



2016

TW3 Awards.

21st January 2016, BT Tower, London.



Civil Service



TW3
Awards



THE WAY WE WORK AWARDS.

The remarkable advance of technology has enabled a new, more effective way of working which we call smart working. The presented awards showcase innovative Departments which are doing it best and what they have achieved.

These are the second annual awards and I have been impressed and inspired by what has been achieved. The UK is now probably the leading public sector administration in the world in terms of smart working and efficient use of its office estate. We have a lot to be proud of. People working flexibly are no longer the outliers; they are the mainstream. The generous support of BT for the TW3 Awards and at Civil Service Live means that all this work is being recognised both inside and beyond government.

But we can still do more. We have, for the first time, pulled together best practice and evidence from around the world into a BSI Publicly Available Standard – the PAS 3000. This will allow Departments to move from principles to standards and to measure themselves against the best.

The standard defines everything needed to make smart working work for you and for your Department. It has been put together in partnership between Departments, the British Standards Institute, leading businesses in the field, and academics. Together, we are turning smart working from an art into a science.

John Manzoni
Chief Executive of the Civil Service & Cabinet Office Permanent Secretary

WORK IS SOMETHING YOU DO, NOT SOMEWHERE YOU GO.

Under The Way We Work (or TW3 for short) we are witnessing a quiet revolution in how civil servants work.

We are living in a time of significant technological change and as a consequence we are changing our understanding of how people and organisations work. We are witnessing changes in the work itself, and how and where it is best done. A change in mindset is needed and the phrase 'work is something you do, not somewhere you go' is becoming increasingly important.

Many organisations are struggling to cope with the systemic changes this requires; particularly, large organisations who have both ingrained cultures and organisational structures. The challenge for all organisations is to move away from employment models and management practices which were appropriate for work in the nineteenth and twentieth centuries, but which are no longer suitable in the twenty-first.

Government has responded by rethinking how its people are organised and managed so the modern Civil Service is at the forefront of a revolution in how we work. This is being delivered through a programme called The Way We Work, TW3 for short, designed to help realise a vision that the Civil Service can be a much more efficient and better place to work.

The origins of TW3 are in the Civil Service Reform Plan of 2012, which talked about 'modern workplaces' and included the goal of 'creating a decent working environment for all staff, with modern workplaces enabling flexible working, substantially improving IT tools and streamlining security requirements to be less burdensome for staff'.

TW3 has taken this a step further to break away from the old and accepted ways of doing things – the assumption that tasks must be completed in a specific place and in a specific way – and to also bring together many of the developments already taking place in many departments.

TW3 set out a new vision of the Civil Service, envisaging an organisation where people:

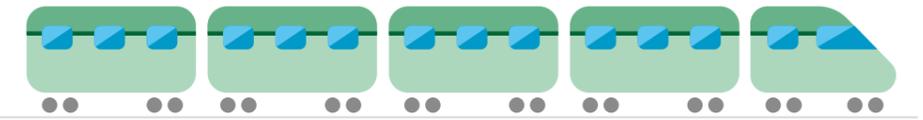
- focus on outcomes not process
- are empowered by technology
- work flexibly and cost-efficiently
- collaborate more effectively with other teams in their own and other departments
- maximise productivity and innovation, while reducing environmental impact.

AN END TO WASTEFUL WORKING PRACTICES.

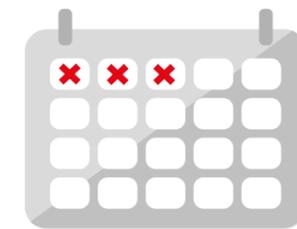


Wasteful practices are built into traditional ways of working.

The average UK worker commutes for just under an hour per day – equivalent to 4 years over a working life.

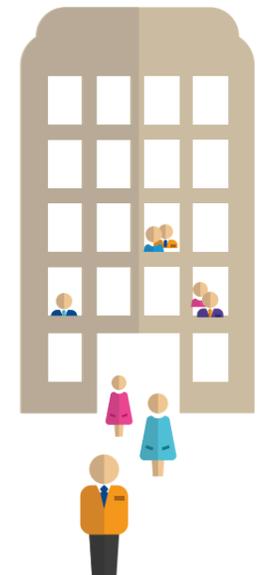


There are some 10 million office workers in the UK occupying 110 million m2 of office space...



The average full-time employee is absent for 7.9 days per year in the public sector.

...with average occupancy in a traditional office over the working day at around 45%.



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 worker 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 miles per year.





Where do I put my cornflakes?

People think smarter working is all about hot-desking and wonder where they'll keep their morning cornflakes, but it's not really about that.

Or they think it's about working from home and look forward to not having to commute every day, but it's not really about that either.

Or they say it's all about the IT. It's not. It's actually about changing how we think about work.

The best employers equip and empower the individual, who then decide how, where and when to work. We, by contrast, used to equip the building, empower the hierarchy (not the individual) and, at some point in history managers decided to trust people only when they could see them.

Evidence from around the world shows that smarter working does 3 things really well:

- it boosts productivity
- it gives you a better designed and better value workplace
- it makes you happier.

What you need to make this work, more than anything, is trust. Once you feel trusted, it helps you do your job better. You feel empowered, which gives you credibility. And that makes you more effective.

That trust is then underpinned by measuring performance by outcomes, not by process or attendance.

Where do you think you are on the spectrum of trust? In September 2014 Richard Branson abolished limits on annual leave at Virgin head office. He trusts people to take leave when it is sensible and to manage their own work. How good it must feel to work for an organisation like that.

Productivity.

Teams still need to come together sometimes. But many of us still all come together at the same time every day, to exactly the same place. Yet the reason for

working in that way – because that was where the technology was – has gone.

The evidence is good:

In 2013 McKinsey studied 20 companies and found that the uplift in productivity from smarter working was equivalent to between 3 and 13 percent of workforce costs.

In China a NASDAQ-listed travel agency called CTrip that runs call centres carried out a randomised controlled trial where half of their staff worked from home for a year. The home workers were 13 percent more productive. They did more calls per hour, took fewer breaks, took less sick leave and made more bookings. And the homeworkers felt more engaged with their employer.

Effective workplaces.

Better designed workplaces save money. We use less space if we all don't turn up to the same place every day. Whitehall is expensive.

We need different types of space to reflect the diverse nature of what we do. We have to move away from ubiquitous, hot-desking open plan environments. We need buildings that people can touch down in and meet, and with different zones for different types of work.

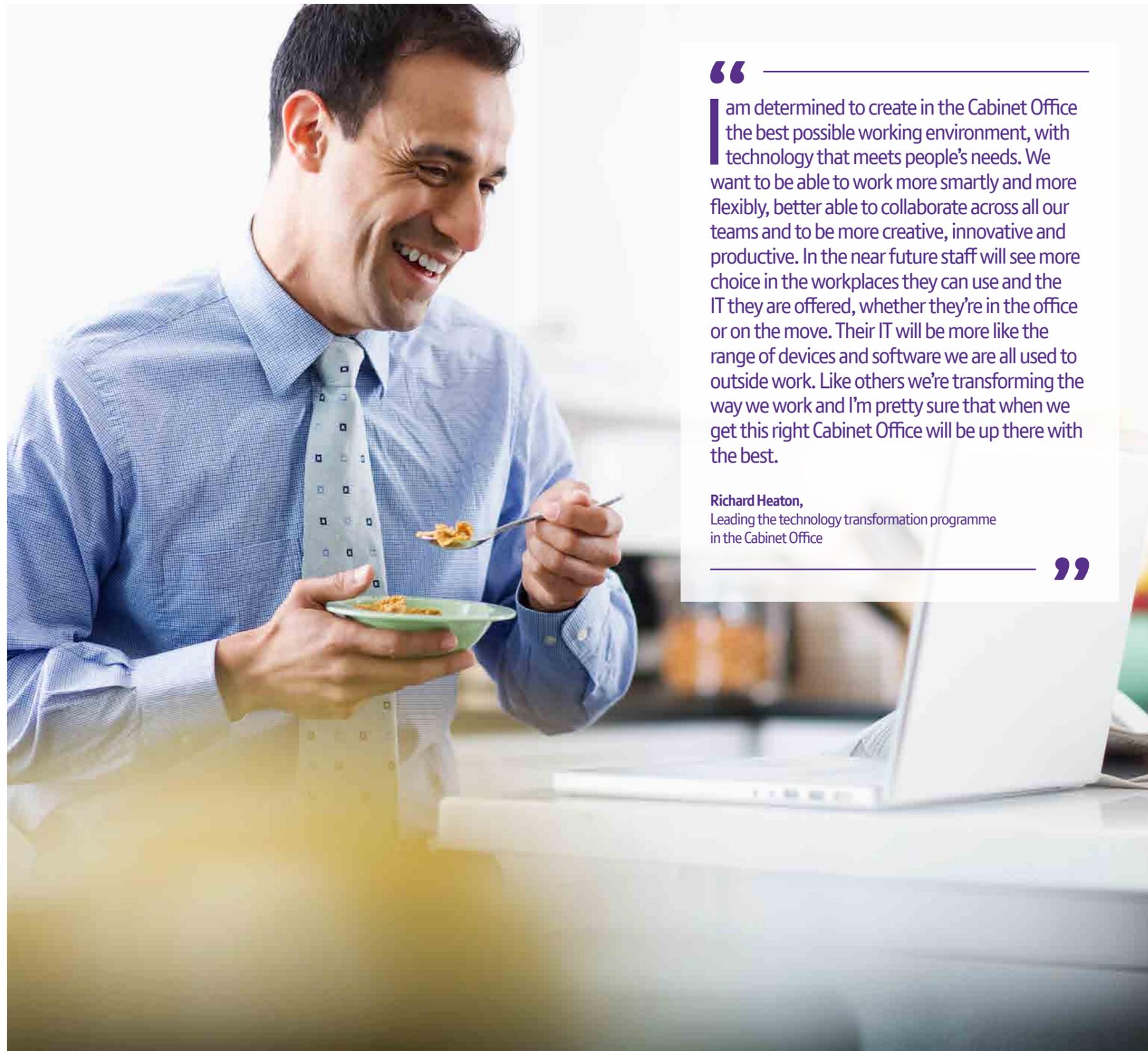
Happiness.

People are happiest in modern, dynamic, trusting environments. Smarter working improves how people feel about their work and their lives. And the more we can flex the employment offer the wider the talent pool in which we will be fishing.

And...

It helps the sustainability agenda too – more people working locally will reduce our carbon footprint and pressure on the transport network. This is how we are all going to work in this internet century.

...and if you're wondering where do people put their cornflakes? Most people have a locker. Other people decide they prefer to eat breakfast at home.



“ I am determined to create in the Cabinet Office the best possible working environment, with technology that meets people's needs. We want to be able to work more smartly and more flexibly, better able to collaborate across all our teams and to be more creative, innovative and productive. In the near future staff will see more choice in the workplaces they can use and the IT they are offered, whether they're in the office or on the move. Their IT will be more like the range of devices and software we are all used to outside work. Like others we're transforming the way we work and I'm pretty sure that when we get this right Cabinet Office will be up there with the best.

Richard Heaton,
Leading the technology transformation programme
in the Cabinet Office

”

Sponsors.



BT was one of the first large companies in the UK to embrace flexible working more than two decades ago. From early trials with our directory enquiries staff in Scotland in the early '90's, we embarked on a major company-wide programme, moving first from office to hub-based working, and then enabling our people to become truly mobile, being able to work efficiently and effectively without being constrained by fixed infrastructures. Over 70% of our workforce, around 80,000 people, are now mobile-enabled. We also reduced our physical estate significantly – office space in major cities is now around 10% of what it was in the mid 90's, yet we've increased both customer and staff satisfaction, retaining key staff, providing better work-life balance, and minimising environmental impact.

So not only are we one of the largest suppliers of the IT infrastructures necessary to support new ways of working, we're also one of the most experienced practitioners – experience which we use to help our customers achieve similar benefits. And it's not just about the provision of IT (although integrating fixed, Wi-Fi and cellular networks is key to success), we know that to succeed organisations and their people must understand and buy into the

initiative. That is why we have for many years had a Workstyle team available to work with our customers on this critical element, working on the role definitions, estate requirements, facilities and support mechanisms needed for an effective transition.

As organisations look at changing how they work for the better, many are realising that it's not just about being able to work effectively wherever they are within their own organisation, but increasingly being able to better interact with others they deal with; their people and their systems. This is particularly true in the public sector where the need to be able to work across boundaries is being seen as key in achieving not only cost efficiencies, but also providing a better service to citizens.

We work with many partners from large multinationals like Cisco to smaller specialist SMEs. Together we're providing organisations with the tools and technologies to provide people with a better working experience. Mobility, Wi-Fi, and information sharing solutions – all underpinned by the necessary security protocols, which together with proper engagement and buy-in from the workforce, are key in enabling staff not only to work smarter, but also provide increasing levels of service to citizens and organisations.

We look forward to continuing to work across the public sector to help deliver the TW3 agenda.

www.globalservices.bt.com/uk/en/whybt/tw3-awards

For further information contact: Mike Parfitt at mike.parfitt@bt.com

Sponsors.



Cisco is the worldwide leader in IT that helps companies seize the opportunities of tomorrow by proving that amazing things can happen when you connect the previously unconnected. At Cisco, customers come first and an integral part of our DNA is creating long-lasting customer partnerships and working with them to identify their needs and provide solutions that support their success.

The concept of solutions being driven to address specific customer challenges has been with Cisco since its inception. Husband and wife, Len Bosack and Sandy Lerner, both working for Stanford University wanted to email each other from their respective offices located in different buildings but were unable to due to technological shortcomings. A technology had to be invented to deal with disparate local area protocols; and as a result of solving their challenge, the multi-protocol router was born.

“SMARTER WORKING IMPROVES HOW PEOPLE FEEL ABOUT THEIR WORK AND THEIR LIVES.”



www.cisco.com/cisco/web/UK/public_sector

For further information: 0800 404 7778

THE WINNERS FROM 2015.



The winners from 2015.

Corporate Leadership Award.



Defence Science and Technology Laboratory.



The Defence Science and Technology Laboratory (Dstl) ensures that innovative science and technology contribute to the defence and security of the UK. Dstl's Smart Working project brings innovation in ways of working for the whole organisation.

As well as helping Dstl run more efficiently and reduce costs by using less office space, the project has ensured people, customers and suppliers can work in the way they need to work and wherever they need to work. Dstl's situation is unique as they have scientists working at high classification levels. Dstl were judged winners in the face of stiff competition by demonstrating individual executive team members who have passionately and personally championed Smart Working, leading by example, to find ways to work smarter and more effectively, achieving the benefits of mobility and collaboration physically and online, even in a highly secure environment.

Technology Award.

Ministry of Justice.



Ministry of Justice

The past year has seen a technical revolution for the Ministry of Justice (MoJ) as the roll-out of modern mobile technology meets the new demands for increased mobility and flexible working as part of the MoJ's TW3 programme.

MoJ is deploying laptops, tablets, and smartphones to trial areas throughout the UK. Jumping up four operating systems to offer Windows 8.1 laptops, the MoJ was one of the first across Government to start offering staff access to their secure corporate email, calendar, documents and shared files on the move through the use of tablets and smart phones.

More than 5,000 mobile devices were deployed last year to judges, front line staff and managers to allow them to work anywhere anytime to meet the needs of the job, and supporting them with a ground-breaking walk up IT helpdesk 'Tech Connect' giving face-to-face technical help and support. They are also deploying a range of collaboration tools and social media to knit the organisation together including where people are working in different locations across the country. In a very strong field, MoJ was judged to have shown the most integrated department-wide technology improvement programme, focused specifically on supporting smarter working by responding to user needs and re-evaluating the impact on user experience and perceived productivity.



Ian Sayer, MoJ Chief Technology Officer said: "I am really proud of the TW3 Technology team, supported by so many others across MoJ. I am committed to innovation and making MoJ a better place to work. This award is a great government-wide recognition of what we have managed to achieve in very little time and is testimony to the efforts, drive and commitment of the team."

The winners from 2015.

Workplace Award.

Department
of Health.



Department
of Health

In the Department of Health (DH), the estates and technology teams have come together to give a holistic approach to providing a 'Workplace'.

Through a 5 year programme of rationalisation and technology enablement, the Department and its arms length bodies have reduced space by 50% so that, on average, DH and its ALBs now use less than the Government's workspace maximum of 10sqm/FTE. Estate costs have fallen dramatically and the department is meeting or exceeding its environmental sustainability targets. The judges felt that DH demonstrated the best example of a property portfolio optimisation that enabled smart working through technology and choice of settings and delivered real benefits in terms of cost and sustainability.

Culture and People – multi-location.

Department
for Business,
Innovation
and Skills.



Department
for Business
Innovation & Skills

Launched in 2012, the BIS Ways of Working programme was a pathfinder for TW3. A staff-led continuous improvement programme that has focused on developing and implementing solutions that help people work more effectively and efficiently.

The programme brings together estates, IT and process design, including oversight of shared corporate services and estate strategy. The judges were especially impressed by the way BIS has



engaged its people through this programme. Half of BIS staff are actively engaged in developing and implementing user solutions for improving the way the department works. 800 ideas for simplifying internal processes were received from staff in just 2 weeks. Understanding of BIS's corporate values and behaviours has risen 26% since the start of the programme. Workspaces and IT are harnessed to support wider cultural change in the department, understanding that engaging and motivating people is the key to providing better service.

The winners from 2015.

Culture and People – single location.

Department for
Communities and
Local Government.



Department for
Communities and
Local Government

Department for Communities and Local Government (DCLG) was a very different place a year ago. The London HQ colocation with the Home Office in 2 Marsham Street and a new IT system provided not just savings but the catalyst for delivering wider cultural change and benefits. Senior leader commitment was crucial, as were staff-led 'task and finish' groups, focussed on ways of working that brought people together to shape and support cultural change.

The judges were impressed by the way this programme involved staff at all levels, and the evidence of a more open and transparent culture that has emerged alongside the more open and transparent working environment. This was judged to be the best example of a change management programme focused on a workplace transformation.



THE SHORTLIST 2016.



Leadership.

Best example of leadership in Smart Working.

Ministry of Justice,
TW3 Team.



Corporate leadership is defined as ‘the creation of company-wide direction to be carried out internally by managers, supervisors and employees’. MOJ TW3 estates have taken this one stage further, delivering the Government’s TW3 agenda’s triple bottom line benefits, whilst spreading this ethos more widely across the civil and public estate. A small, highly professional and highly motivated team has been working nationally with a variety of Departments and Councils, supporting Cabinet Office on both the Smart Working and One Public Estate initiatives. This, in addition to significant existing work priorities delivering substantial savings and providing numerous smarter work opportunities within the department.

Following MOJ’s growth of TW3, and application of the continuous improvement cycle, early issues and challenges have been eliminated, providing a seamless transition for subsequent adopters. The creation of 24 MOJ commuter hubs has reduced significantly the commute times for large numbers of staff, providing local office options to truly support the work-life balance agenda.

Clear and effective communication has seen TW3 staff engagement continue to climb; producing an infectious enthusiasm to adopt Smarter Working with business units actively lobbying to bring forward their involvement.

The team is proud to be a ‘pathfinder’ for Central Government and the wider public sector.

The judges were impressed by the sustained commitment and visibility of the leadership team within MoJ and their willingness to share as champions for TW3 Smart Working across the public sector.

Judges comments:

“Superb leadership”

“Good evidence of strong leadership, commitment and direction”

“I really feel like the MoJ TW3 team deserve a special commendation for their leadership here. It’s amazing to see the passion that they’ve put in to take the initiative way beyond the initial asks and to continue to evolve and drive best practice both within the MoJ and beyond.”



Ministry of Defence, DBS
Executive Committee.



Defence Business Services (DBS) was formed in July 2011 to bring greater efficiency within the MOD’s Corporate Shared Service environment. DBS has exploited a unique opportunity to combine the commercial acumen of the private sector with the diversity and experience that a joint civilian and military team offers. The resultant Executive Committee (EC) promoted smart working to achieve short, medium and long term goals. Cost, effort and benefits were measured against key deliverables and a transformation change programme exploited further innovation across the organisation. These improvements were achieved alongside an integrated customer and people focus whilst exceeding targets and improving customer services.

Strong leadership and commitment to managing by outcomes has allowed the EC to set clear, unambiguous goals that have encouraged new behaviours that continue to challenge attitudes at the working level. Staff across the 10 sites has become adept at virtual team-working which has led to greater collaboration between disparate areas of the business, enhancing mutual understanding and trust as well as greater buy-in towards managing new work styles at all levels.

As a direct result of smarter working, the DBS EC has exceeded all targets by creating an organisation with the lowest cost of any Government Shared Service provider.

DBS achievements are best summarised by Jon Thompson, Permanent Secretary at MoD, who said: “DBS is one of the great success stories of the modern MOD”.

The judges were impressed by the clarity of vision and articulation of goals by the leadership team, together with excellent communications and staff engagement.

Judges comments:

“Clear strategy to deliver a clear vision”

“Strong leadership programme example”

“Clear communications plans - excellent HR policies - focus on behaviour change”

“Collaboration and coordination seem to be at the heart of this initiative and the results seem to speak for themselves.”



Workspace.

Best optimisation of property portfolio for smart working.



Ministry of Justice,
Commuter
Hub Team.



Commuter hubs have been introduced to provide people with a better work-life balance, reduce demand for expensive space in central London and improve use of existing local offices at no extra cost. They provide people with a convenient base close to home, combining less commuting time with all the advantages of working in an office environment. Key to their success is equipping people – rather than the space – with the right technology.

The department has 21 operational hubs with 245 online bookable spaces. Through active promotion of TW3 in the department, usage has increased 10-fold over the last year and user reaction is extremely positive. These commuter hubs have contributed to the department reducing its central London estate, saving nearly £7million pa.

This initiative is already proving successful and very popular with London based staff. It has the potential to be applied nationally, improving work-life balance, reducing commuting and carbon use, and supporting diversity by better supporting staff with caring responsibilities and disabilities. Looking ahead there is potential for London libraries to provide further options within the M25.

The judges were impressed by the team’s approach in reshaping the department’s property portfolio to support its TW3 smart working strategy; giving people and teams much welcomed choice and flexibility while also making significant savings.

Judges comments:

“I just love the holistic approach of this initiative. Thinking beyond the department and looking at the opportunities across the public sector estate”

“Although it’s a simple, almost obvious approach, the execution is great and the bold ambition provides a role model for others to follow”

“Good initiative which recognises that working at home does not suit every individual and every team; and provides the benefits of team workspaces”

“Really smart working from 360° perspective: employee benefit work-life balance, savings plus better utilisation of community assets. Wider potential impact and learning here for the public sector.”



HM Revenue
and Customs.



HM Revenue
& Customs

Judges comments:

“The pilot / showcase sites are showing the way”

“Lots of innovative use of space to support different ways of working”

“The pilot spaces workplace is maximising productivity and innovation. HMRC understands the importance of environment.”

HM Revenue and Customs (HMRC) is transforming into a smaller, smarter, and highly skilled organisation fit for a digital future with substantial investment in the ‘Building our Future’ (BoF) programme. Currently 58,000 people are based in legacy offices ranging in size from several thousand to fewer than ten people. Optimisation of the property portfolio means consolidating from 170 offices across the UK into 13 new modern regional centres. The aim is to create modern, adaptable working environments that will support the digital infrastructure, staff collaboration and development.

Creation of pilots to showcase more inclusive, flexible and inspiring environments in Salford, Nottingham and Newcastle are providing an early opportunity for HMRC people to experience new workplaces and technology. Each showcase is designed for different business areas.

HMRC’s Digital Delivery Centre in Newcastle is its Centre of Excellence and an exemplar for the future. Here the team has created a world-class modern digital working environment that supports development of new digital services. Using flexible workspaces to support the agile collaborative working processes, HMRC can now develop services and test and improve them in rapid iterations, in line with the Government Digital Service design standards and industry best practice.

Although the programme is in its early stages, the judges recognise the scale of change HMRC is embarking on and were impressed by the team’s determination to create the right workspaces by testing and engaging through pilots; in particular the showcase Newcastle Digital Delivery Centre.



Technology.

Best utilisation of technology to enable mobility and collaboration.



Cabinet Office Technology Transformation.



Cabinet Office

When the time came to replace Cabinet Office's old IT system, it would have been easy to buy another standard system. Instead, the team chose to start from the beginning, understanding users' needs and building a system designed from the outset to support smart working. A choice of lightweight devices and pervasive Wi-Fi sets people free to work in their own way.

The team designed the system to develop over time so the department is never again locked into outdated technology. And although it is more powerful and flexible than its predecessor, it is about 40% cheaper to build and operate in terms of cost per user.

Mobile devices that connect to Wi-Fi wherever they are, connections which are fully secured even across public networks are combined with productivity software, specifically chosen to support collaboration, which users identified as being critically important. As a result, confidence in working flexibly has grown. In the Civil Service People Survey, the proportion agreeing that "I have the tools I need to do my job effectively" has risen to the top quartile.

For the project SRO the most striking outcome is the least expected – "I have worked on many projects but this is the only one where people have literally stopped me in the corridor to thank me for transforming the way they work".

The judges were impressed by the focus on users – providing technology that people love – which allows them to choose where and when to work in the best way free from unnecessary constraints, and at cheaper cost.

Judges comments:

"Brilliant to see such focus on setting people 'free' "

"The introduction of new technology has clearly made a big difference to CO staff's way of working"

"Strong and positive connection to behavioural change. Clear employee consultation and feedback loops to embed fully"

"Overall, I like this a lot - staff engaged in development, meets their needs and business needs, simple and clear and seems to be working well."

FCO Services Translation and Interpreting Team.



Foreign &
Commonwealth
Office



The FCO Services Translation and Interpreting team has recently adopted an innovative technology solution (Cirrus 360) that enables them to work flexibly on secure material.

Translators work with complex, sensitive information and security is paramount. However, they live across the UK and mainly work from home, so, before Cirrus 360 there were restrictions on the type and volume of work they could do; some work requiring travel to a secure

office environment or needing reference materials to be delivered in person. The new technology has completely removed these limitations and enabled staff to work at home in exactly the same way as they would in the office.

This technology has materially increased the team's capacity, accuracy, and response times and removed the barriers to collaboration. Since FCO Services is a trading fund the impact can be measured. Being able to take on work by securely communicating with other departments has significantly increased revenues.

In the latest staff survey the response was 100% positive in answer to "I have the tools I need to do my job effectively". Head of Department, Richard Littlewood, comments: "I would be confident in saying that staff feel the new technologies have improved their working lives and, as a result, their morale."

The judges were impressed by the way the team focussed on solving a specific business problem resulting in saved time, better work-life balance for the team, improved service and increased revenues.

"THE OFFICE IS BECOMING JUST ONE OF A NETWORK OF OPTIONS, AND FOR MANY PEOPLE THEIR WORK AND PERSONAL LIVES ARE BECOMING MORE INTEGRATED."

Judges comments:

"Cirrus 360 clearly provides a secure flexible environment...the underpinning technology enables this to happen"

"A clear outcome was desired, they analysed their problem and developed an effective tech solution"

"Certainly improves productivity... and innovation if wider range of work now supported"

"Sounds like a great innovation and meets the business needs."

Culture and people.

Best culture of smart working organisation.

6th Battalion
The Rifles.



6 Rifles is an Army Reserve Battalion with company and platoon locations spread across 9 sites spanning 7 counties. Being widely dispersed presents difficulty in communicating effectively and creating a sense of unity. The vast majority of its members do not have access to the MoD IT system which further restricts official communication. To meet this challenge they have created a number of 'Defence Connect' sites hosted on the Defence Gateway to communicate with soldiers and connect them across the Battalion.

As a result, 6 Rifles have already identified tangible outcomes. Soldiers are connecting to one another and leaders, attendance on courses is significantly improved, questions can be asked and answered quickly and the advice shared. Importantly, costly adventurous training exercises can now be planned in the knowledge that places will be filled and resources not wasted. And the workload on permanent staff is reduced, as official information is readily available online – reducing the number of emails and phone requests.

These methods are seen as best practice by Army Information Services and other units are being encouraged to follow their excellent example. The key to success has been involving people as soon as they join the Reserves so making them feel a part of Battalion right from the start.

The judges were impressed by the way this project has opened up communication in a very dispersed organisation, encouraging a culture of openness and engagement. Specifically aimed at the soldiers and their needs, the project is transforming a disparate culture into a connected culture.

Judges comments:

"Rethinking how the groups have traditionally worked"

"Great to see an approach to sharing information in a restricted environment"

"Puts focus on the connections rather than the technology."

Intellectual Property Office
#adaptive.

#adaptive

The Intellectual Property Office (IPO) is the body responsible for intellectual property rights including patents, designs, trademarks and copyright. The IPO Board challenged staff to devise changes that would help the organisation work smarter and be better able to adapt to changing future demands.

The result was '#adaptive'; a one year programme, started in March 2015 and involved 120 volunteers, to explore the benefits of changing to non-hierarchical self-organising teams. Targeting skills, change, ways of working and governance, #adaptive aims to move the organisation towards a culture of total flexibility, where talented people have a 'licence to deliver'.

#adaptive has increased flexible working and empowered staff to sign off their own leave. It has coached everyone involved in agile ways of working so that teams are non-hierarchical and fully empowered to 'go and do'.

#adaptive is trialing 'choose your own device' where people can choose mobile IT that suits them and their roles, empowering them to decide how to work best; and it has challenged traditional decision making methods. Called 'Re-Writing the Rules' it is an agile decision making process to speed up change and not stifle innovation.

The judges were impressed by the way the programme is based on a clear understanding of smart working maturity and what it means to be a smart working organisation; and the way it has engaged people in building a smart working culture.

Judges comments:

"Great to see the focus on the people throughout, thinking about real impact and simple changes"

"Very strong people focus with #adaptive programme"

"Articulates a vision for flexibility which is rare and powerful!"

"The #adaptive initiative seems to be about challenging the way work is done and fitting the organisation to work in different ways"

"The nomination describes an initiative focussed on outcomes using an integrated programme to bring about change. Very encouraging to see it based firmly in good practice."



Department
for Business,
Innovation and
Skills, Ways of
Working Team.



Department
for Business
Innovation & Skills

In April 2015 the Department for Business, Innovation and Skills published the 'How We Work' report. The report was based upon quantitative and qualitative surveys of every team in the department.

The exercise enabled the team to assess BIS's maturity as a smart working organisation. Assessing maturity as 'advancing flexibility' – essentially an organic development of working flexibly as individuals – they realised that to develop further the department needed to adopt an organisational, strategic approach. The findings have had a transformational impact upon thinking about ways of working in the department including working patterns, management styles and future estate requirements.

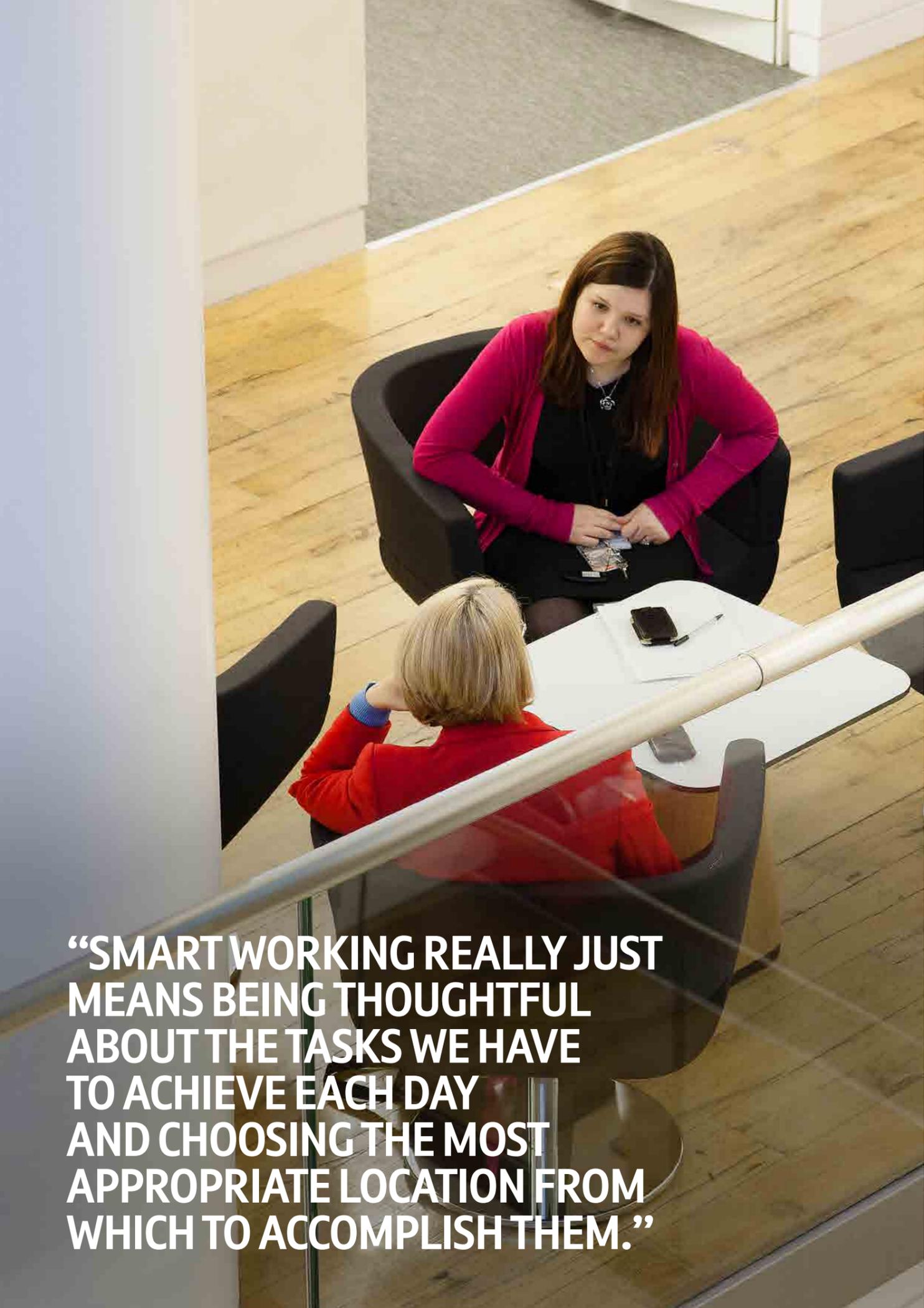
Maintaining momentum is always a challenge for a change programme. The judges were impressed by the BIS team's willingness and courage to take time to review progress and gather evidence widely to understand how to take smart working to the next level and then to act on the findings.

Judges comments:

"What's really impressive is the scale and reach of the initiative within BIS. It sounds like they have done a great job in connecting with the breadth of the organisation to help bring everyone"

"They are moving from organic development to a more sustainable model"

"Extensive employee engagement is a really impressive feature of the programme."



“SMART WORKING REALLY JUST MEANS BEING THOUGHTFUL ABOUT THE TASKS WE HAVE TO ACHIEVE EACH DAY AND CHOOSING THE MOST APPROPRIATE LOCATION FROM WHICH TO ACCOMPLISH THEM.”

TW3 THE WAY FORWARD.

BSI, the business standards company, has published PAS 3000 Smart Working in conjunction with the Cabinet Office. Launched at the TW3 Awards 2016, the code of practice has been developed to support organisations implementing Smart Working; sponsored by the Cabinet Office on behalf of the Smart Working Charter Steering Group of industry, academia, institutions and other public sector bodies.

To date, there has not been a single code of practice bringing together best practice across the several disciplines involved in Smart Working such as HR, property, and technology. PAS 3000 gives recommendations for the implementation of Smart Working PAS 3000 and provides a strategic and business-focused framework for adopting smart, agile working as the norm. It will help modernise working methods and give good practice recommendations against which organisations can be benchmarked. The PAS 3000 also includes things such as changes to working practices, culture, working environments and associated technology.

PAS 3000 is intended for use by the public, private and not-for-profit sectors, for large organisations and small. Leaders and managers in employing organisations and those charged with implementing smart working programmes will find it particularly useful.



Offices worldwide

The services described in this publication are subject to availability and may be modified from time to time. Services and equipment are provided subject to British Telecommunications plc's respective standard conditions of contract. Nothing in this publication forms any part of any contract. © British Telecommunications plc 2015. Registered office: 81 Newgate Street, London EC1A 7AJ. Registered in England No: 1800000

tw3awards@bt.com

January 2016

