THE WAY WE WORK PROGRAMME TRANCHE 1 REVIEW

Contents

1. TRANCHE 1 OVERVIEW

In delivering TWWW Programme in line with full business case's agreed delivery option - Option 4 – joined-up projects (operating in an agile approach), the Technology project created a delivery plan for its first phase of activities, known as tranche 1.

The key technology activities delivered in Tranche 1 included:
- Delivering a print project to reduce PCC's printers and prepare for printer maintenance contract renewal
- Delivering Wi-Fi and Networking surveys of PCC's core accommodation estate
- Undertaking application analysis and rationalisation of software applications and licences
- Delivering new hardware technology to 17 cohorts between March – December 2018.

The key accommodation activities in Tranche 1 included:
- Develop and agree an accommodation strategy
- Define and deliver quick-win projects

The key information management in Tranche 1 included:
- Deliver a clear-up of records and future design for a new records store
- Publish a new retention schedule

In addition to the above the programme agreed an outline business case for the roll-out of Office 365 and its key deliverables included:
- Confirmation of connectivity and security (A1)
- Delivery of Exchange Online (A2)
- Roll-out of Skype for Business (A3)
- Develop plan to roll-out of O365 to all staff across PCC (A4)

In demonstrating the success of the programme an outcomes and benefits framework was agreed, outlined in Table 1.

Table 1: TWWW Outcome and Benefits Framework

Outcome	Description	Value Driver (Financial (F) / Non-Financial (NF) Benefit)
A more flexible and mobile workforce	Staff will have the skills, tools and practices to work where and when they need to.	Increase in Staff Morale (NF)
Reduction in accommodation utilised	Increased flexible and mobile working capabilities will mean that accommodation usage for office spaces is reduced.	Reduction in Accommodation overheads (F) Increase Accommodation income (F) Reduction in Carbon Footprint (NF)
Reduction in physical administration tasks	Manual inputs, printing, shredding, document filing etc. will be reduced through increased mobile and digital capabilities.	Increase in productivity (NF)
Modernised, standardised and fit for purpose	The majority of staff will use the same technology, have access to the same	Reduction IT overheads (F)

| technology	versions of software applications and only have access to applications that are required for the business need.	Increased Performance of IT (NF)
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.	Reduction in Accommodation overheads (F) Increased protection of Information / Reduced threat of data breaches (NF)
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.	Increase in productivity (NF) Increased staff morale (NF)
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.	Increased protection of Information / Reduced threat of data breaches (NF)
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.	Increase in productivity (NF) Improved Staff morale (NF)
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.	Increase Partnership working (NF) Increase in productivity (NF)
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.	Improved staff morale (NF) Reduction in Accommodation overheads (F) Reduction IT overheads (F) Increased Performance of IT (NF)

2.   PROJECT REVIEW

2.1   Delivering a print project to reduce PCC's printers and prepare for printer maintenance contract renewal

Outcomes supported:	
1.	Reduction in physical administration tasks
2.	Modernised, standardised and fit for purpose technology
3.	Reduction in need for on premise physical storage

The project approved at the technology board on 16 August 2018 a Manage Print Strategy for the delivery of a fit for purpose printing solution for Plymouth City Council and its key partners.
This project is being managed jointly between Plymouth City Council and DELT. To date user-surveys and requirements gathering exercises have been completed and these are being used to inform the future print contract. It is expected that the new contract award will be completed in Spring of 2019. TWWW Programme is making progress in delivering a more digitally conscious workforce as part of its roll-out of devices and change management practice. This impact can be seen in the reduction in printing experienced in the first 3 quarters of 2018 in comparison to 2017 as shown in figure 1, below.

Figure 1: Organisation wide printing comparison
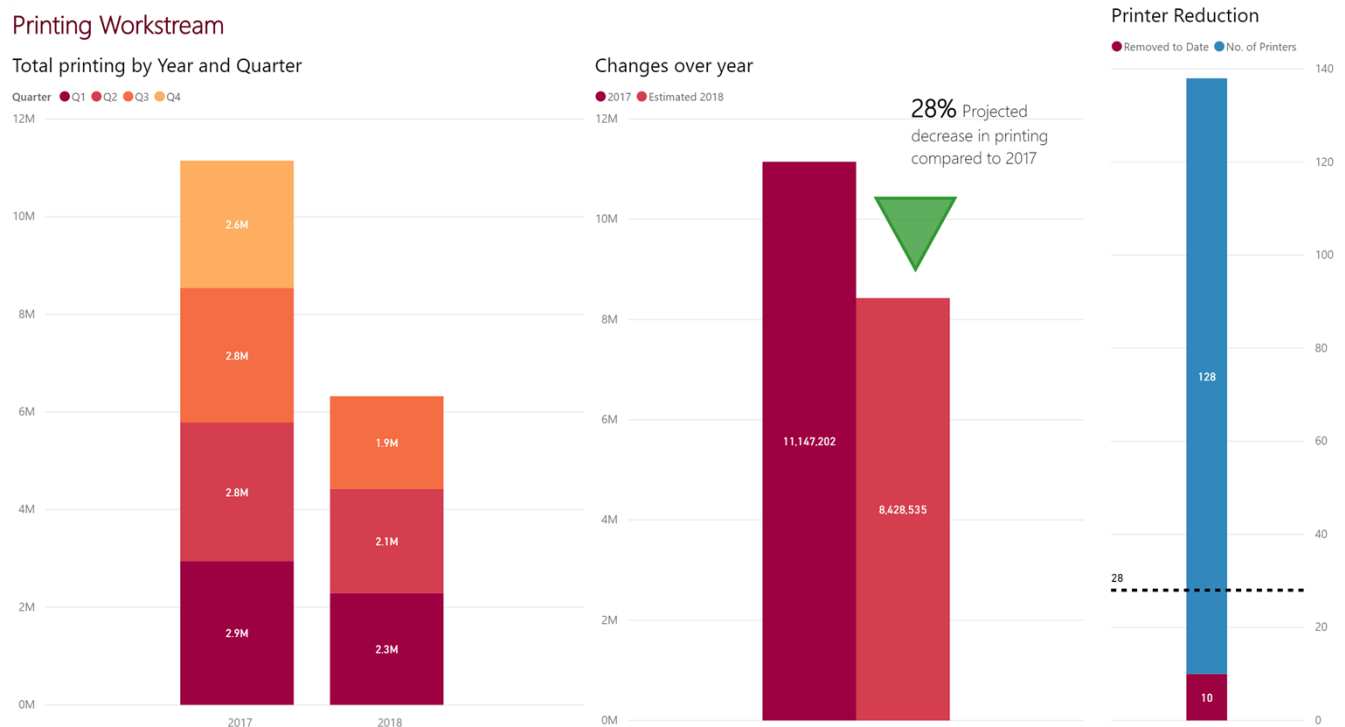
The impact of this is threefold. Firstly, printing reductions is reducing the cost of paper to PCC, this is minimal in terms of value but a 28% reduction in clicks is approximately 2.7m sheets of A4. Secondly, this is having a positive impact environmentally with the paper reduction for 2018 being the equivalent of approximately 324 trees. Thirdly, this reduction in printing is enabling the project to remove printers, which in turn will reduce PCC's unitary charge with Delt, expected reductions from this print project are in excess of £100k.

2.2 Delivering Wi-Fi and Networking surveys of PCC's core accommodation estate

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Improved access to information
3.	Increased collaboration opportunities
4.	Standard, consistent and fit for purpose workspaces

There was a significant delay in commencing the Wi-Fi and Networking surveys due to DELT's recruitment strategy, which meant the first survey and its report was not completed until 6 August 2018, as opposed to a planned start date of April 2018. This did not pose a significant impact on the programme's timescales, however, other projects were dependent on this work (Lockyer Street improvements within Customer Services department and Regional Adoption Agency Project in Children's Services) and the delay impacted on their deliverables.

To date, end of August 2018, the buildings completed are:
- Lockyer Street
- Midland House
- Windsor House
- Guildhall
- New George Street
- Ballard House

It is expected that the remainder of the buildings will be surveyed throughout 2019.

2.3 Undertaking application analysis and rationalisation of software applications and licences

Outcomes supported:	
1.	Modernised, standardised and fit for purpose technology
2.	Increased information security and compliance

All teams outlined in table 2, below, have been included in the application rationalisation project. This project has had much success in ensuring that PCC is a more compliant organisation by removing access to inappropriate software, folders and mailboxes. In addition it is helping standardise and streamline PCC's application and software usage by removing licences and creating opportunities for application decommissioning as the project evolves.

Figure 5, in section 3 outlines the number of applications, folders and mailboxes that have been identified and removed as part of this project up to December 2018.

2.4 Delivering new hardware technology to 17 cohorts between March – December 2018

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Reduction in accommodation utilised
3.	Reduction in physical administration tasks
4.	Modernised, standardised and fit for purpose technology
5.	Improved access to information
6.	More technically confident workforce

The full list of teams agreed to be included in Tranche 1 and current delivery status, as at December 2018, is outlined in the table below:

Table 2: Tranche 1 delivery plan

Team	Cohort included in	Number of staff	Delivery status
Health, Safety & Well-being Team	1	8	Completed May
Organisational Development Team	1	11	Completed May
Library Group Managers	3	9	Completed May
Local Enterprise Partnership Team	1	6	Completed June
Community Connections	2, 3 and 4	81	Complete June
SEND Team	5	20	Completed November
Education Welfare Team	14	14	Completed November
Out of Hours Team	14	13	Delayed – due in January 2019
School Admissions / Access and Planning	12 and 13	58	Complete November
Facilities Management Team	8	27	Completed August
Public Protection Service	9	52	Partially complete (August)
Strategic Transport Team	15	9	Delayed – due in January 2019
Major Developments Team	15	8	Delayed – due in January 2019
The Box Team	16	18	Completed December
Legal Services	11	35	Completed October
Pensions, Payroll and HR systems Team	Removed due to transfer to DELT		

Due to revisions of staff numbers from the original plan the project has been able to include additional teams in the roll-out plan to ensure the maximum number of users received devices. The impact of these additional users is in the table below:

Cohort	Teams included	Number of staff	Delivery status
1	Comms	11	Completed June
1	HR specialist services	14	Completed May
1	SWFTA	6	Completed May
3	Events	7	Completed July
4	Planning Technical Support	9	Completed July
6	Neighbourhood Planning	8	Delayed due to technical issues
6	Strategic Growth	10	Delayed due to

			technical issues
6	Procurement	12	Completed July
6	Housing Delivery	9	Completed July
8	Land and Property	12	Completed August
10	Elections	12	Completed September
10	Community Re-ablement	13	Completed November
14	Sports Development Unit	8	Completed November

Other changes that occurred throughout the roll-out of Phase 1 include:
- Cohort 6 – SEND team – due to lower level staff numbers than originally planned this service was included only in Cohort 5 freeing up a cohort for additional teams
- Cohort 7 – Access and Planning - originally planned for this cohort, however, this was postponed to cohort 14 due to a clash with service availability and school holidays.
- Cohort 10 –Access and Planning - due to lower level staff numbers than originally planned this service was included only in Cohort 12 and 13 freeing up a cohort for additional teams
- Customer Services – equipped Taylor Maxwell House and New George Street with 115 devices, significantly reducing time lost due to the performance of the old technology and enabling better direct customer service.

In this project the total numbers of devices deployed between May – December is 607, with a breakdown of devices deployed outlined in section 3. Further to the deployment of devices the project has:
- installed hundreds of new monitors and docking stations, this has created a more consistent technology estate, enable a more flexible use of our office space and has created opportunities for accommodation projects to optimise building usage
- delivered change workshops to in excess of 400 staff, exploring how they work and challenging behaviours to support the council's aim to deliver flexible working
- supported policy change and developed materials to assist staff in adopting flexible working practices; for example, through the creation of a Learning Zone page which can be accessed here

2.5 Develop and agree an accommodation strategy

Outcomes supported:	
1.	Reduction in accommodation utilised
2.	Increased information security and compliance
3.	Increased collaboration opportunities
4.	Standard, consistent and fit for purpose workspaces

The programme developed a set of principles to develop its strategic accommodation plans around, these were agreed by on 28 March 2018 as:
- Create clusters, grouping staff with functional and directorate linkages, whilst enabling flexible working to suit service and customer needs, embracing work anywhere culture where appropriate.
- Use location to make services efficient and convenient for customers, clients and partners
- Creating modern customer and working environments to facilitate high productivity and wellbeing.
- 6/10 average desk ratio, consistent but not uniform, using buildings as efficiently as possible whilst reducing sqm used.

- Creating flexibility in our accommodation to support culture change, partnership working and commercial income generation.
- To realise and maximise revenue benefits through releasing at least one corporate building from PCC staff use
- Political acceptability, ease of access to Council House

CMT further endorsed the strategic design on 26 June 2018 and then agreed accommodation strategy on 31 July 2018.

This project has been further developed into an accommodation programme and a capital mandate was developed and signed off by Cllr Lowry on 01 August 2018.

A number of work elements have now been awarded to consultants for completion. These will enable the strategy to be corroborated (or rejected), business cases to be developed and if successful transform our office accommodation. These works are:
- Crownhill court RIBA stages 2 & 3
- Windsor House feasibility study, RIBA stage 1, to include Records Store RIBA Stages 2 and 3.
- Midland House feasibility study, RIBA stage 1
- Windsor House Parking Study

Work on the City Centre front door for customers' remains on hold. It is anticipated that the new Strategic Director for Customer and Corporate Services and the Customer Experience programme we will be in a position to strategically lead the development of our face to face city centre customer interactions in the spring of 2019.

2.6 Define and deliver quick-win projects

| Outcomes supported:	
1.	Reduction in accommodation utilised
2.	Standard, consistent and fit for purpose workspaces

The programme in order to deliver against the principle of delivering towards a corporately agreed desk ratio of 6:10 average, and in an attempt to realise financial benefits quickly, explored the delivery of some short-term tactical projects. The projects were:

2.6.1 Project Delta

This project was launched in the early summer and completed in November 2018, in order to harvest space behind teams who were receiving new devices in Ballard House, and encourage them to work to more efficient desk ratios. The project completed a number of outputs including:
- Relocate Community Connections to the West Wing on Floor 3
- Rationalise Facilities Management space on Ground Floor
- Relocate Transformation from Floor 3 East to Ground Floor West
- Relocate Electoral Services from Floor 4 East to Floor 3 East
- Relocate Legal Services from Floor 4 East to Floor 3 East
- Open up Floor 4 to DELT and transfer DELT teams from Floor 1 to Floor 4

As a result, Figure 2 demonstrates how Ballard House is now working at much lower desk ratio average than at the start of the programme and many teams are operating closer to the corporately agreed 6:10 average desk ratio.

Figure 2: Ballard House desk ratio (December 2018)
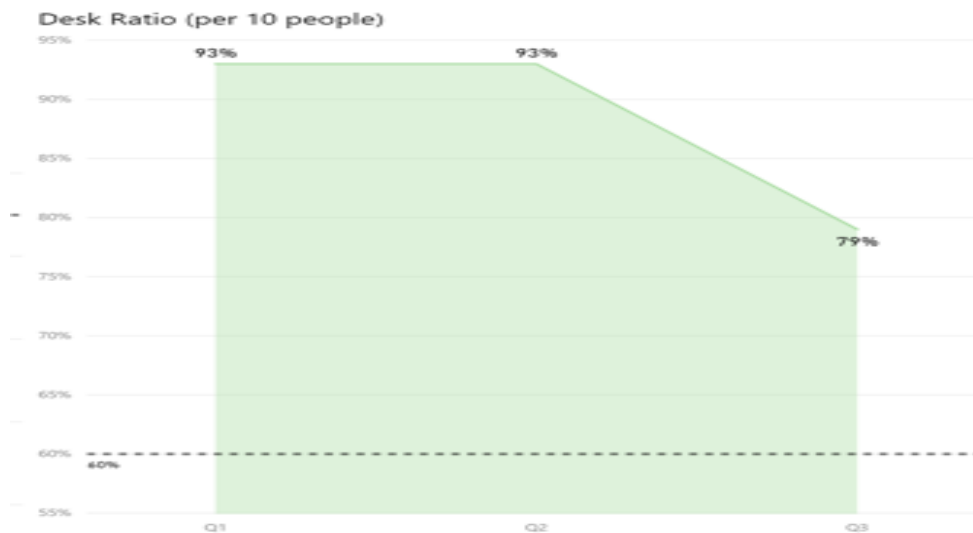
2.6.2 Project Echo

This project was launched towards the latter part of the summer and to date has explored a number of options in order to harvest space behind teams who were receiving new devices in Windsor House, encourage them to work to more efficient desk ratios and free-up space for drop-down and swing space for future refurbishments.

A number of options have been explored and ruled out based on costs and deliverability and as such this project has made minimal progress to date. However, options are still being explored with the service areas and the following outcomes have been agreed:
1. Harvesting of space on lower basement for PCC's future needs.
2. A more cohesive and effective approach to EPS Team's work, as being on one floor will enable increased communication, and collaborative working.
3. A desk ratio achieved in line with corporate guideline of 6:10 average.

As a result of harvesting space on the Lower Basement, it will enable PCC to:
1. Create new corporate drop down space in Windsor House
2. Provide temporary or longer term office space for other teams which need to be located at Windsor House
3. Free up space to be used for temporary storage of documents whilst the record store is being built

2.6.3 Other Tactical Projects

The Accommodation project has developed many quick-win, tactical workstreams to both support the delivery of outcomes associated with Accommodation work and support the delivery of both BAU activities and technology driven outcomes. An overview of project delivery status on tactical projects is outlined in the table below:

Table 3: Tactical project overview

No.	Project	Project Status	Estimated Delivery Milestone
I	Relocate Corporate Fraud Team	Complete	May 2018

2	IT Training Suite and Showroom (Ballard House)	Complete	Aug 2018
3	IT Training Suite and Showroom (Windsor House)	Complete	Sep 2018
4	Drop Down Space (Ballard House)	Complete	Sep 2018
5	Drop Sown Space (Windsor House)	Initiation (linked with Project Echo)	Jan 2019
6	Project Delta	Complete	Nov 2018
7	Project Echo	Initiation	Jan 2019
8	Building 4a Interim Use	Pre-mobilisation	TBC
9	The Green House	Pre-mobilisation	TBC
10	Chelson Meadow	Pre-mobilisation	TBC
11	Elections Storage	Initiation	TBC
12	Burrington Way	Pre-mobilisation	TBC

2.7   Records Store Clear-up and future design for a new records store

Outcomes supported:	
1.	Reduction in need for on premise physical storage
2.	Improved access to information
3.	Increased information security and compliance

The clear-up of records at Windsor House has been extremely beneficial to:
- The ability to access important social care records
- The ability to store, safely and securely, important social care records
- The ease of access to multiple services' records
- The health and safety conditions for staff accessing the upper basement to access records
- The future foundations for effectively managing PCC corporate records.

The images below show the state of some records in 2017 compared to the newly created record practice as at December 2018.

Images 1, 2 & 3 –The standards of corporate record storage prior to project

Images 4, 5 & 6 – The newly created standards of corporate record storage in Windsor House, Upper Basement

As a result of this project the number of records now formally managed by the Corporate Records Manager has increased from a baseline of zero to in excess of 3000. In addition, the projects clear-up outputs have created the foundations for a new records management service and records store which is aimed to be created and operational in late 2019.

To support this the Information Management Project Board has developed and agreed:

- The architecture for a records management service
- The preferred option for the design of a records management store
- The specification used to undertake a feasibility study of the Windsor House, upper basement in order to meet the architectural and structural design requirements.

It is expected that the feasibility study will be completed in January 2019 with current completion timeline for the new record store expected to be late summer 2019.

2.8   Publish a new retention schedule

Outcomes supported:	
1.	Increased information security and compliance

The programme in collaboration with the Corporate Records Manager identified over 1,100 different information assets that the council holds and in order to make sure we were compliant with GDPR a revised corporate retention schedule was produced and published.

The old 69 page PDF file was replaced with an interactive spreadsheet which has made it easier for staff to find the retention period needed for a certain documents and records. The new retention schedule is available here.

2.9   Delivery of O365

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Reduction in physical administration tasks
3.	Modernised, standardised and fit for purpose technology
4.	Improved access to information
5.	More technically confident workforce

The Way We Work Programme agreed a Capital Approval Summary case in May 2018 that added O365 to the Programme's scope and explained that this project was mainly driven by two things:

1. Infrastructure – Microsoft evolving their licensing model to push customers towards Cloud services, making on-premise not viable in the long term
2. Collaboration – a clear demand in the organisation to work in a different way to deliver better services.

The agreed Roadmap for delivering Office 365 to Plymouth City Council is:
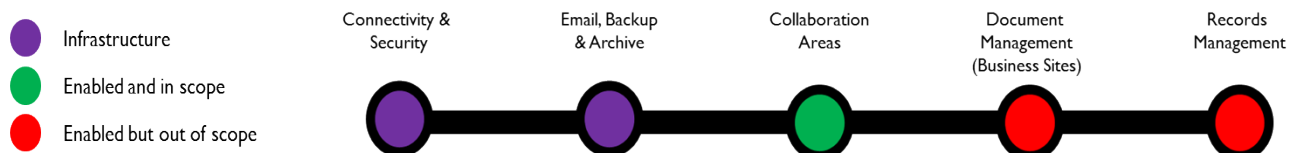
The high level implementation and scope was proposed as follows:

| Phase	Title	Description	Original milestone	Estimated Milestone at December 2018
A1	Connectivity and Security	Creating the PCC Office 365 tenancy and ensuring the correct security configuration is applied to meet corporate standards.	**July 2018**	**December 2018** *(delayed due to 3 month delayed start date and re-prioritisation of critical technical resources in Sep, Oct, Nov)*
A2	Email, Backup and Archive	Migrating email inboxes and implementing backup and archive technology to meet corporate standards.	**September 2018**	**February 2018** *(delayed due to 3 month delayed start date and re-prioritisation of critical technical resources in Sep, Oct, Nov)*
A3	Skype for Business	Skype for Business: Migrating from Lync 2010 to Skype for Business (most up to date software). This is included for context and is included in the scope as an opportunity to rationalise work; but this work will have to happen anyway outside of this case.	**2019** *(not part of the critical path and can be completed at any time a long the O365 journey)*	**2019** *(not part of the critical path and can be completed at any time a long the O365 journey)*
A4	Collaboration Areas	Designing and creating templates and introducing new services to meet the corporate requirements for collaboration technology.	**October 2018**	**Commence February 2018** *(delayed due to slippage incurred in phase A1 and A2)*

3.   IMPACT OF TRANCHE 1

3.1   What Tranche 1 has achieved – measuring our impact

Tranche 1 has been very successful in increasing compliance, removing outdated and non-compliant technologies, increasing mobile workers, enabling a more flexible workforce and equipping staff with the right tools to do their jobs. The figures below show the positive impact that the programme has achieved in Tranche 1.

Figure 3, shows that as at December 2018 the programme has issued a total of 573 new devices since its first device delivery in May 2018. A video of TWWW device deployment and a staff news article was launched celebrating the programme's milestone at 150 devices issued. This staff room article and video can be viewed here.

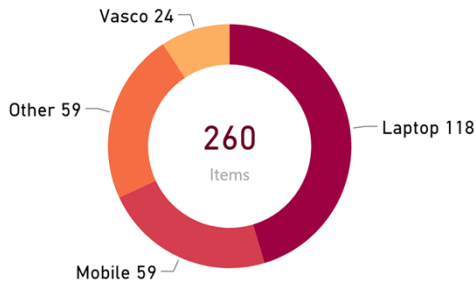*Figure 3: Total number of devices issued and in which buildings*
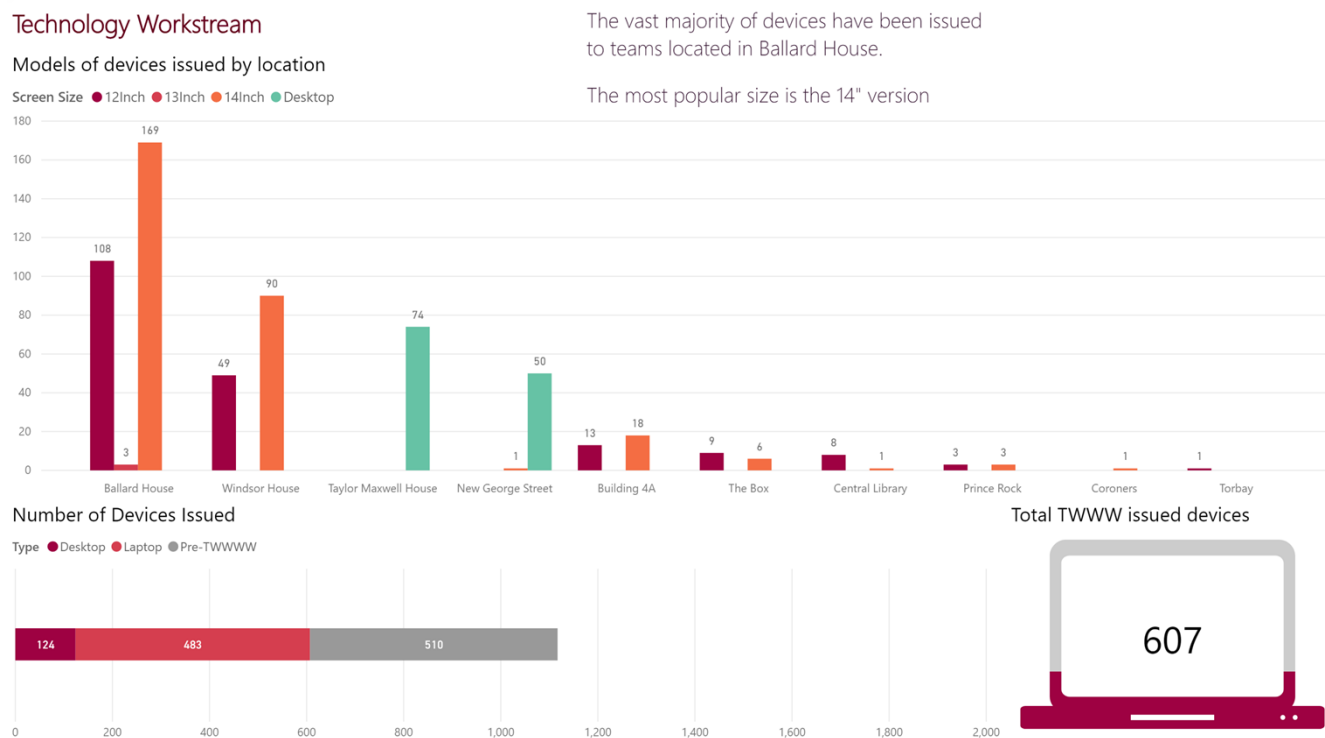
A device amnesty was communicated to the organisation in December 2017, which resulted in a significant return of devices. Subsequently the programme has continued to push for a return of devices and as a result has been able to return 260 separate devices to DELT, therefore, improving the council's position in managing information securely, as outlined in Figure 4.
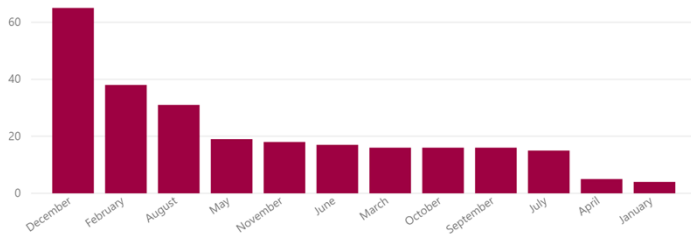
Figure 4: Total number of devices returned – Improving information security
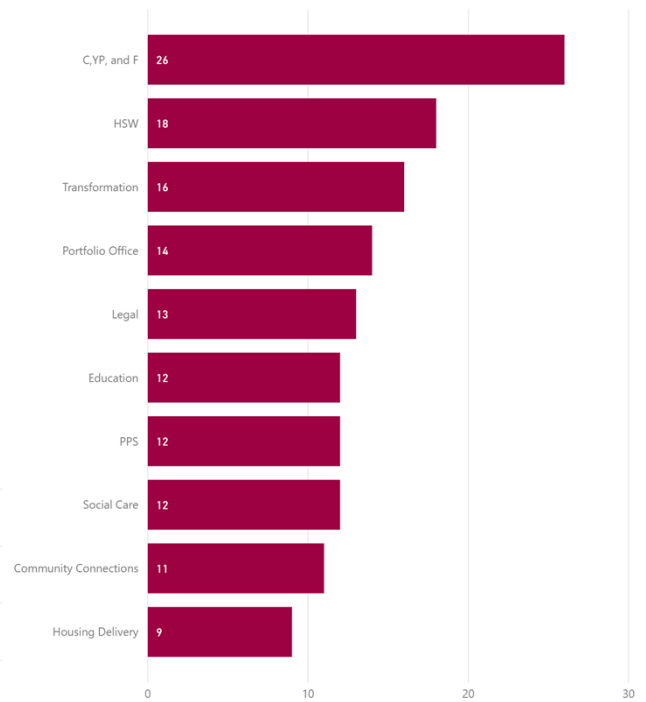
Devices returned and replaced

Devices Returned

- Vasco 24
- Other 59
- Laptop 118
- Mobile 59
- 260 Items

When things got returned

(Months: December, February, August, May, November, June, March, October, September, July, April, January)

Top 10 business areas returning devices

| Business Area	Devices
C,YP, and F	26
HSW	18
Transformation	16
Portfolio Office	14
Legal	13
Education	12
PPS	12
Social Care	12
Community Connections	11
Housing Delivery	9

Improving compliance with access to information access and record management were important drivers for TWWW programme and significant improvements in this area have been delivered. Figure 5 shows the number of applications, folders and mailboxes that have both been identified in the application rationalisation work and then removed from individual users.

Figure 5. Applications, Folders and Mailboxes removed
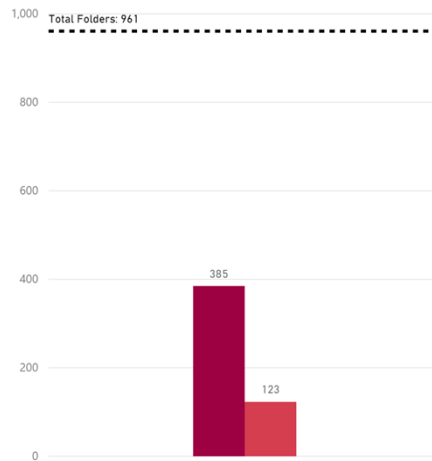
Application Rationalisation Workstream

Applications
- Access Removed
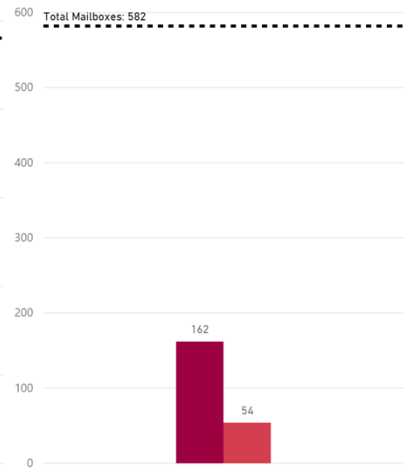- Users Affected
- DUMMY; Applications decommissioned

Identified Applications: 480

- Access Removed: 191
- Users Affected: 121
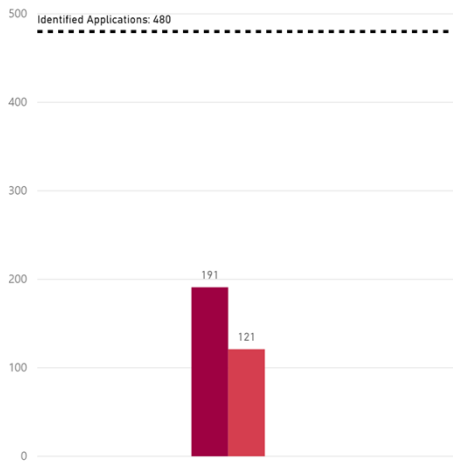
Folders
- Access Removed
- Users Affected

Total Folders: 961

- Access Removed: 385
- Users Affected: 123

Mailboxes
- Access Removed
- Users Affected

Total Mailboxes: 582

- Access Removed: 162
- Users Affected: 54

ⓘ These charts denote how much access has been removed from unique users (i.e. the same person could lose *N* amount of access).

Alongside the Applications data, there will be data quantifying how much this has saved, mainly through removal of licences required. There will be other work to determine which applications can be rationalised, and the results portrayed here.

An additional benefit to modernising and creating consistency across council's technology infrastructure is on reducing our demand on technology support services, costs of fixing broken devices and time taken to replace broken machines. Whilst, not all information is currently available to demonstrate delivery against these benefits, Figure 6 below, shows the reduction in technology related service desk incidents since the programme started delivering devices in Q2 of 2018.

Figure 6: number of technology desktop infrastructure incidents logged per quarter (2018)

Number of ICT Helpdesk Incidents
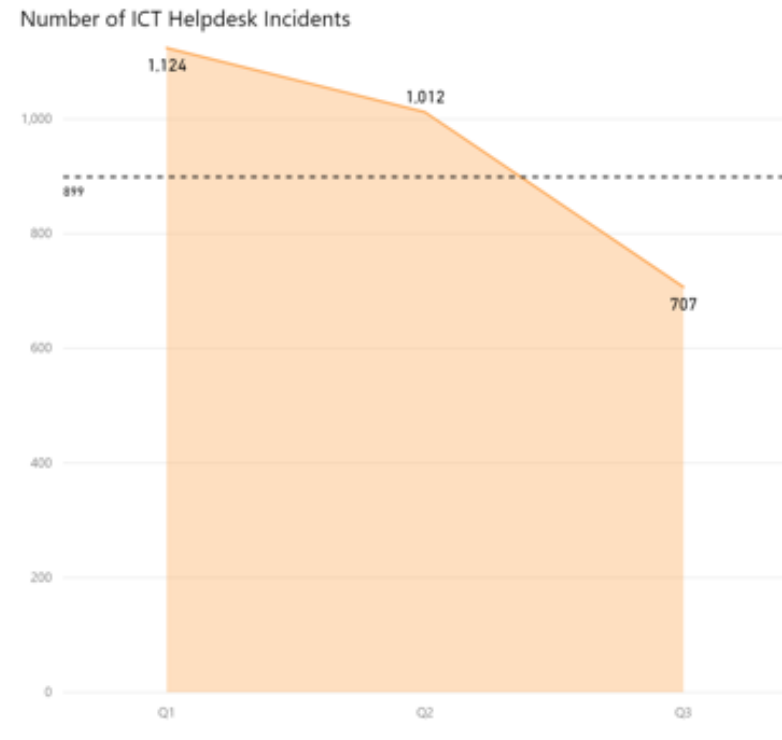
4. CASE STUDIES

As staff have received their new devices, data has been collected from them regarding their preconceptions of The Way We Work, their feelings towards their role, and how these have changed as they utilise new devices, and adopt new working practice. Staff have engaged with what are termed "Temperature Checks", which, along with staff testimonials, provide a comprehensive and diverse data set concerning staff's feelings regarding the proposed changes.

Staff complete a series of short questionnaires at the following points of engagement:
1. Directly before any staff engagement
2. One week after the first engagement workshop
3. One week after "Go Live"
4. Three months after "Go Live"
5. Six months after "Go Live"

At Temperature Checks 1, 2 and 3, the same questionnaire is offered, providing the following statements which the participant can either agree or disagree with:
1. I know what to expect from the new ways of working (smart working)
2. I understand why we need smart working
3. I think that smart working will be a good thing for the council
4. I'm looking forward to becoming a smart worker
5. My job allows me to balance my work and home life
6. I am happy with my working environment
7. I have the right tools to do my job right now
8. I would recommend The Way We Work project to my colleagues

The results are presented in Figure 7 below.

Figure 7: Temperature check response at pre, during and post engagement activity
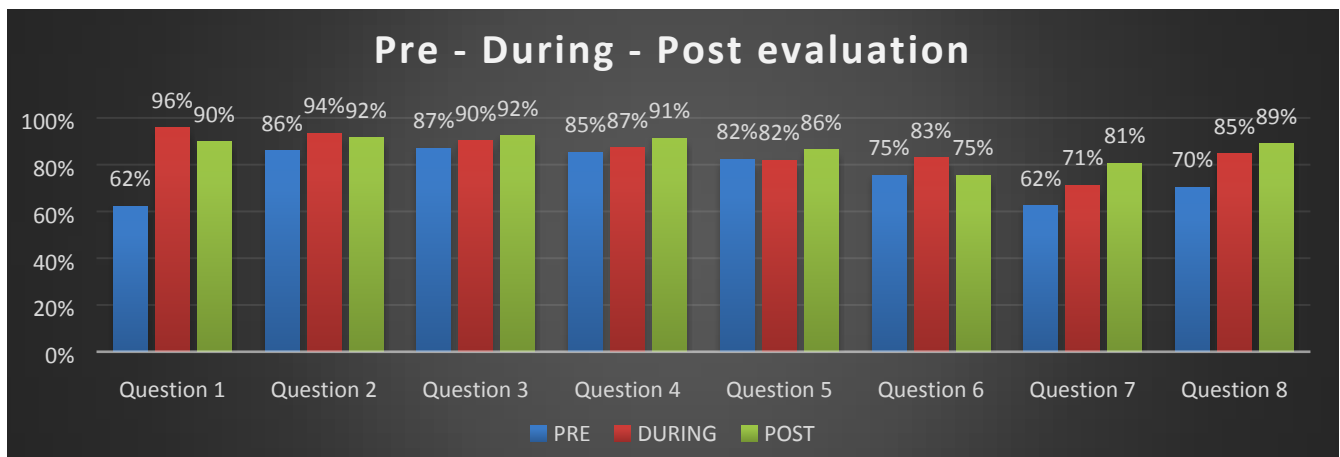
These questions are reiterated in the fourth and fifth Temperature Check, with additional key questions asked – numbered below as questions 8, 9 and 10.
1. I know what to expect from the new ways of working (smart working)
2. I understand why we need smart working
3. I think that smart working will be a good thing for the Council
4. My job allows me to balance my work and home life *
5. I am happy with my working environment *
6. I have the right tools to do my job right now *
7. I would recommend The Way We Work project to my colleagues

8. My productivity and or capacity has increased
9. I am able to avoid unnecessary travel
10. I am better able to meet my customers' needs
11. Would you be willing to tell us more about how you can meet customer needs better? (Y/N)

4.1   Staff Satisfaction, working practices and productivity

The results in figure 7, are promising, with positive answers increasing by the third Temperature Check in 87.5% of answers, particularly in those regarding worker satisfaction (3-7), and pertaining to the ability of staff to undertake their role effectively. This indicates that there is clear correlation between staff satisfaction and productivity, both of which appear to be influenced by the extent to which staff are provided with the right equipment to excel in their role.

This statement is supported by both the results of staff agreeing with three key questions asked at temperature check 4 (3 months) and 5 (6 months) outlined in figure 8 below, and by testimonials offered by staff who are operating new ways of working. For example, one member of staff noted that previously, when faced with a challenging task, they would attempt to sit away from their colleagues to avoid distraction or interruption, however this often failed. By contrast:

"By being able to work remotely and find a quiet place, my productivity has increased. In terms of wellbeing, I am able to be more productive and find quiet areas to work, which means I have been less stressed".

Figure 8: Temperature Check data for key questions asked at temperature checks 4 and 5
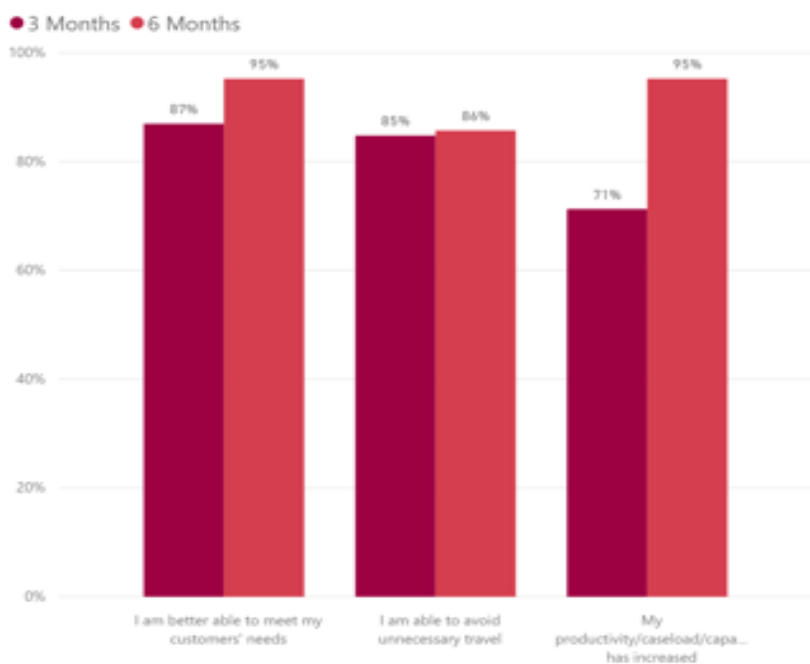
A point frequently noted is the resultant flexibility facilitated by The Way We Work programme, encouraging staff to be in control of their own workload and schedule. One staff member describes this as:

"Invaluable freedom, as I can more easily control my own schedule, and save lots of time not needing to commute".

This control over their daily practice allows staff to create an optimum work life balance, lessening the likelihood of stress within the workplace and thus encouraging productivity, as demonstrated by another staff member:

"I now have the ability to choose to work somewhere I can concentrate and be more productive. I am less stressed as a result".

This positive change is noted across entire teams, with one observing:

"It has meant staff can be more flexible and have the option to work from home and have a better work life balance".

Improved time management further promotes self-development, as demonstrated here:

"By being able to fit in the odd walk, run or bike ride around my work hours, my fitness has also improved and I feel very positive about the future of this new way of working".

4.2   Customer Service

Customer satisfaction and the delivery of person-centred services are at the forefront of our aims. The above statistics in Figure 8, begins to demonstrate how the benefits of The Way We Work for staff positively impact upon the customer, particularly in teams which work within the community and are now equipped to deliver excellent service wherever they are. For example, at 6 months after having devices 95% of staff answering the question have agreed that they 'are better able to meet customers' needs'.

At its simplest, time previously spent travelling can now be utilised for customer assistance, as indicated by the 86% of participants who felt they were able to avoid unnecessary travel, figure 8. One staff member highlights that they are now able to assist more children and families on their regular caseload than was previously possible. Similarly, work is no longer duplicated, allowing more time for customers. For example, a staff member has noted the time saved by documenting meetings in situ, and another the good practice this promotes:

"it enables me to record sessions sooner as I would normally have to wait until I return to the office to record. This in turn ensures accuracy of recordings."

Similarly, staff have noted the reduction in unnecessary second visits to clients, as they can provide information and resources immediately. Information can be shared more efficiently, and another staff member indicates future potential for faster decision making, action implementation and information sharing:

"I look forward to utilising the Skype for Business video conference feature – removing the need for all meeting attendees to be in the same room".

The free time generated from the way we work not only allows for more tasks to be undertaken, but for the quality of services to be improved. For example, one staff member has stated that their team can

"more easily help Plymouth's most vulnerable by visiting them at their homes, or somewhere they feel comfortable within the community".

Another staff member has offered the example that they are now able to provide visual aids for a customer within the community, who, as a result, can now fully comprehend the information provided.

Explicitly then, community resources previously deemed inaccessible for clients with a range of needs are now readily available through the ability to share information remotely. The possibilities for person-centred services are thus greatly expanded, and this flexibility ensures that the customer can be at the forefront of every decision made.

4.3   Travel Subsistence

It has been evidenced that The Way We Work enables flexibility in community based working, and the benefits of this have been discussed at various points throughout this report. Furthermore, transport becomes less necessary, an advantage that is twofold. Ecologically, reducing travelling reduces the impact on the environment, and simultaneously, money can be saved on travel expenses. To return to the aforementioned fourth Temperature Check, 86% of participants (at the 6 month check) can now avoid unnecessary travel. Indeed, some staff stated they were able to eliminate claiming travel expenses entirely, as their travelling had reduced so drastically. This is further evidenced by the significant reduction in expenses claims between 2017 and 2018 in HR, as seen here in figure 9.

Figure 9: Summary of travel expenses claimed across HR following involvement in The Way We Work (May – Oct 2018)
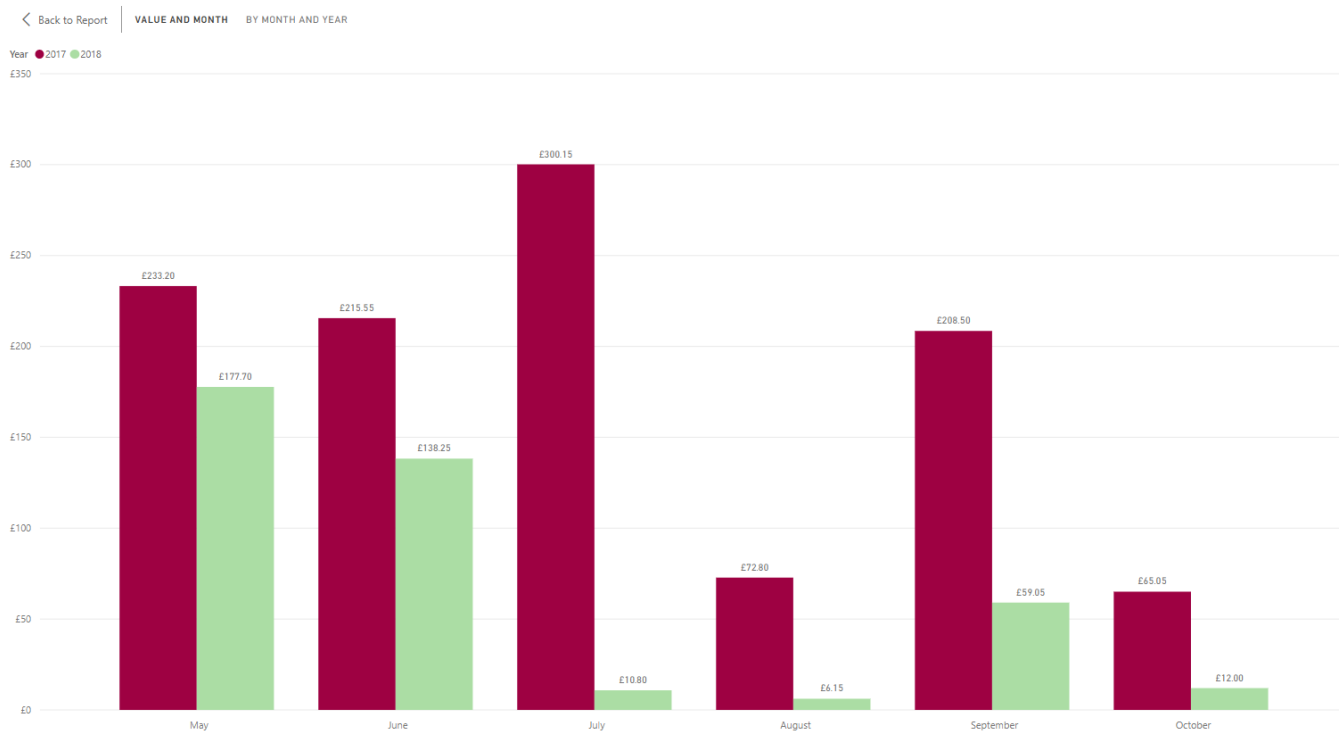
The data here indicates that since April 2018, the expenses claimed by Human Resources, one of the first teams to receive devices, have significantly reduced. In July 2018, for example, the expenses claimed were only 3.6% of the expenses claimed in July of the previous year, a 96.4% decrease. Promising reductions are seen across the whole financial year thus far, in August a similar reduction in expenses claimed is seen at 91.55%. October suggests that the decrease in claims will continue, displaying an 81.55% reduction. This would suggest that the necessity to travel has decreased significantly, saving staff time and Plymouth City Council money.

4.4   Service Specific case studies

4.4.1   Legal Services

As part of the Technology deployment, Manage Print project and Project Delta an opportunity was identified that could further support Legal Services in operating in a more modern and efficient way. As a result, in early October, Legal undertook a trial to move legal bundle printing (for court bundles) across to the Print and Document Service (PADS). Overall, nine bundles were printed via PADS as part of this trial, totalling just over 10,000 pages of paper.

The results, presented in Figure 10, were very impressive Overall, the 9 bundles took just over 1.7hrs to complete by PADS, rather than a projected 4.28hrs by Legal. This represents a straight time saving of circa 2.5hrs between the two printing service solutions. However, to Legal, the savings are much more; this represents a value saving of 4.28hrs, as it would otherwise mean allocating a staff member to print the bundles, leaving them just printing. The time saving of 4.28hrs also assumes an average of 40ppm print speed for the MFDs within Legal, and assumes a clear run of printing: no paper jams, printer issues, or paper reload time.

Figure 10: Legal Services time saving from court bundles printed w/c 16 October 2018
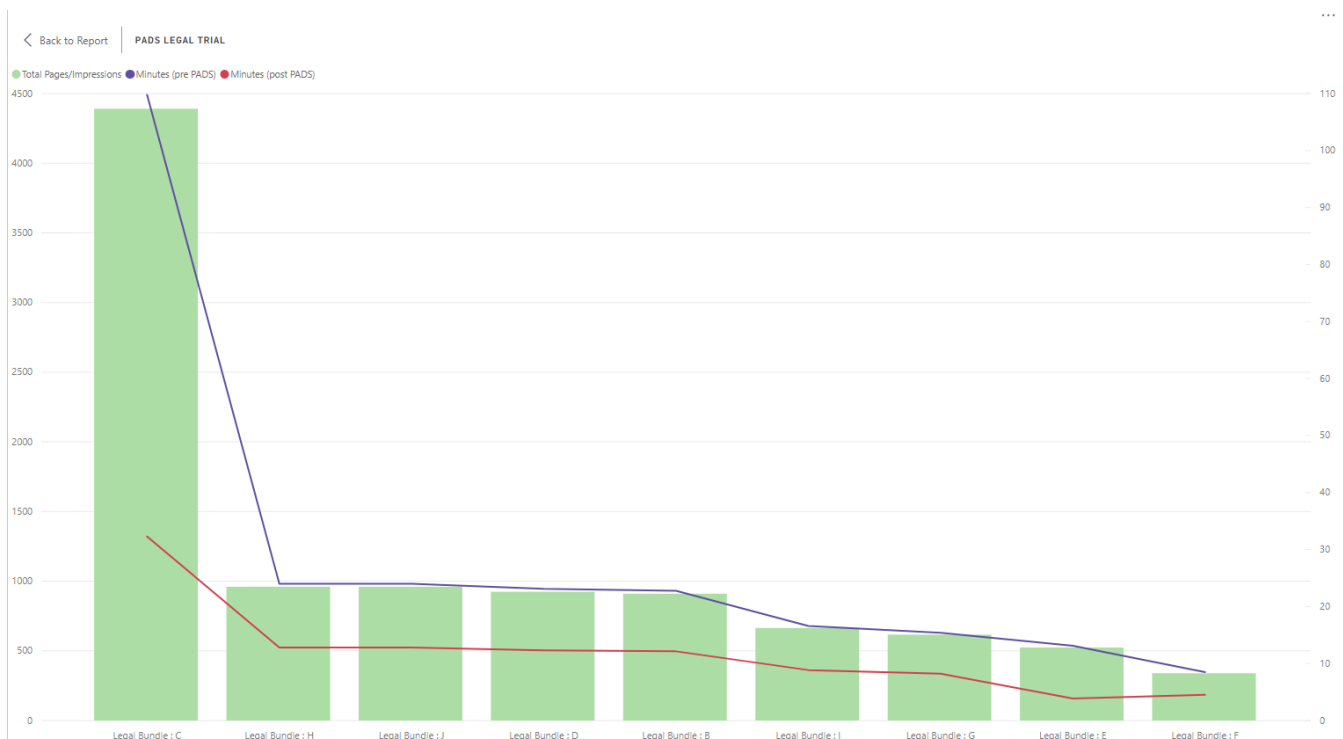
4.4.2   Customer Services

As part of TWWW flexible approach it was able to respond to the Customer Service Peer Review's challenge and upgrade the technology being used to serve customers in both the 1st Stop Shop (New George Street) and the Contact Centre (Taylor Maxwell House). Early in December, a programme of device deployment across these two sites was completed, upgrading the existing technology from Windows 7 desktops to Windows 10, following on from successful testing earlier in November (total of 18 desktops).

In total, 124 desktops were replaced, with a handful left behind (for varying reasons, mainly due to incompatibility between specific software and Windows 10). To measure the benefits this upgrade
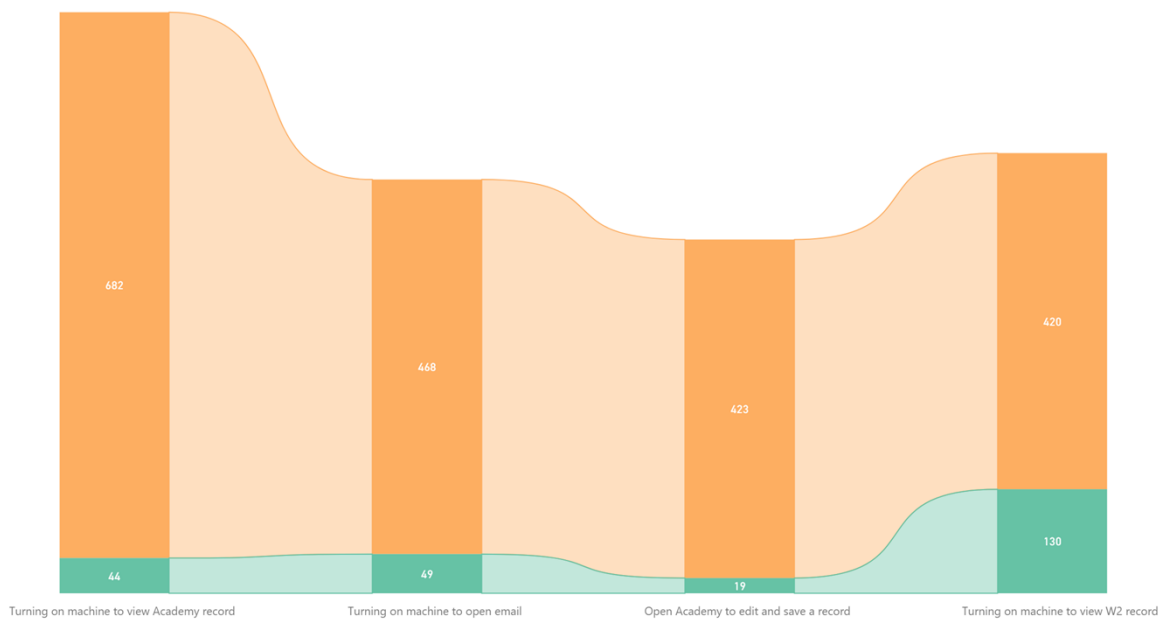
had, a time study look place, looking at a direct comparison between Windows 7 and Windows 10 devices across four specific scenarios. The results, presented in Figure 11, were extremely beneficial proving that there is a large scale reduction of time between undertaking tasks on a Windows 7 device and on Windows 10 desktop.

As a total, assuming that all machines are switched on only once per day and are used to view an email (not all machines are used for Academy or W2), then this represents a time saving of 14 productive hours per day (the data suggests a saving of approximately 7mins per device [from 7:48mins to 49secs] for the turning on a machine and opening up an email).

Figure 11: Customer Services scenario time study results

Time Study; Win7 and Win10
● Time (sec) Win7 ● Time (sec) Win10

682	468	423	420
44	49	19	130
Turning on machine to view Academy record	Turning on machine to open email	Open Academy to edit and save a record	Turning on machine to view W2 record

5. LESSONS LEARNED

The programme's delivery in tranche 1 has been in the main very successful, well received, within budget and without major incident, however, a number of important lessons learned have been captured to improve the delivery in tranche 2 and beyond. These lessons are included in the table below:

Issue	Impact	Lesson Captured
Accepting projects or additional work requests into an already live Programme environment without effective change control processes has a direct impact on the planned delivery work and can negatively impact quality.	This leads to unmanageable work commitments, resource requirements and budget requirements causing confusion and difficulties in managing to already committed timescales.	Ensure that all new ideas, projects already live go through appropriate change control mechanism prior to accepting the responsibility to deliver and ensure that Programme Board agree to the inclusion and its impacts before accepting the new scope.
Photographs for business requirements can be taken using mobile phones and transferred to new devices using Bluetooth technology	Enables immediate, reliable and secure transfer of photograph files from mobile phone to device enabling efficiencies to be gained in processes that require staff to take and store photographic evidence.	Ensure that this solution is passed on to staff in future cohorts when receiving the new devices.
There are a number of applications that are either not supported by the new devices (on Windows 10) or the latest Windows 10 build.	The project will undertake thorough UAT testing on all applications. Applications currently identified that require alternative solutions or increased UAT include AutoCad, Creative Suite, Livelink and Academy.	Ensure that solutions to these applications become enterprise wide and are re-used for future cohorts if they are identified as part of the application rationalisation project. Best practice to ensure UAT testing by each cohort and not to assume previous testing is a complete guarantee that applications will work for a given team.
Device changes were not communicated in a clear and consistent manner and this changed the expectations of staff about what a standard device should be. As users and stakeholders had got used to using the touchscreen functionality their perception was that it was now a minimal expectation on all devices. It was a functionality that was added with a view of there being no perceived reason not to, rather than a need for it.	The decision had been taken that touchscreen was not a requirement, and so to not have it was not considered a significant change. However stakeholder expectation had changed and so there were objections when this functionality was removed.	Ensure that all issues are reported clearly, consistently and timely to all key stakeholders ensuring that miscommunication does not occur. Agreed to use approved change control mechanisms for all future project changes. Recognition that user perception is a key consideration in device requirements and not just technical requirements that have been collected. Any change in physical functionality should be consulted on with key stakeholders. Also key learning that very quickly something that was considered a "nice to have" can quickly become perceived as an essential requirement once users have experienced it.
When there is an effective technical solution to VPN / Netmotion then the project can roll-out devices to increased cohort sizes in tranche 2, subject	Ensure that cohort sizes are maximised but not over-burdensome for the change elements.	Build increased numbers into the roll-out plans for tranche 2 to ensure that all users are on windows 10 devices by January 2020.

to resource availability.		
The project has identified issues within the process of obtaining devices for new starters as well as the process for dealing with leaver and pool devices	Many devices remain within the service area following staff departures, too many pool laptops are under-utilised with minimal levels of control providing direct competition for limited availability of NetMotion licenses from BAU activity vs project rollout.	There is a need to define an operational procedure for new starters, leavers and movers within the organisation and this should be a priority for the programme in tranche 2.
Prior to the commencement of the device rollout two High-spec devices were issued. These were sourced based on the technical requirements and the preference for a large screen size requested by users. The overall weight of these devices has meant that they have limited portability.	The user experience of using these large laptops has meant that they have found mobile working with them difficult. Recognising this means that we are unable to currently offer a standard high-spec device to those users that require one. This has delayed the rollout to some teams.	Consideration of screen size should not be an overriding factor in device choice. Show users an example device wherever possible before purchasing a non-standard device. Work on going with Delt to find alternative device options and should be added as a standard option early in Tranche 2.
Lack of communication on the delivery of project delta	Not documenting communication activities or formalising project deliverables and engagement activities led to misunderstandings, miscommunications and resistance in change implementation.	Ensure that all future projects have adequate approvals of deliverables and formally document messages and agreed activities with relevant stakeholders to avoid miscommunications.

APPENDICES (available upon request)

Appendix A: Case Study spreadsheet
Appendix B: Temperature Checks (monthly from Sep 18 – Dec 18)
Appendix C: Technology Performance Report (monthly from Sep 18 – Dec 18)
Appendix D: Programme Performance Report (Dec 18)