learning from the Pandemic

Positive Impacts:

- Increased Choice
- Catalyst for Change
- Increased productivity
- Significant cost savings - for individuals and organisations
- Reduction in sickness absence
- Ability to work flexibly
- Reduction in commute time
- Suited to a range of personality types
- Caring for others
- Work – Life Balance
- Environmental Impact

Negative Impacts:

- Work Demands
- Social Isolation
- Work Intensity
- Work-family conflict
- Loss of peer support systems
- Physical environment for working
- Loss of commuting as a break
- Loss of identity
- Managing remote teams
- Loss of informal L&D
- New Starters

STARTER FOR 10 PROPOSITION – FUTURE DESIGN OF OUR WORK

Ensure the business of the CA continues to be delivered effectively

We will sustain our impact and delivery by being clear about our work objectives and focussed on delivery, whilst resetting the way we work. We will;

- **Focus on the delivery of our key outcomes and priorities whilst introducing new ways of working.**
- **Work with our colleagues to ensure consistency of our approach across directorates and teams**

Ensure our staff are safe and supported

We will be an exemplary employer acknowledging and responding to both physical and mental stresses of the new working environment and supporting the health and wellbeing of our staff. We will;

- **Develop a working protocol which sets out guidelines for home/office working including healthy remote working guidelines, with advice and support for maintaining healthy behaviours whilst working from home.**
- **Ensure equality and inclusivity by always considering that staff have differing personal circumstances that should be accommodated wherever possible. This may include caring responsibilities, health issues, travel difficulties etc.**
- **Provide resilience support to our colleagues where necessary.**

Enable maximum flexibility in our work practices

We will allow people maximum flexibility in working patterns to enable more working from home whilst guarding against being ‘permanently at work’. We will;

- **Utilise lead-edge technologies (existing and yet to be created) to make the CA workable, including collaboration, creativity, and productivity tools.**
- **Allow staff to opt-out of ‘blended working’, once restrictions are eased, if they wish to work completely from the office.**
- **Develop a policy framework to support blended working e.g., changes to the flexi-time scheme.**

Clarify how we will work practically in the Churchgate House office space and in the wider estate of the CA, TfGM and the FRS

We will work with colleagues to clarify how to utilise our office accommodation as restrictions are eased. We will;

- **Agree use of our office accommodation that enables effective supervision and support, and cross-team and project working, whilst enabling informal interaction.**
- **Make more effective use of the GMCA estate with office hubs where staff can meet for project work, collaboration and in-house meetings and satellite locations for use by staff as and when needed.**
- **Develop a longer-term accommodation strategy that realises savings from our new ways of working and realises longer term efficiencies through collaboration with GM partners.**

Learn as we go

We will engage our colleagues in changing the way the CA works in the months ahead through testing new ideas, learning and adaptation. We will;

- **Review our ways of working and systems regularly to ensure they are evolving safely and effectively in these fast-changing times.**
- **Encourage our colleagues in co-creating new ways of working through practical suggestions and recommendations.**
- **Provide managers with the support and learning they need to make the new ways of working successful.**