

Committee(s)	Dated:
IT Sub-Committee	31 st May 2018
Subject: Change and Engagement Approach	Public
Report of: The Chamberlain	For Information
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Summary

The scope of Phase 1 the IT Transformation Programme is well documented. Phase 2 focuses on realising the benefits of the Programme through supporting user adoption to make best use of the technology that has been delivered. This report outlines a structured approach to gaining user adoption using the Government Digital Service approach. Initial information demonstrates that technology adoption has been positive so far but is expected to improve in the coming months.

Recommendation(s)

Member are asked to:

- *Note the report.*

Main Report

1.0 Background

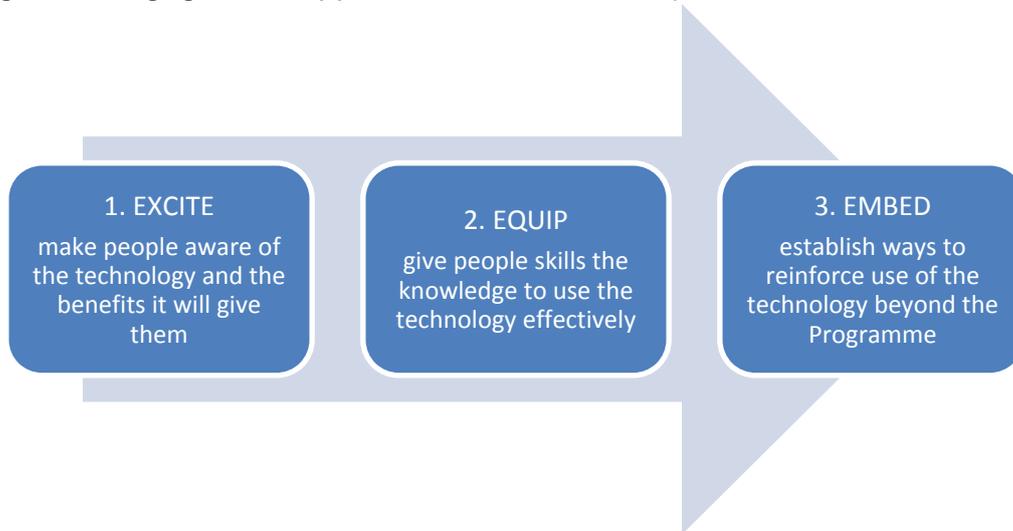
The City of London Corporation (CoL) has embarked on a major IT Transformation Programme over the last 18 months to refresh its end-to-end Technology Stack. The Vision and Strategy set out at the start of the Programme and approved at the IT Sub Committee was:

- Buy not Build
- Use fewer systems more effectively
- Secure and compliant IT systems and services that support the organisation
- Move from complexity to standardised solutions

Phase Two of the Transformation Programme acknowledges that in CoL most of the big infrastructure investments are now done. The key now is to maximise returns on investment, through supporting staff to utilise the capabilities of the new technology.

2.0 Change and Engagement Approach

Without a focussed effort, departments will continue to use the new technology in old ways. Appropriate Change Management, Training and Engagement activity is vital to ensure that CoL Staff understand ‘the art of the possible’ and are encouraged and supported to use and maximise benefits from the new technology. It is proposed that the Government Digital Service, three-phased approach is used (See Appendix A ‘Change and Engagement Approach’ for more details);



2.1 Activities to date include;

- A series of ‘Familiarisation Sessions’ delivered to over 600 staff through programme offering an overview of the rollout process and features of the new technology;
- Classroom based ‘Technology Taster’ sessions for staff, outlining the technology enhancements and new software – 100 staff should have attended these sessions by the end of May 2018;
- A presence at the City Learning Live event in early May, including ‘theatre style’ Technology Taster sessions;
- Sessions outside the Gild with a live ‘Skype for Business’ demonstration;

- Skype for Business demonstrations to several departmental management teams including Human Resources, Open Spaces and City Bridge Trust.
- Regular Communications through the Staff Intranet site and e-mails to Senior Officers.
- The procurement of an Online Training Offer (Training Plus) which will provide module-based on demand Office 365 training for all licensed users.
- Bite size 365 adoption for all Chief Officers SMT meetings and their Direct Reports SMT meetings.

3.0 Measuring Adoption

Feedback on the IT Transformation Programme has been very positive. The most significant change for the organisation has been the move to 70% of staff using laptops and tablets as their main Corporate device, which has been supported by a more agile infrastructure and 'cloud' offering.

Success will be measured qualitatively through the feedback received and a quarterly survey which will launch shortly, entitled 'Have you been Transformed?'. This will seek to understand whether working styles, productivity or processes have improved since the rollout.

To measure the adoption of the technology quantitatively, we are using the 'User Adoption Dashboard', delivered through Power BI (the business intelligence software provided through Office 365). This provides detailed metrics including number of active users, the use of Skype and SharePoint, as well as a breakdown by department.

Some of the highlights so far include;

- 3,027 active users in Office 365;
- 93 active SharePoint sites, up from 57 in January 2018;
- 1002 staff members took part in a 1 to 1 Skype call in April;
- Around 250 regularly taking part in Skype calls of more than two people;
- Average 131 hours of video and audio calls over the last 3 months.

4.0 Future Plans for the Next 12 months

During the next 12 months the Change and Engagement team will continue an intensive campaign of communication, outreach and training with colleagues across the Corporation.

Specialist projects are being set up with business teams in Markets and Consumer Protection and Open Spaces to help them adopt new ways of working with mobile solutions and maximise the collaborate opportunities for the Office 365 software.

In addition, the City of London Corporation has been adopted by Microsoft as a Strategic Engagement partner which allows the organisation to have access to specialist support from Microsoft for resolving integration issues and run workshops led by Microsoft specialists to fastrack the development of knowledge and skills within the IT team.

More details are available regarding specific activities to promote new collaborative and information led ways of working in Appendix A.

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Appendix A – Change and Engagement Approach (Available on request)