

ENHANCED BUSINESS CASE

New Ways of Working

FIT FOR PURPOSE COUNCIL PORTFOLIO

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1 Section A – General Information

1.1 A1 - Programme Summary

Our goal is to cultivate an agile culture and behaviours throughout the organisation, and to fully implement working practices, technology, and facilities to enable all staff to operate in a fully agile way. This goal needs to be considered in the context of the needs of our residents, businesses, partners, the voluntary and community sector, and visitors.

Agile organisations:

- Are quick to respond to changes and are focused on customer's needs which call for customised rather than standardised offerings
- Use advanced processes, tools, and training to react successfully to the emergence of new competitors, rapid advancements in technology and sudden shifts in overall market conditions

We will do this by:

- Having skilful individuals who are self-aware and are great team players
- Having leaders that inspire others, without losing cohesion
- Continuously learn from experiences and experiments
- Collaborate and have a sharing communication style throughout
- Focus on long-term benefits and values regarded by our customers

Moving our organisation to an agile work environment from a traditional fixed-seating office model is essential to this and requires a cultural change on a massive scale. We are asking our employees who will work in this new way to change their ingrained daily habits and give up the comfort zone of their personal work space. It also means managers learning to manage in a different way and it means people taking responsibility for when, how and where they work to deliver their outcomes for our citizens. It's a time to 'Be Bold and Be Birmingham.'

Being Agile is about bringing people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working to carry out a particular task. It is working within guidelines (of the task) but without boundaries (of how you achieve it). Being Agile is more than working in a different way, it is being and behaving differently. Just investing in new technology and in new work spaces are not enough. We need to engage with the workforce; empowering people in a relationship of trust and responsibility are the key. This involves change in organisational culture and individual mindset, particularly in senior and middle management.

To achieve agile we need to invest in key areas: People in terms of true engagement and additional skills training; Technology for example in Hybrid meeting technology, laptops with cameras, monitors for home workers, the Field Worker Platform; and in Paper reduction – and we need to move as many of our documents as possible online so that they can be accessed anywhere, anytime, enabling greater insight.

It is an approach to getting work done with maximum flexibility and minimum constraints. It goes beyond just flexible working and focuses on eliminating the barriers to getting work done efficiently.

Our staff have embraced flexible working during the pandemic, and there is now an opportunity to take the next step into true agile working where 80-85% of our workforce work, behave and think in a more agile and flexible manner.

COVID has shown us the art of the possible when it comes to working flexibly – we can now leapfrog to the next stage of Council development, with the clarity and leadership needed to do so.

In the Health and Wellbeing Survey carried in January 2021 80+% of those who responded expressed that they would like more flexibility and enjoy working from home.

COVID also revealed and amplified some of the challenges that our communities face. This is a moment in time to galvanise our intention to do better by them, and centre equality in our vision for the future, and in all that we do.

The New Ways of Working Programme is the means to bring together, build upon, and accelerate existing work on developing agile working, a modern workplace, and the provision of locality-based working. NWOW will enable a future that is about neighbourhoods, better use of community-based assets and more services delivered in our communities. The programme will seek to:

Reduce Workforce Inequality – Reducing inequalities in the workplace, for example ensuring those with caring responsibilities can work more flexibly so they can build their careers while balancing the needs of those at home; through locality and remote working increase access to services from our communities, whilst creating a sense of community cohesion between the council and its communities; and for those that choose their home as their contracted place of work we will provide a package of measures for our Home Workers that includes suitable equipment plus any Access to Work equipment required to enable them to achieve their outcomes, with increased wellbeing support to ensure we are an inclusive employer.

Increase staff Communication and Engagement – Through the development of Engagement Champions and Focus Groups we will involve our staff in decisions that shape our future ways of working; stimulate discussion and involvement; and develop “bottom up” solutions to resolve the every-day problems and barriers experienced by them when wanting to be the best they can be in order to deliver greater outcomes. Our use of new digital tools to engage, to communicate, to understand the “pulse” of our organisation and to answer frequently asked questions will stretch all of our imaginations in the art of the possible through experiential learning.

Increase Neighbourhood Working – Enabling the move of services into the community, stimulating economic redevelopment with the Council becoming an anchor institution in more deprived parts of the city. This will be achieved through a combination of the creation of locality workspaces for staff to work in their communities and Public Hubs - an easily identifiable, welcoming place to the public which is central to a community, easily accessible on foot and by public and private transport. A Public Hub will house an array of public services encouraging a modern relationship with our citizens.

Reduce Carbon Footprint – Delivering on our commitments to carbon reduction to zero by reducing the need for staff to commute and reducing energy consumption within our property estate.

Maximise Property Assets – Creating opportunities to better utilise our property estate to the benefit of the city, thereby enabling the Council to realise savings and income.

New Ways of Working directly supports the achievement of one of the three key priorities in the Council Delivery Plan 2020 – 2022:

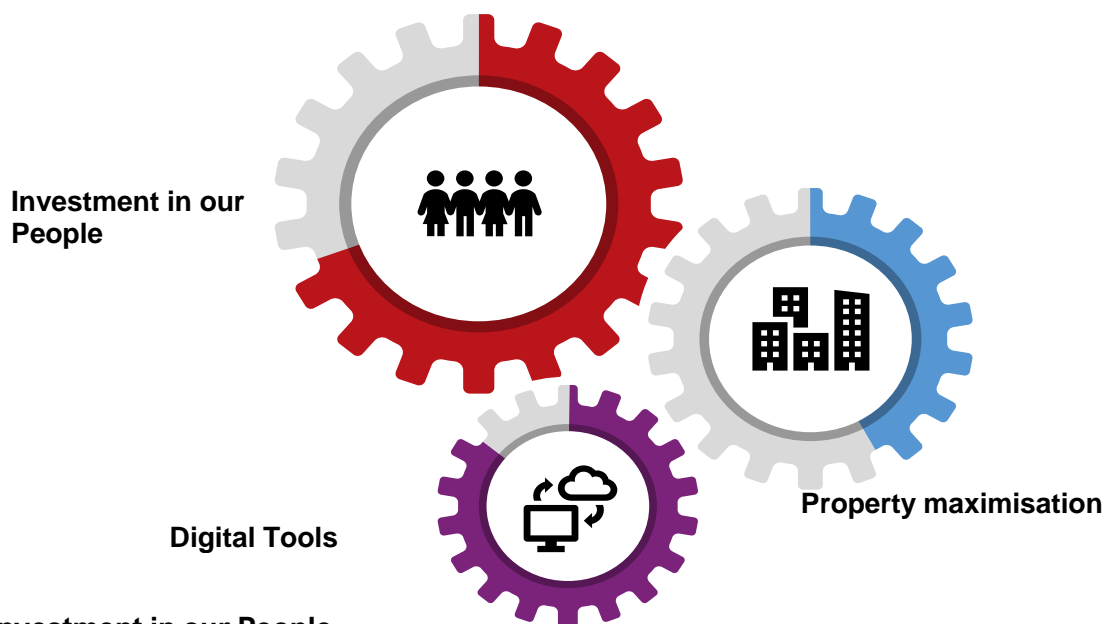
- Being enabled by a Fit for Purpose Council (Delivering New Ways of Working): creating a more responsive, efficient, and effective organisation by ensuring our teams have the capability, confidence, and tools to continue to work where, when, and how they choose, with maximum flexibility and minimum constraints to optimise their performance in support of those we serve.

The other two key priorities outlined below are dependent upon the NWOW programme as a key enabler.

- Inclusive Growth is focussed on stimulating an economic recovery that works for everyone, transforming the landscape of our city while creating opportunities for local communities and ensuring the 'just transition' to a green economy.
- Early Intervention and Prevention is focussed on establishing an empowering and enabling model of early intervention and prevention that 'helps people to help themselves', and ultimately achieve the aspirations they hold for themselves and their communities.

New Ways of Working

NWOW is made up of 3 interdependent cogs, all functioning in unison to enable us to deliver great services to our customers. We will readjust and reimagine all 3 cogs so that we can work in new ways. Of course, each cog will have activities and projects of their own which will change the way we work. Each will be led by dedicated teams, but all 3 must be interlinked with each other in order to succeed. Our People cog is our most important, as without our teams feeling confident, competent and supported to work in new ways we will not succeed.



Investment in our People

We recognise we need to work with and support our workforce. In order to build confidence, change behaviours, enhance our competencies, create empowerment, foster engagement and promote mutual trust, our Agile project plan has been developed to make sure we cover all this and more, including:

- Providing an overarching Agile Framework to clarify how HR, IT and H&S policies apply when working remotely
- And if appropriate we will review our Human Resource policies to make sure they're still fit for purpose
- Providing more training and development across our entire organisation, particularly around IT training so we will have dedicated IT Workforce Development Officers to support individuals to build confidence and competence
- Via our Agile 'One Stop Shop' methodology staff will be able to easily access support, knowledge and 'How To' guides

- Every department will be supported by an Agile Liaison Officer to enable the move to a more agile way of working

We will introduce the use of “**Team Principles**” as part of this. Team Principles are a team agreement of how each team will deliver their outcomes and how they will make Remote and Home Working successful amongst themselves.

IT skills – wrap around support

- We are investing in dedicated Workforce Development IT Officers to provide increased wrap around support to develop IT skills, including:
 - Upskilling opportunities for those who are struggling
 - Access to bite size learning at individuals’ pace
 - 121 support
 - Use of peer to peer support
- If we’re going to be more digital, we’ll also have to break some old habits
 - Less hand written notes....more electronic ones
 - Less duplicating and saving of files.... with more collaboration techniques
 - And of course better communications....with less emails...less attachments and more instant chat

We have access to the software to do it already but as an organisation we need to make better use of it.

Investment in Managers – Outcome based management

- We are introducing a focus on outcomes based management and will have dedicated Senior Workforce Development Officers to support managers with these skills
- This will consist of training as well as one-to-one support to embrace this change
- All Managers will access a range of learning and support to enable them to focus on setting outcomes with individuals
- Outcomes based management and New Ways of Working are being embedded throughout all our learning materials, but dedicated Management Programmes have been developed in response to feedback:
- **The Future Leaders Programme:**
 - Has been built through consultation and piloted with our Service Finance colleagues
 - We have used their feedback to reshape the modules and delivery mechanisms in place to deliver them
 - Roll out of this programme has already begun but our Senior Workforce Development Officers will pump prime this delivery and ensure there is application in practice
- **Human Manager**
 - When the pandemic started, many managers were focused on just one thing as they sought to supervise a newly distributed workforce: productivity. Managers were concerned with making sure their teams and employees were getting the same amount of work done at home as they were while working in the office. Moving forward managers need be focusing on building trust with their employees above all else. That means abandoning micromanagement and shifting the entire function of the manager position to more of a facilitator position: everything from introducing new tools and communication channels to support remote work to ensuring they have license to tend to their home lives when they need to. Our Human Manager programme will teach our managers how to manage their distributed teams with empathy. It’s critical our remote managers are less of a boss

and more of a leader, our employees will be looking to their managers for guidance, and it's important for employees to know their managers are there to support them in the work environment as well as provide support for personal matters as well.

Helping to support the Management of Remote Working

- Delivered over 2 x 3hour virtual workshops
- Flexible - runs fortnightly or in line with identified priorities

Workshop one	Workshop two
Outcome based management	3 C's of Remote Leadership: Clarity, Communication and Connection
Output and productivity	Emotional Intelligence
Employee relations (Policy)	Building Trust
Health and Safety	Engagement
Tools and technology	Wellbeing & Resilience
Sustainable change	Team Principles

An accompanying 'Toolkit for Managers' with links to resources has also been created and will be provided to all managers.

Building Mutual Trust

Being Agile is built on foundations of trust

- Trust that we will deliver the outcomes asked of us
- Trust to choose the most appropriate course of action to achieve those outcomes
- Trust to consider our own wellbeing and safety, as well as considering that of those we work with and to whom we deliver our services
- Trust in the equipment and training that is provided to us

But building trust isn't a one-way street

- Trust must be built between both managers and staff, and between our workforce and our customers
- It requires listening and understanding from all parties
- The training programmes ran as a pilot in February and are being made available now. The workshops will enable an understanding of the power of trust, focusing on:
 - What is Trust
 - Benefits of building trust
 - The 4Cs Trust Model
 - Behaviours that build trust
 - Methods and Tools to build Trust

An Agile One Stop Shop - for all your needs

- We recognise that while there may appear to be lots of support, information and training provided to enable Home or Remote working – it's not good enough, clear enough, or accessible enough
- We want everything staff need to be accessible through a series of Apps that we will install within MS Teams
- We're providing more support to enable everyone to gain the confidence and competence in its use
- "How-to guides" will be accessed through a few clicks of a mouse, providing support and answers
- An increased number of "Video tutorials" will be easy to find on topics such as how to do something in MS Teams, undertaking a dynamic risk assessment, or support with wellbeing

We will be supporting all teams to become more agile

- We are appointing a small dedicated team of Agile Liaison Officers who will support every team at every step
- They'll be a critical friend, discussing teams' agility and the art of the possible
- Where a team is struggling to become more agile, they'll offer additional support
- Checking in with individual team members, as well as managers they'll provide a 360-degree view of every teams' agility, promoting successes and identifying any barriers
- They'll support managers to apply new learning such as Outcomes Based Management, Skills around Trust, how to use Insight etc.
- And they'll check to see how Team Principles are working amongst teams
- At the same time, they'll challenge everyone to become more agile
- They'll help to disseminate key messages, highlight any ideas to the Programme Board and feedback thoughts and ideas on how to support our new ways of working
- And they will help us to measure our change as we adopt new ways of working, so we can report, reflect and improve on it

During the Discovery Phase it has become apparent that managers in BCC need more support to transition to agile that we initially envisaged therefore we have increased the number of Agile Liaison staff in the business case to ensure that this essential change is fully embedded.

Property Maximisation

Driving Cultural Change and Wellbeing With Good Workplace Design

Dealing with employees' resistance to losing their desks is challenging enough, but to truly get the most benefit from an agile work environment, we need to think bigger. We need to ensure that we are creating the best environment for a culture that supports innovation and collaboration. Also, we don't want to slow people down by impeding their productivity as they adjust to the new environment. That means we need to work with staff to plan a productive new environment, and we must educate people about thinking and working differently.

Reimagining the office

As we begin our return to office, the purpose for the workplace needs to be challenged in everyone's minds. Understanding who needs to be in the space and how employees are

motivated is core to rethinking the need for square footage, where space is located and how it's designed.

The renewed purpose for our workplace will be on supporting our foundational need for safety and social connection. Offices will continue to act as value drivers by providing our workforce with secure and optimised environments that support active collaboration and informal community bonding.

We need our estate to meet the need for collaboration and innovation. We will do this by redesigning our buildings and by introducing furniture that encourages people to collaborate and innovate. Detailed proposed floor plans for Woodcock Street and Lifford House are included in the appendices, these designs will be discussed with staff focus groups to ensure that we are creating what staff need to deliver great outcomes. In addition, we will ensure that our buildings have more spaces than before to meet staff needs i.e. Multi Faith rooms, Mothers room, Recovery room etc.

We will do everything to make the change easy and seamless. We won't fuel anxieties by making it time-consuming or cumbersome for people to find a place to work or to find colleagues. Our designs include wayfinding systems that make it quick and easy to get to work. Our goal is to drive a collaborative culture that promotes innovation, where employees are able to adjust their daily tasks as needed in an agile work environment.

Paper Management

To empower our new agile organisation we will need our staff to be able to access documents wherever they choose to work. Therefore, a new paper management E2E process will be introduced to enable the staff to be more agile, productive and efficient whilst reducing paper volumes.

In the Outline Business Case we had made the assumption that this would need to be carried out by a third party organisation however when we investigated BCC capability we discovered that with a small investment we could deliver a zero fee service to directorates and retain a potential external fee earning service.

Therefore, to enable this new process, we plan to zero the internal scanning charge by Dollman Street to the other departments by adding another industrial scanner and 3 staff to ensure that we retain the expertise in house. Documents will be scanned/indexed with at least 5 key index fields including the retention date and then stored in managed Document Management repositories enabling documents to be tracked and the indexes to be searchable.

We will communicate the process with the departments to encourage them to use this facility and remove any non-compliant storage of documents in both physical and electronic forms. And we will also be able to permanently withdraw, scan and index a large volume of the documents stored at Iron Mountain which will make significant financial savings. Obviously we will also work with teams to ensure they limit production of paper going forward, through the development of enhanced IT skills and the social skills to apply this in practice in their individual roles.

Decommissioning Lancaster Circus

In order to dispose of Lancaster Circus, no matter what Stimulating Growth decide to do with it, we need to decommission and relocate all of the BCC services that reside there. These include but are not limited to:

- CCTV Control Room
- UTC
- Emergency Response Team
- BCC network Point of Presence

These are essential services and it is not an option for us to have any interruption in service. In particular these services will be critical in keeping the public safe and to ensure that the Commonwealth Games is delivered successfully. Therefore, moving them prior to the games has been deemed too great a risk and a plan has been drawn up to move them immediately upon the Games completion. Other non-critical IT services will be moved as per the timeline.

This delivery is focused on the safe, risk free and secure relocation of these key services. To decommission, move, restructure and re-install our IT infrastructure effectively, we require a dedicated project Team (IT & Digital Services and 3rd party support) to help ensure the requirements and moves is planned effectively, other activities includes;

- Existing IT infrastructure discovery and site audit
- Design new solution for the alternative location based on the IT requirements
- Coordinate and manage solution implementation
- Plan and implement decommissioning and recommissioning activity
- Plan activity for legacy or systems no longer required and disposed securely.

Digital Tools

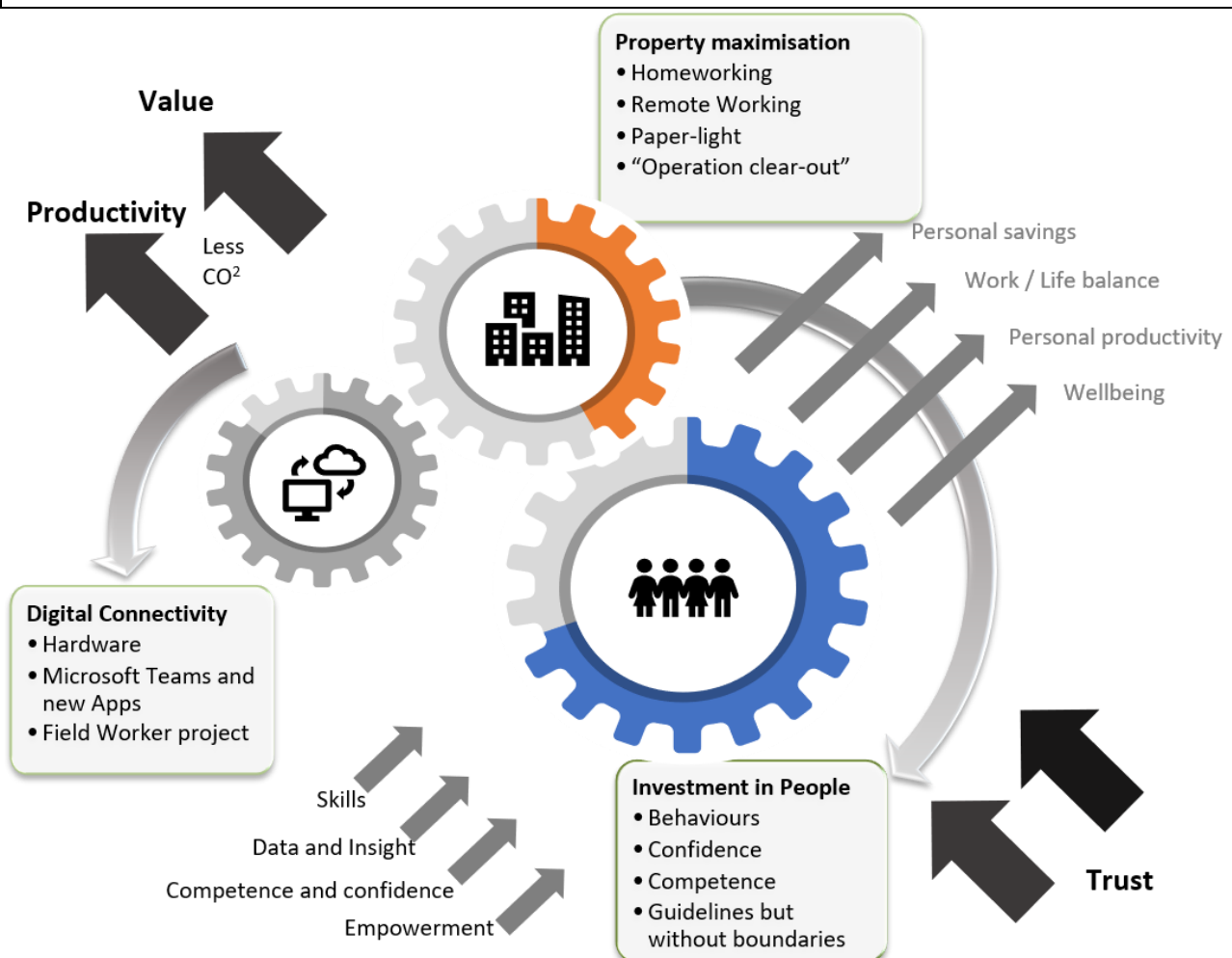
Technology is a key enabler for NWOW, we need to ensure that our staff have the right hardware, software and processes to excel in an agile environment. We have procured powerful machines and software that will open up myriad possibilities for new ways of working such as Microsoft TEAMS. But buying standard hardware and software will not always deliver the productivity gains we are looking for in the complex world of Local Government. Unlocking technology as a business enabler needs a business-led and solution-focused approach. That is exactly where the idea and development of the Field Worker Platform came from. Birmingham City Council employees approximately 7,000 field workers across Directorates, who are “the face” of Birmingham City Council and responsible for delivering frontline services to our citizens of Birmingham. To date there is no standard process for our field workers to use, albeit all field workers are essentially carrying out the same of very similar activities - as a result multiple process, solutions and ways of working are in practice daily and a consequence silo working remains prevalent at Birmingham City Council. They need a solution that will support them in providing a more responsive, flexible and professional service to their customers – a solution that will enhance service to their users as well as making their working lives easier and safer. The Field Worker platform will:

- Standardise the process/user journey for all field workers to give them a consistent view of their work regardless of their customer base
- Provide all case information digitally to field workers so they avoid the need to visit offices or print paperwork

- Centralise 'Risk Markers'/'Warning markers' in order to proactively inform our field workers of risks within the field
- Enable staff to work offline without losing access to casework
- Support field workers to be able to communicate in real time with customers whilst working in the field.
- Reduce the administrative burden of casework, freeing up specialist time to spend on improving the service or supporting more people.

The Field Worker Platform is an essential element in enabling our field workers to become agile as currently they do have access to case information when they are 'out and about' and need to return to offices to access case information and to update case files etc.

Another added value of the Field Worker Platform is that because of how it has been designed it will deliver a platform which can be reused (think of it as a box of Lego bricks that you can use to build other digital business processes) for future digital developments such as: the Insight programme and also in developing our single view of debt reducing the cost of future development.



1.2 A2 – Programme Scope

In Scope	Out of Scope
<ul style="list-style-type: none"> Creation of an agile organisation that delivers an increase in organisational performance and workforce productivity by focusing on outcomes and enabling staff to work in a flexible manner that delivers their best performance. Creation of outcome based management across the whole Council 	<ul style="list-style-type: none"> The development of a new Performance Framework, business planning and associated KPI's this sits with HR/OD as does organisational culture change.
<ul style="list-style-type: none"> Reduction of the Council's CAB estate by 75% 	<ul style="list-style-type: none"> Corporate Landlord Function – The implementation of an effective Corporate Landlord Function
<ul style="list-style-type: none"> Redesign and refit of retained CAB estate into agile buildings 	<ul style="list-style-type: none"> Redesign of operational estate
<ul style="list-style-type: none"> Decommissioning of surplus CAB buildings to include all IT and services 	<ul style="list-style-type: none"> Disposal/repurpose of surplus CAB buildings
<ul style="list-style-type: none"> Relocation of key services from Lancaster Circus and Margaret Street (i.e. CCTV; UTC and Emergency Response) 	<ul style="list-style-type: none"> Council House Complex – Re-imagining and future options / design sits within Localism Programme.
<ul style="list-style-type: none"> The creation of a series of locality workspaces 	<ul style="list-style-type: none"> Creation of multi-functional spaces (Public Hubs) located in the community that will deliver a better citizen and staff experience whilst increasing footfall in the local high street.
<ul style="list-style-type: none"> Paper Management and Storage – Digital mail room, reduced printing, document disposal, scanning, storage, archiving. 	<ul style="list-style-type: none"> Insight Programme – Review, refresh and accelerate the Insight Programme / Data as a Service.
<ul style="list-style-type: none"> Agile technology – the specification and delivery of the technology to enable agile working to include: corporate telephony; mobile devices (i.e. laptops with cameras); Field Worker platform; communication apps; hybrid meeting technology (and processes) 	<ul style="list-style-type: none"> Existing ICT programmes and programmes are out of scope but will be managed as dependencies where appropriate. These sit with IT&D.

2 Section B – Strategic Case

2.1 B1 - Programme Investment Objectives and Outcomes

The investment objectives and outcomes for this project are as follows:

Objectives	Outcomes
<ul style="list-style-type: none"> To increase organisational performance and workforce productivity by focusing on outcomes and enabling staff to work in a flexible manner 	<ul style="list-style-type: none"> Increased performance Increased employee satisfaction Increase in employee work life balance Increase in employee wellbeing
<ul style="list-style-type: none"> To utilise the Council's property estate to maximum effectiveness and efficiency including the provision of modern collaborative spaces and locality-based working 	<ul style="list-style-type: none"> Delivery of revenue savings from surplus CAB estate Delivery of capital receipts form surplus CAB estate Delivery of locality workspaces Reduction in staff commuting and travel
<ul style="list-style-type: none"> To reduce our impact on the climate by reducing the need to travel to and from work and reducing our energy consumption through the rationalisation of our property estate 	<ul style="list-style-type: none"> Reduction in carbon footprint Increase in employee wellbeing
<ul style="list-style-type: none"> To become an employer of choice, attracting and retaining staff through desirable working practices and the removal of barriers often associated with inflexible working arrangements 	<ul style="list-style-type: none"> Reduction in inequality Workforce more representative of the communities we serve Employer of choice Increased retention

2.2 B2 - Programme Deliverables

Deliverable	Expected Timeline
<ul style="list-style-type: none"> All managers trained to set and manage by outcomes 	<ul style="list-style-type: none"> April 2023
<ul style="list-style-type: none"> Creation of an agile organisation 	<ul style="list-style-type: none"> April 2023
<ul style="list-style-type: none"> Reduction in inequalities in the workplace 	<ul style="list-style-type: none"> 12 - 18 months
<ul style="list-style-type: none"> Reduction of CAB estate by 50 % (Lancaster Circus and Margaret Street) 	<ul style="list-style-type: none"> 12 – 24 months
<ul style="list-style-type: none"> Agreement of Children's Trust and Adult Services space requirements – particularly around agile space 	<ul style="list-style-type: none"> 6 months
<ul style="list-style-type: none"> Decision upon next tranche of surplus CAB buildings 	<ul style="list-style-type: none"> 18 months
<ul style="list-style-type: none"> Reduction of CAB estate by circa 75% 	<ul style="list-style-type: none"> 24 – 72 months
<ul style="list-style-type: none"> Lancaster Circus and Lifford House - reformed into agile workspaces 	<ul style="list-style-type: none"> 10 months
<ul style="list-style-type: none"> Creation of Locality Workspaces 	<ul style="list-style-type: none"> 18 – 24 months

<ul style="list-style-type: none"> Improved IT infrastructure to support our Members and staff to work flexibly and remotely 	<ul style="list-style-type: none"> 12- 18 months
<ul style="list-style-type: none"> Zero Charging for Internal Scanning 	<ul style="list-style-type: none"> August 2021
<ul style="list-style-type: none"> New Agile Paper Management Process 	<ul style="list-style-type: none"> August/September 2021
<ul style="list-style-type: none"> Withdrawal of Iron Mountain documents 	<ul style="list-style-type: none"> September 2021
<ul style="list-style-type: none"> Decant of Lancaster Circus 	<ul style="list-style-type: none"> November 2021
<ul style="list-style-type: none"> Lancaster Circus vacated (retain basement) 	<ul style="list-style-type: none"> March 2022
<ul style="list-style-type: none"> Lancaster Circus fully vacated 	<ul style="list-style-type: none"> Oct 2022
<ul style="list-style-type: none"> Margaret Street vacated 	<ul style="list-style-type: none"> March 2022
<ul style="list-style-type: none"> CCTV, UTC and Emergency Response relocation 	<ul style="list-style-type: none"> September 2022

2.3 B3 - Programme Benefits

Benefit	Impact	Measure
<ul style="list-style-type: none"> Increased performance Increased employee satisfaction Increase in employee work life balance Increase in employee wellbeing 	<ul style="list-style-type: none"> Increase in staff retention Employer of choice Increase in council performance 	<ul style="list-style-type: none"> Increase in productivity Health & wellbeing survey
<ul style="list-style-type: none"> Revenue savings from surplus CAB estate Capital receipts from surplus CAB estate Locality workspaces Reduction in staff commuting and travel 	<ul style="list-style-type: none"> Ability to meet shortfall in MTFP Increase in well-being of staff Carbon reduction 	<ul style="list-style-type: none"> On-going savings Reduction in staff mileage claims Improved travel habits Increase in productivity
<ul style="list-style-type: none"> Reduction in carbon footprint Increase in employee wellbeing 	<ul style="list-style-type: none"> Cleaner air in the city Council meets carbon reduction target 	<ul style="list-style-type: none"> Carbon footprint Employee well-being survey
<ul style="list-style-type: none"> Increase in citizen satisfaction with Council Increase in employee satisfaction 	<ul style="list-style-type: none"> Residents are better served Increase in well-being of staff 	<ul style="list-style-type: none"> Customer satisfaction survey Employee satisfaction survey
<ul style="list-style-type: none"> Reduction in inequality More diverse workforce Employer of choice 	<ul style="list-style-type: none"> Workforce more representative of the communities we serve Increased retention 	<ul style="list-style-type: none"> Diversity of workforce Glassdoor's 'Best Companies to Work For' survey Employee retention figures
<ul style="list-style-type: none"> Reduction in running costs (i.e. saving utility costs) to the Council 	<ul style="list-style-type: none"> Savings realised 	<ul style="list-style-type: none"> Reduced utility bills
<ul style="list-style-type: none"> Reduction in staff absence. The reduction 	<ul style="list-style-type: none"> Increase in productivity 	<ul style="list-style-type: none"> Absence figure

in absence experienced over the last 12 months is forecast to continue		
<ul style="list-style-type: none"> Reduction in paper volumes Reduction in Iron Mountain costs 	<ul style="list-style-type: none"> Staff more agile Increase in productivity 	<ul style="list-style-type: none"> Number of confidential waste sacks collected for destruction Number of boxes collected by Dollman Street for scanning
<ul style="list-style-type: none"> Reduction in GDPR risk 	<ul style="list-style-type: none"> More compliant 	<ul style="list-style-type: none"> Number of boxes collected from non-compliant locations Retention dates electronically captured for every document when scanned
<ul style="list-style-type: none"> Improved productivity & efficient business processes 	<ul style="list-style-type: none"> Better service to customers 	<ul style="list-style-type: none"> Less time to retrieve a document from Iron Mountain Reduced of Shared Drive storage space
<ul style="list-style-type: none"> Reduced Carbon Footprint 	<ul style="list-style-type: none"> Less storage required for paper 	<ul style="list-style-type: none"> Carbon Footprint calculation

2.4 B4 - Stakeholders

. Please include any consultation outputs in Section G - Supporting Documents.

<ul style="list-style-type: none"> Members – we have consulted with: <ul style="list-style-type: none"> Leader Deputy Leader Councillor Aikhlaq Councillor Chatfield EMT Senior Leadership - we have consulted with <ul style="list-style-type: none"> CLT ECLT All directorate senior management teams Staff – we have a comprehensive communication and engagement plan to engage and inform all staff Trade Unions – we have fortnightly workshops with all trade unions and ad hoc meetings to discuss and consult on things such as policy External Partners – we have engaged with external partners for the move of essential services out of Lancaster Circus (ATEC Ltd.), Iron Mountain re storage contracts, Restore Ltd. Regarding movement of documentation out of Margaret Street and Acivico regarding ventilation of Woodcock Street Internal Partners – we have engaged with Finance throughout the programme; we have senior members of OD working on the programme, and meet with HR senior leadership team weekly. We meet with IT&D leadership team weekly and we have sub groups, that meet fortnightly, set up with:
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- Property
 - HR/Policy
 - Health, Safety and Wellbeing
 - Management Development
 - IT Skills
 - Programme sub group
 - Agile working group
 - Communications Group
-
- **Communities** – Locality working focuses on involving local people, organisations and partners in shaping and delivering local services. A community engagement programme will be built into the Public Hubs programme that will help to identify the needs of our communities and providing an opportunity to shape Public Hubs.

3 Section C - Economic Case and Options Appraisal

3.1 C1 - Summary of options reviewed at OBC stage

1. 'Do Nothing'

- a. Does not contribute to MTFP shortfall
- b. Does not meet future business needs
- c. No strategic fit
- d. No customer benefits
- e. Stagnant productivity
- f. No reduction in inequality or increase in workplace diversity
- g. Does not contribute to our carbon reduction target
- h. Will require investment in property repairs
- i. No savings delivered through central building management

2. 'Do the Minimum' / Continue Remote Working, as is

- a. Managers not equipped to manage staff remotely
- b. Does not meet future business needs
- c. Work practices are not sustainable
- d. Productivity increases will decrease over time
- e. No benefits to our customers
- f. Does not improve access to services
- g. Does not improve staff diversity
- h. No savings delivered through central management of buildings

3. Optimum Scope / Improvements in agile working

- a. Helps to meet the MTFP requirements
- b. Supports the creation of a workforce that reflects the communities we serve at all levels in the organisation
- c. Creates an agile organisation
- d. Reduces our carbon footprint
- e. Meets the needs of customers, organisation, and staff – establishing strategic fit
- f. Procurement of only a small number of products and services to achieve the objectives

3.2 C2 – Critical Success Factors

The Critical Success Factors (CSFs) for this programme are as follows (bullet points are fine):

Category	Critical Success Factors
CSF1: Business needs - how well the option satisfies the existing and future business needs of the organisation	<ul style="list-style-type: none"> • Helping to meet the MTFP requirements • Creating a workforce that reflects the communities that we serve at all levels in the organisation • An agile by default organisation • Reducing our carbon footprint • Creating a Corporate Landlord Function – bringing the entire BCC property estate under professional management
CSF2: Strategic fit - how well the option provides holistic fit and synergy with other key elements of national, regional, and local strategies	<ul style="list-style-type: none"> • This meets the needs of the Delivery Plan 2020 – 2022
CSF3: Benefits optimisation – how well the option optimises the potential return on expenditure – business outcomes and benefits (qualitative and quantitative, direct, and indirect) – and assists in improving overall VFM (economy, efficiency, and effectiveness).	<ul style="list-style-type: none"> • It meets the short-term needs of the MTFP and delivers on-going savings and/or income improving its VFM • It meets the strategic priority of ‘Delivering new ways of working’ • It delivers the benefits of agile working
CSF4: Potential achievability – the organisation’s ability to innovate, adapt, introduce, support, and manage the required level of change, including the management of associated risks and the need for supporting skills (capacity and capability). Also, the organisation’s ability to engender acceptance by staff.	<ul style="list-style-type: none"> • It is highly achievable as BCC is currently already part way towards becoming an agile organisation as most staff are working remotely and in a recent survey would like to continue
CSF5: Supply side capacity and capability – the ability of the marketplace and potential suppliers to deliver the required services and deliverables	<ul style="list-style-type: none"> • BCC needs to procure a very small number of products and services to achieve the preferred options objectives
CSF6: Potential affordability – the organisation’s ability to fund the required level of expenditure – namely, the capital and revenue	<ul style="list-style-type: none"> • The programme will deliver on-going savings and/or income that will not only help to meet the requirements of the MTFP but also will fund the programme in its entirety.

consequences associated with the proposed investment	
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3.2.1 Overall conclusions and recommendations

Option 3 provides the optimum solution for BCC: it delivers better services for our communities, where and when they want and need them. It will re-invigorate deprived areas with the Council as an anchor tenant, constructing, acquiring, and re-purposing buildings and transforming them into Community and Locality working Hubs, thereby increasing city footfall.

It will change the vision of what working for BCC is, from a traditional council, with an inherently poor public sector image, to one that is appealing to citizens, businesses, and future employees alike, seeing BCC as a leading, future thinking organisation on which they can depend, and for which to work.

This will enable the Council to attract the best minds and to become an employer of choice by offering workforce agility and empowerment to deliver their outcomes with maximum flexibility and minimum constraints. It will broaden the available talent pool from which to recruit and allow the Council to increase its levels of diversity and inclusion.

This option will ensure that all agile workers will have fit for purpose technology, enabling them to work anywhere, and ensuring that we meet DSE requirements. It will protect our data and meet mandated GDPR requirements, and it will champion collaboration and connectivity, ensuring that everyone understands what is expected of them at all times.

Preferred option

*The preferred and agreed option at OBC stage was as follows: **Option 3***

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3.3 C3 - Risks and Issues

Please outline your top risks and issues as per the implementation of your preferred option

No.	Description	Impact	Mitigation
1	There is a risk that Trade Unions reject NWOW proposals	NWOW benefits are not realised	Fortnightly workshops with TU's to jointly develop approach
2	There is a risk that management and staff do not embrace agile working	NWOW benefits are not realised	Comprehensive and integrated change programme to embed change Agile Liaison staff to work across all directorates
3	There is a risk that optimism bias will lead to overstating the organisation's ability to effect timely and lasting behavioural change	BCC do not realise the benefits of NWOW	Ensure change element is designed, approved, and delivered, starting with a baseline and monitoring change acceptance / compliance against that baseline. Focus on managers to ensure their understanding and support to drive lasting change
4	There is a risk that we end up with a two tier council i.e. non-office based staff do not benefit from agile working but 'back office/HQ' staff do	Inequality of job roles in the council leading to staff unrest	Ensure that spectrum of agility applies to all roles in varying degrees
5	There is a risk that if we try to relocate CCTV, Emergency Response and UTC from Lancaster Circus prior to Commonwealth Games we will endanger the games delivery and safety of public	We will potentially endanger the delivery of the Commonwealth Games and the public	Plan to move all of these services immediately after the Commonwealth Games

6	There is a risk that a reduction of staff working daily from City centre may also present some issues such as a reduction in spend in the local economy, for example lunch time food purchases and after work social meetings	City centre business suffer a downturn in income	For example 'Less spend in City more spend in Erdington!'
7	There is a risk that resistance to change from storage culture (from hard copy and Iron Mountain)	Need more office space to store documentation. Increase in offsite storage costs No reduction in carbon	NWOW communications to educate staff; Workshops discover paper light processes. Zero scanning charge
8	There is a risk that un-identified services/facilities provided from Lancaster circus, may be identified throughout the project that will require additional works and costs.	Financial impact to the project.	Detailed scoping from start of the project to capture more details of all services (ongoing)
9	There is a risk that end of life IT equipment may incur additional charges	Costs impact to the project.	Detailed scoping to establish legacy systems and plan for replacement.

3.4 C4 – Other Impacts of the Preferred Option

<p>Positive Impacts</p> <ul style="list-style-type: none"> • Increase in staff well-being – giving staff more autonomy over how, when and where they work has been proven to improve staff well-being. • Increase in collaborative space which will facilitate collaborative working and across directorates. • Increase in locality working i.e. more staff working in communities – as we create locality working spaces and Public Hubs more staff will be out working in their communities, this will give them a greater sense of belonging and promote cross directorate working. • Increase in spend in communities by Council staff – again as we create locality working spaces and Public Hubs more staff will be out working in their communities, spending money in their communities on lunch, coffee etc. thus improving the fortunes of local businesses <p>Negative Impacts</p> <ul style="list-style-type: none"> • Potential impact upon on some staff mental health – which needs to be managed and monitored by managers

- Remote working can create barriers to opportunities for interaction, connectivity and collaboration. The NWOW Management training will show managers how to use tools like video conferencing, voice and mobile apps to maintain collaboration and productivity, and enhance it.

4 Section D – Commercial Case

This considers whether realistic and commercial arrangements for the project can be made

4.1 D1 - Partnership, Joint venture and accountable body working

Describe how the project will be controlled, managed and delivered if using these arrangements

This programme will be managed using the corporate standard Programme Management methodology based on Managing Successful Programmes (MSP), linked with the assurance, guidance and compliance structures established by the CPMO.

4.2 D2 - Procurement implications and Contract Strategy

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

Subject to further analysis, wherever possible, there will be an attempt to reduce externally generated costs and risk by leveraging existing Council resource. Where required, the procurement strategy will seek to leverage existing frameworks such as G Cloud 12.

Specific management, control and performance clauses include:

- The duration of contract(s) and any break clauses
- The aim for fixed price, payment on milestones where appropriate for consultancy
- Service provider roles and responsibilities
- Payment / charging mechanisms, including prices, tariffs, incentive payments etc.
- Configuration management
- Service provider failure, in terms of timeliness, specification, price or quality.
- Intellectual property rights
- Compliance with appropriate regulations etc.
- Resolution of disputes and disagreements between the parties
- Allocation of risk
- Knowledge transfer and mentoring
- End of contract options

4.3 D3 - Staffing and TUPE implications

It is anticipated that the TUPE – Transfer of Undertakings (Protection of Employment) Regulations 1981 will not apply to this programme of work.

The programme is working very closely with all of the Trade Unions to shape and build the programme and how it will be delivered. Every fortnight we hold a 2 hour workshop with the TU's to discuss the next phase of the programme get their ideas and thoughts before we proceed.

It is very important that a NWOW programme is anchored in HR/OD as NWOW will affect how everyone with the council works. Therefore, NWOW programme is working very closely with HR and OD to shape what and how we deliver to ensure that it is helping to build the culture that BCC seeks to achieve. The Change Lead and the Change Manager are senior BCC HR/OD professionals and all of the Change team will be sourced from the business so that we ensure that the change will be embedded and all of the knowledge remains in the business.

5 Section E – Financial Case

This section sets out the cost and affordability of the programme

5.1 E1 - Impact on the organisation's income and expenditure account

The payment stream for the scheme over the intended lifespan of the project is as follows, a comprehensive cost builder and financial profiling information can be found in Section G – Supporting Documents:

£(m) xxx	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Future Years	Total
	£(m)	£(m)	£(m)	£(m)	£(m)	£(m)	£(m)	£(m)	£(m)
Preferred choice:									
Capital		£3.67	£3.88	£0.00	£0.00	£0.00	£0.00	£0.00	£7.55
Revenue		£1.88	£2.47	£0.10	£0.10	£0.10	£0.10	£0.10	£4.75
Total		£5.55	£6.35	£0.10	£0.10	£0.10	£0.10	£0.10	£12.3
Funded by:									
Existing MTFP saving		£0.67	£1.35	£1.35	£1.35	£1.35	£1.35	£1.35	£7.42
Existing Capital funding		£1.90	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1.90
Total		£2.57	£1.35	£1.35	£1.35	£1.35	£1.35	£1.35	£9.32
Additional		£2.98	£5.00	-£1.25	-£1.25	-£1.25	-£1.25	-£1.25	£2.99
Total		£2.98	£5.00	-£1.25	-£1.25	-£1.25	-£1.25	-£1.25	£2.99

5.2 E2 - Impact on the balance sheet

The proposed expenditure will have the following impact

The proposed expenditure is unlikely to have an adverse impact on the Balance Sheet. The fixed asset may reduce slightly due to the planned disposal of Lancaster Circus to fund the programme, but this is potentially more beneficial than funding the programme via prudential borrowing which will increase the debt/liabilities on the Balance Sheet.

The ongoing MTFP savings that will be generated over the medium to long term will ensure that the Balance Sheet remains in a better position.

5.3 E3 - Overall affordability

The cost of the project is 10.4m (total capital expenditure (£7.55m) plus total revenue expenditure (£4.75m) less existing capital funding (£1.9m).

Note: costs should be broken down, as appropriate, within the categories shown for the design, build and operational phases of the scheme. In all cases, capital charges, VAT, and the cost of risk should be shown separately.

5.4 E4 – Approach to Optimism Bias and Provision of Contingency

Costs in this business case have been quoted at either fixed price or where not practicable they include a 15% contingency.
Staffing costs it has been assumed that the staff are full time and won't take any annual leave throughout the delivery.

5.5 E5 – Taxation

Please indicate if there are any tax implications and how you will manage them, including VAT

There should be no adverse VAT implications for the City Council in this scheme as any VAT paid to contractors or third parties is reclaimable.

6 Section F – Management Case

This section considers how robust your programme delivery plans and arrangements are

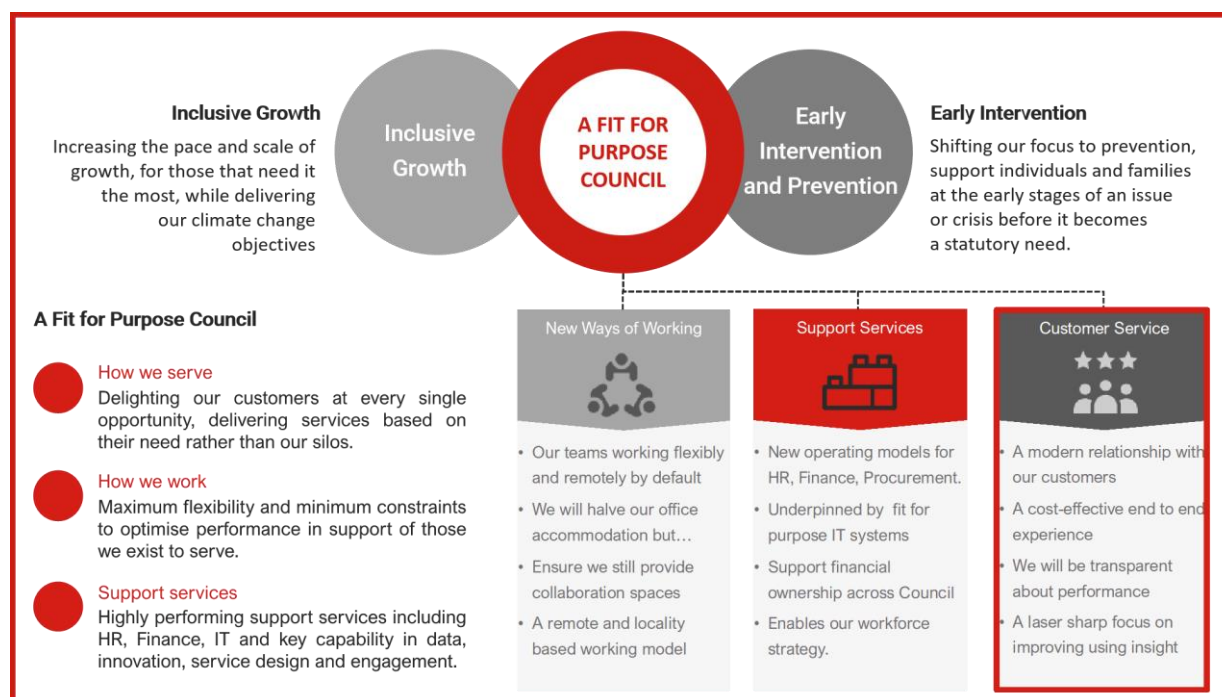
6.1 F1 - Programme management arrangements

The NWOV programme is an integral part of the Fit for Purpose Council Portfolio which comprises several programmes aligned to the delivery plan. The portfolio exists to understand, and implement, how the Council will transform over the short, medium, and longer term, in support of its progressive vision.

In part, the portfolio is about the here and now, ensuring that we deliver against the commitments we have already made, many of which are captured within the Modern Council Programme, and to take the opportunity to embed and sustain the positive changes that we have made in our response to the COVID-19 pandemic.

In doing so, we must be cognisant of other parts of the portfolio – determining the type of Council that Birmingham needs in the medium and longer term, to better deliver its vision, emergent thinking, and ambitions from thematic perspectives - how to; stimulate growth that benefits those who need it most, while achieving carbon goals; and, shifting our emphasis from crisis to prevention.

The visual below provides a high-level summary of how the programme relates to the parent portfolio and to other strategic transformation initiatives across the Council.



This programme will be managed using the corporate standard Programme Management methodology based on Managing Successful Programmes (MSP), linked with the assurance, guidance and compliance structures established by the CPMO.

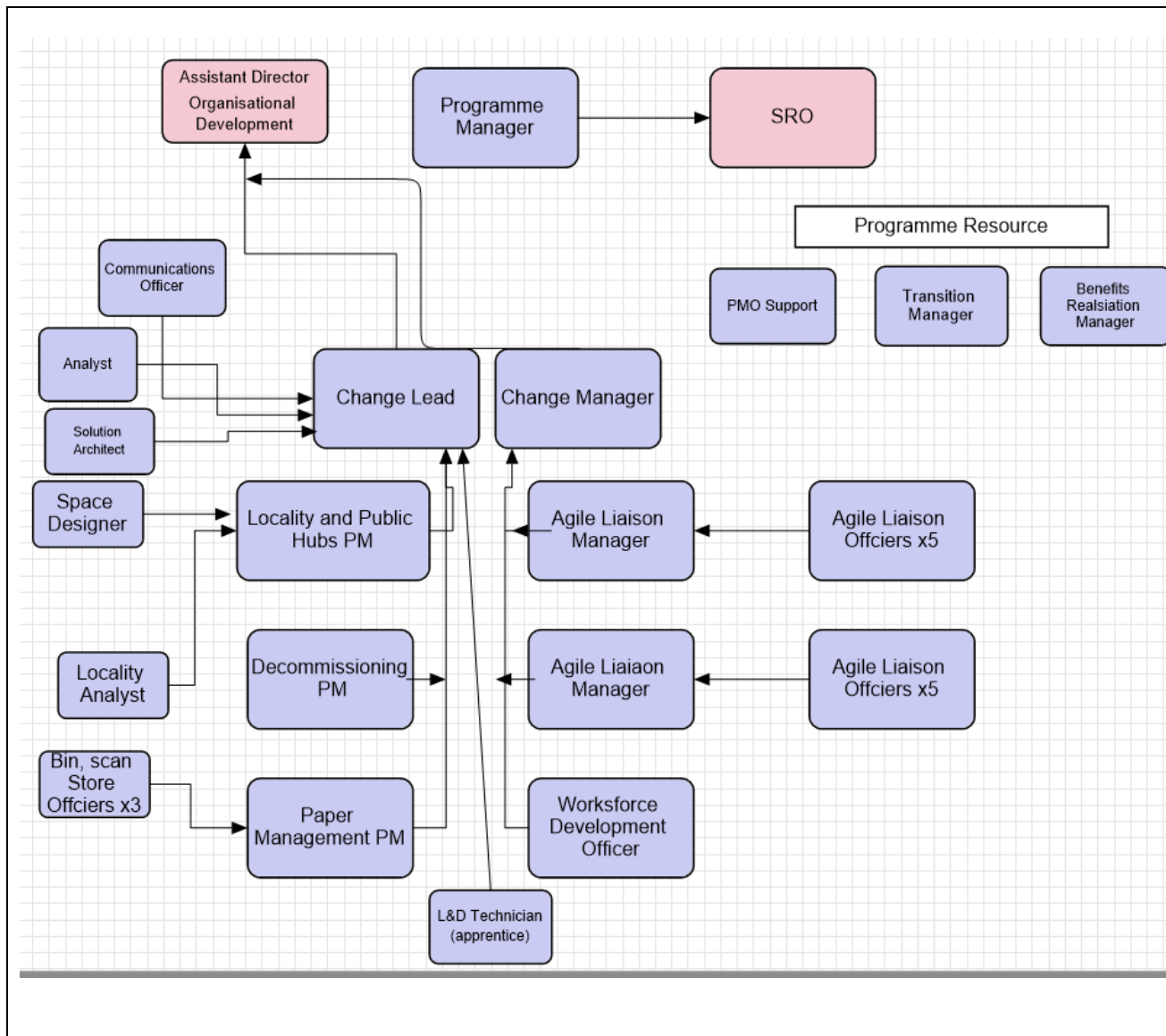
6.2 F2 - Programme management arrangements

The project will be managed in accordance with PRINCE 2 methodology. The programme has 6 key workstreams

NWoW Programme Workstreams	
Workstream	Description
Programme Management	Design, planning, delivery management, monitoring, reporting, and benefits realisation
Decommissioning of Buildings	Decommissioning of CAB buildings including the re-location essential services such as: CCTV; UTC and Emergency Response
Agile space design and Locality Hub Working	Project Manager and Support Team – design and realisation new agile space; Identification and delivery of locality workspaces for staff
Paper Management	Project Manager and Support Team – Identification and delivery of store, scan or disposal of documentation. Realisation of new scanning facility
Change Management	Change Lead, Agile Liaison Manager and officers, IT development officers – Supporting the business and cultural change and championing new ways of working internally
Technology	Delivery of the Field Worker Platform; Technology requirements for agile working; Telephony Strategy; Technology design for agile workspaces; workplace technology; Hybrid meeting technology; new apps etc.

6.2.1 Programme reporting structure

The reporting organisation and the reporting structure for the project are as follows:



6.2.2 Programme roles and responsibilities

These are as follows:

Programme role	Responsibilities	External/Internal
Transformation Director	<ul style="list-style-type: none"> Oversight and accountability for the Fit for Purpose Council Portfolio 	<ul style="list-style-type: none"> External
Programme Sponsor	<ul style="list-style-type: none"> Oversight and accountability for the NWOW Programme 	<ul style="list-style-type: none"> Internal
Programme Manager	<ul style="list-style-type: none"> Development of the Outline and Full Business Cases Ongoing programme management in line with BCC / CPMO standards, including programme governance, definition, design, planning, delivery, reporting, 	<ul style="list-style-type: none"> External

	benefits realisation cost management, and RAID management, etc.	
Change Lead	<ul style="list-style-type: none"> Design and lead on internal business change requirements and transition 	<ul style="list-style-type: none"> Internal
Change Manager	<ul style="list-style-type: none"> Lead on all the Internal Change 	<ul style="list-style-type: none"> Internal
Business Analyst	<ul style="list-style-type: none"> Support Project and Programme Managers with relevant data analytics, insight and baselining Be the internal 'fact finder' 	<ul style="list-style-type: none"> Internal/External
Solution Architect	<ul style="list-style-type: none"> Support Project and Programme managers with design and solution engineering management 	<ul style="list-style-type: none"> External
Finance Lead	<ul style="list-style-type: none"> Support Project and Programme Managers in developing the Full Business Case Develop the NWOW financial / benefits cases 	<ul style="list-style-type: none"> Internal
Communications Officer	<ul style="list-style-type: none"> To communicate about the programme 	<ul style="list-style-type: none"> Internal
PMO Support	<ul style="list-style-type: none"> To support the programme in meeting the requirements of CPMO 	<ul style="list-style-type: none"> External
Learning and Development Technician (Apprentice)	<ul style="list-style-type: none"> To maintain all of the L&D IT requirements of the programme 	<ul style="list-style-type: none"> External (Apprentice)
Agile Liaison Manager	<ul style="list-style-type: none"> To oversee the delivery of the support given to directorates around the people change elements of the programme 	<ul style="list-style-type: none"> Internal
Agile Liaison Managers x 10	<ul style="list-style-type: none"> Support for every department to enable the move to a more agile way of working 	<ul style="list-style-type: none"> Internal
Workforce Development Managers x 2	<ul style="list-style-type: none"> Additional resources in order to deliver at increased pace, increased capacity and in new ways 	<ul style="list-style-type: none"> Internal
Paper Management PM	<ul style="list-style-type: none"> To manage disposal of paper from Lancaster Circus and deliver firm quotations 	<ul style="list-style-type: none"> External
Locality and Public Hubs PM	<ul style="list-style-type: none"> To identify Locality workspaces – and deliver firm quotations 	<ul style="list-style-type: none"> External

Locality PM	<ul style="list-style-type: none"> To identify locations of Public Hubs; liaise with services; partners; 3rd sector and external partners to determine optimum make of Public Hubs; deliver firm quotations and plan to deliver Public Hubs 	<ul style="list-style-type: none"> External
Space Designer	<ul style="list-style-type: none"> To redesign the retained buildings in to agile workspaces To design locality workspaces and Public Hubs 	<ul style="list-style-type: none"> External
Bin, Scan, Store officers x 3	<ul style="list-style-type: none"> To support the Project Manager and to decant Lancaster Circus/Margaret Street and Woodcock Street paper 	<ul style="list-style-type: none"> Internal

6.2.3 Programme plan

This is as set out in the following table.

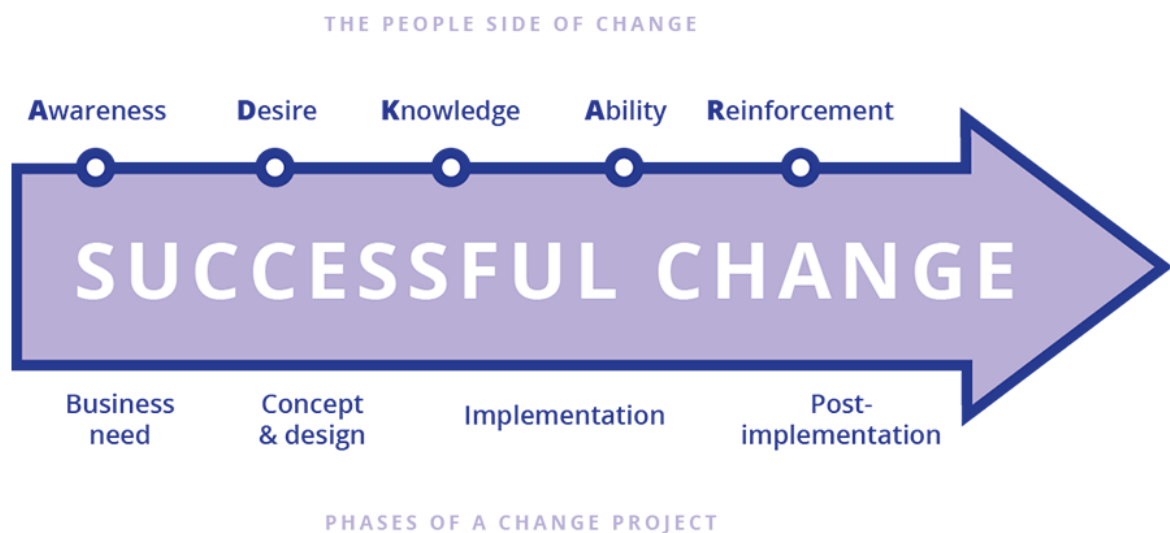
Milestone Activity	Week Beginning
Enhanced Business Case sign off	August 2021
Communication apps on stream	June 2021
Management by Outcomes Training	June 2021
Managing Remote Teams Training	June 2021
Distribution of Laptops with cameras	May 2021
Returned laptops distributed to local schools	May 2021
Assessment of paper complete	28 th August 2021
Paper Management Project Plan Approved	2nd August 2021
Operational Readiness Review of new Paper Management Process	4 th October 2021
Post Implementation Review	14 th February 2022
Handover to Service Delivery	28 th February 2022
Microsoft Teams Training	May 2021
Lancaster House vacated (basement excepted)	April 2022
Lancaster Circus fully vacated	September 2022
Disposal of Lancaster Circus	To be agreed with Inclusive Growth
Relocation of Council House staff back to Council House	Dependent upon refurbishment timeline
Release of Margaret Street to Museums Trust	April 2022
Sign off of design of Woodcock Street	Sept 2021
Refit of Woodcock Street complete	April 2022
Sign of design of Lifford House	Sept 2021
Refit of Lifford House Complete	April 2022
First Locality workspace opens	June 2022
NWOW scanning service up and running	August 2021
Iron Mountain savings realised	September 2021
Bin Scan Store campaign begins	August 2021

6.3 F4 - Arrangements for change management

The strategy, framework and plan for dealing with change management are as follows.....

We will be using ADKAR is one of the most well-known and widely-known frameworks. In a programme such as NWOW change happens at an individual level. Individual staff members must change their behaviours for change to happen at an organisational level.

So, to make change happen within BCC, we must first understand how to change the individual. The ADKAR change management model allows us to focus on what drives individual change. These activities then lead on to achieving organisational results.



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It advocates a bottom-up approach that begins with the individual employee and ends with organisational change.

The acronym stands for:

- Awareness of the need for change
- Desire to support the change
- Knowledge of how to change
- Ability to demonstrate skills and behaviour
- Reinforcement to make the change stick

This model is well-established and has a track record of success.

The great thing about ADKAR change management is that it provides clear goals for change management activities. Step 1 is to achieve awareness. Step 2 is to achieve desire. Step 3 is to provide the knowledge. And so on.

It also provides a language and framework in which to discuss change for employees, managers, and senior leaders.

6.4 F5 - Arrangements for benefits realisation

The strategy, framework and plan for dealing with the management and delivery of benefits are as follows.....

The Benefits Realisation Plan (BRP) describes the objectives and benefits associated with a project and how these benefits will be delivered. It ensures that the project is designed and managed in the right way to deliver quality and value benefits to patients, staff and local communities. The BRP also defines how and when outcomes and benefits are measured.

Benefit	How will this benefit be delivered
Reduction in inequality of workforce	Recruitment and retention of staff for whom a 9-5 office role is not possible i.e. people with caring responsibilities. Recruitment
Capital Receipts	Through the vacation CAB buildings – and their subsequent disposal
Revenue savings	Through the vacation CAB buildings – savings from running costs
Reduction in carbon footprint	Staff no longer commuting to CAB buildings everyday. Reduction in face to face meetings through the introduction of hybrid meeting technology. Reduction in printing and paper production. Disposal of CAB buildings.
Reduction in sickness/absence	Agile working delivers a better work life balance for staff
Increased staff well-being	Agile working delivers a better work life balance for staff
Workforce more representative of the communities we serve	Target and recruit people from under representative communities to work for the council, with the potential to offer more locally based apprenticeships within our Locality buildings and hubs
Increased retention	Agile working delivers a better work life balance for staff. It is what staff have asked for and flexibility will lead to better retention.
Employer of choice	Ability to work in an agile way is fast becoming key pre-requisite for people

	choosing an employer (particularly for millennials)
Employee productivity and satisfaction	Measurement by outcomes and not time.

*A copy of the project benefits register is to be found in Section G - Supporting Documents
This sets out who is responsible for the delivery of specific benefits, how and when they will be delivered and the required counter measures.*

6.5 F6 - Arrangements for risk management

The strategy, framework and plan for dealing with the management of risk are as follows.....

The NWO risk management strategy is proactive and designed to effectively manage risks and involves:

- identifying possible risks in advance and putting mechanisms in place to minimise the likelihood of them materialising with adverse effects
- risk management processes in place to monitor risks, and access to reliable, up-to-date information about risks
- controls to mitigate against the adverse consequences of the risks, if they should materialise
- decision making processes supported by a risk framework for risk analysis and evaluation

Risk management framework

- a risk management framework, within which risks are identified, mitigated and managed
- senior management support, ownership and leadership of risk management policies
- clear communication of organisational risk management policies to all staff
- embedding risk management fully into business processes and ensuring it is applied consistently

NWO has an up to date risk register which is constantly under review and issues and risks will be managed within tolerance, and the programme manager will use the 'take corrective action' activity to resolve it, only bringing it to the attention of the programme board when the programme manager creates their next Highlight Report. Whenever corrective action would not save the stage all the programme from going beyond tolerance limits, then the situation will be escalated to Programme Board which meets every fortnight.

A copy of the risk register is to be found in Section G - Supporting Documents

6.6 F7 – Arrangements for dependency management

The strategy, framework and plan for dealing with the management of dependencies are as follows.....

New Ways of Working have no significant dependencies on other programmes however if any arise they will added to the Master RAID log and managed through regular meetings to track progress.

6.7 F8 – Arrangements for Impact assessments

The approach to be used to undertake impact assessments are as follows....(Inc. Data, Privacy, Environmental and Equality)

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

25. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

A Full EIA (EQUA 674) is attached, which has been shared with our TU colleagues. We have also taken the decision to review our EIA with our TU colleagues on a quarterly basis ensuring we are able to identify any impact on protected characteristics at all stages of our programme.

6.8 F9 - Arrangements for contract management

The strategy, framework and plan for contract management are as follows.....

Specific management, control and performance have been identified during the programme Discovery phase and include:

- The duration of contract(s) and any break clauses
- The aim for fixed price, payment on milestones where appropriate
- Service provider roles and responsibilities
- Payment / charging mechanisms, including prices, tariffs, incentive payments etc.
- Configuration management
- Service provider failure, in terms of timeliness, specification, price or quality.
- Intellectual property rights

- Compliance with appropriate regulations etc.
- Resolution of disputes and disagreements between the parties
- Allocation of risk
- Knowledge transfer and mentoring

6.9 F10 - Arrangements for post project evaluation

The arrangements for post implementation review (PIR) and project evaluation review (PER) have been established in accordance with best practice and are as follows:

Using best practice an in-depth Post Implementation Review will take place and will include:

- **Gap Analysis**
 - To evaluate how closely the programme results match the original objectives
- **Whether the programme goals were achieved**
 - How does the end result compare with the original project plan, in terms of quality, schedule and budget?
- **The satisfaction of stakeholders**
 - Were the end users' needs met?
 - Is the programme sponsor satisfied?
 - What are the effects on the client or end user?
 - If key stakeholders aren't satisfied, how should this be addressed?
- **Identify lessons learned.**
 - How well were the programme's deliverables assessed, and how well were timescales and costs assessed?
 - What went wrong, why did these things go wrong, and how could these problems be avoided next time?
 - What went well, and needs to be learned from?
- **Report findings and recommendations.**
 - What have we learned from this review?
 - Do you need corrective action to get the benefits we want?
 - What lessons have we learned that need to be carried forward to future programmes/projects?

- Does this programme naturally lead on to future projects, which will build on the success and benefits already achieved?

6.9.1 Post implementation review

This review ascertains whether the anticipated benefits have been delivered. The review is timed to take place in April 2023.

- Assessment of the programme costs and benefits.
 - What were the final costs?
 - What will it cost to support in the future?
 - How do the costs compare with the benefits achieved?
 - If the programme hasn't delivered on its expected financial benefits, how can this be improved?
- Identify areas for further development.
 - Have all of the expected benefits been achieved? If not, what is needed to achieve them?
 - Are there opportunities for further training and coaching that will maximise results?
 - Could we make further changes, which would deliver even more value?
 - Are there any other additional benefits that can be achieved?

6.9.2 Project evaluation review (PER)

This review appraises how well the project was managed and whether or not it delivered to expectations. It is timed to take place in April 2023.

Using best practice an in-depth Programme Evaluation Review will take place and a report created. It will be generated from feedback from Post Programme Report Questionnaire that will be circulated to all key stakeholders.

6.10 F11 - Gateway review arrangements

This Enhanced Business Case has been through the following reviews:

Programme Board
CPMO
CLT
Deputy Council Leader
Council Leader

6.11 F12 - Contingency plans

In the event that this project fails, the following arrangements are in place to guarantee the continued delivery of the required services and outputs.....

NWOW is fundamentally a people change programme and as such the change elements are being delivered by and are embedded within BCC organisational development. There is learning built into the programme to ensure that we refine it as we go along. If the change does not 'stick' then OD will be in a position to repeat it with the benefit of the learning we will have embedded. Other elements of the programme such as paper lite are simple process changes that have been successfully implemented elsewhere and as such there is every reason to believe will be success in Birmingham however there will opportunities to revisit processes and training if people do not 'get it. With building re-c configuration we will design the building and furniture to be reconfigurable so if we can redesign with minimal effort and cost if it does not work.

7 Section G – Supporting Information

7.1 Equality Impact Assessment 674

7.2 RAID Log

Risk ID	Risk description and Impact	Date Raised	Risk Category	Risk Owner	Proximity of Risk	Target Resolution	Estimated Cost of	Mitigation Actions and Owners	Direction of Travel	Current Risk Assessment	
										Impact	Likelihood
R1	Field Worker will not be funded if the FW Team do not deliver robust savings agreed by the business	19-01-21	Professional/Ma nagerial	Robin Burton	5		TBD	PM to work with team and to identify consultant to help them if required - RB	Improved	4 - High	2 - Low
R2	Cannot recruit required quality team in timely manner	19-01-21	Professional/Ma nagerial	Robin Burton	4		TBD	Create tender to engage a PSC - RB	Improved	5 - Very High	2 - Low
R3	There is a risk that we cannot vacate Lancaster Circus if we cannot move CCTV/UTC in timeframe because the 3rd parties cannot commit to move	19-01-21	Partnership/Con tractual	Robin Burton	3		TBD	Work with 3rd party to identify ways to accelerate - RB	Unchanged	5 - Very High	2 - Low
R4	There is a risk that we cannot vacate Lancaster Circus if Children's Trust do not agree to leave.	19-01-21	Partnership/Con tractual	Robin Burton	3		TBD	Escalate to Senior Management - RB	Improved	5 - Very High	3 - Significant
R5	There is a risk that we cannot vacate Lancaster Circus if cannot access LC to assess scanning costs	19-01-21	Environmental	Robin Burton	4		TBD	If building access not possible work with estimates - RB	Improved	3 - Significant	2 - Low
R6	There is a risk that we cannot remodel WC of Lifford House and generate costs if we cannot gain access access	19-01-21	Environmental	Robin Burton	4		TBD	If building access not possible work with estimates - RB	Improved	3 - Significant	2 - Low
R7	There is a risk that we cannot vacate Lancaster Circus if cannot move key IT (i.e. POP site) out of Lancaster Circus	19-01-21	Technological	Robin Burton	3		TBD	Create POP site elsewhere	Improved	5 - Very High	3 - Significant
R8	There is a risk that we cannot vacate Lancaster Circus if the suggested location to move POP site unsuitable	19-01-21	Technological	Robin Burton	3		TBD	Woodcock Street	Improved	5 - Very High	3 - Significant
R9	There is a risk that NWOW cannot be delivered if the Trade Unions reject NWOW proposals	19-01-21	Legislative	Robin Burton	2		TBD	Workshop and consult to identify way forward	Unchanged	5 - Very High	3 - Significant
R10	There is a risk that we cannot vacate Lancaster Circus if Management and staff do not embrace agile working	04/2021	Professional/Ma nagerial	Robin Burton	3		TBD	Integrated and comprehensive change and training programme - Tracy Kirtton	Improved	5 - Very High	3 - Significant
R11	There is a risk that we cannot deliver the change programme if we cannot create job evaluations because structure not agreed and therefore cannot recr	04/21	Professional/Ma nagerial	Tracy Kirtton	4		TBD	Agree lead grade and agree structure asap	Worsened	5 - Very High	4 - High
R12	There is a risk that NWOW will not meet it's objectives and not deliver the benefits if the Programme does not address the Trust issue between Manager	04/2021	Professional/Ma nagerial	Robin Burton	3		TBD	Engage with staff to ensure that they are part of the design and ownership of the solutions - Tracy Kirtton	Improved	5 - Very High	4 - High
R13	There is a risk that we will not deliver Public hubs and locality space if the scope and requirements are not clearly defined and that the conflicts of interest with other ongoing initiatives with internal & external parties (scope and reqs + risk of conflict)	04/2021	Political	Robin Burton	3		TBD	Complete a business case and ensure purpose is well defined in PDD	Unchanged	4 - High	3 - Significant
R14	There is a risk that we will not deliver Public Hubs and locality space that meet the needs of communities and/or staff	04/2021	Professional/Ma nagerial	Robin Burton	3		TBD	Define the scope in detail via design workshops with input from subject matter experts and end users	Unchanged	4 - High	3 - Significant
R16	There is a risk that we cannot vacate Lancaster Circus if we do not identify all of the services/facilities provided from Lancaster circus.	29-03-21	Financial	Mary Nsikan	3		TBD	Detailed scoping from start of the project to capture more details but no guaranteed everything will be captured.	Unchanged	3 - Significant	3 - Significant
R17	There is a risk that the Common Wealth Games associated works may impact Lancaster Circus 2022 closure.	29-03-21	Partnership/Con tractual	IT/Mary Nsikan	2		TBD	Joint planning to cover all works, associated 3rd party involvement and dependencies on other key projects to avoid impacts on the Common Wealth Games		5 - Very High	4 - High
R18	There is a risk that the End of life IT equipment may incur additional charges	29-03-21	Financial	IT/Mary Nsikan	3		TBD	Detailed scoping to establish legacy systems and plan for replacement.		3 - Significant	4 - High
R19	There is a risk that the Enhanced Business Case will not stack up financially	29-03-21	Financial	Economic	3	3	2	Work closely with finance lead to ensure we have robust costs and agreed savings		5 - Very High	3 - Significant