



**City Centre "Tomorrow's Office" -  
PORTFOLIO OPTIMISATION &  
BENEFITS REALISATION**



Outcome  
Delivery  
Consulting

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

**Strategic Objective** - Rationalise City Centre offices to reduce operating costs and improve how services are delivered to the citizens of Glasgow.

**Operational Objectives** - Cost reduction. Support improved team working and service redesign. Enable flexible and home working. Dramatically reduce storage requirements in moving to a paperless office environment.

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## 1. CONTEXT

As part of their Tomorrow’s Office transformation programme Glasgow City Council (GCC) planned significant cost reduction through more efficient use of their property holdings.

## 2. CHALLENGE

GCC had a 19 buildings across the city centre, consisting of 94,715 sq m of floor space. GCC wanted to rationalise 6 offices and had an initial targeted saving of £4 million per annum.

## 3. INSIGHT

ODN Members shared best practice in office modernisation and flexible working practices – Members of ODN on the project wrote ‘Reimagining the Office’ and contributed as lead authors to ‘Working Without Walls’ and ‘Working Beyond Walls’ published by the OGC. ODN members provided the Programme Director, Programme Management team, Information Management and Benefits Realisation specialists. ODC provided the innovative approach to Benefits Realisation.

## 4. ACTIONS

Undertook surveys of all properties, benchmarked property space usage and running costs against comparative organisations. Analysed workplace and work style preferences and supported a change management effort to change the way of working across the Council. Prepared options appraisal and business case office rationalisation for consolidated operation. Steve Dickie and Alan Fowler challenged savings available with innovative Benefits Realisation approach – prepared using the following AOD tools:

1. Show Me Event (SME) Table, establishing change vision clarity through a series of workshops
2. CashPoint Table, showing the value of the benefit streams identified
3. ROI Connect table, linking the value at risk for any SME
4. Benefits Dashboard



Consolidated 22 service desks across the city into a single one-stop shop. Prepared a plan to dispose of property and implement a modernisation programme for the remaining properties to improve the facilities and support agile working programme for staff.

## 5. RESULTS

Managed implementation programme **to reduce the organisations floor space utilisation by 63%** and produce a running **cost reduction of £6 million per annum. Our benefits realisation approach identified 50% more savings** than originally targeted.

### 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

