

London Borough of Lewisham

Worksmart Transformation Programme

Capita Symonds Consultants introduce new ways of working as part of a property strategy that also improves staff morale and boosts productivity

Location:

Lewisham, London

Client:

London Borough of Lewisham

Start / completion dates:

August 2007—2010

Services provided:

Consultancy, Change Management, Programme Management, Behavioural Change, Property Strategy



Lewisham Council needed to deliver savings year on year to re-invest in public services, whilst balancing this imperative with the aspiration for regeneration of the Town, the Council's physical property asset and improving the morale and productivity of the workforce. This was linked with the desire to enable the organisation to deliver services in new and more flexible ways, and integrate other improvement programmes. The Council further recognised that just 'lifting and shifting' people to a new base would not bring the benefits and space savings they needed; an integrated approach was required to facilitate change.

Capita Symonds was initially commissioned to support two 'pathfinder' projects for the implementation of home working and the creation of a 'Flexible Office', and advice on the development of a new property strategy for the 26 buildings in their office property portfolio.

Following the successful completion of the initial pathfinder projects Capita Symonds supported the Council in developing a Full Business Case for adopting Agile Working as part of an overall property strategy. This resulted in Capita Symonds managing the Worksmart Transformation programme – by leading change management to introduce new ways of working and providing expertise from previous projects to the movement across all Council Services affecting 1800 staff. Extensive user engagement was undertaken to define a modern way of working for the organisation and linking this to a change plan to support implementation.

For further information
on this project contact:

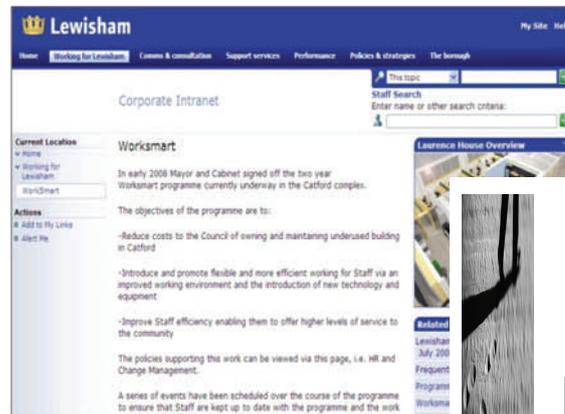
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Key Outcomes of the Lewisham Worksmart Programme

- The Home-working Pathfinder increased productivity by over 21% (the equivalent of saving 2.4 fulltime posts), reduced sickness absence by 86% over 2005 levels and commuting miles were reduced by the equivalent of 77,885 per year saving for the 19 people involved; a reduction equivalent to 22.7 tonnes of CO₂.
- The Flexible Office Pathfinder increased the capacity on the floor by 30% through limited desk sharing. Informal breakout and meeting rooms have been provided with 77% of the population using informal break out areas for one to five hours a week. There has been a reduction of 37% in filing space and therefore paper usage and storage on the floor.
- The new property strategy generated capital savings of several million pounds and operational savings of £1million per annum



Worksmart Change Steps

- 5. Support Occupation & Benefits Realisation**
 - Support and advice to line management on occupation of new offices (around workstyles)
 - Co-ordinating review of benefits realised as result of Worksmart
- 4. Change Implementation**
 - Initial workshops/ drop in events (at Directorate level)
 - Line manager information packs
 - Flexible working workshops (with LM and their teams)
 - Support and advice to line managers as identified/required
- 3. Flexibility How flexible?**
 - Agree Flexible Working Implementation –
 - Line managers to agree work-style profile with every individual (Final floorplate before construction starts)
- 2. Benefits Data Gathering**
 - Support moves team to capture data
 - Survey Staff to Capture benefits
 - Collect Performance Data from Directorate
- 1. Preparing Engaging with the Directorate**
 - Talking with Directorate Change Manager
 - Explain Worksmart Programme & Steps
 - Confirming fixed floorplate (before construction starts)
 - Understanding context and Directorate operational plans

“We could not have made WorkSmart happen without the dedicated support and capability of the Capita Symonds team of consultants who were even more passionate about it than us”.

Steve Gough, Director of Property and Programmes, London Borough of Lewisham

