

## CITY OF PLYMOUTH

<b>Subject:</b>	Overview and Update of People, ICT and Accommodation Strategies
<b>Committee:</b>	Cabinet / Overview and Scrutiny Management Board
<b>Date:</b>	9 February 2010 / 15 and 17 February 2010
<b>Cabinet Member:</b>	Councillors Bowyer and Ricketts
<b>CMT Member:</b>	Director for Corporate Support
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<b>Part:</b>	I

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### **Executive Summary:**

#### **The Vision for Plymouth City Council**

Our organisation will change over the next few years. We have already seen the development of the Amey partnership, setting up of PCH, selling of City Bus, embedding of the Children's Trust and co-location of some social care and health services; while our Audit Service is now a shared one with Devon and Torbay. We are starting to see the move to locality working; the introduction of more flexible and remote working using lean systems and a hot-desk approach; the roll-out of a competency framework and more e-learning and e-management support. These implementations will continue, driven by the need to improve services to customers, reduce costs, conserve resources, realise the benefits of new technologies and improve efficiency.

This will change how we work and how we are managed. There will be more emphasis on self-direction and management of outcomes, high skill levels and resourcefulness; with more focus on shared services, co-locations and the efficient use of public and community assets. In some areas we will need to stop doing things to free up resources, particularly when they are not a priority for us or part of our statutory commitments. Change will be the name of the game if we are to become the modern, high performing organisation and partnership that befits a city with our level of ambition.

#### **Progress**

A key to success is the effective alignment of our accommodation, people and ICT strategies. These approaches, from a service basis, now sit under one directorate. We introduced the strategies in the Corporate Plan for 2009/10 and their key areas of focus are again outlined here. Since then we have made progress across the strands and started to align their implementation, though more needs to be done.

During the year we completed the job evaluation appeals process and role profiles have been produced to support the newly developed competency framework, which will make a

significant contribution to enhancing employee capability and flexibility. We have commenced work to integrate data from learning and development databases across the council and automate elements of the corporate training and events system. Learning solutions and training courses have been aligned to corporate priorities and E-Learning implemented.

We have physically opened up Floors 4, 5, 6 and 11 within the Civic Centre; piloted the open plan approach within finance on floor 5, with roaming profiles for hot-desking. We are reviewing feedback from this pilot to better understand how people work and their developmental needs. We are also researching flexible working strategies and how these operate in readiness for the implementation of the post 2012 phase of the accommodation strategy.

Work has been undertaken to develop the business case for the Windsor House move and for the development of flexible working.

As we work towards a capability for staff to work remotely, the Netilla project has been progressed alongside the single sign-on project to enable users to securely yet simply log on to the systems remotely. There still remains significant work that needs to be done to rationalise the data and to educate staff in the skills required to maintain data integrity and availability. If more staff are to benefit from these developments then more work will be needed on delivering the necessary IT architecture required to support them. Work from the Civil Contingencies national project we lead is also being used to underpin our joint corporate strategies; while the VSRA – 3G secure Government Connect will form the basis for our own corporate mobile working solution.

We are preparing for the roll out of Manager Online via the portal. This will enable managers to access key information on their staff and undertake tasks like on-line management of sickness absence and appraisals. As part of this project an exercise has been undertaken to ensure the integrity of employment data and organisational structures held on HR SAP and the maintenance of this information across departments. The Knowledge Room is in the process of being developed to better engage both managers and employees in understanding organisational policies and processes.

### **Future developments and challenges**

Over the coming year we will focus particularly on embedding the competencies; reviewing terms and conditions in light of flexible working approaches; standardising processes and 'de-duplicating' applications, while training staff to make better use of what we have; rolling out the open plan and hot desk approach to other offices; making further improvements to our information systems and data integrity; and, undertaking another staff survey.

Key challenges will be around ensuring we manage this type of change well and fully engage staff and members, as well as prioritising for investment those areas most likely to give us efficiencies; keeping focused during what is likely to be a difficult financial period and engaging with our partners on these often complex issues to ensure maximum benefits.

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### **Corporate Plan 2009-2012**

The executive summary is taken from the Corporate Plan to ensure a consistency of approach and complements the requirements of Corporate Improvement Priorities 13 and 14 – Supporting Council staff to perform better – and – Providing better value for money.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

The attachments give the latest position statements regarding implementation of the People, ICT and Accommodation strategies which are referenced as background documents and are resourced as part of the Medium Term Financial Plan.

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**Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.**

All implications were previously considered as part of the original background papers set out below.

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**Recommendations & Reasons for recommended action:**

The report is provided for information to Members as a supplement to the 2010/11 Budget Report. Content to be noted by members.

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**Alternative options considered and reasons for recommended action:**

Not applicable.

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**Background papers:**

- Accommodation Strategy – June 2009
  - Information Communication Technology Strategy 2008-2011
  - People Strategy 2009 – 2011
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<b>Yearly position statement – key strategies</b>			
Strategy	People	Contact	Eve Skuse
<b>PROGRESS</b> - Brief highlights of progress in the year - including how well key linkages are being made across ICT/People/ Accommodation strategies - and mention/explain any major delays:			
<p>The Job Evaluation Appeals Process has been completed and role profiles have been produced which support the newly developed competency framework.</p> <p>The Competency framework will make a significant contribution to building employee performance and capacity and flexibility in the Council which is critical for the future. Work will continue to improve employee performance and embed business planning and performance management</p> <p>Human Resources and Organisational Development (HROD) and ICT have commenced work to integrate data from Learning and Development databases across the Council and automate elements of the corporate training and events system.</p> <p>Learning and development solutions and training courses have been aligned to corporate priorities and E-Learning has been implemented. The HROD service is now considering other flexible and value for money approaches to the development of staff to maximise performance and capacity.</p> <p>Work has been jointly undertaken to develop the business case for the Windsor House move and for the development of the Flexible Working Strategy. HR is reviewing feedback from the Floor 5 hot desk pilot to better understand how people work and their developmental needs.</p> <p>HR is also currently researching the flexible working strategies and how these strategies operate in readiness for the implementation of the later phase of the accommodation strategy post 2012.</p> <p>Work has been undertaken to prepare to roll out SAP Manager Online via the portal. This will enable managers access to key information on their staff and to undertake some tasks including the on-line management sickness absence and appraisals which supports the self-service elements of the combined strategies.</p> <p>As part of this project an exercise has been undertaken to ensure the integrity of employment data and organisational structures held on HR SAP and interventions are in the process of being identified to ensure the maintenance of this information across departments.</p> <p>The Knowledge Room is in the process of being developed and this enable managers to easily locate and access the information they need and will better engage managers and employees in understanding organisational policies and processes.</p>			
<b>FUTURE CHALLENGES</b> - Any major revisions to the strategy for 2010-13, due to change in the financial climate or other factors			
<p>To support challenges including budget pressures and increasing customer expectations, the HROD Service will support the Council to</p> <ul style="list-style-type: none"> <li>• Increase the capacity, flexibility and productivity of the workforce</li> <li>• Develop Effective Organisational Structures</li> <li>• Improve integrated working with partners and ensure flexible terms and conditions of employment that support partnerships and shared services</li> <li>• Workforce Skilled for now and the Future</li> <li>• Promote a diverse Workforce that reflects our Community</li> <li>• Engage the workforce in the Council goal to achieve excellence</li> </ul>			
<b>COMING YEAR'S MAIN ACTIVITY</b>			
Brief mention of major activity in the coming year		Any key dependencies or changes to budget 2010/11	
Embed behavioural competency framework			
Further develop range of development solutions			

Yearly position statement – key strategies			
Strategy	HR	Contact	Eve Skuse
	Review organisational design and change management processes including redeployment and redundancy		
	Further develop MSS and management information systems and continue to review integrity of data held including equality and skills information		
	Implement Knowledge Room		
	Review of flexible working strategies and terms and conditions		
	Employee Survey		
<b>LONGER-TERM</b> - Any headline budget changes needed for 2011/12 and headline needs for 2012/13			
We will need to evaluate the impact of:- <ul style="list-style-type: none"> <li>• The green agenda</li> <li>• Mobile and flexible working</li> <li>• Web strategy</li> <li>• Information management</li> <li>• Partnership Arrangements and Shared Services</li> </ul>			
<b>Note:</b> Whilst we want to flag up resources needs, we are also trying to reduce costs and increase efficiency and VFM, particularly given the tight climate ahead			

<b>Yearly position statement – key strategies</b>			
Strategy	Accommodation	Contact	Eve Skuse or Neville Cannon or Chris Trevitt
<b>PROGRESS</b> - Brief highlights of progress in the year - including how well key linkages are being made across ICT/People/ Accommodation strategies - and mention/explain any major delays:			
<p>CMT and Director lead (Adam Broome) has been appointed, as well as Member lead (Cllr Bowyer) with assistant (Cllr Sam Leaves).</p> <p>Floors 4, 5, 6 and 11 within Civic Centre have now been physically opened up as open plan work areas.</p> <p>Initial pilot on open plan working has been implemented on floor 5 of Civic Centre within finance. Users now have roaming profiles for hot desking implemented through ICT.</p> <p>Second open plan pilot is planned for floor 13 Civic Centre – due to commence February/March 2010</p>			
<b>FUTURE CHALLENGES</b> - Any major revisions to the strategy for 2010-13, due to change in the financial climate or other factors			
<p>A business case has now been prepared for implementation of the corporate accommodation strategy across the entire corporate office estate.</p> <p>Capital investment is required to enable full implementation of the strategy in order to achieve the full benefits identified in the strategy. Current capital pressures are being considered before approval and scope can be given through the budget approval process.</p>			
<b>COMING YEAR'S MAIN ACTIVITY</b>			
Brief mention of major activity in the coming year		Any key dependencies or changes to budget 2010/11	
Implementation of strategy involving Windsor House, Ballard House, Midland House and Civic Centre		Investment required from capital programme, inclusive of ICT investment for roaming profiles and telephony	
<b>LONGER-TERM</b> - Any headline budget changes needed for 2011/12 and headline needs for 2012/13			
ERDMS is required to be rolled out across the authority to fully realise the true benefits of the accommodation strategy. Additional resource will be required to deliver.			
<b>Note:</b> Whilst we want to flag up resources needs, we are also trying to reduce costs and increase efficiency and VFM, particularly given the tight climate ahead			

<b>Yearly position statement – key strategies</b>			
Strategy	ICT	Contact	Neville Cannon
<b>PROGRESS</b> - Brief highlights of progress in the year - including how well key linkages are being made across ICT/People/ Accommodation strategies - and mention/explain any major delays:			
<p>Work has been jointly undertaken to develop the business case for the Windsor House move and for the development of the Flexible Working Strategy. ICT has been involved with HR, Asset Management and the consultants on both projects.</p> <p>As a result ICT has delivered the Floor 5 hot desking pilot and lessons learned are being evaluated now ahead of extending the roll out to Floor 13. A number of issues have emerged and these need to have solutions designed if unsatisfactory work-a-rounds are to be avoided. This will require input from HR as we seek to better understand how people work and their developmental needs.</p> <p>ICT has also been working on the design of the second data centre to be located at Windsor House as this will be critical to facilitate to future accommodation plans for the Civic Centre as well as being critical in the provisioning of any corporate telephony upgrade.</p> <p>As we work towards a capability for staff to work remotely, the Netilla project has been progressed alongside the single sign-on project to enable users to securely yet simply log on to the systems necessary, remotely. There still remains significant work that needs to be done to rationalise the data and to educate staff in the skills required to maintain data integrity and availability if more staff are to access single records.</p> <p>Also work has been undertaken to prepare to roll out SAP Manager Self Service (MSS) via the portal. This will enable managers to undertake some tasks directly themselves and supports the self-service elements of the combined strategies. Underpinning this is the work to deliver the automated links between SAP HR and Active Directory (AD/HR). This is a key component to improving many of our processes involving staff and change.</p> <p>Further work being undertaken for the Civil Contingencies national project is also being used to underpin our joint corporate strategies. The VSRA – 3G secure Government Connect solution will form the basis for our own corporate mobile working solution.</p>			
<b>FUTURE CHALLENGES</b> - Any major revisions to the strategy for 2010-13, due to change in the financial climate or other factors			
<p>The request would be that during 2010/11 we invest in those areas that will better prepare us to deliver the efficiencies that will be needed for the future.</p> <p>The ICT strategy will not need to be rewritten significantly as it was for this purpose written as a high level strategy and supported by action plans which detail the specific technologies and projects introduced depending on the investment available. The availability of capital does not change our overall strategy, just our ability to pursue it at speed.</p> <p>Data and information management will remain a significant challenge as efficiencies will mean that less informed staff may be tasked with performing roles where local knowledge is less available. This will place a heavier burden on the IT systems being able to compensate by being easier to use. Corporate understanding will be needed by staff to improve the delivery of corporate and departmental goals.</p> <p>Business cases will be submitted as part of the invest to save process outlined in the capital programme with a particular focus on single sign on, Netilla, CRM and especially eDRMS.</p> <p>Design work is currently taking place with our local authority partners to extend the scope of the three strategy convergence. That's to say we are seeking common approaches and solution designs that allow for the flexibility for staff to work even wider a field and remain fully supported.</p>			
<b>COMING YEAR'S MAIN ACTIVITY</b>			
Brief mention of major activity in the coming year		Any key dependencies or changes to budget 2010/11	

Yearly position statement – key strategies	
Strategy	ICT
Contact	Neville Cannon
ICT requires a Microsoft Enterprise Agreement renewal to effectively deliver the joined up agenda including, OCS (unified comm's), Microsoft Dynamics (CRM) and Windows 7 upgrades.	Costs to be determined by the number of Users likely to be supported over the coming 3 years.
Corporate applications to be supported, Desktop strategy/ eDRMS/ CRM/ workflow	£ capital
Deploying MSS	
Consolidation of service desks delivering operational efficiencies	
Standardising processes and de-duplicating applications - driving consolidation to make savings	
Train staff to make better use of what we have.	
<b>LONGER-TERM</b> - Any headline budget changes needed for 2011/12 and headline needs for 2012/13	
We will need to evaluate the impact of:- <ul style="list-style-type: none"> <li>• The green agenda</li> <li>• Mobile and flexible working</li> <li>• Web strategy</li> <li>• Information management</li> <li>• Respond to Govt's ICT strategy and imposed actions.</li> </ul>	
<b>Note:</b> Whilst we want to flag up resources needs, we are also trying to reduce costs and increase efficiency and VFM, particularly given the tight climate ahead	

**Sign off:**

Finance	MC0910 .016	Legal	DVS 1097	HR	ES	Corp prop	CJT/046/ 010210	IT	NC0 1/20 1001 02	Strategic Proc	PWC/0 01/010 210
Originating SMT Member: Paul Chapman											