

Overview and Scrutiny Board 30th May 2012

Pilot of Mobile Devices

Recommendations

- 1) That the Overview and Scrutiny Board comments on progress to date on investigations into the use of iPads and similar devices in Warwickshire County Council.
- 2) That the Overview and Scrutiny Board comments on the outstanding stages of the trial and activities, as outlined in the report.

1.0 Background

- 1.1 The Overview and Scrutiny Board requested an update report on the use of iPads and similar devices in the Council, specifically to include:
 - Planned usage for Members and Officers;
 - Advantages of these devices compared with tablet PCs; and
 - Associated costs
- 1.2 This request relates to one of the major developments/challenges facing ICT departments in organisations, the growth of 'Consumerisation' and 'Bring Your own Device' (BYOD), so named because the ICT developments in the consumer market means that:
 - There is a huge growth in use of new ultra-mobile devices and smartphones to access personal information and systems;
 - For the first time, the technology that staff personally own is likely to be more advanced than the equipment that their employers supply them with; and
 - Staff will increasingly want to use one device, their own device, to access work information and exploit the increased functionality of those devices.
- 1.3 This trend has the potential to dramatically change and improve how technology is used to deliver services to the public and we are seeking to exploit this as part of our customer access work. However, from the perspective of this report it is fundamentally challenging the existing models of ICT delivery inside organisations including:
 - The Security models that we have traditionally used to protect information and the organisation. They are not necessarily suitable for this new approach and will need to be adapted; and
 - The equipment supply and support models, particularly if we adopt a BYOD approach, but there are also changes if we want to adopt the use of corporate supplied devices

1.4 It is recognised in the Industry that Chief Information Officers (CIOs) and Heads of IT must respond to this, and it was recently stated that a King Canute approach to try and stop this is not an option.

1.5 This document reports on our work to date in this area, our plans to develop a formal policy and actions that we are investigating to facilitate and manage this area.

2.0 Work to Date

2.1 Like other authorities, and indeed other large companies, WCC is still at the trial stage of the project. Some of the other councils that have announced formal pilots in this area in the last month include Leeds City Council, Cambridgeshire County Council, Norfolk County Council and Hampshire County Council.

2.2 As part of our new ICT Strategy, which was discussed at the meeting of the Overview and Scrutiny Board on 5th April 2012, has since been approved by Corporate Board and is due to be considered at Cabinet on the 24th May, we have developed both a [Devices Strategy](#) and an Applications Strategy which would both fully support this new world approach.

2.3 Although the Strategy outlines our aim -

“To allow our services to securely and safely reach the maximum number and type of devices, while reducing to an absolute minimum our involvement with each individual device”

- it also recognises that the industry is still at an early stage in the development of this approach, and must also develop ways of utilising legacy applications and infrastructure in the interim.

2.4 As outlined in the Strategy, we have been trialling the use of such devices as a related facet of our Cloud/Google work, as the use of Cloud services support the new device approach through the use of more modern web enabled services, and the requirement for a more information or service centric security model.

2.5 Specifically, we have supplied either iPads or the Android based Samsung Galaxy Tablet to:

- Eight elected members nominated by the Group Leaders, and the majority of Cabinet members;
- All Strategic Directors and all bar two Heads of Service;
- Senior ICT Managers; and
- A dozen other staff specifically identified due to service requirements

2.6 They have been testing the tablets for access to email, Committee information, the wider Internet, and the use of electronic documents in meetings.

2.7 We have also been supporting some staff using corporate and personal smartphones to access their Google email through an Internet browser only. We are deliberately seeking to work with a range of devices to test true BYOD.

3.0 Benefits of the Approach Identified as part of our Trial

3.1 Our trial has identified the benefits associated with these devices that have led to the current increased industry interest in this area:

- We have seen an increased use of electronic facilities and the associated more efficient and effective operation due to:
 - The increased ease of use facilitated by the simpler consumer market user interface and touch screen facilities.
 - Lighter form and greater mobility of the devices.
 - Extended battery life, making it easier to use for the whole day if out of the office, in a Council meeting or with customers.
- Products have immediate start up time both saving time and encouraging use;
- Applications used on the devices are much cheaper – e.g. the PDF annotation facility that can be used to mark-up committee papers costs £2 as opposed to £40 on a PC and does not have the associated annual charges;
- The devices **can** be an alternative to existing equipment and therefore offer potential to reduce costs, e.g. some members now using devices instead of expensive laptops/PC, in some cases device replaces both PC and Blackberry (see issues section as not true for all users);
- Some staff have returned Blackberries and are prepared to use personal phones and personal tariffs to access email. Using personal devices, reduces the cost to the Authority, and avoids people carrying two devices around;
- The increased ease of access has led to some staff working more when 'off-duty';
- Devices can be used from anywhere with Wi-Fi internet access, partners offices, home, coffee shops, etc;
- Ideally it should reduce support costs as we should not provide support to personal devices; however, this is not tested or proven yet, as we have been providing support to corporate supplied devices and have seen significant support requirement from the user base involved;
- The use of the devices has appeared to have led to increased customer satisfaction with the ICT service provision in the Authority; and
- However, most important of all, the use of devices provides more flexible working opportunities in terms of location and time that people work. This is the element of the pilot that has the potential to deliver the greatest benefits through improved services and savings to the Authority through the exploitation of these facilities by elected members and staff, e.g. through use in Councillor Surgeries, public meetings, partners offices, face to face contact with customers.

3.2 To support this report we asked pilot participants if they wanted to provide some feedback on their use to date. A selection of the replies is attached as Appendix A.

4.0 Issues/Challenges Associated with the use of these Devices

4.1 The main issues with this approach are all around Information Assurance. Security, Security, Security:

- Organisations have always had to balance the risk of information security with flexibility and ease of use. Traditionally, we and other organisations have sought to manage this by containing information within our network perimeter and controlling all devices that have access within the perimeter;

- The new world of BYOD and the use of Cloud Services requires that we protect information and services at source;
- While this approach introduces increased complexity for IT organisations and possibly for users as single sign-on becomes more difficult, it does offer tremendous increased flexibility in terms of device and location working, and indeed sharing of information;
- The use of these devices and any BYOD approach certainly increases security risk for information, and along with other organisations we must develop both policies and technical strategies to deal with these;
- There are security approaches that we are employing, exploring and further investigating that can limit storage of WCC information on personal devices; however, policy approach will almost certainly be required as technical strategies will again limit flexibility. It should be recognised that where technical strategies are too restrictive users find insecure ways around them, e.g. sending information to personal accounts; and
- Any use of these policies must also include further training for staff providing a better understanding of their security responsibilities, a permanent on-going challenge we want to address anyway. It will also include more trust of staff.

4.2 The second major issue is around our approach if we choose to use BYOD as an alternative to County Council supplied equipment, rather than just an add-on. This should have the ability to reduce costs for the Authority, but will introduce questions such as:

- Do we provide staff with a contribution to their equipment to incentivise the adoption and increased savings? What are personal tax implications as well as the corporate financial position?
- What support can and should we offer for personal devices? Ideally none. but realistically this is unlikely to be achieved.
- If staff are using their own devices, including phones, do we have a model for refunding them if they are using data allowances and making telephone calls?

4.3 Even if we just consider the use of WCC supplied devices there are a range of questions that we have to fully explore:

- Do we supply these managed devices access to the Corporate network which may be required for access to legacy applications?
- These may just lead to different but in fact extra support.
- Do we supply Mobile access or limit access to just where Wi-Fi facilities are available? Where they replace Blackberries this is not an issue as it can be cheaper.
- What developments will be required to our internally managed Wi-Fi facilities and internet access to cope with potential demand?

4.4 Some more general issues are:

- Do we allow all devices to be used, or only those that meet criteria, e.g. allow encryption?
- Printing from these devices is not currently readily available.
- Documents do not always look the same on different devices as they use a device specific document product. Users need to understand this, e.g. tracked changes not always available.
- Most importantly, these devices do not have the full functionality of PCs. In different apps they will have reduced functionality as they are offering a mobile view to suit internet access and screen size.

- They do not completely replace a PC – but for many users and their applications, do they need the full PC ability?

5.0 What are we doing/do we still need to do?

5.1 Having identified the benefits in the pilot to date we need to:

- Complete our pilot and formally review their use;
- Review and confirm our position on the issues and challenges above and develop a formal statement on our proposed operating model for the use of these devices; and
- Develop a formal business case for their adoption with advice on when they should be procured.

5.2 As part of this we are / and will continue to:

- Develop and update security policies and advice on the use of this equipment. Interim policies and advice are in place;
- Evaluate Mobile Device Management facilities that can provide increased security on devices by restricting flexibility. We must evaluate requirements and capability in this area including if we need it at all for some services. We are sharing intelligence with Coventry and Solihull in this area;
- Test Cloud printing to our new corporate print management facility;
- Consider how the use of such devices could impact on hot-desking and shared office space, e.g. use of fewer shared PCs for some applications but more mobile devices for other services; and
- Review our current charging model for ICT support and Infrastructure that includes a charge per PC. This will be reviewed as part of our Strategic Commissioning Review.

5.3 We plan to evaluate the devices pilot and decision on future roll-out after the Google Mail roll-out. This will avoid confusing the issues and give time to address the challenges identified above. We would therefore anticipate completing this by the end of the calendar year.

5.4 With regard to the specific question of further Elected Member usage, we believe that this will fit very well with offering the option as part of our normal replacement policy after the June 2013 elections. We plan to adopt the same approach as with Blackberries and offer Elected Members the choice of a range of equipment, which at this point we would expect to be at a lower cost than previous packages.

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Feedback from Elected Members and Staff involved in the Devices Pilot

Comment	Author
<p>I am finding the tablet a real help in making very best use of my time - mainly my own! It is so handy to switch on and deal with messages and issues as they crop up - I am spending time in the evening sometimes catching up and between meetings.</p> <p>The speed of connection and reduction in paper have been the key benefits for me. I have also handed back the blackberry and I am learning how to make best use of the HTC phone - more of a challenge but getting there!</p>	Sue Evans
<p>I have found the tab easy to use and it fits with my style of working. I can follow up issues much easier and quicker. Everything is much easier to organise. I have handed back both my tablet and my blackberry which I only used for email, as I no longer need these items. I do not receive hard copies of papers etc so there must be a significant saving in these new ways of working</p>	Cllr. Heather Timms
<p>I have found the move to GoogleMail liberating as I was already using it and I can now access my email from many locations and using varying devices. There is still a lot of learning to do on this and I look forward to finding out more.</p>	Cllr. Jerry Roodhouse
<p>For me the tablet has completely transformed the way I work - in a positive way. I think I am more efficient and in the process I have saved some trees!!</p>	Kushal Birla
<p>These devices are unquestionably an important step in facilitating members to keep up not just with internal reports (i.e. The paper less office) but in gaining and developing essential skills and knowledge about modern ways of working.</p> <p>It was something of a challenge, though perhaps inevitable, that the shift to Gmail coincided with getting to grips with a new piece of hardware.</p>	Cllr. Tim Naylor
<p>In the main it is great</p>	Cllr. Carol Fox
<p>I think the tablet (mine is a Samsung) is a valuable tool for modern working. It makes it much easier to communicate and exchange information, to work much more flexibly (without having to be tied to a desk) and is a much more cost effective way of storing and retrieving information (no need for printed copies of everything).</p>	John Betts
<p>I very much like the ease and convenience of the Samsung. I have found it easy to down load members papers and to access the internet. It is not quite so easy to go through a process of saving a 'sent' item and then down loading it and so on. It is more difficult to print from it and so for those reasons and one or two others, to me, it is not quite a full computer, but it is more convenient in many other ways.</p> <p>For my quick access to diary, I still find there is a need for blackberry.</p>	Cllr. Izzi Seccombe
<p>The iPad has made my life easier. I am now 100% mobile with instant access to email, calendar and web wherever I go. I've also been able to rationalise my kit and now only have phone and iPad to cart around. Gmail and the iPad make this possible with the added benefit of personal and work emails all coming through on one device. I'm not going back!</p>	Monica Fogarty

<p>I have used the Samsung extensively in meetings on the train and at home. 3G connectivity has been essential and overall I wouldn't want to be without it now. Slightly disappointed with the reduced functionality of documents so I tend to use it for reading and sending email.</p>	<p>Mark Ryder</p>
<p>My Samsung experience is over a shorter time horizon than most of the others I believe. Overall the experience has been positive Google Mail is a big improvement on Lotus Notes, especially the ability to get in via a variety of different devices without having to worry about synchronisation etc. I like the ability to label incoming emails automatically dependent on sender and/or content - this is a big help with archiving as soon as an email has been read/dealt with. Also the massive storage capability means that my total archive is instantly on tap.</p> <p>My few minus points I think you already know about:-</p> <ul style="list-style-type: none"> • I still struggle slightly with the "conversation view" in Gmail - either to find emails or to be certain I'm replying to the right one. On the HP tablet I can turn this view off, but on the Samsung I can't. • Lack of a printing solution for the Samsung means I'm still mostly using the HP tablet when I'm home. • Logging into WIFI every time I enter a WCC building is a pain! 	<p>Cllr John Whitehouse</p>
<p>It's a step change. You have to work differently and think differently. It is making a real difference to my productivity. I can finish things 'on the spot' rather than putting them on the to-do list for later.</p> <p>I wasn't sure about having another device to carry about, but using the Samsung, with Gmail enables me to be more efficient. It is more user-friendly and convenient. You have to spend time learning how to use all the facilities on offer though, or it won't offer you the full benefits. Better battery life would make it even better.</p>	<p>Jenny Wood</p>