



**City Centre "Tomorrow's Office" -
IMPROVING INFORMATION
MANAGEMENT AND GOVERNANCE**



Outcome
Delivery
Consulting

Description of Client – UK’s largest Unitary Local Authority with £2,400 million annual budget.

Strategic Objective – Support the rationalisation of City Centre offices to reduce operating costs enable new ways of working.

Operational Objectives – Cost reduction, Support improved service redesign and process simplification. Enable flexible working. Drastically reduce storage requirements in moving to a paperless office environment.

1. CONTEXT

As part of their Tomorrow’s Office transformation programme Glasgow City Council planned significant cost reduction through more efficient use of their property holdings. Introduction of an Electronic Document and Records Management System (EDRMS) was seen to be a key enabler of both storage space reduction and using its workflow and process improvement functionality to contribute to the efficiency programme in service redesign being undertaken across the Council.

2. CHALLENGE

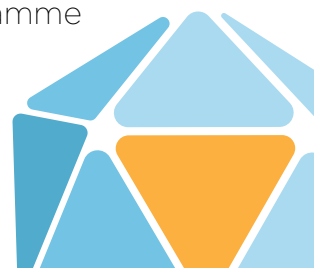
GCC had identified an initial targeted saving of £4 million per annum, largely through property rationalisation and needed to evaluate the EDRMS contribution to further efficiency targets.

3. INSIGHT

ODC introduced members of the Outcome Delivery Network (ODN) as interims to share best practice in information governance and identify shortcomings in current practices. ODN members undertook the roles of Information Management and Benefits Realisation subject matter experts, sharing innovations in Local Government in both these areas.

4. ACTIONS

Undertook analysis of all information holdings, reporting on non-conformances with Information Commissioner Office (ICO) stipulated practices. Developed an improvement plan to support Council’s Chief Information Officer’s response to ICO following an information security handling breach. Developed Business Case for Serco Consulting to support ACCESS (the JV between Serco and Glasgow City Council) in implementing Electronic Document and Records Management (EDRM) solution to support process improvement and enable staff efficiencies. Identified 17 separate areas of cashable and headcount efficiency savings and created an efficiency model that was used to consult with Services in their redesign projects. Developed training modules and Communications plan to support the EDRMS- enabled change programme across 17,000 staff. ODN members managed a 2 year implementation roll out of EDRMS.



5. RESULTS

Managed successful implementation programme to **reduce the floor space utilisation for storage by 77%** and an annual running **cost saving of £1.5million per annum for storage. The new office design included 33,000 linear metres less storage space** than the original layouts. **Our benefits realisation approach identified £5.5 million savings per annum** that contributed to the tomorrow office savings target and the wider efficiency programme.

CLIENT TESTIMONY:

“The approach in Benefits Realisation challenged the way our client team engaged in defining the benefits available to staff and customers alike from Glasgow’s city centre office modernisation programme”. The benefit projections that resulted from this work identified the wide spectrum of opportunities available to the Council which could deliver savings over and above the initial property running cost savings envisaged”.

Duncan Mackison,
COO Buccleugh,
formerly CEO of the Joint Venture between Serco and Glasgow City Council

