

MUNICIPAL YEAR 2015/16 - REPORT NO. 114

MEETING TITLE & DATE

Cabinet 18th November 2015

REPORT OF:

Chief Executive and Director of Finance,
Resources & Customer Services

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Agenda - Part: 1	Item: 9
Subject: Enfield 2017 Transformation Programme – A Year On	
Wards: All	
Key Decision No: 4228	
Cabinet Members consulted: Cllr Taylor Cllr Stafford	

1. EXECUTIVE SUMMARY

1.1 On the 17th September 2014 Cabinet set out the vision for the Enfield 2017 (E2017) Transformation Programme along with the Design Principles that have underpinned all subsequent work. In essence, E2017 is intended to improve our focus on outcomes and streamline our operating processes by increasing the council's digital delivery capacity. This will improve the Councils overall focus on the customer and deliver a significant proportion of the required MTFS savings across the council.

1.2 In October 2014 Cabinet endorsed a challenging transformation programme that will fundamentally change the way residents engage with the Council, whilst ensuring that we continue to deliver high quality, low cost services that meet the needs and aspirations of residents and businesses across the Borough.

1.3 As a result of the implementation of new operating models and a range of digital products, we are improving the way we authenticate individual residents, provide information and advice, and manage and use documentary evidence. Put simply, where we collect information, with the customers' consent, we will collect it once and use it many times.

1.4 Since Cabinet approval in October 2014 progress has been good and major elements of the programme, such as the digital platform are nearing completion. As well as being on track to complete the core IT build and integration elements of the programme by March 2016, we have already implemented the majority of delivery hubs, achieving significant savings.

1.5 These hubs include;

- programme and project management,
- IT and digital development,
- data, performance, policy, strategy and engagement,
- finance, and
- business support.

1.6 Staff consultations for Gateway Services and Assessment have been undertaken and recruitment has commenced for these areas. Additionally, the creation of the Procurement and Commissioning hub will be started shortly.

1.7 E2017 will introduce new ways of working, revised information technology and improved staff structures and through various digital platforms will enable the Council to deliver services with reduced levels of staffing resources thus addressing considerable financial constraints (E2017 has a target of delivering £29m savings per annum by 2018/19).

1.8 This report outlines the progress made on the E2017 Programme and the forecast cashable savings with the associated expenditure to deliver the initial digital roadmap. It also outlines the process that will be used in developing the Procurement and Assessment Hub and seeks approval for the award of an interim co-source partner for procurement and commissioning, prior to the completion of a full tender process.

2. RECOMMENDATIONS

That Cabinet note:

2.1 The continued use of the SIAM based contract between the Council and Serco to deliver relevant elements of the E2017 programme, to the extent that these elements fall within the scope of SIAM based IT contract with Serco or a permitted modification of its terms

2.2 The content of this update regarding the Enfield 2017 Transformation Programme

2.3 The in year cashable savings predicted of £9.6m for 2015/16 and that the full year effect of these savings is predicted to be £15.4m from 2016/17

2.4 That the programme is on track to achieve its long term full year effect savings of £29m per annum by the end of the programme, with some reprofiling of these to better reflect part year and full year impacts in 2016/17, 2017/18 and 2018/19.

2.5 The need to ensure that payments to delivery partners involved in release three are proportionate to the effort they expend in its delivery and

reflect the SIAM contracting model and the requirement to ensure all digital products perform as expected

2.6 That the spend this year on the programme and associated staffing is projected to be £13.4m and officers are confident that the programme will be delivered in full within the identified budget of £16m and will deliver its required savings over the lifetime of the programme

2.7 The proposal to award a contract for the interim leadership of a council wide procurement and commissioning function until 31st March 2016 following a mini-tendering exercise across Consultancy One, and delegate this award to the Cabinet Member for Finance and Efficiency and the Director Finance Resources and Customer Services. This contract will be funded via reserves on a 'spend to save' basis and will therefore be awarded only if the tender process identifies net savings for the council.

2.8 That the creation of the Procurement and Commissioning Hub, which is in progress, will be best sustained via a co-sourced partner model and delegate authority to commence the tender process and approve the award of final contract from 1st April 2016 (or as soon as possible thereafter) to the Cabinet Member for Finance and Efficiency and the Director Finance Resources and Customer Services, with any award being subject to a review of delivered savings at 31st March 2017, 31st March 2018 and 31st March 2019.

2.9 That the Director Finance Resources and Customer Services will ensure that any procurement for a co-source partner for Procurement and Commissioning is undertaken in such a way that should LB Waltham Forest wish to join a co-sourced joint procurement arrangement with Enfield they are able to do so, recognising that LB Waltham Forest will need to follow their own governance processes to gain authority to do so.

3. BACKGROUND

3.1 Enfield 2017 Strategy

3.1.1 On the 22nd October 2014 the Cabinet agreed to the following substantive matters:

- Investing £16m with a minimum of £9.7m of this cost being capital funding, to deliver ongoing budget savings of £29m per annum from programme completion.
- Approved the creation of a partnership based delivery arrangement. Under this arrangement those services required to implement the E2017 programme, and which fall within the scope of the existing SIAM based delivery contract with Serco would be delivered under that contract (whether directly by Serco or through Serco sub-contracting these services to third parties). Having taken additional legal advice,

the Council intends continue to implement relevant elements of the E2017 programme using this method.

3.1.2 The Enfield 2017 programme implements a number of business changes which will provide new ways of working based upon the following **Design Principles** approved by Cabinet -

- Do it once – and only 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 manage 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

3.1.3 One of the main driving factors behind the programme is the desire to deliver the best possible outcomes to local residents and business, another is to address the increasingly difficult financial challenges faced by the council and its partners.

3.2 Medium Term Financial Plan

3.2.1 The Medium Term Financial Plan (MTFP) as presented at February 2015 Council and Cabinet ('Cabinet Report Budget 2015-16') was based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks.

3.2.2 It is clear from the Chancellor's recent budget statement that real term cuts in local government funding are likely to continue until at least 2020. The Council's medium term financial planning process recognises this and has identified that approximately £70m of additional savings will be needed between 2016/17 and 2019/20 to balance the budget.

3.2.3 This represents a significant challenge given the extent of efficiencies that have already been achieved by the council over the last four years. Despite these substantial cuts in government grants, Enfield remains a successful, high performing Council, continuing to deliver high quality services across the borough, maintaining high levels of customer satisfaction. Enfield 2017 is committed to continue this, and increase the availability of access to services for our most vulnerable residents.

3.3 New Operating Model

3.3.1 The premise of the Enfield 2017 approach and savings profile is based on a business case that has been built on a revised operating model, including a range of hubs, such as;

- Programme and Project Management (non-property related)
- IT and Digital Delivery
- Learning and Development
- Performance
- Data and Reporting
- Policy and Engagement
- Gateway Services (including Customer Services and Libraries)
- Assessment (including council-wide People, Income and Debt, and Financial Assessment)
- Business Support
- Procurement & Commissioning
- Finance (including Exchequer Services)

3.3.2 These hubs will be supported by a revised IT platform that enhances self-service. The operating model also developed the concept of a secure, verified account for both residents and business to reduce the duplication of data provision and double handling required to meet a customer's needs. By focusing on the designing out of what has become known as "the middle office" the model significantly reduces operating costs whilst ensuring that if a customer cannot meet their needs via self-service, they are put in direct contact with the appropriate staff member.

3.3.3 An update on each of these major areas is given below, with an explanation of the progress to date and the cashable savings which have, or are, in the process of being realised.

3.3.4 The operating model agreed in October 2014 seeks to provide a stronger, more unified interaction with customers, so that they experience a more joined-up customer journey. Enfield 2017 will also deliver a more unified approach to customer and community engagement, so that this activity can be better focused than at present and improved targeting of core support services such as HR, Finance and Learning and Development.

3.3.5 As part of this process, Cabinet approved a set of people principles that were developed jointly with the Trade Unions. These principles, coupled with the Enfield 2017 Design Principles are vital to ensuring equality of treatment for all the council's staff. The transparent and consistent approach developed within these principles and applied across the hubs contributes to a stronger customer focus and has helped maintain staff morale through the significant staffing changes that have been made.

3.3.6 The principles ensure that all staff in similar roles from across the council are treated fairly and equitably in any restructure, regardless of their previous department or funding source. This is vital, as not only does it ensure that the council meets its statutory obligations in terms of the equitable treatment and remuneration of staff, but it also ensures that we are able to

meet the commitment made by Cabinet to ensure that from a customer perspective we are as 'joined up' as possible.

3.3.7 This is not only more cost effective for the council; it is beneficial to the customer as they are able to be treated in a holistic fashion, in line with the council's wider duties. This is a very clear and deliberate move away from traditional 'silo' working and mentality to a 'one, council, one team' approach.

The agreed People Principles are:

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.

3.4 Programme and Project Management

3.4.1 Programme and Project Management was the first hub to be created. This happened prior to the TUPE transfer of Enfield Homes staff back to the Council and, so as to ensure that we honoured the commitment to treat all staff equally as part of Enfield 2017, whether Enfield Council or Enfield Homes employees, in addition to the staff that were brought together from

across the council, three staff were seconded into this team from Enfield Homes.

3.4.2 These staff became substantive members of the hub at the date of reintegration. This hub is focused on ensuring that the council's major change activities, whether Enfield 2017 or MTF5 driven are managed and delivered and that there is a 'single version of the truth' in terms of programme and project management and progress reporting.

3.4.3 This is increasingly important as the council moves to a delivery approach focused on the maximisation of outcomes for residents and business, which invariably requires co-ordination and delivery across traditional management and departmental structures. As we progress this hub will continue to evolve to reflect the anticipated reduction in workload as E2017 becomes embedded across the council.

3.5 IT and Digital Delivery

3.5.1 This hub is a crucial part of the council's commitment to Enfield 2017 and was created by bringing together all IT linked staff directly employed by the council. Creating the single team has not only improved consistency in delivery and provided a clearer focus on the achievement of value from our IT investment, but also addresses previous audit recommendations and identified best practice by ensuring that only staff within the central IT team have systems administration and system level management access to our systems.

3.5.2 The Digital Delivery element of this team is responsible for the overall Enfield 2017 platform and the ongoing technical and content support for a range of core products, ranging from the new website to the main data warehousing capability that underpins PowerBI and the council's developing 'big data' abilities.

3.5.3 Such an approach is essential, as the level of integration between the website and core delivery is such that it has developed into a major line of business system in its own right, rather than simply being a presentation layer. As we progress through 2016/17 this hub will be redesigned to reflect the reduction in platform design and delivery as Enfield 2017 becomes embedded across the council.

3.5.4 Work with colleagues in finance has confirmed that the programme will deliver the expected full year effect savings across the hubs that have been deployed.

3.6 Performance Management, Data & Information Reporting and Strategy, Policy & Community Engagement (PDP)

3.6.1 On the 12th August 2014 the STB confirmed that the council's future Business Intelligence model would be delivered via three hubs that reflect each of the specialisms within the wider area.

3.6.2 The three hubs that work seamless together to create the Business Intelligence function are the Performance and Policy, Research and Community Engagement hubs within the Chief Executives Department and the Data and Information Reporting hub which is based within FRCS to reflect the key synergy this particular hub has with business support and finance.

3.6.3 Three key principles were agreed by STB:

- Ensure the Policy and Strategy approach is focused on the delivery of added value rather than the recycling of national policies and procedures and the writing of policy for policy's sake.
- That the Data and Reporting hub would work to deliver significant automation of Key Performance Indicators (KPI) and Management Information (MI). And that the package used to achieve this should support the 'big data' agenda and in the medium term allow managers to receive this information via customisable dashboards direct to their workstation, in an expansion of the original aims of Enfield 2017.
- That the long term aim of the council's approach to data would not only be focused on performance monitoring and management, but on enhanced predictive analysis to improve outcomes for residents.

An initial staffing cohort of ninety six staff plus a number of agency posts were identified as in scope.

3.6.4 The combined staffing structure of the new hubs is 42 FTE, with an additional 8 temporary posts for the first year to assist with statutory reporting as the electronic reports are developed. The new hubs went live in July 2015, with excellent performance thus far, delivering a full year effect saving of £1.6m.

3.6.5 Working closely with our delivery partners, the Enfield 2017 Programme has made significant progress in developing a council wide platform for reporting and performance management. This is being developed within a Microsoft product known as PowerBI, which is able to utilise data held within a specific data warehouse from the wide range of systems used across the council, as well as from national data sets.

3.6.6 At present, this process is generating the statutory returns and performance data for both adult and children's' services and will continue to be developed over the coming months to encompass the reporting and analytical needs of the wider council.

3.7 Business Support

3.7.1 The Business Support Hub was created by the bringing together of support staff from all areas of the council to enhance visibility and improve the management of resources. In addition to financial savings, the new hub will deliver non cashable benefits such as:

- Consolidating and bringing similar teams together from all areas of the council.
- A reduction in layers of management.
- Increasing productivity and output by ensuring staff can be moved from task to task to match variation in demand.
- Delivering grade consistency and fairness for all staff.
- Providing an enhanced career pathway and allowing a more focused approach to learning and development.

3.7.2 The new service was introduced on the 19th October 2015 and has achieved the following:

- An integrated management structure that is complimentary to other hubs.
- A new staffing structure with greater transparency of roles.
- A reduction in the overall staffing number.
- New ways of working with the flexibility to match resource to demand across the council.
- New service menus in place.
- The Business Support Hub has automated workflows and Standard Operating Procedures (SOP).
- Full year effect savings in excess of £4.m per annum.

3.7.3 The new structure provides a range of support for all departments, firstly by providing a generic service menu offering that covers predictable activity such as, non-bulk photocopying, stationery management, receptionists, booking of statutory meetings etc.

3.7.4 Service specific support will be provided via a service orientated menu developed for each department, which has a strong focus on supporting operational service delivery accessible via an online hub will also provide the relevant management information (MI) required determining the effectiveness and quality of delivery.

3.7.5 Within the Business Support hub there is Productivity and Development Team which will ensure continuous improvement. This team has a specific remit to work with the E2017 programme to remove any remaining inefficient processes; papers based transactions, unnecessary and repetitive manual tasks and assist others to move to self-serve.

3.7.6 Multiple consultation engagements have been carried out with relevant Union representatives, affected staff, Directors, Assistant Directors and Heads of Service in order to outline the driving principles of the transformation, highlight the cashable and non-cashable benefits, manage concerns and issues together with outlining our proposed methodology to capture the planning data required to design the new service.

3.7.7 As the hub went live, we also introduced a specific IT component that not only includes electronic service menus and the ability for staff across the council to request support or services but also allows team leaders to view

and allocate tasks to individuals. This product will be developed further over time to ensure that the technological support for the new hub continues to evolve in a way that is supportive of the future needs of the council.

3.8 Finance

3.8.1 The changes to the finance structure will deliver a high performing, consistently focused and responsive finance team, better able to support and enable the changing nature of the council at a lower cost. The structure was developed in line with the Enfield 2017 principles and its implementation was brought forward to align with the Business Support changes, and deliver earlier savings.

3.8.2 Key aims for this hub are:

- Develop and support staff to move away from manual financial reporting and ensure a commercial risk based approach to delivering added value to the council, focused on providing high quality financial management and professional advice.
- Delivery of a 'digital' approach to basic information provision where electronic presentation is an essential element of this.

3.8.3 To achieve this, the redesigned structure and operational support processes enable a consolidated hub that is principally focussed on:

- Financial Management (i.e. the corporate finance function)
- Financial Activity (budget and payments monitoring, planning and analysis)
- Specialist financial support for projects and capital schemes
- 'Exchequer' activity' (raising significant numbers of purchase orders, invoices etc)
- Pension Investment Management

3.8.4 The new finance hub went live on 19th October 2015, and will deliver a 40% reduction in cost for this area, generating a full year effect saving in excess of £1.5m. The second phase of the finance hub will be the reconfiguration of the Exchequer function, which is expected to come into effect from 1st April 2016.

3.8.5 As with the wider finance reconfiguration, this will achieve a 40% saving. Examples of efficiencies that will be realised from this area include:

- Improved automation of finance transactions
- Utilisation of the new 'single view of debt' for the Council. This is currently operating in a test configuration across all debt on the Northgate system and will be incrementally expanded over the next four months.

- Ensuring that the council only trades, contracts and purchases electronically.
- The taking of payment for services electronically from October 2016, linking these direct to the customer request when this is made on the new website to avoid the need to raise debt. This has the aim of reducing the raising of debt (and therefore the processing of debt) and the handling of cash and cheques. Timely payment and the non-creation of debt is also important from a customer perspective as an aid to accurate personal budgeting.

3.8.6 In addition to the changes to payments introduced by the new web processes, and the single view of debt roll out, this hub will be impacted by the programme of activity that will be delivered by what is known as 'Single View of the Employee'.

3.8.7 This activity is scheduled for completion by 31st July 2016 (subject to the tender process for any commercial components) and will, for the first time, link the councils recruitment (including security clearances), talent management, equipment provision and access rights (such as IT hardware and access to systems) with the council's finance and budgeting structures.

3.8.8 By doing so, the council will deliver significant savings across the recruitment, selection and development components of its workforce management, but also streamline the support services required from IT and Finance and allow a reduction in headcount with HR Services.

3.9 Gateway Services

3.9.1 All staff within this new service area have now been advised of their inclusion within the hub and it includes staff from a range of previous service areas – from Customer Services (including Council Housing Customer Services), Libraries, Council Housing and officers who deal with Complaints, Freedom of Information (FOI) requests, Members Enquiries and Subject Access.

3.9.2 Throughout August 2015 the Heads of Service and Assistant Director produced a draft structure for Gateway Services, which was discussed with the Trade Union and formally consulted on with affected staff from mid-September to mid-October. Following this staff consultation period the structure and job roles were finalised and applications sought from staff in late October and early November, with interviews scheduled to be held in November.

3.9.3 The new structure for Gateway Services will be in place at the end of December 2015. The new service will ensure we continue to deliver the widest range of access options possible, including face to face, whilst delivering over £3m in full year effect savings and modernising our approach to access by ensuring that those customers who require assistance follow the same business process and technology pathways as those who access directly.

3.9.4 Alongside the staffing reorganisation, new technology has continued to be developed. The first public elements of the new website and Customer Relationship Management (CRM) system launch during October 2015, and a staff training plan has been developed to support this.

3.9.5 This system will also enable complaints, FOIs and Member Enquiries to be reported more easily via the website and automatically logged in the CRM system, both improving our performance and reducing our costs. The new system, built on the Microsoft Dynamics platform, will allow staff to log, monitor and allocate complaints and FOIs, as well as providing enhanced business analytics on the underlying reasons for our Complaints and FOIs, so that we can ensure they are addressed via other means wherever possible.

3.9.6 Gateway Services will also have access to an enhanced feature known as 'single view of the customer'. This IT tool will use a presentation layer to allow staff within Gateway Services to identify the range of systems and services that a customer receives from the council, even when the customer does not have a verified customer account. This will ensure that a customer can be routed direct to the most relevant individual to meet their needs and significantly reduce the likelihood that a customer's request has been misunderstood due to a Gateway member of staff being unaware of the complete picture.

3.9.7 Delivery of the Council's Library Redevelopment Plan is being implemented as part of creating this hub, including the creation of automated library provision.

3.10 Assessment Hub

3.10.1 This diverse hub will undertake and consolidate assessment activity pertaining to the following three thematic areas:

- Income and debt collection (e.g. tenant arrears, benefits overpayments).
- Financial Assessment (e.g. benefits, welfare advice and support).
- People Assessment (e.g. social care).

3.10.2 The range of staff who will be part of this new delivery hub were confirmed by STB in August 2015. As an indication of the breadth of this hub, the following functions were confirmed as being within the Assessment Hub:

- Council Housing Income Collection and Tenant Arrears Teams.
- Community Housing Income Recovery Teams.
- Collection Services (Business Rates/Council Tax).
- Benefit overpayments recovery.
- Benefits Assessment Teams (incl. visiting officers).
- Adult Social Care Income Assessments.
- Welfare and Benefits Advice (Schools and Children's, Welfare Advice and Support Hub, and Housing).

- Concessionary Travel Team.
- Grants Team (Disabilities Facilities Grant).
- Housing Options and Advice Service (allocations, medical, homelessness assessment).
- Pupil Benefit Team.
- HHASC Access Services.
- Homelessness and Immigration Services.

3.10.3 At the end of August 2015 all staff within the identified affected population transferred to the day to day line management of the Assistant Director for Assessment and an interim management team was created to oversee operations within the hub. In September 2015 the recruitment of the Heads of Service took place from within the agreed ring-fenced population and the successful candidates contributed to the finalisation of the proposed structure. Formal staff consultation commenced in October. Recruitment and selection will take place in November and December, with the new structure operational from mid-January 2016.

3.10.3 To reflect the different statutory basis of the services within the Assessment Hub, the AD for Assessment will be line managed by the Director of FRCS, but will be under the strategic direction of the relevant statutory director when undertaking any activity that is specifically linked to either adults or children's services statutory functions.

3.10.3 The creation of the hub will deliver initial full year effect savings in excess of £3.6million. A significant component of the realisation of these savings is enabled by the council's new financial assessment IT product which includes direct posting of information to our legacy systems and significantly increased automation of decision making and change in circumstance adjustments.

3.10.4 The Council has been able to incorporate products such as the 'Entitled To' calculation tool used by the Department of Work & Pensions (DWP) into the new E2017 product and will also utilise the electronic DWP benefit capture and submission system developed by Kirklees Council.

3.10.5 This has recently been endorsed by the DWP for direct electronic submission of national benefit claims, and means that as well as directly posting information and details to the Enfield Council product the same data and verification can be used to submit electronic claims for national benefits.

3.10.6 This approach increases speed of resolution for the customer and significantly reduces the level of manual intervention required by officers. Additionally, it will result in over 163,000 automated transactions per year being undertaken within the council's areas of responsibility. This electronic based approach, coupled with revised business processes designed to maximise the use of the IT systems will also make the transition to the introduction of Universal Credit significantly smoother for both customers and staff.

3.11 Reintegration of Enfield Homes

3.11.1 On 1st April 2015 Enfield Homes was successfully reintegrated back into the Council. A Transfer of Undertakings of Protective Employment (TUPE) took place for approximately 300 staff following extensive consultation.

3.11.2 The Council Housing function now forms part of Regeneration and Environment. As previously agreed with Cabinet, the Enfield Homes Board and the Trade Unions, all former Enfield Homes staff are included within the appropriate E2017 hubs as they are developed. This ensures we are able to deliver on the Cabinet commitment to treat all staff across the council equally and for this to be based on the role they perform, rather than being selective based on the area in which they work.

3.11.3 Following receipt of the final Enfield Homes accounts from the independent auditors, these will be submitted to Companies House and Enfield Homes will then be dissolved as a legal entity.

3.12 IT Enablers

3.12.1 The original digital build programme envisaged to support E2017 was expected to span 7 Releases over a 22 month period (almost 3 months per Release), using the internationally recognised development approach known as “Agile Methodology”. A key feature an agile approach is that the order and make up of releases almost always evolves and changes to maximise value and rapid delivery of the final solution, rather than following a fixed linear timeline.

3.12.2 In order to deliver the maximum customer benefit, in the shortest period of time, development of the E2017 Digital platform has been compressed into three major releases, supplemented one minor release, with products and enhancements thereafter incrementally brought online as part of business as usual.

3.12.3 Within these three releases, the digital build programme is further split in to two distinct components, in both instances creating a new customer platform. One for the external customer (residents, businesses, 3rd party professionals, site visitors) which provides services via the Council’s internet (web) presence (www.enfield.gov.uk), the other to its staff for internal support provision which will provide a new look intranet and an end to end recruitment and talent management solution focused on the councils future needs.

3.12.4 As outlined below, significant progress has been made across the major IT areas, and finance have confirmed that the planned headcount reductions in the hubs have been met, or will be met by the planned go live dates, ensuring the expected full year effect is delivered in 2016/17. The programme is now at the stage where, in addition to the need for future development to remain responsive and iterative, the final group of the initially

identified E2017 IT products needs to be planned and delivered to a specific timetable to enable the planned reconfigurations.

3.12.5 The Cabinet approved use of the council's SIAM based contracting model has proven to be successful and allowed the council to deliver the required functionality to the timescales agreed by STB. User acceptance testing has been positive and public feedback on the new website and functionality, both in test and live environments has been positive.

3.12.6 As the council moves forward with the delivery of the third major release, we are increasingly needing to work with an ever wider range of suppliers, as there is a greater level of integration with existing line of business applications (for example, OLM, the providers of CareFIRST our adult social care system, Northgate Systems who provide our Housing system and Civica, who provide our Revenues and Benefits system).

3.12.7 This work is primarily targeted around the customer and business account development (as well as the creation of a landlord account) and the integration of financial assessment and benefits automation functionality specifically to support the assessment hub go live in January, where the base level functionality is already complete. Consequently, the council will continue to utilise the existing Serco SIAM contract model, in relation to those services which fall under the scope of the procurement of that contract or a permitted variation to it (in line with Counsels opinion) to ensure that individual partners are re-numerated in proportion to their effort.

3.12.8 As part of this, final payments to Serco for the digital elements of the programme will continue to be made only when that element has been through user acceptance testing and has been proven to deliver the functionality required by the council and the council is satisfied that the element performs as specified and required.

3.13 Website and CRM

3.13.1 The Council has significantly invested in Microsoft technology over many years. In doing so it has created a highly cost effective platform for the E2017 Programme. Continuing this approach, the new CRM will be within the Microsoft Dynamics package creating a common platform for ongoing support and maintenance and future enhancement.

3.13.2 The Council's website has undergone a complete transformation in order to more effectively support customers and staff alike. Within this we have created the underpinning technology foundations for the programme, from basic web reporting through to direct work allocation for field operatives.

3.13.3 The new website design is based directly on customer feedback gathered through a rigorous engagement programme. It is fully accessible and, for example, banner advertising is not used on any content page, as feedback indicates this can make websites challenging for those with sight impairment.

3.13.4 Aggregated customer feedback was clear that a less cluttered and more instinctively navigated site was required. The new site is therefore includes the following features in response to this:

- Prominent Search Bar; provides visitors to the site with a filter as you type based search function to improve accuracy and search times.
- Frequent Tasks are prominently displayed; these are the most popular online transactional services and change in a responsive manner based on actual visitor volume.
- Services; Council service specific information that will all change based on visitor volume.
- A 'My Area' section to view information, content, map overlays pertinent to the area being searched (for example, their home address).
- News & Events; a carousel that promotes and provides link to local matters of interest.

3.13.5 The site has been built with a mobile first design so that it can also be used by customers on mobile phones, providing greater digital inclusion and opening up another channel that historically has been limited. Moreover, this negates the need for a specific mobile application to be developed and maintained, further reducing cost and increasing value for money.

3.13.6 Working with services, our online transactional services have been re-written and the content that supports them refocused on the customer. To ensure that products are fit for purpose, a continuous customer engagement programme has been running on a weekly basis, with volunteers from varying forums, such as Youth parliament, Over 50's forum, Disability Action Group, as well as service specific sign off for dedicated functionality . These groups have been using the site in a secure environment and testing the enhanced transactional services. Their feedback has been invaluable as it has allowed refinements to be made in the build process, thus increasing the usability of the site and its services before it even went live.

3.13.7 A key component of the new platform is the customer account. Services and functionality will be incrementally added to the account over the period to 31st March 2016. Shortly after launch all customers who engage with us via the website (even if with assistance) will be prompted to sign up for a secure account, allowing them to have a 'single view' of their activity with the council – including the status of any requests that they have made, viewing their council tax account and submitting evidence in support of a benefit claim.

3.13.8 The first release of the new website for general public use was in early October and focused on 153 different service 'report it's' (such as Graffiti removal). Phase two of the web deployment expanded the functionality to allow 'request it' and 'pay for it' functionality.

3.13.9 The website will continue to be enhanced through to the end of the calendar year, with services such as 'WebChat' being introduced alongside the Gateway services restructure in late December.

3.14 Education and Health Care Plan

3.14.1 In response to the national requirements to develop an integrated Education, Health Care Plan (EHCP) the council has been able to develop this as part of the E2017 platform. This is an example of where, by using the agile approach, we have been able to flex the development of the new platform to accommodate a new request, delivering additional functionality without increasing overall costs.

3.14.2 An EHCP is written in partnership with professionals, parents and their child and describes the additional specialist support the child requires in order to meet their outcomes. This is a complex process with multiple contributors who all require the ability to log on to an integrated secure portal. Our EHCP product is nearing completion, and is currently being tested with a volunteer family and school, as well as our service teams and we aim to fully deploy this by the end of November.

3.15 Staff Intranet

3.15.1 We have continued to build on our Microsoft investment, and in order to support the new organisation a new staff 'portal' will be launched before Christmas. The new employee platform will create a workspace that staff can actively use on a daily basis. The new employee platform will replace the existing Intranet and significantly increase the degree of self-service available to staff on an automated basis.

3.15.2 When fully deployed, the employee portal will:

- Provide the front end to a workflow and case management system, surfacing forms to allow employees to request services across business support, HR and Finance
- Host existing staff corporate applications like MI Portal
- Provide a quicker and more direct route into the SharePoint DMS

3.15.3 As part of developing the employee platform and linked to the go live of the Business Support hub on October 19th internal service menus have been deployed so that staff can request services from this team new team. Over the next six months, work will focus on the provision of enhanced online functionality for areas such as Human Resources, Procurement & Commissioning, Legal, and Facilities Management.

3.16 Development Between now and 31st March 2016

3.16.1 Across the period from now to the end of the financial year, customer focused developments will include Social Media Listening; the ability to listen to all social media channels where the Council is mentioned as well as intervene where necessary. This allows us to perform the role of the virtual customer service agent. In future we will be able to take repeated issues and automate responses, or turn them in to a transaction for staff to act upon.

3.16.2 The creation of a Virtual Community offer – using our technology to provide customers with the ability to seek support from forums that they may not otherwise have access to or new existed and promote social inclusion.

3.16.3 We are progressing discussion with a range of Health partners with the aim of ensuring that the Council's customer record can be integrated with NHS Patient records in the future, subject to customer consent. This work involves a partnership between the Council, Microsoft, Enfield Clinical Commissioning Group (CCG) and a range of Health Agencies.

3.16.4 As outlined in the October 2014 Cabinet Report, the Council is continuing to build a platform that can be turned in to a commercial offer. The council retains all Intellectual Property rights on elements that have been developed and specifically coded for E2017, and where we are utilising a 3rd party component, is negotiating appropriate reseller agreements as part of the process. To be fully commercialised, some elements of the product may require some additional coding to ensure they can be replicated across different environments and users, a process that is often referred to as 'hardening'.

3.16.5 The E2017 Programme Team will shortly commence the process to create the Procurement and Commissioning hub in line with the E2017 principles. This hub will comprise staff from across the council and will be responsible for all procurement and commissioning activity across the council, including the delivery of a market management function that ensures that the councils future needs across a range of services such as Temporary Accommodation and Domiciliary Care can be delivered in a sustainable manner.

3.16.6 The process that will be followed in creating this hub will be identical to the other hubs, and will start by the transfer of staff from across the council who work in these areas transferring to a single team, following agreement of the identified population by departmental management teams.

3.16.7 The council is currently working with Ernst Young to identify and target the delivery of in year savings across all areas of procurement and commissioning, building on their successful work delivered as part of the Adult Social Care Efficiency Programme.

3.16.8 However, STB has identified that it would be beneficial for all procurement and commissioning staff from across the council to have worked alongside a delivery partner and to have benefited from the associated skills

transfer within such an arrangement, before any recruitment and selection process to posts within the new hub is undertaken.

3.16.9 Consequently, a mini-tender has been undertaken via Consultancy One to secure an interim co-source partner for the design, development and identification and delivery of in year savings across Procurement and Commissioning. The appointed partner will undertake the leadership and day to day management of the Procurement and Commissioning hub, with that partner reporting directly to the Director FRCS. As part of their role, the partner will be tasked with identifying and delivering in years savings from across the councils existing procurement and commissioning spend.

3.16.10 The cost of the contract award for a procurement and commission partner for the period to 31st March 2016 will be funded from reserves on a 'spend to save' basis where initial saving identified and achieved via this contract will be used to make a contribution to reserves equivalent to the cost of the contract.

3.16.11 Alongside this initial work, STB have confirmed that they believe the most cost efficient and effective long term delivery model for the procurement and commissioning hub will be achieved via a co-sourced delivery model. This will blend the skills and knowledge of the private sector with the ability, commitment and capacity of staff from across the council. This approach, complete with a strong commitment to knowledge and skills transfer, has already been successfully deployed across Internal Audit and Property Services. To secure such an arrangement for the Procurement and Commissioning Hub a full tender process will be required.

3.16.12 To ensure that there is complete transparency within the procurement process all activity related to the tender and award process will be led by the Director FRCS with all staff undertaking activity relating to the tender or award process will be under his specific direction when doing so rather than that of the interim procurement and commissioning partner. All staff involved in this process will be asked to sign a non-disclosure agreement which will also confirm that their normal line management arrangements have been varied for this specific piece of work.

3.16.13 The proposals relating to the development of a co-sourced model of procurement will have an impact on the council's current joint procurement and commissioning approach with Waltham Forest (although it should be noted that the majority of Enfield Council staff involved in procurement and commissioning currently sit outside of this arrangement) and during the period of the interim arrangement, the Director FRCS will continue to lead engagement with Waltham Forest to confirm the extent to which they may, or may not, wish to formally engage with the future co-sourced arrangement.

3.16.14 The exact structure of the long term co-sourced leadership arrangement is therefore not yet determined. Consequently, the final specification of the tender will be approved by STB in December, after

consideration of a report from the Director FRCS on the position of Waltham Forest in relation to their desire to be part of this arrangement, or otherwise.

3.16.15 The tender award will run from 1st April 2016 (or as soon as practicable thereafter) for a minimum of three years, with the option to extend for a further two years. The contract will however be subject to a review on 31st March 2017, 31st March 2018 and 31st March 2019 to ensure that delivered savings have exceeded the costs associated with the delivery of the tendered service. Should the agreed savings be achieved, then the contract will automatically continue, but should they not be delivered, the council will enter into a renegotiation which could result in the contract being terminated without further monies becoming due.

3.17 Governance

3.17.1 Throughout the course of the E2017 programme the Council has, and will continue to, work with multiple delivery partners. The programme is accountable to the STB for strategic decisions, oversight and benefits realisation, with day to day delivery falling to the E2017 Programme Team supported by the council's Programme Management Office.

3.18 Trade Union engagement

3.18.1 The Assistant Director for Transformation and the Assistant Director for Human Resources regularly meet with trade unions on a fortnightly basis and ensure they remain consulted and informed throughout the development and deployment of various aspects of the programme.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The programme has been delivered as per its Cabinet approvals and is on track to achieve its planned savings over the life time of the programme. I will do so within the overall financial cost envelope approved by Cabinet.

4.2 The decision to proceed to a co-sourced model of procurement and commissioning is a logical extension of the savings work already undertaken within E2017. Officers have considered developing a service without the leadership of a delivery partner, but this would not address the need for additional innovation and breadth of experience that is now required in this area to drive out further savings and opportunities for multi-partner working.

5. REASONS FOR RECOMMENDATIONS

5.1 The recommendations within this report update Cabinet on the progress of E2017, confirm that it will be delivered within its approved cost envelope and that over the life time of the programme, its planned savings will be delivered or exceeded.

5.2 Additionally, the recommendations reflect the work being done to create a co-sourced model for the delivery of Procurement and

Commissioning to maximise the knowledge and skills available to the council to drive further savings from this area and seek Cabinet approval to delegate award of a contract for this to the relevant member and officer.

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

6.1 Financial Implications

6.1.1 Enfield 2017 is on target to deliver a full year effect saving of £15.4m from its activity in 2015/16. Due to the undertaking of extensive public and staff consultation and the need to ensure that the phasing of revised structure implementation did not impact on service delivery, in year savings will £9.6m against a target of £15.1m. Officers continue to work to identify opportunities to increase in year savings and this will be reported as part of the council's regular budget monitoring process.

6.1.2 This is reflected within the current budget monitoring and has allowed the council to broaden E2017 programme engagement across a wider cohort of staff and customers and embed the E2017 principles more fully into the organisation, thus de-risking long term savings delivery.

6.1.3 The cost of the implementation of E2017 and the delivery of digitalised services will not exceed the £16m agreed by Cabinet in October 2014. To support the early delivery of the technology platform, this spend has been profiled over 2015-16 and 2016-17.

6.1.4 Future year savings for 2016-2019 will be delivered based on the current plans for the next stages of digitalisation and resource review. The profile of these in year savings is planned as follows:

Year	2015/16	2016/17	2017/18	2018/19	Total
Target	£15.1m	£3.5m	£4.5m	£6.0m	£29.1m

6.1.5 This reflects that staff reductions in future years will also be phased over the entire year to minimise any disruption to service delivery. Planning for the delivery of these savings is complete and will be reviewed by STB prior to implementation.

6.1.6 The cost of the contract award for a procurement and commission partner for the period to 31st March 2016 will be funded from reserves on a 'spend to save' basis where initial saving identified and achieved via this contract will be used to make a contribution to reserves equivalent to the cost of the contract period.

6.2 Legal Implications

6.2.1 As per October 2014 Cabinet decision all legal agreements including any partnership agreements will need to be in a form approved by the Assistant Director of Legal and Governance.

6.2.2 In accordance with the Council's Constitution and, in particular, the Contract Procurement Rules, the Council is permitted to utilise existing contracts without the need for further procurement in appropriate circumstances.

6.2.3 Any relevant legal agreements required as part of E2017 shall be in a form approved by the Assistant Director of Legal and Governance.

6.2.4 As noted in the 2014 Cabinet report, the council is currently in contract with Serco. To the extent that a particular requirement falls within the scope of the procurement of that contract, or forms a permitted modification to it, the Council may use the arrangement with Serco to enable delivery of the programme without further procurement. The relevant officer should approve each such use of the contract with Serco to ensure that it: (1) Falls within the scope of the original procurement and is in accordance with the terms of the Serco contract (including, in particular the User Catalogue and Core Services under Schedule three, part 13); or (2) constitutes only that degree of modification permitted by the Public Contract Regulations 2015, taking advice from relevant officers as appropriate.

6.2.5 Where Serco is to perform services, which meet the requirements set out under paragraph 6.2.4 these services may be performed either directly by Serco or through a sub-contract entered into by Serco. Where any sub-contracting arrangements are proposed to be entered into by Serco in order to support their delivery of services to the Council Serco will, under the terms of the SIAM contract remain responsible for the performance of the sub-contracted third party. However, in order to ensure that the sub-contracting arrangement are appropriate from the Council's perspective, any such sub-contract will require the specific approval of the Council, in line with the terms and conditions of the existing contract between Serco and the Council.

6.2.6 Where a service required by the Council does not meet the requirements described at 6.2.4 above, a fresh procurement will be undertaken, unless: (1) a direct award in relation to the required services is permitted by the Councils constitution (in particular the Contract Procedure Rules) and the Public Contract Regulations 2015; or (2) an existing framework agreement is available for the Council to lawfully use, and the relevant officer considers the available framework to be a suitable route through which to delivered the required services.

7. KEY RISKS

7.1 The key risks to the programme are:

- That savings may not be achieved – this is mitigated by robust financial modelling and regular reporting.
- That the IT may not work in the way planned – IT delivery is carefully monitored and has significantly exceeded expectation in terms of pace, whilst more than meeting our functionality requirements. The same

robust approach to delivery will be maintained for the remainder of the build and contracting will remain within the councils SIAM based approach via Serco.

- The councils partnership operating environment may change – The E2017 programme has been designed to remain flexible and allow the council to work with a wide range of partners, notably from within the Health and Local Government areas, but also with private sector IT delivery partners.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

8.1.1 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.

8.1.2 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

8.2.1 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.

8.2.2 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.

8.2.3 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 and free council resources for a wider range of proactive activity.

8.3 Strong communities

8.3.1 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

9.1 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. Rigorous equalities assessment and monitoring takes place within the programme on a work-stream by work-stream basis.

9.2 In all areas of delivery, detailed equalities planning for both staff and customers is developed, and reviewed.

9.3 All areas of current activity have been assessed under our equality impact assessment model.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 STB remains the lead forum for the performance management of Enfield 2017 on a day to day basis, overseen by the Enfield 2017 Board, which include the Leader of Council and Cabinet Member for Finance and Efficiency. In addition, all new hubs are developing appropriate performance management frameworks so that we can demonstrate the current and future customer requirements are being met.

10.2 Programme Management of the programme is supported by the use of Verto, the councils standard product and the programme utilises the MSP programme management methodology overall, with Agile used in relation to the Digital Platform elements.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 We need to be mindful of the potential of health and wellbeing issues that may arise as the restructure of the Council takes place.

11.2 Human Resources will be working closely with Occupational Health Services to ensure that the employee assistance programme is available and accessed if appropriate.

12. HUMAN RESOURCES IMPLICATIONS

12.1 Throughout the transformation process the Enfield 2017 People Principles have been followed along with Council policies. Both trade unions and staff have been fully consulted and given the opportunity to provide feedback on the proposed changes. Predictive Equality Impact Assessments were prepared in advance of the transformation and have been reviewed at various stages of the process.

12.2 The creation of five hubs has been completed within the current financial year Performance, Data and Reporting, Policy and Engagement, Business Support and Finance.

12.3 In relation to the five hubs only 12.7% of employees who have exited the Council (or have a planned exit date) are due to compulsory redundancy. The remainder has been achieved through voluntary arrangements and a significant reduction in the use of agency workers

13 PUBLIC HEALTH IMPLICATIONS

13.1 Enfield 2017 is unlikely have a major impact on health in either a positive or negative way. However, the council provides many services which tackle the broader determinants of health, and Enfield 2017 allows the council to maximise the efficiency with which these are delivered. Enfield 2017 does provide the opportunity to tackle digital exclusion

Background Papers

None