

London Borough of Hounslow, PPMA Excellence in People Management Awards – Best HR/OD Change Management or Transformation Programme

Principles

- Our residents and businesses drive everything we do
- Staff will take personal responsibility and be accountable
- Anywhere is your office
- A civic space at the heart of the community which reflects our corporate values

Aims

- Improve services to residents
- Streamline processes
- Become more flexible and responsive
- Achieve a 2:1 desk ratio
- Significantly reduce paper and storage
- Manage by outcomes, not hours
- Trust staff to manage their own work and time
- Improve work/life balance
- Attract and retain talented staff
- Reduce our carbon footprint



Aim	Comments
Improve services to residents	Currently there is only anecdotal evidence of improved service to residents. Teams report faster throughput of social work cases, a greater number of home visits completed and a quicker response, e.g. to planning applications. We are awaiting the results of a recent residents' survey, but it may be difficult to prove a causal link between any improved performance and the WorkSmart programme, as other factors will have had an impact.
Streamline processes	An estimated £245,000 has been saved as a direct result of the service improvement work undertaken throughout the programme. This work is being taken forward by the Service Improvement team.
Become more flexible and responsive	Staff feedback from Change Readiness surveys in every phase confirm that approximately 50% of staff believe they are more efficient because of the flexibility afforded by WorkSmart.
Achieve a 2:1 desk ratio	A 2:1 staff/desk ratio has been achieved across the building and occupancy has been measured by studies during the WorkSmart programme and subsequently by the programme team coordinating the move to the new building. This has helped Councillors and senior staff to feel more confident about working in a much smaller space. The new, energy-efficient building will ultimately result in significant cost savings for the Council.
Significantly reduce paper and storage	The scanning project has been very successful in reducing paperwork and ensuring that staff can access documents when working remotely. Over 6 million pieces of paper have been scanned. Storage is also significantly reduced - cupboards by 62%. Stationery has been rationalised. Further reduction in paper and storage is currently being undertaken in preparation for the move to the new building.
Manage by outcomes, not hours	To support managers to achieve this, the WorkSmart HR Policy was reviewed before the beginning of Phase 3. It clarifies the actions managers can take where there is a breach of trust and/or performance is not reaching the required standard. Ongoing training and support is available for managers to develop their skills in managing staff who are working flexibly and remotely.
Trust staff to manage their own work and time	Approximately 75% of staff report that they are trusted to work flexibly and remotely.
Improve work/life balance	Evidence from the staff survey demonstrates that 76% of staff are satisfied with their work/life balance (17% increase from the 2015 survey).
Attract and retain talented staff	There are examples of WorkSmart directly contributing to the attraction and retention of staff, e.g. staff who have moved to another part of the country continue to work for us, Social Workers have opted to work for us permanently because of the flexibility.
Reduce our carbon footprint	Car park usage has halved since the introduction of WorkSmart resulting a significant reduction in the Council's carbon footprint.