



Mobile & Flexible Working in the Public Sector

A Benefits Led Approach to Mobile & Flexible Working

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Agenda

- The potential and measured benefits of M&FW?
- Why take a benefits led approach?
- An independent viewpoint from Kable
- An example of a benefit led approach used by BT
- Breakout sessions

Typical benefits available by changing the way people work

- **Property rationalisation and opportunity for closer working with partners**
 - Reduction of 30-40% in the estate is achievable
 - Multi-agency working (including shared offices)
- **Increased employee retention through benefit provision**
 - 55% of all employees see Mobile & Flexible Working as a major benefit
 - Retention of key staff reduces recruitment costs and locks in experience
- **Absenteeism**
 - Average reduction of 60% across all participating staff
- **Increased productivity**
 - 15-60% increases have been achieved across public and private sectors
- **Customer focus**
 - Ability to deal with customers issues and concerns from any location
 - Elements of disaster avoidance can be mitigated
- **Carbon Footprint Reduction**
 - Up to 60% reduction in CO₂ emissions

BT has achieved these benefits

- **Scope**
 - Total workforce is 107,000
 - Of which 70,000 'agile' workers, including 13,700 home-based workers
- **Productivity**
 - Increases of 15-31% across all functions
- **Staff Morale and Satisfaction**
 - Home-based workforce 7% happier
 - 55% improved job satisfaction
- **Employee Retention**
 - 1000 staff retained (last 2yrs); £10m saved
 - Return from maternity 99% (UK ave 46%)
 - 70% of graduates seek positions that offer the chance to work flexibly
- **Reduced Absenteeism**
 - 60% reduction in sick leave
 - 5 days pa lower for home-workers
 - BT is 20% below UK average
- **Property**
 - BT has disposed of 4,000 buildings
 - Saves >£100m pa in running costs
 - Capital receipts from disposals of £500m+
- **Travel and Environmental**
 - 1,800 yrs commuting saved (£9.7m pa)
 - 12 million litres of fuel
 - CO₂ emissions reduced by 54,000 tonnes
 - Top Dow Jones sustainability index for 6 yrs running in sector
- **Business Continuity**
 - London bombings, BT staff able to work remotely

Why take a Benefits Led Approach?

- **Focus**
 - Greater focus on the aims of the project, not the mechanics of delivery.
- **Coherence**
 - By virtue of the up front definition activities and environment mapping, there is greater coherence in understanding of what the project is for, and how it will work in interface with the organisation.
- **Traceability**
 - Work carried out by the project can be traced to real results delivered to the organisation via the mapping activities at the heart of the benefits approach.
- **Agility**
 - A full benefits led approach provides for greater flexibility to change aims and methods mid stream since there is less focus on the linear critical path for gaining value.
- **Value for Money**
 - A benefits led focus delivers a higher percentage of aims, with less nugatory effort on secondary activities and failed deliveries.

An Independent Viewpoint

Kable Report (July 2007) on M&FW in the UK Public Sector

- **Market development has been slow...**
 - Cautious approach to implementation of F&MW by early adopters
 - Market has been shaped by many small-scale pilots
 - Market is now established and the business case is well understood
- **...but is starting to accelerate and take a more holistic approach?**
 - Moving to larger-scale programmes to ensure wider change issues addressed and to accelerate the realisation of benefits.
 - Successful implementation and benefits realisation depends on linking changes to ICT infrastructure, new working practices & workplace redesign
- **To realise full benefits needs a more radical approach...**
 - Leading suppliers should be preparing the ground with equally visionary clients. They should seek to reshape public service delivery, not around the structure of the current estate, existing organisations or technology infrastructure – but ***around the patterns of client demand for services.***

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