



RECORD OF INDIVIDUAL EXECUTIVE DECISION MADE BY A CABINET MEMBER

Decision Maker	Decision Type	Date
Cllr Jabbar	Key Decision	12 th February 2020

Decision (s)

Exempt/Confidential Report		No
Key Decision	Yes	

Reasons for the decision(s)

Building on Office 365 Functionality to support a Digital Workforce

Options/Alternatives considered

1. Rely on users to adopt and embrace the new technology without further support, training and encouragement. This has been discounted as there is a significant risk that this would fail and introduce further business risk as it is likely that staff will struggle with document storage and location. Business benefits will not be realised.
2. Adopt this programme and accelerate the potential benefits to be realised through further adoption of the councils developing digital strategy. This is the recommended option.
3. Self-help – provide a light touch (best effort) level of support that may involve production of some quick reference guides and a limited train the trainer approach.

Conflict of Interest declared

None



Clr Jabbar

Deputy Leader / Cabinet Member for Finance and Corporate Services

In consultation with



Helen Lockwood

Deputy Chief Executive

Decision made pursuant to:

- a) **Delegation to Cabinet Member under the Council's scheme of delegation. Contract £100,000 - £400,000 and Key decisions.**



Delegated Cabinet Member Decision (Contract Award 100k -250k) Report

Decision Maker and Portfolio area:	Helen Lockwood, Deputy Chief Executive Officer
Date of Decision:	30 th January 2020
Subject:	Building on Office 365 Functionality to support a Digital Workforce
Report Author:	Chris Petrie – Head of IT
Ward(s) Affected:	Affects all wards, consultation not required

Reason for the decision: To invest in developing efficient processes and workforce skills to take advantage of the Councils investment in technology, specifically in relation maximising benefits from office productivity tools including MS Office 365 and Teams

Summary: The proposal is to embed a fuller business change process across two focused areas with the aim of delivering enough knowledge and training to ensure these areas have a high degree of confidence in using the tools and understanding of the benefits. The focus will be on the Corporate SLT and a further representative service area to try and ensure that the organisational leadership can set an example and also drive the behaviour and culture change that will be required.

This paper proposes partnering with a Microsoft accredited change organisation, through the G-Cloud framework to work with the business to embed 'New Ways of Working' in two specific areas, and train c2000 Council users on the CORE Microsoft skills necessary.

This proposal is aligned with the emerging digital strategy and specifically the digital workforce theme. Office 365 is an enabling tool to support services to work more flexibly etc etc

What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):

1. Rely on users to adopt and embrace the new technology without further support, training and encouragement. This has been discounted as there is a significant risk that this would fail and introduce further business risk as it is likely that staff will struggle with document storage and location. Business benefits will not be realised.
2. Adopt this programme and accelerate the potential benefits to be realised through further adoption of the councils developing digital strategy. This is the recommended option.
3. Self-help – provide a light touch (best effort) level of support that may involve production of some quick reference guides and a limited train the trainer approach.

Recommendation(s):

The recommended option is **option two**.

Implications:

What are the financial implications?

There is provision with the existing IT capital budgets to support this initiative and the estimated cost of approximately £175k. However, it must be noted that the estimated cost of £175k may reduce if we are able to complement the work with the effective use of internal resources. The ongoing costs will be monitored via the ICT Strategic Investment Board, to ensure that the initiative is delivered within budget and to ensure the monitoring of the proposed benefits of the scheme are captured and realised. (Lee Walsh)

What are the procurement implications?

This Procurement will be made via Crown Commercial Services Framework G Cloud 11 RM1557.11 (Senga Henstock, Senior Buyer)

What are the legal implications?

None (Colin Brittain)

What are the Human Resources implications?

The advancement of workforce skills in technology and MS Office productivity skills is an enabler for transformational activity such as agile working and a precursor for improving organisational efficiency and effectiveness. It will be necessary for Leaders and Line Managers to act as role models with the adoption and use of of this technology. (Martyn Bramwell)

Equality and Diversity Impact Assessment attached or not required because (please give reason)

Not required as this report builds on standard equipment that is already deployed.

What are the property implications

Any work associated with the digital transformation of services, is linked to the Council's Medium -Term Property and Accommodation Strategies.

Risks:

The investment made in Office 365 functionality provides the opportunity for all staff to improve their efficiency and improve present processes such as document storage/ retention/ destruction in line with the Local Government Classification Scheme if planned appropriately. The proposals set out in this report set out the plan within the Council to do this. If the Council does not look at implementing efficiencies around Office 365 there is a risk present processes do not improve. (Mark Stenson)

Co-operative agenda

Further deployment of Office365 functionality will enable the workforce to become more effective and flexible in their work delivery, and be more responsive to demographic demands, deliver high performance through effective use of time and resources and provide customer-focused services within integrated environments.

The workforce will be more empowered, as the use of collaborative technology will promote a positive culture of inclusivity, engagement and ownership.

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? Yes

Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the Council's budget? Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council? No

List of Background Papers under Section 100D of the Local Government Act 1972:

There are no background papers for this report

Creating the Digital Workplace – Briefing to SDA – 30th January 2020

Report Author Sign-off:	
	
Date: 18/02/2020	

Please list any appendices: -

Appendix number or letter	Description

Background:

The Councils IT strategy as approved in 2017 created the enablers for a more agile workforce, with cloud-based email and storage provided via MS Office 365 and the adoption of a laptop first policy.

This strategic choice brought with the potential for a wide range of benefits, these include:

- Reliability & Mobility - access to emails and stored documents via OneDrive and SharePoint from anywhere through internet connected devices,
- Flexibility & Agility - Access to emails and stored documents via MS Intune on any authorised mobile device,
- Improved productivity & Efficiency - The ability to remotely collaborate with colleagues, including the simultaneous editing of documents through MS Teams and SharePoint.

- Resilience - Improved security through the knowledge that email and office data is stored in a secure public cloud approved datacentre, without the need for local backup and Disaster Recovery (DR) solutions.
- Savings – cloud-based data helps move towards a lesser need for server based data centres and associated costs

The deployment of this environment was prioritised to remove the aged MS Windows 7 client estate before it went end of life and breached the Public Sector Network Guidelines. Therefore, during 2019 the Council deployed >2500 PC devices and >650 mobile telephones for an investment of £2.5M, creating the environment for further benefits to be realised through business change as separate project initiatives. One such initiative is the Assets & Accommodation Review which is currently taking advantage of these technology benefits to assist with the co-location of teams in the Civic Centre and helping to achieve the rationalisation of desks to a 7-10 ratio through greater mobility and home working.

However, although the technological enablers have been implemented, the real business benefits will not be realised without a business change initiative coupled with the training of staff on how to operate in this new digital workplace. This will require development and training in skills such as use of collaborative tools (SharePoint and One Drive) and associated communications such as Teams.

Proposals:

To allocate £175k from the ICT Capital Programme to fund this change programme with a Microsoft Accredited Partner through the G-Cloud Framework.

Conclusions:

This proposal is accepted, and Unity will be commissioned to deliver these initiatives.

In consultation with

Helen Lockwood
Deputy Chief Executive

 Date: _____

