

APPENDIX I

Smarter Working – Objectives and Performance Indicators

Strategic Aims	Objective Statements at CMT/SMT 15/8/22	SMART Objective	Indicators	Current Position
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>Increase % staff adopting flexible and hybrid working by September 2023</p> <p>Deliver smarter working training to all 3rd and 4th tier managers June 2023</p> <p>Increase from existing baseline staff confidence in the use of digital tools and skills by April 2024</p> <p>Update all induction materials to reflect the organisational change to embed hybrid working by September 2023.</p>	<p>% staff adopting flexible and hybrid working</p> <p>% managers trained</p> <p>Increase in Staff confidence/satisfaction following training on digital tools courses</p> <p>% Induction materials updated</p>	<p>79.1% staff in HQ campus are adopting hybrid working</p> <p>All managers provided with opportunity and materials</p> <p>Hybrid training sessions well received and staff using kit.</p> <p>100% corporate induction materials updated</p>
Workforce				
<ul style="list-style-type: none"> • Improve employee motivation, morale and wellbeing 	<ul style="list-style-type: none"> • Engage and consult on the approach to and implementation of hybrid working 	<p>To communicate widely the journey to embed hybrid working and how it will enhance productivity</p>	<p>% progress with communication & engagement plan</p>	<p>90% project intranet page updated, regular communications issued.</p>

Strategic Aims	Objective Statements at CMT/SMT 15/8/22	SMART Objective	Indicators	Current Position
<ul style="list-style-type: none"> Attract and retain quality, creative, motivated and productive staff 	<ul style="list-style-type: none"> Attract and retain high quality workforce 	<p>75% of staff, with hybrid working roles, satisfied with working arrangements by March 2024 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>% 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>	<p>Short survey to be carried out Feb 2024 relating to impact of working at home on mental wellbeing</p> <p>Not due for reporting</p>
Property				
<ul style="list-style-type: none"> Provide seamless access to sustainable, modern working environments which support delivery of high quality, efficient and effective services 	<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 September 2023</p> <p>Equip 12 small and 5 large fully operational hybrid meeting rooms by June 2023</p> <p>All office meeting room and collaborative working spaces</p>	<p>% hybrid working office staff provided with necessary equipment</p> <p>Number of meeting rooms fully operational</p>	<p>Achieved</p> <p>Achieved by July 2023. Committee room has also been provided with high specification kit.</p>

Strategic Aims	Objective Statements at CMT/SMT 15/8/22	SMART Objective	Indicators	Current Position
<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>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>	<p>Achieved in HQ campus and will be in other offices by end of 2023.</p> <p>Delayed due to new national contract. Target date revised to April 2024.</p> <p>Not due for reporting</p>
Financial				
<p>Increase efficiency and effectiveness of utilisation of functional spaces within Moray Council office accommodation, reducing the cost of running the council</p>	<ul style="list-style-type: none"> • Identify and evaluate opportunities to reduce property operational costs through a programme of rationalisation 	<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>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>Not due for reporting</p> <p>Budgeted Operating costs 2023/24 reduced by 10% per FTE for HQ campus.</p>

Strategic Aims	Objective Statements at CMT/SMT 15/8/22	SMART Objective	Indicators	Current Position
<p>by better use of assets</p>	<ul style="list-style-type: none"> • Seek opportunities to utilise other Council building assets to increase efficient use and reduce carbon footprint • Reduce unnecessary travel to and for work 	<p>Reduce Council estate by 3 offices by end of 2024</p> <p>Reduce the office estate by 5 offices by 2025</p> <p>Achieve 50% space allocation of FTE total with services in HQ campus by August 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>Total number of office bases</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>	<p>9NGS, Southfield and Cluny Square Buckie will be released by April 2024</p> <p>58% has been achieved and is currently considered realistic given adjustments for individual circumstances and requirements for service delivery.</p> <p>Will go from 895 to from 1000 when Southfield staff move in (15%)</p> <p>To be measured after year end 2024/25</p>