



**London Borough of Hammersmith & Fulham**

**CABINET MEMBER DECISION**

**OCTOBER 2014**

**FUNDING FOR WORKING FROM ANYWHERE ACCELERATED PROJECTS**

**Report of the Cabinet Member for Finance**

**Open Report**

**Classification - For Decision**

**Key Decision: No**

**Wards Affected: None**

**Accountable Executive Director:** Nigel Pallace, Senior Responsible Owner (SRO) for Working from Anywhere Programme

**Report Author:** Keith Harper, Working from Anywhere Programme Manager; Kate Rich, Working from Anywhere Deputy Programme Manager

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AUTHORISED BY: .....  
  
The Cabinet Member has signed this report.  
  
DATE: 5 October 2014.....

**1. EXECUTIVE SUMMARY**

- 1.1. The Working from Anywhere Programme will deliver an agile workforce, capable of working more productively across the Tri-borough geography and beyond. In the long term it will reduce the demand for office accommodation and deliver cashable and non-cashable benefits for all three boroughs, over a number of years. More immediately, it will also deliver a number of workstreams ('Accelerated Projects') designed to deliver benefits for employees who need to work flexibly or in a joined up way now.
- 1.2. The initial programme planning phase of Programme Identification is now complete and has informed a proposal to fund full Programme Definition, for

which a separate report will be prepared. Appendix B details the completed Identification work.

- 1.3. This report only seeks approval for the London Borough of Hammersmith and Fulham's (LBHF) contribution to funding for the programme's Accelerated Projects.
- 1.4. Requests are being made to the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) for identical contributions to fund the Accelerated Projects.
- 1.5. Each borough will individually realise benefits – outputs of the Programme are a critical enabler for the boroughs' individual property strategies and there are a number of service related benefits including increased productivity. Maximum benefit from Working from Anywhere would be achieved by delivering the required outputs through a Tri-borough programme.
- 1.6. The Accelerated Projects have been designed to deliver benefits for employees who need to work flexibly or in a joined up way now, when incompatibilities between systems, hardware and processes across the boroughs make this difficult. Benefits of the Accelerated Projects are not readily cashable but will provide much needed improvements and interim solutions in the circa 18 - 24 months before Working from Anywhere and dependent initiatives such as the Tri-borough ICT Programme deliver the significant changes to infrastructure, protocols and behaviours that are required to truly enable Working from Anywhere. In many cases the Accelerated Projects are essential enablers for savings that have already been committed to in current agreed budgets.
- 1.7. A separate request will be made for the LBHF contribution to funding for Programme Definition in due course. The Accelerated Projects work and the Programme Definition work have been costed and designed to be completed together. If the subsequent funding request for Programme Definition work is delayed or declined, some additional funding may be required to complete the Accelerated Projects work beyond the sum requested in this paper.
- 1.8. It is recommended that the Accelerated Projects be carried out immediately as the outputs are, in many cases, critical enablers for savings that have already been committed to. The associated recommendation for each borough is outlined below:
- 1.9. Ideally, Programme Definition should be progressed concurrently with Accelerated Projects, however, there is an appreciation that there may be reluctance to commit to Programme Definition in the absence of the outcome of the Tri-borough Review by the Critical Friends Board. As consensus to proceed with Programme Definition cannot be reached across the three boroughs at this juncture it is recommended that Programme Definition be reconsidered for approval following the outcome of the Critical Friends' Review. The potential implications of proceeding on this basis are set out in Section 6.

## **2. RECOMMENDATIONS**

### **Part 1**

- 2.1. That the Cabinet Member for Finance (LBHF) approves:
  - i. The release of £91,333 from the Efficiency Projects Reserve for completion of the Working from Anywhere Accelerated Projects; and
  - ii. the governance structure as outlined in section 4 and Appendix C of this paper
- 2.2. It is recommended that the Cabinet Member for Finance and Strategy at the RBKC approve:
  - i. The release of £91,333 from the Transformation Reserves for completion of the Working from Anywhere Accelerated Projects; and
  - ii. the governance as outlined in section 4 and Appendix C of this paper
- 2.3. It is recommended that the Strategic Director for Housing, Regeneration and Property at WCC approve:
  - i. The release of £91,333 from the Transformation Reserves for completion of the Working from Anywhere Accelerated Projects; and
  - ii. the governance as outlined in section 4 and Appendix C of this paper

### **Part 2**

- 2.4. That Programme Definition be reconsidered for approval following the outcome of the Critical Friends Review as set out in para. 1.9 above.

### **Part 3**

- 2.5. That Option B is progressed (proceed with Accelerated Project work and defer Programme Definition work until the outcome of the Critical Friends Review is known).

## **3. REASONS FOR DECISION**

- 3.1. A decision is required to inform the way forward for the Working from Anywhere programme. There is an immediate need for the Accelerated Projects to resolve issues and better enable employees who need to work flexibly or in a joined up way now – employees who are regularly frustrated and whose time is wasted as a result of incompatible systems, hardware and processes.

## 4. INTRODUCTION AND BACKGROUND

- 4.1. The purpose of this report is to present the outputs of the recently completed Identification phase of the Working from Anywhere Programme and to outline the proposed next phase of work, Programme Definition, as well as to seek approval and funding to proceed with a set of Accelerated Projects to minimise inefficiencies and frustration for employees who need to work flexibly and in a joined up way now.
- 4.2. In February 2014, funding was approved for the Identification phase, following presentation of an Executive Decision Report to the relevant decision maker in each of the Tri-Boroughs.

### Programme Governance

- 4.3. The Identification phase included establishing an appropriate Governance structure for the Programme, which is described in detail in Appendix C.
- 4.4. The Programme Board consists of Senior Users and Senior Suppliers from a cross-section of departments across the three Boroughs.
- 4.5. The Sponsoring Group is the Tri-borough Corporate Services Portfolio Board (TBCSPB), acting on behalf of the Bi-borough Joint Transformation Board (JTB) and the Strategic Executive Board (SEB) at WCC.
- 4.6. The outputs of the Identification phase were presented to Working from Anywhere Programme Board Members and TBCSPB in May and June 2014 respectively.

### Outline Vision

- 4.7. The Identification phase involved developing an outline vision for the Working from Anywhere Programme. The outline vision, as agreed by members of the Programme Board and TBCSPB, is:

*To enable all staff to work how and where they are most productive – supported by great leaders who understand how to get the best out of their teams; and a collaborative culture where facilities, experiences and knowledge are readily shared*

## 5. PROPOSAL AND ISSUES

### **Accelerated Projects: Delivering ‘early wins’ and increasing productivity for those who need to work flexibly now**

- 5.1. The Identification work included engagement with stakeholders from all three boroughs. As a result of this engagement, a number of requirements and early wins have been identified and a group of Accelerated Projects defined to deliver them.

- 5.2. Benefits of the Accelerated Projects are difficult to monetise, however, the projects are designed to significantly reduce frustration and increase productivity and morale in the 18 – 24 month period before significant infrastructure changes will provide long term fixes. (Appendix D summarises responses from interviews with senior stakeholders, where a number of such frustrations and issues were raised). In many cases the Accelerated Projects are essential enablers for savings that have already been committed to in current agreed budgets.
- 5.3. Outputs of the Accelerated Projects will benefit employees from single, bi- and Tri-borough services across LBHF, RBKC and WCC. Appendix E outlines each Accelerated Project. Outputs include:
- i. Agreed solutions of workarounds to deal with incompatibilities in systems, hardware and policies across the boroughs, to increase productivity and reduce significant frustrations for those who need to work flexibly or in a joined up way now.
  - ii. Activity, including a de-cluttering exercise, to reduce reliance on paper storage and move staff to more agile ways of working in preparation for the way we want to work in the future
  - iii. An online information hub so staff can easily find the information they need to work effectively from any of the boroughs' main office sites – reducing frustration and wasted time.
  - iv. Value for money improvements to floor layouts and work settings in office sites with traditional layouts, to better enable effective activity based working prior to refurbishments. Examples include the creation of touchdown spaces; areas for informal meetings; and acoustically private spaces for confidential phone calls and meetings.
  - v. Teleconferencing, video conferencing and screen-sharing software along with 'best practice' guidance and training to enable effective virtual meetings and reduce the requirement to travel for meetings.
  - vi. Work to ensure existing Smart Boards are technically capable of being used by staff from all three boroughs and to establish effective processes for checking and maintaining existing Boards to increase reliability and minimise downtime.
  - vii. Cost effective training and support to further embed the use of existing Smart Boards and ensure benefits are realised by teams and departments from all three Boroughs.
  - viii. A transition process that prepares managers and teams when they are moving to shared, activity based office environments. The process includes physical storage reduction, ensuring suitable technology solutions

are in place and training and engagement to support the required behavioural changes.

Appendix G provides further detail of activities and outputs for each authority.

- 5.4. The Accelerated Projects will be delivered within 6 months once funding is available.
- 5.5. £274,000 (£91,333 per borough) is required to deliver the Accelerated Projects and associated benefits

**Programme Definition: designing the delivery mechanisms for significant medium and long term cashable savings**

- 5.6. It is proposed that Programme Definition work run concurrently with the Accelerated Projects. It will build upon work to date and result in a full Business Case and detailed delivery plan for the medium to longer term Working from Anywhere Programme which will likely incorporate changes to infrastructure, policies and processes.

**Benefits of the Medium to Long Term Working from Anywhere Programme**

- 5.7. The Programme is expected to deliver significant cashable and non-cashable benefits over a number of years.
- 5.8. The financial savings estimate is currently stated at £4.5M pa. There is a high level of confidence in this figure which is based on a property footprint reduction of only 3%.
- 5.9. We believe the footprint reduction will be significantly higher but have been deliberately conservative at this stage as the property information currently available is unverified and the Blueprint which sets out the future state and operating model is yet to be agreed.
- 5.10. We are working closely with the Tri-borough Property Programme and the virtual Property Information Team to get fully verified property information and the agreed Blueprint is an early deliverable during Definition. The signed-off Blueprint and verified property information will enable specific properties to be identified as 'in scope' which in turn will enable the expected financial savings, which in are thought to be in excess of the £4.5M pa currently suggested, to be stated with confidence.
- 5.11. The practical Programme deliverables that will enable cashable and non-cashable benefits are expected to include:
  - i. A reduction in the average Net Internal area (NIA) per officer across the operational estate, from a current range of approximately 7-10m<sup>2</sup> to circa 5m<sup>2</sup>. The (unverified) estimated running cost of the office estate across

the three Boroughs is circa £30M pa. (Appendix F lists properties included in this calculation.)

- ii. A network of hub spaces that could be shared by officers; partner or voluntary organisations; and if there is an appetite, by local businesses and residents on a membership basis - in effect, a revenue generating office estate that can flex, relatively quickly and at minimal cost, as the Councils' requirements and strategic priorities change over time.
- iii. A workforce that is more productive, agile, adaptable and innovative, and more able to work effectively away from the office, for example, from where residents and businesses are, from coffee shops, from home and from libraries.

5.12. In practical terms, some of the outputs the programme will deliver to help achieve this include:

- Tools and training for managers so they can effectively lead distributed teams
- Training and engagement events to foster greater networks and a culture of knowledge and information sharing – for the benefit of individuals and the organisations
- Inputs to relevant initiatives to ensure appropriate ICT and information management solutions
- Design principles and/or work spaces and facilities management solutions that support new ways of working
- HR policies and procedures that support the workforce to work from anywhere
- Consistent and coordinated Programme Communications
- A comprehensive and coordinated transition process for employees, to ensure effective engagement and significantly reduce the risk of disruption to service delivery

5.13. A full list of confirmed deliverables and the associated benefits, along with the detailed plan for delivering them will be produced during Definition and presented along with full business case.

### **Managing Dependencies**

5.14. There are various interdependent initiatives underway in a Tri-borough, Bi-borough and in some cases a single borough capacity, each at varying stages of design or delivery. The Working from Anywhere Definition work includes coordination with related initiatives and agreeing appropriate governance arrangements to effectively manage any dependencies. Without this, there is a significant risk of:

- Duplication, resulting in wasted cost and effort at a time when costs need to be minimised and efforts focussed on service delivery

- Inconsistent communications and a confusing transition for employees, leading to a negative impact on service delivery
- A reduction in the potential cashable and non-cashable benefits for all boroughs

### **An Agile and Adaptable Approach to Delivery**

- 5.15. It is understood that the Working from Anywhere Programme must remain agile and adaptable as strategic objectives, organisational requirements and capabilities may change throughout delivery.
- 5.16. Working from Anywhere will be delivered in Tranches, with Lessons Learnt exercises and Gateway Reviews at appropriate junctures to ensure the Programme remains aligned with the organisations strategic objectives.

### **Single borough, Bi-borough and Tri-borough Implications**

- 5.17. Many of the Working from Anywhere Programme deliverables are critical enablers for each boroughs' individual Property Strategy. Each borough will also gain service related benefits as a result of a more flexible, agile and adaptable workforce that can 'work from anywhere'. The work proposed as part of Programme Definition will therefore be beneficial to each authority, whether the Programme is delivered on a single, bi- or Tri-borough basis.
- 5.18. It is believed that a Tri-borough approach to Working from Anywhere will deliver the greatest benefit for each borough and the Definition work will enable us to identify in which areas this is the case. However, the proposed Definition work does not preclude bespoke benefits being delivered for the boroughs individually and the Programme will simultaneously be seeking to determine where benefits can be delivered for each Borough based on their individual priorities.
- 5.19. The Business Case at the end of Definition will ultimately set out the options and the associated benefits and costs for each Borough to enable an informed decision to be made by each.
- 5.20. Time spent on activities that are beneficial to only one or two boroughs will be identified and charged against the relevant borough/s so as to avoid cross-borough subsidisation.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. A number of options for the next steps have been considered. Details and implications of the most relevant options are as follows.

### **Option A: Proceed with Accelerated Projects and Programme Definition**

- 6.2. Option A is to proceed with Accelerated Projects at a cost of £274,000 (£91,333 per borough) and with Programme Definition work at a cost of



£330,000 (£110,000 per borough). The total cost per Borough of Option A is £201,333.

- 6.3. Through carrying out the Accelerated Projects and Definition work concurrently and in a coordinated way there is an opportunity to share resources and knowledge across the pieces of work and to coordinate communication and engagement activities for greater benefit.
- 6.4. Option A will deliver, a maximum of six months after funding is available:
  - i. All outputs and benefits associated with the Accelerated Projects
  - ii. A full business case for Working from Anywhere - with options, costs and benefits set out per borough
  - iii. A detailed Programme delivery plan to allow work to commence immediately upon approval of the business case and provision of delivery funding
- 6.5. Option A will enable the programme to provide inputs at the design and procurement stage of dependent initiatives including the Tri-borough ICT Programme, to avoid future costs of change.
- 6.6. There is a risk of a small amount of abortive work dependent on the outcome of the Critical Friends' Review, though the Definition work can be carried out in such a way that a Working from Anywhere programme and benefits could be delivered on a single, bi or Tri-borough basis. In any case the priorities of each individual borough will be considered throughout Definition.

**Option B: Proceed with Accelerated Projects and defer decision on Programme Definition, pending outcome of Critical Friends' Review**

- 6.7. Option B is to proceed with Accelerated Projects at a cost of £274,000 (£91,333 per borough) and delay Programme Definition work pending the outcome of the Tri-borough review by the Critical Friends Board.
- 6.8. Option B will deliver, a maximum of 6 months after funding is available:
  - i. All outputs and benefits associated with the Accelerated Projects
- 6.9. Option B presents a number of potential risks to each borough including:
  - i. A reduction or delay in realising cashable benefits relating to each respective property strategy. In some cases, the benefits at risk with this option have already been accounted for in financial planning.
  - ii. Significant future costs, as the Working from Anywhere Blueprint will not be available to inform the design and procurement of solutions that sit under dependent initiatives and which will need to proceed in accordance with their existing schedules.

- 6.10. In addition, opportunities to iteratively share learning across Accelerated Projects, Definition activity and dependent initiatives, for the benefit of all pieces of work, may be lost.

## **7. CONSULTATION**

- 7.1. This report will be circulated to the relevant Cabinet Member at each authority:

H&F: Cllr Max Schmid

RBKC: Cllr Joanna Gardner, Cllr Rock Fielding-Mellon, Cllr Warwick Lightfoot

WCC: Cllr Melvyn Caplan

## **8. EQUALITY IMPLICATIONS**

- 8.1. There are no negative equalities implications are expected.

## **9. LEGAL IMPLICATIONS**

- 9.1. There are no legal implications for this report.
- 9.2. [Comment provided by Tasnim Shawkat, Bi-borough Director for Law (x2700)].

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. For LBHF the funding will come from the Efficiency Projects Reserve .  
[Comment provided by Mark Jones, Director for Resources, TTS, x6700].
- 10.2. RBKC Corporate Services Group Finance comment; For RBKC, approval is required for the release of £201,333 from the Transformation Reserves to meet the costs outlined in this report.
- 10.3. WCC Finance comment and confirmation of funding source is awaited.
- 10.4. The budget and resources will be managed by the WfA Programme Manager.

## **11. RISK MANAGEMENT**

- 11.1. A risk and Issue Management Strategy will be developed as part of programme definition work and an initial Risks and Issues register has been established. The programme will set the risk and issue management

standards for the Accelerated Projects and then give the Project Managers the authority to manage their risks within those parameters.

- 11.2. The SRO for the programme will own strategic risks and issues and authorise the programme risk and issue strategy. The Programme Manager will design and manage the risk and issue management cycle and owns the programme level risks and issues.

## **12. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

- 12.1. There are no procurement and IT strategy implications for this report. Verified by Mark Cottis, e-Procurement Consultant, 020 8753 2757.

**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

| <b>No.</b> | <b>Description of Background Papers</b>                                   | <b>Name/Ext of holder of file/copy</b>                  | <b>Department/ Location</b> |
|------------|---|---|-----------------------------|
| 1.         | Initial Paper for Discussion at amended TAMPB, October, 2012              | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |
| 2.         | Mandate+, October 2013  | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |
| 3.         | Programme Proposal, December 2013   | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |
| 4.         | Presentation to Tri-borough Corporate Services Portfolio Board, June 2014 | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |
| 5.         | Programme Brief, June 2014  | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |
| 6.         | Programme Preparation Plan, June 2014                                     | Working from Anywhere Programme Team<br>(020 7341 5792) | Kensington Town Hall        |

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## **LIST OF APPENDICES:**

### *Appendix*

- A Other Implications
- B Excerpt from Presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014, showing Identification work completed
- C Proposed Governance Process and Structure – Working from Anywhere
- D Issues requiring resolution, as raised by senior stakeholders through a series of interviews conducted by the programme team
- E Accelerated Projects and their outputs (extracts from presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014)
- F Properties included in calculation of running costs of Tri-borough estate
- G Accelerated Projects: Activities and Outcomes Matrix : Draft

***Other Implications***

**Risk Management**

A Risks and Issues Log has been established for The Programme. Risks and issues are being actively managed and will continue to be managed throughout the Definition phase and during delivery of the Accelerated Projects.

**Communications**

The Programme Communications Manager will be responsible for ensuring communications are effective, engaging and coordinated. This is particularly important in the complex Tri-borough environment and will be a key factor in the successful delivery of the Accelerated Projects and for the completion of the Definition work.

**Excerpt from Presentation to Tri-borough Corporate Services Portfolio Board,  
26 June 2014, showing Identification work completed**

**WORKING FROM ANYWHERE**  
Outputs: February 2014 (commencement) - Now

Next steps - deliverables by end April, 2014

Understanding the Current Landscape

- IT
- People
- Property

- Decision making processes
- Cllrs / Committees
- Boards
- Projects - current & proposed
- Organisation structures
- Governance
- Plans / Budgets
- Key decision dates
- Policies and strategies

How?

- Engage with heads of departments and key players
- Meet with and gather information from key stakeholders for existing initiatives
- Stakeholder workshops – engagement and input to Blueprint

Understanding the required future state

- 1 Governance in place**  
Detailed on upcoming slide
- 2 Vision**  
SRO to author  
Endorsed by Sponsoring Group  
Inspirational  
Includes key features  
Sufficient detail  
Underpins communication
- 3 Blueprint for Future State**  
PM to author  
Developed with input from senior suppliers  
Detailed  
Communicated
- 4 Programme Preparation Plan**  
Timeline and resource for full business case

Including utilisation Study and Report

Formal confirmation of Sponsoring Group required (see Programme Brief)

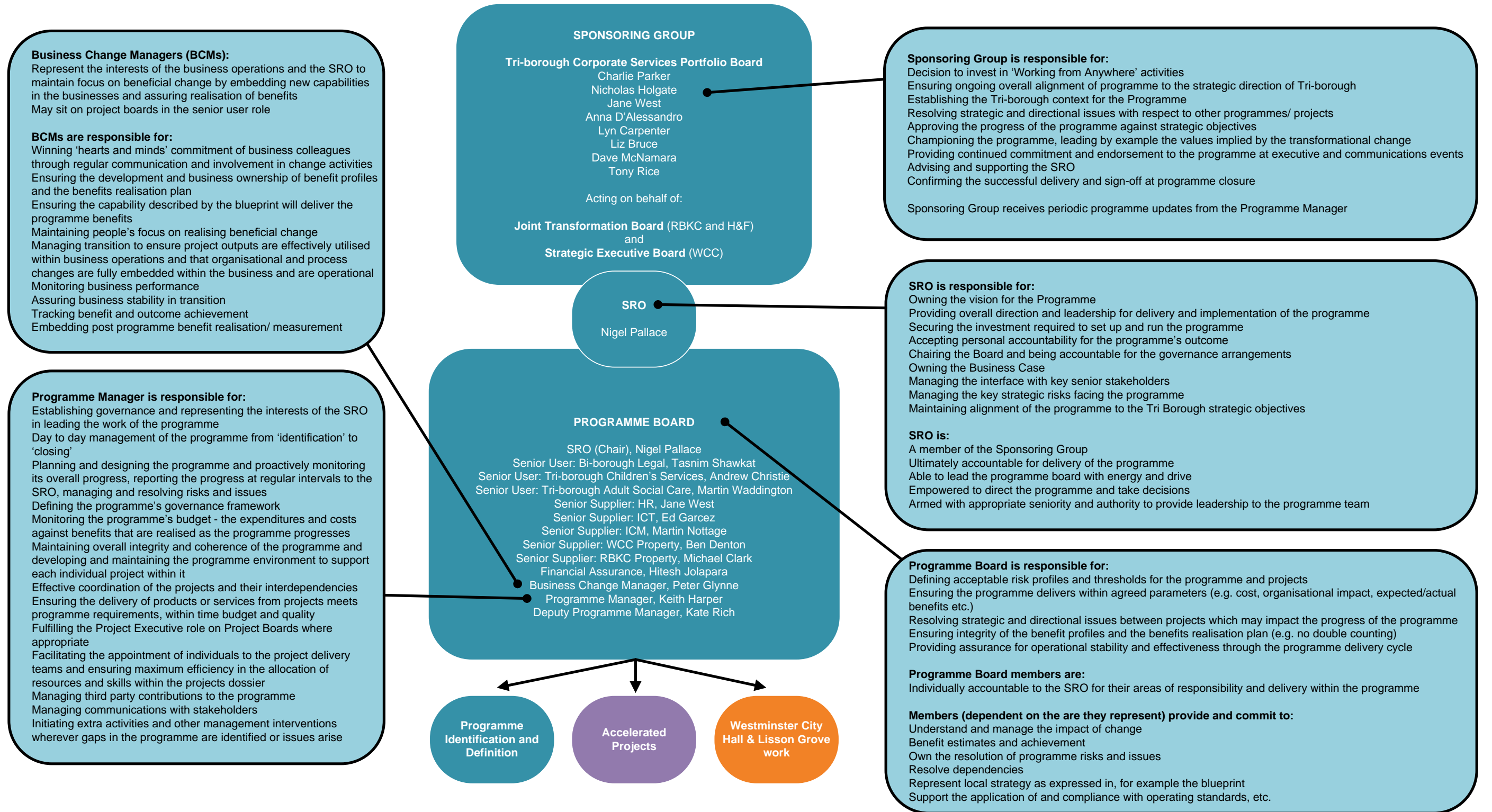
**Outline vision work ongoing**

- Staff workshop complete
- See dossier
- detailed design sessions underway – iterative process

+ Programme Brief and supporting documents (see docs circulated separately)

# PROPOSED GOVERNANCE PROCESS AND STRUCTURE

## Working from Anywhere





***Issues requiring resolution, as raised by senior stakeholders through a series of interviews conducted by the programme team***

*A series of interviews were held with senior stakeholders to seek their views and gain an understanding of the wider vision and appetite for this work.*

*A number of key themes emerged from the interviews and have been taken into account when developing the programme, including the Accelerated Projects.*

*Key themes included a desire for the programme to enable:*

- Technology and systems that are consistent and joined up across boroughs and better enable remote working and increased productivity (mobile PC devices / smart devices, telephony, video conferencing, document sharing/ collaboration tools)
- Access to systems, documents and people 'on the go' / from anywhere
- Managers who manage by outputs, not presenteeism – staff and teams who are not dependent on being collocated or in a specific place to do their jobs productively
- Effective performance management as the norm
- A workforce of people who; can think for themselves; are given the freedom to make decisions and be confident in those decisions; think beyond the mould to come up with innovative ways to improve productivity, efficiency and service delivery
- A culture where the default is continuous improvement, standstill is the exception
- Clear policies on the management of electronic documents, including the storage and sharing thereof (e.g. share documents as SharePoint links (or similar) rather than as email attachments)
- Less reliance on email as a communication channel (i.e. because emails create more work, waste time and reduce productivity and efficiency)
- A greater work life balance, to the benefit of individuals and the organisation
- Access to real time data from internal and external parties to enable quicker and more informed decision making

**Accelerated Projects and their outputs (extracts from presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014)**

**Accelerated Projects – expected outputs**

*Better enabling those who need to work from multiple locations now*

**1 Enabling Flexible Working Now**

Better support for those who need to work from multiple locations now

Common Glossary

Online resource with key information about how to work effectively from different Council sites and beyond

Improved touchdown and alternative work settings in non-refurbished offices  
e.g. spaces for confidential phonecalls

Common protocols for building use across Tri-borough

Better support in shared buildings

**2 Meetings Now**

Tools and guidance for better virtual meetings with existing infrastructure

Common software solution for virtual meetings across Tri-borough  
e.g. for teleconferencing, video conferencing and screen sharing

Practical Guidance  
e.g. When are virtual meetings appropriate? How to hold an effective virtual meeting

Effective processes for checking and maintaining Smart Boards to increase reliability and minimise downtime

Smart Board Training and Support

**3 Property and Moves Now**

Clear process for moves requiring input from WfA team

Map and timeline of moves requiring engagement from WfA team

Clear governance, process and protocols for moves requiring WfA engagement  
e.g. for moves that require teams to change from occupying space territorially at a 1:1 desk:person ratio, to sharing space at ratios closer to 7:10

**4 Information Management Now**

Reducing hard copy storage for in scope teams

Updated retention schedules

Raising the profile of information management

Less Physical Storage

**5 Creating a workforce that can work from anywhere now**

Support for those moving into shared offices. Engaging events for all.

Practical support for managers and teams  
e.g. Training modules to help teams work effectively when not in the same location

Engagement to begin culture and behaviour change

**6 Mobile Working Now**

Better visibility between existing mobile initiatives; sharing of knowledge and learning; and avoiding duplication

Map of existing mobile working initiatives

network / forum for people leading mobile working initiatives

mechanism for connecting to WfA support if/as required

***Properties included in calculation of running cost of Tri-borough estate***

- Hammersmith Town Hall
- Hammersmith Town Hall Extension
- Chelsea Old Town Hall
- Kensington Town Hall
- Westminster City Hall
- 215 Lisson Grove
- 145 King Street
- Macbeth Street
- New Zealand Way
- Lila Huset
- Canalside
- Clement Attlee
- Francis Street
- Mund Street
- 101 Orchardson Street
- 181 King Street
- 182 Hammersmith Road
- Beatrice Place
- Fulham Old Town Hall
- Bagley's Lane Depot
- Normand Park Depot
- Denyer Street Depot
- Elkstone Road Depot
- Pembroke Road Depot
- 72 Tavistock Road
- Carlyle Building
- 145 Hammersmith Road
- Cobbs Hall

|   |                                      |   | <b>LBHF</b>  | <b>RBKC</b>  | <b>WCC</b> |
|---|--------------------------------------|---|--|--|------------|
| <p><b>Accelerated Projects</b> ●</p> <p>This work is to address immediate issues to assist flexible and shared working across our estate now.</p> | <p><b>Information Management</b></p> | <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Complete storage survey</li> <li>• Analysis of storage issues, develop new team storage targets in line with plans for HTH</li> <li>• Review existing data retention policies</li> <li>• De-cluttering work with teams, including 'black bag days'</li> <li>• Helping teams transition to electronic document management systems (e.g. SharePoint?)</li> </ul> | <ul style="list-style-type: none"> <li>• Review of use of existing storage space</li> <li>• Engage with building users to eradicate bad habits that limit sharing ratio</li> </ul>   | <ul style="list-style-type: none"> <li>• Initiate the de-clutter work at City Hall</li> <li>• Helping teams transition to electronic document management systems (e.g. SharePoint?)</li> </ul>   |            |
|   |                                      | <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• The organisation understands better the cost of using premium office space for storing papers and the value of good information management in terms of an effective workplace and the ability to work from anywhere.</li> <li>• Reduced hard copy storage</li> <li>• Up to date retention policies</li> </ul>  | <ul style="list-style-type: none"> <li>• Good information management practice is reinforced</li> <li>• Tackling examples of poor information management that is limiting effective shared use of space</li> <li>• Ensure teams have minimum required team storage to better facilitate forthcoming office moves</li> </ul> | <ul style="list-style-type: none"> <li>• The organisation understands better the cost of using premium office space for storing papers and the value of good information management in terms of an effective workplace and the ability to work from anywhere.</li> <li>• Significantly reduced hard copy storage</li> <li>• Up to date retention policies</li> </ul> |            |
|   | <p><b>Meetings Now –</b></p>         | <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Inventory of meeting</li> </ul>  | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul>   | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul>   |            |

|  |   |                         |   |  |  |
|--|---|-------------------------|---|--|--|
|  | <p>tools and guidance for better meetings (including virtual meetings) with existing infrastructure</p> |                         | <p>facilities, equipment and software</p> <ul style="list-style-type: none"> <li>• Understanding travel patterns</li> <li>• Create and/or refine training modules in meeting room technologies</li> <li>• Create quick reference guides for meeting technologies</li> <li>• Comms to promote virtual meetings</li> <li>• Create a meeting technology 'super user' network</li> <li>• Agree management and maintenance regimes for meeting room technologies that supports the intensive nature of their shared use</li> </ul> |  |  |
|  |   | <p><b>Outcomes:</b></p> | <ul style="list-style-type: none"> <li>• Tools to support virtual meetings</li> <li>• Guidance material</li> <li>• Training modules</li> <li>• Reliable, managed and maintained Smart technology that works every time, with support</li> <li>• Ability for staff working in a mobile way to book meeting rooms at key in-scope locations (5 locations?)</li> <li>• More productive use of</li> </ul>   | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |

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|  |   |                           | SmartBoards (where they exist)   |  |  |
|  | <p><b>Great Places to Work</b> – supporting those new to shared offices and working in distributed ways</p> | <p><b>Activities:</b></p> | <ul style="list-style-type: none"> <li>• Design and delivery of training and development for managers and teams moving to flexible working and/or working from anywhere</li> <li>• Source suite of tools to support staff who are working in distributed ways (e.g. promoting and training with existing software such as Bridgit video-conferencing, or Dropbox, Slack, Evernote), and share with staff</li> <li>• Design and delivery of range of informal engagement events, changing mindsets and building workplace communities</li> <li>• Create and launch a network of workplace communities that will support each other in effective working</li> <li>• For all shared office accommodation, ensure FM support meets enhanced requirements for maintaining shared environments</li> <li>• Plan, manage and deliver staff office moves</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |

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|  |   |                    | relating to Pembroke Road, Malton Road, Glenthorne Road* and Legal move into KTH<br>*These moves have separate funding  |  |  |
|  |   | <b>Outcomes:</b>   | <ul style="list-style-type: none"> <li>• Staff better understand how to work in distributed ways and are supported in doing so, allowing sharing ratios to be implemented</li> <li>• Networks and communities in place ensure staff feel connected to the organisations, but less dependent on physical locations</li> <li>• When staff need to use an office location they have access to the work settings they require, and facilities and equipment in full working order</li> <li>• Staff office moves are completed successfully with good feedback from teams moved</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |
|  | <b>Mobile Working Now</b> – better visibility between existing mobile initiatives; sharing of knowledge and learning; and | <b>Activities:</b> | <ul style="list-style-type: none"> <li>• Map existing mobile working initiatives across the three councils, including close liaison with ICT colleagues</li> <li>• Research external initiatives – what are other organisations</li> </ul>  | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |

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|  | avoiding duplication     |                    | <p>doing?</p> <ul style="list-style-type: none"> <li>• Create a forum to share mobile working experiences (lessons learned and best practice)</li> <li>• Connect existing initiatives with appropriate from all WfA Accelerated Projects</li> <li>• Develop 'top tips' for working away from the office</li> </ul>  |  |  |
|  |                          | <b>Outcomes:</b>   | <ul style="list-style-type: none"> <li>• A set of recommendations for the organisation as to any changes required to existing initiatives, initiatives that should not proceed, that require better support, or that should be delivered collaboratively</li> <li>• Ability to identify any WfA opportunities in relation to existing mobile working initiatives</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |
|  | <b>Moves Process Now</b> | <b>Activities:</b> | <ul style="list-style-type: none"> <li>• Use lessons learned from recent moves to inform the development of a robust Tri-borough moves planning and delivery process</li> <li>• Develop a more rigorous test for move business cases, that takes account of the more agile</li> </ul>   | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |



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|  |  |                    | <p>workforce moving forward</p> <ul style="list-style-type: none"> <li>• Create a live map of upcoming moves</li> </ul>   |  |  |
|  |  | <b>Outcomes:</b>   | <ul style="list-style-type: none"> <li>• Moves are lower cost, less disruptive and less frequent</li> <li>• Live map enables better coordination and sequencing of office moves</li> </ul>  | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |
|  | <b>Touchdown Refresh</b> – better support for those who need to work from multiple locations now | <b>Activities:</b> | <ul style="list-style-type: none"> <li>• Limited cost exercise to ensure existing Touchdown facilities are uncluttered, sharable, reliable, have right ICT and are accessible to all those who need to use them</li> <li>• Some new furniture, information management work</li> <li>• Develop central point that provides all information users require for using Touchdown facilities across the three boroughs</li> <li>• Develop and agree brief for building management and FM support staff to ensure ‘guest’ building can access the facilities they need and receive consistent messages and support to ensure they can work effectively,</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |

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|  |  |                  | easily   |  |  |
|  |  | <b>Outcomes:</b> | <ul style="list-style-type: none"> <li>• Touchdown spaces are consistent, reliable and user-friendly</li> <li>• Staff feel 'welcome' and that they 'belong' in other buildings, and can work as effectively and efficiently from any of the three Town Halls</li> <li>• Greater range of alternative work settings now available at all sites and users understand when to use them</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> | <ul style="list-style-type: none"> <li>• As LBHF column</li> </ul> |