

THE SmartWorking

HANDBOOK 2nd EDITION

How to improve business performance through new ways of working
A practical guide



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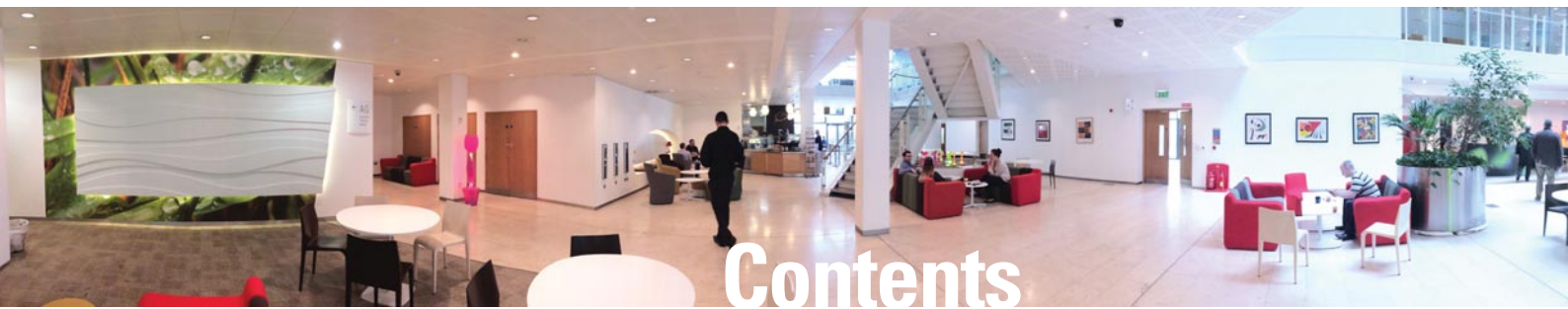
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How to improve business performance through new ways of working A practical guide

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Four years ago we published the first edition of *The Smart Working Handbook*. Our aim was to encapsulate best practice in the field of transforming organisations through smart working techniques.

The Handbook was very well received at the time. But we did not anticipate how successful and influential it would be. As well as the initial print run, more than 10,000 copies were downloaded from Flexibility.co.uk and its partners. And we know that it has been shared beyond this, in the UK and across the world. It has been recommended by membership organisations in the fields of HR, property and technology.

It has also been adopted or adapted with help from us in numerous organisations as their internal guidance. This includes the UK Cabinet Office, where the Handbook has been adapted as the official guide to Smart Working for the UK's 440,000 civil servants. *The Way We Work: A Guide to Smart Working in Government* has been playing a central role in the government's roll-out of Smart Working across departments.

Much of this guide also informs new British Standards guidance on Smart Working, to be published at the end of 2015.

So we are delighted at the recognition for and influence of the Handbook. But we are most delighted that the clarity and coherence of message and the practical inter-disciplinary approach is making a difference to organisations and their

employees. For we continue to believe that Smart Working makes a difference to the Triple Bottom Line, bringing benefits for the business, for the people who work there, and for the environment.

In this new edition we broadly kept to the same format, while consolidating the sections dealing with people and culture. There is more coverage of key areas around ergonomics and wellbeing, plus new case studies and new photographs showing implementations of Smart Working.

While there is general consolidation towards the term 'Smart Working', we know that programmes in organisations may be branded differently, such as 'Agile Working', 'Modern and Flexible Working', or 'Dynamic Working'. This handbook addresses all such programmes, as the aims tend to be similar.

At the outset I'd like to thank the sponsoring partners and the case study organisations, without whom this second edition would not be possible. And it's a reminder that wisdom and expertise in the field of Smart Working is shared amongst numerous organisations. The Smart Working Handbook is the

result of many years of experience and the pooling of knowledge. We look forward to sharing this with you and helping you on your journey into Smart Working.



Andy Lake

The way we work is changing – but not fast enough. In the current challenging climate, most companies and public sector organisations are looking closely at what they do and how they do it. Now is the time to take steps not only to deal with the impacts of the recent recession, but also to plan for the longer term. Becoming more flexible and working smarter should be at the heart of transforming and streamlining organisations.

Our vision for transforming the way we work through Smart Working focuses on achieving the following benefits:

- Increasing the effectiveness of our activities
- Focusing our work on outcomes rather than processes
- Meeting the aspirations of staff for an improved work-life balance
- Reducing the financial costs of running an organisation
- Creating office environments that facilitate collaboration and innovation
- Reducing the environmental footprint of our working practices.

Work in the 21st century is about what you do, not where you do it. Strategic use of new technologies enables much of the work we do to be carried out from many locations other than offices.

What is holding us back? There are technological limitations that vary between organisations, the challenges of traditional office culture, and paper-based processes. But Smart Working

is about embarking on a journey, where the aim is to make continuous progress towards achieving these benefits.

Our aspiration here is to provide the framework for new working practices that will enable all employing organisations to work seamlessly across locations, and at times that are more advantageous to both customers and employees.

The workforce will be empowered by a new trust-based working culture. They will have access to offices that are designed for interaction with colleagues, partners and customers. And they will work for employers that have become more agile and in better shape to deliver their mission.

What is Smart Working?

Smart Working is a business-focused approach to flexible working that delivers more efficiency and effectiveness in work organisation, service delivery and organisational agility, as well as benefits for working people.

Key features are management by results, a trust-based culture, high levels of autonomy, flexibility in the time and location of work, new tools and work environments, reduced reliance on physical resources and openness to continuing change.



The world of work is changing

- 25% of EU workforce classed as 'e-nomads'
- >90% of large organisations offer some 'flexible work'
- Part-time work is increasing: 19% of the workforce in USA; 27% in UK; 51% in the Netherlands
- 4.2 million people work from home in UK – 32% increase since 2001
- 70% of start-ups begin at home (US, UK)
- 3 out of 4 people in part-time, temporary or zero-hours work don't want to change their work pattern
- Workhubs – from nowhere to >2500 in Europe in 2014

Source: Flexibility.co.uk, *It's Work But Not As We Know It*, 2014

2 Principles of Smart Working

Smart Working is about taking a comprehensive and strategic approach to modernising working practices. It is based on the following principles:

- Work takes place **at the most effective locations** and **at the most effective times**
- **Flexibility becomes the norm** rather than the exception
- Everyone is in principle considered eligible for flexible working, without assumptions being made about people or roles
- Employees have **more choice** about where and when they work, subject to business considerations
- **Space is allocated to activities**, not to individuals and not on the basis of seniority
- The **costs of doing work are reduced**
- There is effective and appropriate use of technology
- Simplified **collaboration** and connectivity virtually everywhere means sharing information and working with others regardless of location



- The processes people are asked to work with are **continuously challenged** to make sure they are fit for purpose
- Managing performance **focuses on results** rather than presence
- Smart Working underpins and adds **new dimensions to diversity and equality** principles
- Employees have the opportunity to lead **balanced and healthy lives**
- Work has **less impact on the environment**.

What will this mean in practice?

Smart Working provides **a strategic and business-focused framework for adopting smart, agile working as the norm.**

This means taking a proactive rather than a reactive approach to flexibility, by seeking out the benefits rather than waiting for individual employee requests. Limitations on flexibility need to be based on clear operational need.

Management by results rather than presence – which is best practice in any case – will become further embedded as a core management competence.

Assessing the total costs of how we work should inform decisions about work styles. This includes both the financial costs and the environmental costs (e.g. in relation to use of buildings, resources, and travel). In essence, **the footprint of work is reduced.**

As a result of the greater flexibility and agility, organisations will become **more adaptable to change.**

Business continuity will be enhanced by the ability to work in an all-electronic environment and from a much wider range of locations. In effect, the office is the network.

For individuals, this means being **empowered to choose the best times and places to work**, varying start and finish times and choosing work settings that suit the nature of the task and personal preferences so that the job can be done well and quickly.

Managers focus on the output and employees choose how it is delivered.

As a result, **trust-based relationships become central** for both employees and managers as people take greater ownership of their work style.

This **greater autonomy** will increase the opportunity to **lead more balanced and healthy lives.** Greater choice in workstyles will support diversity in recruitment and equal opportunities for advancement.

In summary there are positive impacts from Smart Working on the 'Triple Bottom Line' – benefits for the business, for people, and for the environment.

Because of the complexities of the changes involved, it can be tempting to see Smart Working as being all about designing offices and setting up new IT. But this really misses the point. While these are key enablers, Smart Working is essentially about people and culture change. It is about changing the way people work and empowering them to work in smarter ways to deliver better services, and to organise their work in ways that improve the relationship between work and the rest of life.

Getting smart about flexibility

Many organisations have developed good practices in responding to requests for flexible working. Smart Working takes this a stage further and extends the possibilities for working at different locations and at different times, to increase the effectiveness of how we work.

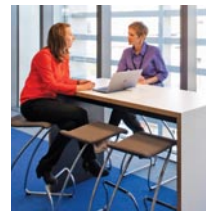
Employees can also blend different smart/flexible working options, according to the needs of the tasks in hand. This involves a substantial move away from the idea that an individual applies for and is granted a single alternative workstyle that is set in stone.

Choosing which styles of work are appropriate depends on:

- Examining the tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations
- The preferences of the employee and being able to meet their aspirations

- The potential of smarter working choices to reduce the financial and environmental footprint of the organisation's working practices
- Any impacts on teamwork that may arise, e.g. how team communications and grouping of tasks might need to evolve to maximise the benefits.

There are of course roles that are quite place-specific. In these instances the possibilities for other kinds of time-based flexibilities may be appropriate and may, for example, enable services to be better aligned with customer needs.



One important principle is that work times and locations need to be evaluated on the basis of the **tasks** involved, rather than whole jobs. It is too easy to say, on the basis of traditional practices, 'This sort of job can't be done flexibly'. Increasingly work has more knowledge-based components and can be untethered from physical resources. This requires new thinking about how, where and when work can be done.

Most roles have scope for some flexibility. Employees should have the opportunity to suggest ideas for working smarter and more efficiently.

Managers and team members should think how changing times and places of work can improve effectiveness, reduce travel and resource use and drive down the cost of work.



UK Trade & Investment, London



Managing Smart Working

On a day-to-day basis, managing Smart Working teams means moving away from managing by presence to managing by outcome. This involves different ways of keeping in contact with staff, of assessing workloads and monitoring and measuring performance.

For the team this will involve greater sharing of schedules with colleagues and managers, filing information so it can be accessed by others and updating each other about work-in-progress.

However, we should not exaggerate the changes involved. Many of the management skills required are the same as always, only they need to be applied with more discipline so that people working at a distance and in the office are not treated differently or excluded from the team.

Teamwork protocols

It is important to have clear expectations about what is to be done and about communications within the team.

Team protocols should be established to cover:

- A requirement to let others know where and when you are working
- Clear reporting structures
- Sharing of calendars and schedules
- Rigorous use of electronic document management systems, to ensure work is easily accessible
- Being flexible about flexible working – to ensure that no individual is disadvantaged by the choices of others, e.g. in providing office cover or attending evening meetings
- Etiquette in online communications, and behaviour in virtual meetings
- Sharing desks and making the clear desk policy work well
- How best to use the various meeting spaces and other activity-based settings
- Signposting availability for phone contact or online discussion
- Fairness in use of space when in the office.

Managers should ensure that there is a degree of enforcement, at least in the initial stages, to bring about the changes in work culture required. Experience shows that to a large extent teams are able to do this themselves, and monitor their own team members' adherence to the standards required.

Rethinking meetings

It is important also to rethink meetings. Routine sharing of information can be carried out through online processes. Physical meetings should be reserved for important collaborative work involving activities such as training, brainstorming and decision-making.

The benefits of Smart Working can be undermined by insisting on being present in person for routine meetings. Wherever possible, when employees are working in different places meetings should be held using audio, video or web conferencing. In reaching decisions about holding meetings, attention should always be given to the cumulative effects of meetings, and the need to reduce the need to travel.

A common complaint – particularly in larger organisations – is of having too many meetings or of a ‘meetings culture’.

The new ways of working provide an opportunity to:

- Replace physical meetings by online interaction
- Replace ‘set-piece’ formal meetings by shorter interactions, in person, online or mixed physical/virtual
- Reduce the number of people at a meeting for the whole session, calling people in remotely when needed, or having them primed to respond to questions by instant messaging if needed.

Managers should consider setting targets for reducing the numbers of meetings, to liberate more time for other kinds of work. It should be possible to reduce the number of physical face-to-face meetings by at least one third.

Smart Working is for everyone

Though there are work activities that are inherently less open to be carried out at different times and locations, organisations should take the approach that Smart Working is nonetheless for everyone. It should not be the case that some people are classed as ‘fixed’ workers while others are classed as flexible or smart workers.

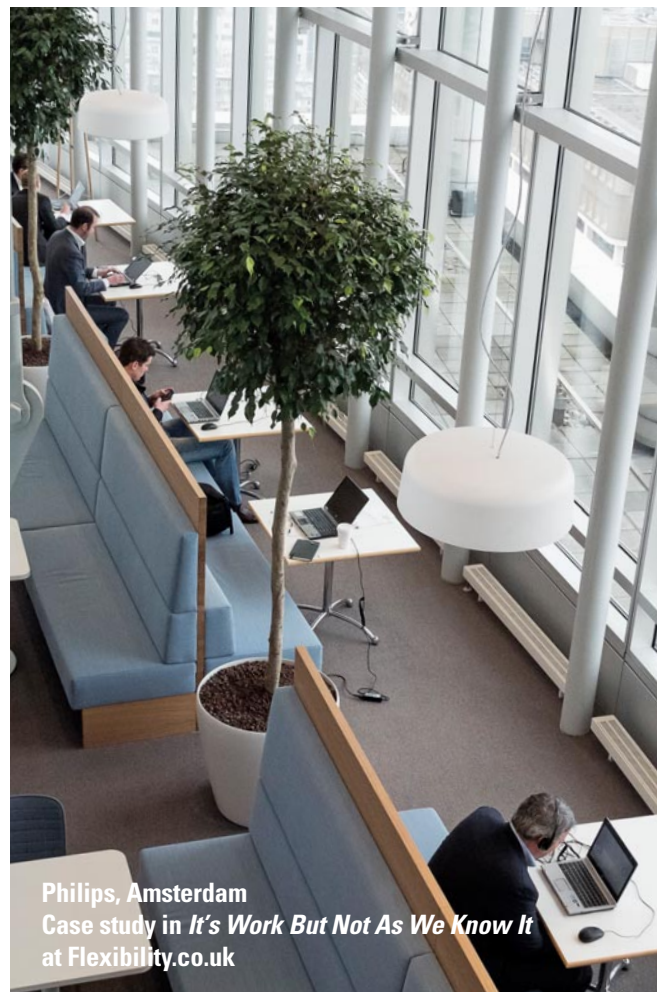
Smart Working involves changes to the way all people work. It is not a question of saying some roles are eligible and some are not. People with more hands-on, place-specific or time-critical components to the work are likely to be working with other

people whose workstyle is changing. The nature of the tools they use and the interactions with colleagues would change as a consequence.

It is therefore important to ensure that there is a single framework and culture of Smart Working. The risks of seeing some people as smart workers while others carry on as before are that:

- Two different work cultures will emerge, and
- The traditional work culture becomes dominant by default, reducing the benefits of working smarter.

Where working patterns are tied to direct interaction with customers, the operation of machinery, maintenance of sites or handling of goods, the possibilities for the staff directly involved to work remotely might be limited. In such circumstances other time-based forms of flexibility should be considered as appropriate for the tasks involved.



3 People, workstyles and culture change continued

CASE STUDY

Driving change forward at Volkswagen Financial Services, Milton Keynes

Leading financial services company, Volkswagen Financial Services, has built a brand new, state-of-the-art office space as its UK headquarters in Milton Keynes. The building brings together its 750+ colleagues who were working across three different sites, improving collaboration between teams, departments and working groups.

As well as providing a bright and inspiring place to work, the new office was designed to facilitate new and improved working practices.

Team zones exist on each floor and each team zone uses its space according to its needs. Project teams sit together whilst working on specific projects and then the individuals move to other areas once that project is completed.

Pedestals have been replaced with 'hot boxes' and each member of staff has a locker to store their personal belongings in. This allows for more flexibility in working practices.

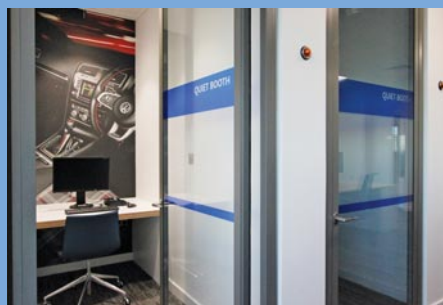
There is now a wide range of meeting space available including formal meeting rooms, meeting pods, breakout areas, quiet booths, lounges and much more. This has been instrumental in changing the way employees work and collaborate. Informal and impromptu meetings take place all over the building and people are communicating differently to how they did before. The building is also designed to be an engaging and fun place to work. On each floor there are refreshment hubs for people to

take a break and eat their lunch (hot food is not consumed at desks). This encourages everyone to take breaks and to stop for lunch. Each refreshment hub also has a games area with table football, pool and air hockey. These supplement the onsite restaurant.

The on-site wellbeing centre provides timely and effective health and wellbeing advice and support. Both the restaurant and wellbeing centre run regular promotions and campaigns to employees. Throughout the building key brands and motoring heritage are brought to life with innovative displays and artwork. These help to reinforce the company's values and identity.

An extensive communications operation supported the changes before, during and after implementation. This involved a wide range of channels including employee engagement events, experiential suite, microsite, regular emails, desk drops,

competitions and much more.



Nearer to move day, the focus turned to ensuring everyone was ready for the move, with lunch

and learn sessions, inductions and a weekly newsletter providing all the relevant information. Once everyone had settled into their new home, all employees were invited to provide feedback on their experiences. The result was high levels of excitement about the changes and people well-prepared to work in the new working environment.

Volkswagen Financial Services, Milton Keynes



The benefits of Smart Working are not confined to particular sectors. Many organisations in sectors such as engineering, construction and retail have adopted Smart Working. Most large organizations across all sectors also have many functions such as marketing, design, HR, finance, strategy, IT, field work, etc, that work in similar ways. The adoption of Smart Working is therefore relevant to all sectors. The existence of particular requirements that act as constraints on flexibility and mobility for some types of work should not be seen as ruling out Smart Working for the whole of the organization.

Highly collaborative and dynamic teams

The aim in moving to Smart Working is to create the context in which teams can operate more dynamically, and have better physical and online spaces in which to interact.

Though they may no longer always sit at adjacent desks, Smart Working with new technologies and team protocols should facilitate much more effective sharing of work and enable team members to communicate more effectively than before from anywhere.

Dealing with problems and issues

The evidence from implementations of Smart Working is that more problems are anticipated than actually arise, e.g. isolation. Usually this is down to over-estimating the amount of time that people will be out of the office and under-estimating the potential of the modern communication tools for keeping teams in touch with each other.

Few want to return to the old ways of working once they get used to working smarter and have the tools and new work spaces to support it. All the same, problems can occur as in any traditional workplace. It is the responsibility of teams to look out for each other, and in particular for managers and members of dispersed teams to spot problems and resolve them before they become major issues.

If necessary, the manager and team member can agree an alternative work style. It is about finding the right work style for the individual, and about providing the appropriate support – not simply hauling people back into the office and managing by presence.



Volkswagen Financial Services, Milton Keynes

Practical culture change

Smart Working is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done.

The new working culture is best developed through embracing practical measures. For example:

- A more collaborative culture develops from sharing space and resources more effectively and through having different kinds of meetings
- A trust-based culture is developed by introducing new techniques and protocols for teamwork and through managing by results
- Being open to further change becomes a habit of mind when people feel empowered to challenge and improve processes and behaviours.

Steps organisations should take to embed the new working culture include:

- Awareness-raising sessions for all levels of staff
- Specific training in Smart Working techniques for managers and teams
- The development of team charters or protocols to involve employees in designing and enforcing their own team arrangements for rolling out Smart Working practices
- Incorporating Smart Working techniques and principles in leadership development programmes and other relevant professional training
- Ensuring that recruitment policies support the development of a Smart Working workforce and culture
- Ensuring that performance management, reward and other people policies support the development of Smart Working.

Continuous challenge and improvement

Central to Smart Working is a constant quest to improve working practices and business processes as new opportunities emerge. A useful way to do this is through the CAN Test – to **Challenge Assumptions of Necessity** around traditional or habitual ways of working. **It involves asking questions such as:**

- Why are we doing *this* (at all)?
- Why are we doing this *here*?
- Why are we doing it *in this way*?
- Why are we doing it *at this time* (rather than another time)?

Having identified practices and processes that could be done differently, the next questions to ask are whether using Smart Working techniques there are ways of doing these things that are:

- Faster?
- More flexible?
- Lighter (i.e. less heavy on resources – time, energy, physical resources)?
- More in line with customer needs?
- More in line with employee aspirations?

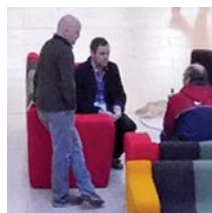
People are encouraged to propose new ways of working that will deliver benefits. Focusing on practical questions in this way not only delivers benefits, but will help to embed Smart Working behaviours and mindset.

Source: Lake, A. *Smart Flexibility*. Gower Publishing 2015

Aligning policies with Smart Working

Most organisations will have flexible working policies to comply with the Flexible Working Regulations [see box below].

Many have policies that go further in offering a range of alternative workstyles to support employees' wellbeing and work-life balance. Often these are presented on a reactive basis, where an individual can request flexible working, subject to the approval of a line manager.



Organisations should review their policies on flexible working and other documentation such as the staff handbook, to align with the more positive and enabling approach to workplace flexibility that is embodied in Smart Working.

Smart Working and the Law on Flexible Working in the UK

Legislation which came into effect in June 2014 gives the 'right to request' flexible working to all employees after 26 weeks' service.

The law requires employees to make a case showing that the new work arrangements are workable and will not adversely affect business.

Employers are not obliged to grant a request, but must give sound business reasons if they refuse. Employees may appeal if they feel a request has been unreasonably refused. Guidance from ACAS sets out a code of conduct for applications and dealing with them.¹

Most large organisations now have policies to address the needs of the law. It is a useful first step, but it is not the same as having a comprehensive approach to Smart Working. Smart Working enables us to have a proactive, rather than reactive approach, to flexibility that addresses both business needs and employee aspirations, delivering a wider range of benefits.

¹ See Footnotes p46

CASE STUDY

Engaging with Smart Working at BIS

Smart Working has been transforming the way people work at the UK Department for Business, Innovation and Skills (BIS). Launched in 2012, *Ways of Working* takes a people-centred and continuous improvement approach to enabling people to work more effectively and efficiently.

The programme has been designed in consultation with people across the Department. Users drive every part of the programme with user groups designing and delivering solutions: over half of people working in BIS have already been directly involved in the programme. The aim is to create a workplace where challenge is encouraged: over 800 ideas for simplifying internal processes were received in just two weeks.



Every team in BIS completed a smarter working survey to understand the Department's working practices and smarter working capability. The result is that the Department has an understanding of how people work, their ambition for smarter working, their perception on how change might benefit the individual and the organisation and their capability requirements if they are to make new ways of working effective.

This is being used to inform the approach to working more flexibly, deploying new IT tools and determining the future shape of the office estate.



Moving from fixed desk IT to laptops selected by users in May 2014 has transformed the capability for working anywhere, anytime and use of shared working space. Shared workspace has been redesigned by users to provide flexible working space.

BIS is also piloting a new approach to office layout, replacing old-style desks with large tables to break the culture of clearly defined personal and team spaces. New business lounges that support ad hoc collaboration are starting to transform the approach to meetings and the demand for traditional meeting rooms.

Fifteen year-old IT has been replaced with laptops to support mobility both in and outside the office, screens to plug into at desks and new applications for remote collaboration and conferencing which enable everyone to keep in touch and to tell people where they are working.

The changes have been strongly supported by senior management, with the development of 'The Future' vision, setting out not only the vision for future ways of working but also the steps needed to realise it. A strong communications programme has kept people informed and engaged as the changes evolve.

The Department's achievements and progress were recognised in winning the award for 'Culture & People: Best culture of smart working' in central government's smart working TW3 Smart Working awards.



Types of flexible working workstyles

Smart Working incorporates the full range of flexible working options. These broadly fall into two areas, flexible place and flexible time.

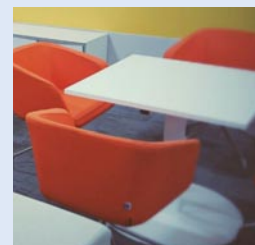
Flexible place options include:

- **Mobile working:** employees who work in many places need to be empowered and equipped to work when travelling, in public settings, and touching down in offices as needed.
- **Working from other offices:** staff may choose to work from other offices – e.g. offices belonging to the organisation, workhubs/co-working spaces, third party serviced offices or partner/client offices, as appropriate.
- **Working as virtual teams:** to avoid relocation or frequent travel, staff work smarter as virtual teams, using online communications and collaboration techniques.
- **Sharing space in the office:** employees do not have a permanent desk, but choose a work setting appropriate to the task in hand.
- **Working from home:** when employees regularly work from home it is typically for 1-2 days per week. Some roles may be based at home full-time. More mobile staff may work using home as a base rather than, or as much as, using the office as a base. For many staff working from home may be an occasional option.



Flexible time options include:

- **Flexitime:** employees can vary start and finish times. Sometimes this is limited by a 'core hours' requirement.
- **Time off in lieu (TOIL):** TOIL is a form of flexible hours working that allows hours to be varied across days, by paying back extra hours worked on one day with time off on other days.
- **Annualised hours:** employees are contracted annually to work a set number of hours, which can be worked flexibly over the 12 month period. This is useful for coping with peaks and troughs in work, as well as for meeting personal requirements.
- **Compressed working weeks:** employees work their standard working hours in fewer days – e.g. one week's hours worked in four days, or two weeks' worked in nine days. There are a range of patterns of varying complexity.
- **Term-time working:** this enables staff who are parents to work around school terms and holidays.
- **Part-time working:** staff are sometimes recruited on a part-time basis, while others seek to reduce their hours, with pro-rata reductions in pay and benefits. It is typically associated with parenting responsibilities, but surveys indicate this is an option of interest to older workers who are thinking in terms of phased retirement.
- **Jobshare:** this is a particular form of part-time working, where two (or occasionally more) people share a full-time job.
- **Self-rostering:** teams take control of their own shift patterns and cover arrangements, which can be especially valuable in roles that are very location-specific or have a 'hands on' requirement.
- **Career breaks:** the option to have a career break or sabbatical to pursue professional or personal development.
- **Seasonal working:** working hours follow seasonal changes in demand.
- **Total 'time worked' account:** total number of hours contracted over a long period and employees can 'complete' faster to discharge their responsibilities.
- **Phased retirement:** gradual reduction in hours until complete retirement.
- **Voluntary reduced time:** offering extra unpaid leave.





Vodafone – Mountain View, Dublin

Smart Working aims to create attractive and inspiring work environments to support the new work styles, increase the adaptability of space, and increase business performance. A smart and flexible approach to office design seeks to achieve these benefits while at the same time achieving significant savings and efficiency gains.

Smart Working also enables a range of new working environments beyond the traditional office.

Unlike traditional offices, which are based on having ranks of personally allocated desks, smart office environments should have a mix of work positions and meeting spaces where work activities can be carried out.

While one of the aims of Smart Working is to have offices utilised more efficiently and to save costs by eliminating wasted space, it is also an aim to use under-occupied space to provide alternative non-desk work spaces that are closely aligned to the needs of modern Smart Workers.

As desk-based tasks can increasingly be carried out from anywhere, the need in offices is less for ranks of workstations, and more for a mix of other functional spaces such as:

- Flexible meeting spaces – small meeting rooms, breakout spaces and café areas
- Space for quiet and concentrated working

- Spaces for confidential work and phone calls
- Touch-down spaces for people working on the move
- Team tables
- Resource areas
- Special project areas
- Flexible multipurpose spaces.

Understanding space requirements

It is essential to have an evidence-based approach to understanding the amount of space needed in the office, and the mix of different kinds of spaces. This should typically be based on:

- An accurate space audit, measuring how space is occupied throughout the working day over a representative sample of days
- An analysis of how, when and where work is carried out
- An analysis of work processes and technology use, and how changing these creates opportunities for change in the workplace
- A storage audit and an assessment of the scope for storage reduction
- Consultation with staff to understand their working practices and preferences
- Mapping of the relationships and interactions between departments and teams.

Space audits in offices with traditional working practices and a typical mix of work types typically show average desk occupancy levels of 45% or less over the working day.

The main value of a space audit is that it will deliver objective figures in terms of how often desks are occupied, how often they are “claimed” but with no one at the desk, and how often they are empty.

Figures of less than 40% average occupancy are normal for professionals and managers in most “pre-smart” office environments. Because of the impact of meetings, site visits, training, leave and sickness average occupancy for admin and support staff rarely rises above 60%, despite what most managers would expect. Peak occupancy may be around 60% for managers and professionals and around 80% for administrative staff, but are rarely higher. Individual teams will show higher peaks, but these peaks do not occur at the same time: this is the main reason why staff often have a perception of higher occupancy than the measured data reveals.

The end result can provide indisputable data showing that space is not being used efficiently and that resources are being wasted – vital for developing the business case for change.

Modern, more mobile working practices and current flexible working options lead to a lower overall requirement for desk space. Smart Working staff surveys (see section 8) will provide

evidence of enthusiasm on the part of staff for greater flexibility, and for higher levels of trust to manage their own work styles. This will lead in time to further reductions in demand for desk space, and adaptations in the office to support more flexible work styles.

The evidence gathered from these analyses underpins the design of new office space. The number of desks will reduce, and more collaborative spaces will be introduced. The exact proportions will depend on the evidence gathered locally.

Sometimes organisations define a default or target ‘desk ratio’ to be achieved, e.g. 8 desks for every 10 people, or 1 desk for every 2. We do not advise this Procrustean approach, but instead one that is based on real data which is likely to vary from department to department.

The key reasons not to be rigid about such ratios are:

1. Requirements will vary across teams, and provision should be based on actual need rather than an average figure; and
2. Office design should not focus excessively on desks, but rather the range of alternative work positions. A highly mobile team, for example, may need many fewer desk positions than average, but need more in the way of collaborative space (e.g. breakout space and project areas).

In both cases, opportunities for efficiency and good design may be missed.



Activity-based settings at Vodafone, Paddington

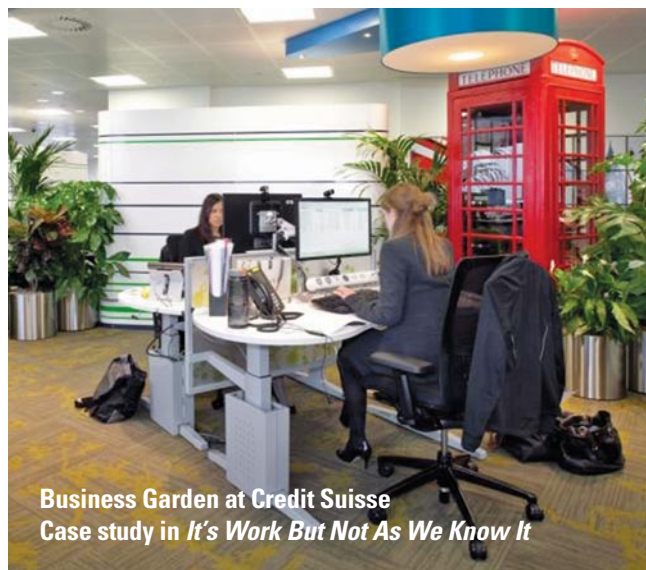
Desk-sharing and clear desk protocols

The following are suggested protocols that can be adopted or adapted to ensure that space-sharing works effectively:

1. Use of space is determined on the basis of the activities being carried out.
2. Space is not to be allocated on the basis of seniority, habit or personal preference.
3. Where team priority zones are designated, this should be seen as non-exclusive team-space, available also to other employees of the organisation as the need arises.
4. Non-team members working in specified team areas should be made to feel welcome. This will help to break down silos and encourage cross-team working.
5. Staff should use the appropriate space for the activity – e.g. informal meetings should not take place at desks but in break-out areas or meeting rooms.
6. If your plans change, rethink your space requirements and move to a more appropriate work setting.
7. Calls or discussions with private or confidential subject matter should be held in a workspace designed for privacy.
8. Work-in-progress should not be stored on desks, but in team storage or project areas.
9. Personal items should be stored in lockers, and only located on desks during periods of active occupation.
10. If a desk or other work area is to be left unoccupied for more than 2 hours, the desk should be cleared for use by others.
11. When a desk or other work area is vacated, it should be left completely clear for use by other members of staff.
12. Teams are advised that exceptions to these protocols should be few, and based on genuine need, e.g. reasonable adjustment for staff with disabilities, or a specialist function that requires a particular location, e.g. receptionist.
13. Finally employees who are allocated personal desks should still abide by the clear desk policy and expect others to use their desks when they are absent.

Sharing work positions – how to make it work

As the number of desks is reduced to align more closely with actual occupancy, desk-sharing solutions will need to be introduced. But it is important to note that sharing space is not all about desks. Many organisations use a mix of desks, shared tables and project tables for regular work in the office. These



Business Garden at Credit Suisse
Case study in *It's Work But Not As We Know It*



will be supplemented by touch-down desks and quiet spaces as well as informal spaces that can also be used for regular work for shorter periods.

Smart Working does not envisage 'hot desking' policies that move people all around the building from one day to the next, dividing people from their teams.

Maintaining team cohesion and joint access to nearby resources is important, and space sharing arrangements that are agreed by colleagues in teams are more likely to work well. The Smart Working development process encourages team involvement in the design of new office environments.



Meeting space – Vodafone, Manchester

However, it is a key principle that while broadly defined team “zones” can be useful, these cannot be exclusive spaces. To increase occupancy levels and achieve the savings necessary to support new working styles, vacant work positions must be open to people from other teams to use, without their being made to feel that they are intruders or that they are violating someone else’s personal space. The results should be one of **non-exclusive team-based space sharing**.

Space design needs to allow for fluidity of movement. As well as sharing positions within a team zone, there is likely to be some touchdown space for visitors, for staff touching down briefly, e.g. between meetings, and for meeting peaks in demand.

Any approach that allocates 1:1 desks to most of a team with a handful of hot desks for people working more flexibly should be avoided. Such ‘hotdesking at the margins’ rarely works. This is because people who are mobile and newly formed teams find themselves squeezed for space while allocated spaces lie empty. It will also not achieve the space savings necessary to introduce more innovative and varied ‘activity-based’ settings and can be divisive of the team in terms of perceived fairness.

As well as helping to clear the way for more collaborative space, space sharing can help to break down barriers between teams, and help to end ‘silo working’.

Space-sharing needs also to take into account the needs of staff with disabilities for any specialist IT or ergonomic equipment.

Again, new arrangements must be careful not to focus excessively on desks. As our case studies show, some teams may be based in project areas or at team tables, allowing greater flexibility to be combined with team or project identity.

Open plan and activity-based settings

Bearing in mind that there will be a range of other work settings, open plan should be the default setting for desk-based work. Wherever possible, private offices should be removed as they are very wasteful of space and can hinder good collaborative working practices.

Open plan does not mean having vast open spaces with ranks of desking. Good design can create identifiable team areas, interspersed with other flexible work settings such as confidential rooms, break-out spaces (etc) for nearby teams to use.

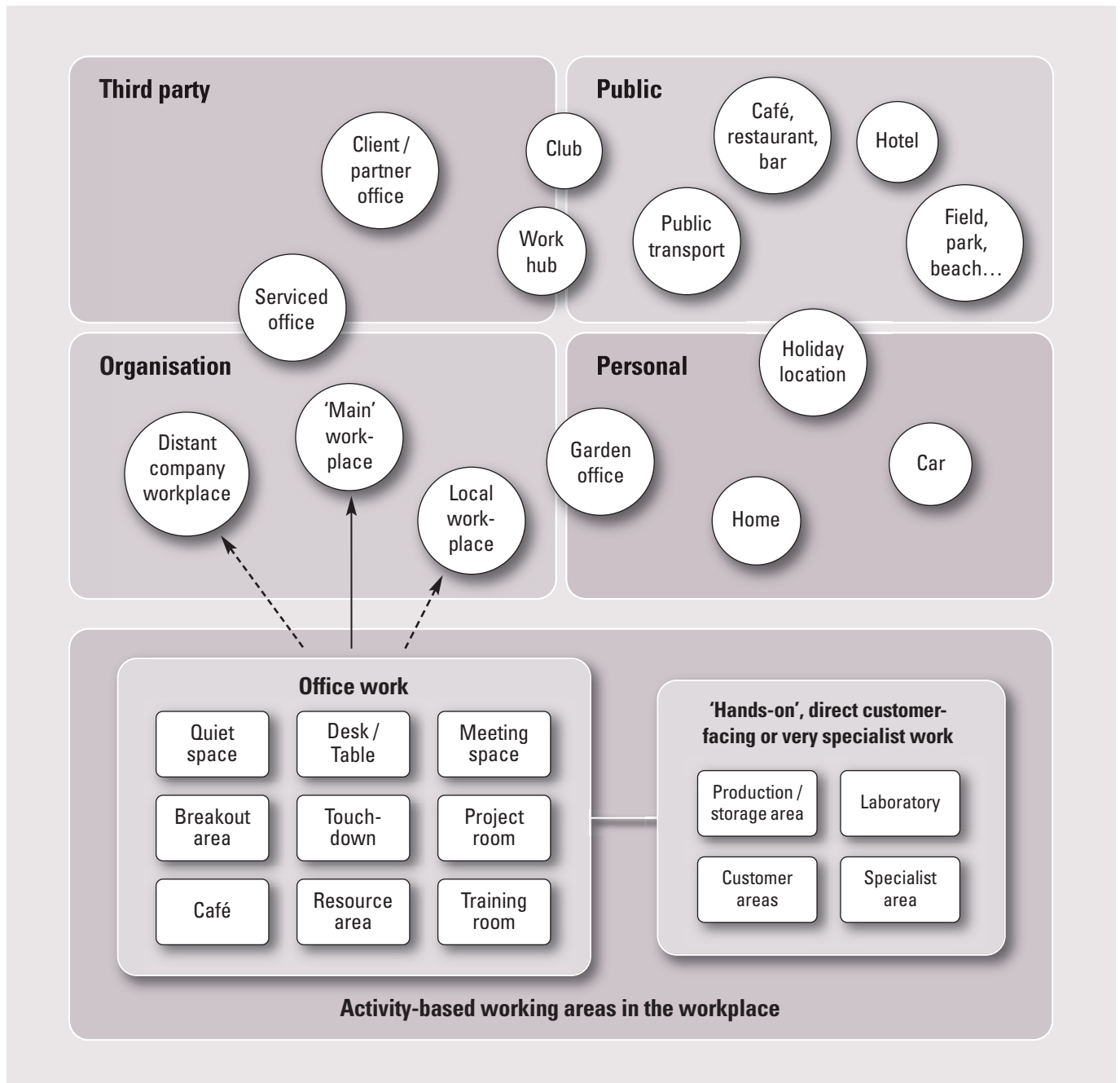
In the new office settings, greater emphasis will be on shared mixed-use spaces where people can work together. As much work involving computers and telephones can be carried out from almost anywhere, the focus in office work will shift towards interaction between colleagues.

Choosing the right space for the task, allowing users to adapt that space to meet their own needs and making sure people can communicate and interact with one another in the way they need to are all vital components of Smart Working environments.

Space audits indicate that in most organisations the design and number of meeting rooms is not fit for purpose. The demand is for more flexible meeting spaces, for the most part to be occupied by small groups of people.

A range of different meeting spaces is therefore part of the mix of activity-based work settings that typically include:

- Formal, bookable meeting rooms, in a range of sizes
- Ad hoc meeting rooms, with a time limit for use (e.g. 15 minutes)
- Two-person confidential meeting rooms or pods, e.g. for appraisals – can double as a space for confidential calls



- Breakout areas for informal ad hoc collaboration, around tables or in areas of reconfigurable soft seating
- Non-bookable quiet work spaces
- Resource areas
- Project areas.

With Smart Working, space is used according to need and is related to the tasks being undertaken, rather than being allocated on the basis of status.

Clear desk policy

Successful space-sharing requires a 'clear desk policy'. This means that personal items – including 'personal professional' items – must be cleared from all desks and tables when vacated. These items should be stored in personal lockers and team storage respectively.

Even those who work only in the office should be part of the clear desk policy, not only to allow all desks to be available for



Department for International Development, London

use but also to maintain the quality of the working environment and a consistent storage and security discipline.

There are different approaches to this, depending on local circumstances. It is generally not good practice to allow someone to book or lay claim to a desk for a whole day when during that day they may be gone for hours at a time. Typically a threshold of one or two hours is applied. That is, if the desk is to be left unoccupied for such a specified period, then it must be cleared for someone else to use.

Booking systems

Offices may consider space booking systems, primarily for meeting rooms. Desk booking systems will not be required in offices where teams can work out their own arrangements, but may occasionally be appropriate in some high footfall 'hub'-type settings.

Meetings spaces will include a mixture of bookable and non-bookable spaces, and the default position for smaller, non-confidential meetings should be to use the wide range of break-out and informal spaces that should be provided if the

workplace has been properly designed for Smart Working. This leaves bookable meeting rooms for the occasions when they are really needed.

A key problem with space booking systems is that space is often booked for longer than is needed, so measures need to be taken to ensure that space is released when not needed, and cannot be 'blocked out' for long periods. Clear desk thresholds should still apply.

People sometimes focus on booking systems because they worry about potential lack of space. But in well-planned Smart Working implementations there will be adequate space to cope with peak demand. People may work in touchdown positions, other alternative work settings and spare space elsewhere in the building which is under-occupied. People will often choose these alternative settings anyway, preferring them for particular pieces of work and so relieving pressure on the team area. Shared calendars and instant messaging applications can be used to identify where people are working. A location board system – e.g. magnetic or stick-pin – is a useful and simple-to-manage alternative, so that staff can find out where their colleagues are and where there are available seats.

When there is extensive desk-sharing and people are working in distributed teams, it can be useful to develop a 'concierge' role as part of a reception or administrative support function. The concierge manages the smooth working of the flexible workplace, shared resources such as printers, space booking and release processes, and keeps track of where and when colleagues are working.

De-cluttering offices and smarter storage

A key constraint on the introduction of smarter working is a dependency on paper documents and other physical resources. While there are some statutory obligations to retain paper documents, the reasons for using and generating paper are becoming less and less compelling in an age of electronic-based working.

Typically in organisations where there are crowded, untidy and inefficient offices, people complain of lack of space. But space audits usually find they do not have high levels of desk occupancy: instead they are crowded with "stuff" that is not rationally organised.

In most departments where paper-dependency is high, there are significant space savings that can be made by reducing duplication, archiving, and moving to electronic-based working.

In developing smarter working practices, there are essentially three trajectories for reforming storage practices:

Personal	Team
Physical	Electronic
On office floor	Off floor / off site

In a space-sharing environment, there can be no personal shelves of storage allocated to individual desks, nor can there be permanent desk pedestals. Files and resources used for professional work should be kept in team storage areas – this is good practice anyway, reduces duplication and makes resources easier for other people to find.

Personal storage should be in lockers provided. One technique is to use boxes (sometimes called 'hot boxes') that can be used

to transport necessary items from locker to desk and back. Mobile pedestals are another alternative, but take up more space.

Increasingly, the use of paper processes is being replaced by electronic ones. There is still some way to go in most organisations before we reach the Holy Grail of the 'Paperless Office'. All the same, it is important as an aspiration to move towards.



The use of electronic processes is essential to smarter working, and 'untethers' people from the office, enabling more effective working from other locations. It also enables a rethink and helps to challenge assumptions about the location of work for those involved in process work. Many organisations, for example, now have home-based call centre and data processing workers.

If remaining in physical format, as much storage as possible should be moved off the office floor. Office space is extremely expensive, and must be prioritised for human interaction, not storage.

Ergonomics of Smart Working

The extensive use of portable technologies, greater mobility, new furniture and shared work positions creates a new context for good ergonomics.

Height adjustable screens, adjustable desks and chairs should be able to accommodate all users.

Use of laptop and tablet risers with a separate keyboard and mouse is necessary when people are working with laptops and tablets for longer periods of time.

Good training is also needed to ensure everyone is aware of good posture and desk set-up for work.

Issues around ergonomics and health and safety are sometimes raised as objections to Smart Working. There are tried and tested solutions, so any genuine issues raised can be dealt with. The numbers who, for example, are allocated their own chair for health reasons should be very few if a good quality fully adjustable chair is the standard issue.

The acoustic environment

Shared settings for work can be quite noisy, especially in some open plan areas. For this reason it is important to consider 'soundscape' as a necessary feature of the Smart Working environment. This involves creating an optimal acoustic environment by means of physical features in the workplace, such as sound-absorbing panels and furnishings, and technological solutions such as good headsets and adjustable background noise to counter-balance disruptive noise.



Acoustic chairs in breakout area at npower

As many more people will be involved in online meetings using their computer or other mobile device, it is important to manage the noise impact of this. Noise cancelling headsets are increasingly part of the standard issue for smart workers. But it is also about having the right behaviours, such as knowing when to take a call in a different setting, e.g. a sound-proof pod.

Working beyond the office

A growing proportion of work is being undertaken beyond the office, for example in:

- Other people's offices: clients, suppliers, business partners, shared offices, etc.
- Workhubs / co-working spaces
- Cafés, hotel lobbies and airport lounges
- Trains, planes, buses and cars
- Homes.

The ability to work anywhere is made possible by laptops, tablets and other smart devices with wireless internet connections and by mobile phones.

The main issues are to do with security, confidentiality, safety and health.

Safety concerns relate both to personal security (e.g. using portable equipment while driving or being mugged) and data security. Prolonged use of laptop computers in inappropriate positions can lead to health problems.

These kinds of issues are sometimes raised as reasons for not working more flexibly. The key principle is the same as for homeworking: the employer's duty of care is the same wherever employees are working, whether in the employer's workplace, at home, on the move or in some other 'third place'.

This means that people need to be properly equipped and trained to work in these other places, and a mechanism needs to be in place for periodic assessment of risk.

The aim has to be to enable rather than prohibit – that is to enable people to work safely wherever is the most effective and efficient location to get the work done. People will have the flexibility to work in a wide variety of locations.



The Workbox, Penzance

At local level there are an increasing number of 'Workhubs' – places for touching down and collaborating, sometimes supported by public funding. Using local workhubs could reduce employees' need to travel and increase the opportunity to reduce central office requirements while finding local bases closer to customers and clients.

Workhubs – the office-as-needed

One of the most powerful new trends in the workspace market in recent years has been the rise of a new generation of providers of 'offices as a service'. In the UK these tend to be called 'workhubs'. In the USA and much of the rest of the world they are often called 'coworking' spaces.

This model differs from the more traditional serviced office market in that workspaces are mostly shared, rather than renting space for a single occupant. Usually they work on a membership basis, with different levels of membership depending on how often and which facilities the customer wishes to use.

Workhubs provide a professional environment and support, while having a more informal atmosphere. Many workhubs actively promote collaboration between users, and some

specialise in supporting and developing new businesses or supporting a particular sector (e.g. creative or environmentally-focused businesses).

Workhubs are in many ways based on the principles of Smart Working, and using them offers several advantages to Smart Working organisations:

- Organisations can grow without acquiring additional space, but using space on an as-needed basis
- They provide a professional environment, meeting spaces and other facilities to offer a professional alternative to home-based working or working in cafés
- Use of workhubs can be considered as a way to retain valued employees who relocate for family reasons – and conversely as a way to retain employees when a company relocates
- Using them can contribute to office costs moving from a fixed cost to a variable cost basis
- Workhubs can be used positively to promote connections and collaboration with partners and customers.

Some organisations – as in our Ministry of Justice case study – are adopting the model in repurposing some of their buildings as a part of their own Smart Working initiatives. There is much scope for organisations collaborating both in developing their own solutions and in making greater use of external providers.



CASE STUDY

Smart Working and commuter hubs at the Ministry of Justice

The UK Ministry of Justice has been taking a wide range of initiatives in Smart Working, aiming to be a more flexible and smarter organisation operating with reduced running costs. It has reduced its London HQ presence from 18 properties to 2, which will be reduced to 1 in 2016. The '1 HQ' project will save at least £7m in running costs per year over the next decade.

The MOJ is committed to making the organisation a better place to work and recognises that to do so it must create workspaces that are flexible, support existing staff and attract new staff. Working closely with the Civil Service 'The Way we Work' (TW3) programme, new working arrangements have been introduced to support greater mobility and flexibility in workstyles.

The MoJ staff engagement survey showed that staff were keen to have a better work-life balance. Many London staff faced long commute journeys. This led to the idea of making better use of the existing estate outside central London by introducing commuter hubs.

The aim is to create choice for staff by providing them with an alternative workspace to the office, other than their home. It is recognised that for a number of reasons working from home is not suitable for everyone.

The hubs programme aims to provide a guarantee of a place to work in a location closer to an individual's home. This means less time spent commuting but retaining all the advantages of being in the main office such as interaction with other staff. This allows colleagues to have a clear distinction between home and work life while assisting those with caring and family responsibilities in particular. The initiative is supported by the deployment of modern technology and mobile phones to equip the individual rather than the space.

Using the hubs is made easy through a booking system that enables staff to view and book available work spaces at any of 16 locations in London and the South East and download all the information required including information about parking, hearing loops and disabled access so that everyone can make use of the facilities.



The plan is to enable hubs in locations where there is demand, based on HR data and surveys of staff. The MOJ is also keen to work with other government departments to share the benefits and look for opportunities to open hubs in buildings owned by other government departments.

The home workplace environment

When people are working more than occasionally from home, it is important that their home workplace environment is set up properly with a desk and appropriate chair, and suitable lighting. If a member of staff is designated as a 'home-based' worker then the organisation's policies may specify the required furnishing and set up of the home 'office' environment.

There are no specific H&S regulations for homeworking as such: all the provisions that apply in the workplace apply wherever an employee is working. In general, however, the evidence is that working from home does not carry substantial additional risk, and where it reduces travel it plays a part in reducing risk. Even so, it is necessary for everyone to be aware of the regulations that need to be observed and how to optimise their remote work spaces ergonomically. There are issues of good practice that are mainly a question of common sense and taking ownership for one's way of working.

When working at home, people should be fully contactable and able to connect to all office systems and processes. The ideal scenario is one of seamless connection, with the computer integrated with the office network and the phone acting as if it were an extension within the office.

It is also important that home-based working has a 'professional face'. While it can help staff achieve a better work-life balance, it is important that home does not intrude into work, e.g. having domestic interruptions when on business calls.

The reverse also applies – employees need to feel in control of the home/work interface, and not feel pressured into allowing work to intrude into their personal time.

Implications for property strategy

Smart Working, it is clear, has very significant implications for every organisation's property strategy.

As the nature of work changes and organisations use a wider mix of physical and virtual spaces for doing business, real estate needs to become a flexible resource to be deployed according to the changing requirements of the business.

In the short to medium term, the opportunity is there for organisations with an extensive property portfolio to reduce the amount of property they have and to consolidate on the best performing and most strategically located buildings.

This may bring capital receipts, but most importantly will reduce the running costs of the organisation. There will probably be changes to strategy in terms of escaping from longer leases and greater use of third party offices and workhubs.

The nature of property strategy will also change as Smart Working is implemented. Traditional approaches connecting buildings to headcount and restructuring need to be rethought: as well as enabling concentration on the best-performing and most appropriately situated assets, the new approach enables a degree of 'spaceless growth' and radically reduces the costs of internal moves.

The development of a strategy that embraces Smart Working requires the integration of expertise in people, property, technology and business process improvement into a single vision, so that the smart workplace can continue to evolve as new opportunities for business improvement and cost savings evolve.



5 Smart Technologies

Effective use of new technologies is central to working smarter. With the right technology choices, people can work more effectively in the office and away from it, using the Internet, broadband and wireless communications to work at the most effective times and locations.

Technologies for Smart Working

The range of technologies deployed for Smart Working is likely to include:

- Laptop rather than desktop computers to support greater mobility of work both within and away from the office
- Tablets or other portable devices to support working away from the office, and we can expect their functionality as business tools to continue to develop
- Thin client technology that allows users to log into their desktop at any thin client terminal, or through a software application running on a laptop or other computer
- Smartphones which are already almost ubiquitous and increasingly overlap functionality with tablets
- Wi-Fi networks in offices and many other public and private locations
- 3G or 4G mobile phone networks using embedded and mobile Wi-Fi devices
- Cloud storage and application hosting that allows access to data and applications from anywhere without having to download or return to an office to update
- Electronic document management and records systems that replace paper processes and can be accessed from anywhere
- Remote access technologies that allow employees to access their corporate networks, including legacy applications, securely from home and on the move
- VOIP (voice over internet) telephony to enable people to use their computer as a telephone
- Conferencing technologies – audio, video and web conferencing, mobile and static
- Unified communications (UC) to integrate voice calling with messaging and conferencing technologies, and other enterprise systems
- Online collaboration and social networking technologies that let dispersed teams work together on “live” documents, chat to one-another (e.g. instant messaging) and organise projects, tasks and timetables in a shared virtual space.

Organisations will deploy different solutions according to their business needs.



Becoming 'digital by default' in how we work

Many organisations have moved substantially towards delivering services and interacting with customers online. This has implications for working practices too. In principle, it reduces the requirements to work in particular places and at particular times.

As the front end of service delivery is supported by digital services, so the behind the scenes work of administration and team interaction should increasingly be 'digital by default', with other channels of interaction such as physical face-to-face meetings coming into play where they add significant value to the way we work.

Smart Working depends on moving towards a digital by default working environment. Anywhere where work is done becomes, in a sense, part of 'the office' and so common systems, processes and tools should be available to all staff wherever they are working. In this way 'the network becomes the office'.

Technologies for teamwork over distance

One of the major concerns that people express about Smart Working is about maintaining the integrity of teams and preventing isolation and 'atomisation' of the workforce.

There are effective technologies for remote meetings using web, audio and video conferencing techniques that are used extensively in leading organisations. These not only enhance productivity, they also contribute to the bottom line through business travel savings. They will be most effective when combined with active initiatives to 'rethink meetings'.

Solutions chosen need to be flexible to allow people to participate from any location as long as they have access to an Internet connection. They must also be simple to set up, and make it easy to include additional participants as needed. Integrated products will allow secure file sharing and storage, and enable messaging and collaboration. Encouraging employees to use open channels to keep in contact can help to maintain team cohesion and identity.

Unified communications (UC) are also becoming increasingly important for virtual teamwork. UC integrates into a single user interface services providing both real-time communication



(voice telephony, instant messaging, video conferencing) and non-real-time communication (voicemail, email SMS and fax). Calls and messages can be routed according to the selected preference or status of users, and may include advanced features like speech recognition and text-to-speech software to convert messages from voice to text or vice versa.

Organisations that embrace UC may dispense with desk phones, as calls are routed to portable devices such as laptops or smartphones. This streamlining of devices can offer both increased productivity and cost savings.

Using instant messaging and chat solutions – often bundled with other communications software – enables teams to keep open channels while working, allowing people to dip in and out of conversations as needed. Typically, a user would leave the service running in the background while working on other things, switching focus when a break is needed or when you need to ask a specific question. Anyone on the team would be able to respond with information, suggestions of other people to talk to, and so on. Because it is network based it will also work regardless of geography so distributed teams can continue to communicate as if they were in one room.

These solutions are also useful for presence management, so users can indicate their availability status and, if necessary, their location.

Investment in these and other technologies that provide online information, interaction and community supports the principles of Smart Working as well as delivering cost savings. Promoting their use is a key part of taking a practical approach to changing behaviours and achieving the desired cultural change.

Virtuality as normal

Just as flexibility becomes the norm rather than the exception with Smart Working, so collaborating on a virtual basis becomes a normal way of doing things.

It doesn't mean we never see colleagues or customers physically face-to-face. What it does mean is that working remotely, having online meetings, online learning and using social media to interact, are as much a part of the mix as physical face-to-face and being present at the workplace.

The younger generations joining the workforce tend to be familiar with a more virtual world of interaction. Organisations need to learn from this, and understand where a) virtual face-to-face interaction and b) physical face-to-face interaction add significant value beyond routine online collaboration.

Over the coming years we can expect to see new screen, surface and wearable technologies that add new dimensions to virtual interaction. And we can expect the blending of virtual and physical interaction to become more normal and have a strong influence on workplace design.



Department for International Development, London

Training for technology

When new technologies are rolled out, there is usually technical training available so people can understand its features and how to use it.

To make the most of the investment in technologies for Smart Working, training also needs to include how to use the technologies to achieve Smart Working benefits. For example, in rolling out online meeting technologies, it is not enough to know the technicalities and become proficient in joining meetings remotely. The benefits to aim for involve radically changing the nature and productivity of meetings, and how to develop a culture of flexible collaboration to replace a meetings culture. Achieving such benefits should be the main focus of training.

Similarly, rolling out a business social media product needs to be supplemented by training in how to achieve benefits, for example, in developing a bottom-up approach to shared learning and how to motivate people to participate in online communities of interest.

Technology and the work environment

Technologies need to be appropriate to a range of working environments, and enable staff to work comfortably as well as productively. For example, using laptops for prolonged periods requires the use of a laptop stand and/or additional properly positioned screen, with possibly a separate keyboard and mouse. When working on the move, in transition between meetings or for lively collaborative work with colleagues, working directly on a mobile device is easy and convenient.

The acoustic environment needs also to be considered. In noisy environments there need to be alternative settings for dealing with phone calls and concentrated work. In environments that are too quiet it may be important to provide background noise. Wireless headsets that enable mobility, with noise cancellation capabilities may be an important consideration.

Meeting room technologies should be designed for ease of incorporating colleagues, partners and customers who are not physically present. This should include audio and screen or surface technologies that support collaborative working with remote participants. They should also support paperless

CASE STUDY

British Library – New ways of working with partners and customers

Launched in 2006, the British Library's London-based Business & IP Centre supports small businesses, entrepreneurs and inventors. It provides advice and free business resources, including general start-up advice, information on funding sources, market research, company data, business news and information on patents, trademarks, registered designs and copyright. The Centre holds regular workshops and other events and offers a mentoring service.

Since 2013 the Business & IP Centre has been able reach out to many more customers using Citrix GoToWebinar. The successful roll-out of webinars has opened the door to entrepreneurs and business owners who were previously unable to visit the Centre – participants from all around the UK and from overseas now take advantage of the service. The webinars also provide

opportunities for interaction between presenters and participants, with the integrated survey and chat capabilities, and for follow-up after the event.

The same webinar technologies used for providing services to customers are also supporting a new initiative, working with partners in other libraries across the UK to develop a substantial joint programme as the Business & IP Centre National Network. This form of flexible collaboration with partners will enable us to deliver an extensive programme across an extended network with each partner responsible for different parts of the overall programme.

At present there are 8 regional libraries participating, and it is planned to expand this to 20 over the next 5 years. This flexible collaboration is achieving economies of scale on a distributed basis, to support entrepreneurship and growth throughout the country.





meetings by enabling participants to access all information on screen and to transfer control of the screen to different participants, whether physically present or not.

Technology also has an important role to play in the day-to-day management of Smart Working. For example online booking systems can help optimise the use of meeting rooms and other valuable resources. Moving from paper to electronic processes and records is an essential part of this transition and an approach to paper reduction is outlined in section 4 on Smart Workplaces.

Cloud computing and virtualisation

When people speak of 'the cloud', basically it means using providers to supply IT infrastructure, services and applications over the Internet, rather than doing everything in-house. In principle, by using the cloud organisations in the future wouldn't need to host their own IT at all. For example, software and applications will be provided as a service rather than installed on computers, which will enable greater adaptability and agility as technologies evolve or circumstances change. Most people are familiar with using the cloud through their mobile phones and tablets using mobile web applications, streaming video and on-line storage such as photo galleries.

With everything accessed over the Internet, there is no need for any permanent local storage or applications on any device. In this sense, even the staff working in the office could be considered to be 'remote workers'. The office may still be a good place to be based and to collaborate with colleagues, but it will no longer be the only or even the best place to do most of the work.

A related trend in corporate IT is towards 'desktop virtualisation'. What this means is that, rather than running their own programs, users' computers run all their applications through a server. Support and upgrade costs can be cut dramatically and flexible location working is supported automatically.

An organisation does not need to embrace cloud computing and virtualisation before they can start to develop Smart Working. But any technology that helps people to work more effectively and efficiently wherever they are needs to be considered.

It is also important that organisations do not develop IT strategies for cloud computing in isolation from a wider approach to Smart Working. Through Smart Working the IT strategy can be linked to savings in property and travel, as well as potential increases in productivity.

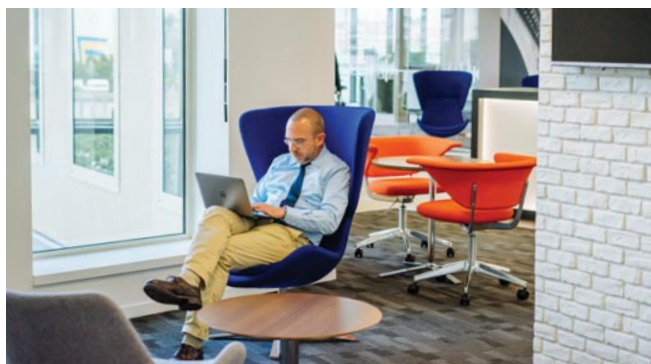
Security – managing the risk

Smart Working throws up new areas of risk in terms of data security and physical security. The risks need to be managed, and should not be used inappropriately as reasons to restrict

business, mobility and innovation. Security should be proportionate to the risk of the particular types of work and information involved.

Policy and technology play a part, but managing risk is primarily about taking personal responsibility for proportionately protecting the sensitive information and assets being used.

This includes keeping them physically safe when in transit and securely storing all devices and information – including papers and electronic information – both when working and when work is finished. It means protecting information from being overlooked when working in public areas, and choosing working locations with an appropriate level of security to work in.



When working from home it is the responsibility of individual people to make sure information is safe, and that household members understand the need for the security measures taken.

People should consider the sensitivity of the information they will be working on and handle it in line with their organisation's policies. When working remotely, employees are still required to comply with all relevant legislation such as data protection legislation.

Generally, information should not be stored locally but in shared document/records systems. When data is captured in the field and the user is not in a position to connect directly with central systems, it should be transferred to the shared system as soon as possible so others can access it. Some systems enable this to happen automatically as soon as a network connection is re-established.

Apart from the physical security of devices and documents, the ability to work in an increasing number of alternative locations can give rise to new risks alongside the opportunities and benefits. So it is important to act appropriately in other settings in terms of protection of information and property, and to develop a social awareness of security – watching out not just for oneself but for colleagues too.

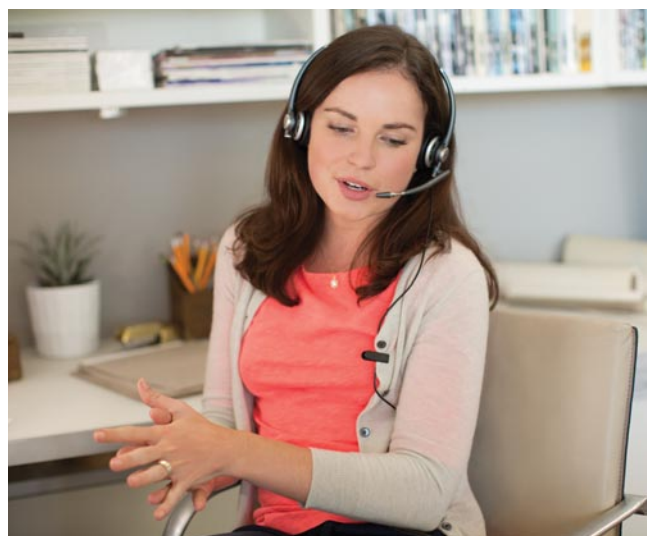
Wider involvement in technology decisions

Non-technical staff may shy away from dealing with technology issues. This contrasts with office design and flexible working policies, where everyone seems happy to take a view and fight their corner.

However, with the focus now on user needs and as people in general become familiar with using IT in their daily lives people should be encouraged to think about the possibilities offered by new technologies and get involved with IT teams in working out how to use IT to improve the effectiveness of their work.

The key principles are that:

- business need, in the context of Smart Working, has to drive the strategy for IT and for the technology procurement decisions for working both in the office and beyond
- IT strategies need to be integrated with property and people strategies in order to maximise the business benefits of Smart Working.





The biggest component of the carbon footprint of work for most organisations relates to travel – primarily in the commute journey.

Greening the office and greening the home count for little if at the end of the day we are still building and running too many offices and requiring people to make unnecessary journeys.

Sustainability depends on changing work behaviours

Becoming a sustainable organisation is not just about engineering solutions and complying with new building standards. It involves changing behaviours and assumptions about how we work.

Having the working population travel literally billions of miles each year to spend time using computers and telephones – work that can be done from anywhere – is an intrinsically unsustainable thing to do.

The decisions we make on a daily basis about where we work, where we expect our colleagues to work, and the ways in which we communicate can increase or reduce our need for travel, our energy consumption and consumption of physical resources.

The carbon cost of work in the UK

- Every year UK workers clock up 80 billion car miles commuting to work
- The typical carbon footprint of a workers in an office is around 1.5 tonnes of CO₂ per year
- Business travel accounts for around 70 trips per worker per year, with an average distance of around 20 miles. 69% is by car
- Mobile workers using company cars clock up an average 6000 business miles per year.

Source: Department for Transport and RAC Foundation

Saving carbon by eliminating journeys

A study by Oxford University's Transport Studies Unit² evaluated the comparative impacts of teleworking versus office carbon impacts. This proposes a typical carbon cost of using a room for home-based telework as being 173kg CO₂ per year if one day per week, and 865kg per year if five days per week (costs of heating and lighting a room plus equipment energy use).

This is about half the carbon per person of working in a modern office and a quarter of the carbon cost of working in a poor-performing office. And there are further savings to be achieved in travel reduction. The following table shows miles, time and CO₂ saved per year by not driving to an office:

Average savings from avoiding commuting:

Annual savings	1.5 days per week	5 days per week
Distance	1175 miles	3915 miles
CO ₂	365 kg	1187 kg
Time	61 hours	203 hours

Calculated on basis of 45 working weeks per year, and average UK commute distances

Taking a practical approach – setting targets

The figures quoted here on organisational savings are based on measured studies, not wishful thinking.

Departments can take a practical approach to target setting for travel reduction, both for business travel and for staff commuting. Targets can be of the form: 'We will reduce our travel for (specified kinds of) meetings by x% by this date', or we will reduce business travel in our department by x% per year over the next 5 years'.

Similar targets can also be set for reducing consumption of other resources, such as paper. Bringing in electronic processes and centralised printing should be accompanied by paper reduction targets. Such targets need to be reinforced through cultural change programmes.

Reducing waste in office space

Realising the environmental savings when people move to working smarter critically depends on reducing office requirements, as per the guidance in section 4 above.

Unless this property rationalisation takes place, the risk is that by keeping unused space in the office plus working from home and in other places, energy use will actually increase. This could entirely erode the savings made from reducing the need to travel.



Department for Education

Spaceless growth

Growing an organisation without growing its real estate is an important concept that is central to Smart Working. Smart Working environments mean that new employees can use existing shared spaces, eliminating the additional facilities costs associated with office moves.

This also involves employees being equipped at the outset with technologies for mobility, that can be used both in the office and beyond. For smaller companies this can mean having a strategy of expanding as an entirely virtual company.

For many companies this can also mean a strategy of 'expanding into smaller space'. Traditional ways of organising work and offices leads to huge amounts of underused space.



Cutting space and channelling resources into productive work is one key area of promoting growth. It's about investing in people rather than real estate.

Adopting an approach of spaceless growth means achieving business benefits while at the same time achieving the environmental benefits of using less resource. The carbon footprint of additional building space is avoided.



Social sustainability

Working smarter can also bring benefits to society, by:

- Extending work opportunities into more remote areas and to disadvantaged groups
- Enabling people with disabilities or caring responsibilities to work in places or at times more suitable to them
- Indirectly supporting local communities and services by enabling people to work at or nearer to home
- Enabling people to dovetail volunteering activities with their work commitments.

These can also have benefits for employers, e.g. in retaining staff when they relocate, being able to recruit from a wider pool of applicants and being an employer of choice.

Potential wider impacts in the UK

It has been calculated that if the 40% of employees who could work from home did so for two days per week, the country could:

- Reduce road travel by 6.3 billion miles/year
- Reduce greenhouse gases by 6.2 million tonnes/year
- Save the average commuter 11 working days of travel per year – and over 4 working weeks for longer distance commuters

Source: Telework Research Network (2011) *The Shifting Nature of Work in the UK: Bottom Line Benefits of Telework*

CASE STUDY

Empowering smart workers at npower

npower, one of the UK's leading integrated energy companies, has been making great strides on its journey into agile working. Over the past few years, new working practices and work environments have been rolled out in several of its offices, in each case taking account of the needs of the different businesses involved.

The aims of the move to agile working are to empower employees with much more choice about where and when they work, to achieve both personal and business benefits. For employees it's about supporting a better work-life balance and encouraging them to take control of their working life. And it's about providing a working environment that supports greater collaboration and teamwork and promoting positive thinking. According to CEO Paul Massara, "It means employees can work at different locations, wherever they are, wherever they need to be. It's about empowering people about saying, 'What do you need to do to get it right for customers?' and then providing a working environment that supports that."

Their office in Worcester has been completely redesigned for agile working, and new working environments are being developed in other offices in the Midlands, Yorkshire and Swindon. Task-based settings are central to the new shared workspaces, with new meeting spaces, informal breakout areas, café areas and quiet pods.



Technology is being modernised to enable employees to work in different settings in the office, from other offices and from home. Headsets are provided to enable people to make calls from wherever they are working, using the collaboration software that is provided as standard. Flexibility is positively encouraged, for example by having 'no travel weeks' once per quarter, to help people become more familiar with working and collaborating online.

Central to agile working at npower is the development of a trust-based culture. This also involves a shift to managing by output. There's been a strong process of engaging with teams who are becoming agile, to find out their needs and help them start working in new ways. And it's working, with most employees at Worcester saying they love the new working arrangements.



7 Smart Working and Wellbeing

Working life ought to have a positive impact on our health and wellbeing. Flexible working practices where workers have more control over where, when and how they work have been shown to reduce stress and can result in improved health outcomes.

Introducing Smart Working practices and a trust-based culture should make these benefits more far-reaching by opening up the possibilities of more flexibility to all. The rolling out of new working environments should also focus on wellbeing in the approach to the ergonomics of work and the provision of facilities that promote mobility and to help to make work a more healthy experience.

Healthy working

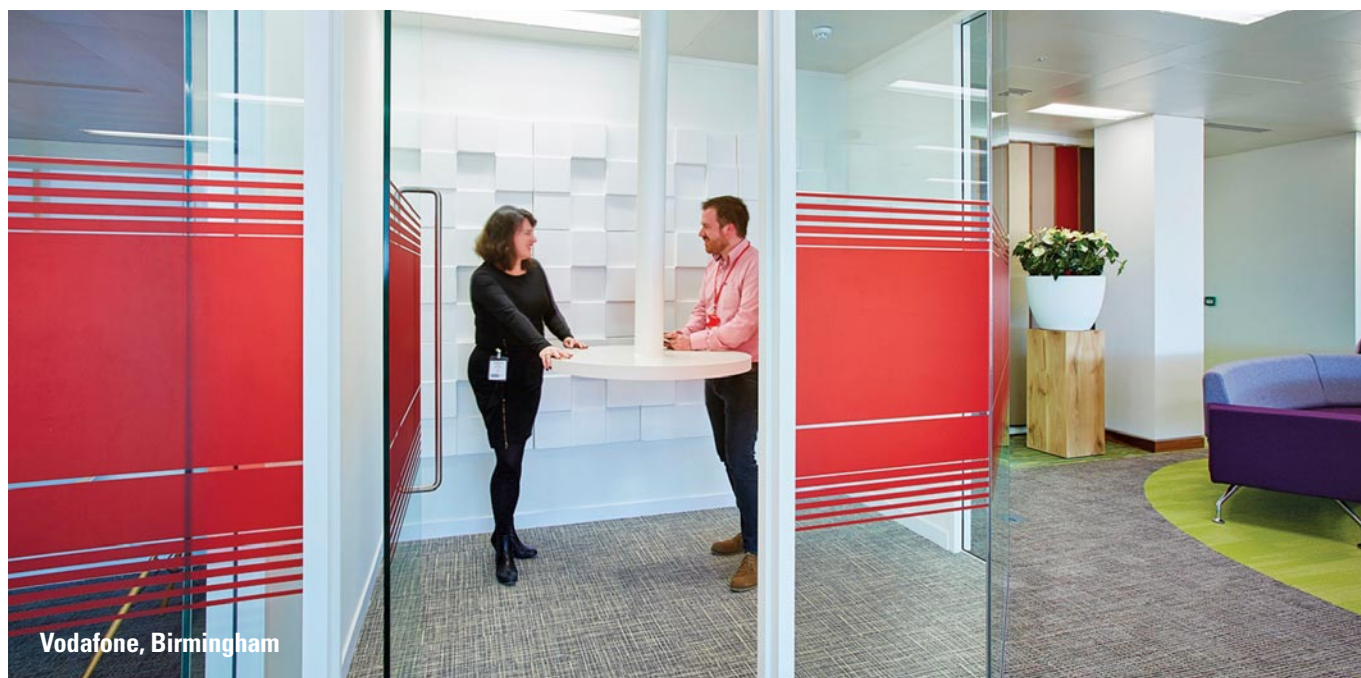
Full-time employees spend almost half of their waking hours working, travelling to and from work or thinking about work. It therefore makes good business sense to take care of their health and fitness.

In the UK the average absence level in 2014 was 6.6 days per employee per year, with a median cost per employee of £609 (\$931). In the private sector the average is 7.9 days per year. Many countries have higher levels of absence.³

Stress and musculoskeletal disorders are increasingly reported by companies as amongst the main reasons for absence, including longer-term absence, reflecting the changing nature of working life.

Alongside other initiatives to promote a healthy workplace, employers should promote flexible working practices that can reduce absence and in particular reduce stress. Research has shown that flexible working can be effective in reducing stress (see box on page 36). Tensions around the home/work interface can also be a source of stress. According to analysis from the CIPD, organisations that offer flexible working are also significantly less likely to include home/family responsibilities among their top causes of short-term absence – 34% versus 45% who don't offer flexible working.





Many people struggle to get to work when their children, disabled or elderly relatives are ill and need their attention. In many countries, flexible working legislation aims to reduce discrimination against carers. However, it is often the case that employees do not need changes to their whole working pattern, but the ability to vary their working pattern from time to time to manage their caring responsibilities more effectively.

On top of this, staff with poor health under-perform when they are at work and this is often compounded by employers providing unhealthy working environments.

Developing an attendance culture

Smart Working can be used to support the development of an attendance culture. This focuses on the things people are able to do, rather than focusing on what they are not able to do. This aligns well with the Smart Working approach to developing a trust-based and results-focused approach to working, rather than a time and presence-focused approach.

Remote working and online attendance at meetings can help support workers when suffering from minor ailments or during periods of recuperation from illness, when travelling and sitting in an office all day would be undesirable. And it may also sometimes be in the best health interests of coworkers to do so.

Healthy working environments

There are two broad areas where organisations can promote health and wellbeing through workplace facilities. The first way is to provide wellbeing centres, fitness facilities and areas for relaxation, and enabling the flexibility for employees to use them, as in our case studies. This gives workers the opportunity to break up periods of sedentary work with more active activities and stretching.

The second way is to create environments for everyday work that maximise wellbeing. Modern desk-based working that requires long periods of sitting down is intrinsically unhealthy and can lead to a variety of health problems. A recent report on *The Sedentary Office* recommends that sedentary work should ideally be broken up with 2-4 hours of standing and light activity during working hours⁴.

Making use of standing desks, sit-stand desks and holding standing meetings can be ways to vary working position and posture. Getting into the habit of using the activity-based work settings (see section 4) also helps with this, as well as helping to embed a Smart Working culture.

Some organisations in moving away from cellular and private offices or the office cubicle move to intensive open plan designs with intensive areas of desking. These are often poor and stressful environments where employees find it hard to escape noise and disturbance.

While open plan and shared spaces are part of the mix in Smart Working, workers need to have more choice about the spaces in which they do particular tasks.

Greater attention needs to be paid to the acoustic and wider sensory environment to make workplaces better places to work. Both the fit-out of the workplace and the deployment of technologies can create more satisfying, less stressful and more productive working environments. (See section 4 for more detail.)

'Biophilia' (the human affinity for natural environments) is an important consideration. Incorporating or mimicking nature through acoustics, plantscapes and access to the outdoors can positively impact health and wellbeing. According to some evolutionary psychologists, people feel refreshed after sitting in a natural environment because nature provides a setting for "non-taxing involuntary attention".⁵

Impacts on health and happiness are factors that can be measured, and should be included in consultation before and in evaluation after implementation.

Evidence of positive health impacts

There is evidence of a positive relationship between work flexibility, health and wellbeing.

- Flexible working patterns can have an impact in reducing stress and positive impacts on physical health such as reducing blood pressure⁶
- Employee choice over working patterns can lead to increases in positive health behaviours such as taking more exercise and getting the right amount of sleep⁷
- The UK National Institute for Clinical Excellence recommends flexible working to support people with mental health issues in the workplace⁸
- Flexible working can contribute to an 'attendance culture' and be used to help the management of health issues in a positive way⁹ (ACAS)

Putting noise in the right place

Different activities have different levels of noise. Here are some tips for managing noise in a Smart Working environment:

Replace. Put noise distractions in the right place through easy access to informal meeting areas, breakout and brainstorming rooms. Provide quiet areas including quiet booths, phone-free desk areas, library-type space and the option to work from home.

Avoid. Reduce noise distraction (e.g. avoid hands-free speaker phones in open areas, and opt for hands free head-sets). This includes reducing unwanted noise communicated through technology, for all people involved in calls. Zone noisy teams away from quieter teams. Consider personalities, allowing extroverts who thrive in noisy environments and introverts who prefer quiet to work in their preferred spaces.

Reduce. Use good acoustic absorption in ceilings, walls and floors designed to reduce speech intelligibility and noise transfer between rooms. Take an active approach to soundscaping.

Educate. Introduce office etiquette which reinforces consideration towards colleagues. Etiquette should cover phone use, loud conversations, music, headphones, managing interruptions. It may also include "do not disturb" signals. Explain to staff the facilities available to them and how they can use them to control noise disruption.



CASE STUDY

Vodafone, Mountain View, Dublin

Vodafone's HQ at Mountain View in Dublin used to be a traditional workplace, with a traditional working culture. The 25,000m² of office space spread over 6 floors consisted of cellular offices, banks of traditional desks, paper and filing everywhere. Since 2010, both the workplace and the workstyles have been modernised through Vodafone's Better Ways of Working programme.

"We needed to improve the working culture," says Mark Lynchehaun, Head of Property Vodafone Ireland. "The space we worked in wasn't at all conducive to the kinds of innovation and collaboration we wanted to achieve. The result of the change is that we have a completely open plan office, with different settings for different kinds of work. No one has their own office, not the CEO nor anyone else. People can work from anywhere in the office, and beyond the office."

The transformation saw a big clear-out of pedestals, paper and filing cabinets, moving to a near paperless working environment. This has cleared the way for more meeting spaces – formal, informal and breakout areas. There are single-person booths for when people need to make confidential calls, and a range of other settings to sit down and use a computer.

The desks are more like long tables, so there is no sense of there being individually assigned work positions. A key principle of the design was moving from 'me space' to 'we space', to break down barriers and make it more natural to interact with

a much wider range of colleagues. Staff are encouraged to work wherever they can work best. If they are working on a project with people in another department, they can easily find a place to work together. Many people work on a mobile basis, visiting clients and working from remote locations, including home.

The interaction promoted by the new spaces goes beyond the company boundaries too. The Atrium has been upgraded as an area for informal meetings and cafés, creating a lively area that is shared with the other companies in the building.



There have been savings, with a 36% reduction in space, and property costs reduced by 30% with some floors sublet to new tenants.

Paper usage is down by 60%, and the number of storage units by 81%. There has been a reduction in the carbon budget too, with a very big reduction in trips to and from the UK, now mostly replaced by videoconferencing.

The emphasis has been on creating a great working environment. This now includes a gym and wellness centre for staff. This is not an add-on benefit, but is seen as integral to the workplace and recruitment strategies. The changes have put Mountain View into the top 10 'Great Places to Work' in Ireland.

CMI Workplace designed and implemented the new working environment at Vodafone.



8 Making the Business Case

The business case for Smart Working is relatively straightforward to represent. There are a range of benefits, all of which are measurable. Some, however, are more straightforward to measure financially. For Smart Working to succeed, there is usually investment needed initially in changing work environments, deploying technologies and developing a new working culture.

Evidence gathering

Before planning major changes to how people work, it is essential to pull together accurate information about where and when people work, how much space they use, the resources they use and the people they need to interact with.

Main areas of benefit

- Property disposal
- Facilities costs reduction
- Productivity improvements
- Travel reduction
- Reduced environmental footprint of work
- Improved recruitment/retention
- Absence reduction
- Employee engagement
- Work-life balance

Main areas of costs

- Refurbishment or new build
- Facilities costs
- Technology kit and infrastructure
- Culture change
- Continuing support
- Project management

In summary, investing in a combination of new working environments, technology, business processes and more flexible working processes **can** deliver substantial business benefits.

A systematic approach

Successful implementation of Smart Working involves a systematic approach consisting of:

- Gathering evidence
- Consultation
- Analysing the work people do
- Calculation of costs and savings (business case)
- Establishing key metrics
- Planning and delivering the changes to IT, communications, premises, HR policies, etc.
- Training
- Evaluation.



The evidence needs to be gathered in a systematic way. It is likely to consist of the following elements.

A **space audit** (see opposite), ideally carried out over two weeks in a non-holiday period, will enable you to find out actual space occupancy, how much time desks are 'claimed' but not actually occupied, meeting room occupancy, use of break-out spaces and kitchens, etc. It will also show peak demand.

It is best if the survey is carried out at frequent intervals throughout the day. Relying on just one or two observations during the day will probably inflate average occupancy and not record times of peak occupancy.

A **staff survey** (see p40), carried out over two or three weeks to maximise response rates, should be used to harvest additional practical information about work styles. This should include details about where and when people currently work, the amount of travel, their use of technologies and other resources, whether their work involves external interactions with the public and partners, or is primarily internally facing, and whether it is subject to peaks and troughs of demand. Workstyle analysis will need to be based on a clear picture of who works where and why – information that can be surprisingly tricky to pin down in many large organisations.



Office of Rail and Road, London

A rigorous storage audit (see section 4) needs to be carried out.

A programme of **structured interviews** with senior management and stakeholders is important to identify key operational requirements, current styles of working, key issues and changes in strategy and/or headcount that may impact on changes to Smart Working.

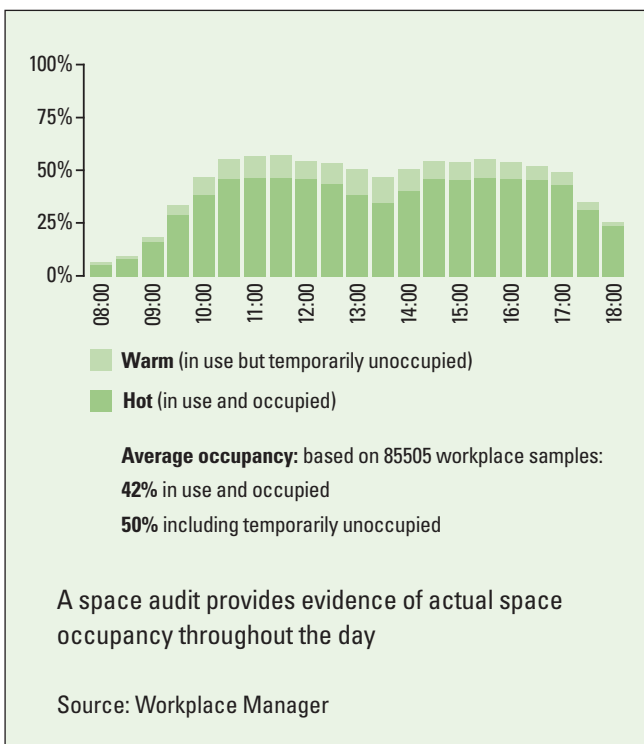
Managers may hold radically different views, and the process may also highlight the need for management training and awareness-raising.

For a fully integrated programme involving redesigning the office, there also needs to be an **assessment of the office layout and building services**, to see the scope for change, identify constraints and provide a basis for both modelling possible new work environments and identifying the costs of change.

Initial evidence gathering should include a **technology audit**, to identify what forms of smart working existing technology can support, and the investment that may be needed to support more extensive smart working.

To provide a baseline for future evaluation of the impacts of change, it is helpful to gather data on absence, staff turnover and staff satisfaction.

From this an accurate picture of current ways of working can be drawn, and a baseline established that will help in future evaluation of the impacts of the project.

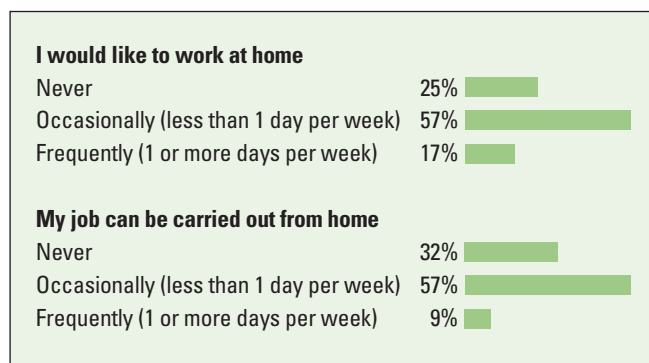


Consultation

Consultation about workplace change has three main aims:

- Playing a part in the evidence gathering process (as above)
- Finding out staff and managers' requirements and aspirations for new working patterns
- Involving staff in the process of change, to motivate them and to ensure buy-in and success.

A Smart Working staff survey should be used to find out staff preferences for different kinds of flexible working (see section 3 for the options). The results can be used to stimulate further discussion within departments and teams about the practicality and impacts of different work styles, how (if adopted) they need to be managed, and what kinds of new tools, processes and training might be needed.



People tend to resent change that is forced upon them, and quickly see through cosmetic consultation when key decisions have already been made. So staff should be enabled to play a key role in helping to design new ways of working and also new work environments.

Analysing the work people do

One obstacle to implementing Smart Working is making assumptions about how work has to be carried out. For example, some people might say "This role has to be based in the office", or "I always need my team close at hand". These assumptions need to be challenged.

Some jobs may be site-specific or time-specific. But it is important to analyse the various tasks involved in the job. When analysed, some tasks will prove to be more 'location-independent' than others.

It is also important to analyse what is tethering tasks unnecessarily to the office or particular times, and whether that can change in the context of Smart Working. For example, is it over-reliance on paper processes, an excessive 'meetings culture', traditional management styles, or lack of remote access technologies? If so, strategies can be developed to modernise the processes or cultures involved.

Calculation of costs and savings

Data will be needed about the costs of running the office on a per-workplace basis. If it can be shown that desk-sharing is a viable option, the potential savings can then be calculated.

The costs and environmental impacts of travel – both business travel and commute travel – should also be calculated.

Costings will also be needed for investment in new IT, any alterations to premises, and for training.

A cost/benefit analysis and a business plan can then be put together, looking at the potential savings and the investment required to achieve those savings through working smarter.

Establishing key metrics and targets

Moving to Smart Working involves having a clear idea of the benefits that are to be achieved. Working from the evidence gathered, targets should be set for (as appropriate to the implementation):

- Increased productivity
- Improved business outcomes
- Improved staff satisfaction and engagement
- Office space reduction
- Travel reduction – both business travel and commute travel
- Reduced absenteeism
- Improved staff retention
- Improved work-life balance
- Improved wellbeing.

These can then form the basis for future evaluation to see what has worked, and what may need some further attention or adjustment.

CASE STUDY

The Smarter Working journey at Plantronics

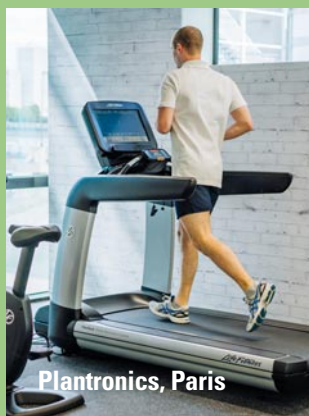
After beginning its journey into Smarter Working in the UK in 2008-9, Plantronics has been rolling out new ways of working and new office environments globally.

A key feature of the approach throughout has been to make simultaneous changes to work environments, technologies and working culture – or ‘bricks, bytes and behaviours’ as the company refers to them.

New smart working offices have been rolled out across Europe, the US, Mexico and China, with a focus on improving collaboration, efficiency and wellbeing. While the offices incorporate the Plantronics look and feel, employees in the regional offices customise the design to reflect their location and interests.

Plantronics pays particular attention to the ways in which offices support wellbeing. In Cologne this meant moving the office to a city centre location for ease of access. In all the offices it involves great attention being paid to the acoustic and wider sensory environment.

This includes sound-absorbing ceilings, walls and partitions, sound-masking adjustable for different environments, and integrated biophilic features that ‘bring the outside inside’. So, for example, the Paris office includes a living wall and a waterfall. Sit-stand desks and gyms are being introduced at all offices as the roll-out proceeds. It also means having the right technology for the best acoustic experience for calls and conferencing.



Plantronics, Paris



Plantronics, Paris

Plantronics is also building a new office in Amsterdam, to open in 2016, called ‘The Soundscape’. This will fully integrate technological and physical soundscaping to provide the best acoustic environment for employees and to demonstrate to visitors.

Unified communications is facilitating better collaboration and also saving money: 40% saved on outbound calls, 65% saved in internal call costs and conference calls, and further savings on having no desk phones and reducing travel. Calls are handled with one number and can be accessed via computer or mobile phone, using a single number.

Smarter meetings mean using the technology to join meetings from anywhere, and also changing the behaviours around meetings, e.g. ensuring meetings are well planned and have a specific outcome, that people join early for social exchanges and end at least five minutes ahead of schedule to allow people to move on to next task in their calendar.

To promote the new working culture, visits are organised to locations that have already adopted smarter working, and there is comprehensive online training using customised courses from e-Work.com

And the benefits are being delivered for the business and employees. Absenteeism has reduced from 12.7% to 3.5%, voluntary turnover of staff has reduced from 15% to 3.2%. 40% of employees report improved job satisfaction, and 95% say they have a good work-life balance. These are the result of the focus on creating great places to work, and on employee wellbeing and a culture of empowerment.

Data measured internally and provided by Plantronics

9 Implementation



Planning and rolling out the changes

It is vital that the move to Smart Working has strong support from the top. Without strong messages coming down, individual managers may resist or introduce compromises that will in the end lead to the failure of the project. So the vision and the broad direction of the changes need to be clearly understood by everyone at the outset.

The changes will involve close liaison between the leadership of the organisation and the Property, Facilities, IT and HR functions, working with the management of the teams undergoing the transition. It will be necessary to form an inter-disciplinary project team to manage the project.

The importance of top level support and enthusiasm

In this Handbook we have stressed the importance of consultation and getting staff buy-in and enthusiasm. Implementations that are purely top-down and ignore staff aspirations and the importance of culture change will run into trouble.

However, consultations through the Smart Work Network show that one of the biggest barriers to success is lack of engagement at the top level.

The Smart Working programme needs to have clear and dynamic support at CEO level. Without this projects can often die the death of a thousand compromises as programme managers struggle against powerful interests who may resist or seek to divert projects into their own pet schemes.

The vision has to be clearly endorsed and communicated. The message is 'This will be done. We'll consult on and adapt the detail, but the vision and principles are not in question'. This empowers the programme managers to move ahead confidently.

There are also several well-known implementations where director-level staff row back on their own working practices – e.g. reintroducing personal offices for themselves or not allowing flexible work for staff working closely with them. 'Do as I say, not as I do' is a message that will undermine the success of Smart Working.

The following is a simple 'timeline' for implementing Smart Working:

1. Work with senior team to understand the possibilities, and agree the Vision
2. Establish senior team to drive the change programme forward
3. Gather the evidence – desk occupancy, workstyles, travel, productivity, staff preferences, technology use, customer locations and needs (etc)
4. Consult staff, staff networks and Trade Unions
5. Prepare the business case
6. Identify and address any health and safety and equal opportunity and diversity issues
7. Set targets and priorities
8. Plan any changes to technology, working with IT team
9. Plan any changes needed to the office space, working with the property and facilities team
10. Run awareness raising and training sessions with managers and teams, working with the HR team
11. Develop any specific local protocols for Smart Working
12. Set up a fast-track pathfinder/trailblazer implementation to learn from, and make any appropriate modifications
13. Roll out the changes to the rest of the organisation
14. Continue culture change processes and training
15. Evaluate, and monitor progress for lessons learned as well as any necessary reporting
16. Modify further in the light of evaluation findings.

'One size doesn't fit all'. But on the other hand...

It is common to hear the truism 'one size doesn't fit all' in relation to Smart Working. The evidence-based approach outlined in the Business Case section above will identify the different needs of different parts of the business.

The delivery team then needs to work closely with the parts of the business going through the changes to ensure not only that particular requirements are taken into account, but also that they understand and are committed to the potential for change. It is important for managers and staff at all levels to be involved in the innovation, and not simply seek to replicate old ways of working with new tools in new work environments.

However, it is important that the underlying and agreed principles of Smart Working are not subjected to a series of compromises and exceptions on the basis that 'we're special'. The success of the implementation depends heavily on everyone responding to the invitation to challenge old ways of thinking about work.

Demonstrate or fast-track, rather than pilot

Good practice in Smart Working is now well-established. It may be new to an individual organisation, but it is no longer a question of being a pioneer. Organisations would do well to resist the idea that it needs to be trialled in a small and discrete part of the business to see if it works.

There are plenty of examples of successful Smart Working that can be found (e.g. via Flexibility.co.uk) and many organisations welcome visitors to come and see their implementations. The implementation will work best if it is backed by strong organisational commitment, rather than a 'let's give it a go' approach.

However, demonstrator areas set out as the new working environments can help greatly in raising awareness. Having teams work in them also helps to raise awareness. In this way some teams can lead as fast-track exemplars demonstrating the coming ways of working.



Can't do it all at once?

We strongly advocate a strategic and comprehensive approach to change. But we recognise that not all organisations are in a position to do this.

In circumstances where there is limited scope for investment in new IT or refurbishment of premises, it should be remembered that much can be achieved in moving towards new ways of working using existing technologies more effectively and placing more of an initial emphasis on cultural change.

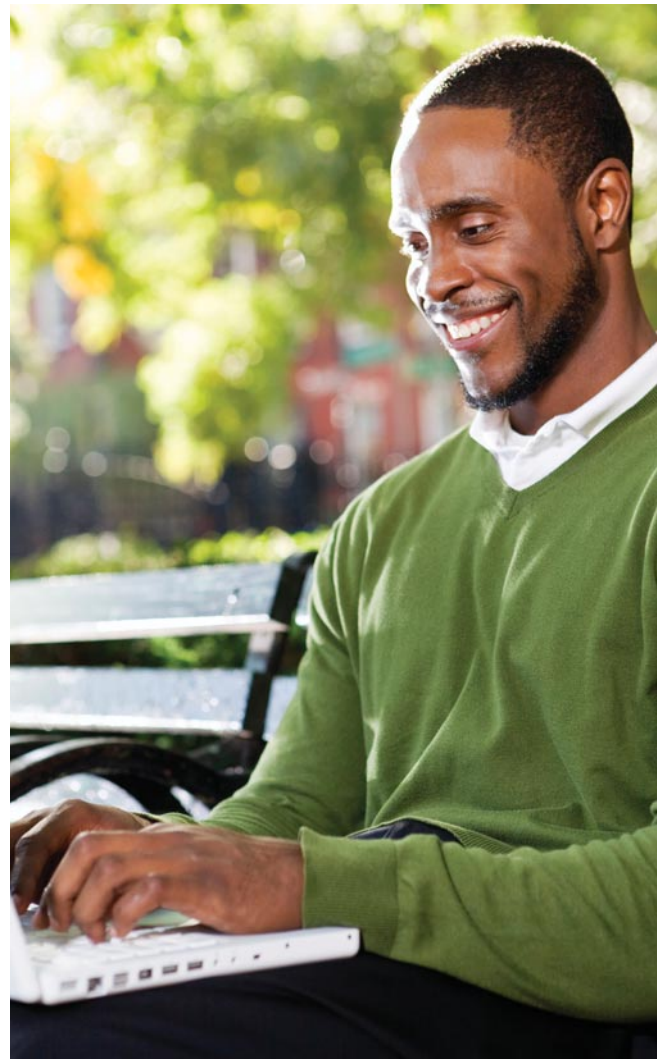
But it also needs to be remembered that under-utilised space, or unnecessary travel, constitute major ongoing costs. Savings not achieved can have a negative impact on the ability to deliver front-line activities. It may be worth regularly reminding people unwilling to invest in change gently of this, e.g. "Another month without change has just cost us x thousands in property costs we could have saved." The same goes for underachieving on the productivity front by not moving to more effective working practices.

Training and awareness-raising

Smart Working may fail to realise the full range of benefits if managers and staff are not properly prepared for working in new ways and for playing their part in developing a Smart Working culture.

Training and awareness-raising for managers should include:

- Understanding the benefits of new ways of working
- Understanding the flexible working options available
- Understanding the linkages between new technologies and the possibilities for new working practices
- Understanding how to involve and motivate staff to implement Smart Working
- How to manage a dispersed workforce
- How to manage by results rather than presence
- New approaches to empowerment and trust
- Performance issues
- Equality and diversity issues
- Dealing with communication issues
- Understanding the pitfalls and issues that may arise, and how to deal with these.



Training and awareness-raising for teams should include:

- Being clear about the type of workplace culture that it is hoped to develop
- Understanding the benefits and goals
- Understanding roles and responsibilities
- Developing skills and understanding in working more flexibly:
 - working with less direct supervision
 - communicating with colleagues and partners
 - time management
 - monitoring and reporting arrangements
 - health and safety in new working environments
- Working in a 'non-territorial' environment – sharing space and resources
- Working with Smart Working technologies and understanding the processes for having issues resolved.

These can be carried out through workshop sessions, webinars, self-help online learning and structured e-learning courses.

Communications

Good communications before and during the implementation process are vital to the success of the project, and in particular supporting the culture change process. The intended benefits, vision and principles should be communicated clearly, as should any targets being set.

Keeping everyone up to speed can pre-empt the rumour mill by providing accurate information and timelines, and report and celebrate progress.

Communication is not a one-way process, and the recommended consultative approach to designing the changes requires good processes for dialogue and taking on board feedback.

It is useful to have a dedicated website with good information on the changes, including capturing people's stories as they work in new ways and dealing with frequently asked questions.

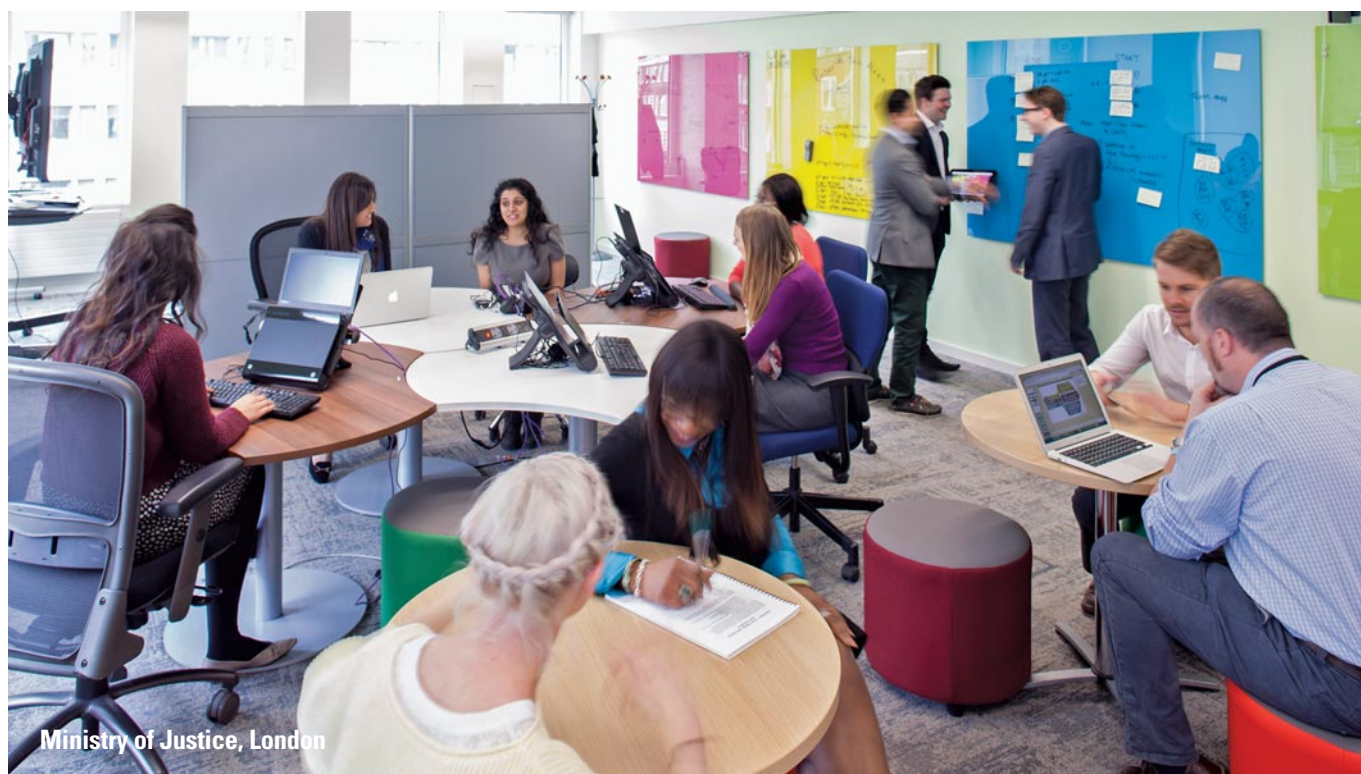
It is also useful to capture the approach to Smart Working and how to work in new ways within a Smart Working Handbook that reflects the specific implementation.

Evaluation

To understand whether Smart Working has achieved the benefits anticipated, an evaluation study should be carried out around 9-12 months after implementation and thereafter on an on-going basis.

It is vital that baseline metrics have been established in order for the evaluation to be robust. The achievements can then be evaluated against this baseline. Where necessary, further changes can be made where expected targets are not met, or where further consultation and feedback show that there are particular difficulties or issues.

Smart Working will also continue to evolve, and involves openness to future change. So the evaluation process has to take account of new possibilities for increasing flexibility and agility.



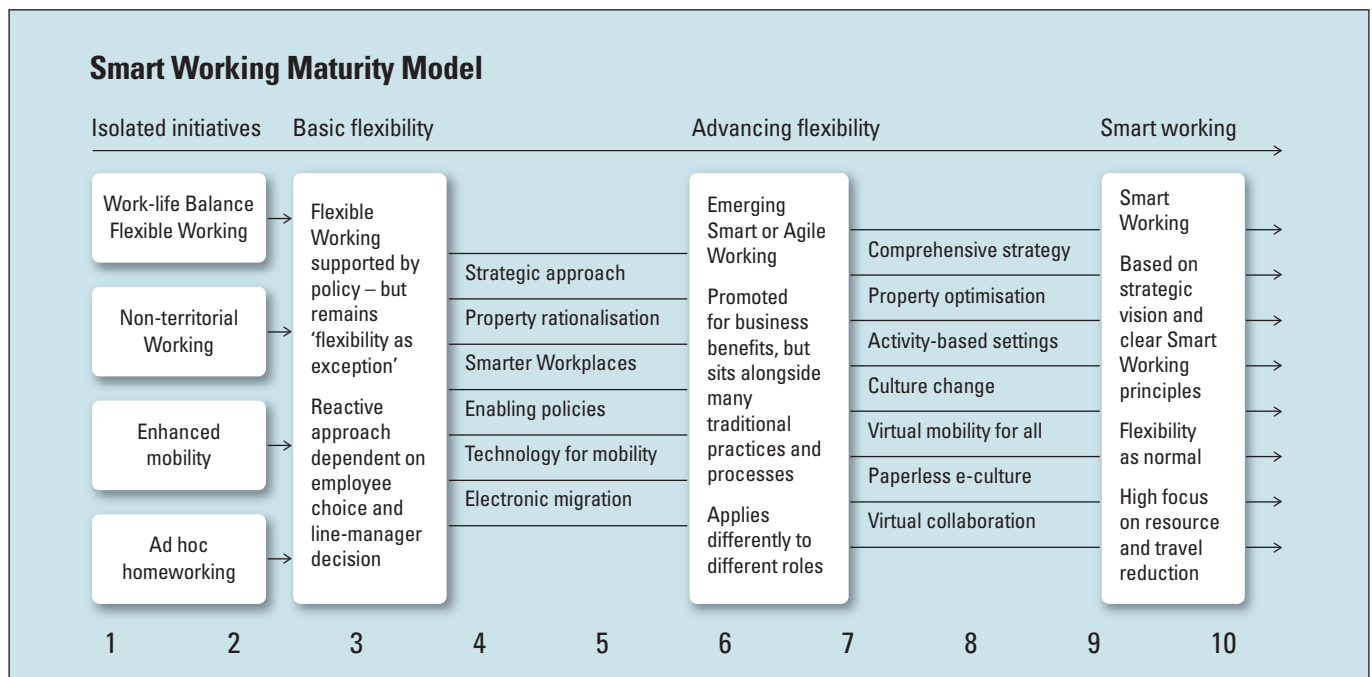
Ministry of Justice, London

10 Moving forward into a Smarter world

People often speak of the move to Smart Working as a 'journey'. And it is one that continues into the future.

The **Smart Working Maturity Model** below outlines the main phases of change that organisations go through on their journey to embracing Smart Working in a strategic and integrated way. Organisations can use this Maturity Model to assess where they

are positioned on the road to better ways of working, and to scope what their priorities should be in moving forward. It is a useful exercise to ask people to rate their organisation along this scale – it will generate many conversations about what is being done well, where the fault-lines are and what initiatives need to be taken to achieve an integrated and comprehensive implementation of Smart Working.



Continuing change

However, the story does not stop here. The journey will continue. Further innovations in the world of work are bound to impact on the potential for greater effectiveness and efficiency.

While many organisations are wrestling with making best use of current technologies, new technologies are coming on stream all the time. New generations of portable devices, new screen and surface technologies, social media applications,

communications technologies, voice recognition technologies and ambient computing will over the next decade further transform the nature of work, and the spaces in which we work. The future office will focus even more on collaboration, and less on desk-based process work.

This will create new possibilities in the working culture, with not only flexibility as normal but also virtuality as normal, and working much more closely with intelligent systems and environments without losing the human touch.

Footnotes

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- 3 CIPD. *Absence Management: Annual survey report 2014*
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- 8 NICE. *Promoting mental wellbeing at work*. London: NICE public health guidance 22, 2009.
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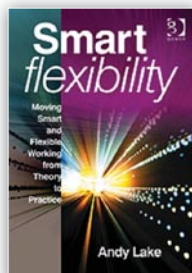
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Smart Flexibility

Smart Flexibility: Moving Smart and Flexible Working from Theory to Practice

is Andy Lake's management book, published by Gower Publishing. It covers all the issues outlined in this handbook – and more – in depth. It includes ten case studies from a range of sectors, and includes practical guidance and workshop exercises to help organisations on their Smart Working journey.



Readers of the Smart Working Handbook can obtain a 35% discount on the published price when buying from the Routledge website. Please use the following author code: **SMA230**

www.routledge.com/products/9780566088520

Citrix Interactions Blog

The Citrix Interactions Blog is the space to discuss working better together in our fast-paced, ever-changing work environments. Every week there is fresh content packed with actionable tips and insights on a range of business topics including smarter working, productivity, web conferencing and presentation skills to name a few. Recently ranked one of the top 20 business blogs in the UK, it is one of the leading sources of concise and informative articles for office-based and remote workers.

<http://blog.gotomeeting.co.uk>

Plantronics on Flexible Working

The Plantronics website has a range of resources for organisations adopting Smart Working, including advice, trends, further reading and products.

www.plantronics.com/uk/solutions/flexible-working

CMI Workplace Workspace Blog

Thought-leadership in the Smart Working space from Steve Crabbe and others working in the field of building Smart Working environments.

www.cmiworkplace.co.uk/blog

Smart Working eLearning Resources

Flexibility partners with e-Work.com to deliver high quality interactive and customisable e-learning courses for Smart Working.

www.flexibility.co.uk/services/e-learning.htm and
www.e-work.com

Global Workplace Analytics

Global Workplace Analytics has a wealth of research-based resources and benefits calculators to help organisations build the case for and implement Smart Working.

<http://globalworkplaceanalytics.com/>

The Way We Work A Guide to Smart Working in Government

Guidance from HM Government for the UK Civil Service on implementing Smart Working, based on the Smart Working Handbook. Useful guidance for organisations in the public sector around the world.

www.flexibility.co.uk/issues/TW3-Guide-to-Smart-Working-in-Government.htm



It's Work But Not As We Know It

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Ecophon is part of the Saint-Gobain Group. The company is a global supplier of acoustic ceiling and wall systems that contribute to good room acoustics and support a healthy indoor environment, with a focus on offices, education, healthcare, retail and industrial manufacturing premises.

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The transition to smart working is a huge investment for any company and ensuring that your employees are informed, engaged and excited at every stage is essential for success.

Vision 29 provides internal communications and employee engagement on a consultancy basis to companies undergoing this transition. Vision 29 will manage all aspects of your internal communications strategy or complement your existing internal team, providing additional resource when and where it's needed most.

The end result will be an educated and engaged workforce who joins you on the journey to smart working and understands the impact of the changes to both the business and to themselves as individuals.

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Workplace Manager **Workplace** MANAGER

Workplace Manager from HOP Associates is a cloud-based set of applications to measure workplace performance, engage with employees and manage offices. Clients – mainly large organisations in the private and public sectors – use Workplace Manager to cut costs, improve productivity and reduce environmental impact. It can be deployed directly by employers or as a managed service with expert consulting support.

For further information, demonstrations or trials see
www.workplace-manager.com or bob.crichton@hop.co.uk

About the Author

Andy Lake is a specialist in Smart Working. For more than 20 years he has advised companies and government organisations on implementing smart, agile and flexible working. He has also led leading-edge research projects into the impacts of Smart Working and on the future of work. He is currently an advisor to the UK Cabinet Office, and is the author of a best practice code for Smart Working for the British Standards Institute. His management book *Smart Flexibility* is published by Gower Publishing.

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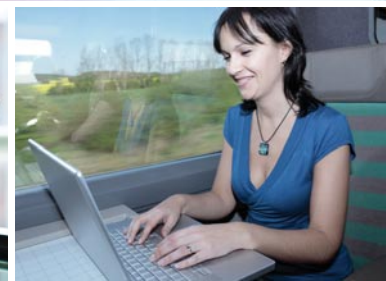
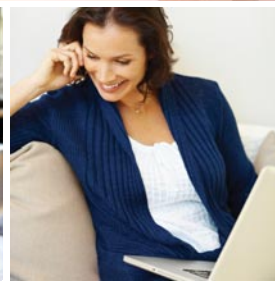
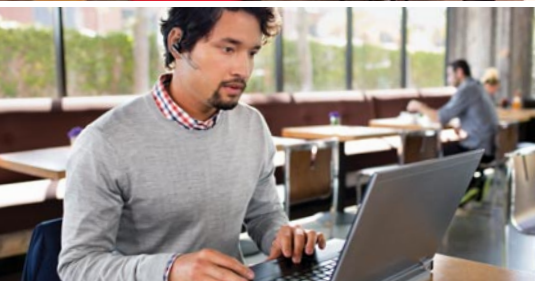
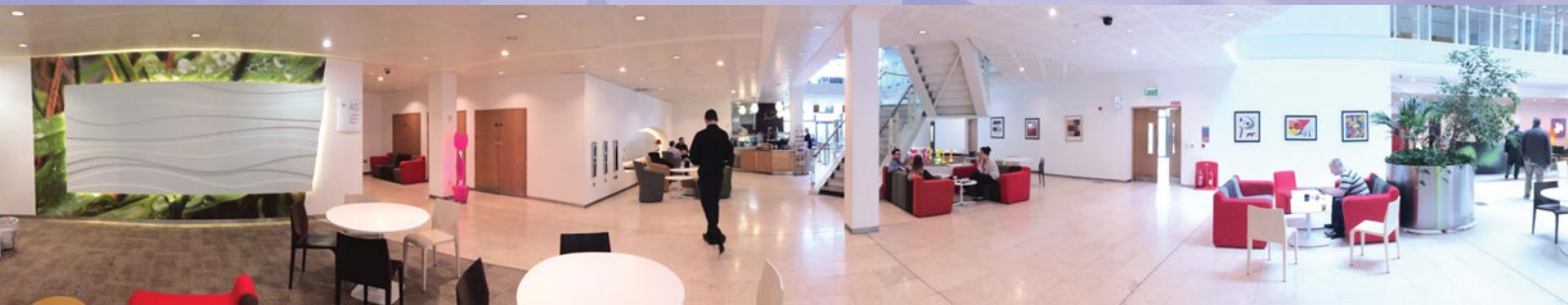
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Adaptation

We are happy to adapt and customise this publication for in-house use by organisations implementing Smart Working. Contact Andy Lake to enquire.

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