

# T&C DIRECTORATE CHANGE BUSINESS PLAN 2018/19

March 2018



## 1) Vision

To make things more efficient and simpler for staff and customers by thinking digital, thinking customer, thinking simpler and thinking smarter.

## 2) Purpose

| Service Area   | Functions / Activities   |
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| <p><i>Future Shared Services Programme</i></p>   | <ul style="list-style-type: none"> <li>• Service Centre Growth</li> <li>• Facilities Management Transformation including Contract Renewal</li> <li>• Procurement Service development</li> <li>• Transfer Services to DELT as follows:                             <ul style="list-style-type: none"> <li>○ Payroll and Pensions</li> <li>○ Systems Admin</li> <li>○ Digital Services</li> <li>○ PADS</li> </ul> </li> </ul>  |
| <p><i>The Way We Work Programme</i></p>  | <ul style="list-style-type: none"> <li>• Procurement, Build, test and roll-out of new standardised devices to all staff in scope, over 2000 PCC staff</li> <li>• Networking and Wi-Fi survey delivery</li> <li>• Application Rationalisation delivered</li> <li>• Mobile Telephony solution provided</li> <li>• Public facing Technology solutions (Shop and libraries)</li> <li>• Strategic Accommodation Delivery Plans agreed</li> <li>• Asset Repository created and handed to BAU</li> <li>• Quick-win accommodation projects delivered</li> <li>• Provision of Team working areas (soft zones), generic hot desk areas, quiet work zones, breakout areas, meeting spaces.</li> <li>• Long-term accommodation delivery projects</li> <li>• Office 365 (A1 – A4) delivered</li> <li>• EDRMS delivered</li> <li>• Corporate physical storage solution delivered</li> <li>• Define retention periods for data and information</li> </ul> |
| <p><i>Transformation of the Corporate Centre Projects (Operational Delivery Group)</i></p> | <ul style="list-style-type: none"> <li>• Revenues &amp; Benefits Automation (support Customer Services department)</li> <li>• Customer Insight developed</li> <li>• Consent Management project</li> <li>• Single View of the Customer project</li> <li>• Star Chambers for Facilities Management, Finance, Legal Services, HR&amp;OD, Business Support</li> <li>• Impact of Welfare Reforms project (support Customer Services department)</li> </ul>  |

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|  | <ul style="list-style-type: none"> <li>• Digital Services Governance</li> <li>• Payments Projects</li> </ul> |
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## Outcomes

### Future Shared Services

- Improved customer / patient experience
- Delivery of savings through 'lowest' net cost per transaction / service
- Increased resilience
- Delivery of savings through 'lowest' annual cost to serve
- Provide service in line with agreed parameters
- Jobs retained in the region
- Income generation
- Increased uptake in self-service
- Increased automation and service accessibility
- Standardised management of low complexity, high volume transactions
- Improved process cycle times
- Reduced internal staff costs
- Standardised structures and role profiles
- Growth of Delt and the dividend income from Delt back to PCC as a shareholder

### The Way We Work

- A more flexible and mobile workforce (Staff will have the skills, tools and practices to work where and when they need to)
- Reduction in accommodation utilised (Increased flexible and mobile working capabilities will mean that accommodation usage for office spaces is reduced)
- Reduction in physical administration tasks (Manual inputs, printing, shredding, document filing etc. will be reduced through increased mobile and digital capabilities)
- Modernised, standardised and fit for purpose technology (The majority of staff will use the same technology, have access to the same versions of software applications and only have access to applications that are required for the business need)
- Reduction in need for on premise physical storage (Reduction in printing and other hard-copy documents and improvements in document retention practices will mean improved document storage processes and a reduction in physical storage requirements)
- Improved access to information (Standard ways of working and standard applications for document and information management will enable staff to access digital documents, information and data in any setting)
- Increased information security and compliance (Improved practices, consistent document and record management solutions and better physical storage solutions will make PCC more data and information compliant)
- More technically confident workforce (Staff will be provided with the tools and training to use modern mobile technology to be more competent to work in a digital age)
- Increased collaboration opportunities (Partners will be able to work in PCC premises, data will be more easily shared, within data protection regulations, and technology will support improvements in collaboration)
- Standard, consistent and fit for purpose workspaces (All buildings will be equipped with the required infrastructure, hot-desking and drop-down spaces, to enable all PCC staff to work where and when they are required)

## Labour Manifesto Pledges

| <b>Pledge</b>  | <b>Outcome</b>  | <b>How it will be delivered</b>  |
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| <p><b>Pledge 6:</b> Labour will review the City Council's procurement procedures to make sure the City Council buys as much as it can locally. We will ensure that all suppliers to the City Council work to the highest standards of ethical behaviour and quality. We will continue to take action to make sure every pound we spend brings the maximum benefit to Plymouth.</p> | <p>An estimated 84% of the contracts awarded in the reprocurement of hard FM went to local business's either within Plymouth or within the Heart of the South West Local Economic Partnership region.</p> | <p>Market engagement sessions to raise awareness of the opportunity and encourage local firms to bid.<br/>Bid qualification covered ethical behaviours and quality criteria.</p> |

### 3) Service Priorities for 2018/19

| <b>Service Priority</b><br><i>What it is and why you're focussing on it</i>   | <b>'Must do' actions</b><br><i>What do you have to do to make the successful deliver against your priorities</i> | <b>Dependencies</b><br><i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i> | <b>Progress so far</b>  |
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| <p>Shared Services Programme: TU/Delt recognition agreement in place. Required by Cabinet for the transfer of staff. (May 2018)<br/>(Peter Honeywell)</p>                             | <p>Negotiate an agreement that is approved and implemented by Delt and the TUs</p>                               | <p>Delt, TUs and some HR support</p>   | <p>Completed and implemented Mar 18.</p>  |
| <p>Cross party working group.<br/>(Peter Honeywell)</p>   | <p>Organise meeting and maintain relationships</p>   | <p>Leaders office diary support</p>  | <p>Completed</p>  |
| <p>Delt/Firmstep partnership agreement. To allow Delt to project with confidence additional revenue based on the transfer of the digital team. (April 2018)<br/>(Peter Honeywell)</p> | <p>Facilitate both parties to reach an agreement</p>   | <p>Delt and Firmstep availability to confirm the arrangements</p>  | <p>In Progress : Action is still ongoing, new Chief Operating Officer at Firmstep recently visited Delt to advance this agenda.</p>                             |
| <p>Additional customers to join Delt for Pensions and Payroll. To create scale and deliver the business case for the transfer. (May 2019)<br/>(Peter Honeywell)</p>                   | <p>Work with Delt to sell to other public sector customers</p>   | <p>Availability of 3<sup>rd</sup> parties</p>  | <p>In Progress: Delt have sold Payroll services to 3 new clients since the transfer and we are continuing to work on creating more demand for this service.</p> |

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| Growth of the Service Centre. To consolidate financial transaction processing. (April 2019)<br>(Peter Honeywell)   | Secure support from other departments to transfer these services into the service centre  | Agreement on what services should be transferred to the service centre   | In progress: Land Charges team transferred in May, work is ongoing with other departments to transfer more services.              |
| HR leadership. To provide capability and confidence to HR in order that they can participate in testing transferred services including pensions and payroll as well as get ready to transfer themselves. (ASAP)<br>(Peter Honeywell) | Recruit interim HR lead to support the existing team.   | Support from CMT for this action to complete   | Complete: Interim leadership bought for the period through to Dec 18.   |
| Decisions on transfer of PADS and digital teams to Delt. To continue Delt's growth. (May 2019)<br>(Peter Honeywell)  | Complete business cases and service specifications, EIAs and decision papers for these transfers  | Finance input to business case and legal and financial sign off on decisions   | Complete: Transfer of PADS completed in September 18  |
| Testing completion of retained services for transferring services. To provide confidence and knowledge of the additional responsibilities required. (May 2018 for Pensions and Payroll)<br>(Peter Honeywell)                         | Plan and execute "test scenarios" involving the business.   | HR (for pensions and payroll) capacity to participate in testing   | Complete: Testing completed as part of the transfer of Payroll.   |
| Organisational support for greater use of PADS as the default printing and document management service. To ensure Delt have visibility and access to all PCC printing requirements. (May 2019)<br>(Peter Honeywell)                  | Understand the reasons why not all printing currently goes to PADS. Use this data to build a case for change in PADS and request PCC use them more  | Time at DMTs   | In Progress: Good organisational support for the use of PADS under Delt as the default first option for printing needs.           |
| The Way We Work Programme: Launch technology Tranche 1 delivery plan roll-out with Cohort 1 (19 March 2018)<br>(Ross Johnston)   | Agree S.O.W, Business Case, obtain funds, communication with teams involved, procurement of devices, business change and communications teams engaged, business and technical analysis complete | DELT – develop S.O.W, procure and build devices, roll-out and technical analysis<br>BAs – Business Analysis<br>OD – Business change and charter development<br>Service area(s) – release of staff to | Complete. Business Case, Statements of Works, funding and procurement all completed and work commenced on delivery in April 2018. |

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|  |  | design and test solutions and sign-off final product  |   |
| Delivery of Technology Tranche 1 plans (17 cohorts in total by January 2019)<br>(Ross Johnston)                              | As above and ensure governance, decision-making and project reporting are effective and monitored. | DELT – Highlight reports<br>Project Board attendance  | In progress. Over 90% of teams completed with those outstanding requiring specialist devices that are in the progress of being tested, standardised and procured. Additional, teams were also included were opportunities were available throughout the period of April 2018 – January 2019. In excess of 600 devices have been delivered across the organisation in this period. |
| Create and get approval of Technology Tranche 2 delivery case (November 2018 to commence in January 2019)<br>(Ross Johnston) | Agree teams and roll-out plans for the second tranche of technology deployment                     | Service areas – agree teams and roll-out priorities<br>Project Board – have assurance to approve the delivery plans   | Complete. A delivery case for the roll-out of all remaining technology hardware was developed, socialised and agreed in November 2018. Work has commenced on delivering against this plan in December 2018.   |
| 0365 Business Case delivered (Summer / Autumn 2018)<br>(Ross Johnston)   | Agree business case, S.O.W, delivery plans, resource requirements, budget and payback mechanism    | DELT – develop plans and S.O.W and approach to budget and payback mechanism<br>Projects – resources to deliver<br>Accountants – sign-off of capital and inclusion in capital programme (as per ICT business case) | Complete. Business Case, Capital Approval and Statements of Works agreed. Work commenced on delivering secure and connected infrastructure in July 2018 and completed in December 2018. The success of this phase has allowed for multiple capabilities to be exploited and this will be one of the programme's major focus areas in 2019.  |

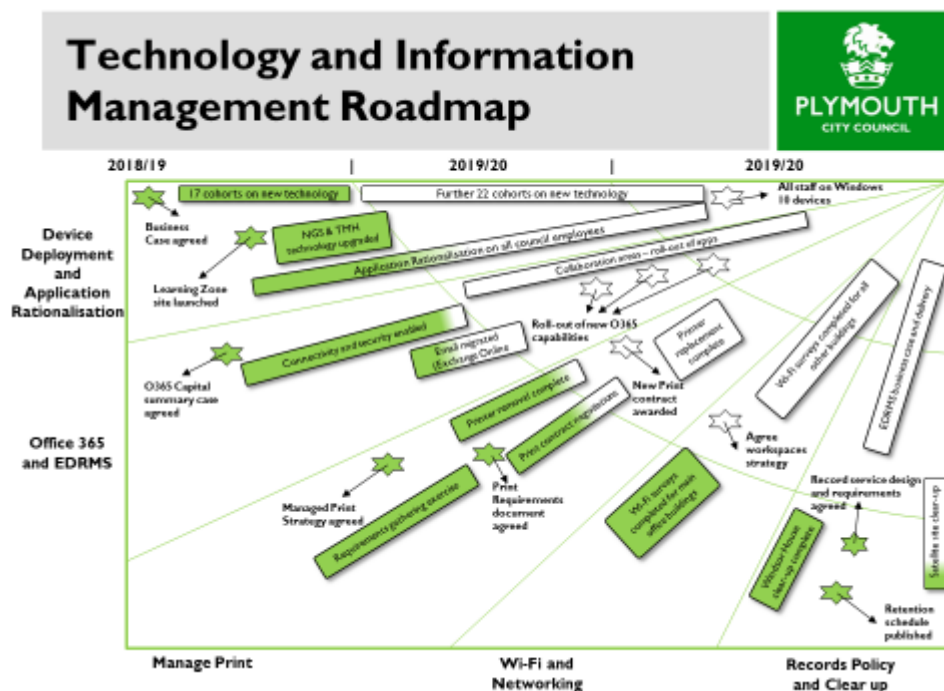
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| <p>EDRMS business case developed and agreed – building on the O365 capability<br/>(Ross Johnston)</p> | <p>Agree business case, S.O.W, delivery plans, resource requirements, budget and payback mechanism</p>  | <p>0365 to be delivered<br/>Microsoft deliver roadmap for records management solution<br/>Sharepoint enabled for document management solution<br/>DELT – S.O.W complete<br/>Project board – receive assurance to approve business case<br/>Accountants – receive assurance to pay for EDRMS under service borrowing arrangements</p> | <p>On hold. This will be a focus area in 2019 upon the delivery of O365 capabilities and in line with project priorities. At this stage any effort spent on this will not provide benefits as a number of pre-requisite services and functions need to be in place first.</p>  |
| <p>Physical Storage (Record Store) solution and business case<br/>(Ross Johnston)</p>                 | <p>Agree business case, delivery plans, resource requirements, budget and payback mechanism for the storage of hard-copy paper records / documents</p>  | <p>Accommodation – build this requirement in to delivery plans<br/>Project board – receive assurance to sign-off business case<br/>CCIB – provide commitment for borrowing to deliver the case</p>   | <p>In progress. Record store options developed and preferred option selected. Facility designs completed. Feasibility study complete and findings are now being assessed. Significant risk associated to feasibility which may cause delays or change in strategy depending on assessment of feasibility.</p>  |
| <p>Accommodation principles, strategy, options and delivery plans agreed<br/>(Ross Johnston)</p>      | <p>Develop and agree with senior managers and Portfolio Holder our principles, approach, preferred option and delivery plans to provide fit for purpose, modern and cost effective accommodation requirements for PCC</p> | <p>CMT – agree principles<br/>Portfolio Holder – agree principles, options and plans<br/>CCIB – provide accommodation borrowing<br/>Project Board – receive assurance to approve business cases and delivery plans</p>   | <p>In progress. Principles, high-level strategic approach and strategic options developed and considered with senior management and portfolio holder. As a result an Accommodation Programme Mandate was developed and signed-off on 1 August 2018. Due to size and complexity of this programme a separate programme has been now established in Finance.</p> |

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| <p>New Print contract negotiated and agreed (Mar 2019)<br/>(Ross Johnston)</p> | <p>Develop and agree organisational print requirements and use these to test the market for a replacement to the current printer contract</p> | <p>Project Board – agree brief and requirements<br/><br/>DELT – negotiate and agree new print contract and reduce unitary charge accordingly</p> | <p>In progress. A managed print strategy, print requirements and printer removal delivery plans developed and agreed in autumn / winter 2018. This has led to contract negotiations beginning with potential new print solution providers and it is expected that a new print contract will be agreed in Q4 2018/19.</p> |
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4/. Service Priorities for 19/20

Plans for the next Financial Year cover 2 main themes:

- Further delivery of The Way We Work – see items in progress or on hold in FY 18/19 for details and the diagram below illustrates progress made on this work: green shading showing what has been completed so far.



- Customer Experience Programme will replace the work on Shared Services, which has nearly completed with only digital services remaining a possible transfer to Delt. The Customer Experience Programme will recognise and respond to the themes emerging from the Customer Peer Review as well as drivers likely to include:
  - Customer expectations
  - Supporting communities
  - Financial sustainability

The Customer Experience Programme is in the process of being planned, it will be the subject to Scrutiny through FY 19/20.

### **Appendices to the Business Plan**

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Programme Risk Registers
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)