

## **Case Study: British Council Global Estates**



**Client:** British Council Global Estates

**Assignment Goal:** To assist with developing the overall programme structure for the Council's "New Ways of Working" and to prepare key documents to support this business strategy.

**Assignment Team:** Colin Bartle-Tubbs, Rod Sowden and Andy Murray

**Assignment Period:** March 2010 ongoing

### **Introduction**

This assignment has evolved through a number of phases which has delivered a range of services to support the British Council with its Workplace Transformation Programme.

Over the past few years the Council has developed a number of initiatives to modernise the way it works and to introduce improved working practices. The current economic climate means that there are increasing pressures for the Council to perform ever more efficiently, effectively and economically. The underlying requirement is that the Council needs to do 'more for less'. The Council's Workplace Transformation Programme aims to bring about changes to the working environment and working practices globally which will deliver greater collaboration, agility and creativity in the way it does business.

The key drivers for change associated with the 'Smart Working' strategy include the need to:

1. Create a more efficient and sustainable working environment to fit the new Global Operating Model.
2. Promote more efficient, effective and creative ways of working for global teams and working practices.
3. Reduce operational costs to enable investment in other activities

It is clear that the requirement for action is NOT optional – budget cuts of more than 25% per annum have been mandated and the concepts of "Smart Working" are gaining increasing recognition as something which will make a significant contribution towards achieving this.

The investment in time, money and effort to make these changes will release significant financial savings and enable the Council's staff to work more productively. These benefits will also allow the Council to reinvest in new initiatives and core activities.

It is important that the British Council takes a strategic approach to these initiatives, to ensure that a consistent approach is adopted globally. The financial and other benefits should be baselined and optimised so that they can be measured properly. We will also be able to demonstrate that more agile and efficient ways of working will be at the heart of how the Council operates in the future.

This assignment included Colin Bartle-Tubbs and Rod Sowden from Aspire Europe – both key members of the team being proposed for the Council's ongoing "New Ways of Working" project.

For more information on this and other Aspire Europe Ltd Case Studies, please contact us.

Tel: 01275 848099 or Email: [enquiries@aspireeurope.com](mailto:enquiries@aspireeurope.com)

## **Case Study: British Council Global Estates**

### **Services provided**

Aspire Europe's role has been to provide a range of consultancy services which have included:

1. Establishing the overall programme structure for the Council.
2. Coaching the Estates Services team and facilitation various meetings.
3. Supporting the development of the Smart Working 'Blueprint'
4. Developing the key strategy document – namely the Programme Mandate.
5. Preparation of briefing documents for the appointment of specialist advisors.
6. Updating the Council's Smart Working handbook.
7. Supporting the staff engagement survey for the Manchester staff.
8. Managing the property analysis work for Spring Gardens.
9. Liaising with the property landlord – the Crown Estate.
10. Preparation of key Business Case documentation.

#### **Testimonial**

Work is ongoing so no client feedback currently available.

### **Client benefits**

The particular value of Aspire's work has been to provide impetus for the mobilization of this programme and we have also assisted with the production of key documents required for formal Executive Board endorsement. The rigour of using the blueprinting model and 'Golden Thread' has also helped to identify what the Council really needs to achieve.

### **Assignment legacy**

This is a complex change programme which impacts the Council's activities globally.

Over the last 12 months the Council has already achieved a great deal with the development number of HR policies and guidance that support employee aspirations for better work-life balance.

The Council has also developed collaborative technologies to help people work in teams at a distance, and a number of offices have already introduced newly styled office environments to support more innovative ways of working.

Through workshops and coaching, the Global Estates team now has a familiarity with the concepts of programme management and the challenge of delivering effective change.

A rigorous approach to change management and the associated stakeholder engagement is going to be critical to the success of the overall programme and the foundations have now been laid.

For more information on this and other Aspire Europe Ltd Case Studies, please contact us.

Tel: 01275 848099 or Email: [enquiries@aspireeurope.com](mailto:enquiries@aspireeurope.com)

## ***Case Study: British Council Global Estates***

To ensure the success delivery of this programme, the diversity and cultural issues must not be underestimated.

For more information on this and other Aspire Europe Ltd Case Studies, please contact us.

Tel: 01275 848099 or Email: [enquiries@aspireurope.com](mailto:enquiries@aspireurope.com)