

MUNICIPAL YEAR 2014/2015 - REPORT NO. 55

MEETING TITLE & DATE

Cabinet:

17 September 2014

REPORT OF:

Chief Executive and the Director of Finance, Resources & Customer Services

Contact officer and telephone number:
Mark Stone, AD for Transformation & IT
E-mail: mark.stone@enfield.gov.uk
Tel: 020 8379 3908

Emma Carrigy, Head of Transformation
E-mail: emma.carrigy@enfield.gov.uk
Tel: 020 8379 3771

Agenda - Part: 1	Item: 12
Subject: Enfield 2017 Transformation	
Wards: All	
Key Decision No: 3979	
Cabinet Members consulted: Cllr Taylor Cllr Stafford	

1. EXECUTIVE SUMMARY

Society is experiencing a period of great change, commonly described as the "Digital Revolution". This has seen the rapid adoption across all areas of society of mobile technologies and their expanded use in all aspects of daily lives, from shopping, to banking and social media. This period of change is having a profound effect on existing businesses that are embracing the advent of completely new ways of interacting with their customers.

The traditional consumer who is used to and prefers transacting via phone, letter and face to face is on the decline, not just in Enfield, but across all developed and developing economies.

The Council's vision for the borough as a whole continues to be "to make Enfield a better place to live and work, to serve the borough fairly, provide quality accessible services, and bring growth and prosperity to the area and to encourage our customers to take an active part in this".

To deliver this vision in the rapidly changing environment in which the Council must operate, this paper sets out a strategy that will:

- enable the Council and the borough's citizens, businesses and visitors to work in new ways that are technologically enabled, and
- ensure we deliver services to our customers that are sustainable, efficient, cost effective, local and available when they are needed.

Building on previous transformation work, and recognising the wider changes

across society, the Enfield 2017 vision includes a transformed self-serve capability which can be accessed directly by residents, and supports assisted self-service. This will underpin a common “front office” customer experience and assessment hub, and value for money enabling functions that offer consistent service levels and value for money. No one will be prevented from accessing services by digital exclusion, by careful implementation, access can be improved.

A key principle within this approach will be the creation of models of delivery and technology enablement that ensure a seamless customer experience whether they are being used to provide assisted access (either via face to face, telephony or on-line support) or are being used for direct access by individuals.

The purpose of this paper is to set out progress to date and the programme that Enfield aspires to over the forthcoming years.

2. RECOMMENDATIONS

The Cabinet is invited to:

- 2.1 Agree the Enfield 2017 vision for the Council.
- 2.2 Note the potential benefits both for local people and the Council in implementing this vision.
- 2.3 Agree to further work by officers to finalise commercial proposals to deliver this vision.
- 2.4 Direct the Chief Executive and Director of Finance, Resources and Customer Services to report back to the October Cabinet with specific proposals for implementation.
- 2.5 Note the use of funding from the transformation reserve, created by Cabinet on 23rd July 2014, to enable completion of essential preparatory and design work to underpin and deliver the Enfield 2017 strategy.

3. BACKGROUND

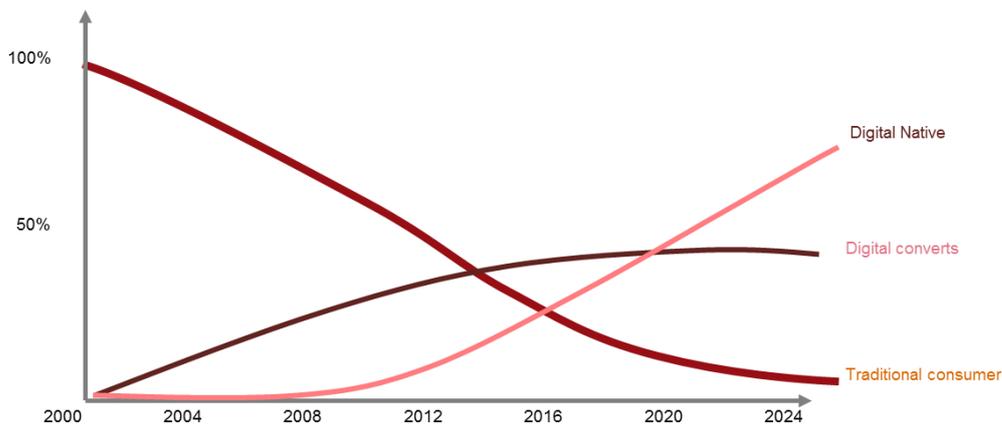
3.1 Our digital world – why we need to change

The “Digital Revolution” is upon us. The rapid adoption across all areas of society of mobile technologies and their expanded use in all aspects of daily lives, from shopping, to banking and social media is widely identified as starting in 2007, with the development of smartphones. This technology has driven dramatic changes in the way we communicate with businesses and with each other that is increasingly replicated across all channels.

We have moved from local networks based on the business organisations of the early 1900s to global networks connected via the internet and in particular now on a day to day, always connected, basis via smartphones. This period of change is having a profound effect on existing businesses and public sector organisations, which are embracing the advent of completely new ways of interacting with their customers.

The number of traditional consumers who used to and prefer transacting via phone, letter and face to face is on the decline, not just in Enfield, but across all developed and developing economies. 2013 national research predicted that those who preferred to access services by traditional methods were outnumbered in the population by people who have either become used to using digital channel (known as “digital converts”) or have organically grown up using digital devices (so called “Digital by birth”).

Chart 1: Increase of Digital by birth



Digital by birth are future customers and employees who have far higher expectations of the role that digital plays in the way they live and work. Meeting these expectations is the challenge that businesses and public sector organisations face now: Digital Converts will exceed Traditional Consumers by 2016; and Digital by birth will exceed Digital Converts by 2020. By 2025, Digital by birth are expected to form 70% of the Council’s workforce and by 2017, the combination of Digital Converts and Digital by birth will represent over 80% of the population – some 4 out of 5 people.

3.2 The Enfield 2017 Vision

The Enfield 2017 Vision continues to be to make Enfield a better place to live and work, to serve the borough fairly, provide quality accessible services, to bring growth and prosperity to the area, and to encourage our customers and citizens to take an active part in this.

The Council’s transformation has been, and will continue to be, about working in new ways that are technologically enabled to ensure we deliver services to our customers that are sustainable, efficient, cost effective, local and available

when they need them. The focus remains on working with communities and not doing it for them - we have been saying this for a long time, and have made positive steps in this direction. Now it is time to increase the speed of that change and bring the aspirational vision to reality.

The Council has successfully adapted to meet the demands placed on us by a changing world and the rising expectations and ambition of our residents and will continue to do so.

3.3 Digital Inclusion

Digitisation has enormous power to transform our economic, social, and civic worlds. Just as electricity transformed business and people's quality of life a century ago, the internet and greater digital capability offers significant benefits from economic growth, educational outcomes, employment, connecting communities, and social inclusion to better public services.

Unlocking this potential requires local and central government, business and the community to work together to ensure people do not get left behind, and, instead, get the benefits as soon as possible. Already digital exclusion is entwined with social exclusion. As society changes, the digital have and have-nots will become more polarised and those without the access and skills to participate may be marginalised. By playing a leading role in our community, Enfield Council has the opportunity to prevent this happening in our Borough.

The Enfield 2017 vision includes a digital inclusion strategy that seeks to address these key barriers so that everyone has the opportunity to benefit from the opportunities offered by the digital world. A key principle within this proposal will be the creation models of delivery and technology enablement that ensure maximum suitability for both assisted access (either via face to face contact, telephony or on-line support) as they can for direct access by individuals

No one will be prevented from accessing services, either by choice or by digital exclusion, by careful implementation, access will be improved. We will also conduct an Equalities Impact Analysis which will ensure that any potentially disadvantaged group is identified and action taken to overcome any exclusion. A person-centred approach will be taken in service design and early involvement of users will drive development

3.4 What has been achieved to date?

The Enfield 2017 ambitions are challenging, and require a step change in our pace of change. But they are also achievable. Enfield 2017 will ensure we create a better Council that is fit for the future, more resilient, yet is one that builds on the strengths of its past and the values it represents.

Transformation has long since been important to the Council with the success of LEANER programmes such as New Ways of Working, Customer First, Service Reviews and Mobile working.

Moving to the next stage in our transformation journey we have created an organisational vision and a set of operating principles that will underpin that future direction.

To develop the organisational vision, staff across the organisation have been engaged to seek their views and ideas. This has included over 100 face-to-face design meetings across the entire organisation. Approximately 500 people took part in workshops to identify the back office functions that duplicate effort and resource and examined how automation can be introduced to empower front line delivery and meet customer expectations

3.5 What Does the Vision Look Like?

3.5.1 Design Principles

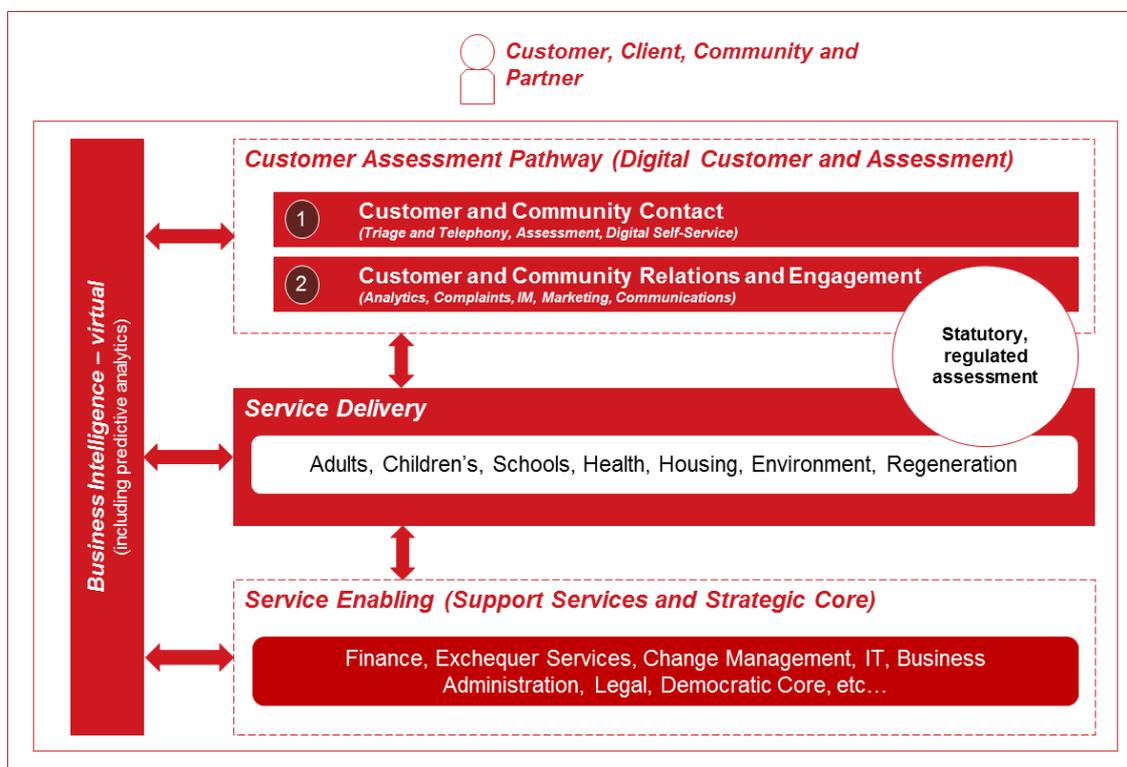
Based on the overall vision for the Council, set out by the Administration, CMB has identified a number of operating principles that, together with the Council's values, will drive the improvements and changes across the organisations. They are:

- Do it once – and in one place
- Only do the things that make sense for us to do so (e.g. we won't take on things that we are not specialist in)
- Automate and self-serve nearly all transactional activity
- Consolidate teams and create smaller, more focussed centres of excellence
- Enable work to be delivered with fewer resources
- Empower our customers to help them resolve their own requests and thus managing demand more effectively
- Continue to partner with other organisations and agencies to help deliver better services at a reduced cost
- Maximise income where it is cost effective to do so

3.5.2 Functional Operating Model

Based on the design principles, work has progressed to develop a new operating model, which provides a clear, unified customer experience, and better integrated and focussed back office services.

Diagram 2: Functional Operating Model



Key Points of the Model

The proposed Operating Model will provide a stronger, more unified interaction with customers, so that they experience a more joined-up customer experience. This will be supported by a single business intelligence function that better supports the overall needs of the organisation, whilst continuing to ensure that existing statutory requirements are met. There will also be more unified customer and community engagement, so that this activity can be better focused and resourced than at present.

Individual service delivery will flow from the initial interactions with customers, so that, for example, streets continue to be cleansed, social care provided, and housing delivered.

Supporting service delivery and customer interactions will be more clearly focused, consistently resourced and customer-driven support services (“enabling services”), so that, for example, the Council’s finance continue to be managed, human resources activities undertaken, staff (and partners) trained and developed, and members supported in their roles.

Further information on the customer pathway and the back and middle office is provided in Appendix 1.

3.5.3 IT Model

Building on the work of LEANER and recognising the wider changes across society, the vision for the Council's future organisation includes a transformed self-serve capability which can be accessed directly by residents, and through assisted self-service.

This will form the foundation of a common front office assessment hub and technology supported service, enabling functions to use resources more effectively by streamlining and improving our back office functions and delayering the management tiers across the Council.

As part of this, essential preparatory work around the improved customer journey and the digital experience is required. This will ensure that the future model is able to meet the needs of all residents including those who are not able to use self-service channels and will need greater assistance to access services on an ongoing basis. The cost of this work will be met from within the transformation reserve already created by Cabinet.

More detail on the proposed IT model which supports the Enfield 2017 Vision is set out in Appendix 2.

4. ALTERNATIVE OPTIONS CONSIDERED

Do Nothing

The alternative is to deliver our services as is, with inevitable change driven by the annual "salami slicing" exercise. Such an approach would not enable the Council to function more effectively, and would not cater for the changing Enfield community. The Council would be less well prepared for the future and would, over time, suffer a greater impact through funding cuts than if the Enfield 2017 transformation were undertaken.

5. REASONS FOR RECOMMENDATIONS

The rapidly changing technological innovations in the communities the Council services need to be considered and factored into our overall future direction, against a backdrop of increasing customer demand and expectations, and reducing funding from central government.

The proposed changes are designed to improve the overall performance of the Council and enable a far better customer experience.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

To date the current Enfield 2017 programme has been managed and financed within the parameters of the current Medium Term Financial Plan. However, the future delivery of a fully integrated digital service may be reliant on investment in infrastructure over a period of years.

During the following weeks Enfield 2017 team will undertake a full 'Value for Money' assessment and validation of the work done to date and future proposals. The findings from appropriate external advisors will form the basis of a report to be brought to Cabinet in October.

Funding of up to £800k required to support essential preparatory work will be fully funded from the Transformation Fund Reserve agreed by Cabinet on 23rd July 2014 as part of the 2013/14 Outturn report.

6.2 Legal Implications

6.2.1 Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. In addition, the Council has power under the Local Government Act 1972 to appoint such officers as it thinks necessary for the proper discharge by the authority of such of their functions as fall to be discharged by them and includes the power to do anything ancillary to, incidental to or conducive to the discharge of any of its statutory functions. The recommendations within this report are in accordance with these powers.

6.2.2 The procurement and governance with regards any of the services, goods or works will be undertaken in accordance with the Council's Constitution. In particular with regards to procurement the Council will need to ensure compliance with the Council's Contract Procedure Rules.

6.2.3 The creation of any ICT delivery arrangement will need to be in accordance with the terms of the Serco contract (where applicable) and any call offs from applicable frameworks for the appointment of consultants, will be undertaken in accordance with the applicable framework.

6.2.4 All legal agreements including any partnership agreements will need to be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

The property impact and requirements of the proposed vision will, subject to agreement of the detailed proposals being developed for the October Cabinet meeting, be managed as part of the overall Enfield 2017 transformation programme.

7. KEY RISKS

Any risks identified throughout the programme delivery will be managed by the relevant Programme Manager and either mitigated within the overall

Enfield 2017 programme structure or escalated to STB where this is not possible.

A risk assessment will be included within the October report.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Enfield 2017 programme and the recommendations in this report will ensure improved access to services for all Enfield residents

It will do so through more use of digital channels, by automating back office functions and allowing an increasingly strong focus on the maintenance and enhancement of front line services.

By developing access channels and services that are fit for purpose now and into the future, Enfield 2017 will ensure that our customers and residents can access all the services and support they require, as and when they need it and in a manner that suits them.

As well as delivering improvements for the customer, Enfield 2017 will ensure that the Council is able to offer staff the tools, environment and development to build fulfilling careers focused on providing the outcomes our residents require.

8.2 Growth and Sustainability

Increased use of digital channels and more rapid outcome delivery for customers will reduce the cost and carbon footprint of customer access. Making it easier for them to access services in this way will reduce the need for them to visit local offices and this will, in turn, reduce the Council's own omissions.

Enfield 2017 will support staff to work in a new way, delivering services to our customers that are sustainable, efficient, cost effective, local and available when they need them.

Our focus will remain on working with communities and not doing it for them; this will empower and enable services and provision to be delivered in a more organic and local way. This will enhance the resilience and sustainability of our communities.

8.3 Strong communities

By supporting the growth of more resilient communities we will encourage our residents to make the positive choices that can assist them in leading a healthier lifestyle, which will in turn positively impact on demand for services.

9. EQUALITIES IMPACT IMPLICATIONS

The scope and scale of the transformation proposed will result in changes to our organisation, staff, working practices, services to customers, and the manner in which they engage with us. A rigorous equalities assessment and monitoring will take place within the programme on a workstream by workstream basis.

A high level assessment has already been undertaken identifying aspects of the programme which are most significant from an equalities impact view point.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Benefits monitoring – key principles

Progress against milestones and targets will be monitored by the Enfield 2017 programme team, and will include the use of the corporate performance system VERTO. Issues, risks and progress will be reported, monitored and addressed within the programme governance structure.

11. HEALTH AND SAFETY IMPLICATIONS

Not applicable

12. HUMAN RESOURCE IMPLICATIONS

There are no human resources implications arising from this paper. However, the October report will outline any that may arise, along with the actions needed to mitigate the impact on staff.

13. PUBLIC HEALTH IMPLICATIONS

Working closely with the Council's public health team is a key part of delivering the Enfield 2017 programme to ensure the good health and wellbeing of our staff, customers and residents.

Key Characteristics and Features of the Proposed Operating Model

Customer Pathway

 <p>Self-service through digital... Conscious choices encouraging digital customer interaction channels</p>	 <p>Informing decision making... Customer profiling enables more informed decisions regarding investments and service offerings</p>
 <p>Community collaboration... Customers working together to resolve their queries and share knowledge</p>	 <p>Agility... Creating an agile and innovative environment for developing IT solutions which improve customer services</p>
 <p>Knowledge sharing and collaboration... Improved tools to facilitate collaboration and sharing customer data</p>	 <p>Anticipating demand... Utilising big data and predictive analytics to predict future service demands</p>
 <p>Consolidation... Consolidation of disparate assessment teams into pools of resource</p>	 <p>Always within reach... Access to council services anytime and anywhere, as well as providing a safety net for vulnerable customers</p>

Back Office (“Service Enabling”)

 <p>Consolidation... Consolidation of disparate teams into single pools of resource</p>	 <p>Moving to risk-based ways of working... Risk-based, focused Service Enabling</p>
 <p>Service level selection... Conscious choices about service levels and prioritisation of activity</p>	 <p>Agility... Creating an agile support service that reduces in scale in line with overall LBE headcount reduction</p>
 <p>Shift to self-service... Increased self service and resilience, including the changing role of the manager</p>	 <p>“Intelligent Client”... Introducing an intelligent client function to enable longer term agility in respective of co-sourcing opportunities</p>
 <p>Knowledge sharing and collaboration... Improved tools to facilitate collaboration</p>	 <p>Alternative sourcing Transferring service provision to a lower cost provider such as shared service operating on behalf of many parties</p>

Proposed IT Model Underpinning Enfield 2017

