



a new opportunity to reimagine how and where work is done

Making it Happen focus Groups



Why are we undertaking this work?

'Making It Happen' groups



Positive change will not occur without the support, involvement and commitment of individuals across the organisation who are empowered to support the changes in the way we work. The 'Making it Happen' groups have a key role linking the organisation with the ideas and experiences of staff. The purpose being:

'To provide information, timescales, updates, tools and techniques to engage with directorates. To engage with the programme and influence the physical changes happening in the organisation. Ensuring that information being provided is disseminated within the organisation'

One focus group: meets monthly to provide updated information on the programme.

Membership: People, Place and Technology representatives

- Act as an advocate in helping the programme team to co-design changes, challenge and review options, and facilitate implementation across the organisation
- Helping share information and key messages about the programme with colleagues
- Influence the changes required to 'change the way we work'
- Provide constructive challenge of issues that need to be addressed
- seeking examples and proof points of good practice from colleagues
- identifying feedback or issues from employees and feeding these back into the programme





'Making It Happen' group leads

People

- Lead by Gareth Roberts, Organisational Development

Workplace

- Lead by Des Okechukwu, Facilities Management

Technology

- Lead by Tarryn Campbell-Gillies and her new team

All working groups will encompass elements of sustainability and EDI
(including staff retention, financial and environment)





Why are we undertaking this work?

Change the Way We Work



People
Empowered
Employees

Workplace
Collaborative
Spaces

Technology
Digital First and
Innovation

A new opportunity to reimagine how and where work is done.

- To improve/change the culture in the organisation so the benefits of Future Office Working can be fully realised by providing an opportunity to instil a sense of collaborative culture, ownership and whilst changing old practices and mind-sets
- Create a change in workspace environments and better use of hybrid technology that promotes flexibility, collaboration and innovation and aligns to the Directorate workspace modelling needs
- Encourage accountability and responsibility and continue to develop and support our managers; an empowering model of work and that staff should be managed by outputs and outcomes
- Achieving greater employee equality, diversity, inclusion, wellbeing and work-life balance
- Increasing innovation and different ways of working to improve the effectiveness of Council services
- Maximising the use of digital and hybrid technology
- Reducing our office carbon footprint aligned with Lambeth's ambition to become a Carbon Neutral Council by 2030

Aligning to:

OD Strategy; Customer Experience Strategy; EDI Strategy; Asset Management Strategy; Digital Strategy



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What is the programme (phase 2)?

'Making It Happen' outcomes



Team Work

Active involvement, engagement and team work to 'make it happen' to change we work as part of the Future Office programme

Shared Learning

Knowledge, information and data is quickly disseminated and understood, creating a shared learning experience

Two-way Communication

Stakeholders are engaged and positive feedback is received as a result of maintaining effective two-way communication channels

Empowerment

High level management sponsorship empowering groups to carry out their role and responsibilities effectively and efficiently





**How will we
make it
happen?**

**People
Empowered
Employees**

Making it Happen



- **Communicate the refreshed Future Office Programme – What, Why, How and When**
 - Fact Sheet
 - Blog page – staff can share their ideas and changes
 - Future Ways of Working - Stories
- **Ongoing communications**
 - Future Ways of Working – stories from teams/staff
 - Postcards from the Future – what will we see change in the coming year
- **Development and implementation of Future Office Ways of Working Team Principles/Practices– each Director/AD/HoS develops their team principles aligning to culture change aims**
 - Communicate the high-level culture strategy for Future Office Ways of Working strategy
 - Future Office Programme to attend DMTs to start the discussion and provide a template to assist discussions with their wider teams
- **Implementation of ‘Making it Happen People Team’ – representatives from OD, HR, Health & Safety, staff and staff network reps (change influencers)**
 - Implementation of culture initiatives to support new ways of working e.g. live story boards, team meetings held out in the borough, visible leadership
 - Implementation of ways of working etiquettes ‘office’ and ‘virtual’
 - Implementation of Future Office projects
 - Team information gathering and communication with ‘tip sheet’ to feedback on
- **Refresh of Well-being Pledges**
 - Refresh and communicate the agreed wellbeing pledges
 - Implementation of well-being initiatives
 - Encourage managers can have better wellbeing conversations with staff e.g. monthly 'time to talk' days
- **Development and rollout of Future Office Ways of Working training and development programme**
 - Learning & Development plan to including Microsoft Teams video training / hybrid team working etc.
 - Linking new ways of working with staff induction processes
- **Health & Safety risk assessments and protocols updated**
- **Rollout out of Future Office culture changes**



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**How will we
make it
happen?**

Making it Happen



Workplace Collaborative Spaces

- **Communicate corporate vision for workplaces – Future Workplace Strategy**
 - Purpose
 - Design principles
 - Workplace settings
 - Workstyles for new work settings
 - Refresh Work Safe, Work Smart sharepoint site to reflect the new programme
 - Reminder of workplace modelling
- **Implementation of ‘Making it Happen Workplace Team’ – representatives from Property Service and Health & Safety, staff and staff network reps (change influencers)**
 - Implementation of workplace interim initiatives to support new ways of working
 - Implementation of workplace etiquettes
 - Implementation of office environment improvements e.g. pictures, catering facilities, signage etc
- **Implementation of Future Workplace pilots**
 - Civic Centre Floor 1 (variety of collaboration settings)
 - Floor 5 (workstation settings)
 - Options for optimising the ground floor for alternative uses e.g. service exhibition space staff, well-being room, community use, promoting internal services
 - Business suite in Town Hall Basement
 - Heat & Eat Café in the civic centre
 - Technology suite
- **Promote collaboration as the norm by**
 - Testing collaborative work settings, their purpose and styles
 - Providing different types of collaboration spaces
 - Engagement - opportunity to introduce users to the hybrid technology, new spaces and operational guidance (e.g. roadshows)
- **Develop a network of facilities for street-based staff** based on assessment of requirements and a review of operational portfolio for suitable opportunities.
- **Pilot satellite office at the North Area Housing Office** and comprehensive review of operational estate for satellite workspace opportunities.
- **Rollout of complete re-design of workplaces**



*How will we
make it
happen?*

Making it Happen



**Hybrid
Technology**
Digital First and
Innovation

- **Communicate corporate vision for Hybrid Technology – Future Technology Strategy**
 - Purpose
 - Design principles
 - Workplace settings
 - Refresh Work Safe, Work Smart sharepoint site to reflect the new programme
 - Reminder of workplace modelling
- **Implementation of ‘Making it Happen Hybrid Technology Team’ – representatives from Lambeth Technology, Digital, staff and staff network reps (change influencers)**
 - Hackathon
 - Implementation of hybrid technology interim initiatives to support new ways of working
 - Implementation of hybrid technology etiquettes
 - Implementation of hybrid technology improvements
- **Hybrid technology innovation room** demonstration, exploration and learning suite for staff
- **Implementation of new Booking System** – desks, workspaces, customer service rooms
- **Implementation of a suite of hybrid collaborative technology** to cultivate real time collaboration
 - Surface hubs
 - Teams AV Hybrid meeting rooms – intelligent speakers and cameras (single or dual screen)
 - Microsoft Whiteboard and intelligent content capture
 - Meeting room panels
 - 3D Virtual Office/Site tour
 - Large screen monitors (with and without web cams)
- **4G** - Proposal to implement Microcell solution to improve 4G signal in Civic and Town Hall
- **Development of Technology Team Personas** to understand business needs going forward



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