London Borough of Enfield

Cabinet

03 February 2021

Subject:	**A Modern Council - Digital Business Portfolio 2020 – 2030**
Cabinet Member:	**Cllr. Maguire**
Executive Director:	**Fay Hammond**
Key Decision:	**5223**

Purpose of Report

1.   The purpose of this report is to:

   - Clearly set out the Council's future digital transformation programme of work: Digital Investment Portfolio 2020-2030 and planned outcomes.

   - Incorporate this Digital Portfolio into the Council's 10 Year Capital Programme (KD5026) outlining how this existing funding will be spent and outcomes between 2020-2023;

   - Deploy flexible use capital receipts to produce business cases only for proposed new business critical and very critical projects between 2020-2023 which are not currently listed within the Council's 10 Year Capital Programme (KD5026). Subject to viable business cases and affordability these projects will require additional capital funding which will be secured via future authority reports.

2.   This report should be reviewed alongside the Digital Service Strategy 2021-2023 (KD5222) as it supports the design of the Digital Investment Portfolio.

3.   Congruent with this Strategy, the proposed investment portfolio prioritises building strong foundations and delivering a customer first service that benefits Enfield residents and the Council Plan. The Digital Services Strategy will ensure robust business cases to support investment and diligent governance procedures are in place.

4.   This report sets out the Council's proposed Modern Council: Digital Investment Portfolio 2020-2030. This portfolio aims to support the delivery of the Council's aims as set out in the Council Plan by equipping our workforce with the appropriate tools and skills to deliver our ambitious

customer focused outcomes. The portfolio's projects & programmes achieve this by using digital innovation to:

- Drive service improvement;
- Deliver an agile and mobile technology landscape;
- Create a resilient and secure digital infrastructure;
- Consolidate and maximise the capability of each business application;
- Support the growth of technology throughout the council;
- Provide opportunities to deliver digital inclusion for our residents.

Proposals

5.   It is proposed that Cabinet:
i.   Agrees the realisation of 52 projects & programmes during 2020-2023 as the first tranche of the Portfolio as detailed in this report and Appendix A;

ii.   Agrees that the remaining budget of the current ICT capital budget secured via KD4410 of £2.375m be re-profiled across the existing projects & programmes as per Appendix C - Table 1;

iii.   Authorises the draw-down of £18.4M from the Digital capital budget ringfenced via the Capital Strategy and 10 Year Capital Programme (KD5026) as a funding stream for the portfolio's first tranche of projects & programmes between 2020-2023 (Appendix C Table 2);

iv.   Agrees to a further report following the discovery work and business cases for additional capital funding to deliver new critical projects in the Digital Investment Portfolio;

v.   Notes an allocation of **up to** £761K use of capital receipts will be included in the Medium Term Financial Plan to develop business cases for new projects as part of the Portfolio's pipeline and detailed in Appendix A. Note that subject to viable business cases, these projects will require additional capital funding which will be secured via future authority reports to Cabinet and Council;

vi.   Agrees to the progress reporting proposals included in this report regarding the Digital Investment Portfolio;

vii.   Note the achievements to date of the previous ICT programme set out in Appendix E.

Reason for Proposals

6. The Digital Investment Portfolio 2020-2030 will support the delivery of the Council's aims as set out in the [Council Plan](#) by equipping our workforce with the appropriate tools and skills to deliver our ambitious customer focused outcomes. The portfolio's projects & programmes achieve this by using digital innovation to:

   - continuously update cyber security arrangements and ensure that the underlying infrastructure is fit for purpose in the medium term

   - drive service improvement and reduce costs

   - develop digital infrastructure

   - support the growth of technology

   - provide opportunities to deliver digital inclusion for our residents

   - support climate change activities and reduce the Council's carbon footprint and support it to become a carbon-neutral organisation by 2030.

7. Its projects & programmes are designed to ensure compliance, meet statutory requirements and obligations, address business critical resilience as well as ensure safety. They will generate revenue, support realisation of savings in the Medium Term Financial Plan and cost avoidance and minimise impact on our revenue budget.

8. To realise these aims and delivery of the Portfolio's first tranche of outcomes, the following funding will be required as follows:

   - The remaining budget from the current portfolio (IT & Transformation Capital Portfolio) will be reprofiled £2.375M [Appendix C](#) – Table 1.

   - £18.4M of the Digital capital budget outlined in the 10 Year Capital Programme (KD5026) will be drawn down [Appendix C](#) – Table 2

   - Up to £761K use of capital receipts (which will be included in the Medium Term Financial Plan) to create new robust project business cases detailed in this report will be required. The initial drawdown will comprise of 70% (£533k) followed by 30% (£228k) as required.

   - Following the production of business cases, new projects will require additional capital funding to the amount requested in this report. Once these costs have been identified, a separate report will be presented to Cabinet for approval.

Relevance to the Council's Plan

9. The Digital Investment Portfolio will support the Council's priorities of 'good homes in well-connected neighbourhoods' and 'safe, healthy & confident communities.

Good Homes in Well Connected Neighbourhoods

10. There are several major projects implementing new technologies improving the management of Council homes, repairs service and support for tenants and leaseholders. Projects will also support the additional and selective licensing scheme providing digital solutions to help improve standards of management in the private rented sector whilst taking a strong approach to tackling poor conditions and rogue landlords.

Safe, Healthy & Confident Communities

11. The portfolio has a number of projects & programmes implementing technological solutions which will further enhance the delivery of services and support to vulnerable residents. Designed to enhance prevention and avoiding escalation of need, many have a focus on developing functionality and capabilities to support our communities during the Covid-19 crisis, helping the Council and partners build our community resilience. For example, using smart technologies to provide more efficient and convenient services to our customers and increasing accessibility for vulnerable residents; developing accessibility of data to inform early help and prevention activities; and implementing digital solutions for collaborative working with health partners.

12. The Digital Investment Portfolio, in conjunction with the Digital Services Strategy 2020-23, will support the realisation of the Council Plan's cross-cutting themes: 'A Modern Council', 'Climate Action' and 'Early Help'. It will deploy fit for purpose, up to date and robust business applications; provide technological solutions to reduce the Council's carbon footprint; and support the delivery of prevention services.

A Modern Council

13. This portfolio will work alongside the Digital Services Strategy (KD5222) to enable a modern council by empowering the workforce to be at their best through having the right digital tools. It will ensure services are safe, accessible and efficient through modern user-friendly technology which supports value for money through innovation.

14. In line with the strategy, the portfolio's programmes and projects are designed to deliver outcomes to ensure:

   i. Customer first (deliver the right digital environment for staff and the community).

ii. Functional maturity (to create a solid operating structure which meets industry standards and delivers cost savings across the entire technology landscape & digital workplace).

15. Customer first examples include delivering accessible digital services using smart technologies to provide more efficient and convenient service to customers (e.g. updated website infrastructure & functionality), whilst reducing costs and ensuring appropriate channels for vulnerable customers; implementing new technology making it easier for customers and services to make and accept payments; providing customers with the best possible service through utilising IT effectively, ensuring staff have the correct IT equipment to fulfil their roles and enable more flexible and remote working arrangements.

16. Functional maturity examples include delivering financial resilience and savings through rationalising telephony and mobile contracts, reducing hosting and storage costs, altering digital device management and maintenance, using AI and automation and reducing the number of digital applications we use by focusing on those which best meet service delivery needs and encourage better usage.

17. The portfolio's Modern Council objectives have been accelerated by COVID-19 exacerbating the organisation's financial pressures and appetite for a remote and flexible workplace. This brings additional challenges when delivering a completely new digital landscape and infrastructure complimented by resilient and cyber secure systems that are linked to our Climate Action targets.

18. Therefore, as well as realising time, process and financial efficiencies, the portfolio will provide the technology supporting online collaborative working; upgrade digital networks; improve organisation's IT security; increase immunity to cyber-attacks; mitigate risks against data loss and ensure systems are in place to provide robust, accessible data to inform the services we deliver.

Climate Action

19. The Digital Investment Portfolio will support the organisation to reduce its carbon footprint by:

- implementing systems and online collaboration which significantly reduce printing needs, paper waste and physical storage;

- create digital infrastructure to support the modernisation of the Council's property estate and working practices;

- ensure provision of environmentally friendly & efficient digital hardware across the Council's estate.

Early Help

20. There are a number of projects & programmes designed to support the Council and its community partners to provide early help and prevention services to our residents.

21. Projects range from supporting service redesign (e.g. implementation of community hubs bringing services together to ensure people are supported to resolve their problems), to providing digital solutions which enable services and partners to enhance early help interventions, support predictive analysis and avoid escalation of need.

Main Considerations for the Council

Creating the Digital Investment Portfolio & Prioritisation of Work

22. Since the appointment of a new Director of Digital Data and Technology, a review of the overall digital transformation portfolio has been initiated and this report sets out the refreshed Digital Investment Portfolio from 2020/21 to 2022/23.

23. The Digital Services Strategy aims to put customers first therefore enabling staff to deliver the Enfield Lifetime opportunities. An effective Digital Investment Portfolio is a core part of delivering this strategy.

24. There are a number of challenges when setting the Council's Digital Investment Portfolio as technology is frequently changing and departments have new ICT ambitions; the need to ensure the basics are right; the ability to recruit and resource the service; budget constraints; balancing the innovations with simply getting the basics in place; and the work environment has significantly changed since Covid-19 requiring acceleration of enabling technology to the forefront.

25. The Digital Service's current landscape includes the following:

    i. Looking after 3500 users across the Council.

    ii. Managing over 600 lines of business and community facing applications – of which about 30 are business critical with 24/7 support.

    iii. Multiple hardware and infrastructure including telephone and mobile contracts, cloud hosting and storage and printing.

    iv. Innovative and collaboratives tools such as assisted technology, interactive boards for emergency planning and council meetings and digital workplace.

v. Infrastructure which enables eight telephone platforms (ININ, Mitel & Skype on prem & Skype online/Teams, Eastern Siemens, Inform, Jontek), four telephone providers (Daisy, VM, Garma (Maintel), LGFL).

26. An initial review of the Council's digital business applications landscape has been undertaken and this has identified several business applications requiring improvements as set out below:

   i. A third of all business applications (148) are not fit for purpose and are to be replaced, being replaced, decommissioned or no longer used or supported in the short term within 18 months.

   ii. Of these, 36 critical business applications require immediate attention e.g. ININ, Lagan, Iken, Mitel, GIS Browser etc.

   iii. There are 127 business applications that have been identified for review. Although these do not represent immediate concerns, these should be rationalised, replaced or decommissioned in the medium term (2-3 years).

27. All Directorates were asked to provide their anticipated digital needs over the coming years; in turn this comprehensive list was reviewed as this exceeded available resources. The portfolio's projects & programmes have been prioritised in accordance with the principles below:

Ranking	Business Critical	Description
Priority 1	Very Critical	ICT & Business enabling projects that Cannot be delayed (Compliance, Statutory, Business Critical, Impact on Business Continuity or Resilience).
Priority 2	Critical	ICT & Business enabling projects that are Revenue Generating, Cost Avoidance, minimise impact on revenue budget.
Priority 3	High	ICT & Business enabling projects that can be put on Hold (improvement projects where the delay has no negative impact on current operations or business continuity).
Priority 4	Medium	ICT & Business Projects that does not meet any of the above criteria and is a Nice to have. No approved DAR or no appetite to spend money within the corporate envelope.

28. These principles prioritise first and foremost the implementation of fundamental digital functionality by delivering projects which enable the Council to:

i. Be compliant, meet statutory requirements and obligations, address business critical, resilience as well as ensure safety.

ii. Generate revenue, delivery efficiencies and cost avoidance and minimise impact on our revenue budget.

iii. Make effective decisions to ensure that we deliver projects that save money, have wider business impact (as set out above) and halt projects where the delay has no negative impact on current operations or business continuity.

Digital Investment Portfolio Summary

29. The projects & programmes which make up the Digital Investment Portfolio comprise of **5** existing programmes, **25** existing projects, **1** new programme and **26** new projects. Out of the **51** projects, total of **18** projects are service led where individual services have identified a need and assessed their project according to the priority matrix described above and in [Appendix A](#)**.**

30. The below list all the projects & programmes which constitute the Digital Investment Portfolio (both existing and new projects) according to Council Priorities & Cross Cutting Themes (as per the Council Plan).

31. Further information explaining each project & programme, priority rating, outcomes, benefits, delivery timescales & costs are provided in Appendices [A](#), [B](#) & [C](#).

32. Although this report includes all proposed projects & programmes within the Portfolio, there are a number of new projects which will only be implemented subject to viable business cases. This report seeks funding to **compile these business cases only** and a separate report will be produced to secure additional capital funding as and when required. Further information identifying the business case only projects is provided in [Appendix A](#)

33. The programmes & projects are listed below as per Cabinet Portfolio.

34. **Council Leader, Social Housing, Finance & Procurement, Children's Services (multiple portfolios):**
   • **Build the Change Programme** (New Device Roll Out, SharePoint, Smart Working & Service Hubs projects): *delivering fit for purpose, carbon-efficient premises for services, customers and staff, ensuring workforce have the right tools and support to provide*

effective, value for money services to the borough's residents & businesses.

35. **Children's Services & Health and Social Care (multiple portfolios):**
    - **Social Care System Review**: *review of all case management systems in People dept, providing solutions to consolidate IT systems, improving customer experience, collaborative working and realising savings.*

36. **Children's Services**
    - **Children's Including Schools Transformation Programme**: *delivering service transformation enabled by IT system implementations to improve service delivery, information sharing & management, support early help, enable financial savings, replace manual processes with automation and reduce organisation's carbon footprint*

    - **Children's Services - Liquid Logic Hosting Review Project**: *review of service's case management system to ensure most efficient, reliable and fully accessible system*

37. **Finance & Procurement**
    - **Asset Management Replacement Project**: *new system to replace existing software (discontinued) to deliver modern, integrated and hosted asset management solution*

    - **Civica Open Portal**: *implementation of new module from Civica (IT system) which will improve customer experience and drive down costs*

    - **Corporate Application Rationalisation Project**: *rationalise, replace and decommission existing IT application portfolio to realise cost savings*

    - **Corporate- Automation and Digital Divergence Project**: *implement automation & smart technologies to increase business capability and improve customer service*

    - **Corporate Cyber Security Project**: *implementing solutions to safeguard against security threats*

    - **Corporate Intelligence – Phase 3 Project**: *implement system to evaluate customer satisfaction and improve services across the organisation*

    - **Customer Experience Programme** (replacements of Customer Relationship Management & Content Management Systems - website, Telephony, Community Hub and Customer Insight & Performance Monitoring projects): *supporting the delivery of consistently positive customer experience across the organisation; working with residents, communities & partners to develop joined-up, integrated early help solutions; empowering individuals & communities, promoting resilience; digital by default services; enabling usage of robust, accessible data to inform service*

development and impact; delivering savings through rationalisation of IT systems

- **ERP Replacement Project** (Finance, Exchequer Services including Accounts Receivable/Payable and Payroll & HR): *realising efficiencies for the Council's Enterprise Resource Planning system*

- **Firewall Upgrade Project**: *IT firewall upgrade*

- **Full Migration to the Cloud Project**: *implement solutions to migrate data from current hosted systems to a cloud hosted environment*

- **iClipse Replacement Project**: *enable regulatory compliance regarding management of sensitive workforce data*

- **Infrastructure & Rationalisation Programme**: *rationalise, replace & decommission existing technological infrastructure to generate financial savings & reduce carbon footprint*

- **Libraries Project**: *replacement of hardware including self-serve terminals*

- **Network Refresh Project**: *refresh outdated digital networking equipment*

- **Outstanding SharePoint Deliverables Project** (includes Meridian Water file sharing, outstanding migrations) Project: *implement filesharing and collaborative working with external parties to support Meridian Water development programme*

- **Payments Programme**: *ensuring payments are taken securely, making it easy for customers and services to make & accept payments, modernising our payment infrastructure and delivering savings (to include on line booking system for payment up front)*

- **Procurement and Commissioning Tool (LTP) Project**: *implementation of cloud-based digital solution for management of procurement projects.*

- **Remediation of Sensitive Data in Test, Train and Development Business Systems Project**: *implementation of tool to anonymise data used in IT system test and train environments*

- **Service Now Enhancements Project**: *improve systems supporting onboarding of new employees and departure of staff*

- **Smart Agile Devices Project**: *mobile devices that connect staff to IT systems anywhere, supporting remote and mobile working*

- **Zipporah Payments for Registrars Project**: *enable customers to pay online for registrar services*

38. **Social Housing**
    - **Civica Cx Housing System Project**: *Council Housing management system*

- **Responsive Repairs (DLO Insourcing) Project**: *enabling mobile working and connection to the back office*

39. **Licensing & Regulatory Services**
    - **Additional Selective Licensing IT Solution Project**: *IT system to manage & process this licensing scheme for privately rented properties, and mandatory HMO licensing scheme*

    - **Apex Asbestos Services Project**: *digital solution to transfer data from centrally managed database to the Housing Asset Management database to support the statutory and regulatory health & safety requirement regarding residential properties*

    - **Internal GIS Mapping System Project**: *new systems browser with improved functionality allowing users to amend data, reduced licensing costs and enable customer self-serve functionality*

40. **Environment**
    - **Phase 3 of Garden Waste Collection Project**: *online renewals process improvements for garden waste customers with debit payment option*

41. **Public Health**
    - **0-19 Service Eclipse Project**: *implementation of new IT system meeting compliance requirements, recording data and enabling both local & national reporting for 0-19 service and supporting joined-up, collaborative working with NHS.*

42. **Health & Social Care**
    - **Adults Services - Safe & Connected Project**: *digital upgrade supporting statutory services to vulnerable adults*

    - **Eclipse Finance Module Project**: *implementation of new finance system replacing legacy software, trigger payments, income collection and financial assessments for Adult Social Care*

    - **Health Information Exchange (HIE) Project**: *grant funded project providing access to NHS data for Health & Adult Social Care professionals providing services to vulnerable adults*

    - **Integrated Learning Disabilities Service Move Project**: *digital infrastructure required as part of regulatory service building move*

Costs Summary

43. The below tables summarise the following information for the Portfolio:

    - Confirmed capital costs required to deliver the existing projects & programmes listed above (resource & external goods/services) during 2020-2023; *(Table 1 – Capital Costs summary required to deliver existing projects & programmes 2020-2023)*

- Confirmed capital costs required to deliver projects & programmes currently listed in the Council's 10 Year Capital Programme during 2020-2023; (*Table 2 – Digital Investment Portfolio Costs Summary (FY20/21–2029/30)*

- Ringfenced contingency for any unforeseen emergency costs which arise during the delivery of the Portfolio (funded through the 10 Year Capital Programme).

Table 1 – Capital costs summary required to deliver existing projects & programmes 2020-2023:

Financial Year	20/21	21/22	22/23
	£'000	*£'000*	*£'000*
Capital Costs (Required)	1,370	867	138
Total (2020-23):			2,375

Table 2 – Digital Investment Portfolio Costs Summary (FY20/21 – 2029/30)

Financial Year	20/21	21/22	22/23	23-30	20/21-29/30 (TOTAL)
	£'000	*£'000*	*£'000*	*£'000*	*£'000*
Total:	3,160	10,284	5,050	4,596	23,090

Table 3 - Ringfenced contingency (already included as part of the 23.1M)

Council's 10 Year Capital Programme 2020-2030	Contingency (20%) £'000
Related 10-year Capital Programmes	£ 4,618

The contingency figure of £4.6M forms part of the overall Council's 10-year Capital Programme totalling £23.1M and does not act as an increased cost.

44. Up to £761K use of capital receipts will be required for additional resources to create new project business cases. The initial drawdown will comprise of 70% (£533k) followed by 30% (£228k) as required.

45. Further detail regarding the project & programme level budget costs and funding streams can be found in Appendix C

46. Digital revenue costs (support costs such as annual licence fees, maintenance etc.) for new projects will be identified as part of the project's business case during the 'discovery' phase (business case) and will be included in subsequent authority reports securing both additional capital and revenue funding per project.

<u>Governance Overview</u>

47. The governance for the Digital Investment Portfolio will be overseen by the Strategic Delivery Board (SDB) as the portfolio's Sponsoring Group. Chaired by the Executive Director of Resources, its members include the Chief Executive, all Executive Directors and Directors. Individual Directors are appointed by SDB as Senior Responsible Owners for programmes and project sponsors.

48. Reporting to SDB is the Digital Portfolio Governance Board, chaired by Executive Director of Resources and Vice Chair Director of Digital, Data & Technology. Administered by the Corporate Portfolio Management Office, this Digital Portfolio Governance Board provides assurance that the Portfolio is being delivered correctly and any risks or changes are assessed and resolved in line with Portfolio objectives. Meeting every 6 weeks, it reviews the Portfolio's progress, monitors spend and makes key decisions such as:

   - Approve new project business cases (thereby adding new projects to the Portfolio);

   - Re-profile funding agreed via this report

   - Oversee project substitution process where existing projects are put on hold to accommodate new emergency projects which must take precedence (financial & resource management) and meet the prioritisation principles (compliance, statutory, business critical, business continuity, resilience, revenue generating, cost avoidance & minimising impact on revenue budget);

   - Agree revision to scope & timescales;

   - Realign deliverables to ensure continued alignment to the Council Plan and priorities etc.;

   - Authorise use of Portfolio contingency;

   - Oversee all Portfolio corporate progress reporting;

49. To ensure transparency and regular progress updates, the Portfolio will provide:
   - Bi-annual (mid & end year) reports to the Finance & Performance Panel;

   - Capital monitoring reports quarterly to Cabinet;

   - Quarterly detailed briefings with Finance & Procurement Cabinet Member regarding the overall Portfolio;

- Updates with relevant Portfolio holders throughout the year as part of service-led briefings for individual projects

50. This report authorises the drawdown of £18.4m from the Corporate 10 Year Capital Programme. Decisions on the individual projects to be funded from this drawdown will be taken in accordance with the rules set out in the Constitution.

Business Case Governance

51. To ensure accurate planning, forecasting of resources, improved deliverability, clear articulation of requirements and organisational priorities, it is essential that all new projects carry out due diligence culminating in a business case prior to any further progress and project implementation. The business case will identify the following:

- Resourcing requirements, costs, timescales (implementation & ongoing post project);

- Financial benefits (savings, income generation) and non-financial benefits (e.g. improving customer experience, enhancing digital security etc.)

- Deliverables & outcomes (benefits) of the project, including how these support the organisation's priorities and requirements

52. By completing this important governance and planning process, the Portfolio will:

- Avoid incremental purchasing of new systems when existing or suitable technology is already available within the organisation (supporting system rationalisation & managing costs effectively);

- Ensure all projects have been fully scoped & costed prior to implementation to improve deliverability.

53. This report requests additional funding to ensure this process is adequately resourced to ensure robust business cases. Although existing staff will be assigned to carry out some of this work, their capacity is limited due to their involvement in existing projects.   The new projects requiring business cases are also time sensitive given their critical business requirements. As such, the business case funding will be used to secure additional, fixed term resources to expedite this due diligence. This approach will build capacity within the team and ensure the most efficient use of time and financial resources.

54. New project business cases will be assessed by the Digital Portfolio Governance Board as per point 48. The group will be responsible for authorising new projects progressing into implementation phase based on robust and viable business cases.

Project & Programme Governance Summary

55. Programme and project boards are chaired by SROs and Project Executives who meet monthly to review progress, agree solutions to escalated issues and take decisions to allow work to progress. SROs and Project Executives are also responsible for approving the monthly highlight reports.

56. Programme and Project Governance will ensure that each programme is monitored and reported on at least monthly to Programme and Projects Board, any changes to the project are agreed through documented change controls, including delivery dates, finance or changes to outcomes.

57. In line with current budget approval process, projects taking over 30 days to complete with budgets of over £50k must produce approved business cases and delegated authority reports to secure their allocation of the capital funding held at a Portfolio level. The officer approver must be Executive Director of Resources as the budget holder and may also include decisions taken in consultation with the relevant programme Senior Responsible Owner (SRO). Where applicable, reports may also require approval from the Cabinet Member, Cabinet or Full Council.

58. Digital Services also need capacity to be responsive to any and immediate or priority projects that may arise unexpectedly during the portfolio's lifetime. To enable this, the projects & programmes will be under continual review so that decisions can be taken quickly & effectively to place current projects on hold in order to accommodate an urgent business critical requirement or priority. This will be supported by the Corporate Portfolio Management Office (PMO)

Financial Governance

59. Business cases will confirm the required resourcing levels, timescales, outcomes with associated deliverables, benefits and capital & revenue costs for a new project. These must be assessed and approved before further project work progresses to ensure they meet the organisation's priorities, realise savings and the adequate funding is in place for implementation. Business cases also supports the Council's ability to forecast capital funding requirements correctly and manage borrowing costs efficiently.

60. Project management processes have been strengthened to ensure projects conduct monthly financial monitoring and forecasting, feeding into regular corporate budget reporting.

61. The Portfolio's budget includes a 20% contingency which is ringfenced for unexpected emergencies and unforeseen increases in cost. Expenditure is authorised by the Digital Portfolio Governance Board and managed by the Corporate PMO thereby ensuring centralised governance of budget monitoring and allocation subject to programmes & projects meeting the contingency spend criteria. The contingency will be rolled over each financial year, reviewed annually and included in the progress reporting processes outlined in point 45.

62. Further information on the Portfolio's governance can be found in [Appendix D](#).

Safeguarding Implications

63. The Digital Investment Portfolio includes several projects and programmes which contribute towards the safeguarding of children and vulnerable adults through implementing digital solutions and re-designing processes.

64. The **Children's Including Schools Transformation Programme** previously implemented the Multi Agency Safeguarding Hub (MASH) and Early Help service provision, streamlining processes and improving partnership working.   The Programme continues to deliver:

    i. **Delegation Portal Project** which will improve the overall response to children's needs and that of their families by enabling effective joint working and timely delivery of services. The portal will transform the way professionals, caregivers and families, access guidance, support, make referrals and request assessments for children & families in Enfield.

    ii. **Educational Psychologists/Health & Emotional Well Being Project** implementing an electronic case management system removing the use of paper files supporting the service to work collaboratively with other services to aid in the holistic view of the child and enable accurate and efficient management information reporting.

    iii. **SEN Finance Project** supports the team who manage the statutory educational provision and placement of children with special educational needs and disabilities. The project will re-engineer business processes, configure and implement a SEN Finance module removing all of manual spreadsheets that are currently used to track and forecast spend so that the team via an electronic case management system

65. The **0-19 Service Eclipse project** will implement a new IT system compliant with Child Health Information System and national datasets, tools for recording BMI & growth charts, enable local and national reporting, develop data migration between NHS and LBE systems and support mobile working through secure networks to support the 0-19 Service and ensure joined up and collaborative working between Enfield Council and the NHS for all children in the Borough.

66. The relocation and upgraded digital infrastructure delivered through the **Safe & Connected project** will ensure that this critical service supporting vulnerable clients using the Community Alarm service is robust and fit for purpose both now and in the future.

67. The **Health Information Exchange project** will integrate NHS Cerner system into the Adult Social Care health record information to facilitate more joined up and collaborative data sharing between the two organisations.

68. The **Health & Adult Social Care Transformation Programme** successfully implemented a new case management system and customer portal which allows specialist teams to focus and spend more time with the service users.

Public Health Implications

69. The Digital Investment Portfolio includes several projects and programmes which contribute towards Public Health priorities.

70. **Build the Change Programme** aims to create better outcomes for Enfield residents by establishing dedicated service hubs delivered in accessible town centre locations easier for both residents and staff to get to. It will deploy technology to encourage flexible working supported by agreed policies and procedures, providing staff with the opportunity to shape the future of how and where they work. **SharePoint project** will provide the technology to support collaborative online working. **New Device Roll Out project** has ensured staff have the most appropriate IT device enabling them to carry out their roles effectively. The **Smart Working project** will develop modern working practices enabling staff to maintain a good work-life balance, whilst at the same time maximise performance and productivity supported by new technologies.

71. **Customer Experience Programme** will work with communities & partners to develop integrated early help solutions to issues avoiding escalation to statutory services. The **Community Hub project** will design and implement face to face customer interactions at need-driven locations across the borough via libraries, providing a service delivered with community partners to strengthen community resilience and improved health & well-being.

Equalities Impact of the Proposal

72. Every project within the Portfolio will carry out Equalities Impact Assessments as part of their business case, authority report and delivery planning.

73. Any project carrying out building works (for example, Build the Change and Customer Experience programmes) will carry out specific assessments with industry professionals to ensure all designs meet the required standards & considerations.

74. Some programmes will carry out a range of community consultations to inform project scope including specific focus on equalities. For example, the Payments Programme carried out a range of community engagement

to inform the design of new payment methods ensuring these are accessible to the protected characteristics under the Equalities Act 2010.

Environmental and Climate Change Considerations

75. Through programmes such as Payments, Children's, Build the Change and Infrastructure, the Digital Investment Portfolio will support the organisation to reduce its carbon footprint by:
    - implementing systems and online collaboration which significantly reduce printing needs, paper waste and physical storage;
    - create digital infrastructure to support the modernisation of the Council's property estate and working practices;
    - ensure provision of environmentally friendly & efficient digital hardware across the Council's estate

Risks that may arise if the proposed decision and related work is not taken

76. Only the projects identified as 'very critical' and 'critical' have been included in the portfolio. Those which have been identified as 'very critical' are digital and service enabling projects that cannot be delayed due to compliance, statutory, digital security, business critical, and significant impact on business continuity or resilience. Failure to deliver these projects would therefore result in the critical operational & legal issues as well as digital infrastructure insecurity for the organisation.

77. The projects which have been identified as 'critical' are digital and service enabling projects which generate income, cost avoidance, or minimise impact on revenue budget. Failure to deliver these projects would undermine efforts to manage the organisation's revenue budget pressures and realisation of financial objectives within the Medium-Term Financial Plan.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

78. **Resource & expertise:** Digital transformation projects are resource intensive. They require a range of internal and external Digital Services expertise and support to ensure their successful implementation as well as resource from the 'service users' of the products (officers within specific areas of the organisation who will use the applications or hardware) who have service knowledge and expertise to test and ensure it is fit for purpose. These resources and expertise may be required across multiple projects. Managing the provision of and delivery by expensive technical resources to ensure efficient use of funding and ensuring service users are available to carry out testing and acceptance at the required times whilst carrying out day-to-day responsibilities (particularly during a pandemic such as Covid19), is a significant risk to the Portfolio's successful delivery within the allocated budget & timescales.

79. **Time:** Implementing new IT software and hardware and carrying out significant upgrades to existing systems and hardware is complex and technical. Unforeseen activities & challenges can occur that require additional time to resolve and may impact on other deliverables for services or projects where there is a cross dependency. Such projects also require dedicated time at specific points from service users to ensure the end products are fit for purpose and work effectively in their intended environment. Service user availability will be even more challenging during the organisation's response to the ongoing pandemic with an unknown end date. During the portfolio's lifetime, currently unidentified projects could be required urgently due to external changes, e.g. new legislation, which will put existing projects on-hold in order to free up time and resources to deliver these new priorities. All the above risk delaying project milestones and delivery timescales.

80. To mitigate against these risks, actions include:

- Replacing the PPM (project & programme management) reporting tool from Verto to Microsoft Project. This will introduce industry standard tools providing more accessible, easier to understand budget, risk & issue management, resource plans, programme dependency tools, change control alongside milestone & achievement progress tracking mechanisms;
- Weekly progress reporting for all technical projects to the Director of Digital, Data & Technology;
- Improved capital & budget monitoring with forecast & variance reporting at monthly programme boards including impact on delivery of MTFP
- A robust new project identification and initiation process using standardised templates for capturing Discovery work, identifying benefits and financial savings to make informed, audited and transparent decisions on a project's business case and viability;
- Support from a re-designed Digital Services resource structure and Strategy which is designed to industry standards and ensures a strategy to follow and that technical resources have time available to successfully deliver the Portfolio's priorities;
- Identification and implementation of a corporately agreed priority scoring matrix to ensure only very critical and critical projects are worked upon and reduce 'scope creep', with a governance board that supports it
- Ringfenced contingency to resource unforeseen & very critical projects which arise during the portfolio's lifetime;
- Creation of a dedicated Portfolio Management Office responsible for implementing governance processes; and ensuring the Digital Portfolio Governance Board have access to the necessary information required to continually assess the viability of projects & programmes against the priority criteria and make informed decisions on which projects must go on hold to accommodate unforeseen projects which must take precedence due to the urgent nature of their requirements;

- Ensure all new project requirements are assessed against the organisation's Digital Services Strategy, including existing applications library to ensure maximisation of current digital assets and avoid purchasing new systems unnecessarily
- Ensure a collaborative approach and agreements are in place with departments/services with the support of Project Sponsors to ensure they make end users available for testing at the correct times, identifying opportunities to back-fill where possible.
- To ensure that Project Plans include Risk Registers, Resource Plans and Dependency Matrix to inform any change to project delivery

81. **Budget:** Digital transformation projects require significant capital investment up front, although the technology enables extensive financial savings to the organisation in the longer term. This initial investment alongside the possibility of increased costs during a project's lifecycle as described above, could result in overspends and budget pressures to Portfolio's overall budget and to associated MTFP.

82. To mitigate against this risk, actions include:

- Projects to produce key decision authority reports securing capital investment subject to a viable business case
- Each new project to include 20% contingency within its identified project costs as standard.
- Creation of ringfenced budget for new project business cases to confirm costs, scope, resource requirements, timescales and financial viability (cost vs savings). Each new project will make their case to access these funds. Only projects which produce viable business cases will receive authorisation to proceed and draw down the Portfolio's project implementation funds
- Portfolio's ringfenced 20% contingency budget will be managed to mitigate unforeseen costs which could arise. Governance arrangements will be put in place to manage this and ensure it is used appropriately
- Monthly budget monitoring results will be reported at project, programme and SDB boards. Where forecasting identifies a future project/programme level pressure, options will be presented to SDB to agree budget re-profiling, cessation of projects etc. to ensure the Portfolio continues to operate within its existing budget overall.
- Monthly reporting within project of delivery against MTFP
- Creation of Portfolio Management Office who will maintain oversight and governance of all Portfolio budget spend, forecasted costs and contingency budget.

Financial Implications

83. £2.375M funded via borrowing ([Appendix C](#), Table 1) is the total remaining financial allocation from the initial £32M capital programme and is set to cover the costs associated with the outstanding projects.

The new proposed capital programme is designed to take affect over 10 financial years (21/22-29/30) estimated to total £23,090,000 ([Appendix C](#), Table 2) also included is a consideration for contingency costs at 20% (£4.168M) to mitigate against any unforeseeable risk. The total cost of the programme is to be funded via borrowing and the proposals are set to generate revenue savings.

£1.6M savings are estimated to be achieved over the next three financial years (2022/3-25). The proposals suggested support the realisation of existing savings identified in the Medium Term Financial Plan and this is to be achieved through the mix of digital investment and respective planned programmes ([Appendix C](#), Table 3) such as reducing applications, rationalising telephony contracts, updating financial systems, reducing data storage costs and procurement savings as a result of replacing the digital customer platform.

Business cases estimated to cost £761,000 and are set to be funded via flexible capital receipts. Part of the process of using business cases is to deduce the actual total cost of the capital programmes suggested.

Legal Implications

84. The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles."

85. Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.

Workforce Implications

86. Once the staffing requirements for the projects referred to in this report are determined, a separate report would be required should any new roles / posts need to be created. The job description / person specifications for new roles would require evaluation.

Property Implications

87. The Portfolio has a number of property related projects where new digital infrastructure work is required to support the refurbishment of existing buildings to support relocated service provision:

- Build the Change Programme – Service Hubs Project
- Customer Experience Programme – Community Hubs Project

- Safe & Connected Project
- Integrated Learning Disabilities Service Project
- Housing Resolution Centre Project

88. As part of the Portfolio's governance arrangements, projects will submit proposals to the Council's Accommodation Board or Build the Change Board (where appropriate) during their design process to ensure proposals meet with the corporate asset management strategy and programme.

89. There are also projects which improve asset management & maintenance or support asset rationalisation such as:

- Build the Change – SharePoint Project (removes physical storage space for servers)
- Asset Management Replacement Project (implement modern, integrated & hosted system which will: transform the asset management process driving financial effectiveness and efficiency; reduce regulatory & compliance risk; maximise return on investment)
- Civica CX Housing System Project (implement a system which will provide a fully functional Housing Management system)
- Infrastructure Programme – Network Refresh Project (refresh the IT network at all Council sites which will enable financial savings and improve network provision)

Other Implications

90. **A summary of Digital implications**

- The Digital Services Strategy and Reorganisation has been agreed to ensure that the Service is designed to support the delivery of the delivery of this Portfolio.
- The Portfolio includes essential programmes that are required to deliver the strategy.
- There are a number of programmes that will ensure both keep the service both legally and cyber compliant, including delivery of the Cyber Remediation Programme, Infrastructure Programme and Hardware and Software upgrades.
- The Digital Portfolio aligns to the structure and strategy

91. **Procurement Implications**

- All procurement must be carried out in accordance with EU and UK regulations in line with the Public contract Regulations 2015, and the Council's contract procedure rules.
- That all procurement over £25,000 must be put through the London Tenders Portal and promoted to the contracts register and contracts finder.

- That contracts over £100,000 must have a nominated contract owner in the LTP and have proper contract reviews.
- That all new projects over the EU threshold must be put on the Procurement Forward Plan, and a project initiation form completed to instruct procurement, so that they can manage the procurement.
- Business cases for over EU threshold must come to the departmental procurement board for approval.

Options Considered

92. **Request no additional funding & no draw-down of 10 Year Capital Programme funding:** use remaining funding from current portfolio prioritising statutory projects (due to low levels available). This was discounted as a viable option for the following reasons:
    - Projects & programmes delivering financial savings would stop thereby ceasing realisation of savings and limiting the Council's efforts to manage financial challenges, particularly in light of Covid19;
    - Projects & programmes already in implementation phase of delivering new IT systems (many of which are nearing completion during FY20/21) would stop at crucial points undermining the large investment made to date;
    - Introduction of new functionality to support both corporate and departmental-level activities would not be realised, and services across the organisation will continue to struggle with manual, inefficient & ineffective processes;
    - Projects supporting the improvement of customer experience will halt and this corporate priority would be significantly jeopardised;
    - Project upgrading our infrastructure and keeping the council secure while minimising the risk of data breach and cyber-attacks.
    - All work supporting the reduction of the Council's carbon footprint would cease.

93. **Request no additional funding other than the £26m ringfenced via the 10 Year Capital Programme (KD5026):** use remaining funding from current portfolio prioritising statutory projects (due to low levels available) and draw down the digital funding ringfenced in the 10 Year Capital Programme. This was discounted as a viable option for the following reasons:
    - All current projects & programmes delivering financial savings would stop as funding would only exist for new projects listed as per KD5026. This would cease realisation of savings and limit the Council's efforts to manage financial challenges, particularly considering Covid19;
    - Projects & programmes already in implementation phase of delivering new IT systems (many of which are nearing completion during FY20/21) would stop at crucial points undermining the large investment made to date;
    - Projects supporting the improvement of customer experience will halt and this corporate priority would be significantly jeopardised;

- All work supporting the reduction of the Council's carbon footprint would cease.

Conclusions

94. The Digital Investment Portfolio is focused on delivering critical projects & programmes directly contributing to the organisation's Modern Council, Climate Action and Early Help priorities.

95. It will ensure our workforce is equipped with the appropriate tools and skills to deliver our ambitious customer focused outcomes. It will drive service improvement, develop digital infrastructure, support the growth of technology, provide digital inclusion for our residents and support climate change activities through reducing the Council's carbon footprint.

96. As well as meeting statutory compliance & regulations, business critical need and ensuring digital infrastructure resilience and safety, the Portfolio will help support the Council's financial challenges by creating digital functionality to generate revenue, delivery efficiencies and cost avoidance.

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Appendices

Appendix A – Digital Investment Portfolio: Programme & Projects Description
Appendix B – Digital Investment Portfolio: Delivery Timelines
Appendix C – Digital Investment Portfolio Summary Costs & Funding Sources
Appendix D – Portfolio Governance
Appendix E – ICT & Transformation Digital Investment Portfolio 2017 – 2020 Achievements to Date

Background Papers

The following documents have been used in the preparation of this report:

- ICT Capital Investment 2017 – 2020 (KD4410)
- Digital Service Strategy 2021-2023 (KD5222).
- Capital Strategy & 10 Year Capital Programme 2020/21 – 2029/30 (KD5026)

- [Enfield Council Plan 2020-2022](#)

APPENDIX A – Digital Investment Portfolio: Project & Programme Description

The Portfolio is comprised of:

- Programmes which coordinate, direct and oversee a set of inter-related projects to deliver agreed outcomes, capabilities, benefits to support the Portfolio's delivery of corporate priorities.
- Projects which are 'standalone' are not part of a programme as they are not required to work with any other projects to deliver their requirements. They deliver outcomes, capabilities and benefits on an individual basis to support the Portfolio's delivery of corporate priorities.
- Existing projects & programmes are currently scheduled to complete in 2023
- Existing programmes have also completed projects during their lifecycle and these are included in Appendix F – achievements to date.

This table provides the following for each project & programme:

- Summary description
- Priority rating
- Existing / Existing – 10 Year Capital Programme / New – 10 Year Capital Programme / New – Business Case Only
- Department responsible for delivery

Chief Executive		
New – Business Case Only		
Programme OR Standalone Project	**Priority**	**Description**
1. iClipse Replacement	Very Critical	Critical to ensuring regulatory compliance to keep sensitive data in a supported solution
2. Zipporah Payments for Registrars	Critical	Enable Enfield customers to pay online for registrar services Critical to delivering services online and post Covid-19 customers should be enabled to pay online for services and enable savings
People		
Existing		
Programme OR Standalone Project	**Priority**	**Description**
Children's Including Schools Transformation Programme Projects: 3. Children's Delegation Portal / Children's Portal	Very critical	Delivering service transformation, business process change & improvement, enabled by significant IT system implementations. Its projects are focused on: - delivering improved & efficient processes; - reducing costs by implementing electronic document

Implementation – Liquid Logic. 4. SEN Finance Service Improvements – Synergy Implementation. 5. Educational Psychologies / Health and Emotional Well Being Team – Service Improvements Synergy Implementation.		management; - improving performance monitoring, management and information sharing; - replacing manual processes with automation and maximising new ways of working; - supporting the creation of revenue savings as part of the MTFP once channel shift has been developed; - securing initial capital investment to support the reduction of short- & long-term costs of Looked After Children provision with year on year efficiency savings.
6. 0-19 Service Eclipse Project	Critical	Implement a new IT system compliant with Child Health Information System and national datasets, tools for recording BMI & growth charts, enable local and national reporting, develop data migration between NHS and LBE systems and support mobile working through secure networks to support the 0-19 Service and ensure joined up and collaborative working between Enfield Council and the NHS for all children in the Borough.
New – Business Case Only		
7. Adults Services – Safe & Connected	Very Critical	Relocation and digital upgrade of the Answerlink System providing critical statutory services to vulnerable adults in the community.
8. Health Information Exchange (HIE)	Critical	North Central London sector NHS initiative providing access to data for Health and Adult Social Care professionals providing services to vulnerable adults. This is fully funded by an NHS Grant.
9. Social Care System Review	Critical	Review of all case management systems in adults and Children's Services to provide options for minimising the number of systems used, to improve customer experience, collaborative working and savings in application and infrastructure costs. Improve end-to-end customer experience by integrating with new CRM (Customer Experience Programme). Potential for supporting all age care management approach to support transition between children and adults. Reduction in bureaucracy for front line care staff. Reduction in time to complete task e.g. response times, referrals, speed to capture information etc.
10. Integrated Learning Disabilities Service Move	Critical	Relocation of statutory service as current building location lease not being renewed.

11. Eclipse Finance Module	Critical	Implementation of finance system to replace existing legacy system CareFirst. This is used to trigger payments, income collection and financial assessments for multi-million budget for Adult Social Care.
12. Children's Services – Liquid Logic Hosting Review	Critical	Review required for hosting options of critical Children's Case Management System to ensure most efficient and reliable solution is in place for the system where access is required 24/7 x 365.
Place Department		
Existing		
Programme OR Standalone Project	**Priority**	**Description**
Build the Change Programme Projects: 13. New Device Rollout 14. SharePoint 15. Smart Working 16. Service Hubs	Critical	Aims to streamline the Council's property portfolio to deliver fit for purpose premises, ensuring staff have the right tools and support to provide effective, value for money services to residents and businesses in the borough. A complex programme working across the organisation it includes a range of property, digital and HR projects focusing on: - delivering increased flexibility (property, service locations and IT equipment & infrastructure); - supported well-being (implementing policies to support how we work in the future); - improved security creating safe and appropriate spaces for customers & staff.
17. Internal GIS Mapping System Project	Critical	The current Geographical Information System (GIS) Browser is not fit for purpose. It is currently difficult to represent basic data like cycle paths and street numbers. The new systems browser will have more functionality and will also allow users to amend their own data (within controlled environment), reducing licence costs. We also expect a new system to provide more functionality for the Enfield Resident, so they can access certain spatial data and can also make request and enquires via the mapping system.
18. Responsive Repairs (DLO Insourcing)	Critical	To pilot a works order management system to enable mobile deployment of the trade staff and back office management of the work for the new insourced Housing repairs service.

19. Civica Cx Housing System	Very Critical	Implement Civica Housing Cx and support the implementation of any dependent applications to provide a fully functional Housing Management System allowing for the decommissioning of the legacy business solution Northgate Housing. Support the implementation of a new repair diagnostic tool and Direct Labour Organisation (DLO) solution to facilitate the management of an in-house repair team. Provide a means for retaining access to Northgate legacy data following the systems decommissioning.
20. Additional Selective Licensing IT Solution.	Critical	Procure and implement an IT solution to manage and process the implementation of the proposed Additional and Selective Licensing Scheme for privately rented properties in the borough from end to end. The IT solution would also accommodate the management and processing of the existing Mandatory HMO licensing scheme.
21. Parking Service Enforcement System	Critical	Re-procurement of a new parking management system prior to contract expiry in July 2020. This is to fully the system with existing Council applications – with information held on the Council's website to provide a seamless parking service.
22. Phase 3 of Garden Waste Collection	Very Critical	Set up of the online renewals process for residents currently registered for garden waste collection, provide a debit payment option and review existing processes to drive service improvements. It is expected that this phase will be delivered in late January 2021. • Increased percentage of recycled waste to 49% in 2020 to meet Mayor's Environment strategy target of 50% which is currently at 35%, Improve cost control.
Existing – 10 Year Capital Programme		
23. Asset Management Replacement	Very Critical	Deliver a new system to replace the existing software, Atrium, which is being discontinued by its provider from April 2022. It will also deliver: • a modern, integrated and hosted asset management solution that offers the opportunity to transform asset management processes, • consolidate disparate systems and employ data to optimise the Council's management of its assets driving financial effectiveness and efficiency. • an integrated system that will offer opportunities to increase utilisation and evaluation of pricing at both an asset and

		category level increasing the Council's revenue base.
		• reduce regulatory and compliance risk in relation to Council properties. Modernise asset management through initiatives such as Building Information Management (BIM) as well as to maximise the return on investment of the intended benefits of these solutions in the near-term.
New – 10 Year Capital Programme		
24. Hardware Replacement & End User Computing (Build the Change Programme)	Very Critical	Replacement and growth of device pool replacing New Device Roll Out project (Build the Change Programme) once this comes to an end.
New – Business Case Only		
25. Apex Asbestos Services	Very Critical	Although the Council has a robust asbestos management system and centrally managed database (PSI Asbestos Management System) which provides web-based access to staff and contractors for Corporate buildings, Schools and Housing, the information does not currently transfer to Apex the Housing Asset Management database or adequately cover dwellings for Housing purposes. It is a statutory and regulatory requirement for the council to have up to date information concerning health and safety on residential properties.
26. Housing Resolution Centre	Critical	The new Housing Resolution Centre hub supports the in-sourcing of the council housing repairs. This represents the office move from Thomas Hardy House to the 2nd Floor in Edmonton Green.
Resources Department		
Existing		
Programme OR Standalone Project	**Priority**	**Description**
Customer Experience Programme Projects: 27. Customer Relationship Management (CRM) Replacement & Content Management System (CMS) Implementation (website)	Very critical	Supporting the delivery of consistently positive customer experience across the organisation, its projects focus on: - working with residents, communities and partners to develop joined up and integrated early help solutions to issues, so to avoid escalation into statutory services (and to support the de-escalation from statutory services); - empowering individuals and communities and promote

28. Corporate Enterprise Telephony (Consolidating Customer Contact) 29. Community Hub – Access Centres – Improving Face to Face Contact 30. Customer Insight & Performance Monitoring		resilience; - providing digital by default services, using smart technologies to provide a more efficient and convenient service to our customers, while reducing cost and making sure appropriate channels are accessible for vulnerable customers; - enabling and empowering our residents, using robust, accessible data to inform service development and impact (specifically for the early help and accessible digital services objectives); - maximising the use of our combined intelligence about our residents and evaluating how we can use both technology and data insights to deliver the right outcomes to our residents.
Infrastructure Programme Projects: 31. Skype for Business Migration 32. Network Refresh	Very critical	Rationalise, replace and/or decommission the Council's existing infrastructure to generate cost savings and address current issues identified in the 2019 ICT Infrastructure Landscape Review
Payments Programme Projects: 33. Payment Programme Phase 1 34. Payment Programme Phase 2	Critical	Designed to support the corporate payment principles, ensuring payments are taken securely, make it easy for customers and services to make & accept payments, and modernise our payment infrastructure. Delivering cost savings, the projects are focused on: - upgrading the corporate payment infrastructure; - processing customers' accounts quicker; - ensuring payment compliance and secure payment transactions; - providing more convenient, standardised and cost-effective payment methods for customers and services.
35. Remediation of Sensitive Data in Test, Train and Development Business Systems	Critical	Provide a tool to anonymise data used in test or train environments for IT systems
36. Corporate Intelligence – Phase 3	Critical	Develop processes & implement a system to evaluate our customer's satisfaction and service performance across the Council, using both digital and traditional techniques. This is likely to require capital funding to implement a new system, however these costs are TBC therefore a separate project-level authority report to secure additional future funding

		once costs have been confirmed.
New – 10 Year Capital Programme		
Customer Experience Programme 37. CRM Phase 2	Critical	- More accessible and inclusive digital customer experience. - Improved search facilities and broken form fixes – customer feedback - Right first-time service delivery. - Increase effective customer self-service. - Use customer data and feedback to improve service delivery - Increase effective customer self-service.
38. Corporate Application Rationalisation	Critical	Rationalise, replace and/or decommission the Council's existing application portfolio (500 apps) to generate cost savings and address issues identified in the 2019 ICT Business Capability Assessment.
39. Infrastructure Rationalisation – Phase 2	Critical	Rationalise, replace and/or decommission the Council's existing Infrastructure to generate cost savings and address current issues identified in the 2019 ICT Infrastructure Landscape review.
40. Network Refresh	Critical	To refresh our outdated networking equipment.
41. Corporate- Automation and Digital Divergence	Critical	Identify opportunities for automation and smart technology (e.g. AI Bots, chatbots, translation services, voice recognition etc.) across the Council to increase business capability and improve customer service.
42. Full Migration to the Cloud	Critical	Review current hosted systems across the Council and identify solutions for migrating to a cloud hosted environment.
43. Libraries	Critical	Replacement of hardware including self-service terminals in all libraries.
44. ERP Replacement (Finance, Payroll & HR)	Critical	Define the scope, approach and key activities for the discovery phase which will recommend an option (either ERP or Best of Breed) for replacing the existing SAP including the approach for implementation.
45. Smart Agile Devices	Critical	To replace council laptops with mobile devices that connect staff to applications from anywhere and support remote and mobile working.
New – Business Case Only		
46. Service Now Enhancements	Critical	Service Now enhancement has been identified as central to addressing

		gaps in the Starters and Leavers process.
47. Outstanding SharePoint Deliverables (includes Meridien Water file sharing, outstanding migrations)	Critical	Meridian Water project need to share files and collaborate with external 3rd party organisations as part of the multi-million-pound development project.
48. Procurement and Commissioning Tool (LTP)	Very Critical	To procure a Cloud based solution which provides end-to-end management of procurement project which supports workload and resource planning including workflow management of pre-procurement activities.
49. Civica Open Portal	Critical	Enhancement and the introduction of a new module to an existing system.
IT Remediation Programme **Projects:** 50. Corporate Cyber Security 51. Firewall Upgrade	Very Critical	Identify solutions to safeguard against cyber security threats. IT firewall upgrade

APPENDIX B – Digital Investment Portfolio: Delivery Timelines

ID	Task Name	Start	Finish
1	Existing		
2	**Build The Change Programme**	Wed 01/08/18	Mon 31/03/25
3	**New Devices Rollout Project**	Thu 22/06/17	Tue 30/03/21
4	**SharePoint**	Sun 01/04/18	Fri 31/03/23
5	**Smarter Working**	Wed 01/01/20	Fri 31/03/23
6	**Children and Family Services Hub**	Fri 01/11/19	Sat 01/03/25
7	**Housing Hub**	Fri 01/11/19	Mon 01/11/21
8	**Children's (including Schools) Transformation Programme**	Wed 01/02/17	Sat 31/07/21
9	SEN Finance Service Improvements – Synergy Implementation	Mon 04/09/17	Thu 01/07/21
10	Educational Psychologists / Health and Emotional Well Being Team – Service Improvements Synergy Implementation	Sun 02/06/19	Sat 31/07/21
11	Delegation Portal / Children's Portal Implementation – Liquid Logic	Fri 08/12/17	Wed 31/03/21
12	**Customer Experience Programme**	Mon 01/01/18	Thu 31/03/22
13	**CRM & Customer Platform Replacement**	Fri 01/11/19	Fri 26/03/21
14	**Content Management System (CMS)**	Mon 25/11/19	Wed 24/02/21
15	**CRM Phase 2**	Mon 03/05/21	Tue 03/05/22
16	**Community Hubs (Access Centres)**	Mon 06/01/20	Thu 31/12/20
17	**Customer Insight and Performance Monitoring**	Mon 28/09/20	Thu 01/09/22
18	**Consolidating Customer Contact (Corporate Enterprise Telephony?)**	Tue 29/01/19	Sun 20/12/20
19	**Payments Programme**	Mon 01/10/18	Fri 31/03/23
20	Phase 2 – Methods & Modes (Pay Point / replacement of cashiers, e-billing, electronic debt reminder notifications, direct debit & VAT compliance)	Mon 03/09/18	Fri 31/03/23
21	Phase 1 – Capita AIM (Capita SCP & upgrade of payment infrastructure)	Wed 13/06/18	Wed 31/03/21
22	**Infrastructure Programme**	Mon 03/12/18	Fri 31/01/20
23	**Skype for Business Migration**	Mon 07/01/19	Tue 30/07/19
24	Network Refresh	Wed 15/01/20	Wed 30/09/20
25	**Stand Alone Projects**		
26	**Adult Services 0-19 Service (Eclipse)**	Mon 06/01/20	Thu 31/12/20
27	Internal GIS Mapping System	Fri 01/01/21	Mon 01/03/21
28	Responsive Repairs (DLO Insourcing)	Fri 01/01/21	Tue 01/06/21
29	Civica Cx Housing Implementation	Tue 13/09/16	Tue 01/12/20
30	Additional & Selective Licensing IT solution	Mon 02/03/20	Sun 31/01/21
31	Parking Service Enforcement System	Thu 15/10/20	Wed 31/03/21
32	Phase 3 of Garden Waste collection	Thu 15/10/20	Wed 31/03/21
33	Remediation of Sensitive Data in Test, Train and Development Business Systems	Mon 20/08/18	Fri 31/05/19
34	Corporate Intelligence - Phase 3	Fri 01/01/21	Mon 01/03/21
35	Existing – 10 Year Funded		
36	Asset Management System (Atrium) Replacement	Mon 02/09/19	Mon 04/04/22

ID	Project Name	Start	Finish	Timeline
0	**New Projects**	**Fri 03/01/20**	**Thu 15/06/23**	
1	10 year Funding			
2	Hardware Replacement & End User Computing (Build the Change Programme)	Fri 15/01/21	Mon 15/03/21	
3	Corporate Application Renationalisation	Sat 01/08/20	Mon 26/07/21	
4	Infrastructure Renationalisation - Phase 2	Sat 01/08/20	Mon 26/07/21	
5	Network Refresh - Corporate	Fri 15/01/21	Mon 15/03/21	
6	Corporate Automation and Digital Divergence	Fri 28/08/20	Fri 20/11/20	
7	Full Migration to the Cloud	Fri 25/09/20	Mon 28/06/21	
8	Libraries	Mon 15/02/21	Mon 15/03/21	
9	ERP Replacement (Finance, Payroll & HR)	Fri 15/01/21	Thu 15/06/23	
10	Business Case Only			
11	Iclipse	Fri 15/01/21	Mon 15/03/21	
12	Zipporah Payments for Registrars	Fri 31/07/20	Sun 01/11/20	
13	Adults Services - Safe and Connected	Wed 01/07/20	Thu 31/12/20	
14	Health Information Exchange (HIE)	Sat 11/01/20	Wed 31/03/21	
15	Social Care System Review (Delivering New ERP)	Sat 01/08/20	Mon 26/07/21	
16	Integrated Learning Disabilities Service Move	Wed 01/07/20	Sun 31/01/21	
17	Eclipse Finance Model	Fri 03/01/20	Fri 31/12/21	
18	Children Services - Liquid Logic Hosting Review	Fri 15/01/21	Mon 15/02/21	
19	Apex Asbestos Services	Fri 04/09/20	Wed 30/12/20	
20	Housing Resolution Centre (HRC)	Fri 15/01/21	Mon 15/02/21	
21	Service Now Enhancement	Fri 15/01/21	Mon 15/02/21	
22	Outstanding SharePoint Deliverables (Includes Meridien Water File Sharing, Outstanding Migrations)	Fri 15/01/21	Mon 15/03/21	
23	Smart Agile Devices	Fri 15/01/21	Mon 15/02/21	
24	Procurement and Commissioning tool (LTP)	Fri 15/01/21	Mon 15/02/21	
25	Civica Open Portal	Fri 15/01/21	Mon 15/03/21	
26	IT Remediation Programme (Corporate Cyber Security, Firewall Upgrade)	Fri 01/01/21	Tue 01/06/21	

APPENDIX C – Digital Investment Portfolio Summary Costs & Funding Sources – Tranche 1

TABLE 1 – Capital Costs Detailed Summary Required to Deliver Existing Projects & Programmes 2020-2023:

Programme	20/21	21/22	22/23	Total (20-23)
	£'000	£'000	£'000	£'000
New Device Rollout (Build the Change)		52		52
Children's Inc Schools Transformation	118	37		155
Children's inc schools Transformation (Early Years)	45	54		99
Infrastructure Programme	1,080			1,080
Telephony	10	46		56
Payment Methods and Modes (Payments Programme)		218	138	356
Customer Platform Replacement – (Customer Experience)	117	460		577
Total:	**1,370**	**867**	**138**	**2,375**

TABLE 2 – Digital Investment Portfolio Costs Detailed Summary (FY20/21 – 2029/30)

Financial Year	20/21	21/22	22/23	23-30	20/21-29/30 (TOTAL)
Programmes:	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
Full Migration to the Cloud ®		250	250		500
Infrastructure Rationalisation Phase I B ®	750	750	750	1,000	3,250
Hardware Replacements & End User Computing ®	300	1,850	1,850	1,096	5,096
Smart Mobile Devices	600	500	600		1,700
Corporate-Automation (AI Bots and Chat Bots, Voice Enable) (R)		200	200	200	600
Corporate-Application Rationalisation (R)	100	100		100	300
Corporate - Data Lake		400	400	200	1,000
ERP Replacement (Finance, Payroll & HR)	1,000	1,000	1,000	2,000	5,000
Asset Management Replacement (Atrium)	410	2,480			2,890
CRM Replacement Project - Phase 2		2,400			2,400
Libraries		354			354
Total:	**3,160**	**10,284**	**5,050**	**4,596**	**23,090**

TABLE 3 – MTFP impact of Digital Investment (Proposal Summary)

Proposal Summary	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Application Rationalisation - ongoing reduction of other applications	(200)	(200)				(400)
Customer Service Centre demand reduction and channel shift	(100)					(100)
Greater automation to reduce staff resources in administering DWP notifications	(60)					(60)
Online forms and ability to upload information required to go into back office systems for revenues and benefits	(120)					(120)
Payroll Service expansion to schools				(200)		(200)
Procurement saving resulting from replacing our digital customer platform	600	(400)	(400)			(200)
Rationalisation of telephony contracts	(200)					(200)
Reducing costs associated with data storage	(300)					(300)
Single view of the customer debt				(50)		(50)
Staff savings from implementation of a vendor payment portal				(200)		(200)
Update of financial systems			(250)			(250)
Total:	**(380)**	**(600)**	**(650)**	**(450)**	**0**	**(2080)**

Table 4
The below table lists the Portfolio's projects and programmes per funding stream.

Existing	Existing – 10 Year Capital Programme	New - 10 Year Capital Programme	New – Business Case Only
- *Currently in implementation with existing approved capital funding or funding from the service area.* - *Forecasted completion by March 2023.*	- *Projects completed business case stage and authority report securing ringfenced funding from Council's 10 Year Capital Programme*	- *Projects not yet started* - *Ring fenced funding within the Council's 10 Year Capital Programme* - *Valid business cases required*	- *Projects funded for business case only* - *No guarantee projects will be implemented - subject to valid business case* - *Will require capital funding approved by future authority report, drawn down from 10 Year Capital Programme*
Build the Change Programme: 1. New Device Rollout 2. SharePoint 3. Smart Working 4. Service Hubs **Children's Including Schools Transformation Programme:** 5. Children's Delegation Portal 6. SEN Finance 7. Educational Psychologist / Health and Emotional Wellbeing Team **Customer Experience Programme** 8. Customer Relationship Management (CRM) Phase 1 & Content Management System (CMS) Implementation 9. Corporate Enterprise Telephony 10. Community Hub – Access Centres - Improving Face to	**Standalone Projects:** 1. Asset Management Replacement	**Build the Change Programme – new project:** 1. Hardware Replacement & End User Computing **Customer Experience Programme – new project:** 2. CRM Phase 2 **Standalone Projects:** 3. Corporate Application Rationalisation 4. Infrastructure Rationalisation – Phase 2 5. Network Refresh 6. Corporate – Automation and Digital Divergence 7. Full Migration to the Cloud 8. ERP Replacement (Finance, Payroll & HR) 9. Libraries	**Infrastructure Programme** 1. Corporate Cyber Security 2. Firewall Upgrade **Standalone Projects:** 3. iClipse Replacement 4. Zipporah Payments for Registrars 5. Adult Services – Safe & Connected 6. Health Information Exchange 7. Social Care System Review 8. Integrated Learning Disabilities Service Move 9. Eclipse Finance Module 10. Children's Services – Liquid Logic Hosting Review 11. Apex Asbestos Services 12. Housing Resolution Centre 13. Service Now Enhancements 14. Outstanding SharePoint Deliverables (including Meridien

Face Contact 11. Customer Insight & Performance Monitoring **Payments Programme:** 12. Phase 1 – Capita AIM 13. Phase 2 – Methods & Modes **Infrastructure Programme** 14. Skype For Business Migration 15. Network Refresh **Standalone Projects** 16. 0-19 Service Eclipse Project 17. Internal GIS Mapping system 18. Responsive Repairs - DLO In-Sourcing 19. Civica CX Housing Implementation 20. Additional and Selective IT Licencing Solution 21. Parking Services Enforcement System 22. Phase 3 of Garden Waste Collection 23. Remediation of Sensitive Data in Test, Train and Development Business Systems 24. Corporate Intelligence – Phase 3		10. Smart Mobile Devices	Water file sharing) 15. Procurement and Commissioning Tool (LTP) 16. Civica Open Portal

APPENDIX D - Portfolio Governance

1. Sponsoring Group – Strategic Delivery Board (SDB)

The governance for the Digital Investment Portfolio will be overseen by the Strategic Delivery Board (SDB) as the portfolio's Sponsoring Group.   Chaired by the Executive Director of Resources, its members include the Chief Executive, all Executive Directors and Directors. Individual Directors are appointed by SDB as Senior Responsible Owners for programmes and project sponsors.

2. Portfolio Governance – Digital Portfolio Governance Board

Reporting to SDB is the Digital Portfolio Governance Board, chaired by Executive Director of Resources and Vice Chair Director of Digital, Data & Technology. Administered by the Corporate Portfolio Management Office, this Digital Portfolio Governance Board provides assurance that the Portfolio is being delivered correctly and any risks or changes are assessed and resolved in line with Portfolio objectives. Meeting every 6 weeks, it reviews the Portfolio's progress, monitors spend and makes key decisions such as:

- Approve new project business cases (thereby adding new projects to the Portfolio);
- Re-profile funding agreed via this report
- Oversee project substitution process where existing projects are put on hold to accommodate new emergency projects which must take precedence (financial & resource management) and meet the prioritisation principles (compliance, statutory, business critical, business continuity, resilience, revenue generating, cost avoidance & minimising impact on revenue budget);
- Agree revision to scope & timescales;
- Realign deliverables to ensure continued alignment to the Council Plan and priorities etc.;
- Authorise use of Portfolio contingency;
- Oversee all Portfolio corporate progress reporting

To ensure transparency and regular progress updates, the Portfolio will provide:

- Bi-annual (mid & end year) reports to the Finance & Performance Panel;
- Capital monitoring reports quarterly to Cabinet;
- Quarterly detailed briefings with Finance & Procurement Cabinet Member regarding the overall Portfolio;
- Updates with relevant Portfolio holders throughout the year as part of service-led briefings for individual projects

These reports will also include any additional capital funding drawdowns from the ring fenced 10 Year Capital Programme (KD5026) which have been identified during the previous 12 months as a result of the business case process.
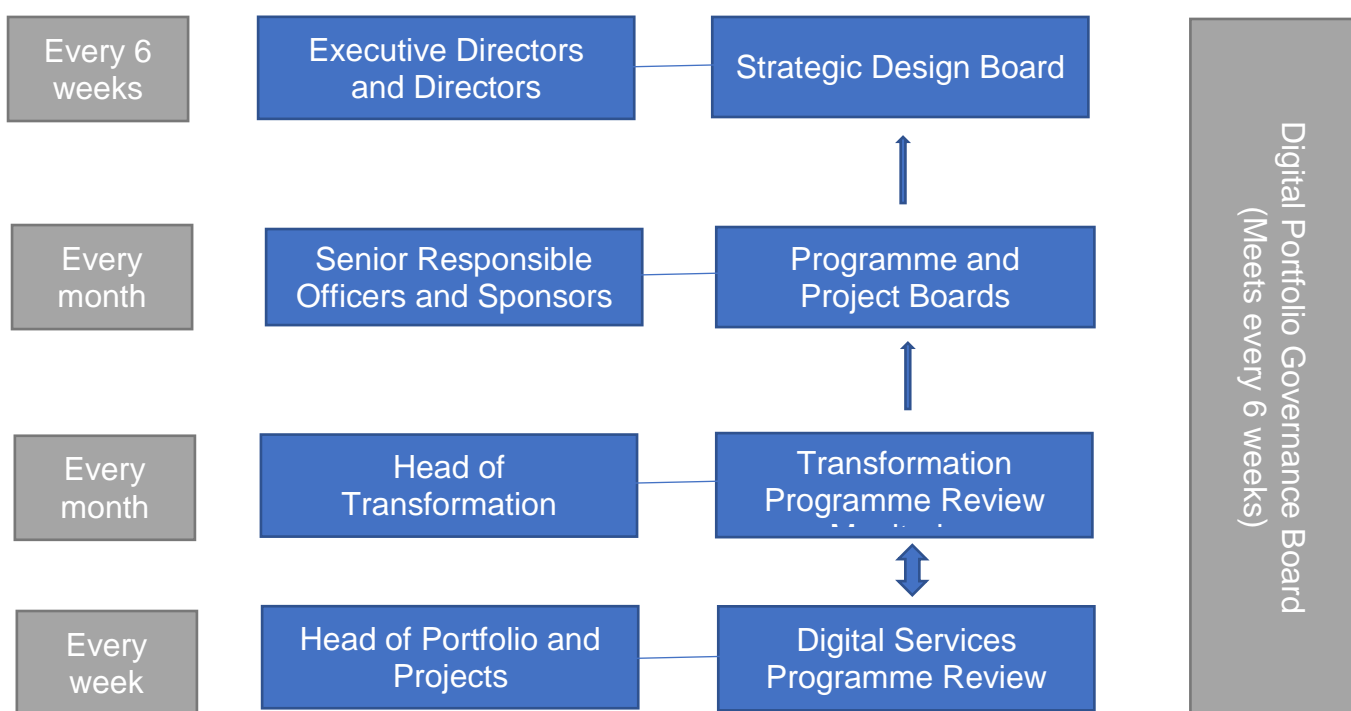
3. Programme & Project Level Governance

Programme and project boards are chaired by SROs and Project Executives.   The boards are responsible for driving the programmes & projects forward, ensuring delivery of outcomes and benefits aligned to strategic objectives.   They define acceptable

tolerances within which programmes and projects operate within and ensure that delivery is within these agreed parameters (cost, time, quality, resources, benefits etc.).

They meet monthly to review progress, risks, agree solutions to escalated issues and take decisions to allow work to progress including signing off change controls. SROs and Project Executives are also responsible for approving the monthly highlight reports.

Projects taking over 30 days to complete with budgets of over £50k must produce delegated authority reports (supported by relevant business cases) to secure their allocation of the capital funding now held at a Portfolio level. The officer approver must be Executive Director of Resources as the budget holder and may also include decisions taken in consultation with the relevant programme Senior Responsible Owner (SRO). Where applicable, reports may also require approval from the Cabinet Member, Cabinet or Full Council.

Every 6 weeks	Executive Directors and Directors	Strategic Design Board	Digital Portfolio Governance Board (Meets every 6 weeks)
Every month	Senior Responsible Officers and Sponsors	Programme and Project Boards	
Every month	Head of Transformation	Transformation Programme Review	
Every week	Head of Portfolio and Projects	Digital Services Programme Review	

3.   **Governance for New Projects Business Cases**

To ensure accurate planning, forecasting of resources, improved deliverability, clear articulation of requirements and organisational priorities, it is essential that all new projects carry out due diligence culminating in a business case prior to any further progress and project implementation. The business case will identify the following:

- Resourcing requirements, costs, timescales (implementation & ongoing post project);
- Financial benefits (savings, income generation) and non-financial benefits (e.g. improving customer experience, enhancing digital security etc.)
- Deliverables & outcomes of the project, including how these support the organisation's priorities and requirements

By completing this important governance and planning process, the Portfolio will:

- Avoid incremental purchasing of new systems when existing or suitable technology is already available within the organisation (supporting system rationalisation & managing costs effectively);
- Ensure all projects have been fully scoped & costed prior to implementation to improve deliverability.

New project business cases will be assessed by the Portfolio Assurance Steering Group as per section 2 above and in accordance with the Portfolio's priority criteria (critical & very critical). The Board will be responsible for authorising new projects progressing into implementation phase based on robust, viable business cases and relevant authority reports.

Should unforeseen urgent projects arise, the Board is also responsible for deciding which existing projects are put on hold to accommodate such eventualities, reprioritising the Portfolio's budget accordingly.

4.   Financial Governance

Business cases will confirm the required resourcing levels, timescales, outcomes with associated deliverables, benefits and capital & revenue costs for a new project. These must be assessed and approved before further project work progresses to ensure they meet the organisation's priorities, realise savings and the adequate funding is in place for implementation. Business cases also supports the Council's ability to forecast capital funding requirements correctly and manage borrowing costs efficiently.

Project management processes have been strengthened to ensure projects conduct monthly financial monitoring and forecasting, feeding into regular corporate budget reporting. This includes:

- Dedicated Portfolio Accountant supporting the financial management of the Portfolio such as supporting project & programme managers perform their budget management responsibilities; providing accurate reporting & forecasting to the Portfolio's Governance Group and stakeholders; ensuring timely calculations of monthly resource recharges to projects and reflecting these in SAP (corporate Enterprise Resource Planning system)
- Monthly revenue & capital budget monitoring carried out in SAP BPC (corporate budget monitoring tool);
- Financial governance processes to support budget management at project & programme level maintained by a dedicated Corporate Portfolio Management Office (PMO)

The Portfolio's budget includes a 20% contingency which is ringfenced for unexpected emergencies and unforeseen increases in cost. Expenditure is authorised by the Digital Portfolio Governance Board and managed by the Corporate PMO thereby ensuring centralised governance of budget monitoring and allocation subject to programmes & projects meeting the contingency spend criteria. Allocation of contingency will follow a change control process which will assess the reasons and amount

The contingency will be rolled over each financial year, reviewed annually and included in the monthly, quarterly and annual progress via corporate channels listed in point 45.

5. Corporate Portfolio Management Office (PMO)

A Corporate PMO has been created to provide dedicated support to both Digital & Transformation services to deliver the Portfolio.   This team will be responsible for:

- Implementing standardised project & programme management (PPM) processes and templates to ensure consistency across the portfolio;

- Manage the pipeline of new projects;

- Produce corporate progress reporting overviews for boards such as SDB;

- Support the Portfolio's governance boards such as Strategic Delivery Authority Board and Architectural Review Board;

- Administer the Portfolio's PPM tool;

- Provide financial governance for the Portfolio's budget including maintaining oversight of the existing project & programme level budgets, predicted budgets for new projects, monitoring and controlling the Portfolio's contingency budget, requests and spend to date;

- Provide aggregated financial information to support decision making & progress reporting for the Portfolio;

- Maintain repository and audit trail of all project & programme authority reports, approved budgets & decisions;

- Designing and implementing training and coaching activities for all staff involved in the Portfolio's delivery (e.g. project & programme managers, Project Executives, Senior Responsible Owners etc.) to ensure they have the right skills and knowledge to perform their roles effectively.

APPENDIX E - ICT & Transformation Digital Investment Portfolio 2017 – 2020 Achievements to Date

Background

The current ICT & Transformation Capital Investment Portfolio was approved by Cabinet in December 2016 (KD4410) allocating £32m between 1st April 2017 to 31st March 2020. Projects & programmes were designed to:

- ensure up to date & compliant hardware

- ensure secure data

- upgrade and replace software for improved customer experience

- increase back office efficiency

The budget was reduced to £25.7m to cover the £6.3m overspend incurred from the previous portfolio, Enfield 2017.

The portfolio is included in the Council's quarterly capital financial reporting. Achievements to date include:

Improving the customer experience & office efficiencies
- Improved how we communicate with our customers online, in person, on the phone and in writing so that information is easier to understand and access;
- Implemented a new Adult Social Care IT system comprised of a case management system allowing specialist teams to focus and spend more time with service users, and a customer portal to enable clients to help themselves;
- Integrated waste vehicle mobile devices into the customer platform allowing real time reporting on waste collections (e.g. missed, contaminated etc.) online via Enfield Connected accounts, reducing customer call volumes and complaints;
- Introduced new ways of making payments which are more convenient and secure for customers, and more cost-effective for the Council;
- Streamlined processes and introduced automation improving statutory reporting and releasing officer time to support our more vulnerable customers;
- Made it easier for customers to contact the Council regarding their Planning enquiries and applications improving access to information online and changing processes to ensure faster response timescales;
- Created the Children's Multi Agency Safeguarding Hub (MASH) and Early Help service supported by IT improvements, streamlining of processes and improved partnership working;
- Made it easier for customers to contact the Council with improved telephony system including call-back, queue management and workforce scheduling functions;
- Transformed the way professionals, caregivers and families access guidance, support, make referrals and request assessments for children & families in Enfield.

Ensuring compliance hardware & secure data

- Replaced 3500 the Council's laptop and device estate (mostly 7 years old) and upgraded our operating system from Windows 7 – 10, with only a small number of desktops remaining which will be replaced by the end of 20/21
- Significantly upgraded the corporate payment infrastructure to ensure we process our payments more efficiently, increase security, minimise fraud and realise financial savings;
- Implemented new IT systems to support legislative changes such as Homeless Reduction Act.
- Rationalised our cloud storage by migrating away from SunGard to hosting on-premises and on Azure cloud
- Implemented a new system to improve management of Complaints, Members Enquiries and Freedom of Information requests, reducing manual processes and reporting
- Replaced the Council's staff intranet improving management & access to information with more user-friendly, cost-effective system
- Implemented technology to enable online Charged Garden Waste provision

Achievements per project are listed in the below table

People Department		
Children's Including Schools Transformation Programme		
Status	**Project**	**Outcomes & Benefits Realised**
Open	Children's Delegation Portal	- Portal went live in August 2019 - Functionality includes central repository for information & guidance, and online referrals
Completed	MASH & Early Help Pathway	- Created Multi Agency Safeguarding Hub and separate service for Early Help including introduction of triage function in order to: improve alignment of responsibilities; relieve pressure on Single Point of Entry (SPOE); ensure more timely responses to Domestic Violence, neglect, substance misuse and mental ill health - Implemented IT improvements to streamline processes and improve partnership working
Completed	Educational Health Care Plans Needs Assessment	- Streamlining the Education, Health & Care Plans process to significantly increase the number of plans completed within the statutory timescales from 4% to 60% - Note this project has been closed early and not included in the Digital Investment Portfolio's rationalisation process as the outstanding benefits did not meet the 'very critical' or 'critical' criteria
Completed	Edge of Care	- Secured £780k funding for a commissioned Family Breakdown Prevention Team. - Reduced the short and long-term costs of Looked After Children provision to Enfield ensuring year on year efficiency savings.
Completed	Early Years	- Replaced of manual processes with an automated eligibility checking solution for the Council's Early Years' Team. This facilitated access to information which already existed in the current IT solution as well as within the Department for Education systems (DfE) - Delivery of process improvements further enhancing the benefits of the automated eligibility checking solution, to ensure efficiencies and savings were achieved, maximising new ways of working and successfully embedding these within the teams
Health & Adult Social Care Programme		
Completed	Programme Benefits Overview	- More people self-serving rather than contacting the Council for help and advice - Improved service to customers as their enquiries are dealt with efficiently and effectively without numerous hand-offs to different members of staff.

		- Less people transitioning through to long term care, or delaying that process - Less money spent on long term care packages
Completed	New Case Management System (Eclipse)	- Successful implementation of new case management system (Eclipse) to 500 users across Adult Social Care including Integrated Learning Disability Team, Independent Wellbeing Service and Mental Health Team - Redesigned over 70 processes to determine optimal design of IT system to support rather than dictate how they operate - Delivered a comprehensive training programme for all staff users - Migrated data from legacy system (CareFirst) into Eclipse
Completed	Customer Portal (My Life)	- Supporting the strength-based approach and social prescribing agenda, implemented a web based information and advice system (My Life) with a comprehensive resource directory, which enables people to self-serve for their queries rather than contacting the Council for help and advice. - My Life is an evolving system which under business as usual will continue to improve and grow. The aim in the future is that there will be online forms which will integrate with Eclipse, thus avoiding the need to double key information and the ability to easily track a customer journey from the time they contact the Council to when their issue/enquiry has been resolved.
Standalone Projects (not part of a programme)		
Status	**Project**	**Outcomes & Benefits Realised**
Closed	Youth & Community Centres Upgrade	- The 6 Youth and Community Centres will be brought into support with the Council's central IT service and provide standard IT equipment and connectivity in line with corporate standards. - Improved telecommunication services for Youth & Community stakeholders i.e. users and staff. - Increased income potential through rental as required moving forward.
Place Department		
Build the Change Programme		
Status	**Project**	**Outcomes & Benefits Realised**
Open	New Device Rollout	- Replaced staff laptops / tablet devices across the LBE estate (over 3000 devices) with

		upgraded operating system from Windows 7 to Windows 10.
Open	SharePoint	- Pilot cohort of users have successfully migrated files from R Drive and are now solely using SharePoint.
Closed	Intranet	- Replaced the Council's legacy intranet system "Enfield Eye", with development of Valo software on SharePoint to create a new staff intranet system - Provided staff with an intranet that is reliable, easy to navigate, locate and view information and access applications relevant to their roles and responsibilities faster - Provided users with access to the data made available/held, anytime and from anywhere, enabling staff to perform their jobs faster, more accurately, and with confidence that they have the right information. - Supported easier collaboration by providing information shared across the entire network. - Facilitated the improvement of internal communications by making the following easily accessible: employee directories, organisation news and updates, policies, employee benefits and organisation charts.
Standalone Projects (not part of a programme)		
Status	**Project**	**Outcomes & Benefits Realised**
Closed	Homelessness Reduction Act (IT system implementation)	- Implemented new IT system for Homelessness Service to support statutory reporting requirements for Homelessness Reduction Act 2018. **Outcomes** The HRA represents a major reform of the homelessness law including cultural change. The first year of implementing the HRA has been about putting in place a new service model. benefits were realised through service planning and tracking on homelessness prevention from year two. The first year (2018/2019) has involved recruiting and developing new staff, putting in place a new casework management system and new customer journeys / business processes to deliver homelessness and prevention services. Year 2 will involve embedding the changes and greater partnership working to maximise resources and realise additional outcomes / benefits. It is important to recognise that 26 staff in the new service model are funded from the Flexible Housing Support Grant (FHSG) (3 year funding cycle to 2020/21) and the government has not announced funding allocations for beyond 2020/21. This poses a financial risk to the Council and the realisation of future outcomes / benefits includes.

		An improved service delivery model with greater efficient use of staff and other resources Year 2 is expected to deliver the expected efficiencies. More partnership working is planned for year 2 to make the best use of resources. **Increased homelessness prevention at an earlier stage resulting in a decrease in demand at "crisis" stage** A new service model (Triage, Emergency duty team and Casework functions) and new ways of working including additional staff resources for preventing homelessness have increased. Training will continue to be delivered to enable staff to prevent homelessness at an early stage. Improved homelessness prevention outcomes will be delivered in year 2 and tracked. **A maintenance or reduction in the number of Statutory Reviews** Additional support resources for statutory reviews have enabled more decisions to be made in 56 days. **A reduction in customer complaints (higher customer satisfaction)** A review of customer complaints, Members Enquiries (MEQs) is required to track progress. Mystery Shopping is ongoing, there are plans for customer satisfaction surveys in year 2; Customer Experience Quiz and programme to be communicated to staff to ensure that the customer is at the forefront of all service delivery. **Fewer repeat calls / visits** Continue to develop access channels to reduce repeat callers / avoidable contacts. This includes website improvements (content / navigation and new customer enquiry form) , improved telephone access , promoting Duty to Refer for public bodies, enhanced use of the customer portal on HOPE. Upskill partners and provide them with information for better referrals and signposting. **A reduced no. of households in Temporary Accommodation** A new Housing Strategy and Homelessness Prevention Strategy are in development. TA numbers have increased during set up for the new service model. A TA Move on programme was added to the Homelessness Programme. Partnership working will be enhanced across the borough. Targets will be set for preventing homelessness and moving people out of TA to affect

		a reduction in TA numbers
		Improved staff wellbeing
		Measure and track through absence levels / reasons for absence. E.g. work-related stress; staff survey / focus group to be convened
		Improved local and national reputation
		The new service model is building a more positive reputation for the borough's homelessness and prevention services and will be kept under review / tracked for effectiveness.
		Increased future Flexible Homelessness Support Grant funding (relates to successful prevention)
		HOPE provides opportunities for improved data collection and reporting to effectively target resources and evidence the challenges and pressures within Enfield. This will assist with lobbying central government for increased resources. To address the pressures
		Increased choice for families
		A focus on Personal Hosing Plans for addressing the housing and support needs of households provides an opportunity for dialogue regarding realistic and affordable housing options.
		Improved key messaging
		Managing expectations – Comms Plan to be developed and tracked to include: 1. Enfield's context 2. Early prevention / intervention messages. 3. Serious shortage of Council and Housing Association homes for letting in Enfield – just 83 hommes with 3 or more bedrooms will be let 19/20, 4. Most people in housing need will rent from a private landlord 5. TA not a good housing solution
		Improved public health outcomes
		Support development of outcomes with Public Health e.g. No. referrals to GPs, reduction, in smoking and a reduction in obesity levels. However, it is forecast that for every £1 spent on prevention, £2-£8 is saved on administration and the cost of temporary accommodation. Each successful prevention will save annual housing costs of £2,500 alone.

Resources Department		
Customer Experience Programme		
Status	**Project**	**Outcomes & Benefits Realised**

Open	Community Hub – Access Centres – Improving Face to Face Contact	- Designed and implemented new face to face customer service provision at Enfield Town Library open in July 2020. - Enabled the closure of face to face customer service at Civic Centre.
Completed	Telephony Implementation (ININ)	- Replaced legacy telephony system (Mitel) used by the Customer Contact Centre with a digital system previously procured (but not implemented). - Introduced customer satisfaction surveys provides with functionality to pinpoint specific call recordings to aid staff development and coaching - Implemented functionality to easily update and adjust the Interactive Voice Response (IVR) menu enabling team to self-serve and control how customers are initially greeted when calling the Council's main number, and automatically redirecting their calls with greater accuracy reducing the number of unnecessary calls to the Contact Centre. - Introduced "optimizer" facility using stored data to show current trends, demand levels and facilitate service planning for the week ahead (e.g. breaks, training etc.) in accordance with expected call volumes. - Implemented call-back functionality improving the customer experience with call-backs during quieter periods. This has been a popular choice with customers and has improved call answering rates for the service. - Implemented additional reporting tools which have assisted staff planning & performance management. Team leaders are now able to monitor call queues and move operators between queues to cover demand.
Completed	ININ Support Contract	- Terminated the previous support contract for the Customer Contact Centre telephony system (ININ) as company take-over resulted in reduced quality in supplier support - Procured new supplier to ensure improved supplier management and value for money
Completed	Digital Waste Services	- Delivered IT requirements to enable the new Charged Garden Waste service provision - New capabilities delivered include automated form and process for new registrations; set up of payment methods and form development for customer service requests
Completed	Bartec Integration	- In-cab devices & mobile working system (Bartec) for waste vehicles had previously been purchased and although the devices were installed in the vehicles, they were not integrated with the customer platform - The project integrated the system and devices into the customer platform. This ensured that information gathered by refuse team during their rounds (e.g. photographic evidence, noting issues such contaminated waste) was uploaded in real time onto the Customer Relationship Management system used by the Customer Contact Centre.

		- This integration reduced the number customer complaints waiting for an explanation as to why their bins weren't collected as call operators were able to answer their enquiries with photographic evidence if required as soon as the data was uploaded from the waste vehicles into their CRM system.
Completed	Customer Journey Review – Planning Application	- Improved customer channels for Planning Service including the introduction of dedicated telephone line and webchat service resourced by Planning officers; redesigned Planning pages on the Council website; implemented an ongoing survey for customers using the service - Recent feedback shows that 70% of customers find the website useful as a source of information - Increase in the number of duty planning appointments to between 10-20 per week, following the introduction of telephone appointments (5-8 previously) - Approximately 200 calls per month received to the new dedicated Planning hotline. - Improvements to outbound customer communications with re-written plain English templates covering neighbour consultation letters, application acknowledgements and decision notices.
Completed (premature closure)	Customer Journey Review – Recruitment & Onboarding	- Improved HR processes & guidance for securing authority to recruit - Introduced of e-learning modules to help managers better understand and follow the corporate recruitment process and also provide useful reference points for legal/policy requirements - Improved face to face selection and recruitment training for managers, including practical tips on writing job adverts, planning activities when recruiting to post, person specifications, and good interview questions - Improved HR pages on Council website to better promote the organisation, improve content and publicise hard to recruit posts - Implemented new induction checklist to ensure a consistent induction and assessment process for all new joiners - Improved Corporate Induction "Welcome to Enfield" e-learning module - Reviewed and streamlined the mandatory training for new joiners - Introduced of new surveys for recruiting managers and new joiners and a better process for HR to review these - Mapped required processes to inform the replacement of current HR IT system, after which

		the project closed prematurely as the HR IT system requirement was removed from the Customer Experience Programme scope.
Completed	Learning & Development, Workforce & Culture Change	- Improved recruitment training provision (as per gaps identified by the Recruitment & Onboarding Customer Journey Project – see above) - Created and implemented new iLearn module for new joiners, together with a review of mandatory training to ensure consistency for inductions - Produced L&D catalogue detailing all current training offered across the Council - Reviewed and updated the current maturity model and assessment with pilot assessment completed for Council Housing Service - Completed first pilot Institute of Customer Service (ICS) qualifications as proof of concept for further rollout under 'business as usual' - Developed & implemented additional training modules including Complaints Handling and Plain Communication (including Nudge techniques) to improve staff interaction with customers
Payments Programme		
Closed	Payment Card Industry (PCI) Compliance	- In 2018, the industry developed its Payment Card Industry Data Security Standard (PCI DSS) - This project undertook system & process improvements to ensure that standard was met and submitted the organisation's annual return demonstrating the increased compliance
Open	Phase 1 - Capita AIM	- Upgraded the corporate income management system - Automated payments infrastructure, significantly reducing the time taken for payments to reflect on customer accounts - Established first point of reconciliation for council income - Provided a robust and flexi payment processing environment for the future - Implemented a secure, automated and PCI compliant method of taking telephone payments & reduced manual processing
Open	Phase 2 - Methods & Modes	- Realised £200k savings - Procured a Direct Debit Management system to be used for payment upfront strategy - Went live with first phase of electronic debt reminders via SMS & email for Council Tax and

		Housing Benefits Overpayments
		- Went live with E-billing for Sundry Invoices
		- Went live with paperless set up of Direct Debits for Sundry and Adult Social Care invoices
		- Rolled out PayPoint across the Borough enabling the closure of Cashiers at Civic Centre. PayPoint was a major enabler to providing residents financial support including School Meal Vouchers during Wave 1 Covid-19

Standalone Projects (not part of a programme)

Status	Project	Outcomes & Benefits Realised
Completed	Purchasing Goods & Services (Neptune)	- Delivered a system that added new functionality for budget holder approvals, giving them better transparency and ownership of their budgets. - Decommissioned the old system and stopped using Market Place with a savings of £24K per year.
Completed	SAP Landscape Rationalisation	Decommissioning off the SAP Solution Manager, Application Server and Web Dispatcher leading to financial savings.
Completed	SunGard Data Centre	- Resulted in reduced operating costs
Completed	Nudge Demand Management	- This project piloted behavioural insights & nudge techniques reduce officer time spent chasing customers and carried out a series of training workshops - Interventions developed for Leaseholder Services (redesigned welcome pack); Education team (reduction in contact); Adoption Services (redesigned recruitment information) - Council Tax Arrears Pilot: accelerated payment (£135k increase in accelerated revenue 3 months trial period) and increased compliance of Council Tax payments compliance; increased direct debit sign-up; reduced failure demand.
Completed	Universal Credit	- Prepared organisation & partners for roll out of Universal Credit across the Borough