

MUNICIPAL YEAR 2014/2015 - REPORT NO. 104A

MEETING TITLE AND DATE

Special Cabinet meeting:
30 October 2014
Council – 19 November 2014

REPORT OF:

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

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Agenda - Part: 1	Item: 9
Subject: Enfield 2017- Savings proposals Part 1	
Wards: All	
Key Decision No: 3979	
Cabinet Members consulted: Cllr Taylor Cllr Stafford	

1. EXECUTIVE SUMMARY

September Cabinet agreed the Enfield 2017 operating principles (attached appendix A), and direction of travel. To achieve our ambitions, this report details the funding required, how it will be used, how we will develop a partnership, the overall governance of the programme and our approach to securing value for money as we deliver against these principles.

The Council's transformation programme is about working in a new way and delivering services to our customers that are sustainable, efficient, cost effective, local and available when they need them.

We are evolving to ensure that we continue to meet the demands being placed on us by a changing world and the expectations of our residents.

Therefore the focus of Enfield 2017 is about working with communities and local residents to support them in achieving their aspirations and provide the services they need rather than 'doing to' our communities.

To maximise synergies and reflecting the scope of the programme, with its aim to have 80 per cent of customer outcomes resolved at the first point of contact, the Enfield 2017 programme will co-ordinate and deliver transformation across

all areas of the Council, and all change programmes, using a mixed economy model.

Under this model we will blend the best skills from a range of programme partners. These include Enfield, Serco, Microsoft and others, who will work in partnership as one team, drawing on each other's core strengths across the next two years.

This approach will be based on a clear set of objectives, and will build on the success of the transformation journey that has been undertaken so far and the Council's Service Integration and Management (SIAM) model of IT and linked service delivery via Serco.

The purpose of this paper is to seek Cabinet approval for the investment package that will underpin the technology and delivery partnership to achieve the Enfield 2017 programme. It also outlines the cashable benefits to delivering this programme.

The People Principles contained within this report have been developed with the Trade Unions and the Ideas Exchange. They confirm the Council's commitment to supporting and developing staff throughout this programme.

As agreed by Cabinet in July 2014 (KD 3911), Enfield Homes will be reintegrated with the Council on 1 April 2015 following the expiry of the existing Management Agreement and the proposals contained within this report will directly assist with this reintegration.

Cabinet endorsed plans to streamline functions and reintegrate elements of Enfield Homes prior to April 2015 where appropriate. The Enfield 2017 proposals contained within this report actively facilitate and support this reintegration.

2. RECOMMENDATIONS

That Council approve (as recommended by Cabinet) the total investment of £16.0m over the next three-and-a-half years, with a minimum of £10.2m of this cost being capital funding for inclusion within the Capital Programme and note that revenue costs of £5.8m will be funded by the earmarked reserves, as outlined in the 2013/14 outturn report considered at July Cabinet. These one-off costs will generate budget savings of £15m in 15/16, an additional £7m in 16/17 and then ongoing savings of £29m per annum from 2017/18

3. BACKGROUND

3.1 In approving the above recommendation to Council, Cabinet on 30 October 2014 also:

- (a) noted that the Council has bid for DCLG transformation challenge funding, following a successful expression of interest.
- (b) agreed the contracting approach outlined section 3.9 and 3.10 in this report and detailed in the commercial arrangements in the part 2 report
- (c) noted that payment to private sector partners within the delivery partnership will be made on a risk and reward basis against specific product delivery as outlined in part 2. Payments within the overall cost envelope identified in 3.11 will be triggered by the determination of the Cabinet Member for Finance, after confirmation from the Chief Executive and Director of Finance, Resources and Customer Services that the relevant product has been deployed in a manner that is fit for purpose and delivers the required level of benefit to the authority.
- (d) agreed that the Cabinet Member for Finance in liaison with the Chief Executive and Director of Finance, Resources and Customer Services is given delegated authority to agree and approve individual aspects of the programme, including spend (within the confines of the recommendation, decision in (c) above and the Council's overall governance arrangements).
- (e) noted that where sufficient skills, knowledge and ability exists, the Council will maximise the use of internal resources
- (f) noted the inclusion of the Cabinet Member for Finance on the membership of Strategic Transformation Board (STB) as outlined in section 3.5 and that regular progress reports relating to the programme will be made to Cabinet.
- (g) noted that the £10.2m of the total programme costs have been identified by Finance as being suitable to meet via capital funding
- (h) agreed the People Principles outlined in section 12

3.2 Enfield 2017 strategy

The Enfield 2017 programme will ensure the very best service outcomes continue to be delivered to residents across the Borough and that these are supported by a technology platform that is robust and able to maximise service delivery at the first point of contract.

To contribute towards this, Enfield 2017 will deliver a technology platform that ensures maximum usability for both assisted access (either via face-to-face contact, telephony or on-line support) and direct access by individuals. By improving and redesigning our access channels and the technology that supports them, Enfield 2017 will improve access to Council services for all residents. Appendix B outlines elements of the high-level organisational design that will be supported by the Enfield 2017 technology platform.

3.3 Medium term financial plan

The medium term financial plan, as presented at February Council and Cabinet ('Cabinet report budget 2014-15') was based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks facing our organisation.

Enfield 2017 will deliver a minimum of £29m per annum in savings by the 2017/18 financial year and officers are confident that this saving will increase as the programme is developed and deployed over the next two years.

Therefore, at the current time, Enfield 2017 is addressing over a third of the Council's projected savings and officers anticipate that it will deliver over 40% of the Council's overall savings requirement between now and 2018/19.

3.4 What has been achieved since Cabinet on 17 September 2014

Following Cabinet approval of the Enfield 2017 vision and the allocation of funding for essential preparatory work, significant progress has been made, involving staff from across the Council.

We have independently validated the design and undertaken financial modelling. Following a soft market testing process, we have worked directly with Microsoft to validate and develop our technology proposals and 'system architecture' as well as identifying potential delivery partners that are accredited by Microsoft.

Crucially, reflecting that Enfield 2017 will touch all areas of the Council, it has been agreed to integrate all other areas of change activity across the Council into the Enfield 2017.

Most notably, this approach has already brought significant benefits in the areas of Health and Social Care activity as we have been able to streamline activity around the requirements of the Care Act 2014 and avoid duplication of effort and cost being incurred. To enable this, the programme and project staff supporting the HHASC efficiency programme and the Enfield Homes reintegration have already transferred to the Enfield 2017 programme team with others to follow.

As agreed by Cabinet in July 2014 (KD 3911), Enfield Homes will be formally reintegrated with the Council on 1 April 2015 following the expiry of the existing management agreement. Cabinet have also endorsed plans to streamline functions across the Council and reintegrate elements of Enfield Homes prior to April 2015

where appropriate. The Enfield 2017 proposals contained within this report actively facilitate and support this reintegration.

A DVD/online film has been made available to all staff introducing the wider aims of Enfield 2017 across the organisation and bi-weekly meetings with the Trade Unions have commenced to facilitate discussion, two way feedback and negotiation.

Significant work has been undertaken to validate the future business processes that will be deployed across the Council, with over 500 staff involved so far. Additionally the Ideas Exchange has held workshops with over 100 staff on culture, our approach to creating future job descriptions and the staff principles that have been developed and agreed with the Trade Unions.

3.5 What will the funding achieve?

Further details regarding the proposed commercial arrangements and a breakdown of the funding required are contained within the part 2 report.

This highlights that the one-off revenue funding requirement of £5.8m and the identified capital funding will release recurring savings of £29m per annum.

The capital element of the programme will be focused on the design, creation, delivery and optimisation of the IT products and processes within Enfield 2017.

3.6 Accountability and governance

Enfield 2017 is an ambitious programme. It will affect every resident and every service.

Clarity of responsibility is critical to success and leadership of this programme rests with the Enfield 2017 programme team, working directly to the Chief Executive and Directors who comprise the formal decision making Board for transformation across the Council. This is known as the Strategic Transformation Board (STB).

STB membership has previously been officer only and has comprised the Chief Executive, the Directors and the Enfield 2017 programme lead. Since the previous Cabinet meeting on 17 September 2014, membership of STB has been extended to include the Cabinet Member for Finance.

3.7 Value for money

The financial proposals within Enfield 2017 are based on the frameworks commissioned and overseen by the Crown Commercial Services (previously known as the Government Procurement Service). Companies on these frameworks have competed via European Tender and are competent and experienced relating to the work required.

They are also financially robust in relation to the activities they undertake and their costs and fees are openly published to support benchmarking and value for money assessments.

Within Enfield 2017, extensive use of Enfield Council staff will be made and all external contractors will be required to identify how they will ensure that these staff benefit from skills and knowledge transfer so that in the longer term, Enfield becomes increasingly able to deliver even complex programmes such as this in-house.

Contracting will be via the Council's SIAM arrangement with Serco, and while some elements will be commercially confidential, will be on an open-book basis in relation to day rates and other primary costs.

As outlined in part 2 of this report, payment to third party contactors will be based on results.

3.8 IT Proposals

3.8.1 Overview

To support Enfield 2017 delivery, the Council will develop an architecture and platform that will have a common presentation layer. This will support a contact and assessment hub which will aim to resolve and deliver as many customer outcomes as possible via a single contact.

As part of this, essential preparatory work around the improved customer journey and the digital experience has been undertaken to 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.

The cost of this work has been met from within the transformation reserve as already approved by Cabinet.

Recognising that the IT development will not be a 'one-off' item but will need ongoing development and refinement, the Council will work to cultivate a model for commercialisation of the approach and products developed within Enfield 2017. This will allow the Council to directly steer and prioritise ongoing development of the product over a number of years, while at the same time retaining the intellectual rights associated with Enfield 2017.

3.8.2 Phasing

The suite of IT developments will be deployed in releases or waves linked directly to service redesign.

At this stage, we anticipate seven releases, with each stage being fully assessed to ensure that it has delivered the required outcomes at the expected cost, before we progress with the implementation of the following phase.

3.9 Delivery partnership

The Council's Enfield 2017 programme team will lead a delivery partnership within which Serco, via the current contract, and others will work together within a partnership agreement for at least the next two years.

Drawing on the core strengths of each of the partners we will work with other 'best in class' external providers including Microsoft deliver the Enfield 2017 programme.

This delivery team will work closely together as a seamless unit and function as a single joint team led by the Council, drawing on the experience of staff across the organisation, with reporting, performance monitoring and escalation of risks and issues undertaken in line with Enfield's standard approach to programme management.

3.10 Proposed contracting arrangements

The Council is currently in contract with Serco, which, as stated in this report, is a SIAM model which enables the Council to use Serco to enable delivery of the programme without the need for further procurement and will minimise any delays to the delivery of our transformation programme.

The intellectual property rights connected with the development of the Enfield 2017 solution (including, for example, any software coding, the solution itself and integration tools) will, where developed exclusively for Enfield 2017, be assigned from the relevant supplier to the Council under the terms of any future contract. This assignment of rights will allow the Council to commercially exploit the intellectual property rights developed exclusively for Enfield 2017.

Any third party contractors or similar arrangement used by any partner will be contracted on an open book basis in relation to day rates and other primary costs. Should a product with commercial value be developed, Enfield Council will undertake appropriate action to secure it and benefit from it.

The Council has contracted Serco since 17 May 2010. The contract was extended and varied to a Service Integration and Management (SIAM) model contract on 31 March 2014 following Cabinet approval on 12 February 2014. This contract covers the entire lifespan of the Enfield 2017 programme.

SIAM is the Cabinet Office's Standard IT operating model, with logical service towers being integrated and managed by the service integrator, in this case Serco. The SIAM approach allows the Council's IT programme and support to change and develop to meet the needs of the organisation as it evolves over time.

The Enfield 2017 programme and IT delivery demands and supplier pool will create a digital service tower within this model.

In accordance with the SIAM model, the Council will use the Serco contract to ensure delivery of the external elements of the ICT transformation and service redesign that support Enfield 2017.

The Serco contract is a large IT outsourcing contract under which the Council is entitled to require Serco to act as purchasing intermediary for the procurement of certain goods and services relating to the Council's IT infrastructure.

The contract includes a user catalogue and procurement service under schedule three (core services) part 13 which is the legal mechanism to enable the Council to procure the services, product design and other aspect as detailed under this report to enable delivery of the Enfield 2017 requirements.

The Council will set the overarching parameters of the requirement and Serco will only use partners where value for money has been predetermined by proof that the partner is on a public sector framework such as G-Cloud or ConsultancyOne.

Contracted day rates for all partners will therefore be at or below those advertised on the national frameworks.

Counsel's advice has been obtained to ensure that the Council's proposed used of the Serco contract is in accordance with the terms of its letting and in accordance with applicable procurement requirements.

3.11 Cost benefit analysis

A total investment of £16.m over the next three-and-a-half years is required to yield a minimum £29m per annum benefit from 17/18.

Chart 1: Cost and benefit analysis (£m)

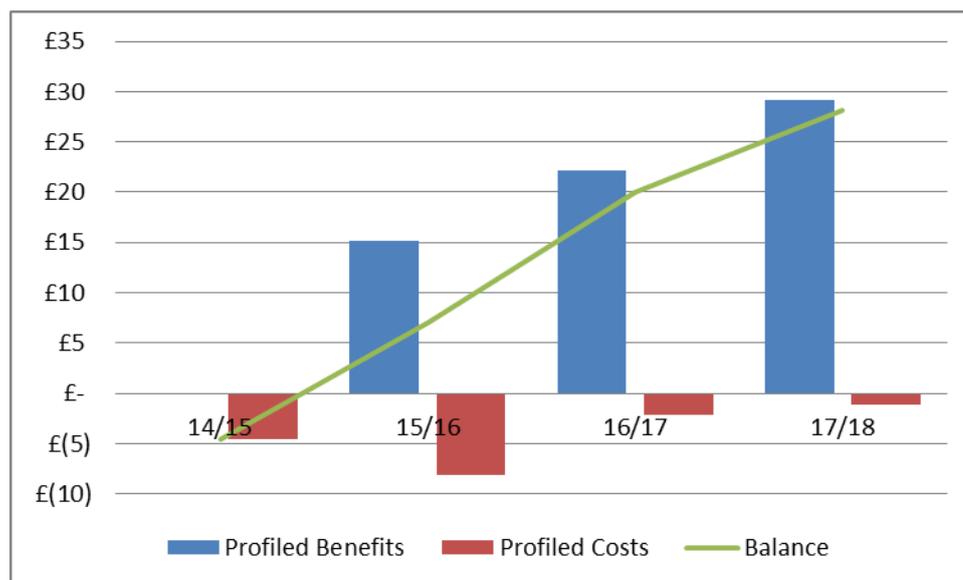


Table 1: Cost and benefit analysis

	14/15	15/16	16/17	17/18
Profiled Benefits	£ -	£ 15.10	£ 22.15	£ 29.20
Profiled Costs	-£ 4.61	-£ 8.13	-£ 2.16	-£ 1.10
Balance	-£ 4.61	£ 6.97	£ 19.99	£ 28.10

Total costs include:

- All IT delivery
- All digital delivery partner costs
- Additional HR resource
- Enfield 2017 programme resource
- Subject matter experts
- Additional communications, marketing and staff engagement costs are also included within these overall figures

3.12 Other considerations

3.12.1 Delegation

The Cabinet Member for Finance will approve relevant payments, after receipt of confirmation from the Chief Executive and the Director of Finance, Resources and Customer Services that the relevant product has been deployed in a manner that is fit for purpose and delivers the required level of benefit to the authority.

To enable this, STB will approve the specific delivery arrangements for each individual aspect of the programme, including spend (within the confines of the approved budget and Council's overall governance arrangements).

3.12.2 Trade Union engagement

The Assistant Director for Transformation and the Assistant Director for HR will continue to meet regularly with trade unions throughout the duration of the programme and will ensure they are involved, informed and consulted throughout.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Option 1

One approach might have been to provide specific savings targets for specific departmental reductions, resulting in reduced or non-delivery of services.

This would see the Council's customer focus being reduced and have a larger impact on our community and staff, primarily as it would not ensure the ongoing viability of front line services.

This approach also fails to address the significant back office duplication experienced by most Councils.

Additionally, this would also undermine the requirement that the redesigned Council should reflect a customer-centric view, and would mistake our existing management and service delivery structures for the needs of the customer.

Instead of this approach, our proposal seeks to enhance and protect frontline service delivery by developing a more efficient operating model that reflects the customers' true needs and experience, rather than cutting front line service services by what, at best, can be described as arbitrary targets.

4.2 Option 2

Another delivery option would have been to deliver the entire programme in-house without external support.

This option has not been pursued as it does not offer the opportunity to build a blended team built on mutually complimentary skill sets and knowledge, nor does it reflect that, at this time, the Council does not possess sufficient internal capacity and knowledge to deliver the programme. For example, specialist knowledge will be required to support many of the information technology enablers and delivery.

The scope and pace of the change envisaged by Enfield 2017 is such that very few individuals or organisations have a track record of experience in multiple successful public sector implementations of this style. Equally, the Council does not possess the ability and previous knowledge to make full use of the 'agile' method to support development and delivery of the required information technology solutions, without which the predicted savings cannot be achieved.

It is therefore beneficial for the Council to work with partners who add previous delivery experience, knowledge and capacity to the programme to address this, recognising that the proposals within this report will continue to require significant input from Enfield staff.

4.3 Option 3

A further delivery option would be the full outsourcing of the Council's transformation programme.

This option has not been pursued as it would create a perpetual dependency on external transformation support and would offer no skills or knowledge transfer to existing Council staff.

The sense of ownership and direction of the programme by Enfield Council, created by the use of a blended team, would also be lost. It is also likely that such an approach would lead to well paid, high skilled jobs migrating from the Borough.

5. REASONS FOR RECOMMENDATIONS

The changes we are delivering are designed to improve the overall performance of the Council and enable a far better customer experience, with more rapid service fulfilment at significantly reduced cost.

Even if our organisation was not facing significant financial challenges, the proposals within this report and the direction of travel we are undertaking within Enfield 2017, which is to become the most customer-focused Council possible, would be the right ones.

The Enfield 2017 programme will ensure we focus our resources on front line delivery and deliver the support services and technology platform to ensure we succeed in doing this in a sustainable way.

There are a number of reasons why the delivery of this ambitious programme requires a partnership approach:

- A shortfall within the Council in some of the specific subject matter expertise required to deliver the overall solutions that will enable Enfield 2017 to succeed
 - A need to increase momentum and maximise the scale and pace of delivery of benefits across the Council
 - The Council still needs to maintain a strong focus on change and its co-ordination into a single programme, while continuing to deliver business as usual
 - The Enfield 2017 objective is significant and is ambitious in its scope. To achieve success, it will benefit from the skills and experience of multiple partners who are recognised as experts in their areas
 - It is possible to develop a funding model with a significant element of risk and reward based on specific product delivery. This will ensure that the Council only pays for a product or deliverable, once it is fully satisfied that the delivered technology operates in the manner intended and has supported the achievement of the anticipated benefits. This greatly reduces the risk of the financial investment side of the programme
 - Such an approach represents excellent value for money, as the development cost and risk is born by the delivery partners rather than the Council. This arrangement is not possible to replicate within 'in-house' resources, where costs and delivery risk would be borne entirely by the Council.
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There is now the need to progress and move forward to contract certainty, to enable delivery of the improved service designs, the information technology platform and ensure the achievement of long term savings.

The Council's contractual arrangement with Serco is specifically set up under the SIAM model to enable the creation of specific service towers to meet needs as they are identified and support rapid deployment.

In addition to the options in section 4, the Council has considered options with regards the procurement of Serco and third parties to deliver the services required under this report. Due to the urgency to deliver the requirements and to prevent unnecessary expenditure the Council considered three options:

- 1) Direct Award without competition under frameworks
- 2) Utilisation of the SIAM model under the Serco contract
- 3) Full tender via mini-competition under frameworks or fresh procurement process

Counsel opinion was sought on the options. With regards option 1 Counsel opinion was that the Council would fail to justify the direct award criteria (providing supporting case law) and that as the Council has a permissible route under option 2 to utilise the Serco contract, under its change provisions, to engage Serco and appropriate third parties to perform the required services under this report, the Council is able to take the decision to use the permissible route. Therefore option 3 did not need to be explored as the Council had a permissible and timely option with regards option 2.

The change provisions under the Serco Agreement mean that there is no requirement to carry out a fresh procurement as the services required are within the scope of the Serco contract, which was originally awarded in accordance with EU procurement requirements. Therefore the Council has discharged its obligations under the Public Contracts Regulations 2006.

In addition, even if the change provisions utilised were considered a variation that variation of scope is not sufficient to constitute a fresh contract award requiring a procurement process.

Counsel concluded that this is sound and a legitimate advantage under the Serco contract.

ATOS, the Councils retained SIAM transition advisors, have also issued a note summarising the principles under which SIAM operates confirming that such an approach is supported not only by SIAM principles but also their understanding of the specific intent of the Council's contract with Serco.

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

6.1 Financial implications

By 2018/19 Enfield's funding from central Government will have been reduced by in excess of 25%, meaning that, like most local authorities, the Council is facing its toughest financial challenge to date.

Despite having made £75million of efficiencies over the last four years while still protecting services, continued funding cuts and increasing cost pressures mean that Enfield now needs to find a further £80million savings by 2018/19.

The Council continues to make savings by doing things in new and innovative ways to ensure smarter use of budgets, buildings and staff. However, the scale of the funding reductions we now face, on top of the cuts we have already experienced, mean that efficiency savings alone will not be enough.

As a result we will have to make some very difficult decisions about the services we deliver and how these services are delivered.

The authority needs to invest in a delivery model that reflects the changes in future funding and the requirements for operational flexibility if it is to remain at the forefront of customer service and delivery.

The one-off cost of delivering the Enfield 2017 operational model and associated IT costs is £16.0m, with £10.2m of this sum being funded from capital. Where relevant and appropriate, costs will be apportioned across the wide range of funding streams available to the Council including the housing revenue account.

It is assumed at this stage that £10.2m of costs will be capitalised following Council approval and therefore will be added to the existing Capital programme. The Council is exploring external funding opportunities in relation to these costs. Should this funding come to fruition the total borrowing costs will be £680k over eight years. However if the funding is not obtained then the additional borrowing costs will represent a revenue pressure.

The identified Revenue costs of £5.8m over this period will be funded by earmarked reserves as outlined in the 2013/14 outturn report considered at July Cabinet.

These one-off costs, will generate minimum ongoing budget savings of £29m per year from 2017/18 onwards.

Whilst Enfield 2017 will endeavour to minimise any redundancies, the savings identified require an overall reduction in posts. Should this result in any redundancy costs then these will be met from outside of this programme

6.2 Legal implications

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 the statutory power to make use

of the mechanisms under the Serco contract, in accordance with the Local Government (Contracts) Act 1997.

The contract with Serco includes a User Catalogue and Procurement Service under Schedule 3 (Core Services) Part 13 which is the mechanism to enable the Council to procure the services, product design, etc. as detailed under this report to enable delivery of the Enfield 2017 requirements.

As such, the Council has both the statutory and the contractual power and ability to invoke the proposals under the report.

In accordance with the Council's Constitution, in particular Contract Procedure Rules, the Council is permitted to utilise existing contracts without the need for further procurement and the SIAM model of delivery agreed with Serco was specifically structured to perform as a contractual vehicle.

Counsel opinion was sought as set out in section 5 of this report which confirms that the use of the Serco contract is permissible.

Any relevant legal agreements required as part of Enfield 2017 shall be in a form approved by the Assistant Director of Legal Services.

6.3 Property implications

A specific workstream within the Enfield 2017 programme will be created to develop a holistic programme of property change, specifically linked to future business and customer need for office and the operational estate.

This programme will be targeted to secure best value from the Council's estate usage from an end-to-end perspective, not simply the needs of one or more specific services and will result in a reduction in the overall cost of the Council's estate.

7. KEY RISKS

7.1

In the previous report, we assured Cabinet that a risk assessment would be undertaken and key strategic risks would be provided in this second report.

7.2

As outlined previously under governance in section 3.5, a robust framework has been established with clear roles and responsibilities and routes for monitoring management and escalation of risks and issues. In summary, 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.

7.3 The following key strategic risks have been identified:

Ref.	Risk area	Mitigating actions	Category
SR001	Becoming a technology driven programme and assuming this will deliver the savings	<ul style="list-style-type: none"> ▪ Recognising that technology can be an enabler to change but is not a solution in itself ▪ Robust governance through a Design Authority to align any proposed changes to overall design principles ▪ Clarity on expected return on investment for IT spend ▪ Strengthened partnership arrangements and “agile” delivery 	Strategic/ operational/ information
SR002	Failing to clearly articulate business benefits and costs	<ul style="list-style-type: none"> ▪ Locking benefits into the service release plan ▪ Having a benefits manager as part of the implementation team ▪ One programme-wide perspective of full implementation costs 	Financial
SR003	The Council is not fully ‘change ready’ for a programme of this scale	<ul style="list-style-type: none"> ▪ Business change approach in place supported by key messaging to all staff that this is a step change in pace ▪ Investing upfront in delivery governance, processes and building a sustainable capability ▪ Creation of single change programme across the Council to maximise alignment and reduce duplication 	People / reputation
SR004	Not establishing the foundations and capability for sustainable and flexible delivery and ongoing maintenance when the programme finishes	<ul style="list-style-type: none"> ▪ Recognising where expertise and support can be introduced to the Council to help expand vision and direction, maintain momentum and transfer knowledge to internal teams ▪ Ensure knowledge transfer is an inherent part of delivery plans 	Strategic
SR005	Exploiting technology results	<ul style="list-style-type: none"> ▪ We will continue to use analytical tools 	Strategic / operational

Ref.	Risk area	Mitigating actions	Category
	in disadvantaging certain customer groups (e.g. those without skills / access to digital services)	<p>to identify and segment our customer groups</p> <ul style="list-style-type: none"> ▪ We will continue to provide other access channels but target these to those who need the most support ▪ We will conduct an equalities impact analysis to ensure any potentially disadvantaged group is identified ▪ Consider and take any relevant action to overcome any exclusion (as identified by EIA) ▪ A person-centred approach to be taken in design involving users to drive development 	/ people
SR006	Design of online services does not achieve expected outcomes from the operating model with regard to channel shift and associated savings (e.g. those with skills but unwilling to access digital services)	<ul style="list-style-type: none"> ▪ Appropriate communication plan reinforcing the benefits to those unwilling to access digital services ▪ We will also continue to understand how we can develop focussed access channels to meet the needs of the hard to reach 	Strategic/ operational/ people
SR007	Technology platform is delayed or suffers from cost escalation	<ul style="list-style-type: none"> ▪ Robust governance approach, including regular updates to Cabinet ▪ Delivery programme designed to be deployed in phases ▪ A risk and reward approach will be taken to the payment process ▪ Expert external review and challenge will form part of the regular review of the programmes 	Strategic

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 the Borough's residents.

It will do so through the increased use of digital channels, by the atomisation of back office functions and workflow to support an increased focus on delivery 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.

The IT developed to support and enable Enfield 2017 will allow the Council to increase its proactive analysis and support it identifying those who would most benefit from contact by the Council or its partners before they reach a point of crisis.

This has long been a goal of many services, notably public health, and Enfield 2017 will be at the forefront of developing and deploying this approach within local government.

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 customers 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.

In turn, this will enhance the resilience and sustainability of our communities and free Council resources for a wider range of proactive activity.

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 major 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 process will take place within the programme on a work-stream by work-stream basis.

A high level assessment has already been undertaken identifying aspects of the programme which are most significant from an equalities impact view point. It has shown the nature of the potential impact and recommends how this can be quantified and managed.

Work to understand the likely profile of the affected workforce and the actions needed to mitigate any negative impact on particular groups of staff is being undertaken.

The Council's standard equalities impact assessment tool has been enhanced to be used across the breadth of the programme.

An Enfield 2017 officer has been given specific responsibility for equalities within the programme and is working closely with the corporate equalities lead.

In all areas of delivery, detailed equalities planning for both staff and customers will be developed, and reviewed. All areas of current activity have been assessed under our equality impact assessment model.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Benefits monitoring

- There will be only one route for the monitoring of savings. This will be via STB and reporting will be joint by Finance and Enfield 2017
- All financial savings will be monitored on the Council's normal reporting system with non-cashable benefits captured by the programme and regularly reported to STB and Cabinet.

10.2 General monitoring

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.

All aspects of the programme will be reported, monitored and managed using Enfield Council's standard approach to programme management with identified risks and issues escalated as appropriate.

Regular updates on progress across the Enfield 2017 programme will be provided to Cabinet.

11. HEALTH AND SAFETY IMPLICATIONS

The Enfield 2017 programme team will work closely with HR and occupational health services to ensure that any health and safety implications are identified and addressed and that, if required by an employee, access to the employee assistance programme is readily available.

12. HUMAN RESOURCES IMPLICATIONS

To meet the financial savings identified in this report, officers will need to design work programmes which will identify the numbers of posts required.

When the work has been completed, employment legislation requires that there should be consultation with the trade unions and staff affected on the potential numbers of redundancies, the methods of selection of staff and alternative strategies to minimise the numbers of any compulsory redundancies, such as a reduction in agency staff and staff redeployment.

To date the Council has been successful in minimising the number of compulsory redundancies through a range of measures including:

- Natural wastage
- Robust redeployment (in the past four years 40% of staff at risk of redundancy have been successfully redeployed)
- Flexible retirement
- The creation of a flexible agency workforce to minimise the future impact on job losses and redundancies

In addition to the above moving forward we will:

- Promote the voluntary reduction in hours
- Promote early retirement
- Reduce the number of agency workers
- Impose a recruitment freeze in staffing areas affected

To aid the above, HR in conjunction with Enfield 2017 and the trade unions have developed a set of 'people principles' which we will adhere to throughout programme:

1. All staff will be treated with dignity and respect in a transparent manner.
-

2. We will clearly communicate the Enfield 2017 programme, vision, standards and expectations of staff in a timely fashion.
3. The AD Human Resources and AD Transformation will work and negotiate with the trade unions and ensure that staff are kept abreast of the progress of Enfield 2017.
4. Staff suggestions and ideas for change and improvement will continue to play a key part of Enfield 2017.
5. The Council will positively promote alternative strategies e.g. flexible retirement, voluntary reduction of hours with a view to avoiding compulsory redundancies.
6. We will institute an initial recruitment freeze in the areas affected.
7. Where possible, we will reduce agency headcount as a means of avoiding compulsory redundancies.
8. The statutory consultation timelines will be adhered to unless there is a mutual agreement with the member of staff.
9. Ringfences will be created as large as possible to give employees maximum opportunities to secure new posts in Enfield 2017.
10. All staff will be given equal opportunities for new roles and be appointed to those roles based on merit and the core competencies.
11. Where practical, staff will be provided with training and development to enable them to be as prepared as possible when applying for other roles.
12. We will continue to build and promote the redeployment function.
13. The Council will continue to provide opportunities for apprentices and work experience, in addition to the core establishment.

All the above initiatives will allow the Council to comply with its employment legislative obligations and responsibilities.

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.

The promotion of mental health and counselling services is a high priority for all during this time of transition, as this will contribute to building the resilience of the staff.

We will work with public health to mitigate the risk of any impact on health and well-being in the Borough in general and we will ensure that our residents and customers are empowered to help themselves as far as possible.

Appendix A

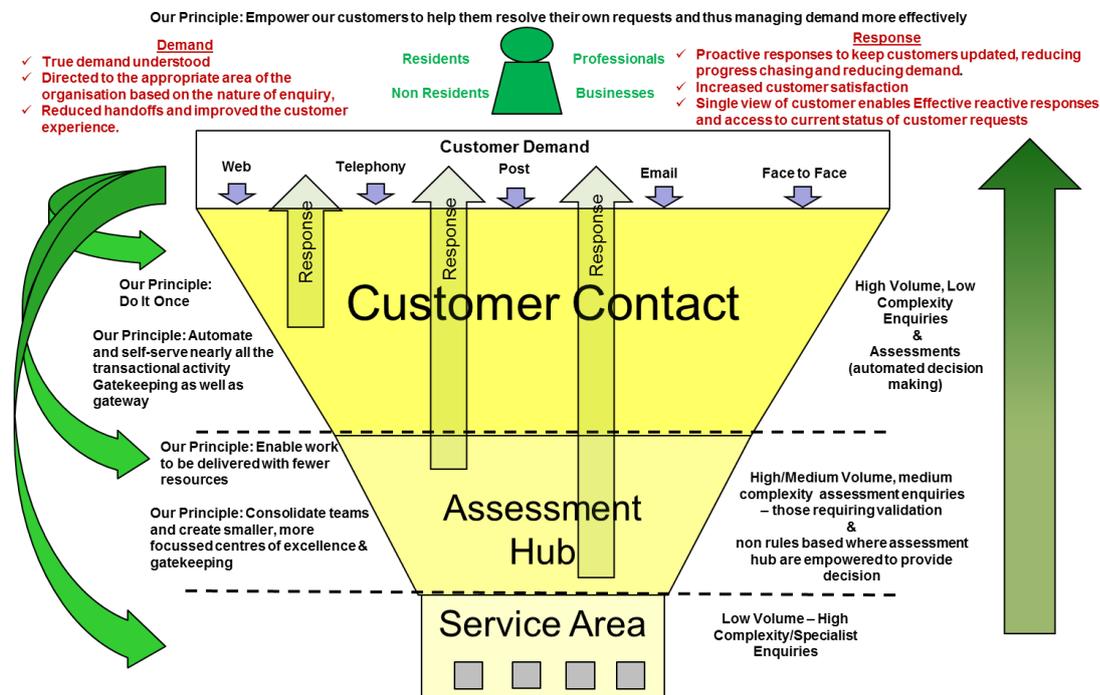
Enfield 2017 Operating Principles (as agreed at 17 September 2014 Cabinet)

Based on the overall vision for the Council, set out by the administration, the Corporate Management Board has identified a number of operating principles that, together with the Council's values, will drive the improvements and changes across the organisation:

- 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
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Appendix B

Customer contact, assessment and resolution



Key principles to enable the contact and assessment hub to get the most out of service delivery at the initial point of contact include:

- The online channels will provide a single knowledge and transactional base, either by direct customer access or via assisted access for those individuals or businesses who require telephony or face-to-face interaction with the Council
- A single customer information layer, which fully supports the concept of customer-centric design. This layer will include the ability to push and pull data from specialist systems, but will also aim to replace such systems wherever possible, whilst supporting predictive analysis and proactive activity by the Council
- There will be a range of data views available from a single presentation layer, and these will be published via a portal based offering to include a 'single view' of the customer, as well as a 'single view' of their engagement and interaction with us
- Wherever legally possible and in the interest of our customers, we will include partner data and information within our customer-centric design model
- Initial customer resolution will be by telephony and face-to-face will be based on assisted self-service technologies, with online web chat and co-browsing

on offer. We will continue to offer practical face to face support, to ensure people develop confidence in online methods of delivery

- Digital support and inclusion infrastructure will be developed to deliver the ability required by Council to identify and proactively support those in our society who are the most vulnerable
- Whenever a customer requires input from an 'expert' practitioner, we will route them to that expert as quickly as possible
- All staff in the contact and assessment hub will be able to share data freely between themselves as the Council will operate a 'Council' record, as opposed to a service-based record
- All staff will be able to use a 'single view of customer' and other integrated data streams, such as a 'single view of debt' from a unified presentation layer
- All financial assessments undertaken across the Council will be consolidated into a single electronically enabled process and function based within the assessment hub
- The assessment hub will have appropriate access set by the Council's strategic commissioners and will always aim to 'do it once'. It will strive to deliver a successful result for customers at their first point of contact with the Council and will aim to reduce (and wherever possible remove) handoffs to our expert service areas unless these are essential
- Assessments will come into the hub via a workflow model from the customer portal, or direct by telephone or professional referral
- Professional referrals will only be made online via a portal developed by Enfield 2017 in conjunction with key partners

Service enabling and business intelligence functions

Business support

- Provide a consolidated business support function
- To employ a service menu based approach to promote self-service and automated resolution

Finance

- Develop and support staff to move away from the manual collation of data and develop a commercial risk based approach to delivering added value to the Council, focused on providing high quality financial management and professional advice
-

- Delivery of an essentially 'digital' approach to basic information provision and presentation will be an essential element of this

Exchequer

- Improved automation of all finance transactions
- Use single view of debt for the Council
- Ensure that the Council only trades contracts and purchases electronically
- Take payment for services up front wherever possible

Property

- All property related work to be done within property services, such as asset management, property services architectural services

Procurement and commissioning

- All procurement functions, including operational commissioning, to be delivered within corporate procurement
- Strategic commissioning to stay within departments
- Operational procurement will be undertaken electronically wherever possible
- This team will include expertise required to deliver an end to end procurement, commissioning and contracting service, including contract performance management
- To increase the robustness of our systems and enable electronic contract monitoring, we will only trade electronically
- Develop and deploy pre-tendered electronic based contract solutions for all services where this is possible

Legal

- Develop an 'agile', flexible, multidisciplinary, cost-effective service that is structured to best meet the needs of the Council in the future and meet statutory requirements
 - Develop online support and training for clients and enable self-service where possible and advance options that will make the most of income
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Audit

- Continuation of existing co-sourced model with PwC
- Develop a more risk aware and targeted audit culture
- Do more proportional work/reviews
- Build controls into the fabric of the Enfield 2017 technology solutions so that they are hardwired into the processes required

HR

- Redefine service offering to focus on strategic high level support to manage high risk areas
- Develop and enhance on-line information portal to provide increase self-service support to managers
- Streamline existing process and wherever possible automate them

Business intelligence

- Develop and deploy a model that is based on the three core pillars of business. This will consolidate activity into three main functional groups:
 - Analytics and insight
 - Performance and management information
 - Strategy, policy, research, engagement and consultation
 - Ensure the approach delivers added value rather than the recycling of national policies and procedures
 - Deliver significant automation of KPI and MI allowing managers to receive this information via customisable dashboards and workflow
 - Enhance predictive analysis
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