PLYMOUTH CITY COUNCIL

Subject:	The Way We Work Programme Programme Review
Committee:	Performance, Finance and Customer Focus OSC
Date:	13 February 2019
Cabinet Member:	Jon Taylor, Cabinet Member for Education, Skills and Transformation
CMT Member:	Andy Ralphs, Strategic Director of Customer and Corporate Services
Author:	Ross Johnston, Programme Manager
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Ref:	N/A
Key Decision:	N/A
Part:	Part 1

Purpose of the report:

This report is to provide the Performance, Finance and Customer Focus OSC with an update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Corporate Plan:

The delivery of new hardware (mobile devices and desktop PCs) across PCC in 2018 and the plans to develop and exploit capabilities using this new hardware and new software (Office 365) supports the Council in achieving our vision to be 'One of Europe's most vibrant waterfront cities, where an outstanding quality of life can be enjoyed by everyone'.

These improvements to technology and the changing practices enabled through utilising this technology supports the Councils priorities as a Growing City and a Caring Council through increasing staff productivity, increasing speed of technology, reducing technology infrastructure breaks, enabling a more efficient and customer friendly community based delivery, reducing revenue costs associated with outdated technology and inefficient practices and enabling a modern and secure way to work digitally and in partnership.

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

There are no financial implications from this report. This is to update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

There are no other implications from this report. This is to update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken?

No

Recommendations and Reasons for recommended action:

1. Note the progress in delivering technology improvements as part of the maintenance budget for replacement programmes as outlined in the Transformation / Modernisation Technology Projects Business Case;
2. Identify opportunities for further value to be added to service delivery and customer experience through the deliverables of The Way We Work Programme.

Alternative options considered and rejected:

Not applicable

Published work / information:

Transformation / Modernisation Technology Projects Decision Report

Transformation / Modernisation Technology Projects Business Case

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7
TWWW Tranche 1 Review Report	X								

Sign off:

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Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

1.0   Introduction to the Way We Work Programme

The Way We Work Programme, sponsored by Andy Ralphs, Strategic Director of Customer and Corporate Services and managed by Ross Johnston, Programme Manager, was established in March 2018 with the vision of delivering a flexible workforce with access to the right technology, information and workspaces to work seamlessly and securely across locations and with partners. The programme set out to achieve the delivery of this vision through the creation and co-ordination of three separate but interconnected projects:

- Technology
- Accommodation
- Information Management

Technology projects were driven from the fact that the majority of end user devices were old, and poor performing desktop PCs, some as old as 7-10 years, did not support a modern and mobile workforce. Whilst, some of PCC's accommodation expected mobile working to be in place, whereas other building assets were dated, not fit for purpose or under-utilised. Furthermore, following changes in information management legislation and legacy issues with hard-copy and electronic storage PCC needed new technology storage facilities in order to increase efficiencies, allow for compliance with legislation and protect its vital records.

All changes proposed by these projects have been focused on delivering the outcomes and benefits outlined in table 1.

Table 1: TWWW Outcomes 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 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 IT overheads (F) 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	Reduction in Accommodation overheads (F) Increased protection of Information / Reduced threat of data breaches (NF)

	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.	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)

By providing staff the tools, skills and ability to work smarter will lead to an increase in productivity, which in its own right is non-financial. However, with service leadership it is possible that this increase in productivity would create significant efficiency savings that could become cashable savings through the business areas monitoring productivity levels and then adjusting resource levels accordingly.

2.0   Building Links to Corporate Aims

The Way We Work has strived to ensure it is aligned to Council values and changes. As the Council continues to put our customers at the heart of everything we do, the Way We Work enables a number of improvements that directly impact our customer experience. The programme also delivers cultural and technical changes that will enable service areas to work in a different way and contribute to the delivery of improved customer experience, as well as achieving better value for money.

We have included some examples below to try and describe how the changes made in the programme can directly impact customers or enable further improvements to be made by service areas. Some of these impacts are measurable and have been referenced in further sections of the report. Others will require more understanding and collaboration with service areas to understand the full impact.

Table 2: example of changes and its impact on customers and services

Change	Customer Impact	Service Impact
Delivery of modernised customer facing devices	It takes less time for the customer to log in and access services Customer perception of the overall service is improved	Less staff and Delt time focussed on reporting and fixing issues Less queues and quicker resolution times More uptake on the use of PCs at Libraries Less time for staff to log in and access customer information
Delivery of mobile devices and agreed ways of working for staff	Staff members have the ability to meet customers where is most appropriate Staff members have the information about customers to hand	Potential for a better customer experience Less time spent on logging in, admin, printing and typing up notes
Improved mobile phone service	Less time spent on customer cases, quicker resolution times	Less time spent logging in More user choice More options for accessing collaboration services Quicker and easier to upload media for customer cases
Improved Managed Print service (where a demand for print still exists)	Better value for money	Officers spending less time printing, reporting faults and fixing issues
Delivery of Office 365	Increased collaboration should result in better customer outcomes	Less time spent on finding information Staff can share and collaborate with partners quickly and effectively Better tools to help with organisation

The delivery of the programme has been in alignment with the values in the corporate plan, as well as supporting the 'How We Will Deliver' elements to the plan. A description of the alignment is contained in the table below.

Table 3: Alignment of the programmes contribution to the 'How We Will Deliver' elements of the Corporate Plan

How We Will Deliver	Contribution
Listening to our customers and communities	The Way We Work enables the Council to be closer to its customers, staff able to take information and technology with them wherever they go.
Providing quality public services	The Way We Work enables both customer experience improvements as well as better value for money for the City.
Motivated, skilled and engaged staff	The Way We Work will help staff to have a better work-life balance, remove frustrations with basic services that have traditionally raised stress levels and enables staff reach their potential by being more productive.
Spending money wisely	The Way We Work has invested based on **needs** and not on **wants**. It has not only planned for the modernisation of our technical estate, but also the cultural changes to ensure our investments are maximised. All investment has been justified and

	approved through appropriate routes.
A strong voice for Plymouth regionally and nationally	The Way We Work promotes the use of information and technology as a key enabler to Plymouth having a strong voice.

3.0   Programme Progress

In 2018 the programme has made significant progress in delivering towards its vision and has achieved:

- A roll-out of over 600 devices in 2018 (480 mobile devices supporting increased flexible working, supporting a reduction in desk ratios and reducing technology infrastructure related contacts to DELT, furthermore, a 120 desktop pc's replaced in the 1st Stop Shop (New George Street) and Contact Centre (Taylor Maxwell House) enabling significant productivity improvements in the process of serving customers from these locations;
- A reduction in printing of 28% in 2018 compared with the comparable print statistics from 2017 enabling a reduction in printers supported and maintained and the negotiation of a new print contract through Delt expected to be in place by end of March 2019;
- A review of mobile phone usage and the decommissioning of in excess of 1100 sim cards enabling a reduction in mobile technology supported and maintained and the delivery of new contract saving an estimated £35k against the previous Vodafone contract;
- Developed high-level strategic plans for PCC's accommodation and delivered some quick-win accommodation projects to reduce desk ratios in Ballard House from a baseline of 9.3 / 10 (April 2018) to 7.4/10 (December 2018), enable staff to work flexibly across multiple locations through drop-down zones and improve our IT training offer through the creation of fit-for-purpose and modern IT training rooms in Ballard House and Windsor House;
- The delivery of the infrastructure, administration and governance required to support a roll-out of O365 applications and capabilities in 2019;
- Increased compliance through improved management processes and increased awareness of record management processes by clearing up and destroying out-dated records in Windsor House, Upper Basement (see before and after photos in figures 1 – 6 below) and publishing a revised retention schedule.

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

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

Figures 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.

4.0   Impact of Programme

The impact from the programme's outputs and progress is described through the following case studies.

4.1   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 and the results, presented in Figure 7, were extremely positive proving that there is a large scale reduction of time between undertaking tasks on a Windows 7 device and on Windows 10 desktop.

*Figure 7: Customer Services scenario time study results*
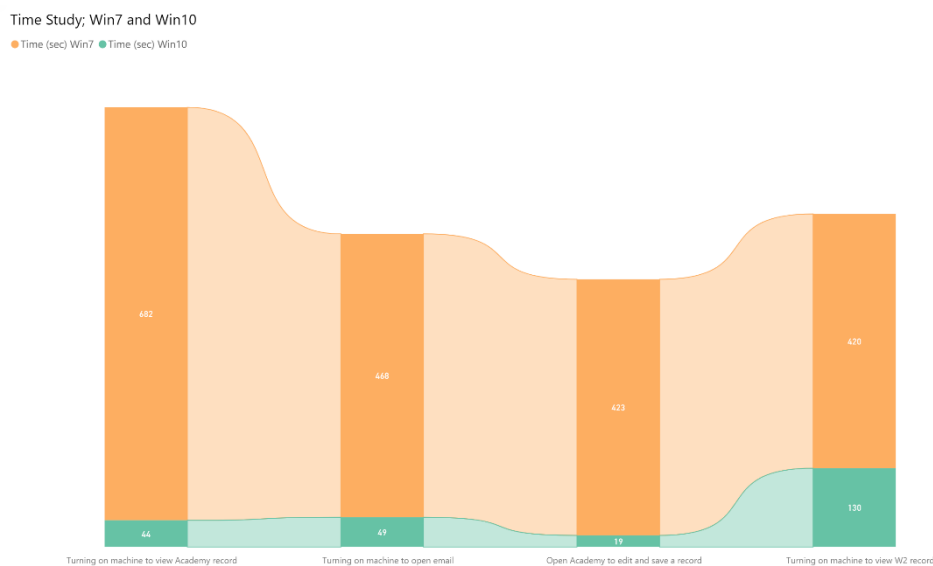
As a total, assuming that all machines are switched on only once per day and are used to view an email (not all machines are used for Academy or W2), then this represents a time saving of 14

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).

4.2   Staff Feedback

Figure 8. Staff feedback key questions and responses
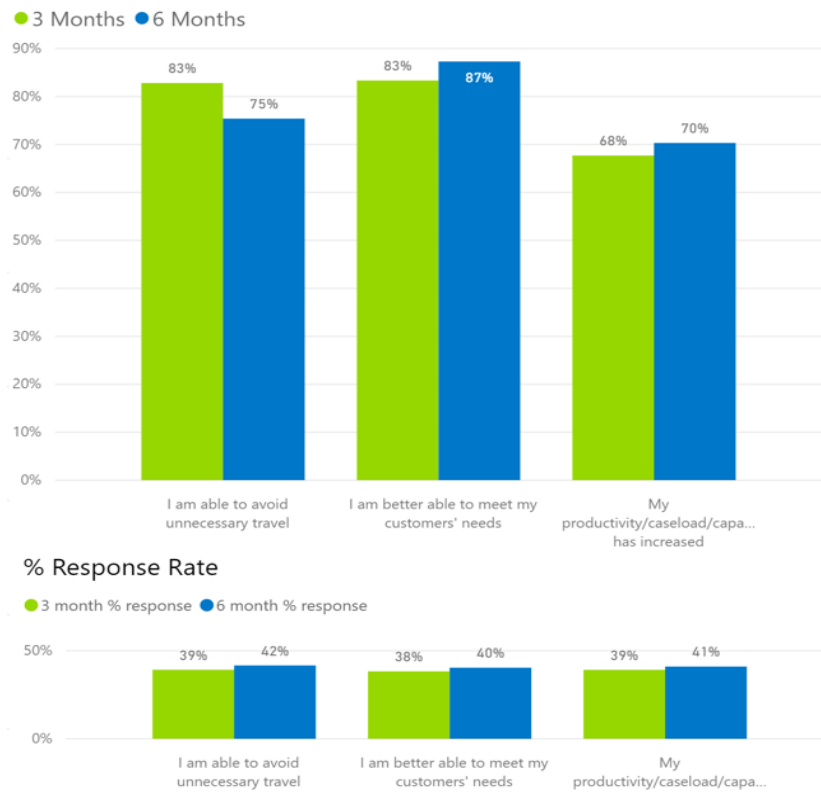
A point frequently noted by staff is the resultant flexibility facilitated by The Way We Work programme, encouraging staff to be in control of their own workload and schedule. One staff member describes this as:

> *"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".*

Customer satisfaction and the delivery of person-centred services are at the forefront of our aims and the feedback is beginning to demonstrate how the benefits of The Way We Work for staff positively impact upon the customer for example, at 6 months after having devices 87% 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 75% of participants who felt they were able to avoid unnecessary travel after 6 months.

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."

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, a 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.

5.0   Programme Planning 2019 and beyond

5.1   Technology Deployment

The programme aims to complete the delivery of new devices across the entire council in 2019 in order to have all Windows 7 machines upgraded to Windows 10 by January 2020 as this is the date given by Microsoft when they will no longer be supporting Windows 7 technology.

As a result the programme has developed a delivery plan that is currently being progressed as outlined in table 2 below.

Table 4: Tranche 2 roll-out plan

Cohort	Date	Teams	Buildings
1 and 2	22.01.19 05.02.19	Street Services, contracts and compliance team, Highways, Service Director	Chelson Meadow / Prince Rock
3 and 4	19.02.19 05.03.19	Accountants, Information Governance, Risk and Insurance, Oceans Gate, Reception	Ballard House (GF)
5	19.03.19	Policy including Regional Partnerships, Business Support (which includes the CEX EA/PA team and Cabinet Support team), Democratic Support team, Performance and Risk team, Lord Mayor's team, CEX and ACEX	Ballard House (F3) / Council House
6 and 7	02.04.19	Planning, Mayflower 400, Plymouth Waterfront Partnership, City	Ballard House (F2)

	16.04.19	Centre Company, Destination Plymouth, Plymotion, Natural Infrastructure, Highways, Tourist Information Centre, Service Directors and Director	and other locations to be determined
8 and 9	30.04.19	Service Centre, HR Business Services, Digital Services, Local Land Charges	Ballard House (F1)
	14.05.19		
10, 11 and 12	28.05.19	Reception, Safeguarding, Call Group, Frederick Street teams, OAC rooms, Family Support Workers (Anstis Street) YOT, Business Support, HoS, SD/PAs	Midland House (GF – F1) and other locations to be determined
	11.06.19		
	25.06.19		
13	09.07.19	Finance, CAMHS, Permanency, Care Leavers, Fostering	Midland House (F2)
14	23.07.19	Professional Development, Plymouth Safeguarding Children's Board, Children Social Work	Midland House (F3)
15	06.08.19	REACH, PRAS	Midland House (F4)
16	20.08.19	Fallow Cohort (Summer Holidays)	
17 and 18	03.09.19	Bereavement service, heritage, art and film, records service, FWIP, FWAP,	The Beacon, PWDRO, Museum, Cemeteries
	17.09.19		
19 and 20	01.10.19	Education, Participation and Skills, data, systems and information, business support, public health, commissioning, integrated finance, Hub and gateway	Windsor House (GF – F1 – F2 – F3)
	15.10.19		
21, 22 and 23	29.10.19	Library staff, all libraries, registration service	Lockyer Street / Burrington Way / Various libraries
	12.11.19		
	26.11.19		
SPARE	10.12.19	Mop up all remaining Windows 7 users	
SPARE	07.01.20	Mop up all remaining Windows 7 users	
SPARE	21.01.20	Mop up all remaining Windows 7 users	

Whilst, this plan will deliver all staff devices it as yet does not include the requirements or delivery plans to replace public facing PCs.

5.2   Mobile Phones

The Mobile Phones project is a collaboration between Delt and PCC that aims to:

- Rationalise the number of sim cards and mobile phones used by PCC
- Improve the customer experience of mobile phone services by removing technical hurdles and promoting more user choice
- Improve governance, reporting and monitoring processes to reduce wastage.

This has included combining the collection of user requirements, as well as feedback to Delt from service areas about how the current offering does not meet expectations. This analysis has contributed to the delivery of new contracts for an airtime provider, as well as the provider of a technical 'mobile device management' solution which helps users to enrol new users and for them to access corporate apps and information.

The outline time for delivery is as follows:

- Award Mobile Device Management Contract – 18/01/19

- Award Data and Device Contract – 31/01/2019
- Testing and Trial – 11/02/2019 – 01/03/2019
- Cllr Roll-out - 04/03/2019 – 27/03/2019

5.3   Print Management

The print project has been established to build on the success of the programme's achievements in reducing printing across the council and has set about adding further value from the delivery of the following:
- Delivering printing assets that are fit for purpose
- Improving customer service
- Delivering more efficient delivery of the Managed Print service between PCC, Delt and suppliers
- Promoting a culture of physical to digital working

As part of achieving these aims the programme is working in collaboration with Delt to negotiate a new print contract, to be in place for f/y 19/20, which aims to achieve the above outcomes and deliver a targeted 20% contract savings compared with the current Xerox contract.

5.4   Office 365 Delivery

This project is mainly driven from the following:

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 Office 365 project, under the governance of The We Way Work Programme, aims to do two things in response to these drivers:

- Enable the use of Microsoft Cloud infrastructure services to replace current on-premise infrastructure and associated contracts that fulfil the same purpose
- Exploit licenses already held as part of the Microsoft Enterprise Agreement and enable the use of Office 365 functionality to meet an increasing demand in all areas of the Council for technology to:
  - Support secure collaboration with the Council and its partners such as the CCG, Livewell, Delt Shared Services, other Councils and more
  - Support compliant information management and records management practices.

The functionality to support collaboration, information management and records management cannot be implemented successfully without the pre-requisite infrastructure in place.

Whilst, much of the infrastructure was delivered in 2018, it is only part way complete and 2019's plans will ensure that further infrastructure is in place (Exchange Online and Email Migration) and applications to improve individual productivity capabilities (To Do, Sway, One Drive etc.) and collaboration working capabilities (Sharepoint, Teams and Planner etc.) are delivered.

In addition, work will begin on adding further value to PCC through the O365 estate by considering opportunities for Case Management, Document and Records Management and a new Intranet.