

# CAPITA SYMONDS

## Sheffield City Council Workstyle Implementation

### Location

Sheffield

### Client

Sheffield City Council

### Start

June 2010

### Completion

December 2011

### Services provided

Project Management  
Behaviour Change

### Outcomes

- > £500k pa operating cost savings
- > £350k pa predicted service benefits
- > Cultural and behavioural shift towards flexible ways of working

Workstyle is Sheffield City Council's inaugural approach to flexible working. The Workstyle project was a pilot 'proof of concept', focussing on introducing flexible working into a city centre office, with the objective of increasing the building's occupancy from 500 to over 700.

By decanting staff from other offices, Sheffield City Council (SCC) could realise the financial benefits of terminated leases, leading to reduced operating costs, whilst simultaneously improving service through better team cohesion, collaboration and flexible work tools.

The Strategic Property and Workplace Projects team designed, developed and delivered the engagement and education programme to change behaviour, and acted as a 'glue' to bind the various workstreams together, ensuring the businesses were maximising the benefits of Workstyle. The council is now progressing flexible working across its entire office portfolio.

Workstyle provides the opportunity for staff to work flexibly across the city, improving customer contact and reducing wasted time and travel.

*"Capita Symonds' input to our Workstyle project ensured we delivered it on time, on budget and to the standard required. Their work on behavioural change significantly helped to move people towards implementing flexible working, which in turn, changed the way we work and realised several softer benefits. Our project team have also improved their capabilities; a key objective of our partnering approach."*

Nalin Seneviratne, Director of Property Services, SCC



# CAPITA SYMONDS

## Location

Redvers House, Sheffield City Centre

## Staff

700+ staff, including Children and Young People, and Communities Directorates

## Activities

- > Launch Event
- > Presentations and Workshops
- > Management Coaching
- > Team Workshops – Pre and Post Implementation
- > Intranet/Communications Development
- > Facilitating Floor User Liaison
- > Benefits Realisation Exercise



*“The HR and OD challenges of our Workstyle journey have been easier to manage because of our strong working relationship with the Capita Symonds team.”*

Steve Jakeman, Change and Employee Relations Manager - Organisational Development, Sheffield City Council

The Strategic Property and Workplace Projects team developed a full education and engagement programme to facilitate the change in behaviour required to fully implement Workstyle. The programme was designed at three levels; director, senior/team manager, and all staff.

Engagement at director level was through presentations and attendance at senior management team meetings.

With managers, there was a two-fold approach; the first stage was a series of Manager Awareness workshops outlining the impact of Workstyle on management style, and to provide additional support to managers, a one to one coaching programme was adopted with forty nominated team leaders. This intensive engagement involved a workplace consultant (independent of the project team) who provided life coaching and management development, and who was able to allow managers to speak openly and in confidence.

The principal engagement with the rest of the staff teams was through:

1. a launch event portraying the ‘look and feel’ of the Workstyle office environment with demonstrations and staff on hand to field direct questions
2. a programme of Team Fulfilment workshops; full day interactive sessions with each team, to capture burning issues (and any specific team needs) and explain how Workstyle may affect work processes, communication and management style, agreeing a Team Charter and therefore preparing staff for the new ways of working

3. a programme of Team Review workshops; two hours sessions with each team to identify any issues still outstanding following the change, revisiting the Team Charter, and agreeing resolution actions.

In addition, an Intranet website and an ‘all staff’ e-mail provided fortnightly updates on progress, FAQs and useful information.

The final communication tool involved representatives from each floor in Floor User Groups (FUGs) to agree team space layouts, co-operation within shared areas (such as the kitchens and break outs) and meeting room booking methods. As each floor had different types of teams, this was best achieved by facilitating meetings on a floor by floor basis.

Our role in Benefits Realisation was to create the understanding and measurement of individual team benefits from flexible working. Interviews with individual managers ensured that team specifics were considered and factored in. Collectively the value of benefits predicted exceeds £350k p.a.

By the end of 2011, around 40 teams and just over 700 staff have been moved into or around Redvers House, with the two portfolios utilising their own floors, teams co-located to improve collaboration and around 50% of the staff being defined as a flexible worker, and having the ability to work in a variety of locations, both in this office and others around the city.

**Increasing building occupation by 50% will lead to annual operating savings in excess of £1½m and benefits to the services of over £350k pa.**