



Outline Business Case for Hybrid Working

APPENDIX 1

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Use of this document: The content of this document provides the outline sections for completion of an Intermediate Business case. The guidance and summary checklists under each section should be removed as the document is populated and before submission for approval.

For further information please refer to a completed example of the [Intermediate Business case](#).

1. Version History

Version	Date	Details
0.1	18/7/22	Initial draft created by Jeanette Netherwood
0.2	30/8/22	Updated strategic aims from SMT/CMT
0.3	26/9/22	Updated comments from delivery group
0.4	26/10/22	Updated benefits
0.5	20/11/22	Updated with feedback from Delivery Group for Board review
0.6	22/12/22	Updated with SMART objectives, economic, financial information for Board review prior to submission to full Council 2/2/23
0.7	12/1/22	Previous amendments accepted for Full Council report
1.0	25/1/23	Final OBC approved by Board

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2. Executive Summary

This document sets out the high level business case for the implementation of flexible and new ways of working for the office based staff of Moray Council. This will encompass a review of the existing office portfolio and provision of appropriate, modern, functional spaces and facilities required to deliver services, whilst improving utilisation of resources and working to minimise our carbon footprint.

Vision

“Moray Council will create progressive, dynamic and sustainable working environments that empower our workforce to succeed and deliver excellent services, using technologies and workstyles that enhance communication, collaboration and improve wellbeing”

3. The Strategic Case

NOTE: To be updated for new Corporate Plan

Moray Council Corporate Plan 2024 (draft) sets out the vision of “a life of opportunity for all, where people can thrive in vibrant communities and we work together to enrich our future”

This project aligns with the Council priorities of “Our People, Our Place and Our Future” through the design of modern workspaces that will support achievement of a positive and sustainable health and wellbeing balance for our workforce as they strive to deliver quality services for our communities across Moray in a productive and efficient way.

Building on the work and progress already achieved and implemented (e.g. Designing Better Services programme, Flexible Working Policy updates, emergency response to the pandemic with regard to working from home), the focus is to establish a new model of hybrid working in redesigned spaces and achieve benefits for individuals, services and the organisation.

The UK Government SMARTER WORKING model provides a road map towards achieving hybrid working maturity and encourages learning from the experience over the Covid pandemic to inform future plans.

3.1 The Strategic Context

Covid-19 Pandemic impacts

According to data from the Office of National Statistics, prior to the Covid pandemic only around 5% of workforces worked mainly from home. The

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pandemic and government mandated requirements to stay at home significantly changed this.

Prior to the pandemic, Moray Council had a flexible working policy and toolkit, some staff working flexibly using a mix of 300 dedicated laptops, circa 200 pooled laptops and limited desktop video conferencing. This equated to approximately 20% of the office based workforce having dedicated equipment.

During the Council's initial response to Covid a target of 80% was identified for provision of dedicated equipment to individuals to enable them to work. Therefore a further 700 dedicated laptops and 500 mobile phones were issued to staff to facilitate maintenance of service delivery. This was a significant change from 20% of staff with dedicated kit to 70/80% after the pandemic.

As well as the individual equipment roll out there was a significant expansion to the network capacity resulting from usage of the network going from 30/40 people using the VPN to 700 a day at peak times.

A unique opportunity has now arisen to build upon the changes which facilitated rapid deployment of technological solutions and ICT equipment, enabling staff to work from home.

Moray Council has set a general expectation that use of desks continues to be limited to the Covid-19 arrangements (broadly, a home/office ratio of 3:2 for hybrid working) whilst the new ways of working are determined and rolled out, with manager discretion to assess changes on a case by case basis as needed. While this has been critical as a holding position to support change, this level of occupancy of buildings cannot be sustained as it is not efficient use of the estate and there are expectations from staff, customers and local businesses that the situation will change with offices again fully occupied. However, the move to new ways of working will take time and must be managed according to an agreed and structured process which will change the way buildings are occupied – spaces will be configured differently – and support estate rationalisation.

This project will provide the structured approach to re-assessing office needs of services, customers and staff, definition of standards and principles for consistent application and a plan for implementation that will result in a sustainable solution. Reports on the revised Flexible Working Policy and the Office Review update were submitted to Full Council on 28 September 2022 with the recommendation that implementation be taken forward jointly under the Smarter Working Project. This was approved and forms the platform from which the project has developed.

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According to the **Office for National Statistics 23/5/22¹** most people who took up homeworking because of the Coronavirus (Covid-19) pandemic plan to continue to both work from home and in the workplace (“hybrid work”) according to data from the Opinions and Lifestyle survey (OPN)

- Proportion of people hybrid working has risen in 2022 (proportion of people working exclusively at home has fallen)
- Proportion of people planning to spend most of their working hours at home has risen
- High earners are more likely to hybrid work
- The youngest and oldest workers are least likely to hybrid work
- Three-quarters of home and hybrid workers reported improved work life balance

Moray Council - Organisational Development

Feedback from the Moray Council Mental Health and Wellbeing Survey 2021 highlighted that the vast majority of staff that had previously been based in offices were working at home or a hybrid of between home and the workplace. 80% (992 of 1241) of respondents advised there was an increase in email use and for 75% (931 of 1241) respondents there was a decrease in face to face meetings. Over 54% (675 of 1240) of respondents said they would like to continue to work from home combined with office time, whereas 13% (159 of 1240) wanted to return to their normal working environment. 54% (627 of 1156 of respondents) highlighted they were missing contact with colleagues and they felt that additional support for health and wellbeing would be provided by more regular interaction with colleagues. 62% (771 of 1244 respondents) advised they would like training to help understand mental health issues but this was not for their own situation but rather to support colleagues or service users.

The top three rated concerns for the future were workload pressures (61% or 762 of 1249 respondents), ongoing changes to working practices (60% or 749 of 1249 respondents) and ongoing Covid concerns (45% or 562 of 1249 respondents). Financial concerns in 2021 was the area of lowest concern at 16% (200 of 1249 respondents) however with the changes in cost of living and the energy costs rises this is an element that may impact those with less disposable income and is a risk to the implementation of a strategy for hybrid working that will require to be managed.

The Mental Health and Wellbeing Pulse Survey 2022 had a response rate of 15.8% (797 returns), lower than the 25% rate for the full survey in 2021. Of the respondents 53% were continuing to work in their usual location, 16% were working wholly at home and 23 % were working between and

1

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/isahybridworkingheretostay/2022-05-23>

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office/school or home (totals 92% - some respondents did not answer all questions). There were high positive responses to people feeling they were safe in the workplace (79%), had a good work/life balance (73%) and having the equipment to undertake role more flexibly. Concerns still exist regarding workloads (47%) and ongoing concerns about change to working practices (44%).

These results provide an insight that people are generally able to do their tasks and welcome the flexibility of working at home, however there are aspects of work where existing solutions need improvement to better support creative thinking, collaboration and social interaction.

Feedback from Personnel Forum, Managers and Trade Unions

Feedback from managers through the Personnel Forum and day to day interactions, and with the Trade Union representatives through the HR / TU Officer Group and other interactions has been largely positive to the proposal to embed hybrid working as the norm going forward. As noted above, there are areas that will require improvement (e.g. digital infrastructure, spatial design to support team networking, collaboration and creative thinking) and these elements are incorporated into the project and organisational development plans that are being drafted.

Property Asset Management Appraisal (PAMA) – this appraisal was conducted in 2018 and outlined the strategic direction in relation to property. The office review was originally part of this appraisal but has now been amalgamated with the Flexible Working Policy project which existed under the Council's **Improvement and Modernisation Programme**. The combined project headed "Smarter Working" brings an opportunity to blend a renewed focus and approach to flexible working in its broadest sense, incorporating the new model of hybrid working described in the revised [Flexible Working Policy](#) with a comprehensive review of office space and building requirements to support the transformation and modernisation agenda.

Climate change is a key corporate priority and through adoption of hybrid working, we will work towards creating a more sustainable council and reducing our collective carbon footprint, as we work towards achieving a carbon neutral status by 2030([Climate change strategy](#)). Smarter working will allow best use of existing facilities while supporting hybrid working. This has the potential to reduce emissions through commuting while also reducing emissions from Council buildings. The positive impacts on climate change from smarter working will form part of the communication and engagement strategy for the project.

In terms of Climate Change Impact Assessment(based on Scottish Government growth deal carbon management guidance and Green Book guidance) the carbon categorisation of the proposal to encourage better use of Council buildings and encourage hybrid working can be regarded as 2A (ie

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Whole life carbon net zero while influencing wider carbon savings) in that there should be no operational carbon increase through assets controlled by the Council but by reducing commuting it has the opportunity to encourage individual behaviour to tackle the climate emergency.

Digital strategy

The pandemic caused a significant change in strategic direction for the ICT infrastructure and equipment provided to individuals and services. There was a need to react responsively to the flexible needs of staff, upgrading the Virtual Private Network to a significantly larger capacity, rolling out laptops and other devices and revisiting policies and practices to ensure that flexible working for the workforce was possible and effective. The introduction of Office 365 and Microsoft teams to facilitate hybrid working is also a key element. In addition the strategy, policy and protocols for telecommunications, Wi-Fi capacity and access to networks will require to meet the needs identified by the organisation to support services for comprehensive and effective modern hybrid working. The [ICT and Digital Strategy](#) and Plan incorporate the requirement to further develop the ICT infrastructure to support the digital aspects of enhanced flexible working.

Corporate Workforce Strategy

The Council aims to develop a skilled, motivated and flexible workforce. The implementation of the revised flexible working policy aims to maximise flexibility and minimise constraints for optimal performance and customer service.

Covid-19 has impacted on recruitment in several ways. Due to the rapid advances in technology and with the increasing number of organisations offering hybrid working the playing field has changed and more people in a wider range of professions no longer need to live in the area where they work.

Combined with the recruitment challenges that are being experienced across the country as well as within Moray, this means that Moray Council will need to promote the flexible aspects and opportunities of working for the Council from a remote base while also promoting its attractive scenery, natural outdoor facilities and being a great place to bring up a family, which has been core element of recruitment advertisements prior to the pandemic.

In addition to the above, Moray also has an aging population and the Council has an ageing workforce. Attracting young people into the workforce is linked with providing flexible working arrangements, having the requisite support, career pathways and development opportunities to support them and when considered in conjunction with the recruitment challenges, this is likely to be a key strand of the revised corporate workforce and organisational development strategy and plan. There are also existing issues with recruitment to skilled and professional posts. Implementation of Smarter Working will increase the potential to recruit from a wider pool of applicants

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that are not necessarily based in Moray. Prior to the pandemic the majority of our staff lived and worked in Moray however this will inevitably change but will continue to be monitored, albeit there will be consequential impacts for the economy of Moray if people do not live where they work.

Budgetary constraints

Moray Council, along with all other Local Authorities in Scotland, has a significant budget deficit that requires to be reduced. Ensuring efficient and effective use of all property is an integral aspect of the Property Asset Management Appraisal (PAMA) and rationalisation of the office estate where possible will contribute to by reducing revenue spend year on year on operating costs and maintenance and by providing capital receipts where properties can be disposed of.

Economic Pressures

The increasing cost of living, initially through the cost of fuel and more recently energy, and the resultant impact in other areas such as food and delivery charges is being felt by all organisations and individuals. Information will be provided to staff regarding indicative costs of working at home or in the office, the impact on their own and the Council's carbon footprint and signposting to advice on actions people can consider to reduce day to day living costs.

3.2 Aims

The hybrid working model is designed to continue to break down traditional barriers around place-based activities and robustly embed the new approaches to working so that the culture of the organisation and our people embrace the change. The approach will focus on the functions required to deliver services, what services need to perform these functions and how they do this, bringing people together using the right processes, connectivity, time and place to get work done effectively.

3.2.1 Strategic Aims

Learning and Growth

- **Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working**
- **Improve organisational resilience**

Workforce

- **Improve employee motivation, morale and wellbeing**
- **Attract and retain quality, creative, motivated and productive staff**

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Process

- **Provide seamless access to sustainable, modern working environments which support delivery of high quality, efficient and effective services**
- **Reduce the environmental footprint of our working practices**

Financial

- **Increase efficiency and effectiveness of utilisation of functional spaces within Moray Council office accommodation, reducing the cost of running the council by better use of assets**

3.2.2 Drivers For Change

Why now?

The Covid-19 Pandemic was the catalyst for many transformational changes to the way organisations and businesses operate. We need to act now to embed beneficial changes as part of our culture and to identify lessons learnt that highlight challenges that need to be addressed so that we maximise the potential of our workforce and our office facilities.

Workforce & Culture - Attracting and retaining a quality, creative, motivated and productive workforce is key to the successful delivery of the Corporate Strategic plan. In order to compete with other prospective employers there is a need to ensure that the Moray Council has:-

- adopted a modern way of working,
- has appropriately equipped functional spaces available for service needs,
- has ICT solutions that work seamlessly from home or other workplaces,
- supports the health and wellbeing of our staff through effective application of policies and support mechanisms.

Facilitate Service Development - During the period of the pandemic there have been changes to the structure of teams across the Council. Where there have been increases in staff resources there has not been any associated increase in allocated space in offices. There is a need to take stock and review the priorities, function and needs of services and individuals and provide the right type of space in the best location possible to meet service delivery requirements.

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Improve staff wellbeing – the staff survey 2021 and pulse survey 2022 have highlighted that the majority of staff are equipped to carry out their duties, however responses identified a need for areas for connection and collaboration with colleagues that is not being met through the current provision. This requires further investigation and consideration to identify approaches that could be adopted to improve our staff sense of wellbeing and this will be addressed through the organisational development activity that is being designed to support the project.

Reset standards and improve performance – with changes to ways of working some processes may require to be reviewed to ensure they are as efficient and effective as possible. Services have started to identify issues with communication and performance effectiveness in some areas which need to be considered and addressed and the early engagement with services should help identify these issues and possible solutions in a systematic way.

Budgetary challenges – due to budgetary pressures it is essential that office accommodation is used efficiently and effectively and any opportunity to reduce costs through releasing property or running costs needs to be fully assessed. There is also interest from partners to share accommodation so there is an opportunity to consider renting any spare capacity which would bring income to the Council.



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3.3 Objectives

The objectives derived from the strategic context and issues presented above for this project are set out following engagement with CMT/SMT. The Smarter Working Delivery Group has developed the objective statements into SMART Objectives with associated indicators to monitor benefits realisation.

Balanced Score Card	Strategic Aims (in full council reports)	Objective Statements at CMT/SMT 15/8	SMART Objective	Indicators
Learning and Growth	<ul style="list-style-type: none"> Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working Improve organisational resilience 	<ul style="list-style-type: none"> Prepare the organisation and workforce to embrace new ways of working Increase confidence in use of new technology to support hybrid working 	<p>Achieve 100% feedback of service responses for HQ campus identified following engagement workshops with managers by end of March 2023</p> <p>Increase % staff adopting flexible and hybrid working by June 2023</p> <p>deliver smarter working training to all 3rd and 4th tier managers June 2023</p> <p>Increase staff confidence in the use of digital tools and skills by April 2024</p>	<p>% services requirements returned</p> <p>% staff adopting flexible and hybrid working</p> <p>% managers trained</p> <p>Increase in Staff confidence/satisfaction following training on digital tools course</p> <p>% Induction materials updated</p>

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			Update all induction materials to reflect the organisational change to embed hybrid working by June 2023.	
Workforce	<ul style="list-style-type: none"> • Improve employee motivation, morale and wellbeing • Attract and retain quality, creative, motivated and productive staff 	<ul style="list-style-type: none"> • Engage and consult in the approach to and implementation of hybrid working • Attract and retain high quality workforce 	<p>To communicate widely the journey to embed hybrid working and how it will enhance productivity</p> <p>75% of staff, with hybrid working roles, satisfied with working arrangements by March 2024</p> <p>Increase from existing baseline in % of staff who think working from home either part of full time continues to have a positive impact on their mental health. by 2024</p> <p>Increase the average number of applicants to posts suitable for hybrid working, by 10% by March 2024</p>	<p>% progress with communication & engagement plan</p> <p>% staff who feel working part or full time at home continues to have a positive impact on their mental health</p> <p>Average number of applicants for hybrid posts by type of role</p>
Process	<ul style="list-style-type: none"> • Provide seamless access to sustainable, modern working environments which support delivery of high quality, efficient 	<ul style="list-style-type: none"> • Provide a strategic overview of council offices and their use • Provide digital solutions that enable people to work from suitable locations 	<p>100% of staff whose role is suitable for hybrid working, provided with equipment to work in a hybrid style by June 2023</p> <p>Equip 12 small and 5 large fully operational hybrid meeting rooms by June 2023</p>	<p>% office staff provided with hybrid working equipment</p> <p>Number of meeting rooms fully operational</p>

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	<p>and effective services</p> <ul style="list-style-type: none"> • Reduce the environmental footprint of our working practices 	<ul style="list-style-type: none"> • Identify opportunities to co-locate services to improve joint working • Reconfigure office layouts providing the right spaces to facilitate productive service delivery and creative collaborative team working. 	<p>All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023</p> <p>Secure Wi-Fi access available for third party access in collaborative work spaces by end of 2023</p> <p>Reduction in carbon emissions from Council offices per FTE by end of 2025</p>	<p>% meeting rooms and collaborative spaces with Wi-Fi coverage</p> <p>Reduction in total carbon emissions from offices per FTE</p>
Financial	<p>Increase efficiency and effectiveness of utilisation of functional spaces within Moray Council office accommodation, reducing the cost of running the council by better use of assets</p>	<ul style="list-style-type: none"> • Identify and evaluate opportunities to reduce property operational costs through a programme of rationalisation • Seek opportunities to utilise other Council building assets to increase efficient use and reduce carbon footprint 	<p>Reduce total operational costs for office buildings by 2025</p> <p>Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24</p> <p>Reduce Council estate by 3 offices by end of 2024</p> <p>Reduce the office estate by 5 offices by 2025</p>	<p>Total office operational costs</p> <p>Reduction in office operational cost per FTE</p> <p>Total Income generated from lease of office space</p> <p>Total number of office bases</p>

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		<ul style="list-style-type: none"> • Reduce unnecessary travel to and for work 	<p>Achieve 50% space allocation of FTE total with services in HQ campus by June 2023</p> <p>Increase the number of staff utilising the Moray Council HQ campus office accommodation by 25% by April 2025</p> <p>Reduce the mileage claimed for private car usage by 10% by end of financial year 2024/25</p>	<p>Desk allocation compared to 50% FTE for services based in HQ campus</p> <p>Number of staff utilising HQ campus</p> <p>Total Mileage claimed (baseline 2022/23)</p>
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As processes are developed for Smarter Working there will be a review of any associated functions undertaken and elimination of any duplication and unproductive elements in current work arrangements



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Investment Objectives

The key investment objectives for this project are as follows:

1. Investment objective 1 – to increase the availability of digital equipment and tools to support hybrid working and encourage use and confidence through provision of training.
2. Investment objective 2 – to increase sustainability of office estate through rationalisation and seeking opportunities for income generation from any spare capacity identified
3. Investment objective 3 – to reduce travel to and for work, reducing associated costs and carbon footprint implications.
4. Investment objective 4 – to increase staff satisfaction in work/ life balance through application of the flexible working policy

Existing Arrangements

During the Covid-19 pandemic a significant majority of previously office based staff worked from home exclusively in line with Scottish Government guidance. This meant that all council access points were closed, minimal staff operated from offices and over 700 laptops were issued to enable staff to operate from home.

The Scottish Government removed the emergency status in March 2022 and confirmed that staff could start to return to the office, albeit employers were urged to encourage the implementation of hybrid working as a feature to provide flexibility and resilience for any future emergency situations such as another variant of COVID-19. The Council decided that there would be a controlled partial return by staff to facilitate maintenance of some of the progress to hybrid working already achieved. To support this, ICT deployed docking stations to approximately 50% of existing desks, and removed any excess ICT equipment.

From March 2022 up to 50% of desks spaces in areas allocated to services prior to Covid had ICT equipment kitted out and available for use by them. Interim temporary guidelines for adoption by services advised that staff should adopt a working practise where possible of 2 days in the office each week and

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3 days working from home for a full time employee, pro-rated for part time employees.

The rationale for this project is to consolidate the gains and opportunities arising as a result of the Business Continuity response to the pandemic and combining with the revised flexible working policy and a review of use of offices to increase efficiency and effectiveness of the use of space. The approach adopted requires to be sustainable and this will be achieved through consultation and engagement with services and individuals and the provision of appropriate space and equipment.

Using the example of the HQ Campus, currently there are circa 901 staff (797.72 FTE) (excluding members) known to be working from the HQ campus (HQ, annexe & Rose Cottage). Given that there are 736 desk spaces available, this equates to a starting ratio of just over 1:1, therefore the scope to use space more efficiently and rationalise office accommodation is clear.

3.4 Business Needs – Current and Future

Whilst many services and individuals have coped well with the necessity of working at home there is a need to consider substantive organisational requirements now that the emergency phase of the Covid-19 pandemic has passed.

This is a real opportunity to build on that innovation to contribute towards not only the Council's budgetary challenges by reducing the need for traditional office environments and the cost of the infrastructure that supports that, but in addition, offer more opportunities to staff who could benefit from hybrid working.

3.4.1 Offices in scope

A review of existing offices was undertaken by the Asset Management Team and for the initial phase of this project the offices that will release the greatest savings or opportunities for income generation for any spare capacity have been identified.:-

In scope	
HQ Campus	Headquarters Annexe Rose Cottage
Other Elgin	9 North Guildry Street 9a & 9c Southfield (NHSG lease for HSCM staff)
Out of Elgin	Buckie Cluny Square

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Offices currently classified for retention due to the specialist service provision which will require separate consideration are as follows:-

Retain – adopt standards and principles	
	11 North Guildry Street
	232-240 High Street
	Beechbrae & 10 Duffus Road
	Buckie Townhouse
	Keith Community Hub, Keith
	Phoenix Centre, Buckie

Offices identified as surplus ready for disposal

Surplus – for disposal	
	30-32 High Street

3.5 Potential Business Scope and Key Service Requirements

It is recognised that one size will not fit all and that there will be exceptions to every rule. Services will be led and supported through the adoption of the revised flexible working policy and the standards developed for individual equipment in the office and for home, combined with the opportunity to review the functional spaces and digital solutions required to deliver the service objectives.

3.5.1 Functional Spaces

Service managers and staff have informally identified the need for collaborative working spaces that will facilitate face to face meetings as well as combination of face to face and staff working in other locations, however any changes to accommodate hybrid working arrangements and functional spaces need to be taken forward in a consistent manner for all services. Types of functional spaces and associated equipment proposed has been collated in **Appendix 1**.

3.5.2 Equipment and Facilities

In order to ensure consistent provision of equipment for individuals and services to facilitate hybrid working a review has been undertaken and is shown in **Appendix 2**

The project will be delivered through via three work streams:-

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Project Workstream	Description
A) People - Implementation of Flexible Working programme	<ul style="list-style-type: none"> • Review office based roles against the role types set out in the flexible working policy. • Implementation of the policy and procedures to support hybrid working and organisational development • Further developing supporting documents: procedures, toolkits, guidance, manager support, infrastructure • Consultation with Managers at Leadership Forum / Workshops (Input from all team members) • Prepare training material and support mechanisms for managers and staff in the new ways of working • Management Training to enable shift to outcome based management • Employee Training on flexible working tools • Create final vision and documentation package for launch (Including test roll out / training period and communication plans) • Implementing associated standards for business as usual and considering appropriate variations dependent on business/service and individual needs.
B) Workplace Design	<ul style="list-style-type: none"> • Audit of existing office utilisation and costs • Engagement with services to define requirements of modern office accommodation • Provision of options for storage solutions • Allocation of space to meet approved service requirements • Provision of agreed functional spaces • Manage any required office moves • Review procedures and protocols to ensure continuity of consistent approach • Establishing and implementing associated standards for business as usual
C) Digital Solutions	<ul style="list-style-type: none"> • Implementation of approved ICT standard solutions for individuals with agreed variations as required. • Defining ICT standard solutions for functional space types. • Consideration of expansion of the functionality for partner agencies to access their networks from our locations and vice versa • Modernising the telecommunications solutions • Prepare training material for managers and staff

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	<ul style="list-style-type: none"> Establishing and implementing associated standards for business as usual
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Approach for delivery of project will be:-

- Clearly defined communication and engagement approach
- Audit of current position to establish baseline data in relation to space allocations, condition of office furniture, Council assets in use in homes
- Review and confirmation of standards and principles
- Collaborative approach to identifying requirements and potential solutions through consultation and engagement with services
- Phased rollout of agreed solutions
- Implement mechanisms for monitoring and audit services to gauge uptake and remaining improvement opportunities

The project will be delivered in line with the values of Moray Council:-

{To be updated for new Corporate Plan}

Value	Description
Fair	<p>The approach undertaken will be equitable and consistent across all staff.</p> <p>Consideration of impact of decisions for one team will be undertaken to ensure there are no unintended consequences on others.</p>
Ambitious	<p>Achieving delivery of workspaces that highlight Moray as a great place to work, whilst demonstrating the sustainability aspects through efficient use of Council property assets is a key aim.</p> <p>Consolidation of hybrid working approach, underpinned by flexible working policy to provide choice and enhance opportunities for improved work/life balance</p>
Improving	<p>Services will drive improvement through choosing the right spaces for the functions they require and in locations that best fit their need.</p> <p>Adoption of new digital solutions for collaborative working and delivery of seamless transitions between workspaces.</p>
Responsive	<p>Through the involvement and engagement of staff, representing all types of service delivery in the design and implementation of the project, we will listen and respond, demonstrating an open and honest approach.</p>

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3.6 Main Benefits

Moving forward to a sustainable future where the office space provided is sustainable and future proofed and people are able to use a variety of flexible working environments seamlessly.

The summarised benefits categorised in terms of type:-

(linked to 3.3 smart objectives above)

A) Cash Releasing

- Reduced operating costs as the number of occupied buildings reduces
- Potential reductions in maintenance costs if buildings can be disposed of
- Capital receipt if surplus property sold
- Reduction in business travel claims

B) Non-Cash releasing

- Reduction in corporate estate carbon footprint of staff adopting hybrid working which will be identified once the service engagement has taken place and workstyles have been confirmed.
- Improvement in home/work life balance – improved employee health and wellbeing evidenced through a regular pulse survey.
- Improvement in knowledge and confidence in ICT skills, evidenced against the digital skills survey baseline data from 2022.

C) Quantitative

- Increased number of staff utilising space - Target for all services to reduce to 50% of FTE or less for desk space allocation
- reducing spare office capacity
- increased efficiency of office operating costs per FTE (reduction in costs per FTE)
- improved ability to recruit (reduction in need for re-advertising, increase in candidate attraction)

D) Qualitative

- Improve staff feeling of satisfaction with ways of working and use of office functional spaces.
- Improvement in public perception of Council being a progressive employer with modern approaches.

However, there are some potential dis-benefits which are:-

Disbenefit	Mitigation
------------	------------

Project Outline Business Case

Increased financial impact for individuals from rising energy costs for working at home	potentially offset by reduction in fuel to travel where applicable)
Reduction in local spend by staff in high street businesses	Potentially offset by more localised spend in communities. Once HQ campus is utilised fully footfall may return to previous levels.
Staff isolation and potential for negative impact on wellbeing for some people	Hybrid working will improve contact when staff work in the office. Managers have contact with all staff where ever they are working and schedule regular team meetings. Microsoft teams facilitates communication.

3.7 Main Risks

Corporate Prioritisation

Interdependent projects – delays in some key projects (and development of associated toolkits and information, M365 development and rollout, network access for partners may impact on delivery of strategic objectives within timescales identified).

Senior Management support – in order for this project to succeed it will require consistent and sustained leadership and focus across services. The approach to be adopted and the reconfiguration of space is dependent on all services identifying requirements requested within defined timescales and if this is not proactively led in services by senior management and their management teams then targets may not be met and project outcomes may not be achieved.

Project Timeline – there is a potential for many aspects to impact negatively on the timeline so it will require close management of the interdependencies and the engagement/consultation phase to keep to target. Some of these are noted below.

Capacity

Project resources - There is a risk of lack of staff capacity of those involved in planning and appraising the potential options for changes, which may impact project delivery timescales.

The senior project officer responsible for effective coordination of this project, to ensure aims are met and services are provided with right type of space and equipment to support productive and effective services, is in post till July 2023 and if the timescales drift this will be a risk to successful delivery. A request to extend the contract to end of Sept/Dec is included in the report to Full Council 2/2/23

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Lack of staff capacity to engage with consultation process fully, in the time parameters determined, may impact on the achievement of a successful solution for the service at the first attempt, requiring additional rework and causing delays to the project progress.

ICT resources – staff capacity to provide specialist knowledge for option appraisals for ICT infrastructure and also to support the set-up for functional spaces to facilitate new ways of working once defined. There will also be a need for ICT support if services are required to move location.

Lack of engagement - from employees and line managers leading to patchy uptake and compromised benefits realisation (i.e. less reduction in use of office space than planned). To ensure sustained adoption of agreed principles, utilisation will be monitored.

Internal limitations

Property constraints - i.e. office accommodation is unable to be re-designed to meet volume and nature of requirements for differing functional use of space e.g. for collaboration, brainstorming, induction/team development

Costs - the detailed costs of options for the project are being collated for the full business case and if the preferred options are prohibitive at this stage there may be a requirement to phase the roll-out of hybrid working over a longer period. A phased roll out will facilitate review and learning for subsequent phases.

External impacts

Cost of Living - There is a risk that with significant energy price increases more officers may seek to work in the office through winter months which might reduce the potential to release capacity. Conversely there may be a reluctance by some staff to travel to the office due to higher fuel costs. This will have to be managed in line with policy and through provision of information for individuals to make decisions for their own circumstances.

Business Continuity - Cyber resilience - with increased reliance from more services on digital ways of working and service delivery there could be significant impacts on service delivery if sufficient resilience is not built into the solutions on offer to services.

Supply Chain - There are still some impacts from Covid-19 on the supply chain for some components of ICT kit, which may impact on delivery timescales and on project targets.

3.8 Constraints

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The hybrid working consolidation will need to ensure its products and deliverables are in line with service needs, legal advice and trades union agreements. Communication and engagement will continue throughout the process, including the consultation for change in individual circumstances where required.

The budgetary pressures the Council is under mean any costs identified will require to have robust option appraisal principles applied and evidence provided of the benefit. Even then the budgetary implications may require a decision not to adopt, or to delay, implementation of a preferred option until a future date.

3.9 Dependencies

Interdependencies

There are many projects or reviews underway across the Council that may have dependencies on hybrid working or require implementation of hybrid working to deliver desired outcomes as shown in diagram 1 below.

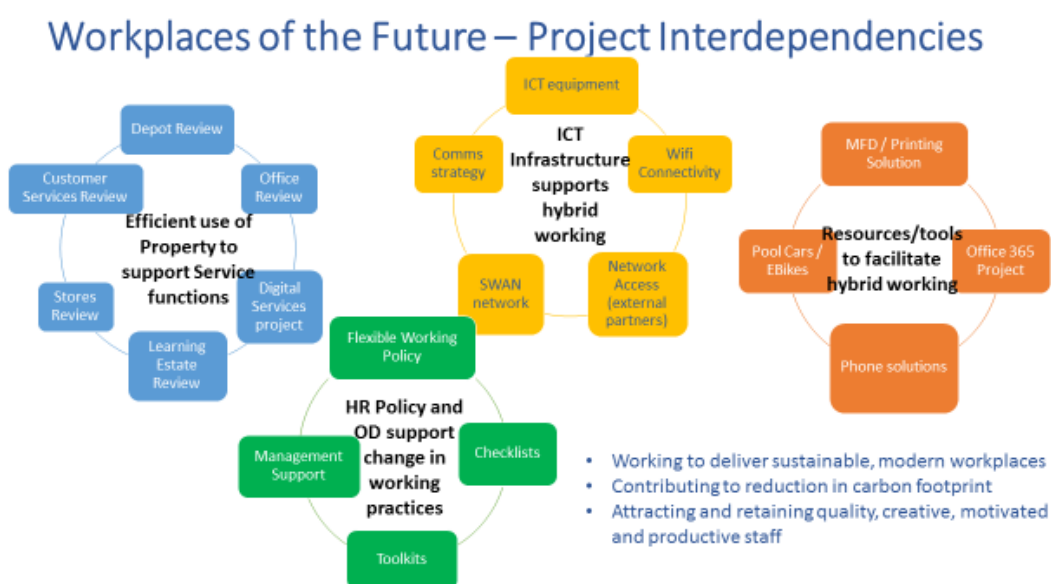


Diagram 1

“Human Resource Policy and Organisational Development support” will be essential to maximise the opportunities available for hybrid working.

The **“Resources and tools to facilitate hybrid working”** elements will improve efficiency and effectiveness of communication, collaboration and delivery of services.

Project Outline Business Case

ICT infrastructure supports hybrid working through various aspects and this project will provide information from services to underpin strategic decisions required for the elements identified. It will also support the review and development of protocols for people to adopt as business as usual. The implementation of Microsoft 365 and the associated functionality and tools will enhance communication and collaborative working for staff.

“Efficient use of Property to support Service Functions” will progress through each of the identified projects/reviews and once services have defined requirements the property portfolio will be aligned to best meet the needs of the organisation. This may also include consideration of expanding access to buildings to facilitate working from multiple locations. In addition there is an opportunity for improving access to welfare facilities for the wider workforce. These improvements could assist in reducing time and costs for travelling.

Examples of interdependencies:-

Education ASN review

- Decision on Beech Brae may impact Rose Cottage usage

Depot review - there may be opportunities for office staff currently based at some depots to be relocated, potentially to the Council HQ campus e.g.

- Ashgrove – potential for some staff to be relocated
- Mosstodloch – potential for some staff to be relocated

Customer Services review – this project is reviewing the delivery of customer services and seeking to utilise libraries as the front door of the Council which will release capacity in area offices for disposal or alternative uses.

Customer services redesign

- Reception areas – changed model may impact on staff numbers in HQ campus for customer services and other teams
- Establishment of hubs in libraries – may offer opportunities for other staff to hybrid work from other locations

4. The Economic Case

At the start of the development of the Outline Business Case a project Board and Delivery Group were formed to direct and guide the project.

Through various meetings agreement has been reached on:-

- Identifying existing arrangements, scope and spending objectives

Project Outline Business Case

- Identifying the key requirements for the project, related benefits and risks, constraints and inter-dependencies
- Consideration of options appraisals to underpin the business case

A benefits mapping exercise was undertaken (**Appendix 3**) which was then linked to the strategic aims as shown in 3.3 above.

4.1 Optimising Flexibility

In order to maximise potential flexibility for staff the following elements require options appraisals to be undertaken that will inform the business case.

Individual ICT kit

A review of the approach implemented during Covid was undertaken by the delivery group and it has been determined that the current standard adopted will facilitate hybrid working. The service engagement will identify where there is a need for variations and this will be addressed by the Delivery group

WIFI

Whilst it is recognised that many other organisations have full Wi-Fi coverage which provides the greatest level of flexibility in office connectivity, the initial approach will be to continue the principle of providing Wi-Fi connectivity in designated meeting rooms, collaboration spaces and break out rooms. This will require installation of some additional Wi-Fi points throughout the campus and funding has been requested.

Furniture

An audit of furniture was undertaken for the HQ Campus. The assessment of condition was that the furniture is of a good condition. It is therefore intended that the desks and storage will be reused to reduce costs and environmental impact. Where possible desks will be kept in their existing location to reduce costs of moving.

Chairs that are fully adjustable will be provided in offices and where necessary specialist provision to meet specific individual requirements as assessed by Occupational Health will be made.

Appendix 2 outlines the furniture and equipment principles to be adopted.

Functional Spaces

Types of space and the equipment to be provided has been identified in Appendix 1. This approach will be consistently adopted across all office accommodation to ensure equity and so staff are familiar with facilities no matter which office location they are operating from.

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Single rooms will be designated for all Senior Management and Corporate Management Team members, but these rooms will be available for other staff to use when senior officers are not using them.

Members' rooms in the HQ campus are out of scope of the project.

Network Access

To ensure connectivity to partner organisations network for those staff that attend meetings or who work out of Council offices there needs to be an options appraisal to determine the most secure and cost effective solution that provides the functionality required. This will be progressed and an update on the current position will be provided for the Full Business Case.

Telecommunications

Whilst current telephony solutions meet functional requirements, there is a need to consider the future corporate telephony requirements to best support hybrid working and as part of core ICT work the current contract will be reviewed. There will be potential opportunities for additional functionality and cost savings through reviewing equipment current provided to individuals. This work is currently on hold due to lack of staff resources however it is in the project plan and will be taken forward in due course.

4.2 Critical Success Factors

The critical success factors are set out below:-

CSF1	Strategic Fit (Vision / Government/ Council Policy)	How well the option provides holistic fit and synergy with other key elements of national, regional and local strategies
CSF2	Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.
CSF3	Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.
CSF4	Supply capacity and capability	How well the option matches the ability of the service providers to deliver the required level of services and business functionality, and appeals to the supply-side.
CSF5	Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints, including the capital and revenue consequences associated with the proposed investment.

Project Outline Business Case

4.3 Short List Options

A SWOT assessment was undertaken of the options for scope, service solution, service delivery, implementation and funding and is shown in Appendix 5 and this helped inform the options presented in the table below.

4.3.1 Option A – As is

No change to current arrangements for office staff
50% desks are provisioned and informal arrangements exist within services for staff working at home, all offices retained

Benefits: No change for staff

Risks:

- underutilisation of offices,
- inefficient ways of working,
- staff uncertainty,
- potential of lack of consistency
- limited approach for hybrid working
- no progression to reduce carbon emissions in relation of office estate

Costs: No change to existing spending

4.3.2 Option B – Minimum

Phased approach to implementation, within controlled spend
Reuse furniture, some improvement to Wi-Fi coverage, provision of hybrid meeting hardware, some rationalisation of office buildings, and improved access for welfare facilities for community based staff

Benefits:

- costs are minimal
- phased approach enables learning to be captured and used
- increase utilisation of offices
- Reusing furniture and equipment reduces costs
- Improved access to offices for staff helps to address issues with access to welfare facilities for community based staff

Project Outline Business Case

- Identification of sustainable and effective solution for partner staff to access their network from Council offices will increase opportunities for collaborative working and utilisation of office space.

Risks:

- Output of staff engagement informs plan so until that phase is completed there is an element of uncertainty of requirement
- Capacity of core services to support developments is limited due to other Council projects
- Services need to respond to engagement timeously which may be challenging where there are competing priorities
- ICT supply chain is still being impacted following Covid and global increase in demand for component parts for ICT equipment

Costs: initial estimated costs to facilitate the minimum approach are circa £314k over three years to 2024/25 to deliver an estimated recurring revenue saving of £107k

4.3.3 Option C – Intermediate

As per option B plus, full Wi-Fi coverage in retained offices, expansion of use of space capacity in other Council premises (i.e. learning estate)

Benefits:

- As for option 2 above
- Increased utilisation in other Council buildings
- Potential for further reduction in travelling for individuals

Risks:

- Uncertainty regarding what capacity might be available, access restrictions and potential costs to make viable for learning estate at this stage
- Uncertainty regarding ability to deliver within the resources available for the project

Costs: commencing at £314k, with increasing coverage of wifi networks in offices circa £40k, increasing network access in other Council premises circa £20k per building. At this stage is it not possible to determine what the requirements are so not considered worth the additional spend until benefits can be ascertained more accurately.

4.3.4 Option D – Maximum

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Refurbished offices to similar standard of HQ campus, new furniture based on requirements, monitoring systems to maximise utilisation of space, high specification hybrid meeting solutions available in all designated meeting rooms

Benefits:

- As for option 3
- Utilisation of office space would be maximised
- Carbon emissions would be minimised
- Staff would be operating in modern environments with the current design influences for furniture and workspaces supporting hybrid working

Risks:

- Likely costs for furniture, decoration, sound-proofing etc are prohibitive, may provide only limited added value in terms of functionality and may adversely affect staff and public confidence in decision making given the deficit the Council is working to address

Costs: In addition to the costs already identified for Option B the aspirational option to refurbish offices to a similar standard as the HQ campus would involve significant costs. Full refurbishment in existing identified offices (Beechbrae, Keith Resource Centre and Phoenix Centre) of 1,333 square metre would cost circa £2m at the standard rate of £1.5k per square metre. This would involve flooring, decoration, lighting, heating and wiring. Provision of new furniture, equipment and monitoring systems would be on top of that, and therefore this option would be discounted because these costs are prohibitive.



Outline Business Case for Hybrid Working

4.4 Options Appraisals

The summary option appraisal was undertaken by the delivery group and reviewed by the Board. Given the significant budgetary challenge the Council has to address, delivering this project with additional spend controlled as tightly as possible has been identified as a key factor.

Each option was fully considered in respect to the level of fit with the Smarter Working Objectives (SWO) and with the Critical Success Factors (CSFs), as set out above. This assessment was summarised in terms of the degree to which each option satisfied the objective or success factor on a scale of:

- x – fails to meet some key aspects of CSFs / SWOs
- ? – possible satisfaction of CSFs / SWOs
- Y – meets most aspects of CSFs / SWOs
- YY - strong fit with CSFs / SWOs

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Project Outline Business Case

Reference to:	Option.1	Option.2	Option.3	Option.4
Description of Option:	As is 50% desks provisioned, staff working at home but on informal arrangements. All offices retained	Minimum Reuse furniture, some increase Wi-Fi coverage, provision of hybrid meeting hardware, Rationalise office buildings, Partner organisations able to access own networks from Council office Improved access to Council buildings for community based staff	Intermediate As option 2 plus Expansion of use by staff of spare capacity in other Council premises (i.e. Learning Estate), Full Wi-Fi coverage in retained offices	Maximum Office furniture and rooms refurbished (or new office based on requirements) Monitoring systems to maximise utilisation
Objectives				
Objective 1: increase availability of digital tools for hybrid working	x	✓	✓	✓
Objective 2: increase sustainability of office estate	x	✓	✓	✓
Objective 3: Reduce travel and associated carbon footprint	?	✓	✓	✓
Objective 4: increase staff satisfaction with work/life balance	?	✓	✓	✓
CSF'S				

Project Outline Business Case

Strategic Fit / Business need	x	✓	✓	?
Potential VFM	x	✓	?	x
Potential Achievability	✓	✓	?	?
Supply capacity and capability	✓	✓	?	?
Potential Affordability	✓	✓	?	x
Costs	✓	✓	?	x
Risks	?x	?	?	?x
Summary	Discounted	Preferred	Possible	Discounted



Outline Business Case for Hybrid Working

4.5 The Preferred Option

The preferred option selected from the Options Appraisal is:

Option 2 - Minimum

- Reuse furniture, some increase in Wi-Fi coverage for all breakout, meeting room and designated collaboration spaces,
- Rationalise office buildings, through optimising utilisation of HQ campus and moving staff from other locations to HQ campus,
- Progression of solution for partner organisations able to access own networks from HQ campus, which will increase opportunity for maximising utilisation and potential for contribution toward operational costs.

Option 2 was selected as the preferred option as it will provide the additional functionality and space required but with least cost implications at this stage. There is the potential for development into option 3 over time if/when funds are available.

5. Commercial Case

Required Services

There is a flow of information required for and required from these contracts that are being led by other services as business as usual.

MFD Contract – underway and out to tender November 2022. The functionality to be able to print at a variety of locations following a print request action at home is incorporated.

SWAN contract

This provides the network connectivity and where there is a need for external partners to use Council premises to access their own networks it would be preferable for this to be identified by 31/3/23. In addition if there are any plans to reduce number of premises requiring SWAN connectivity it would be preferable to identify these where possible. (Existing contract ending 31/3/23, new contract 1/4/23)

Telecommunications contract

Is under review and will provide potential increase in functionality and reduced costs. The outcome of the negotiations will be fed into this project as soon as they are ascertained.

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The Procurement Process

Procurement of any equipment or services will be undertaken using existing contracts.

May need to consider:-

- removals (moving of furniture in offices),
- new furniture (depending on requirements),
- storage provision (depending on what is decided as standards)

Requirements will be determined following the manager workshops and service engagement in February/ March 2023.

6. The Financial Case

6.1 Overall Affordability

75% of office staff have already been supplied with digital equipment to facilitate working at home as a result of the Covid Pandemic.

Until the manager workshops and service engagement has been undertaken it is not possible to be clear on the requirements of the services with regard to functional space type i.e. desks, collaboration spaces or hybrid meeting rooms.

In order to facilitate pilots of approach to be adopted for workspace design there is a need to procure some equipment to enable staff to participate in Hybrid meetings using equipment that is fit for purpose.

Additional funding is required for the following:-

COSTS	2022/23	2023/24	2024/25
Furniture	n/a	£10k (est)	n/a
“Hybrid meeting” equipment	£10k	£10k (est)	£10k (est)
Expansion of Wi-Fi network (in HQ campus 2022/23 other offices thereafter)	£5k	£10k (est)	£5k (est)

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Removals (to be determined at full business case)		£20k (est)	£20k (est)
Expand use of building access cards (Net 2 system)		£5k (est)	£5k (est)
Phoenix centre ICT infrastructure improvements (for 13 Cluny Square rationalisation)	n/a	£20k (est)	n/a
Estimated costs	£15k	£75k (est)	£40k (est)

The figures for 2023/24 are estimates in relation to procurement of chairs, hybrid meeting equipment for offices out with the HQ campus for consistency and equity of provision. The expansion of the security building access cards (Net2 system) is in relation to increasing accessibility of staff welfare facilities for some Council offices to staff working in the community.

6.2 Funding Source

Travel and Subsistence claims

There has been a reduction in the amount of travel and subsistence claims since Covid and this project should ensure that this reduction is sustained, providing a cash benefit and a contribution to the reduction in the carbon footprint of the Council. An initial estimate of **£50k** recurring savings has been determined that will be reviewed for the Full Business Case.

Potential Rationalisation of office accommodation

The Asset Management Team has provided information that identified the following premises for prioritisation for review with the associated saving:-

Property	Action	Comment	Saving	timescale
9 North Guildry Street	Relocate staff to HQ campus	Direct recurring saving of £10k annual operating costs.	£10k	March 2023
	Potential lease or mothball – needs to be retained as contains ICT equipment for 11 NGS	NB -Discussions ongoing with NHSG for potential lease to for MIDAS service – potential rental income £20k		

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13 Cluny Square, Buckie	Relocate staff to Phoenix centre, Buckie Potential disposal or alternative use	Potential saving of £40k annual operating costs. Asset Management Group approved in principle. Brief being prepare to approve spend to save net cost circa £20k 2023/24	£40k	Sept 2024
9a, 9c Southfield	Clear and end lease by NHSG for HSCM staff	No direct saving for Council but will reduce potential amount of funding of overspend. Potential for negotiation with NHSG for contribution of costs for NHSG employed, HSCM staff use of Campus		February 2025
17 High Street	Relocate Business Gateway Dispose of property	£7k annual operating costs	£7k	2024/25
Recurring saving from 2024/25			£57k	

Potential additional opportunities may be identified through the depot review and the stores review.

6.3 Impact on the Income & Expenditure Account

Total savings identified (Note: not accrued across years, each column is for that year only):-

Description	2022/23	2023/24	2024/25
Travel and subsistence	£50k	£50k	£50k
Office rationalisation	n/a	£10k	£57k
Total	£50k	£60k	£107k
Estimated revenue costs (6.1)	£15k	£75k	£40k
SPO (budget approved)	£53	£18k	n/a
SPO 3 to 6 mth extension (inc on costs)	n/a	£36k	n/a
ICT and OD staff at 7.1 (6 mths total)	£13k	£64k	n/a
Total estimated costs	£81k	£193k	£40k
Net Saving (Cost)	(£31k)	(£133k)	£67k

Project Outline Business Case

7. The Management Case

7.1 Resource Requirements

A senior Project Officer has been appointed to progress this programme of work.

This project will require the expert advice and support from:-

- Organisational Development
- Human Resources
- ICT
- Asset Management
- Corporate Communications
- Facilities Management
- CMT
- SMT

Additional dedicated resource for ICT and Organisational Development resource to progress the project within the timescales will be requested at Council on 2/2/23, costs included in 6.3 and as approved under the auspices of the original Flexible Working Project.

7.2 Programme Management Arrangements

This project forms part of the Transformation programme under the Improvement and Modernisation Plan (IMP). It will specifically target delivery of objectives for implementation of the Flexible Working Policy and office review targets outlined in the Property Asset Management Appraisal (PAMA) reported to Full Council on 30 June 2021 and updated 28 September 2022.

Progress reports will be submitted to the Transformation Board for consideration with 6 monthly update reports to Council as agreed on 28 September 2022.

7.3 Project Management Arrangements

The project will be managed in accordance with Council procedures. The Senior Project officer has been appointed by the Council to progress the project through OBC to full business case and .delivery of Phase 1 HQ Campus. Delivery of subsequent phases will be taken forward by the Delivery Group adopting the standards and principles developed in phase 1.

A high-level outline project plan is in place and a more detailed plan is being developed. The prioritisation for working in services will be determined by assessment of benefit of:-

- a) where financial savings can be made from reduction in operational costs or

Project Outline Business Case

- b) where efficiencies in use of resources can be secured in the least time possible, providing opportunities for other potential uses (including sharing space with partners that will provide income (in the form of contributions to operational costs)).

Month	Phase	Description	Tasks	Resource Required
Sept	Data gathering	Staffing numbers and locations Equipment removed from offices and taken home to support working	Spreadsheet design & dissemination Completion of data requests	Service staff time / SPO analysis
Oct	Analysis	Determine baseline information from information provided	Collation of responses Analysis & summarisation	Spreadsheet skills - / SPO Analysis and explanation - SPO
Nov - Jan	Standards and Principles – define for ICT, Space and furniture	Review any existing principles and standards – confirm fit for sustainable, hybrid working. Consider options and determine viable options for engagement sessions	Digital – draft solutions (Wi-Fi, network, telecoms). O365 proposals Define types of Functional spaces and what it could look like Produce Managers guidance/toolkits, staff information for flexible & hybrid working	ICT senior officers in respective areas to inform option appraisals for decision making Asset Management team input to design, space and content of rooms OD team HR rep OD, SOP and workstream leads
Implementation in services:-				
Feb / Mar 2023	1. Discovery (as-is)	Engagement with services and teams to provide information, standards, functional spaces, ICT equipment, flexible working options and future developments (looking forward)		OD Team, SPO
Feb/ Mar 2023	2. Diagnosis (to be)	Managers and teams identify preferred way of working and functional spaces required using tools and support available		Services

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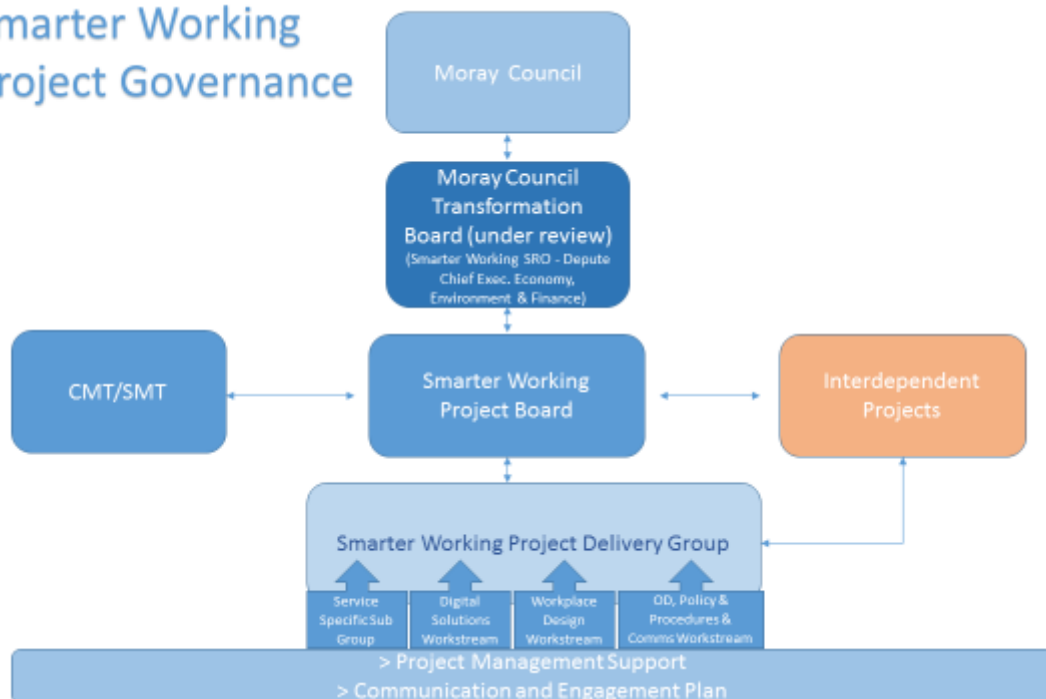
Mar / Apr 2023	3. Design	Services provide information to the Delivery Group who collate and assess for consistency with standards and achievability within accommodation available. Proposals returned to services for approval	Delivery Group
May 2023		Final Business Case prepared for submission to Council	SPO/Delivery Group / Board
Apr / July 2023	4. Delivery (implementation)	Following approval space allocation and schedule of moves implementation will take place for phase 1. Amendments to HR contracts if required Moves will be completed and services commence hybrid working as designed.	Specific ICT resource to facilitate office moves (telephony, network connections) Resource required to move furniture (estimate costs / procure when known what needs moving)
May/June	2. Diagnosis (Phase 2 & 3)	Manager and team engagement for services out with HQ campus (Phase 2 other Elgin offices and Phase 3 Out of Elgin Offices in scope)	OD team / SPO
July / Aug	3. Design (Phase 2 & 3)	Delivery Group will prepare plan for implementation in the HQ campus based on feedback and learning from proof of concepts and service engagement.	
Sept 2023	5. Review	Schedule of moves prepared for phase 2 & 3 and implemented once plan agreed. Any equipment identified will be provided to individuals. Services adopt hybrid working as designed.	Delivery Group / SPO
Dec 2023		Review of operational effectiveness undertaken at 3 months to ensure new ways embedding and space needs are met. End of project phase review Collation of feedback from services Preparation of reports and performance data to evidence progress Business as usual processes documented	



Outline Business Case for Hybrid Working

7.4 Project Governance Structure

Smarter Working Project Governance



Group	Purpose	Representing	Member
Moray Council	Approve strategic objectives, scope and principles of project		
Project Sponsor	To lead project for Council. Member of the Transforming the Council Programme Board.	CMT	Rhona Gunn
Smarter Working Board	1. Managing the delivery of Future Workplaces project for the Council 2. Own the project plan 3. Represent the future users and providers of the project – agree and establish the quality standards 4. Maintain strategic alignment of project with organisation strategy 5. Resolve conflict 6. Manage: Risks/Assumptions/Dependencies/Issues / Changes 7. Sign off – new ways of working 8. Benefit realisation 9. Quality assurance	Corporate/H&PS Asset Management HR/ICT/OD ICT Corporate/Project	Edward Thomas, Neil Strachan Frances Garrow David McKay, Jeanette Netherwood

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	10. Compliance with TMC “Gateway Policy”	Service perspective Customer Services Project Administrator	Nicola Moss Andy Donegan Mark Aldridge
Smarter Working Delivery Group	<ol style="list-style-type: none"> 1. Develop and manage the project plan 2. Day to day management of the project 3. Ensure delivery of new ways of working 4. Monitor Progress 5. Manage RADIC 6. Manage Service and Project Resources 7. Report to Project Board 8. Map Benefits 	Property Climate Change ICT HR & OD Customer Services Communications	Geoff Newell / Kevin Black Rod Lovie Graham Cooper Katrina McGillivray Andy Donegan Kirsty Craig (advisor)
Service Feedback	Representatives of services, and types of service, to help design the principles, standards and approach for implementation	All types of service delivery and services	Liaisons nominated by Heads of Service
“Smarter Working” Delivery - Workstreams	<i>Specific topic specialists will progress elements of the plan</i>		
	Policy, Procedure, Training and Communications - HR and OD workstream Progress the detailed options for specific tasks identified by the delivery group for this theme	OD team Communications officer	
	Digital Solutions workstream Progress the detailed options for specific tasks identified by the delivery group for this theme	ICT network team	
	Workplace Design workstream	Asset Management Team, ICT input	

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	Progress the detailed options for specific tasks identified by the delivery group for this theme		
Service implementation	<ol style="list-style-type: none"> 1. There will be a requirement for significant service input to identifying the needs, defining any the new processes required, managing the transition and deliver the benefits. 2. Service managers will be supported by specialist staff (i.e. OD team, ICT, Property, climate change) 3. Service managers will have responsibility for implementation of the agreed principles and standards within the Service 4. Assist in the identification of need, type and facilitate implementation of training 5. Identify other opportunities not included in the business case 6. Develop operational plans, policies and procedures and KPIs for their services. 	All types of service delivery	<p>Nominated Core Contact for co-ordination (by HoS)</p> <p>Service managers</p> <p>Smarter Working Delivery Group</p>

7.5 Arrangements for Change Management

Following engagement and consultation with services and the subsequent decision on service requirements going forward there may be impacts for individuals with regard to their base location.

Existing Council process will be followed for any changes required.

7.6 Arrangement for Benefits Realisation

Benefit mapping exercise was undertaken 7 November 2022. Output of which is shown in appendix 3.

The benefits identified will be owned by the Board and performance will be reported via indicators to Council

7.7 Arrangements for Risk Management

Risks to the overall project will be reported to and owned by the Project Board.

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An extract of the project risk register is attached at Appendix 4

Risks to the relevant work streams will be identified, recorded and reported to the work stream manager who will provide updates and identify mitigations where applicable to the delivery group (or senior project officer if urgent) and these will be escalated to the Project Board as necessary.

7.8 Gateway Review Arrangements

The council's Project Governance Policy sets out project gateway review arrangements. It is based on the Prince2 Project management methodology, aligned with the Scottish Government Construction Procurement Manual and the Office of Government Commerce (OGC) Gateway framework. A copy of this document can be found here: [PMG – Moray Gateway Process](#)



Outline Business Case for Hybrid Working

Appendix 1 – Functional Spaces

Description of identified types of functional spaces for use in engagement with services to facilitate discussions with teams of what type of space they will require in future.

Assumptions:-

- 1) CMT/SMT rooms will be available for use when Heads of service are not in the office
- 2) Primary location for customer and external partners or professional engagements will be the annexe (for the HQ Campus)

Service engagement will help inform requirements for:-

- a) Meeting rooms to be available to be booked for longer periods of time than currently allowed and to schedule further in advance.
- b) Numbers of types of spaces required - some services might identify some of their allocated desk space to be more of a collaborative set up ie less desks rather than optimum number of desks in a room.

Room Type	Space type	Function	Who might use this	Standard Equipment provided
Computer / desk work				
1	Standard desks	People working at a desk for the day.	Fixed workers (ie reception) Non-hybrid workers (possibly)	Desk, chair, monitor, docking station, keyboard, mouse

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			Hybrid worker	Specialist ICT equipment provided as required (set criteria to assess adjustments) for service/individual needs
2	Hot desks (not bookable)	People dropping in for short periods through the day	Hybrid workers who come in for face to face meetings and/or Community based staff who need to connect to network occasionally	Desk chair Power supply Some with monitors/ keyboard/ mouse but not all
3	Quiet Space (not bookable)	Space where staff can work but there should be no distractions from teams calls, telephone calls, meeting chatter etc	People who are doing focussed work for a period of time Likely to be shared space – demand will be determined through engagement.	Desk, table, chair, docking station, monitor keyboard, mouse

Room Type	Space type	Function	Who might use this	Standard Equipment provided
Collaboration Spaces/ Meeting Rooms (wifi connectivity)				
4	Collaboration space / meeting rooms 6 people or more HYBRID (bookable)	Space for teams to use (facilitate hybrid meetings)	Teams where some working at home and others face to face – creative working Providing opportunities for whole team to be together	Tables/chairs (versatile) Screen, laptop connection, speaker, camera
5	small meeting rooms 2-5 people (bookable)	Space for teams to use (facilitate hybrid meetings)	To prevent disruption in larger office space from teams meetings etc	Tables/chairs Screen, docking, speaker, monitor/screen

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			Provides space for Face-to face contact for new starts for training/induction	
6	Single rooms (some bookable some not)	Space free from distractions and interruptions. Confidential or Sensitive meetings / Phone calls (inc HR issues)	Any staff member for confidential or sensitive phone calls. For individuals in confidential Teams meetings. Space for trainers to delivery training over Microsoft Teams	Desk/table, chair, docking station, monitor, keyboard, mouse, phone

External Client contact (primarily in Annexe for HQ campus) (wifi connectivity)				
7	Client interview room	Process applications, information / support provided and given		Table, chairs, desktop with dual screens and access to appropriate systems, telephone, alarm
8	External partner, client, customer meeting space	Space to meet with external parties		Table, chairs, screen, power
9	Client contact space (per service needs)	Contact and assessment space		Soft furnishings, comfortable seating, space for children/young people to play, alarm

Office Etiquette

Follow clear desk policy and keep all desk surfaces clean and clutter free so everyone can feel comfortable to use them.

Clean the desk before and after use, with the wipes provided

Give consideration to colleagues sharing the office by reducing potential disruptions where possible eg

- wear headphones for teams meetings,

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- turn mobile phone ringtones down or use silent/vibrate settings when in the building,
- move to break out areas for informal conversations.

Ensure confidential or sensitive information is stored securely.

Turn off electrical items, such as monitors, prior to leaving the building

Use breakout areas for eating lunch rather than desk areas

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Appendix 2 - Hybrid Working – Furniture and Equipment

Issue under consideration	Determine the standard provision of furniture and equipment to facilitate SMARTER Working
Objectives	<p>Provide equipment and furniture of an appropriate standard to:-</p> <ul style="list-style-type: none">• support service delivery and provide flexibility for staff working seamlessly from the places they work• maintain individuals health and wellbeing• achieve value for money

Assumption –

As people have been working from home the last two years it is assumed that any needs will have been identified through the workplace assessment and addressed.

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1a) Office Furniture

Workplaces in offices to be set up in accordance with HSE guidance

Item	Standard	Comment
Office Desk Chair	Standard chair provided for all desks to be fully adjustable to meet majority of individual needs	specialist requirements identified through workplace assessment and rationale on basis of occupational health recommendation
Desk	Space per desk not less than 4.5m sq. Layout of rooms to provide access to power and network points and maximise circulation space	Furniture audit concluded that 99% desks are in good condition and should be reused Desk numbers optimised in offices so no need to move desks between offices unless space function changes Detail allocation to be determined following service engagement once requirements are set out – there may be a requirement for change of function
Team Storage	Service requirements vary so one solution will not fit all. Existing provisions generally meet current needs so may require some reallocation of furniture depending on final plan of space allocation.	To be determined following service engagement Services have been requested to clear out old files/materials that are no longer necessary. Consideration should be given to use of SharePoint for electronic records if not already adopted
Personal Storage	Should aim to minimise requirements on basis of cost and information security. Clear desk policy to be reinstated for all	To be determined following service engagement Reuse existing provision where requirement is identified (PPE etc.)
Other items	Service to provide any other ancillary requirements identified as needed.	As is – service provided where identified need

1b) ICT Equipment

Item	Standard	Comment
Laptops (with vasco)	Provided as requested to facilitate hybrid working	Older laptops are experiencing performance issues due to use of Microsoft Teams etc. Very old ones are being replaced currently. Spec of laptop may vary depending on function and requirement of service.
Monitor	Single monitor	Variation to the standard will be based on functional need (identified through service engagement / workplace assessment).

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Docking Station	Not standard issue for working at home.	Use of docking stations in the office saves wear and tear on cables (and ICT officer time to replace) If dual monitors are determined for requirement at home adaptors will be provided instead of docking stations
Mouse/ keyboard/ headsets	Headsets with noise cancelling microphones are issued as standard. Keyboards and mice will be issued as requested.	Replacement for damaged headsets will require funding by services.

1c) Telecommunications

Provision to continue “as is” for the short term.

Appraisal to be undertaken to inform standard provision and identified variations. Potential cost savings by rationalising provision to most appropriate for function.

Options for use are:-

- a) Desk phone / soft phone – for users who are based either at a desk in the office or at home
- b) Basic mobile phone – for phone calls for people who operate in the community (lone working etc)
- c) SMART phone – for people who require access to emails, diary etc and who operate in a variety of locations

1d) Meeting Rooms/ Collaboration spaces

There will be a need for some new tables, meeting chairs and hybrid meeting digital equipment.

The numbers required will be determined following the results of the service engagement but in the interim options will be identified and equipment trialled to determine what will be cost effective and meet needs.

2) Home Workplace

Assumption individuals will have made own provision to suit their environment.

New staff, or existing staff experiencing changes to their circumstances, should complete a workplace assessment which will identify any needs for discussion with their manager. The Smarter Working Delivery Group will provide support to the manager on potential options, so they can progress to an agreed solution with the staff member.

Summary of Potential costs for OBC

1a) Office Furniture –potential cost £2.1k to replace 12 chairs not assessed as fit for purpose in furniture audit for HQ. Replacement cost for 98 chairs being used at home would be £17.2k (rationalisation of offices may reduce this total). £10k budget for ongoing replacements already in place but will not cover the additional requirement, however it is considered prudent at this stage to await the outcome of the service engagement before procuring additional chairs.

Intention is to reuse existing storage where possible for team or personal use – requirements and solutions to be informed by service engagement. Small lockers cost circa £30 per head.

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1b) ICT equipment – additional docking stations to provision 75% desks in HQ campus have been ordered to begin the expansion of provision within existing budget and as an interim measure until the space assessments have been completed and the longer term use of space within the HQ campus buildings is finalised. Consideration to be given to potential capital budget requirements for replacement headsets on a periodic basis going forward.

1c) Telecommunications – outstanding option appraisal due to lack of staff resources – need to understand if there is a potential saving if replacing basic mobiles with soft phone licence

1d) Meeting rooms / Collaboration spaces – outlined – described in functional spaces paper

2) Home work place – assumption of minimal new requirements. Any change to this assumption will be identified in staff engagement.

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Appendix 3 – Benefits Mapping

These are the benefits identified at the benefit mapping exercise conducted in November 2022 by the Delivery Group and are split into financial and non-financial benefits. These were reviewed and used to form the smart objectives set out in pages 12-15 of the OBC.

Financial Benefits

ID	Benefit	Links to strategic landscape - Moray Council Strategic Aims	Project Strategic Aims	Priority	Who will be affected by the benefit?
F01	Reduce staff commuting costs	Transforming and reshaping our services	reduce the environmental footprint of working practices	3: Medium	Workforce
F02	Reduction in business travelling costs	Financially Stable Council	reduce the environmental footprint of working practices	1: Very high	Moray Council
F03	Reduce mileage claims for use of personal car	Financially Stable Council	reduce the environmental footprint of working practices	1: Very high	Moray Council
F04	Reduce council office estate	Financially Stable Council	increase efficiency and effectiveness of utilisation of functional spaces	2: High	Moray Council
F05	Reduce office operating costs	Financially Stable Council	increase efficiency and effectiveness of utilisation of functional spaces	2: High	Moray Council
F06	Improve office energy efficiency	Financially Stable Council	increase efficiency and effectiveness of utilisation of functional spaces	2: High	Moray Council
F07	Reduction in NDR	Review our asset base	increase efficiency and effectiveness of utilisation of functional spaces	2: High	Moray Council
F08	Increase staff retention	Developing workforce	attract and retain quality, creative, motivated and productive staff	2: High	Moray Council
F09	Increase ability to appoint to difficult to fill posts	Developing workforce	attract and retain quality, creative, motivated and productive staff	2: High	Moray Council

Non-Financial Benefits

The non-financial benefits identified at the benefit mapping exercise are shown overleaf – potential dis-benefits are shown in red.

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ID	Benefit	Links to strategic landscape - Moray Council Strategic Aims	Smarter Working Project Objectives	Who will be affected by the benefit?
NF01	Increase staff flexibility to work in different locations	Financially Stable Council	Develop the organisational culture, skills an environment to embrace and embed flexible and hybrid working	Workforce
NF02	Increase domestic carbon foot print	Net zero by 2030	reduce the environmental footprint of working practices	Workforce
NF03	Reduce staff business travelling time	Financially Stable Council	provide seamless access to sustainable, modern working environment	Moray Council
NF04	Reduction in staff commuting time		provide seamless access to sustainable, modern working environment	Workforce
NF05	Increase utilisation of pool cars	Financially Stable Council	reduce the environmental footprint of working practices	Moray Council
NF06	Reduction in carbon footprint	Net zero by 2030	reduce the environmental footprint of working practices	Moray Council
NF07	Improved options for workplace accessibility	Transforming and reshaping our services	provide seamless access to sustainable, modern working environment	Workforce
NF08	Increase utilisation of office facilities (including partner organisations)	Review our asset base	increase efficiency and effectiveness of utilisation of functional spaces	Moray Council
NF09	Miss SG 20 Minute neighbourhood objective		reduce the environmental footprint of working practices	Customers
NF10	Reduction in footfall to local shops			Local Business
NF11	Digitally excluded workforce		Develop the organisational culture, skills an environment to embrace and embed flexible and hybrid working	Workforce
NF12	Increase opportunity for partnership working	Transforming and reshaping our services	increase efficiency and effectiveness of utilisation of functional spaces	Partner Organisations
NF13	Unable to sell excess offices due to market conditions		increase efficiency and effectiveness of utilisation of functional spaces	Moray Council
NF14	Increase staff ICT skills	Developing workforce	Develop the organisational culture, skills an environment to embrace and embed flexible and hybrid working	Workforce
NF15	Increase staff retention	Developing workforce	Improve organisational resilience	Moray Council
NF16	Increase ability to appoint to difficult to fill posts	Developing workforce	Improve employee motivation, morale and wellbeing	Moray Council
NF17	Increase GDPR awareness	Developing workforce	Develop the organisational culture, skills an environment to embrace and embed flexible and hybrid working	Moray Council
NF18	Increase potential for data breaches		Develop the organisational culture, skills an environment to embrace and embed flexible and hybrid working	Moray Council
NF19	Improved work life balance	Developing workforce	Improve employee motivation, morale and wellbeing	Workforce
NF20	Improve staff sense of well being	Developing workforce	Improve employee motivation, morale and wellbeing	Workforce
NF21	Improved service resilience	Transforming and reshaping our services	Improve organisational resilience	Moray Council
NF22	Improved business continuity	Transforming and reshaping our services	Improve organisational resilience	Moray Council
NF23	Increased staff morale	Developing workforce	Improve employee motivation, morale and wellbeing	Workforce
NF24	Improved opportunities for staff creativity	Developing workforce	attract and retain quality, creative, motivated and productive staff	
NF25	Reduced feeling of team identity		Improve employee motivation, morale and wellbeing	
NF26	Reduced team cohesion		Improve organisational resilience	

Project Outline Business Case

Appendix 4 – Project Risk Register at 6/1/2023

Project Outline Business Case

Risk Register 6/1/23													
Ref No.	Date Raised	Raised by	Area affected	RISK Threat to achievement of business objective (If then results in)	Scope/potential consequences of risk	Assessment of Risk (likelihood x impact) Assume No Controls in place			Risk Control Measures in Place and Operational	Are all Controls Operational	Assessment of Residual Risk (likelihood x impact) With Control Measures		
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Risk 1	06/10/2022	Jeanette Netherwood	Project	Project plan timescales not met	Scope and timescales are not clearly defined and/or officers do not deliver in accordance with target completion dates resulting in delays to progress and potential impacts on other dependencies	4	4	16	Project plan in development which will be owned by Delivery Group and monitored by Board on a monthly basis		3	4	12
Risk 2	06/10/2022	Jeanette Netherwood	Implementation plan	Lack of corporate prioritisation leading to competing priorities	Lack of clear prioritisation across Corporate projects may lead to a conflict for teams/ individuals resulting in specified actions not getting completed on time	5	4	20	CMT and SMT discussed and agreed initial proposals and are aware of the need to progress the project. Updates to be provided to CMT/SMT on a monthly basis. Request for additional project resources to go to Council 2/2/23. There is no clear method of		5	4	20
Risk 3	06/10/2022	Jeanette Netherwood	Project	Lack of staff resource capacity to deliver tasks for outline business case or implementation phase within timescales required	There is a risk of lack of staff capacity of those involved in planning and appraising the potential options for changes, which may impact project delivery timescales. The senior project officer responsible for effective coordination of this project, to ensure aims are met and services are provided with right type of space and equipment to support productive and effective services, is in post till July 2023 and if the timescales drift this will be a risk to successful delivery.	5	4	20	Members of the Delivery Group and Board are managers of staff that require to input to the project and have oversight of workloads. Resourcing paper for future requirements considered by OD/ICT leads. Following Board consideration it is recognised there is a need for capacity to deliver the project. Request to go to Council		5	4	20
Risk 4	06/10/2022	Jeanette Netherwood	Project	Economic impacts increasing cost of living and potentially cost of working at home	There is a risk that with significant energy price increases more officers may seek to work in the office through winter months which might reduce the potential to release capacity. This will have to be managed in line with policy and through provision of information for individuals to make decisions for their own circumstances.	3	3	9	information will be supplied to staff regarding the costs and impacts of working at home so they may make informed decisions regarding their own circumstances.		3	3	9
Risk 5	06/10/2022	Jeanette Netherwood	Project	Lack of Corporate Prioritisation - Senior Management Support is insufficient to lead the change as is necessary	in order for this project to succeed it will require consistent and sustained leadership and focus across services. The approach to be adopted and the reconfiguration of space is dependent on all services identifying requirements requested within defined timescales and if this is not proactively led in services by senior management then targets may not be met and project outcomes may not be achieved.	3	4	12	Heads of Service will be consulted on approaches and planned engagement and any issues raised will be addressed prior to roll out.		3	4	12
Risk 6	06/01/2022	Jeanette Netherwood	Project	lack of buyin from managers and/or staff	Managers or staff do not engage with the process and are unwilling to change working practices and culture, which will compromise benefit realisation and affect delivery of outcomes. It will also impact colleagues and potentially cause issues across other services where interdependencies occur.	3	3	9	Managers workshops to be held in Feb/March clear communication of plan and timescales along with guidance and support materials and mechanism for raising report to go to Full Council 2/2/23 requesting approval to spend for Wifi and ICT equipment	No	3	3	9
Risk 7	06/10/2022	Jeanette Netherwood	Finance	lack of financial resources to provide the standard of equipment and working environment required to support the aims.	there is a potential that the costs of the preferred options in the OBC and BC are prohibitive at this stage which may result in a requirement to phase the roll-out of hybrid working over a longer period or not achieve the expected standard of facilities required therefore not achieving the project objective	3	4	12			3	4	12
Risk 8	06/10/2022	Jeanette Netherwood	Finance	Property Market stagnates and sale of released properties is negatively impacted.		2	2	4	Asset management will advise the optimum time to market properties. This project does not have many properties to be	Yes	2	2	4
Risk 10	06/10/2022	Jeanette Netherwood	Technical Requirements	Business continuity for services - cyber resilience	with increased reliance from more services on digital ways of working and service delivery there could be significant impacts on service delivery if sufficient resilience is not built into the solutions on offer to services.	3	4	12	BC advise will be provided to services as they progress through implementation. ICT officers will consider risks and implications as the		3	4	12
Risk 11	06/10/2022	Jeanette Netherwood	Implementation plan	Continuing disruption to supply chain resulting from Covid	There are still some impacts from Covid-19 on the supply chain for some components of ICT kit, which may impact on delivery timescales and therefore on project targets.	4	3	12	ICT are in close liaison with suppliers		4	3	12
Risk 12	25/10/2022	Jeanette Netherwood	Project	Reputational damage caused by lack of awareness of project and progress by stakeholders	The progress of other organisations in relation to introduction of hybrid working has increased expectations of stakeholders that the Council should be further on that it is. The risk of reputational damage increases if stakeholders are not informed of plans and timescales for implementation.	4	3	12	Communication plan developed and considered by Board on 6 December. Further detail to be added as project develops		4	3	12

Project Outline Business Case

Appendix 5 – SWOT Analysis

To establish the approach for the project various options were considered in relation to Scope, Service Solution, Service Delivery, Implementation and Funding and the summary of the preferred option are shown in the table 1 below. The detail of the options considered are set out in the following tables 2-

Table 1 Summary

Category of Choice	Option 1	Option 2	Option 3	Option 4	Option 5
Scope	Discounted	Preferred	Possible	Discounted	N/A
Service Solution	Discounted	Possible	Possible	Preferred	Possible
Service Delivery	Discounted	Preferred	Discounted	N/A	N/A
Implementation	Discounted	Possible	Preferred	Discounted	N/A
Funding	Discounted	Discounted	Preferred	Possible	N/A

Project Outline Business Case

Table 2 - Scope

Reference to:	Notes	Option 1	Option 2	Option 3	Option 4
Scope	The scope of this project could cover all staff and all buildings as the flexible working policy applies to all staff, however Hybrid working will not be available for all roles. Teachers and those delivering front facing services in the community are examples of those roles who will not be able to hybrid work.	Do Nothing	Minimum	Intermediate	Maximum
		Existing arrangements	Office based staff (roles suitable for hybrid working), operating from core offices	Office based staff (role suitable for hybrid working) utilising any base (excluding schools)	All staff with role suitable for hybrid working, utilising any Council premises
Objectives					
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	Y	Y	Y
Increase sustainability of office estate:- Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24		N	Y	?	Y
Reduce travel and Associated carbon footprint:- Reduce the mileage claimed for private car usage by 10% by end of financial year 2024/25		?	?	Y	Y
Increase availability of digital tools for hybrid working:- All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023		N	Y	Y	YY
CSF's	CSF's				
Strategic Fit (Vision / Gov Policy)	How well the option meets agreed spending objectives, related business needs and service requirements	N	Y	Y	N
Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.	N	YY	Y	N
Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.	Y	Y	?	?
Supply side capacity	How well the option matches the ability of the service providers to deliver the required level of services and business functionality , and appeals to the supply-side.	Y	Y	Y	Y
Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints.	Y	Y	?	N
Summary		Discounted	Preferred	Possible	Discounted

Project Outline Business Case

Table 3 – Service Solution

Reference to:	Notes	Option 1	Option 2	Option 3	Option 4	Option 5	
Service Solution for		Do Nothing	Minimum	Intermediate	Intermediate	Maximum	
Office based staff (roles suitable for hybrid working), operating from core offices	Provision of personal equipment to facilitate hybrid working Allocation of pppropriate functional space required to deliver service needs and support high quality, efficient and effective services. Provision of space and equipment to perform hybrid meeting and address other collaborative requirements Reduction in travel costs to office base and for work purposes	as is - provision of laptops per Covid, current office space and meeting room provision	all hybrid staff provided with personal equipumnt Reduce desk space to 70% of FTE total no increase in collaborative spaces some hybrid meeting equipment no change to wifi provision	all hybrid working staff provided with personal equipment, in HQ campus - increase collaborative meeting spaces, increased connectivity for wi-fi to all collaboration spaces and break outs, desk allocation 50% of FTE, more Council staff able to access HQ welfare facilities	Across all offices - all hybrid working staff provided with personal equipment - increase collaborative meeting spaces, increased connectivity for wi-fi to all collaboration spaces and break outs, desk allocation 50% of FTE, more Council staff able to access office welfare facilities, connectivity for partner organisations to access their networks from Council HQ	Across all Council premises - all hybrid working staff provided with personal equipment - increase collaborative meeting spaces, full wi-fi connectivity in premises, desk allocation 50% of FTE, more Council staff able to access Council welfare facilities, partners able to access their networks from Council premises	
Objectives							
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	?	Y	YY	YY	
Increase sustainability of office estate:- Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24		N	?	Y	YY	YY	
Reduce travel and Associated carbon footprint:- Reduce the mileage claimed for private car usage by 10% by end of financial year 2024/25		N	?	?	Y	Y	
Increase availability of digital tools for hybrid working:- All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023		N	N	Y	Y	Y	
CSF's	CSF's						
Strategic Fit (Vision / Gov Policy)	How well the option meets agreed spending objectives, related business needs and service requirements	N	?	Y	Y	Y	
Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.	N	?	Y	YY	?	
Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.	N	Y	Y	Y	?	
Supply side capacity	How well the option matches the ability of the service providers to deliver the required level of services and business functionality , and appeals to the supply-side.	N	Y	Y	Y	Y	
Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints.	N	Y	Y	Y	N	
Summary		Discounted	Possible	Possible	Preferred	Possible	

Project Outline Business Case

Table 4 – Service Delivery

Reference to:	Notes	Option 1	Option 2	Option 3
Service Delivery for Office based staff (roles suitable for Across all offices - all hybrid working	Outlines who will undertake the work timescale of project to deliver changes is relatively short	Do Nothing	Minimum	Intermediate
		no additional resource	in house team	outsource whole thing, contractors in to design, move people
Objectives				
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	Y	Y
Increase sustainability of office estate:- Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24		N	Y	Y
Reduce travel and Associated carbon footprint:- Reduce the mileage claimed for private car usage by 10% by end of financial year 2024/25		N	Y	Y
Increase availability of digital tools for hybrid working:- All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023		N	Y	Y
CSF's	CSF's			
Strategic Fit (Vision / Gov Policy)	How well the option meets agreed spending objectives, related business needs and service requirements	N	Y	Y
Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.	N	Y	?
Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.	Y	Y	?
Supply side capacity	How well the option matches the ability of the service providers to deliver the required level of services and business functionality , and appeals to the supply-side.	Y	Y	?
Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints.	Y	?	N
Summary		Discounted	Preferred	Discounted

Project Outline Business Case

Table 5 – Implementation

Reference to:	Notes	Option 1	Option 2	Option 3	Option 5
Implementation for Office based staff (roles suitable for Across all offices - all hybrid working in house team)	Due to the complexity and variety of services involved and the requirement for managers to discuss with staff members it was felt that the project requires focussed attention and will need to be closely managed.	Do Nothing	Minimum	Intermediate	Maximum
		Business as usual	Senior Project Officer and Delivery Group	SPO, Delivery Group and short term temporary dedicated ICT/OD resource	Dedicated project team from additional resource for whole project duration
Objectives					
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	?	Y	Y
Increase sustainability of office estate:- Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24		N	Y	Y	Y
Reduce travel and Associated carbon footprint:- Reduce the mileage claimed for private car usage by 10% by end of financial year 2024/25		?	?	Y	Y
Increase availability of digital tools for hybrid working:- All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023		N	Y	Y	Y
CSF's	CSF's				
Strategic Fit (Vision / Gov Policy)	How well the option meets agreed spending objectives, related business needs and service requirements	N	?	Y	Y
Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.	N	Y	Y	?
Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.	N	?	Y	Y
Supply side capacity	How well the option matches the ability of the service providers to deliver the required level of services and business functionality , and appeals to the supply-side.	N	Y	Y	Y
Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints.	N	Y	Y	N
Summary		Discounted	Possible	Preferred	Discounted

Project Outline Business Case

Table 6 – Funding

Reference to:	Notes	Option 1	Option 2	Option 3	Option 4
Funding for Office based staff (roles suitable for hybrid working), operating from core offices Across all offices - all hybrid working staff provided with personal equipment increase collaborative meeting spaces, increased connectivity for wi-fi to all collaboration spaces and break outs, desk allocation 50% of FTE, more Council staff able to access office welfare in house team SPO, Delivery Group and short term temporary dedicated ICT/OD resource	can only use capital receipts for this year for funding. The Scottish Govt may allow this for next year but it is not known if this will be possible at this point	Do Nothing	Minimum	Intermediate	Intermediate
		Do nothing	use of capital receipts	Use of capital receipts for 2022/23 funding 2023/24 allocation of funds from Transformation fund	allocation of funds from Transformation fund for all funding
Objectives					
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	Y	Y	Y
Increase sustainability of office estate:- Reduce the operational property costs by 5% per FTE for council offices by end of financial year 2023/24		N	Y	Y	Y
Increase staff satisfaction with work / life balance:- Increase staff satisfaction in their workplace and equipment provided by 10% by June 2024		N	Y	Y	Y
Increase availability of digital tools for hybrid working:- All office meeting room and collaborative working spaces provided with good quality Wi-Fi coverage by end of 2023		N	Y	Y	Y
CSF's	CSF's				
Strategic Fit (Vision / Gov Policy)	How well the option meets agreed spending objectives, related business needs and service requirements	N	Y	Y	?
Potential VFM	How well the option maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of the organisation and wider society and minimises associated risks.	N	Y	Y	Y
Potential Achievability	How well the option is likely to be delivered in view of the complexity of the option, and the experience, capability and capacity of the partners involved.	N	Y	Y	Y
Supply side capacity	How well the option matches the ability of the service providers to deliver the required level of services and business functionality , and appeals to the supply-side.	?	Y	Y	Y
Potential Affordability	How well the option meets the likely availability of funding and matches other funding constraints.	N	N	Y	?
Summary		Discounted	Discounted	Preferred	Possible