



# CABINET

<b>7.30 pm</b>	<b>Wednesday 27 January 2021</b>	<b>Virtual Meeting via Zoom</b>
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Members 9: Quorum 3

Councillor Damian White (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor Robert Benham

Cabinet Member for Education, Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult Care Services

Councillor Roger Ramsey

Cabinet Member for Finance & Property

Councillor Viddy Persaud

Cabinet Member for Public Protection and Safety

**Andrew Beesley**  
**Head of Democratic Services**

**For information about the meeting please contact:**

**Debra Marlow tel: 01708 433091**

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**Please note that this meeting will be webcast.  
Members of the public who do not wish to appear  
in the webcast will be able to sit in the balcony,  
which is not in camera range.**

## **Protocol for members of the public wishing to report on meetings of the London Borough of Havering**

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

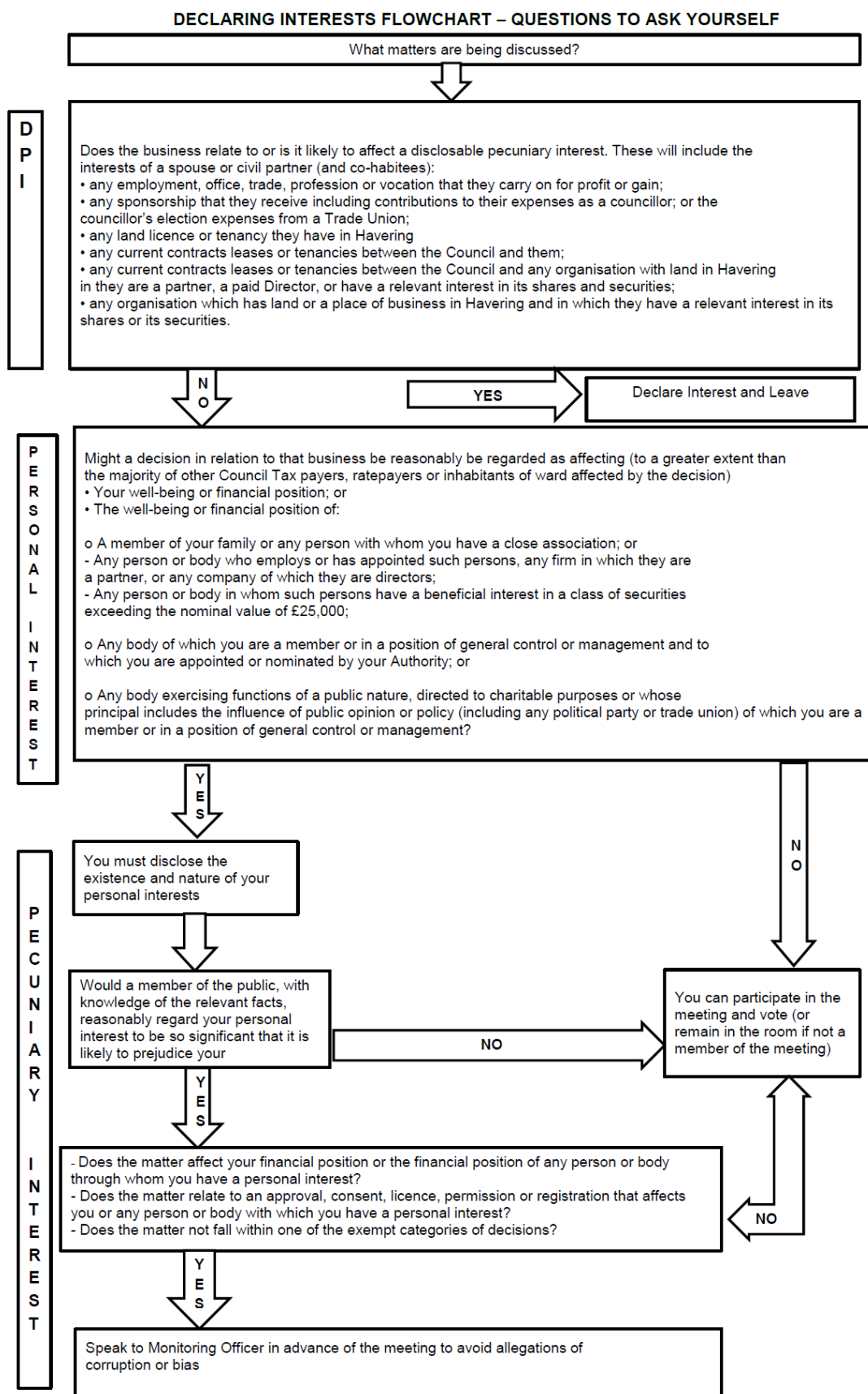
Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.



## **AGENDA**

### **1 ANNOUNCEMENTS**

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **2 APOLOGIES FOR ABSENCE**

(if any) - receive

### **3 DISCLOSURES OF INTEREST**

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still disclose an interest in an item at any time prior to the consideration of the matter.

### **4 MINUTES**

To approve as a correct record the minutes of the meeting held on 16 December 2020, and to authorise the Chairman to sign them.

### **5 ASSET RATIONALISATION (Pages 1 - 12)**

### **6 SMART WORKING PLUS (Pages 13 - 40)**

### **7 DIGITAL PORTFOLIO BUSINESS CASE (Pages 41 - 142)**

### **8 EXCLUSION OF THE PRESS AND PUBLIC**

The report included in agenda item 9 contains an exempt appendix A. Cabinet will consider whether the public and press should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during that item there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public and press on those grounds, Cabinet to resolve accordingly on the motion of the Chairman.

### **9 TEMPORARY AGENCY WORKER CONTRACT AWARD REPORT (Pages 143 - 152)**

Appendix A is an exempt document.



**Havering**  
LONDON BOROUGH

## CABINET

**Subject Heading:**

Asset Rationalisation

**Cabinet Member:**

Cllr Roger Ramsey

**SLT Lead:**

Jane West

**Report Author and contact details:**

Mark Butler  
01708 432947  
[mark.butler@havering.gov.uk](mailto:mark.butler@havering.gov.uk)

**Policy context:**

The proposals within this paper support the Corporate Plan objectives to optimise the use of Council assets to improve the customer experience, reduce cost, make better use of technology to make life easier for residents and reduce the cost of public services.

**Financial summary:**

This paper proposes an initial capital investment of £1.5m to deliver forecast revenue savings of 0.9m p.a.

**Is this a Key Decision?**

Yes  
(a) Expenditure or saving (including anticipated income) of £500,000 or more

**When should this matter be reviewed?**

January 2022

**Reviewing OSC:**

Overview and Scrutiny Board

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

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## **SUMMARY**

The Covid 19 pandemic has demonstrated the Council's organisation flexibility and technological capacity to adapt to a new operating model at short notice, enabling service continuity supported by remote working with building occupancy at less than 10% of pre-covid levels.

This paper considers the strategic transformation opportunities presented by adopting a longer-term strategy for remote working enabled by the parallel Smart Working and Digital Council programmes, the potential savings to be realised through asset consolidation and the investment required to successfully embed a new operating model for the Havering Council.

## **RECOMMENDATIONS**

Cabinet is recommended to:

- Approve the principle of rationalising the Council's administrative accommodation, generating revenue savings to support the Council's Medium Term Financial Strategy, delegating authority to the Director of Asset Management to take such actions necessary to negotiate the re-use of surplus assets.
- Approve the immediate programme of building works necessary to provide the new Appointment Centre on the lower ground floor of the Town Hall other measures to facilitate the rationalisation of buildings, including the commencement of related procurement processes.
- Recommend the allocation of additional capital funding in the sum of £1.5m within the Council's capital programme to fund the immediate investment proposals within this report, subject to endorsement by Full Council.
- Note that detailed proposals for the re-use of surplus assets will be the subject of individual business cases to be brought forward subsequently for each building.

<b>REPORT DETAIL</b>
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**1. Context**

- 1.1 The Council's response to the Covid 19 outbreak in March has been to swiftly transition the majority of its service delivery to remote working, supported by the Smart Working programme, which since April 2019, has seen all staff equipped with the means to work remotely, where required to do so.
- 1.2 Like many organisations, the ability to sustain service delivery without reliance on conventional office accommodation has prompted the Council to re-examine its operating model and in so doing, consider the opportunities to reduce its dependency on physical accommodation, enabling consequent financial savings to support the Medium Term Financial Strategy.
- 1.3 In reviewing the current portfolio of assets there is a need to consider both the front and back-office role served by premises as follows:

*Back office functions:*

- 1.4 Back-office functions have transitioned almost exclusively to remote working throughout the Covid period to date. Whilst this has been sustainable over a nine-month period, proposals to embed remote working as a long term strategy and permanent operating model need to take the following considerations into account:
- Whilst some roles e.g. payroll, and many administrative activities can be performed remotely, this will not be a solution for all Council activities and the revised proposals need to take account of the diverse span of Council services and functions
  - Irrespective of role, the Council should retain the capacity for staff to 'touch down' in Council premises. The frequency of attendance will depend both on the nature of the role and upon the employee's personal/domestic circumstances, recognising that it may not be feasible to sustain permanent remote working within all households for a variety of reasons. The opportunity to meet in a face-to-face environment (socially distanced whilst the Covid pandemic continues) is also recognised as a means of supporting employees' well-being and preventing a sense of isolation. Nonetheless, it is envisaged that all employees will, role permitting, embrace remote working as their principal work mode.
  - HR policies – existing policies are predicated upon an assumption of 'presence' and conventional working times. A number of policies are currently in the process of revision to reflect the changed circumstances and expectations, to support staff and managers.

- IT – the Council's Smart Working capabilities and digital technologies are key enablers to the proposals set out within this paper, facilitating flexible working by staff and enhancing the user experience for customers accessing Council services. The advent of Cloud-based software, functionality within the forthcoming rollout of Microsoft 10, Office 365 and specific line-of-business systems such as Liquid Logic in Social Care now provide the opportunity to embed a new operating model and underpin flexible service delivery arrangements. Separate papers on the Smart Working proposals and the Digital Portfolio are included elsewhere on the Cabinet agenda.

*Front office/customer facing functions:*

- 1.5 The Council has maintained front-facing customer services via a 'mixed economy' comprising:
- The continuance of face to face services where there is no practical or legal alternative e.g social care, library services, civil marriage ceremonies.
  - Remote working for call centre staff and other telephone based enquiries.
  - Enhanced customer self-service via the Council website and digital capabilities.
- 1.6 The Public Advice and Service Centre (PASC) has remained closed throughout the Covid pandemic, promoting an accelerated channel-shift to other access routes where the customer is able to do so.
- 1.7 In a similar way to which the Covid circumstances have acted as a catalyst for promoting remote working for back-office functions, the current situation presents an opportunity to refresh the Council's Customer Access/Service Strategy to meet the changing expectations and needs of residents.

**2. Asset rationalisation proposals and related considerations**

- 2.1 The extensive transition to remote working and more flexible delivery of Council services prompts the opportunity to re-assess the Council's future needs for operational accommodation and scope to achieve consolidation of assets, delivering broader benefits in the form of:
- Reducing accommodation costs to alleviate revenue pressures and contribute to the Council's Medium Term Financial Strategy.
  - Aligning the Council's asset base to support the future operating model and related proposals e.g. Digital Council, Customer Access.

- Less duplication of facilities across buildings e.g.IT, photocopiers – cost reduction.
  - Reduced silo based working between services previously spread across multiple buildings – fostering a culture of collaborative working.
  - Focussing future investment into fewer assets.
  - Reduced carbon footprint resulting from a consolidated office estate.
  - Reduction in travel time/cost between sites
  - Re-use of surplus assets to support regeneration/housing initiatives or potential capital receipts.
  - Potential opportunities to encourage further co-location by partner organisations to embrace the One Public Estate principles.
  - Recruitment and retention benefits as a result of the Council offering greater flexibility and improved facilities for employees.
- 2.2 Consultation has taken place across directorates to gain insight into the Council's reduced accommodation requirements based upon the principle of a Smart Working organisation, recognising nonetheless the particular needs of specific services. The Council is increasingly delivering integrated services in conjunction with partner agencies who are, in many cases, conducting similar accommodation reviews across their own organisations.
- 2.3 The Council's existing workstation estate broadly totals 1,500 stations spread over 6 buildings. It is proposed to consolidate this estate to an estimated 535 workstations across a reduced number of buildings, representing an overall desk:staff ratio of 3.5:10. Many organisations are known to be progressing similar downsizing initiatives' albeit broader benchmarking across public and other sectors on workplace ratios for post-Covid is currently at a formative stage.
- 2.4 In practice, space within the Town Hall campus will be prioritised for those services that cannot be delivered remotely, with remaining capacity serving as touchdown space for staff working predominately at home/remotely.
- 2.5 Investment will be required within the Town Hall campus to remodel and enhance infrastructure to support the Council's transition to the new operating model and enable the asset consolidation outlined above. Whilst not a definitive list, the scope of work is likely to include:
- Remodelling of the Town Hall west wing to provide a new Appointment Centre and related back office facilities above.

- Improvements to the external fabric including an improved public entrance and signage.
  - Remodelling and reprovision of meeting facilities and flexible workspace throughout the campus with adequate video conferencing and other facilities to support 'hybrid' teams conducting a combination of office-based and remote working.
  - Enhancement to service infrastructure (e.g. wi-fi upgrade) to support new working models.
  - Remodelling to the main reception and circulation areas (within the confines of the listed status)
  - Suitable facilities to accommodate services relocating as part of the consolidation.
- 2.6 Further work is in progress to value-engineer the cost profile where possible. At present, it is proposed to limit the call on further capital funding to £1.5m. This would allow for the development of detailed design proposals and procurement activities to award a contract for the conversion of lower ground floor of the west wing of the Town Hall to form the new Appointment Centre and related works. It is anticipated that the new Appointment Centre would be completed by the end of 2021.
- 2.7 It should be noted that the above works will directly impact the short term scope for asset rationalisation and the ability to vacate some of the existing corporate buildings. For the time being, the low occupation numbers present an opportunity to carry out the works with the least possible disruption, reducing the number of phases of works due to the contractor not having to work around building occupants, as would otherwise be the case. As the national COVID-19 vaccination programme is rolled out and staff become more confident in returning to the workplace, it is possible that staff numbers will rise. Re-occupation of the Town Hall in particular will need to be limited during 2021 in order to avoid any impact upon the works programme and related costs.
- 2.8 The council has received £300,000 of external funding from One Public Estate to develop a longer term masterplan for the Town Hall site, which will can fund viability advice relating to the future proposals for the surplus sites, in addition to options for providing appropriate space for other public sector organisations.

<b>REASONS AND OPTIONS</b>
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**Reasons for the decision:**

The proposals within this paper deliver a range of benefits as summarised within paragraph 2.1 of this paper and furthermore support the Corporate Plan objectives to optimise the use of Council assets to improve the customer experience, reduce cost, make better use of technology to make life easier for residents and reduce the cost of public services

**Other options considered:**

**Do Nothing** - the Council could, at a point where the Covid risk is sufficiently diminished, revert to its previous operating model and re-occupy all buildings. To do so would ignore the opportunity to transition to a more agile and cost-efficient organisation enabled by digital and Smart Working investment to date, a journey that the Council has already embarked upon, accelerated by the Covid pandemic.

Retention of the broader portfolio of buildings will require significant capital investment in the short term and ongoing revenue funding in the long term at a time when the Council's revenue position is acute following the financial pressures presented by Covid.

The Council would also fail to secure the broader advantages cited in this paper including the reduction of carbon footprint, silo working and duplication of facilities across the current office estate.

**Pursue a different configuration of administrative buildings -**

The Havering Town Hall campus is considered to be the preferred candidate for a consolidated corporate hub. It already provides the democratic/civic centre for the Council and has considerable space within the curtilage of the site to accommodate future investment/co-location of public sector services.

Later additions to the original building, particularly the west wing, provide flexible workspace to support front-facing services and a suitable access point for the Council's most vulnerable residents that still require face-to-face support. The Town Hall campus proposal also envisages retention of the upper floors of Central Library.

The Council has been on journey of progressive asset consolidation over a period of years, previously shedding leasehold liabilities and this latest stage would generate additional efficiencies, whilst releasing surplus assets to support housing and regeneration initiatives.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

Subject to the conclusion of a detailed technical brief, it is proposed to commit a capital investment of £1.5m into the Town Hall campus in order to realise the immediate consolidation of assets highlighted within this paper. This will realise revenue savings of £0.9m per year as surplus buildings are considered for re-use. In addition to the revenue saving, some of those surplus buildings may contribute to the land assembly required to support regeneration/housing initiatives within the borough.

It should be noted that of the £0.9m revenue savings associated with the release of the surplus buildings, an amount of £0.633m has already been accounted for within the London Borough of Havering 2021/22 draft budget proposals. The remainder of the savings will be used to partly offset an existing unachieved saving of £0.455m linked to an earlier configuration of buildings to be released.

In September 2019, Cabinet approved funding to support the rollout of Phase 1 Smart Working and capital funding for the proposed refurbishment of administrative offices. However, work on this project was halted as a result of the Covid outbreak, enabling the opportunity to withdraw the £3.125m approved within the 2020/21 capital programme

### **Legal implications and risks:**

#### **Staffing**

Employee's contractual place of work is LBH and contracts of employment contain mobility clauses within the borough only, therefore full time home working may require contractual change. As home is place of work all Health & Safety obligations and safe system of work will need to be complied with in home environment as well as any adaptations required such as the provision of auxiliary aids and specialist equipment, risk assessments etc. Individual assessments required in terms of potentially discriminatory impact of home working on staff

#### **Contracts and Procurement**

The report highlights a request for capital funding allocation in respect of capital works to Council assets and is a matter for Cabinet and Full Council.

The report indicates potential to procure works provision to remodel assets within the Councils assets portfolio. Officers will need to make arrangements to obtain appropriate decisions as to procurement activity when detailed options are known in

line with Public Contract Regulations 2015 and the Councils Contract Procedure Rules and Constitution.

### **Property**

The Council may, as part of any asset rationalisation to facilitate the delivery of its Corporate Plan objectives as set out in this report dispose of any Council-owned non-housing property, pursuant to section 123 of the Local Government 1972. Any such disposal however must, with some limited exceptions, be made at best consideration. The proposal in this report relating to asset rationalisation therefore, in the context of any proposed disposal of any Council-owned non-housing property, would satisfy the requirements of section 123, provided a valuation report confirming that any such disposal would be made at best consideration.

### **Human Resources implications and risks:**

There are significant implications for a large proportion of the Councils workforce as a result of the asset rationalisation proposals – some of which are already set out in this report.

The workforce has responded positively to the impact of the Covid-19 pandemic and we are indebted to our staff for rising to the challenge of working from home during this period.

The Smart Working programme and the delivery of IT tools and devices enabled a large proportion of our staff to quickly move to home working, ensuring we continue to provide services to our residents. This has been supported by the publication of the Smart Working Handbook and a wide range of Covid-19 specific HR policies, guidance and training dealing with managing and working in the context of remote working together with a considerable focus on health & wellbeing. Corporate messaging has also been communicated about the continuing need for the majority of staff to work at home at least until the end of March.

The vast majority of staff have adapted to the change and many are working more flexibly than they did when they attended the workplace i.e. culture change is already taking place. However, whilst our normally “office based staff” are working effectively from home, they are also forming new habits, patterns of work and different ways of managing, they are doing so without a formal policy setting out how they should be doing this.

We therefore need to build upon the work above and continue to focus on trust, flexibility and output-based management to address the longer term vision and maximise the many positive implications in moving to a new operating model including the potential to:

- Improve recruitment and retention as a result of the increased flexible working opportunities
- Reduced sickness levels
- Improve morale

- Increase productivity

A move to permanent/full time remote/home working requires a contractual change for many employees as work location is an explicit term in employment contracts. The Council will need to formally consult recognised trade unions and staff about changing this contractual condition.

Managers have adapted practice and existing management arrangements in recent months to manage a remote workforce and will benefit from support and training to transition to a more permanent focus on managing by outputs and outcomes.

There are also many other HR policies and procedures (eg flexible working, how we on-board/off-board staff, provision of training and equipment etc) which will need to be revised to ensure that they align with and support the new operating model and formal consultation with recognised trade unions will follow upon agreement of this report.

The Council has a legal and moral obligation to ensure the health, safety and wellbeing of its workforce so needs to ensure that there are sufficient measures in place to support staff working within the new environment. These are covered in more detail in the Health & Wellbeing implications section below.

All of the above is part of the Smart Working Plus Programme and a specific resource is currently being recruited to take forward this piece of work at pace

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An EqHIA (Equality and Health Impact Assessment) is usually carried out when a proposed or planned activity is likely to affect staff, service users, or other residents. The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

The promotion of an agile working culture, will offer staff the opportunity to work flexibly, both in terms of location and working times, addressing potential barriers to work for some individuals.

The programme, supported by the broader digital agenda, will also offer residents greater flexibility in how and when they choose to access council services.

A comprehensive EqHIA is being conducted in advance of the proposals within this paper being implemented. This will span the mitigation of any potential impact upon employees with disabilities who are likely to be remote working, provision of equipment and support etc.

### **Health and Wellbeing implications and Risks**

The transition to a more agile nature of working will benefit many staff by affording flexibility in the location and hours of work, where the role permits, providing opportunities to achieve an improved work/life balance. Staff sickness levels have reduced significantly during Q1 and Q2 of 2020/21 and this pattern has been mirrored across many organisations over the same period.

The reduction in Council accommodation will limit the capacity for many employees to work from the office and most will be encouraged to work remotely where their role can be undertaken in this manner. The period of the Covid pandemic has highlighted that prolonged periods of remote working can have a negative impact on employees' mental health and well-being and a number of measures have been implemented to mitigate these factors and reduce the sense of isolation experienced by some including:

- Distribution of a variety of equipment to support staff working remotely
- Creating virtual social opportunities for employees
- Provision of mental health first aiders who can be accessed confidentially by employees

The Covid response has effectively imposed remote working as an emergency response, whereas the proposals within this paper represent a conscious decision to adopt a significant element of remote working as a permanent feature of the Council's new operating model. Further measures are due to be implemented to support staff and managers within and beyond this transition taking various forms including:

- Training for managers to identify and adverse symptoms amongst staff
- Amendments to HR policies to enable flexibility in working hours
- Provision of physical meeting space to accommodate face to face team meetings

**BACKGROUND PAPERS**

Report to Cabinet September 2019 – Smart Working programme

## CABINET

**Subject Heading:**

Smart Working Plus

**Cabinet Member:**

Councillor Damian White

**SLT Lead:**

Jane West

**Report Author and contact details:**

Darren Rose, Smart Working+ Programme Manager, darren.rose@haverling.gov.uk

**Policy context:**

Smart Working is a core element, and key to delivering on the Opportunities aspiration within the Corporate Plan to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.

**Financial summary:**

Funding for the programme will comprise of existing capital budgets and additional capital funding required.

**Existing Capital Budgets**

- Approved reallocation of £435,500 capital receipts within the previous Smart Working Phase 1 programme to part fund Smart Working+
- Approved capital receipts of £575,000 (Agreed in Urgent Key Decision May 2020) to part fund Smart Working+
- Approved £217,000 capital receipts from Adult Social Care laptop rollout to part fund Smart Working+

**Additional Capital Required**

- Additional capital funding required in the sum of £1,665,500 (subject to Cabinet approval).
- This will fund the following projects.

1. **Microsoft Office 365**  
£1,719,184.50
2. **Scan it, Scrap it, Store it, Stop it (S4)** £741,978.43

### 3. **Smart Working+ People, Culture and Change** £323,161.17

Encompassing the £107k COVID resource cost which occurred during Smart Working phase 1.

**Is this a Key Decision?**

Yes - Expenditure and anticipated saving of £500,000 or more

**When should this matter be reviewed?**

November 2021

**Reviewing OSC:**

Overview & Scrutiny Board

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
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## **1. SUMMARY**

1.1 On 10 September 2019 the Council approved additional capital budget of up to £4,637,000 funded from borrowing for the proposed rollout of the Smart Working programme, across the 19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.

1.2 This report sets out the business case for the continuation of the Council's ongoing work to rollout the principles and tools for Smart Working. It builds on the work of the Smart Working Programme and enables the delivery of the Council's aspirations to become an agile organisation working within a new target operating model.

## **2. RECOMMENDATIONS**

2.1 Cabinet is recommended to:

- Agree the implementation of all elements of the Smart Working Plus programme as detailed within this report
- Approve and agree to recommend to Full Council the allocation of additional capital funding in the sum of £1,665,500 profiled in 21/22 financial year to deliver the programme.

## **3. REPORT DETAIL**

3.1 Smart Working is a core element, and key, to delivering on the aspiration to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.

3.2 The Council has already committed and delivered Smart Working Phase 1, approved by Cabinet in September 2019. Implementation was affected by the pandemic as work was sped-up to meet demand. Phase 1 of the programme successfully rolled out laptops to 70 per cent of staff prior to Covid-19. The benefits of that investment can only be fully realised by completing the rollout of Office 365, digitisation of Council records, data and post.

3.3 Smart Working+ is proposed as a crosscutting enabling programme, and Phase 2 of the Smart Working programme established in 2019. Phase 1 introduced some of the core elements of the foundations for a 'digital first', agile organisation, and was critical to the Council's response to Covid-19 and the spring 2020 lockdown.

3.4 Smart Working Phase 1 was allocated £5,450,000 Capital and £577,000 Revenue proving a total of £6,027,000 to build upon the ICT refresh of hardware and software to embed agile working and support a series of organisational efficiencies, service improvements and behaviour change aligned with the Transformation programme's cultural change work.

3.5 Also included was an undertaking to deliver modest improvements to working environments and facilities as an interim measure in the short to medium term, pending longer-term decisions on the proposals within Havering's Asset Management Strategy. Following the Council's response to Covid-19, there has been a revised approach to the proposed physical infrastructure scope, a separate business will be submitted to repurpose the outstanding budget assigned to the physical infrastructure development.

3.6 Smart Working+ facilitates a joined-up approach to the planned separation of the Council's Microsoft 365 Joint Tenancy with Newham and OneSource; the move to O365; and an organisation-wide Exchange and SharePoint online migration to 'the cloud'. These IT-based activities need to be strategically planned and coordinated to minimise the disruption to services.

3.7 The programme is directly addressing long-standing issues, such as the management of licences, the cost of related services, including telephony, paper costs – and ensuring that senior management are aware of potential efficiencies and how they might be achieved. Delivery will require leadership support and cultural change as well as new systems, policies and processes. Its planned outputs – such as digitisation of paper – fully support the Digital portfolio.

3.8 Since lockdown, the Smart Working programme team have been working closely with services, existing projects and programmes to ensure that the principles of agile, Smart Working are being adopted across the Council. This is being achieved through providing the necessary engagement, training and support people need to fully utilise the collaborative tools available via cloud-based working.

### **3.9 SMART WORKING**

Smart Working has been defined as, *“an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees”*.

3.10 Its introduction into the public sector has been led by central government, which has sought to embed Smart Working principles across all departments. Smart Working takes a comprehensive and strategic approach to modernising working practices. A Cabinet Office commissioned PAS (Publicly Available Specification) sets out the core elements of Smart Working principles in a code of practice which covers the domains shown below (Fig.1).

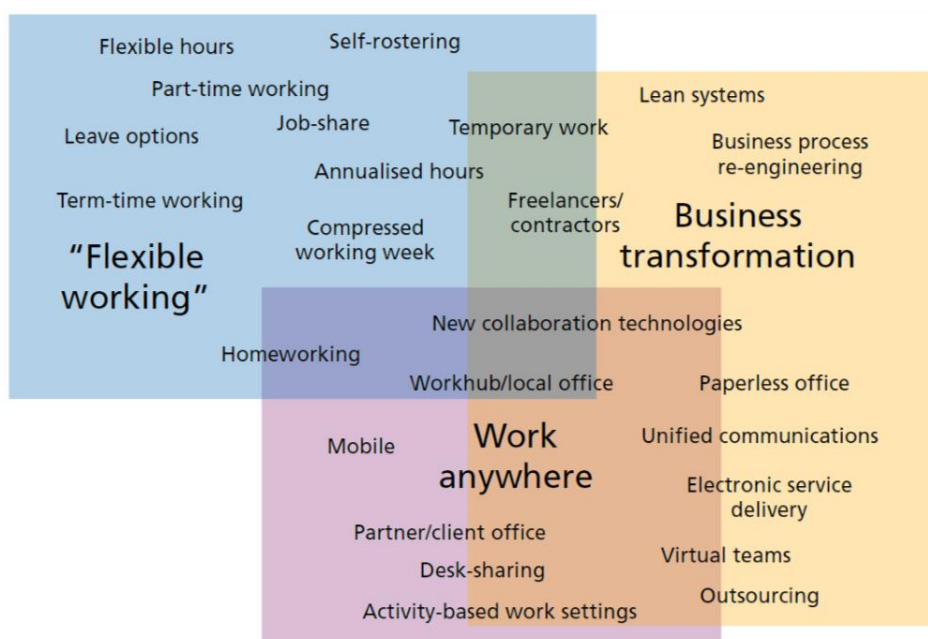


Figure 1

3.11 It is imperative the Council achieves further, sustained organisational resilience and flexibility which is dependent upon the continued introduction of supporting technologies and ways of working.

3.12 The projects profiled for inclusion in the Smart Working+ programme support the Council's business continuity plans, and the adoption of remote working which enables the Council to maintain the ability to deliver frontline and back-office support services in the event of a crisis.

### 3.13 Terminology

Throughout this document the following terminology is used.

- 'Smart Working' refers to the over-arching approach
- 'Smart Working Phase 1' was the Council's programme to introduce Smart Working principles, including remote working, issuing laptops to all staff.
- 'Smart Working+' – provides continuity from Phase 1 and is the second phase of the Council's programme to embed Smart Working principles and practices.

## 4. REASONS AND OPTIONS

4.1 A Smart Working approach has been recognised as one of the significant enabling actions to address the need to 'do more with less.' It means taking a strategic approach to flexible workplaces and working – embedding flexibility as the norm. A decision is needed to continue the programme to enable the following ongoing work.

### 4.2 Digital Council

Smart Working+ relates directly to the Digital Council strand of Havering's Digital Transformation Programme. Smart Working requires organisation-wide communications and engagement, as well as decisive leadership and commitment to address the Council's critical IT infrastructure and the rationalisation of Council assets. For example, The S4,

(Scan it, Scrap it, Store it, Stop it) project aims to make the Council paperless/paper-light, by supporting digitisation of processes and workflows.

#### **4.3 Asset Rationalisation**

It directly facilitates the work to rationalise Council assets by applying the Smart Working principles for space rationalisation and the creation of Smart Working environments – i.e. ensuring spaces are configured in a way that breaks down silos whilst maintaining a degree of ‘team cohesion’; there is provision for confidential work, resource areas, flexible spaces etc as well as continued focus on remote and mobile working, wherever possible. The project teams supporting asset rationalisation and Smart Working+ are working closely together to engage managers and teams, identify their space requirements, challenge assumptions about traditional use of workplaces and ensuring that new working environments are fit for future purpose. Engagement will facilitate discussions with teams about the potential impact of remote working on professional practice, in areas such as social work. Evidence and benchmarking from other councils and organisations is being used to inform and evaluate thinking and planning for an ambitious future operating model.

#### **4.4 IT infrastructure**

Smart Working+ supports and facilitates changes to critical infrastructure problems, such as separation of the Council’s Microsoft 365 Joint Tenancy with Newham and OneSource; the need for a move to O365; and an organisation-wide Exchange and SharePoint online migration to ‘the cloud’ by:

- Supporting the Enterprise Architecture and Information Governance Boards to introduce coherent and managed approaches to the Council’s information architecture through the rollout of MS Teams/SharePoint/OneDrive
- Adding to solutions to knowledge gaps, providing training in how to use the tools, advice, guidance and operating a ‘train the trainers’ model

#### **4.5 Together with Communities**

Working across the Council, Smart Working+ is enabling the creation of foundations which enable the workforce to collaborate with partners, local community organisations, and with residents. It supports the Together with Communities programme to realise new ways of working via digital collaboration tools, including using O365 tools. For example, the O365 project has been piloting training with Havering CAB in MS Teams, SharePoint and OneDrive to help CAB staff to work more closely with Council staff and residents.

#### **4.6 Resilience**

The Smart Working+ programme will further support the Council’s Covid19 Emergency Response, as well as its resilience in a post-Covid19 world where a ‘new normal’ will mean the office environment will look different. It provides sustainable remote working solutions, to help to mitigate the impacts of potential further lockdown or elevated tier restrictions, in line with the Council’s overall planning and response.

#### **4.7 Other options considered:**

##### *4.7.1 Do nothing – Not recommended*

The existing legacy IT systems are not sustainable in a modern Local Government context. The Council needs to embrace opportunities to collaborate and significantly improve user experience, which is intuitive, easy to use and supports increased

productivity and engagement with the use of Digital. To realise the full benefits of Smart Working Phase 1, the rollout of Office 365 needs to be completed. A 'do nothing' option has been rejected as it would not address the need to have business systems that are 'fit for purpose', agile and flexible to meet the developing needs of a modern, efficient Council.

#### 4.7.2 Delivering the Programme using in-house resources exclusively – Not recommended

Havering does not currently have the necessary subject matter expertise, knowledge or available resource needed to deliver the Smart Working programme in-house.

Needs include:

- Expert knowledge of MS Office 365, MS Teams (expertise)
- Paper reduction (capacity)
- Asset rationalisation (capacity/experience of introducing flexible working spaces)
- Behaviour change, supporting and ensuring the adoption of Smart Working practices (capacity/expertise).

#### 4.7.3 Delivering the programme using a mix of external expertise and in-house resources.

The council has ambitious plans to deliver post-Covid recovery, transformation and a new target operating model. It wants to realise a significant refresh of Borough strategy and introduce and embed a significant change to the way the council delivery its services to residents. It must also simultaneously deliver on an ambitious portfolio of corporate projects that will transform the organisation. Given the existing pressures on workload, additional resources can help deliver Smart Working at pace.

4.7.3.1 From experience elsewhere, we know that sustainability depends on ensuring comprehensive 'knowledge transfer' to support future in-house ownership of digital change. To help to ensure effective transition, the work within the programme is aligned with other key work streams within the wider Transformation Programme and, as part of that alignment, it will understand outputs from diagnostics undertaken to date and the scheduled training needs analysis for digital, data, planning and management skills to support delivery of a 'waterfall' training model to ensure that knowledge and expertise is 'grown' and supported internally.

4.7.3.2 Smart Working+ is working closely with colleagues in services/teams, OneSource and external sources of expertise to ensure that the leadership in Havering are using the current best evidence to plan and make decisions in relation to new ways of working and delivering services.

## 5. IMPLICATIONS AND RISKS

### 5.1 Financial implications and risks:

The Smart Working+ implementation costs and funding are as follows:

	Office 365		
	Year 1 (2020-2021)	Year 2 (2021-2022)	Total (2-year cost)
<b>Software</b>		£124,412.00	£124,412.00
<b>Systems</b>	£139,500.00	£255,000.00	£394,500.00
<b>Consultancy</b>	£92,150.00	£190,600.00	£282,750.00
<b>Training</b>	£100,000.00	£90,000.00	£190,000.00

<b>Project Resourcing - Programme Manager, Senior Project Manager, Business Analyst, Business Analyst / Project Manager, PMO, and Communications Specialist</b>	£294,909.79	£432,612.72	£727,522.51
<b>Sub Total</b>	<b>£626,559.79</b>	<b>£1,092,624.72</b>	<b>£1,719,184.51</b>
<b>S4</b>			
	<b>Year 1 (2020-2021)</b>	<b>Year 2 (2021-2022)</b>	<b>Total (2-year cost)</b>
<b>Hardware</b>	£4,500.00	£10,500.00	£15,000.00
<b>Systems</b>	£36,750.00	£85,750.00	£122,500.00
<b>Consultancy</b>	£15,750.00	£36,750.00	£52,500.00
<b>Software</b>	£30,000.00	£30,000.00	£ 60,000.00
<b>Project Resourcing - Programme Manager, Senior Project Manager, Business Analyst, Business Analyst/Project Manager, PMO, and Communications Specialist</b>	£207,346.68	£284,631.75	£491,978.43
<b>Sub Total</b>	<b>£294,346.68</b>	<b>£447,631.75</b>	<b>£741,978.43</b>
<b>People, Culture and Change</b>			
	<b>Year 1 (2020-2021)</b>	<b>Year 2 (2021-2022)</b>	<b>Total (2-year cost)</b>
<b>Project Resourcing - Programme Manager, Senior Project Manager, PMO, TNA, and Communications Specialist</b>	<b>£142,203.63</b>	<b>£180,957.54</b>	<b>£323,161.17</b>
<b>COVID Costs</b>	<b>£ 107,346.00</b>		
		<b>Total Cost</b>	<b>£2,891,670.11</b>
2,784,324.11			

<b>Funding</b>	<b>Year 1 (2020-2021)</b>	<b>Year 2 (2021-2022)</b>	<b>Total (2-year cost)</b>
<b>Existing ICT budget (from SW Phase1)</b>	£434,500		£434,500
<b>Approved Contingency Reserves</b>	£575,000		£575,000
<b>Approved Adults IT Budget Transfer</b>	£217,000		£217,000
<b>Additional £1,665,500 funding from Capital receipts (subject to Cabinet approval)</b>		£1,665,500	£1,665,500
<b>Total</b>	<b>£1,226,500</b>	<b>£1,665,500</b>	<b>£2,892,000</b>

<b>TOTAL Cost and Saving Projections (Ongoing)</b>							
<b>Total Ongoing Costs</b>	<b>Year 1*</b>	<b>Year 2*</b>	<b>Year 3*</b>	<b>Year 4*</b>	<b>Year 5*</b>	<b>Year 6*</b>	<b>Total 6-year savings</b>
– 50% reduction in printing	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,200,000
– 30% reduction in annual mobile purchases	£34,200	£34,200	£34,200	£34,200	£34,200	£34,200	£205,200
– 30% reduction in mobile phone line rental and data usage in years 1 & 2. Moving to 50% in years 3 – 5.	£68,400	£68,400	£114,000	£114,000	£114,000	£114,000	£592,800
– 30% reduction in external calls made from Council staff.	£57,000	£57,000	£57,000	£57,000	£57,000	£57,000	£57,000
<b>Total ongoing savings:</b>	<b>£359,600</b>	<b>£359,600</b>	<b>£405,200</b>	<b>£405,200</b>	<b>£405,200</b>	<b>£405,200</b>	<b>£2,340,000</b>
<b>*Total Ongoing Savings – These figures are not accumulative they are in-year savings</b>							
<b>Total Net Benefit</b>	<b>-£811,400</b>	<b>- £2,172,800</b>	<b>£1,767,600</b>	<b>£1,362,400</b>	<b>- £957,200</b>	<b>- £552,000</b>	

## 5.2 Legal implications and risks:

The report highlights a request for funding allocation and is a matter for Cabinet and Full Council.

The recommendations in this report have no significant legal implications or risks . Officers will note the requirement to follow appropriate procurement routes as detailed within the Councils' Constitution, Contract Procedure Rules and Public Contracts Regulations (as amended) including arranging all relevant governance as required

### **5.3 Human Resources implications and risks:**

5.3.1 There are significant implications for a large proportion of the Councils workforce as a result of the Smart Working Plus programme proposals.

5.3.2 The workforce has responded positively to the impact of the Covid-19 pandemic and we are indebted to our staff for rising to the challenge of working from home during this period.

5.3.3 The Smart Working programme and the delivery of IT tools and devices enabled a large proportion of our staff to quickly move to home working, ensuring we continue to provide services to our residents. This has been supported by the publication of the Smart Working Handbook and a wide range of Covid-19 specific HR policies, guidance and training dealing with managing and working in the context of remote working together with a considerable focus on health & wellbeing. Corporate messaging has also been communicated about the continuing need for the majority of staff to work at home at least until the end of March 2021.

5.3.4 The vast majority of our staff have adapted to the change and many are working more flexibly than they did when they attended the workplace i.e. culture change is already taking place. However, whilst our normally “office based staff” are working effectively from home, they are also forming new habits, patterns of work and different ways of managing, they are doing so without a formal policy setting out how they should be doing this.

5.3.5 Whilst the enforced move out of the office has meant people are working from home, the evidence from staff surveys shows that some people are beginning to find the situation difficult. It is also clear that there are many employees who are looking forward to getting back to the office, and their desks. Managers are expressing concern over their ability to maintain team cohesion and to address the isolation several people are feeling.

5.3.6 The leadership has already committed to a move to a more agile, resilient organisation; however, Smart Working requires a significant culture change that must be visibly supported and led. Failing to make a shift in how people work will impact on the scale of the benefits provided by agile working.

5.3.7 We therefore need to build upon the work above and continue to focus on trust, flexibility and output-based management to address the longer-term vision and maximise the many positive implications in moving to a new operating model.

5.3.8 Improved recruitment and employee retention as a result of flexible working patterns and conditions and a better work/life balance are expected based on evidence from a range of sources including staff surveys and feedback. Other positive implications in moving to a new operating model include the potential to:

- Reduce sickness levels
- Improve morale
- Increase productivity

5.3.9 However, it is also recognised that the significant culture change required has several implications for the workforce. A move to permanent/full time remote/home working for a large proportion of the workforce carries with it a significant degree of risk, not least because it will require a contractual change for each employee as work location

is an explicit term in employment contracts. Therefore, the Council would need to formally consult recognised trade unions and staff about changing this contractual condition.

5.3.10 There will also be implications for managers who would be expected to manage a remote workforce which is a very different proposition to the current ways of working and will require support and training to transition to managing by outputs and outcomes.

5.3.11 There are also many other HR policies and procedures (e.g. health, safety and wellbeing of the workforce, flexible working, how we on-board/off-board staff, provision of training and equipment etc.) which will need to be revised to ensure that they align with and support the new operating model and the necessary consultation needs to be held with recognised trade unions.

5.3.12 All of the above is part of the Smart Working Plus Programme and a specific resource is currently being recruited to take forward this piece of work at pace.

5.3.13 The digital skills needed to work in the 'new world' need time to be introduced and embedded – 'a time lag' will be inevitable which may disrupt delivery of some services. Careful planning with managers/services and early engagement will help mitigate significant impact.

5.3.14 Without effective engagement and consultation with services about how Smart Working principles work alongside people's professional practice e.g. social work, there is a risk of alienation, professionals leaving the organisation and the failure of the organisation to adopt agile principles.

## **5.4 Equalities implications and risks:**

5.4.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

5.4.2 Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

5.4.3 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

5.4.4 An EqHIA (Equality and Health Impact Assessment) has been carried out when a proposed or planned activity is likely to affect staff, service users, or other residents. The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

5.4.5 The Smart Working Plus programme and in particular the promotion of an agile working culture, will offer staff the opportunity to work flexibly, both in terms of location and working times, addressing potential barriers to work for some individuals.

5.4.6 The programme, supported by the broader digital agenda, will also offer residents greater flexibility in how and when they choose to access council services.

## **5.5 Health and Wellbeing implications and risks**

5.5.1 Smart Working brings with health and wellbeing implications for staff, the evidence is on balance, that the benefits outweigh potential dis-benefits. A workforce wellbeing programme includes all the elements from our four pillars of Wellbeing; Psychological, Physical, Financial and Social. Throughout the pandemic this programme has been enhanced in relation to remote working, where colleagues are now required to carry out their work, predominately in their own homes. A key emphasis has been accessibility and the development of initiatives that enable staff to take responsibility for their own wellbeing.

5.5.2 There are some elements of remote working (working from home or a hub) that may have a detrimental effect to someone's wellbeing, these are around mental health, isolation, loneliness and lack of social connection with their team and the organisation.

5.5.3 Support for colleagues is paramount when it comes to their wellbeing and development of this programme will need support from senior management to ensure the right support is in place at the right time.

5.5.4 In 2021 we will be rolling out a mental health APP – Thrive and developing our offering for managers to enable them to support their teams by rolling out a mental health and wellbeing briefing for people managers. This includes a focus on having wellbeing conversations to support our holistic approach to wellbeing.

5.5.5 We will launching our wellbeing calendar 2021, as we have over the last two years and delivering the recognition awards in March 2021.

## Appendix 1

# Equality & Health Impact Assessment (EqHIA)

### Document control

<b>Title of activity:</b>	Smart Working+
<b>Lead officer:</b>	Susie Faulkner, Assistant Director Transformation, Transformation, Chief Operating Directorate
<b>Approved by:</b>	Darren Rose, Programme Manager, Transformation, Chief Operating Directorate
<b>Date completed:</b>	23/12/2020
<b>Scheduled date for review:</b>	23/12/2021

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes
<b>Did you seek advice from the Public Health team?</b>	No
<b>Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?</b>	No

# 1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact [EgHIA@havering.gov.uk](mailto:EgHIA@havering.gov.uk) for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

## About your activity

1	Title of activity	Smart Working+
2	Type of activity	Programme, new or change in service, initiative
3	Scope of activity	<p><b>Information architecture</b> Paper digitisation and Office 365 rely upon a coherent and strategic approach to the information architecture. The purpose of this project is to 'clean up' the file structures, improve search capabilities and ensure data access is correctly managed and secured to get ready for MS Teams and SharePoint.</p> <p>This includes ensuring the new foundations for Havering's information architecture meets business needs and working practices. This means:</p> <ul style="list-style-type: none"> <li>• Working closely with the leadership team and managers to develop an infrastructure which supports the direction of travel towards increased agility</li> <li>• Resolving current licencing issues, leading to clarity on allocation and costs to Havering</li> <li>• Putting in place a transparent and fit-for-purpose solutions for activities, including standing up MS Teams sites and security policies.</li> </ul> <p><b>S4: Scan it, Scrap it, Store it, Stop it</b> S4 is a paper reduction project aimed at making the Council paper light/paperless. It involves undertaking paper audits to identify the location and types of paper records and information the Council has and, taking account of retention and GDPR issues, finding appropriate solutions for digitisation. The project also identifies existing areas of good practice, sharing examples and supporting colleagues to move to paperless/paper-light working.</p>

		<p>The team are currently working on rationalising the number of MFDs (printers/scanners) and planning the procurement process for their replacement in 2021, as the Council is now out of contract with the current supplier.</p> <p><b>Telephony</b> The Council's existing telephony provision requires updating. This project will look at the use of council telephones, mobile phones, Skype/MS Teams for calls internally and externally, consider options for the most appropriate, cost-effective telephony options for Havering and make recommendations to the Council.</p> <p><b>People, culture and change</b> The engagement event <i>Be the Change, See the Change</i>, took place in February 2020 and revealed the need to engage managers and staff across each directorate in order to tailor Smart Working to the way they normally work.</p> <p>A Council-wide need for Smart Working due to the Coronavirus pandemic removed many cultural barriers preventing the workforce from wholeheartedly adopting Smart Working practices in March 2020.</p> <p>The entire workforce adapted to working from home, supported by Smart Working, HR, ICT and Public Health teams through online training, continued technology rollout and the launch of a Smart Working Together Handbook in April 2020.</p> <p>Smart Working+ must help Havering's workforce make the transition from 'working from home' to 'remote working', in line with the Council's Recovery and Asset Rationalisation strategies. The focus of cultural change for Smart Working is:</p> <ul style="list-style-type: none"> <li>• Awareness of Smart Working+ programmes, goals, objectives, and support and resources available</li> <li>• Salience – Digital literacy and reduced ICT troubleshooting requests</li> <li>• Improved and better-informed attitudes/beliefs towards Smart Working+ practices</li> <li>• Self-efficacy – staff are empowered as a digitally-literate, flexible and agile workforce in their everyday work; proven increased productivity</li> </ul>
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	<ul style="list-style-type: none"> <li>• Social norms – staff start to see the importance of home working for the future of work; increased two-way conversations with staff around Smart Working+</li> <li>• Behavioural intention – willingness and intention to do things differently, adoption of Smart Working+ practices and new software and digital tools</li> <li>• Behaviour change – Entire workforce is digitally-literate, with the correct tools to support safe working on Council premises and effective home working.</li> </ul> <p>There is a joint planning and delivery with the People, Organisation and Transformation programme (POT) team which aims to:</p> <ul style="list-style-type: none"> <li>• Develop a flexible, agile and high performing culture that is open, inclusive and supportive</li> <li>• Use previous activity (staff surveys), to shape an understanding of the status quo, agree how we follow the direction of travel towards being flexible, agile and high performing</li> <li>• Deliver a programme of events, activities, communication and engagement that will help move the organisation at pace, in the desired direction and embed the values and behaviours we expect to see</li> <li>• Help the organisation understand and communicate the 'common goal' and what it will take to get there.</li> <li>• Collate and share stories of success and what 'good' looks like.</li> </ul> <p>This work will help the Council understand what happened during the pandemic and why the response worked so well, implement the lessons learned. It will also ensure there is a coherent link to the outcomes from the Leadership Diagnostic findings and the recommendations – specifically, the critical success factors (CSFs).</p> <p>Develop an 'Agile/Smart Working' toolkit in stages, informed by consultation and engagement with SLT and staff to cover policies and procedures, using tools (training and guidance), templates and resources.</p>
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4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:	N/A		

Completed by:	Darren Rose, Smart Working Programme Manager, AM Management Costs, OneSource
Date:	23/12/2020

## 2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:
<p>Smart Working is a core element, and key, to delivering on the aspiration to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.</p> <p>Smart Working+ is proposed as a crosscutting enabling programme, and Phase 2 of the Smart Working programme established in 2019. Phase 1 introduced some of the core elements of the foundations for a 'digital first', agile organisation, and was critical to the Council's response to Covid-19 and the Spring 2020 lockdown.</p> <p>Smart Working+ facilitates a joined-up approach to the planned separation of the Council's Microsoft 365 Joint Tenancy with Newham and OneSource; the move to O365; and an organisation-wide Exchange and SharePoint online migration to 'the</p>

cloud'. These IT-based activities need to be strategically planned and coordinated to minimise the disruption to services.

The programme is directly addressing long-standing issues, such as the management of licences, the cost of related services, including telephony, paper costs – and ensuring that senior management are aware of potential efficiencies and how they might be achieved. Its planned outputs – such as digitisation of paper – fully support the Digital portfolio with a focus on providing essential services to residents.

A Smart Working approach has been recognised as one of the significant mitigating actions to address the need to 'do more with less.' It means taking a strategic approach to flexible workplaces and working – embedding flexibility as the norm.

To become a modern, flexible organisation, Havering must become a fully digitally enabled organisation. However, introducing the technology does not, on its own, mean that the Council will realise all the potential benefits. Shifting to an outputs-based management approach requires a significant cultural change aligned to the ambition to be an organisation able to reduce demand and meet the needs of residents.

*\*Expand box as required*

### Who will be affected by the activity?

Staff will undertake a culture shift from working in the office full-time to working in the office part-time incorporating remote working principles. Ways of working for staff and the delivery of council services will embark on a radical change utilising automated processes and digital solutions.

Working across the Council, Smart Working+ is ensuring that the foundations are in place to allow the workforce to collaborate with partners, local community organisations, and with residents.

*\*Expand box as required*

### Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓)  
the relevant box:

**Positive**

#### Overall impact:

- No direct adverse impact on protected characteristic of age

**Neutral**

✓

*Older workers may be less likely to undertake training to use tools*

**Negative**

*\*Expand box as required*

<b>Evidence:</b>  Anecdotal evidence from staff comments and understanding the demographics of the organisation. However, this will be mitigated by a number of factors (change networks, focus groups etc.)	<i>*Expand box as required</i>
<b>Sources used:</b>  LB Havering Demographics data from staff surveys and staff engagement.	<i>*Expand box as required</i>

<b>Protected Characteristic - Disability:</b> Consider the full range of disabilities; including physical mental, sensory and progressive conditions								
Please tick (✓) the relevant box:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;"><b>Positive</b></td> <td style="width: 30px; text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"><b>Neutral</b></td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"><b>Negative</b></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>Positive</b>	<input type="checkbox"/>	<b>Neutral</b>	<input checked="" type="checkbox"/>	<b>Negative</b>	<input type="checkbox"/>	<b>Overall impact:</b> <ul style="list-style-type: none"> <li>Positive: people with disabilities to choose where they work, may ease their condition</li> <li>Reduction in staff travel to the office and costs as a result of agile working.</li> </ul> <p>Negative: Mental Health Conditions – staff may be struggling with mental health from the impact of working from home, HR have created policies and provided advice and training to accommodate working styles.</p>
<b>Positive</b>	<input type="checkbox"/>							
<b>Neutral</b>	<input checked="" type="checkbox"/>							
<b>Negative</b>	<input type="checkbox"/>							
<i>*Expand box as required</i>								
<b>Evidence:</b>  <i>HR Policy – advice and guidance</i> There are tools on MS Teams e.g. Live Caption (text to talk) – which enables those with hearing/visual impairments to engage with virtual calls more effectively.								
<i>*Expand box as required</i>								
<b>Sources used:</b>  Mental Health & Wellbeing plans								
<i>*Expand box as required</i>								

<b>Protected Characteristic - Sex/gender:</b> Consider both men and women	
Please tick (✓) the relevant box:	<b>Overall impact:</b>

<b>Positive</b>		<ul style="list-style-type: none"> <li>No direct impact on protected characteristic of sex/gender</li> </ul>
<b>Neutral</b>	✓	
<b>Negative</b>		
<p><b>Evidence:</b> Smart Working principles are equally applicable to all sexes and genders.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>		
<p><b>Sources used:</b></p> <p><a href="https://onesourceict.sharepoint.com/:b:/s/SmartWorkingPlus2/ESh3-BTKlw9FtzBYWFOA3b0Bbi_Sv8nB1mEYkNNr5BM6Xg?e=bf5VaE">https://onesourceict.sharepoint.com/:b:/s/SmartWorkingPlus2/ESh3-BTKlw9FtzBYWFOA3b0Bbi_Sv8nB1mEYkNNr5BM6Xg?e=bf5VaE</a></p> <p style="text-align: right;"><i>*Expand box as required</i></p>		

<b>Protected Characteristic - Ethnicity/race:</b> Consider the impact on different ethnic groups and nationalities		
Please tick (✓) the relevant box:		<p><b>Overall impact:</b></p> <ul style="list-style-type: none"> <li>No direct impact on different ethnic groups and nationalities</li> </ul> <p style="text-align: right;"><i>*Expand box as required</i></p>
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
<p><b>Evidence:</b></p> <p style="text-align: right;"><i>*Expand box as required</i></p>		
<p><b>Sources used:</b></p> <p style="text-align: right;"><i>*Expand box as required</i></p>		

<b>Protected Characteristic - Religion/faith:</b> Consider people from different religions or beliefs including those with no religion or belief		
Please tick (✓) the relevant box:		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>No direct impact on protected characteristic of religion, faith and belief.</li> </ul> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive		
Neutral	✓	
Negative		
<b>Evidence:</b> <p style="text-align: right;"><i>*Expand box as required</i></p>		
<b>Sources used:</b> <p style="text-align: right;"><i>*Expand box as required</i></p>		

<b>Protected Characteristic - Sexual orientation:</b> Consider people who are heterosexual, lesbian, gay or bisexual		
Please tick (✓) the relevant box:		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>No direct impact on protected characteristic of sexual orientation</li> </ul> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive		
Neutral	✓	
Negative		
<b>Evidence:</b> <p style="text-align: right;"><i>*Expand box as required</i></p>		
<b>Sources used:</b> <p style="text-align: right;"><i>*Expand box as required</i></p>		

<b>Protected Characteristic - Gender reassignment:</b> Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>No direct impact on protected characteristic of gender reassignment</li> </ul>
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
<i>*Expand box as required</i>		
<b>Evidence:</b>		
<i>*Expand box as required</i>		
<b>Sources used:</b>		
<i>*Expand box as required</i>		

<b>Protected Characteristic - Marriage/civil partnership:</b> Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>No direct impact on protected characteristic on Marriage/ civil partnership status</li> </ul>
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
		<i>*Expand box as required</i>
<b>Evidence:</b>		
<i>*Expand box as required</i>		

<b>Sources used:</b>	<i>*Expand box as required</i>
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<b>Protected Characteristic - Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave
--

Please tick (✓) the relevant box:		<b>Overall impact:</b>
<b>Positive</b>	✓	<ul style="list-style-type: none"> <li>Reduction in agency costs covering vacancies/long term sickness absence. Metrics will be tracked and monitored to ensure this reduction is realised</li> </ul> <p>Negative: no expectation of staff on maternity to work, Keeping In Touch arrangements will need to be clear for the expectations for people that are on leave – obligation on employer to ensure person on maternity/adoption are kept in touch with what is happening at work so when they return they can easily adapt to a flexible working environment.</p>
<b>Neutral</b>		
<b>Negative</b>		
		<i>*Expand box as required</i>

<b>Evidence:</b>
<p>MS Teams is the platform that enable staff to work flexibly or from home and continue to maintain contact with manager and colleagues albeit in a virtual environment when appropriate.</p>
<i>*Expand box as required</i>

<b>Sources used:</b>	<i>*Expand box as required</i>
----------------------	--------------------------------

<b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds
--

Please tick (✓) the relevant box:		<b>Overall impact:</b>
<b>Positive</b>	✓	<ul style="list-style-type: none"> <li>Increased success in staff recruitment and retention, particularly of key workers (where working environment can be a differentiating factor)</li> </ul> <p>Negative: Non-essential IT kit may not be affordable e.g. desk, foot rest</p>
<b>Neutral</b>		
<b>Negative</b>		




<b>Negative</b>		etc.	
<b>Evidence:</b> no empirical evidence, however, anecdotal evidence has been considered			
<b>Sources used:</b>			

<p><b>Health &amp; Wellbeing Impact:</b> Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.</p>	
<p>Please tick (✓) all the relevant boxes that apply:</p>	<p><b>Overall impact:</b></p> <ul style="list-style-type: none"> <li>Positive: Reduction in staff sickness absence and improved wellbeing with work-life balance</li> <li>Negative: Staff may not want to work from home, staff could have mental health problems</li> </ul> <p style="text-align: right;"><i>*Expand box as required</i></p>
<p><b>Positive</b></p>	
<p><b>Neutral</b></p>	<p>✓</p>
<p><b>Negative</b></p>	<p><b>Do you consider that a more in-depth HIA is required as a result of this brief assessment?</b> Please tick (✓) the relevant box</p> <p style="text-align: right;"> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input checked="" type="checkbox"/> </p>
<p><b>Evidence:</b></p> <p>HR Policy – advice and guidance</p> <p>(evidence-based from other Councils)</p> <p>Staff survey, work life balance</p> <p><i>*Expand box as required</i></p>	
<p><b>Sources used:</b></p> <p>Mental Health &amp; Wellbeing plans</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

### 3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>		<b>Proceed with implementation</b> of your activity
✓	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>		<b>COMPLETE SECTION 4:</b> <b>Complete action plan</b> and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level		<b>Stop and remove</b> the activity or <b>revise</b> the activity <b>thoroughly</b> . <b>Complete an EqHIA on the revised proposal.</b>

## 4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optmise positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Mental Health & Wellbeing	Negative	All council policies be updated to consider the smart working - agile approach	There will be a series of updated appropriate policies with support people can get and strategies for addressing any negative impact	Smart Working+ policies – Apr 21'	Mark Butler
Socio-economic	Negative	Council to agree minimum issued kit to all staff and to consider an appropriate budget for peripherals	Staff survey and feedback to check that staff have the appropriate kit and can work safely remote	Mar 21'	Darren Rose

**Add further rows as necessary**

\* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

\*\* Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

## 5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

**Review:**

Should be reviewed on an annual basis

**Scheduled date of review:** Dec 21'

**Lead Officer conducting the review:** Eloh Agbahowe

*\*Expand box as required*

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## CABINET

### Subject Heading:

### Digital Portfolio Business Case

### Cabinet Member:

Councillor Damian White, Leader.

### SLT Lead:

Jane West, Chief Operating Officer.

### Report Author and contact details:

Maxine Brown, Digital Portfolio Director,  
+441708 431219,  
maxine.brown@havering.gov.uk

### Policy context:

The Digital Portfolio will support the strategic overview, consolidation and delivery of the Council's digital and efficiency aspirations as set out within the "Connections" objective of the Havering Vision and Corporate Plan.

### Financial summary:

***Multi-year commitment in principle of additional capital to £30m with a Year 1 fixed commitment of £6.3m above existing IT capital budget allocation.***

### Is this a Key Decision?

***Yes, (a) Expenditure or saving (including anticipated income) of £500,000 or more***

### When should this matter be reviewed?

***January 2021***

### Reviewing OSC:

***Overview and Scrutiny Board***

### The subject matter of this report deals with the following Council Objectives

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

[]  
[]  
[]  
[X]

## SUMMARY

The London Borough of Havering is ambitious about its future and has a moment-in-time opportunity to become a borough empowered by digital, technology and data.

The Digital Portfolio Business Case, attached at **Appendix A**, brings together all current and future technology and digital transformation projects into a single pane of view, clearly setting out how advances in the application of digital, data and smart technologies will help to shape the digital future of our borough.

Residents, businesses, workers, and visitors in the London Borough of Havering rightly expect their interactions with the Council and their experience in and around our borough to be as straightforward, connected, and convenient as the very best of their experiences elsewhere. Council employees have a similar expectation of the tools they use to do their jobs and at an organisational level, there are political and financial imperatives to operate as efficiently as possible.

The impact of the Covid-19 pandemic has brought with it new opportunities and challenges. These include significant changes to how we work as an organisation, and how our residents, business and potential partners need to engage with us using technology. As a local authority with mandatory responsibilities to our residents, functioning during this period of immense uncertainty coupled with an explosive demand for digital technologies, service design and provision required a significant pivot in the way the Council is managed. The business case describes significant opportunity for the Council to build on and consolidate the initial rapid response to these responsibilities and expectations by:

1. Outlining a wider vision/opportunity for the role of digital in order to improve services to (and the experience of) the people that live and work here, as well as businesses and visitors.
2. Bringing together all the previous projects/investments and new requirements for using technology, to help us realise our ambitions for the borough in a consistent, strategic way.
3. Demonstrating how these investments are aligned to - and will enable - the Council's wider ambitions for change, including the Mid Term Financial Strategy (MTFS), Transformation and improvement objectives.

This report presents the Digital Portfolio business case and seeks an immediate commitment to fund the Phase 1/ Year 1 activities as set out, at an additional value of £6.3m above the existing IT capital budget allocation. The requested funding will ensure appropriate resourcing for project definition and appropriate scrutiny of all future portfolio proposals.

It will also enable further discovery and feasibility work to be undertaken, to complete more detailed business cases for each programme proposed within the Digital Portfolio. There are associated business cases, with defined budgets, which will seek separate approval.

Funding will ensure the critical and core network and data centre for the organisation is brought up to specification and will enable the organisation to operate on a stable and secure IT infrastructure.

## **RECOMMENDATIONS**

It is recommended that Cabinet:

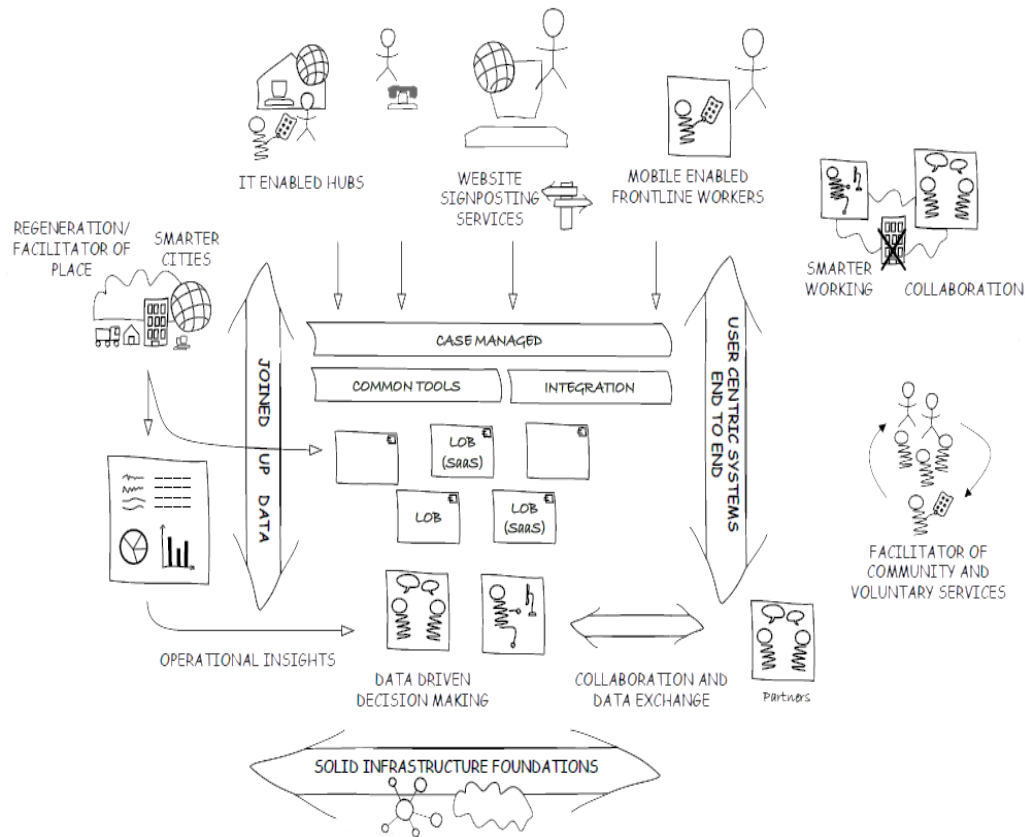
1. **approve** the release of additional capital funding of £6.3 in Year 1, as part the 2021/22 Budget Medium Term Financial Strategy, to resolve urgent technical needs and begin to prioritise and deliver further enabling projects for the support of ongoing transformational and enabling Digital programmes of work; and
2. **approve** the direction of travel set out in the Digital Portfolio Business Case, attached at Appendix A, to allow the development of an extensive infrastructure renewal programme and the development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough, realising positive step change for corporate functions, as well as residents and businesses in the community. direction of travel as set out in this Digital Portfolio Business Case, to allow the development of an extensive infrastructure renewal programme and the further development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough of Havering, realising a significant and positive step change for corporate functions, as well as residents and businesses in the community.

## **REPORT DETAIL**

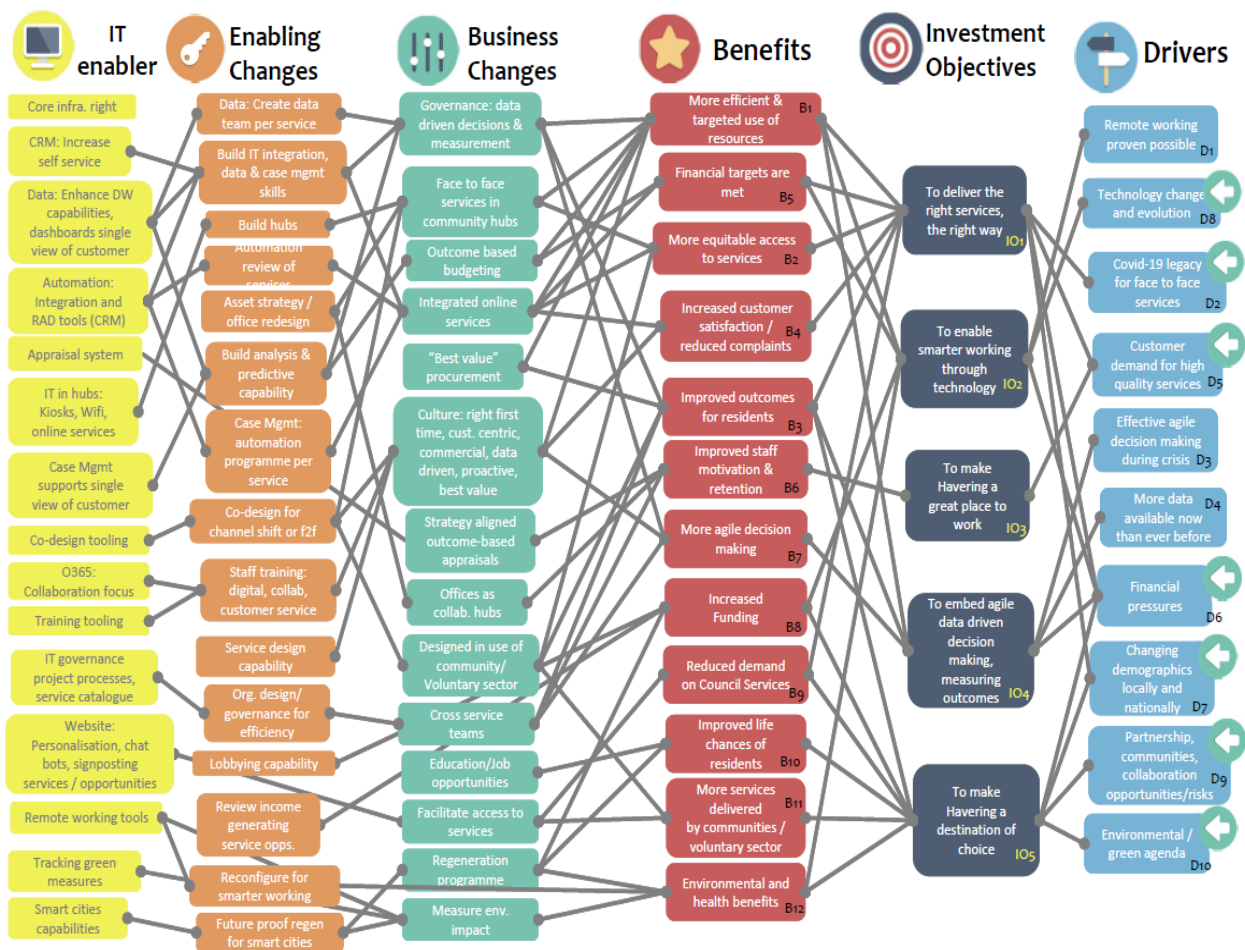
1. Through engagement with colleagues throughout the organisation and with the Council's residents, business and voluntary sector partners over the past 18 months, officers have developed a Target Operating Model and proposed Target Technical Architecture, which is people and value centric. An effective and sustainable approach to technology and digital architecture which supports this approach, provides a clear pathway to the realisation of major benefits. Resident data can be joined up, organisational silos will be reduced and the plans that services have to deliver benefits and outcomes such as financial savings and improved customer experiences, will be enabled by the technology which underpins the Council's vision.

2. The business case aligns to this “Target Architecture” and ensures that the capabilities required for the Council to deliver on its ambitions are identified and are delivered through the investment requested.
3. A conceptual target architecture (shown below) is a high level view of where the organisation is heading and what IT is needed to get there.
4. This architecture is intended to deliver across a number of broad themes to ensure initiatives have scalable and measurable benefits for the London Borough of Havering:
  - Customer, Case Management, Automation
  - Website
  - Data
  - Collaboration
  - Infrastructure
  - Networking
  - Iteration and innovation
5. Details on these themes are included in Background papers *Enterprise Architecture Roadmap*
6. The key requirements for these 7 architectural themes have been considered as part of the commitment sought for the long term Digital

**Portfolio.**



7. This diagram highlights key drivers and investment objectives necessary to deliver transformative changes for the London Borough Havering. These changes in turn can be underpinned by IT enablers. By building the target architecture, alongside the strategic direction of the Council, officers were able to define what the Application and Technology estate currently looks like.
8. Over the course of the past 18 months, working across the organisation officers have mapped high level benefits/outcomes to be achieved. This has enabled the creation of a Council-wide benefits dependency network (BDN) for the Council.
9. The following diagram identifies business changes required where there are no current projects and or capabilities in the Council. The proposed programmes and investment that form this Digital Portfolio address these gaps, with direct connection to the benefits that the organisation is trying to achieve.



10. Currently none of the benefits have been baselined and will require validation if they are to be tracked, monitored and reported on effectively. Benefit profiles will be developed as part of the individual project/programme business cases.

11. The Digital Portfolio's objectives are to:

- Stabilise and rationalise Havering's current technology ecosystem
- Create the various enabling digital and data capabilities (people, skills, technology, data, and processes) for the organisation to deliver its corporate strategy (including recovery) and the MTFS.
- Promote and experiment with disruptive approaches to working with our residents, businesses, and communities in new ways.
- Challenge traditional approaches to the delivery of services by using digital tools and ways of working to unlock our organizational capacity to execute much more high value activity
- Encourage bolder and informed risk management mind-set to realise this change
- Become much more customer-centric, placing the user at the centre of service design.
- Improve employee satisfaction and morale by providing the appropriate tools, empowerment and choice to the way work is done.

- Reduce the overall cost of services and property using technology
- Reduce the risk of technology failure impacting service delivery.
- Provide the enabling environment (e.g. connectivity, skills) for economic growth in the digital, technology and data sectors.
- Expand flexible connectivity options for resident and user alike, increasing access to services by “lighting up” the borough
- Reduce the risk of data breach or data release by improving core connectivity and security as well as improving the connections to all users, irrespective of connection platform

12. The overall objective of this Digital portfolio of works is to ensure that the outcomes for all consumers of Council services, either as resident or worker, is measurable, sustainable and supported by the ongoing operating model for the London Borough of Havering. These will be supported by evidential review prior to their delivery, and evaluated for their confidence and competence as supportable service throughout the portfolio lifecycle.

13. In order for the success of the Digital Portfolio initiatives, “collaboration toolkits” will be developed to enable a self-sustainable organisation, in partnership with a network of organisations throughout the borough. These will ensure that, however residents are supported, the Council can offer support and innovation in the future. By training, informing and equipping ourselves and our partners with focused digital products, the objective is to deliver excellence to the borough.

14. It is proposed to structure the Digital Portfolio into the following themes and simplify the governance:

- *Fixing the Plumbing*
- *Unleashing Havering*
- *Pushing the Boundaries*

15. The Digital Portfolio outlined below includes both new opportunities and existing in flight projects/programmes that have already had funding allocated. They have been grouped under the three themes (see above) and have been phased to address the Council's priorities.

**High priority** - the borough must undertake these projects/programmes to maintain current service levels and/or enable delivery of savings. Failure to do so would expose us to significant risks and would result in the Council being unable to maintain current performance levels and/or manage expected growth in future demand.

**Medium priority** - projects and programmes that would significantly increase the performance of the Council in several areas. Failure to undertake these projects/programmes would result in performance and productivity stagnating.

**Low priority** - Ambitious new projects/programmes that are further down the pipeline and could be undertaken once the high priority projects/programmes have been completed.

A breakdown of the relevant themes is available in Appendix A.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

Residents, businesses, workers, and visitors in the London Borough of Havering rightly expect their interactions with their council and their experience in and around our borough to be as straightforward, connected, and convenient as the very best of their experiences elsewhere.

Council employees, too, have similar expectations of the tools they use to do their jobs. At the organisational level, there is a political and financial imperative to operate as efficiently as possible.

The tragedy of the Covid-19 impact has also brought with it new opportunities. These include significant changes to how we work as an organisation, and how our residents, business and potential partners need to engage with the Council using technology.

This portfolio supports our significant opportunity to respond to these expectations by:

- Outlining a wider vision/opportunity for the role of digital in order to improve the lives of the people that live and work here as well as businesses and visitors.
- Bringing together all the previous projects/investments and new requirements for using technology to help us realise our ambitions for the borough.
- Demonstrating how these investments are aligned and enable the Council's MTFS/transformation and change objectives.

This document has been constructed through engagement over the last 18 months, identifying the borough's needs and the role of technology in enabling a response to those needs. Through significant analysis and research, with services, a portfolio of activities have been defined and collated – some addressing immediate need and others thinking long into the future.

**Phase 1** addresses immediate needs including significant security risks and provides key IT building blocks for the capabilities the organisation needs to deliver its planned MTFS and transformational changes. This phase is crucial to stabilizing Havering's technical ecosystem and as such, these changes are essential rather

than aspirational. This activity will help to bolster our information security, protecting our systems and tools on-prem, in the cloud and remote against cyber-attacks. Moreover, it will facilitate support of the future Target Operating Model, which as part of the global impact of Covid, will be heavily reliant on ICT.

**Other options considered:**

***Do Nothing*** – In the even that this business case is not be funded the result will be a significant deficit in the digital capabilities of the council as a whole, for resident and service provider alike.

Without these investments the Council will retain current infrastructure issues, with result being a failing technical stack and individual project mandates and funding streams executed in an ad-hoc manner to meet disparate emerging and urgent needs.

Systems vulnerabilities will persist and escalate leaving Havering exposed in terms of both information security and cyber security. Our technical ecosystem will become increasingly prone to outage and extremely vulnerable to cyber criminals and external manipulation – with increasing likelihood of security breaches, cyber-attacks, loss of trust and the accompanying ICO fines as a result.

Existing services will falter, with regular service failure and reduced access to IT. In addition digital poverty and exclusion within the borough will increase, leaving Havering's community unable to participate in the digital economy and the Council unable to take advantage of the strategic, efficiency, experiential and commercial opportunities that such investment would grant.

***Separated IT and Digital portfolios*** – Separate funding streams, with no consolidated governance. Separation of enterprise architecture and a lack of inter-connected data and opportunity mining.

## IMPLICATIONS AND RISKS

### Financial implications and risks:

The following section breaks down further the investment required in Phase 1 Year 1. There are additional requirements which are related to ensuring the IT estate is managed and maintained.

Phase 1 is the immediate request for funding to undertake the high priority activities and the part funding for new activities.

This document requests immediate commitment to year 1 activities at an additional value of £6.3m above existing IT capital. This funding will also ensure appropriate resourcing for project definition and appropriate scrutiny of all future portfolio proposals. Details for years 2022/23 to 26/27 are set out in Appendix A – The Digital Portfolio Business Case.

		20/21 (current year)	21/22
		Year 0	Year 1
Project Name	Funding Status	Capital	Capital
Portfolio Team	New funding	<u>£ 70,000</u>	£ 517,500
<b>Portfolio Overhead</b>		<b>£ 70,000</b>	<b>£ 517,500</b>
Cyber Security	Requested	<u>£ -</u>	£ 200,000
Data Centre & Core Network Refresh	Requested	<u>£ 500,000</u>	£ 3,500,000
Platform	Requested	<u>£ -</u>	£ 400,000
Integration	Requested	<u>£ -</u>	£ 500,000
<u>MS Tenancy</u>	<u>Funded</u>	<u>£ 300,000</u>	<u>£ -</u>
Device Refresh	Requested	<u>£ -</u>	£ 100,000
Teams Telephony	Requested	<u>£ -</u>	£ 150,000
Evergreening Capital	Requested	<u>£ 300,000</u>	£ 1,107,500
<u>Audio Visual</u>	<u>Separate BC</u>	<u>£ -</u>	<u>£ 250,000</u>
Organisational Data Capability	Requested	<u>£ 30,000</u>	£ 480,000
<u>CRM</u>	<u>Separate BC</u>	<u>£ 1,551,373</u>	<u>£ 1,806,575</u>
Business Systems and BI & Analytics	Requested	<u>£ -</u>	£ 100,000
<u>Smart Working+</u>	<u>Separate BC</u>	<u>£ 1,226,500</u>	<u>£ 1,665,500</u>
<b>Fixing the Plumbing Total</b>		<b>£ 3,907,873</b>	<b>£ 10,259,575</b>
Borough Wide Connectivity	Requested	<u>£ -</u>	£ 250,000
Chatbots-Green waste	Requested	<u>£ -</u>	£ 45,000
RPA-Automation Bots	Requested	<u>£ -</u>	£ 45,000
User Centred Design Capability	Requested	<u>£ -</u>	£ 25,000
<b>Unleashing Havering Total</b>		<b>£ -</b>	<b>£ 365,000</b>
<b>Digital Portfolio Total</b>		<b>£ 3,977,873</b>	<b>£ 11,142,075</b>
<b>Existing Capital Commitment</b>			<b>£ 1,120,000</b>
<b>Alternate Funding total</b>		<b>£ 3,977,873</b>	<b>£ 3,722,075</b>
<b>Digital Portfolio Capital request</b>		<b>£ -</b>	<b>£ 6,300,000</b>

*\*The underlined requests indicate separately costed, and funded items. These business cases have or in the future will be presented, but are recognised here as part of this governance portfolio.*

### ***Fixing the plumbing***

Over the next 5 years, The *Fixing the Plumbing* theme requires nearly £30 million in new capital investment. The vast majority of this investment is needed to stabilise crucial elements of the Council's technical infrastructure and replace burning platforms. The investment will facilitate significant revenue savings over the medium-term in the form of efficiency gains, reduced costs, process rationalization, economies of scale and cost mitigation. The nature and amounts of these savings are still being calculated and will be built into the MTFS in due course.

Importantly, the first 2 years of investment will deliver a reliable and secure core IT infrastructure and reduce the current significant risk the borough has relating to cyber-attack and information security.

It will also deliver new capabilities to the business, which should release further cashable savings and these will be incorporated into the full business cases of the new projects/programmes.

### ***Unleashing Havering***

The Unleashing Havering theme requires £1 million in investment and is forecasted to release further savings. There are significant opportunities for further savings through digitisation and automation across all parts of the business, but these require fuller assessment and validation.

These opportunities should be identified in other programmes such as the service redesign programme, which will realise savings to operational and commissioning services' costs. To avoid the double counting of benefits, these potential benefits will be included other programme business cases.

### ***Pushing the Boundaries***

Initial concepts on how Havering can "push the boundaries" with its digital presence are derived from multiple sources.

By reviewing the strategic aspirations of the borough overall, analysing our peer organisations, as well as comparing this with the technical "art of the possible", a broad range of concepts and opportunities have been identified as warranting further investigation.

These require in-depth analysis and validation, which will be provided as part of the portfolio lifecycle, with the return on investment for the borough as a whole presented via separate business cases.

The Digital Portfolio will engage with residents, business and stakeholders to enable a transformative suite of initiatives throughout the borough over the next 5 years.

However, it is important to note that at this time, with urgent technical projects underway to support the Coronavirus pandemic effort, any indicative benefit analysis may be misleading and all savings targets and benefits will be re-validated within each individual project scope at the time of commencement, based on the circumstances and parameters in place at the time.

**Legal implications and risks:**

There are no apparent and/ or direct legal implications related to this report. Substantive decisions on spend including any connected procurement activity will be the subject of separate governance arrangements, in line with the procedures set in the Constitution.

**Human Resources implications and risks:**

There are many potential implications for HR as technology unlocks several significant opportunities for efficiency and innovation. Technological advancements will help to improve the way we contact and interact with employees, provide policy and corporate communication information, store corporate files and manage and evaluate employee enquiries, support and performance.

Utilized properly, technology can make HR more systematic, organised and efficient. One of the most obvious advantages of using technology is that communication can be instantaneous and en-masse; moreover, integrated systems can enable HR to better analyse employee data, improving the analysis of KPI's.

Recruitment, on-boarding and retention can be vastly improved as instantaneous access to information, guidance, policies and colleagues is facilitated. Moreover, implementation of digital HR service desks can promote self-service and ease the burden on compact HR functions, whilst providing employees with a personalised experience.

Having data in the cloud does mean we must also invest in robust firewalls and anti-malware to protect against malicious cyber-attacks and data breaches, but the benefits and efficiencies of working in a digital way are a requirement in contemporary society and often far outweigh the risks.

The trust and flexibility unlocked as a result of remote working during the pandemic has shifted the understanding of the traditional 9am-5pm working day and as we navigate through the digital portfolio projects and programmes we may formally explore the opportunities technology provides to move from the office-based model to a flexi, self-managed 24/7 working with a focus on output and quality rather than time and duration.

In terms of concerns, there are modest emerging fears that technology will take over the need for certain human roles. However, technology does not match human decision-making skills and empathy. Rather, the way in which digital

change is deployed removes the burden of laborious data-entry type tasks, freeing resources up to undertake better-suited tasks. The Digital Portfolio Director will work with leadership, service heads and key stakeholders to understand any such fears or misconceptions by creating a strategy/plan to address the necessary organizational culture change associated with sustained and iterative digital and technological transformation.

The Digital Portfolio Director will also work closely with the HR and the corporate communications teams to address any concerns raised by employees, services or trade unions. There will be a communication and engagement plan drafted to ensure that colleagues and key stakeholders are appraised at key stages of the portfolio rollout and that any emerging workforce planning or resourcing implications are addressed in collaboration with Directors and Service Heads and Service Managers. There will be digital champions identified from within each service block to act as both activators and spokespeople throughout the projection definition, discovery, design, build and deployment services to ensure programmes, projects and platforms are designed in collaboration with service leads so that positive impacts are maximised and negative implications mitigated, with opportunities created for employees and services to raise any concerns so that they may be addressed.

The strategic and technological significance of the current urgent and future potential projects listed within this portfolio over a wide timeframe may have multiple impact on job roles within multiple or the same teams at different times. Access to better, quicker, secure and stable tools, system integration which results in the reduction of re-keying and even real-time digital resident engagement and feedback are some such examples. It is also clear that the upgrade of existing/implementation of new systems and functionality will result in the need for staff training and empowerment but this in turn also unlocks our appeal as an attractive, skilled and technically enabled borough which could lead to broader, more competitive national pay structures. The portfolio lists an overarching Training Needs Analysis for employees within the initial '*Fixing the Plumbing*' Phase, but there will also be service-specific and project-based training that is designed and provided as core programmes such as CRM and Smart Working+ are completed, to ensure employees can make the most of all new technology at hand.

It's also worth noting that this level of collaboration and engagement may result in costs to the organization in addition to those currently identified within the portfolio. These could include things like stakeholder time in collaborating, prioritizing, planning, testing and supporting the delivery of programmes and projects within the digital portfolio as well as any potential workforce planning, efficiency realization or resultant restructuring at an individual/team/service/directorate/organisation levels across the 6-year time frame. The Digital Portfolio Director will work closely with HR and service stakeholders, employees and subject matter experts to align outcomes with Havering's People Strategy and assess emerging impact and opportunities as each phase of projects and programmes within the Portfolio is unlocked for delivery.

Lastly, all HR implications will be managed in accordance with the Council's HR policies and guidance.

### **Equalities implications and risks:**

There are almost no identifiable equalities risks. To the contrary, the technical and digital programmes identified in the Digital Portfolio Business Case provide Havering with a wonderful opportunity to remove barriers.

Services, resources, information and guidance can often be made available at the touch of a button, on demand - beyond the standard 9-5 operating hours, which compliments all existing services.

Human bias is removed from the equation for the large part and any bias risks attributable to emerging technologies such as Robotic Process Automation will be tested and properly monitored and evaluated for bias mitigation purposes.

### **Health and Wellbeing implications and risks**

The wider expansion of Havering's digital capabilities, both within the organization and as a servant to the community, will ensure a reduction in Digital poverty for all service users. This will lead to:

- Increased access to services through digital innovations,
- Agile approaches to service provision ensuring in time delivery of social and health benefits from the Council and partner organisations
- A stable, sustainable platform of digital products supporting the Council's delivery of services

Through increased connectivity throughout the borough over a 6 year period, connectivity for "Internet of Things" devices which can support assistive living for older and vulnerable residents can increase and improve their safety and access to healthcare environments, either digitally or through increasing automated services.

This report recommends complimentary and supportive strategies to existing service access and is not intended to identify direct replacement. This will ensure all residents, including those with specific vulnerability needs, have access to services through multiple channels. Digital services will also be considerate to all resident for their access needs.

Moreover, during this time of remote and digital operation, the COVID Pandemic has made it clear that local government has a key role to play in the accessibility of services as well as the physical and mental wellbeing of all employees and residents. Through informative, innovative communication channels, hosted via multiple digital tools and platforms, the Council aims to ensure all service users are supported appropriately, in good time and with the associated investment. Needs will be assessed as work is undertaken to ensure all users are considered and negative impacts mitigated entirely or heavily reduced so that Havering residents have equal access to services. This will take various forms, ranging from things like awareness promotion, design by the exception method, skills development and

support in accessing digital services to ensure equality and inclusion in access to services.

The portfolio includes specific projects to address user-centred needs and digital inclusion which will ensure that the impact on Havering's older population and vulnerable groups including residents with English as a 2<sup>nd</sup> language and those with accessibility difficulties or learning disabilities who might otherwise be digitally challenged will not be left behind. Whilst digital-first options and digital adoption will be encouraged, we will ensure that there is always a means for truly vulnerable groups to obtain the support they need. Wherever possible we will also ensure we employ user-profiling, resident participation, community collaboration and user-testing in the design, deployment and iteration of services to address any challenges which arise. These mitigations will reduce any identified negative impact and strengthen the overwhelmingly beneficial changes that will be the result in the realisation of the projects and ambitions stated within the Digital Portfolio.

*Further clarity on specific outcomes and approaches is accessible within the Full Digital Portfolio Business Case and an Equality Health Impact Assessment has been completed and is attached at Appendix B.*

<b>BACKGROUND PAPERS</b>
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None

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## Digital Portfolio Business Case

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Author: Maxine Brown

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## Executive Summary

This Digital Portfolio business case brings together all current and future technology and digital transformation projects into a single pane of view, clearly setting out how advances in the application of digital, data and smart technologies will help to shape the digital future of our borough.

Residents, businesses, workers, and visitors in Havering rightly expect their interactions with their council and their experience in and around our borough to be as straightforward, connected, and convenient as the very best of their experiences elsewhere. Council employees have a similar expectation of the tools they use to do their jobs and at an organisational level, there are political and financial imperatives to operate as efficiently as possible.

The impact of the Covid-19 pandemic has brought with it new opportunities and challenges. These include significant changes to how we work as an organisation, and how our residents, business and potential partners need to engage with us using technology. As a local authority with mandatory responsibilities to our residents, functioning during this period of immense uncertainty coupled with an explosive demand for digital technologies, service design and provision required a significant pivot in the way the Council is managed. This business case describes our significant opportunity to build on and consolidate the initial rapid response to these responsibilities and expectations by:

1. Outlining a wider vision/opportunity for the role of digital in order to improve services to (and the experience of) the people that live and work here, as well as businesses and visitors.
2. Bringing together all the previous projects/investments and new requirements for using technology, to help us realise our ambitions for the borough in a consistent, strategic way.
3. Demonstrating how these investments are aligned to - and will enable - the Council's wider ambitions for change, including MTFS, Transformation and improvement objectives.

This document has been developed through engagement over the last 24 months. This work has included a range of interviews, workshops, surveys and task and finish groups, identifying the borough's needs and the role of technology in enabling a response to those needs. Through extensive analysis and research with services, a portfolio of activities have been defined and collated – some addressing immediate need and others thinking longer term. To be realised over the next 5 years, these activities have been grouped into three distinct phases. Each phase will be a key component of laying the foundations for future innovation and providing a roadmap that will ensure our community is provided with the right digital infrastructure and skills to be digitally included and #empowered.

**Phase 1 – Fixing The plumbing:** Addresses immediate needs including mitigating urgent security risks and provides key IT building blocks for the capabilities the organisation needs to deliver its planned MTFS and transformational changes.

**Phase 2 – Unleashing Havering:** Programmes which deliver new ways of collaborating, enabling participative approaches to engagement and technology-enabled, iterative, redesigning of services, based on user expectations, needs and outcome requirements.

**Phase 3 – Pushing the Boundaries:** This phase expands on our identification and use of smart, artificial and emerging technologies to enable us to quickly identify, test and, where applicable, deploy new and disruptive technologies – or enable our communities and residents to do so.

*This document requests immediate commitment to year 1 activities at a value of £6.3m above existing IT capital. This funding will also ensure appropriate resourcing for project definition and appropriate scrutiny of all future portfolio proposals.*

Please note; There are associated business cases which sit within this portfolio, with defined budgets as indicated in section 4, which will seek separate approval.

## 1. Purpose

The London Borough of Havering is ambitious about its future and needs to capitalise on the opportunity to define a bolder, more cohesive and strategic approach to digital, to ensure that investments in technology, digital innovation and data empower those who live, work in and visit our borough. The additional pressures and constraints of operating during the Covid-19 pandemic have amplified the urgency to meet some of these ambitions (and contain some of the risks of not being ambitious in our approach). This business case brings together a strategic roadmap, aligned to our emerging wider ambitions to be more flexible, responsive and people/value centred, with accompanying recommendations for an investment approach, to help us fulfil both our organisational and digital goals.

Across three phases, the Digital Portfolio allows us to ensure that our residents, our wider community (including businesses and visitors) and our organization with everybody who serves within it can realise benefits from each of the investments we plan to make. Whilst the phases aren't linear, as we progress year on year it becomes clearer to see how programmes and projects are interlinked to enable technical stability, innovative and collaborative communities working and opportunities for increased efficiency, becoming an employer of choice and significantly improving our resident experience.

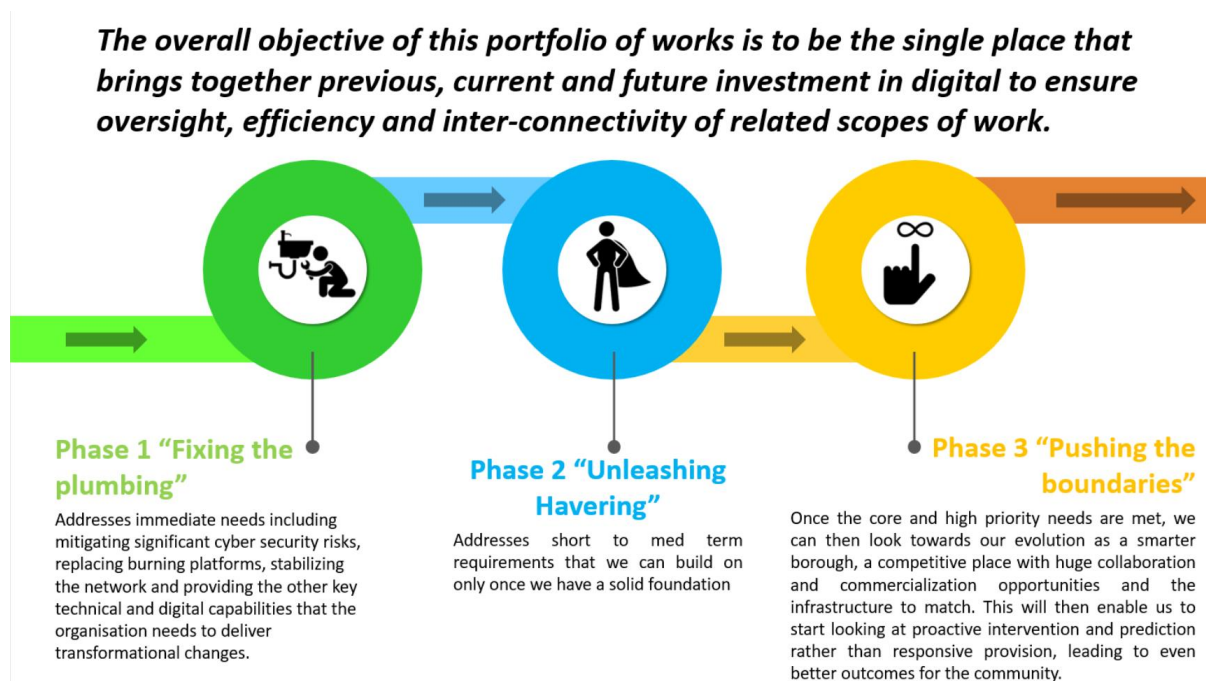


Figure 1: Havering Digital Portfolio Phases, November 2020

## 2. The Case for Digital, Technology and Data – A Vision

### 3.1. Our Economic, Skills and Regeneration Opportunities

The impact of Covid-19 on the private and the public sectors, including Havering, has been to propel a revolution in the way people work and interact. The change has been substantial and, while the infrastructure and practices we have used in the past have been adapted to meet the immediate challenges, we recognise that there is a need – and an appetite – for significant, rapid movement to embed sustainable change, enabling our borough to thrive and for our organisation to work and collaborate with our communities, businesses and residents in new ways, realising our ambitions for a ‘hub and spoke’ Target Operating Model, which is people and value centred.

The exploitation of technology and data has been one of the most important drivers of productivity growth and business model disruption over the past decade. The technology sector contributed £149bn in Gross Value Added (GVA) in 2018, accounting for 7.7% of the UK economy<sup>1</sup>. It is (unfortunately) notable that Havering’s investment of £190m represents less than 0.04%.

Technology brings change to every sector – offshoring in accountancy, automated legal services, augmented reality retailing, self-driving and self-insuring cars, same hour delivery drones, secure and de-centralised currencies, identities and contracts etc. All these new technologies essentially rest on an interconnected 'smart world', where objects, machines, people and the environment are increasingly connected. We need to be positioned to capitalise on the opportunities this brings.

Traditionally, London has been the most attractive location for technology companies, with the capital leading the way in Europe for tech investment. In 2019, over £6.8billion was inwardly invested in London tech companies alone<sup>2</sup>. Last year, there were 43 tech unicorns (companies worth over \$1billion) located in London<sup>3</sup> - but sadly, none in Havering.

Havering leads London in the number of micro-businesses/start-ups (over 92% of our businesses) but these are predominantly in the established construction, retail, engineering and manufacturing sectors – some of which are in decline. Only around 8% of our businesses in Havering are technology related. That is a significant amount of lost inward investment opportunity for our borough. Havering needs to capitalise on opportunities to realise enhanced inward investment in the Borough, particularly in new industries – ‘putting Havering on the Map’.

The technology sector is one of the capital’s biggest employers with more than a fifth of London’s workforce employed in tech. Jobs in the sector have grown 40 per cent in the past two years and vacancies actually rose post-lockdown by 36% from mid-June to mid-August in stark contrast to employment opportunities in most other sectors.

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<sup>1</sup> Source – 2018 DCMS Sector Economic Estimates, Department for Digital, Culture, Media and Sport; Feb 2020

<sup>2</sup> Source – UK Tech for a changing world, Tech Nation Report, 2020

<sup>3</sup> Source – UK Tech for a changing world, Tech Nation Report, 2020

The economic opportunity in London is clear. Havering have the opportunity to become the “Borough of Choice” for the tech sector.

With businesses and potential investors also realising they do not need the expensive floor space of central London, the urgency to build Havering’s offer in this area becomes even more apparent. As a council we must seize this opportunity to build the skills, capacity, infrastructure and profile to encourage investors to make the move into the Borough.

Havering has some great building blocks already in place; our Business Improvement Districts in Romford and London Riverside, our business centres, the increase in flexible and serviced office accommodation in Romford, the comparatively low rental rates, the high-speed public transport links and our (albeit small) concentration of high-speed data links, all provide some enabling foundations.

In addition we have a competitive labour force, with average remuneration levels in Havering still below those of the capital as a whole, more in line with national average income levels. Taking a strategic approach to building our appeal to investors, businesses and the tech sector, provides us with an opportunity to increase skills and, post-pandemic, address employment challenges, potentially increasing average incomes to provide opportunities for residents and attract new talent to the borough, whilst maintaining a ‘cost-effective’ profile for potential investors.

The fusion of urban and rural, history and modernity presented by the distinct characteristics of Havering, coupled with our ambitions around “digital” regeneration, for example the opportunities presented by the Forge/Brewery development and the East Havering/Data Centre redevelopment mean that we can not only compete, but actually become a uniquely attractive place for the growing tech sector.

The tragedy of the Covid-19 pandemic has brought with it an opportunity for Havering to become the “Borough of Choice” for the tech sector.

### 3.2. B - Recovery and new Civic Opportunities

The global digital shift accelerated by the Covid-19 pandemic has highlighted an even greater national divide. This is a divide between those who are digitally engaged and enabled, with access to smart devices and the skills or support to use them and those without access to basic connectivity or the devices or skills to enable digital empowerment.

As part of our recovery effort, we must profile our borough to understand community divides and make a plan to ensure that our residents and businesses are digitally included and able to fully participate in our digital society and economy. We can work with our public sector partners (the NHS and DWP, for example) to support development of appropriate skills which, in turn, will facilitate employment and the attractiveness to inward investors.



Figure 2: UK Digital Nation – The Good Things Foundation, September 2020

In addition to digital inclusion efforts, in order to realise our ambitions of being a hub and spoke Council, with an appropriate Civic Centre, locality teams and an outward-looking collaborative approach to working with our communities, residents and partners, we need to move to being fully outcomes-focused and evidence-led in our decision-making.

This requires us to be obsessive about data and be able to analyse, interpret and interrogate it, to spot patterns and develop insights that ensure decision making is appropriately targeted, informed and can be tracked and measured. This allows us to use agile approaches to piloting changes, prove what works quickly, fail fast and build on successes.

Our data needs to be clean, robust, easy to access and easy to share – so the platforms and systems we use to collaborate with each other and with our partners and residents must

also be simple and intuitive to use, easy to navigate and reward users with a positive experience, so that channel shift can be rapid, sustained and enhance our relationships with each other. Investment in the technology (particularly smartphones, data systems and peer-to-peer methods) can enable four innovative and emerging models NESTA have identified as leveraging resident power and insight, increasing preference for online transactions and bringing new ways of solving entrenched local problems:

1. **The Collaborative Economy:** connecting distributed groups of people, using the internet and technology, to make better use of goods, skills and space.
  - Whilst there are opportunities through the large-scale deployment of sensors to measure and monitor infrastructure, for example monitoring water pipes to reduce leaks or monitoring and modelling traffic so it flows smoothly, this is expensive, high risk and not necessarily the role of Local Government.
  - We will aim to promote efficient use of resources by supporting digital tools that help people make better use of underused assets. Bristol City Council presented a successful use case in this instance where excess heat generated by a warehouse was shared with a supported housing complex.
  - Havering has unused and underused public buildings & spaces which can be useful resources to exploit for business and communities who operate on stringent budgets. Another example for Havering could be to sign-post the use of digital platforms like ZipCar, Depop and Paperclip to facilitate exchanges to connect residents who own items that they rarely use with those in need of those items.
  - Although sharing assets does not necessarily come naturally to people in the 21st century, particularly when Amazon is only a click away, other Local Authorities are already realising the potential of the collaborative economy to help address the challenges they face. The Council has an important role to play in shifting culture and behaviour to support people towards sharing and collaboration.
2. **Crowdsourcing Data:** People can use low-cost sensors (like their mobiles) to measure and create crowdsourced maps of their environments. From helping to identify pot-holes to understanding the utilisation of green spaces, these approaches bring new low cost insight, at a scale ordinarily impossible for local authorities without significant investment previously.
3. **Collective Intelligence:** We know our residents know a huge amount about their Borough and have insight into opportunities and impacts, through their 'lived experience'. New digital tools offer potential for people to get involved in policymaking, planning and budgeting, and this could help us make smarter and more democratic decisions based on extremely local need. Examples include the:

- Participatory budgeting experiments (this is another way of thinking about collaborative working and local commissioning) trialled by Essex, Doncaster and Tower Hamlets to name only three.
  - Development of community visions and action plans, such as Bristol's Choices and the Wigan Deal, with similar initiatives implemented in Milton Keynes, Shropshire and a range of other Metropolitan, Borough and District councils.
4. **Crowdfunding:** People can connect with each other online to collaboratively fund community projects. We have already made pilot use of crowdfunding to support community owned and driven solutions to Covid-19. We could leverage this better, to make spending decisions that more accurately reflect the needs and wishes of our communities.<sup>4</sup>

Traditionally, community engagement has been confined to charities or interest groups lobbying city governments, or active residents who have the time to attend community meetings.

Covid-19 has given us the chance to use digital technologies to expand the number of people we engage with and what we engage them on – this could include everything from putting public services online to citizen participation in decision-making.

We have an opportunity now to use the virtual community hub and other tools to promote online collaboration and create more innovative ways of engaging citizens in addressing Borough challenges.

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<sup>4</sup> This is in reference to the Spacehive project a crowdfunding platform which was launched by the Havering Council in July 2020 – local initiatives are submitted and funded through via local businesses and communities. Visit; <https://www.haveringcommunityhub.com/home/find/listers/spacehive> 3024 for more details.

### 3.3. C - Efficiency and an Employer of Choice

We have made progress in realising incremental change, implementing the roll-out of smarter working technology and refreshing some core business systems (Liquid Logic, Mayrise, Oracle Fusion, Microsoft Dynamics CRM, etc). We are redesigning our services and streamlining operations based on insights regarding resident needs and user-centred design techniques; all in support of moving towards our new digital, technology-enabled Target Operating Model.

Without the previous investment in Smart Working, service redesign and associated infrastructure improvement, the organisation would have been unable to respond to the challenges created by Covid-19. We are indebted to our staff for rising to the challenge of working from home during this period. To sustain this, and continue to build a focus on trust, flexibility and output-based management, we need to provide the support, skills and tools to ensure that our staff have choice about the times and locations they work at and so that we can attract the brightest talent to what we hope will be one of the principal public sector organisation at the heart of the “tech sector”.

This requires a range of foundational building blocks to be in place, providing the appropriate digital education and skills pathways, getting our basics right and providing robust, resilient, and secure technology infrastructure for an organisation that works across wider boundaries than ever before.

In the post-Covid world, Cyber threats are increasing and other Local Authorities have already experienced targeted ransomware. Havering need to be ready to protect its data, people and assets. We also need to ensure our staff are confident, competent and aware so that extended periods of remote working (including, but not limited to, working from home) are not detrimental to their wellbeing and that we are able to recruit, retain, reward and recognise a geographically dispersed organisation, going forward.

Alongside this, it is recognised that data integrity and protection is a core competency that the organisation and it's supporting services must maintain. As the architecture moves towards a more integrated application and data model, the opportunity to resolve key issues within the infrastructure can be addressed.

By investing in the methods our employees use to access a single view of the customer, through agile application, improved connectivity, the risk of data breach through deliberate cyber threat or unintentional release is reduced. As seen by a number of local authorities since April 2019, the ICO can assign fines of up to £250k per incident.<sup>5</sup>

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<sup>5</sup> Source - ICO - [London council fined by the ICO for disclosing sensitive personal data](#) – 4<sup>th</sup> April 2019

Source - ICO - [Data security incident trends](#) 20/21 YTD – See Appendix C

Source - Gov.UK - [Official Statistics Cyber Security Breaches Survey March 2020](#)

Source – [Hackney Cncl -Serious cyberattack on Council systems](#) – Oct 2020

The principles of being an agile, innovative, collaborative and resident-centred organisation need investment in digital to help us realise the changes involved. We have said we want to be:

1. Open/transparent
2. Outcomes and people focussed and structured
3. More commercially minded (a focus on P&L approaches to budgeting, planning and performance)
4. Highly aligned to our vision, our purpose and the ambitions of our Borough
5. Collaborative, better focussed on strategic outcomes with pragmatic solutions to wicked issues
6. Enquiring: an iterative approach to improvement, learning, growing and managing – focussing on problem solving; using evidence, metrics and benchmarks to realise the best we can be

We must do all these things, whilst also being efficient. This means getting the best value from the resources we have in the context of a decreasing and incredibly challenging funding environment. This requires automation of repetitive and manual tasks, application of technology to reduce costs and removal of non-value adding activity that doesn't address the actual need of our users.

Enabling this requires us to address a long-standing technology debt and under-investment in core IT infrastructure. It also requires us to invest in new enabling capabilities (people, skills, technology, data, and processes) that are not in existence but are required to deliver business cases that have been developed from services during MTFS, transformation and service redesign activities. A roadmap and "target architecture" for this has been developed, designed from the business benefits and outcomes that our services want to achieve.

In the context of the ongoing Covid-19 pandemic – managing outbreaks, exploring the use of data, sustaining/growing our economy, supporting our communities and helping our most vulnerable residents, there is an increased opportunity for the places of working, living, learning and playing to come together in a way they have not done before, to build Havering into a collaborative, connected and responsive borough, integrating digital technologies and borough-wide data, to respond to our communities' needs. This will help grow our proactive capacity, ensuring Havering embodies the ideals of a proactive, modern, digitally-enabled and future-facing council.

This business case brings together all previous "digital" programmes and sets out a proposed approach for progressing the *Case for Digital, Data and Technology*, as described above.

### **3.4. Alignment with Council Outcomes / Target Architecture**

Through engagement with colleagues throughout the organisation and with our residents, business and voluntary sector partners over the past 24 month, we have developed a Target Operating Model and proposed Target Technical Architecture, which is people and value centric. An effective and sustainable approach to technology and digital architecture which supports this approach, provides a clear pathway to the realisation of major benefits. Resident data can be joined up, organisational silos will be reduced and the plans that services have to deliver benefits and outcomes such as financial savings and improved customer experiences, will be enabled by the technology which underpins our vision.

This business case aligns to this “Target Architecture” and ensures that the capabilities required for the council to deliver on its ambitions are identified and are delivered through the investment requested.

A conceptual target architecture (shown below) is a high level view of where the organisation is heading and what IT is needed to get there.

This architecture is intended to deliver across a number of broad themes to ensure initiatives have scalable and measurable benefits for the borough:

- Customer, Case Management, Automation
- Website
- Data
- Collaboration
- Infrastructure
- Networking
- Iteration and innovation

Details on these themes are included in Appendix A (*See Enterprise Architecture Roadmap – Appendix A*).

The key requirements for these 7 architectural themes have been included the investment requested in this business case.

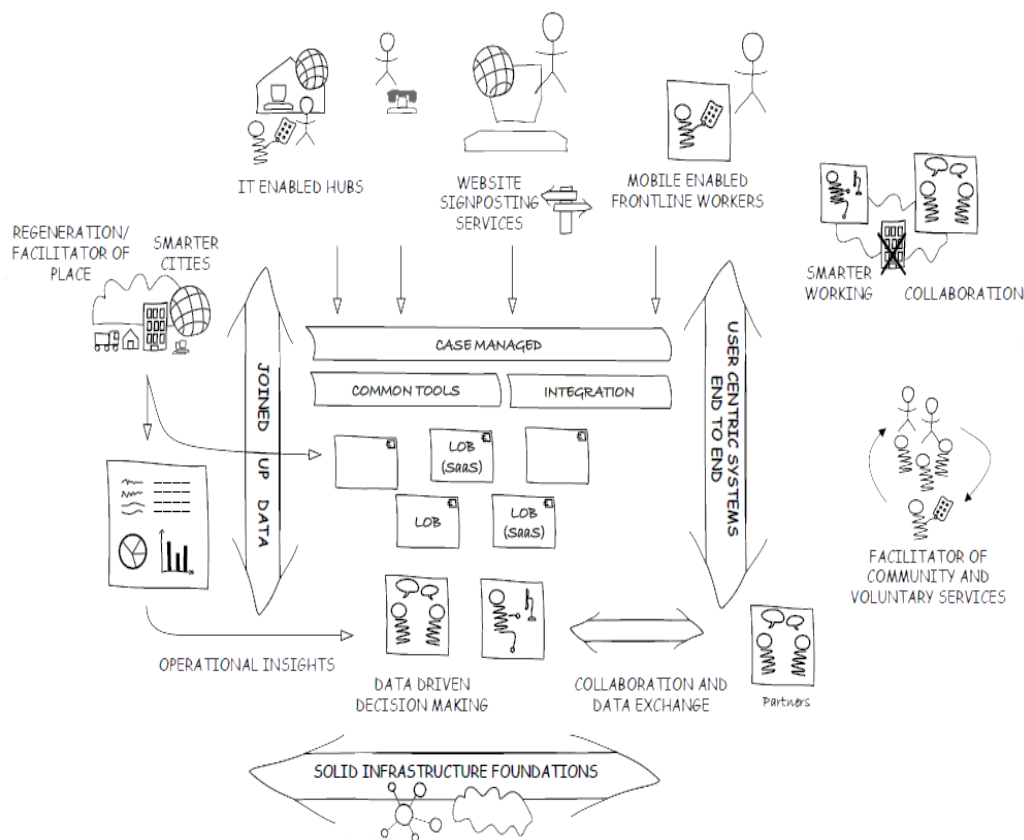


Figure 3: Havering Target Architecture, September 2020

This diagram highlights **key drivers and investment objectives** necessary to deliver crucial transformative changes for Havering. These changes are underpinned by IT enablers which will be delivered by the various projects and programmes within this portfolio. By building the target architecture, alongside the strategic direction of the council, we were able to define what our Application and Technology estate currently looks like. And we will be able to meet our digital and technology ambitions to meet resident needs and aspirations.

### 3. Proposal – the Digital Portfolio

#### 3.5. Portfolio Objectives

The Portfolio's objectives are to:

- Stabilise and rationalise Havering's current technology ecosystem
- Create the various enabling digital and data capabilities (people, skills, technology, data, and processes) for the organisation to deliver its corporate strategy (including recovery) and the MTFS.
- Promote and experiment with disruptive approaches to working with our residents, businesses, and communities in new ways.
- Challenge traditional approaches to the delivery of services by using digital tools and ways of working to unlock our organizational capacity to execute much more high value activity
- Encourage bolder and informed risk management mind-set to realise this change
- Become much more customer-centric, placing the user at the centre of service design.
- Improve employee satisfaction and morale by providing the appropriate tools, empowerment and choice to the way work is done.
- Reduce the overall cost of services and property using technology
- Reduce the risk of technology failure impacting service delivery.
- Provide the enabling environment (e.g. connectivity, skills) for economic growth in the digital, technology and data sectors.
- Expand flexible connectivity options for resident and user alike, increasing access to services by "lighting up" the borough
- Reduce the risk of data breach or data release by improving core connectivity and security as well as improving the connections to all users, irrespective of connection platform

*The overall objective of this portfolio of work is to ensure that the outcomes for all consumers of borough services, either as a resident or worker, are measurable and sustainable, underpinned by the current and target Havering operating models and supported by the post-pandemic operating model for Havering, currently under review. These will be supported by evidential review prior to their delivery, and evaluated for their value and impact throughout the portfolio lifecycle.*

*In order to embed success of the Digital initiatives, "collaboration toolkits" will be developed to enable a self-sustainable Havering, in partnership with a network of organisations throughout the Borough. These connections will ensure that, however residents are supported, by training, informing and equipping ourselves and our partners with focused digital products, Havering can deliver innovation and excellence to our borough.*

### 3.6. Proposed Portfolio Structure

Whilst the activity will take place over the coming 6 years, it is proposed to structure the Portfolio into the following three main areas to clarify expected outcomes and simplify the governance:

1. *Fixing the Plumbing*
2. *Unleashing Havering*
3. *Pushing the Boundaries*

Phase	External Customers	Our Organization & Internal Customers	The Wider Community	Future Ambitions/strategic Alignment
<b>Fixing the Plumbing</b>	Enable efficient service delivery on stable and secure platforms	Build on existing platforms and replace burning platforms, providing people with the tools they need to do their jobs efficiently	Meet statutory needs and enable response to operation and provision in a post-covid era	<i>This investment enables the council to operate at a minimum viable contemporary level</i>
	Inclusive service design and provision and improved resident engagement	Nurturing digital skills, automated processes, digital service design and ideas	Enabling digital independence, trust and respect for the council. Establishing a digital champion network and facilitating targeted provision	<i>Making Havering a place where digital connectivity makes things better for people by ensuring people have basic digital skills and low or no barriers to access digital services</i>
<b>Unleashing Havering</b>	Stable, sufficient and user-friendly digital services	Integrated systems for seamless service provision, sharing and analysis	Better, consistent and fair connectivity	<i>Responsive, automated and augmented digital services available on demand with real time responses and data</i>
	Data-driven service design and provision	Aggregated analytics and business intelligence. Embolden website as knowledge base and single source of truth driving IAG, CRM, AI and contact centre scripts etc	Real-time on-demand open data	<i>Predictive analytics and intervention rather than reactive provision</i>
<b>Pushing the boundaries</b>	Facilitate innovation and collaboration through inter-departmental, inter-council and private sector initiatives	Inter-service and inter-council knowledge sharing, shadowing collaborations and secondments and better way to identify and use skills and interests	Encouraging digital maturity and economic growth	<i>A place where business of all sizes and types can thrive</i>
	Intuitive, responsible and personalised services accessible on-demand	Agile and automated service delivery, efficient, AI augmented and admin light	Integrated smart services and empowered and engaged digitally-enabled community	<i>IoT devices - bins, gullies, lighting, cameras etc for real time automated reporting, updates scheduling and servicing</i>

Figure 4: Digital Portfolio Phase and Impact Table, November 2020

The portfolio detail outlined below includes both new opportunities and existing in flight projects/programmes that have already had funding allocated. They have been grouped under the three themes and have been phased according to urgency and ability address our priority needs, with red indicating high priority, amber medium and green low.

**High priority** - the borough must undertake these projects/programmes to maintain current service levels and/or enable delivery of savings. Failure to do so would expose us to significant risks and would result in the council being unable to maintain current performance levels and/or manage expected growth in future demand.

**Medium priority** - projects and programmes that would significantly increase the performance of the borough in several areas. Failure to undertake these projects/programmes would result in performance and productivity stagnating.

**Low priority** - Ambitious new projects/programmes that are further down the pipeline and could be undertaken once the high priority projects/programmes have been completed.

The Programmes and Projects within the proposed Digital Portfolio are:

#### A. Fixing the Plumbing

- Enabling programmes helping to provide a technology foundation and appropriate platforms that support the re-design of services.
- Programmes focussed on creating capacity, unlocking efficiency and realising savings planned in MTFS, service re-design and transformation business cases.
- Programmes providing the core technology for the organisation to function reliably and addressing immediate security and risk concerns.

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
1. Cyber Security	The aim is to provide reasonable and proportional information assurance for the council through improving data governance and security capabilities	High	£1,072,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>Reduced risk of a data and security breaches, avoiding the potential for significant fines from the ICO</li> <li>Increased protection and real time threat protection from the growing risk from Cyber attacks</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Creating an organisational wide data governance framework</li> </ul>	Data Infrastructure	Current Capital request
2. Data Centre & Core Network Refresh	Network, Wi-Fi, WFH and DC upgrades. Current architecture does not have the capability to support 'cloud first' or our emerging accommodation strategy	High	£5,012,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>Removing the significant risk of an aged network infrastructure, ensuring availability, resilience and maintainability.</li> </ul>	Infrastructure Networking Innovation	Current Capital request

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
				<ul style="list-style-type: none"> <li>Improved performance and network speed</li> <li>Improved connectivity and access for the remote working required as a consequence of our new operating model catalysed by Covid</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Providing a network capability to enable seamless access to cloud services supporting the cloud first strategy</li> <li>Enhancing the capability around Smart Cities and the internet of things</li> </ul>		
3. MS Tenancy Separation	Ensure data integrity and sovereignty over the usage and deployment of our Microsoft based service	High	£300,000 <sup>6</sup>	<b>Immediate</b> <ul style="list-style-type: none"> <li>Improved data integrity</li> <li>Autonomy of Strategic digital decisions</li> <li>Richer Collaboration capabilities</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Unlocks the potential to collaborate more closely with the VCS and other partners.</li> </ul>	<b>Collaboration Data Infrastructure</b>	Existing commitment with a separate business case
4. Platforms	The investment would allow the Borough to rapidly build	Med	£3,572,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>£300,000</li> </ul>	<b>Innovation Infrastructure</b>	Current Capital request

<sup>6</sup> Funded by previous years capital allocation

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
	customised applications for business needs			<b>Longer-Term</b> <ul style="list-style-type: none"> <li>A further £400k over two years</li> <li>Increased number of services delivered by community/VS</li> </ul>		
5. Integration	Application integration would simplify and automate business processes and transactions.	Med	£3,072,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>£300,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>A further £400k over two years</li> </ul>	Customer, Case Management, Automation Data Website	Current Capital request
6. Device Refresh	Planning for EUC (End User Computing) hardware and software (OS) refresh over the lifecycle/vendor roadmap	Med	£2,500,000	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Minimising impact on user base with planned hardware deployments</li> </ul>	Data Infrastructure	Current Capital request
7. Teams Telephony	Migration to Microsoft Teams as telephony platform in the cloud, reducing complexity in on-prem voice and contact centre solutions	Med	£150,000	<b>Immediate</b> <ul style="list-style-type: none"> <li>£100,000</li> <li>Integrated communications and collaboration tooling</li> </ul> <b>Longer-term</b> <ul style="list-style-type: none"> <li>Reduction in reliance of on-prem complexity]</li> </ul>	Data Infrastructure Customer, Case Management, Automation Innovation	Current Capital request
8. Evergreening	Rolling investment in infrastructure including rationalization, integrated communications, licences and collaborative tooling to ensure support compliance, efficacy and efficiency	Med	£9,190,000	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Minimising impact on user base with planned hardware deployments</li> </ul>	Data Infrastructure Innovation	£300,000 existing commitment and additional £8,632,500 Capital Request

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
9. Audio Visual	As part of the ongoing estate strategy, to develop and uplift the existing conferencing capabilities on Council sites.	Med	£250,000 <sup>7</sup>	<b>Immediate</b> <ul style="list-style-type: none"> <li>Improvement in capability, stability and presentation on council sites</li> </ul>	<b>Innovation Infrastructure</b>	Existing Commitment
10. Organisational Data Capability	The aim is to improve the data capability within Havering	Med	£8,582,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>£200,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>A further £1.1 million over 5 years</li> <li>Reduced demand on council services</li> <li>More agile decision making</li> </ul>	<b>Data Innovation Customer, Case Management, Automation</b>	Current Capital request
11. Business Systems & BI Team	To implement one of the options in the Activist paper redesigning the way the business systems team operate and introducing Business Intelligence capability	Med	£150,000	<b>Immediate</b> <ul style="list-style-type: none"> <li>£100,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Improved use of data</li> <li>More agile decision making</li> <li>A further £500k over 5 years.</li> </ul> Consistent data	<b>Data Innovation Customer, Case Management, Automation</b>	Current Capital request
12. Smart Working +	Continuation of the Smart Working Programme to improve the remote working capability of staff	Med	£2,892,000 <sup>8</sup>	<b>Immediate</b> <ul style="list-style-type: none"> <li>£462,400</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>A further £2,646,400 over 5 years</li> <li>Increased productivity (15%)</li> <li>Increased staff satisfaction</li> </ul>	<b>Collaboration Data Innovation</b>	Separate Business Case

<sup>7</sup> Current funding proposal in development for costs via FM

<sup>8</sup> Funded by separate business case

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
13. Training Needs Analysis (TNA)	A digital/data training needs analysis of all staff across the borough	Med	£49,000	<b>Immediate</b> <ul style="list-style-type: none"> <li>Provides clear understanding of knowledge and skills gaps in order to inform plan to address training needs and digitally empower staff across the borough</li> </ul>	Collaboration Innovation	Future Capital Request
14. CRM Replacement	A replacement of the existing CRM platform with CRM Dynamics	Med	£4,421,524 <sup>9</sup>	<b>Immediate</b> <ul style="list-style-type: none"> <li>£193,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Increased first time resolution</li> <li>Increased resident satisfaction</li> </ul>	Data Customer, Case Management, Automation	Separate Business Case
15. London Innovation Gateway	Part GLA funded for investment in an innovation gateway relating to the operation of a digital and immersive technology-driven logistics, construction and engineering innovation hub.	Med	£3,500,000	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Helping our businesses grow and helping our borough become a more attractive place to operate</li> </ul>	Innovation Collaboration	Future Capital Request
16. Investment in fibre	The aim is to invest in fibre in public sector sites allowing for the hosting of technologies including dark fibre	Med	£800,000	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Increased connectivity for businesses and residents</li> </ul>	Infrastructure Networking	Future Capital Request
17. Optimisation of Mayrise/Yotta	The council aren't currently optimising the full capability of Mayrise a system which has now been replaced by Yotta. The aim is to explore requirements allow more services to use the expanded functionality of the new system.	Med	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> <li>Cost mitigation</li> <li>Predictive responsiveness</li> </ul>	Data Customer, Case Management, Automation	Future Capital Request

<sup>9</sup> Funded by separate business case

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
18. Civica pay (chip & pin)	The aim is to replace PARIS with a system which facilitates improved financial processing capabilities.	Med	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>More, efficient, accurate and up-to date financial processing capabilities</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Economies of scale and transaction fee efficiencies</li> </ul>	<b>Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
19. Love Havering WPA's (Web Progressive Apps)	The aim is make reporting of environmental issues easier through the use of internet-based mobile optimised forms and pages	Med	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Optimal customer experience</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Cost mitigation</li> <li>Increased Trust</li> </ul>	<b>Customer, Case Management, Automation Data Website</b>	<i>Future Capital Request</i>
20. Property licensing	Introducing a superior property licensing system.	Med	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Accurate borough property data</li> <li>Better tenant standards</li> <li>Income Generation</li> </ul>	<b>Data</b>	<i>Future Capital Request</i>
21. Fax solution	Exchange online requires the on premise Fax solution which is based on RightFax to be replaced due to technical, operational and functional issues with the product	Med	To be scoped	<i>To be assessed</i>	<b>Infrastructure Collaboration</b>	<i>Future Capital Request</i>

## B. Unleashing Havering

- Programmes delivering new ways of collaborating with residents and working with the VCS, NHS and other public and private sector organisations.
- Programmes enabling participative approaches to decision-making, community engagement and collaborative economy initiatives.
- Programmes re-designing services based on user need and focused on outcomes rather than prescriptive design.

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
<b>New Projects</b>						
22. Borough Wide Connectivity	The project aims to tackle digital poverty across the borough by reviewing existing infrastructure and connectivity and creating opportunities to support residents and business across Havering	Med	£682,500	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Increased connectivity for residents and businesses</li> </ul>	<b>Infrastructure</b> <b>Networking</b> <b>Innovation</b>	Current Capital Request
23. Corporate Booking Solution	A secure, responsive and integrated corporate booking solution to enable easy booking, appointment management and service planning and resource deployment efficiencies	Med	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Build organizational user-focused design capability and begin delivering efficient, user-friendly services which resolve needs first-time</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>	<b>Innovation</b> <b>Customer, Case Management, Automation</b>	
24. Digital Inclusion	A review of community-wide technology, service and resource needs to enable Havering to be a digitally inclusive and empowered	Med	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Build organizational user-focused design capability and begin delivering</li> </ul>		

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
	borough in line with borough data and national programmes			efficient, user-friendly services which resolve needs first-time <ul style="list-style-type: none"> <li><b>Longer-Term</b></li> </ul> Reduced costs of service delivery		
25. Corporate Internet Refresh	A refresh to the Havering.gov.uk corporate website to enable seamless access to new services and systems including the CRM as well as a smooth resident-centric interface to unlock personalized and automated experiences	Med	To be scoped	user access, digital service-provision and information and guidance focussed	<b>Innovation Customer, Case Management, Automation</b>	
26. Chabot's-Green waste	The aim is to use Chabot's to interact with customers and reduce the requirement for human interaction	Med	£167,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>£50,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
27. RPA (Robotic Process Automation)	The aim to use automation for transactional processes reducing a human requirement to complete the process	Med	£167,500	<b>Immediate</b> <ul style="list-style-type: none"> <li>£50,000</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
28. User-centred design capability	Investment in training staff with the tools and techniques to undertake digital user-centred of services .This will form a small part of a wider transformation in	Med	£25,000	<b>Initial</b> <ul style="list-style-type: none"> <li>Build organizational user-focused design capability and begin delivering efficient, user-friendly</li> </ul>	<b>Data Customer, Case Management, Automation</b>	<i>Current Capital Request</i>

Name	Description	Priority	Investment	Benefit	Architecture Themes	Funding Source
	resident centric design and delivery across the organization.			services which resolve needs first-time <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>		
29. Collaborative Economy	A discovery project to support the emerging Target Operating Model and Service Redesign programme efforts to help Havering build the capability to undertake more collaboration within the community, across local authorities and with the private sector both inside and outside of the borough.	Low	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Build organizational ability to co-design, partner and benefit share from skills, community and business initiatives within the borough</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> <li>Create income generation opportunities</li> </ul>	Innovation	Future Capital Request
30. Rethinking the resident experience	Work to support the wider transformational programme to complete end to end reviews of how residents interact with the council post-pandemic in line with new ways of working and focusing on digital enablers for corporate ambitions and targets	Low	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Build solid understanding of resident profile and resident experience</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>	Innovation Customer, Case Management, Automation	Future Capital Request

### C. Pushing the Boundaries

- Expanding into more sophisticated technology including smart, artificially intelligent, data-driven or real-time solutions.
- Experimental projects testing innovative applications of additional emerging and immersive technologies.
- Small projects testing the policy implications of disruptive technology.

Name	Description	Priority	Investment	Benefit	Architecture Theme	Funding Source
<b>New Projects</b>						
<b>31. Exploiting In-Cab Technology</b>	To take advantage of in-cab technology to improve our public-realm service planning and delivery	<i>Low</i>	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Realise efficiencies in waste service planning, delivery and real-time response</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> </ul>	<b>Innovation</b>	<i>Future Capital Request</i>
<b>32. Social Listening Initiatives</b>	Enabling the ability to aggregate public resident and community feedback from social media in order to spot trends and identify recurring or emerging themes and challenges for action or exploration.	<i>Low</i>	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Building data capability and early intervention needs</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Reduced costs of service delivery</li> <li>Cost mitigation</li> <li>Predictive responsiveness</li> </ul>	<b>Innovation</b>	<i>Future Capital Request</i>
<b>33. Smart Spaces</b>	An ability to provide technology-enabled, safe and secure spaces for collaborating, learning and community collaboration	<i>Low</i>	To be scoped	<b>Initial</b> <ul style="list-style-type: none"> <li>Unlocking innovation and collaboration opportunities</li> </ul> <b>Longer-Term</b> <ul style="list-style-type: none"> <li>Opportunities to become more efficient and attractive</li> </ul>	<b>Innovation</b>	<i>Future Capital Request</i>

Name	Description	Priority	Investment	Benefit	Architecture Theme	Funding Source
				borough from which to operate		
<b>34. Health Tech &amp; Assistive Technologies</b>	Adopting a strategic approach to health, assistive and other in-home technologies to exploit any additional efficiencies, benefits and economies of scale in the delivery of technology that helps with diagnosis, care and safeguarding	<i>Low</i>	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Resident independence and autonomy</li> <li>Risk mitigation and service efficiency</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
<b>35. IoT &amp; Smart Assets</b>	The exploration of smart assets such as self-reporting street lights and gullies to maximise borough standards and facilitate efficient use of resource	<i>Low</i>	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Cost-reduction</li> <li>Efficiency and productivity</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
<b>36. Testing Autonomous vehicles</b>	Exploring Havering's use of autonomous vehicles to transform Havering's future by offering safe, efficient, accessible and affordable transportation	<i>Low</i>	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Safer roads</li> <li>Reduced environmental impacts</li> <li>New revenue streams for the borough</li> </ul>	<b>Innovation</b>	<i>Future Capital Request</i>
<b>37. Virtual Havering</b>	Reviewing Havering's Smart Borough aspirations and assessing priorities, benefits and plans accordingly	<i>Low</i>	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>More effective, data-driven decision-making</li> <li>Citizen engagement</li> <li>Increased digital equity</li> <li>New economic development opportunities</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>
<b>38. Augmented Decision-making</b>	Identifying low-risk, no bias use cases for augmented decision-making pilots and review	<i>Low</i>	To be scoped	<b>Longer-Term</b> <ul style="list-style-type: none"> <li>Real-time, data-based decision making</li> </ul>	<b>Innovation Customer, Case Management, Automation</b>	<i>Future Capital Request</i>

## 4. Investment Summary

The table below shows the overall investment summary required for the projects and programmes in the Digital Portfolio over the next 6 years. The total sum required for all elements of the digital portfolio is £42,796,024 of which £29,632,500 is additional Capital above current commitments.

		20/21 (current year)	21/22	22/23	23/24	24/25	25/26	26/27	Total Capital
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
Project Name	Funding Status	Capital	Capital	Capital	Capital	Capital	Capital	Capital	
Portfolio Team	New funding	<u>£ 70,000</u>	£ 517,500	£ -	£ -	£ -	£ -	£ -	£ 587,500
Portfolio Overhead		£ 70,000	£ 517,500	£ -	£ -	£ -	£ -	£ -	£ 587,500
Cyber Security	Requested	<u>£ -</u>	£ 200,000	£ 192,500	£ 200,000	£ 160,000	£ 160,000	£ 160,000	£ 1,072,500
Data Centre & Core Network Refresh	Requested	<u>£ 500,000</u>	£ 3,500,000	£ 732,500	£ 280,000	£ -	£ -	£ -	£ 5,012,500
Platform	Requested	<u>£ -</u>	£ 400,000	£ 1,132,500	£ 1,040,000	£ 1,000,000	£ -	£ -	£ 3,572,500
Integration	Requested	<u>£ -</u>	£ 500,000	£ 1,032,500	£ 640,000	£ 600,000	£ 300,000	£ -	£ 3,072,500
<u>MS Tenancy</u>	<u>Funded</u>	<u>£ 300,000</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ 300,000</u>
Device Refresh	Requested	<u>£ -</u>	£ 100,000	£ -	£ 2,400,000	£ -	£ -	£ -	£ 2,500,000
Teams Telephony	Requested	<u>£ -</u>	£ 150,000	£ -	£ -	£ -	£ -	£ -	£ 150,000
Evergreening Capital	Requested	<u>£ 300,000</u>	£ 1,107,500	£ 1,332,500	£ 1,500,000	£ 1,650,000	£ 1,650,000	£ 1,650,000	£ 9,190,000

<u>Audio Visual</u>	<u>Separate BC</u>	£ -	£ 250,000	£ -	£ -	£ -	£ -	£ -	£ 250,000
Organisational Data Capability	Requested	£ 30,000	£ 480,000	£ 2,032,500	£ 2,040,000	£ 1,500,000	£ 1,500,000	£ 1,000,000	£ 8,582,500
<u>CRM</u>	<u>Separate BC</u>	£ 1,551,373	£ 1,806,575	£ 1,021,159	£ 42,417	£ -	£ -	£ -	£ 4,421,524
Business Systems and BI & Analytics	Requested	£ -	£ 100,000	£ 50,000	£ -	£ -	£ -	£ -	£ 150,000
<u>Smart Working+</u>	<u>Separate BC</u>	£ 1,226,500	£ 1,665,500	-	£ -	£ -	£ -	£ -	£ 2,892,000
<b>Fixing the Plumbing Total</b>		£ 3,907,873	£ 10,259,575	£ 7,526,159	£ 8,142,417	£ 4,910,000	£ 3,610,000	£ 2,810,000	£ 41,166,024
Borough Wide Connectivity	Requested	£ -	£ 250,000	£ 432,500	£ -	£ -	£ -	£ -	£ 682,500
Chatbots-Green waste	Requested	£ -	£ 45,000	£ 42,500	£ 50,000	£ 10,000	£ 10,000	£ 10,000	£ 167,500
RPA-Automation Bots	Requested	£ -	£ 45,000	£ 42,500	£ 50,000	£ 10,000	£ 10,000	£ 10,000	£ 167,500
User Centred Design Capability	Requested	£ -	£ 25,000	£ -	£ -	£ -	£ -	£ -	£ 25,000
<b>Unleashing Havering Total</b>		£ -	£ 365,000	£ 517,500	£ 100,000	£ 20,000	£ 20,000	£ 20,000	£ 1,042,500
Digital Portfolio Total		£ 3,977,873	£ 11,142,075	£ 8,043,659	£ 8,242,417	£ 4,930,000	£ 3,630,000	£ 2,830,000	£ 42,796,024
Existing Capital Commitment			£ 1,120,000	£ 1,080,000	£ 2,200,000				£ 4,400,000
Alternate Funding total		£ 3,977,873	£ 3,722,075	£ 1,021,159	£ 42,417	£ -	£ -	£ -	£ 8,763,524
Digital Portfolio Capital request		£ -	£ 6,300,000	£ 5,942,500	£ 6,000,000	£ 4,930,000	£ 3,630,000	£ 2,830,000	£ 29,632,500

## Annual Capital Cost by Project

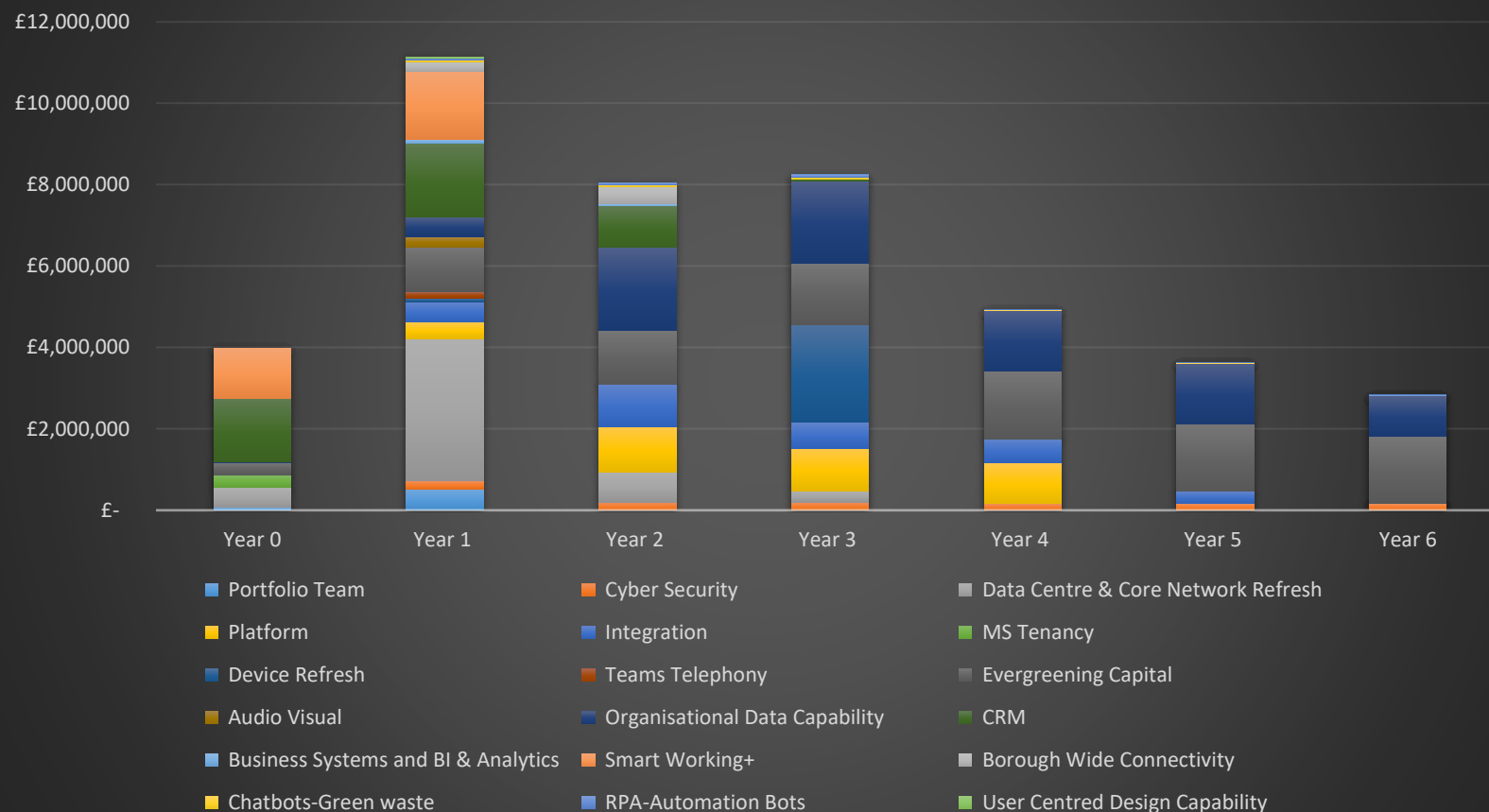


Figure 5: Annual Drawdown of Capital with project breakdown, December 2020

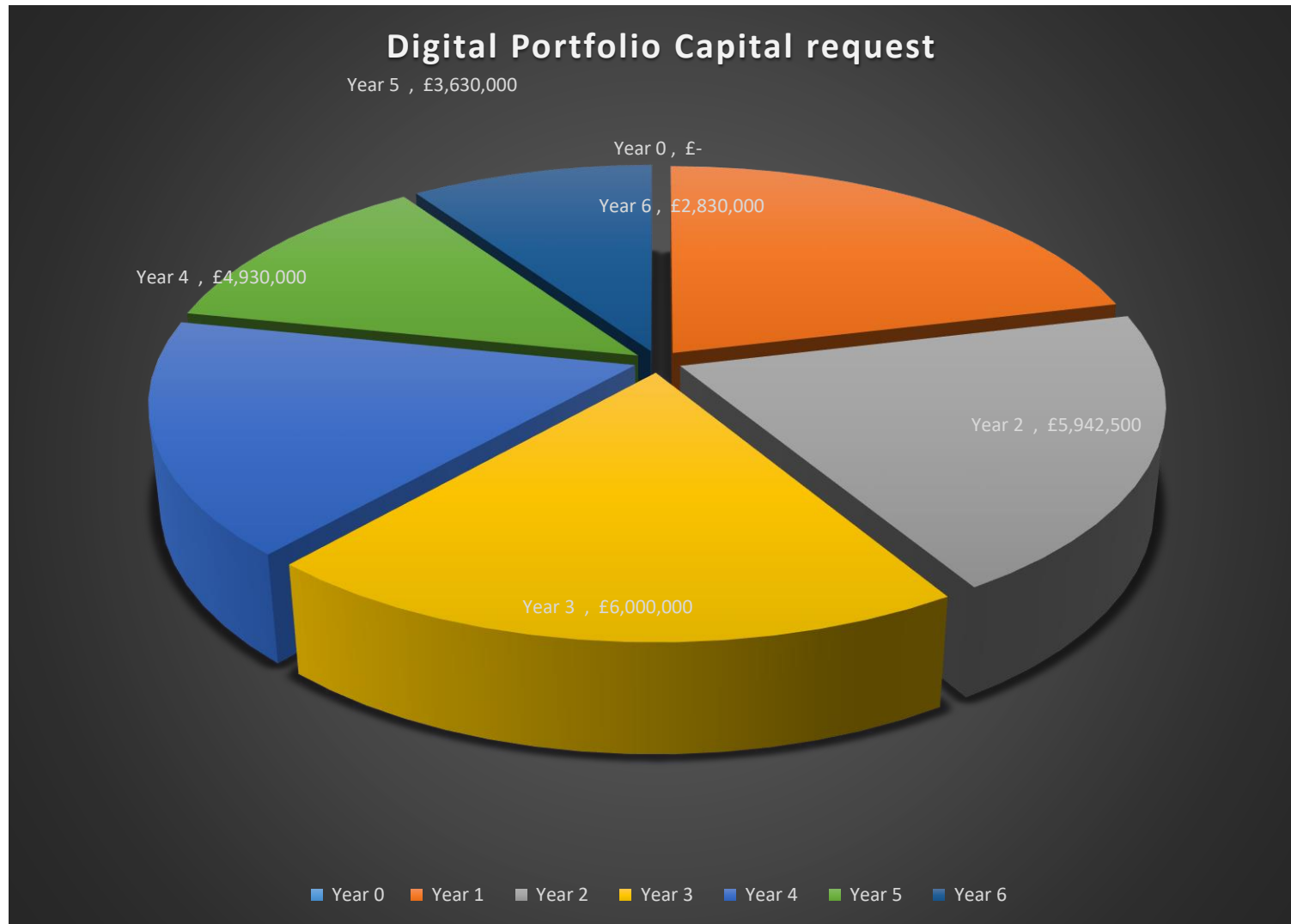


Figure 6: Percentage investment per annum over portfolio lifecycle, December 2020

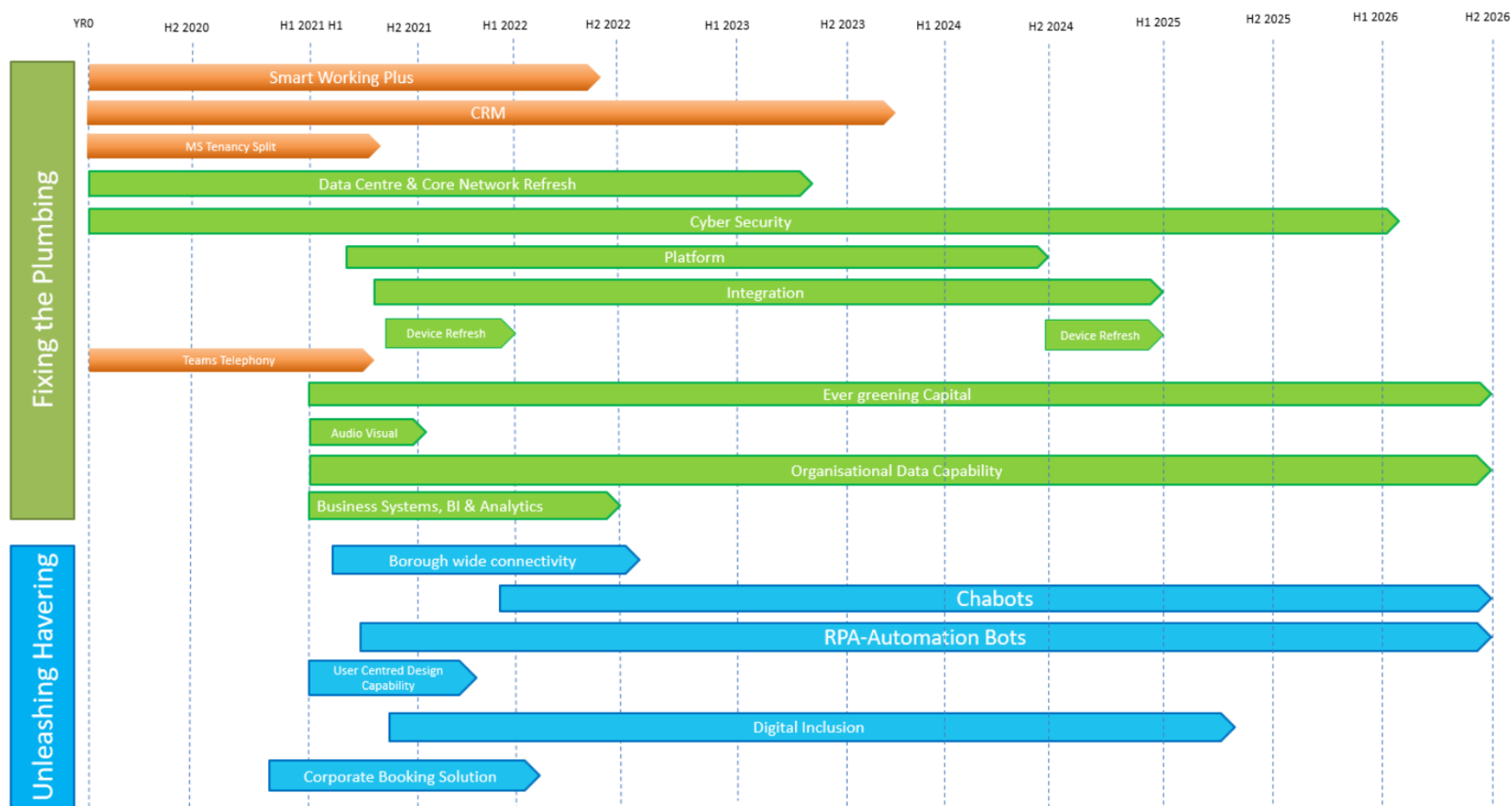


Figure 7: Projected delivery roadmap based on current priorities, December 2020

#### **4.1. Return on Investment/Spend to Save**

##### **Fixing the plumbing**

Over the next 5 years, The *Fixing the Plumbing* theme requires nearly £30 million in new capital investment. The vast majority of this investment is needed to stabilise crucial elements of the Council's technical infrastructure and replace burning platforms. The investment will facilitate significant revenue savings over the medium-term in the form of efficiency gains, reduced costs, process rationalization, economies of scale and cost mitigation. The nature and amounts of these savings are still being calculated and will be built into the MTFS in due course.

Importantly, the first 2 years of investment will deliver a reliable and secure core IT infrastructure and reduce the current significant risk the borough has relating to cyber-attack and information security.

It will also deliver new capabilities to the business, which should release further cashable savings and these will be incorporated into the full business cases of the new projects/programmes.

##### **Unleashing Havering**

The Unleashing Havering theme requires £1 million in investment and should release further savings. There are significant opportunities for further savings through digitisation and automation across all parts of the business, but these require fuller assessment and validation.

These opportunities should be identified in other programmes such as the service redesign programme, which will realise savings to operational and commissioning services' costs. To avoid the double counting of benefits, these potential benefits will be included other programme business cases.

##### **Pushing the Boundaries**

Initial concepts on how Havering can "push the boundaries" with its digital presence are derived from multiple sources. By reviewing the strategic aspirations of the borough overall, analysing our peer organisations, as well as comparing this with the technical "art of the possible", a broad range of concepts and opportunities have been identified as warranting further investigation.

These require in-depth analysis and validation, which will be provided as part of the portfolio lifecycle, with the return on investment for the borough as a whole presented via separate business cases.

The Portfolio will engage with residents, business, colleagues and stakeholders to enable a transformative suite of initiatives throughout the borough over the next 5 years.

However, it is important to note that at this time, with urgent technical projects underway to support the Coronavirus pandemic effort, any indicative benefit analysis may be misleading and all savings targets and benefits will be re-validated within each individual project scope at the time of commencement, based on the circumstances and parameters in place at the time.

## 4.2. Investment Drawdown Profile

The following section further elaborates on the investment required in year one under the 'Fixing the Plumbing' Phase of Portfolio Activity and for ease, breaks the funding request for this phase down into 2 parts. There are additional requirements which are related to ensuring the IT estate is managed and maintained.

**Fixing the Plumbing Part 1** is the immediate year one request for funding to undertake urgent, high priority activities as well as part-funding for new activities.

This business case is requesting an additional £6,300,000 of funding for year 1.

Separately costed, and funded, business cases will be presented, but are recognised as part of this digital portfolio for both strategic and governance purposes.

### Estate Maintenance drawdown

Multiple capital initiatives will be used as a vehicle for ensuring the estate is supportable, efficient and secure. These include:

	Year 1	Year 2	Year 3	Year 4	Year 5		Total
Device Refresh	£100,000			£ 2,400,000			£2,50,000
Evergreening Capital	£1,107,500	£1,332,500	£1,500,000	£1,650,000	£1,650,000	£1,650,000	£9,190,000

This business case is looking for commitment to years 1 and 2 of this business case.

### FTP - Part 1

#### High Priority

In order to assess, define, and manage the portfolio through a complete change lifecycle, the following resourcing is needed. These costs have been calculated using the existing standard rate card. This portfolio team will be wholly responsible for Part 1 delivery, as well as providing definition and scrutiny for Part 2.

Immediate funding is required for three new projects/programmes outlined in the previous section as high priority and would require the release of the full funding.

Project Name	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Cyber Security		£200,000	£192,500	£200,000	£160,000	£160,000	£160,000	£1,072,500
Data Centre & Core Network Refresh	£500,000	£3,500,000	£732,500	£280,000				£5,012,500
MS Tenancy <sup>10</sup>	£300,000							£300,000
<b>Total</b>	<b>£800,000</b>	<b>£3,700,000</b>	<b>£925,000</b>	<b>£480,000</b>	<b>£160,000</b>	<b>£160,000</b>	<b>£160,000</b>	<b>£6,385,000</b>

<sup>10</sup> MS tenancy Split will be funded via previous year's capital commitment.

## Medium Priority

Funding is also required for the some of the medium priority programmes. This section is split into;

- a. Projects/programmes where a full business case has been completed and awaits approval; and
- b. Projects/programmes that are currently at inception stage and require funding for specialist resources to undertake a discovery phase. A fully costed options appraisal and business case will be completed at the end of this initial phase. Undertaking the 'discovery' phase will provide confidence to Members and SLT that all options have been considered and a fully costed solution has been identified and aligned to the corporate strategy.

The following projects/programmes have full business cases with a costed resource profile and are awaiting approval:

Project Name	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Smart Working +	£1,665,500						£1,665,500
Audio Visual	£250,000						£250,000
Borough Wide Connectivity	£250,000	£432,500					£682,500
Total	£2,165,500	£432,500	£-	£-	£-	£-	£2,598,000

## Fixing The Plumbing - Part 2

The release of funding for Part 2 will, in part, be dependent on the date of the completion of the full business cases of the new initiatives and our appetite to invest in new and existing capabilities over the next five years.

Definition of Part 2 will be validated and if necessary, reprioritised by the portfolio team as an output of Part 1. It is assumed that the requirement for a portfolio team, in whole or in part, will need to be maintained throughout the change lifecycle, but this is yet to be confirmed.

The following projects have been identified from both themes, *Fixing the Plumbing* and *Unleashing Havering*. These are assessed as having medium priority. These will require (part) funding for additional resources to move them from inception to project start-up. The table below outlines the initial start-up costs which will be validated as an output of Phase 1, Part 1.

Project Name	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Platform	£400,000	£1,132,500	£1,040,000	£1,000,000	£0	£0	£3,572,500
Integration	£500,000	£1,032,500	£640,000	£600,000	£300,000		£3,072,500
Organisational Data Capability	£480,000	£2,032,500	£2,040,000	£1,500,000	£1,500,000	£1,000,000	£8,552,500
Business Systems and BI & Analytics	£100,000	£50,000					£150,000
Chabot's-Green waste	£45,000	£42,500	£50,000	£10,000	£10,000	£10,000	£167,500
RPA-Automation Bots	£45,000	£42,500	£50,000	£10,000	£10,000	£10,000	£167,500
User Centred Design Capability	£25,000						£25,000
<b>Total</b>	<b>£1,595,000</b>	<b>£4,332,500</b>	<b>£3,820,000</b>	<b>£3,120,000</b>	<b>£1,820,000</b>	<b>£1,020,000</b>	<b>£15,707,500</b>

## 5. Benefits

Over the course of the past three months, working across the organisation we have mapped high level benefits/outcomes that we aim to achieve. This has enabled the creation of a council wide benefits dependency network (BDN) for the Council.

The following diagram identifies business changes required where there are no current projects and or capabilities in the Council. The proposed programmes and investment need in this business case address these gaps, with direct connection to the benefits the organisation is trying to achieve.

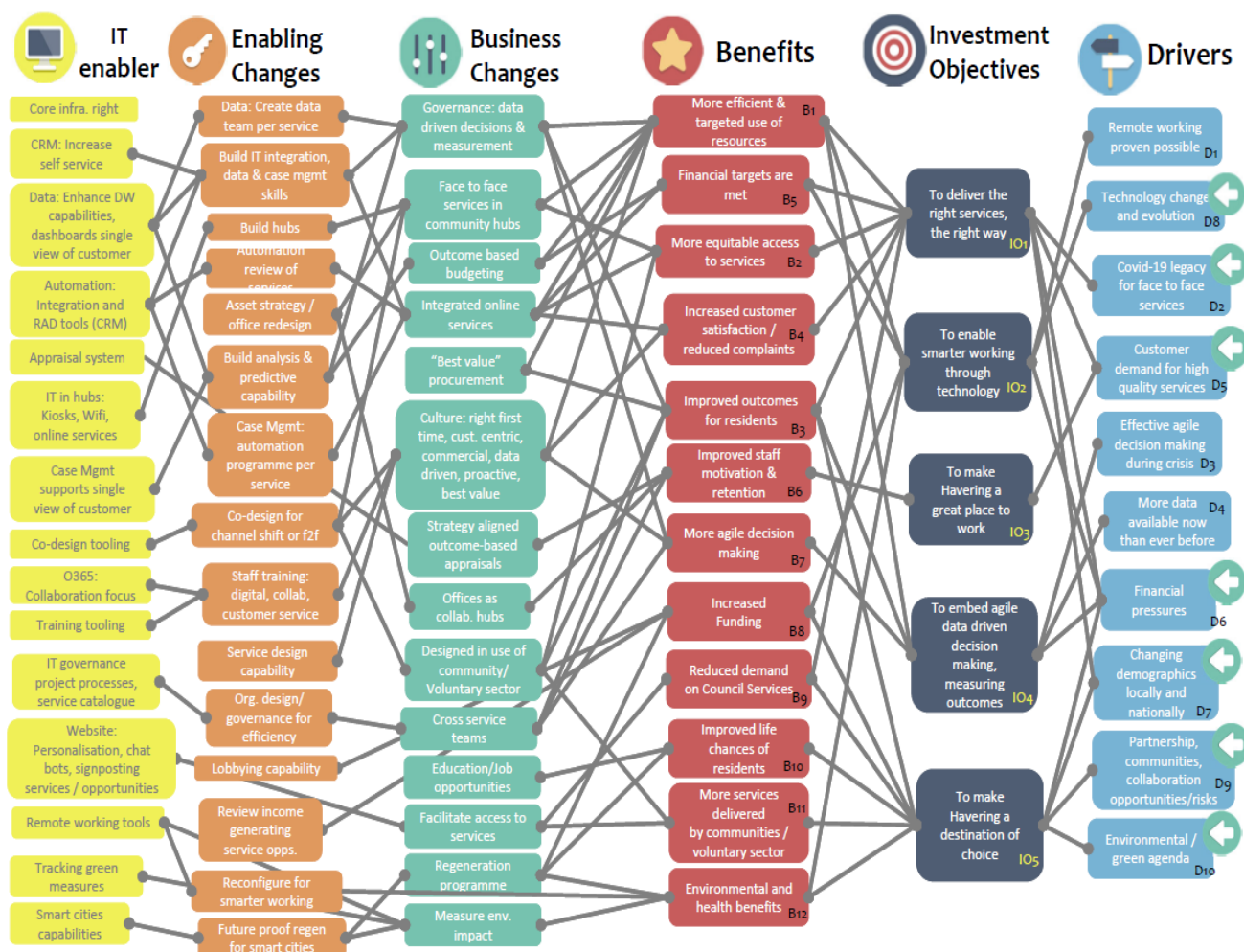


Figure 8: Havering Benefits Dependency Network, September 2020

Currently none of the benefits have been baselined and will require baselining if they are to be tracked, monitored and reported on effectively. Benefit profiles will be developed as part of the individual project/programme business cases.

## 6. Risks

The following identifies a number of risks to the Digital Portfolio:

Risk Name	Risk Description
<i>Don't do anything</i>	<p><i>it is a risk that the phases in this business case may not be funded. This will lead to a significant deficit in the digital capabilities of the council as a whole, for resident and service provider alike.</i></p> <p><i>By not recognising the funding requirements:</i></p> <ul style="list-style-type: none"> <li><i>Existing services will falter, with increased service failure and reduced access to IT</i></li> <li><i>The Digital Deficit of the borough overall will increase</i></li> <li><i>There will be a significant likelihood of cyber security breach, with all penalties associated with a publicly recognised breach being imposed by the ICO</i></li> <li><i>The lack of a digitally accessible borough will remain unattractive to potential investors</i></li> </ul>
Covid 19/21 and beyond	Additional waves of Covid outbreak, with resultant challenges, could result in a change of strategy and resources being diverted away from the Digital Portfolio to deal with the pandemic resulting in significant delays and/or work being abandoned or put on hold.
Double counting of benefits	Because the cost base of the 'as is' and 'to be' haven't been identified and there is potential fragmentation of multiple programmes, there is a significant risk of the double counting of benefits across multiple programmes/projects
Investment	Unknown amount of funding to support the Digital Portfolio
Costings are an estimate	<p>Costings will not be 100% accurate as they are based on estimates from suppliers and work undertaken in similar organisations</p> <p><i>These estimates are clearer in Phase 1 with the preliminary work already completed. However, the provision of a portfolio team during phase 1 will delivery detailed scrutiny and clarity for the significant investment in Phase 2, identifying funding opportunities and additional measurable benefits.</i></p>
Defining and prioritising programmes and projects	Failure to re-prioritise and categorise existing programmes will result in time and effort being expended on projects that deliver few benefits across the organisation. Furthermore with the persistent challenges of the pandemic we must build in the ability to manage the emergence and re-prioritisation of new and existing organizational challenges as they arise.
Change capability	Limited change capability across Havering and oneSource increases the risk that the changes may not be successfully embedded and therefore benefits realisation will be compromised.

Governance	Complex governance and terms of reference between Boards and Steering Groups unclear resulting in delays and confusion to decision making.
Capacity and timescales to deliver the change	There is limited capacity within the Council to deliver the portfolio alongside the other change programmes. This could result in scarce resources stretched across multiple programmes and a failure to deliver the change on time and to budget.
Impact of Compliance failure	There is a risk, during mobilisation and delivery, that a breach in data integrity or compliance standards occurs. This could result in ICO fines up to £250,000 per incident. To mitigate this, an effective plan must be demonstrably underway to a sufficient competency level.
Timescales & Volume of Activity	The portfolio takes a 6 year view and we know that attempting to deliver all activity currently listed will significantly surpass that timeframe. Thus, we must acknowledge, up front, that the activity listed in the latter stages of this portfolio is subject to change. We fully expect that changes will result in the organisation needing to re-distribute funding within the portfolio accordingly and we should create the flexibility to re-assess and confirm both organizational priorities and associated funding investments year on year.

*It should be recognised that these risks sit alongside previously registered corporate risks. A cross functional analysis will be undertaken to identify how the portfolio may mitigate further risks and provide additional corporate benefit.*

## 7. Assumptions

- The organisation adopts an architectural design approach to new projects/programmes.
- The organisation adopts a user-centred design approach to all new projects/programmes.
- The organisation commits to programmes of change by providing subject matter expertise (SME's) to individual projects.
- Residents/users are willing to participate in designing services.
- Further work will be undertaken by IT in developing the 'to be' architecture and IT road map.
- The Digital Portfolio aligns with the Corporate Strategy / Recovery Strategy.
- Further financial analysis will be completed to understand detailed costs and benefits on a year by year and project by project and programme by programme basis.

## 8. Governance and Organisation

The current governance is complex with significant overlap in the terms of references resulting in confusion over where responsibility and accountability sit. As part of this proposal, it is proposed that the governance, oversight and decision making is simplified. The diagram below proposes the new model with a single Digital Portfolio steering Group with the Digital Portfolio engaging with the PMO, Architecture Review Board and Information Governance Board. The governance below would also align to the Target Architecture, Target Corporate Operating Model and IT road map (see Appendix A)

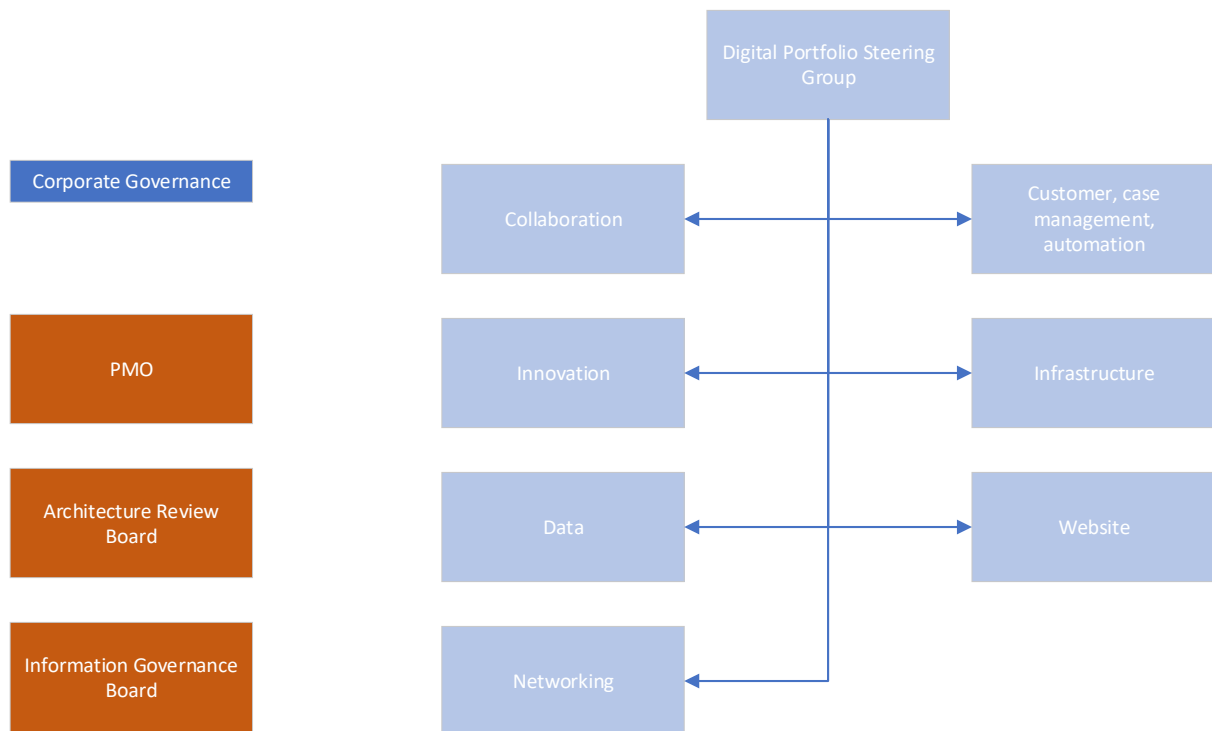


Figure 9: Digital Portfolio simplified governance, October 2020

## 9. IT Principles

Any decisions on technology through the Digital Portfolio should be driven by business need and guided by a set of principles to assist our decision making. These have been agreed as follows:

### **Governance**

- Clear alignment with strategic plans
- Maximise benefit to the organisation
- Leverage common use applications, integrate where divergence is critical
- IT engaged in all IT deployments
- User-centred design
- Agile delivery methodology
- Tolerance of innovation and experimentation – fail fast.

### **Data**

- Data should be accessible, managed as an asset and appropriately protected
- Data will be shared unless there exists a strong case otherwise
- Data should be integrated to support a single view of the customer

### **Applications**

- Clearly defined architecture and strategies
- Design for ease of use
- Rent before buy before build – “Configure” where possible (SaaS before PaaS before IaaS before “tin”)
- Build for business efficiency, integrating services and information
- Alignment with agreed standard technologies

### **Technology**

- Controlled technical diversity
- Strive for reusability
- Reduce complexity
- Appropriate security – to minimum standards
- Requirements based change

In addition to this, new project value metrics and technical are being developed with associated processes to build organizational understanding and strategic approaches to service based system- procurement, digital, data and technical projects.

## 10. Recommendation

1. The Digital Portfolio, supported by IT and Transformation, recommend the **approval** and release of additional capital funding of £6,300,000 in Year 1 *as part of this business case*. This will enable further discovery and feasibility work to be undertaken to complete more detailed business cases for each programme in the Portfolio.

This will also ensure the critical and core network and data centre for the organisation is brought up to specification and will enable the organisation to operate on a stable and secure IT infrastructure.

2. The Digital Portfolio, supported by IT and Transformation also request the **approval** of the direction of travel as set out in this Digital Portfolio Business Case, to allow the development of an extensive infrastructure renewal programme and the further development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough of Havering, realising a significant and positive step change for corporate functions, as well as residents and businesses in the community.

## Appendix A – Enterprise Architecture Roadmap

The map below provides a high-level view of the IT road map based on the outputs from the benefits mapping activity. This work now needs to be translated into a portfolio plan outlining the timescales and the dependencies between the different projects and activities. It will also require alignment with the wider corporate strategy and other projects and programmes.

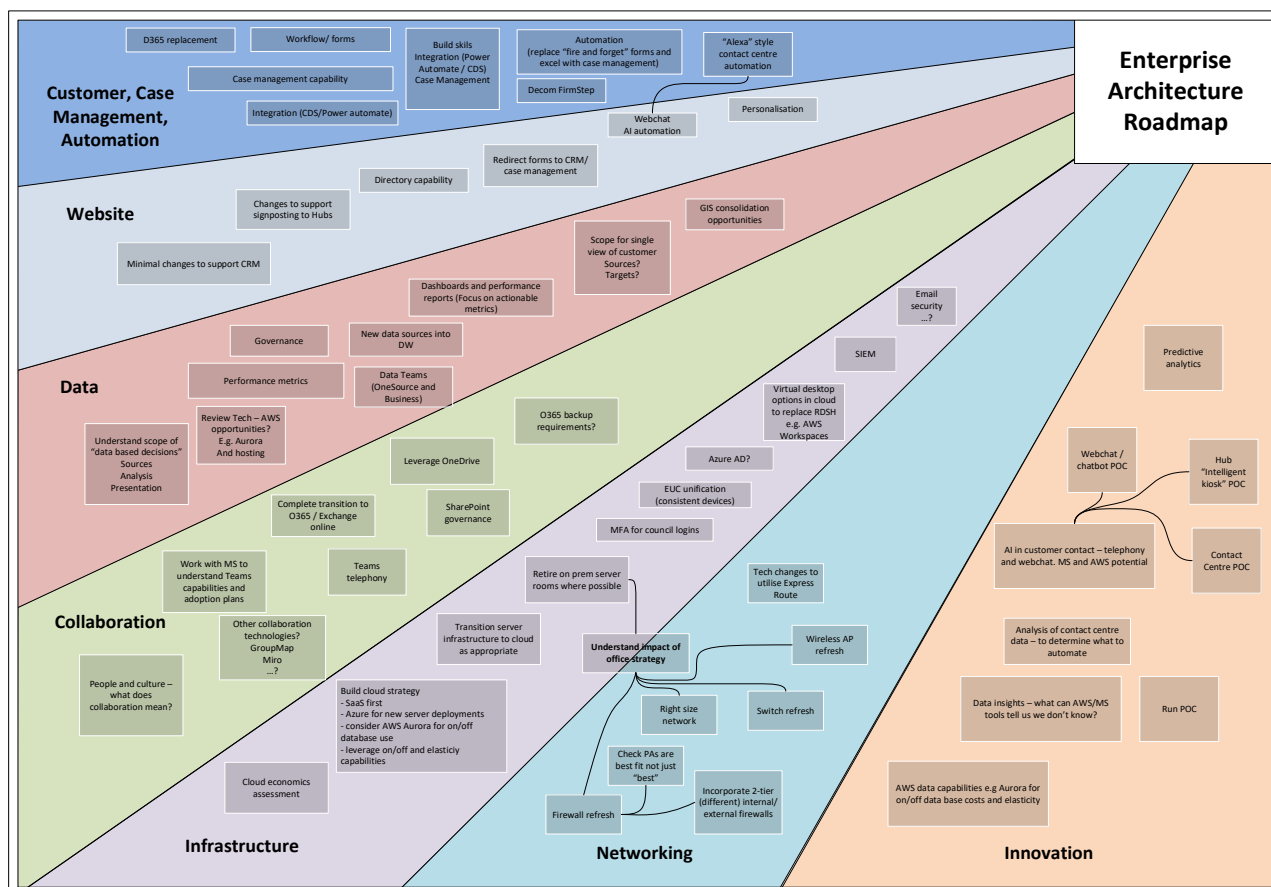


Figure 10: Havering Target Enterprise Architecture, September 2020

Further details on the technical vision for the Council and the enterprise architecture can be found at Appendix C: Digital Portfolio Business Case Enterprise Architecture.

## Appendix B – Investment Appraisals

### A – Smarter Working +

Programme Name: Smart Working +
<p><b>Management Summary:</b> The SRO for the overall Programme is Jane West (COO) with individual SRO's for the 4 main projects: Ian Gibbs: Scan it, Scrap it, Store it, Stop it (S4), John Friend: Office 365 Implementation, Mark Butler: Programme support for Asset Rationalisation and Andrew Blake-Herbert: People, Culture &amp; Behavioural Change. The Programme Manager will be supported by a team of 1 Senior Project Manager &amp; Engagement Lead, 2 Project Manager/Business Analyst, 1 PMO, an O365 &amp; SharePoint Lead and a Communication Lead.</p>
<p><b>Financial Appraisal Summary:</b> The costing included in the portfolio tables include - Scan it, Scrap it, Store it, Stop it (S4), Office 365 Implementation, programme support for Asset Rationalisation and the People, Culture &amp; Behavioural Change. The programme of activities will span a 24 month period. The benefits which have been identified will increase as the programme develops and identifies further opportunities. An example is that the S4 project will bring change to business processes by building automation and digitisation processes for our documentation and file authoring and sharing capabilities, which in turn will create efficiencies, increase collaboration and drive down cost.</p>

### B – Tenancy Separation

Project Name: MS Tenancy Separation
<p><b>Management Summary:</b> To ensure data integrity and sovereignty over the usage and deployment of Microsoft based service, a joint decision has been made to move away from the existing shared Microsoft tenancy structure, currently jointly occupied by Havering Council, Newham Council and oneSource. This will allow for strategic decision-making over all stored data, functionality, integrity and rate of change for usage within the O365 cloud structure. This project will manage the separation and segregation process to ensure migrations for existing services resident in the existing O365. This includes:</p> <ul style="list-style-type: none"> <li>-Process design</li> <li>-Tooling to support migration</li> <li>-User Communication</li> <li>-Cross training</li> <li>-Migration of mailboxes</li> <li>-Migration of data (SharePoint, Teams, OneDrive)</li> <li>-Configuration of PowerBI Dashboards and PowerApps</li> <li>-Cut Over of services</li> </ul> <p>This will not deliver:</p> <ul style="list-style-type: none"> <li>-Information governance principles</li> <li>-Information security principles</li> <li>-Additional Tenancy configuration</li> </ul> <p>This project assumes that the direction of travel for tenancy occupancy is a separate tenancy per organisation</p>
<p><b>Financial Appraisal Summary:</b> The overall costs for delivery will be shared between Havering Council and Newham Council. There is a small market for suppliers who have performed these tasks and have developed tooling which can support the separation of tenancies. This capital will be controlled by oneSource IT. The current capital request assumes separation for all organisations into three tenancies. Costs may reduce dependant on decisions by joint SR151's.</p>

## C - Data Centre & Core Network Refresh

Project Name: Core Network Refresh
<p><b>Management Summary:</b></p> <p>The original network architecture dates back to 2008. Whilst there have been some changes to the environment, no significant redesign or reinvestment has been undertaken.</p> <p>Aging platforms, in some cases over a decade old, are resulting in an increased support overhead and a higher risk of service failure.</p> <p>The current architecture does not have the capability to fully support the strategic approach of “Cloud First” technology adoption. The performance and speeds of the network overall are not sufficient for any significant change of strategy and technology (cloud based telephony, increased cloud application usage).</p> <p>Whilst oneSource maintain the security of the infrastructure, this is a reactive service which has increasing complexity as the systems reach end of life status. Proactive approaches to support, automation and security cannot be readily adopted under the current architecture.</p> <p>In order to build a response to the current situation, the project team evaluated the size and scale of risk within the infrastructure, in relation to:</p> <ul style="list-style-type: none"> <li>- Current security requirements as defined by DPO</li> <li>- Industry examples of infrastructure best practice</li> <li>- Age and support costs for current network</li> </ul> <p>This enabled the identification of key elements which need to be redesigned. By incorporating current corporate objectives with the existing IT strategy principles, a series of functional and non-functional requirements were defined. These were generated through workshops and document collaboration.</p> <p>Use cases and users journeys were developed to test these requirements, to ensure they were fit for purpose.</p>
<p><b>Financial Appraisal Summary:</b> A suite of options have been developed, including remaining “As Is”. However, the quantifiable impact on service failure cannot be costed in an “as is” situation. Through industry consultation as well as internal specialist resource impacting, the model developed addresses the long term strategic aims of all supported environments, whilst ensuring the supportability, scalability and performance for all users.</p> <p>In order to begin the stabilisation of Havering Councils technology stack, mitigating ever-increasing security risks, this project has been marked urgent with Year 0 capital funding of £500,000 being released so that work can be expedited.</p>

## D - Organisational Data Capability

<b>Programme Name: Organisational data capability</b>
<p><b>Management Summary:</b> This investment looks at increasing Havering's Data Capability including - Master data management (MDM), dash boarding , Open Data this can be implemented in many different configurations and undertaken in tranches to provide a step change in capability. Full Data Capability would require a significant investment in resources and funding to deliver a fully integrated digital council with real time access to data with changes synchronised across all systems. In addition citizens would have online access to a large amount of data with the ability to correct errors and omissions. There are potentially two step changes in building capability: 1. An improvement on the current situation achievable within a two year timeframe; 2. A more Comprehensive improvement on the current situation but still short of the full data Capability.</p>
<p><b>Financial Appraisal Summary:</b> There is currently no outline or full business case for this piece of work. The rough order of costings are based on work undertaken at Newham and other Councils across London who have adopted similar approaches. A Discovery exercise should be undertaken to fully understand the issues that need to be addressed with the aim of producing a fully costed business case outlining both the financial and non-financial benefits for the LBH. The costings in the appraisal are based on a full Data Capability solution and the savings are current MTFS targets.</p>

## E - Business Systems and BI and Analytics Capability

<b>Project Name: Business Systems and BI &amp; Analytics Team</b>
<p><b>Management Summary:</b> Historically, the council has had little control over its systems. Each service area has developed (or not) its own systems and the support arrangements for them. Thus there has been a disconnect between what staff are putting into systems for day to day operations, and how (or whether) this information feeds into corporate performance reporting. This has previously resulted in no global or strategic management of the data in those systems. It is critical that master data (property, people and business data) is consistent across the council but the impact of this disjointed approach is that opportunities for improvement have been regularly missed, and money wasted when a more holistic approach could exploit existing systems more effectively. The Activist work has identified a number of options, and as of December 2020 the Corporate Insight and Business Systems team has been formed and a plan is underway to address these challenges with support from the PMO and Digital Portfolio to define the direction, opportunity and efficiencies.</p>
<p><b>Financial Appraisal Summary:</b> The council currently spends in the region of £2m per year on supporting its business systems and extracting information from them. This does not include additional funding for projects. MTFS identify 100k annual savings, which should be easily achievable. A rough order of costing for the redesign of the function and the training and upskilling of staff is circa 150k.</p>

## F - Borough Wide Connectivity

Project Name: Borough Wide Connectivity
<p><b>Management Summary:</b> There is a lack of high-speed internet connectivity in the borough. Just like water and electricity, particularly post-pandemic, this is a necessary utility for residents, communities and businesses.</p> <p>The lack of connectivity is increasing the impact of digital poverty and denying our residents the opportunities to access critical services both for support and to improve their standard of living. This project seeks to provide an approach to tackle this, albeit given the nature of the problem, it will be over the long term.</p> <p>By reviewing the existing infrastructure, the digital deficit for all resident types within the borough can be evidenced. Taken from Ofcom, large areas of the borough have no access to broadband-based internet services. Only 4% of the borough has fibre (high speed) broadband internet access, with limited presence in major population centres. Post Covid-19, there will be an increasing demand for stable, accessible connectivity for residents, employers and businesses, to enable and facilitate remote working for an effective workforce. This period has made it evident that residents need to access services and information through as many digital channels as possible. The lack of support via digital channels through sufficient connectivity puts residents, particularly vulnerable residents, at increased risk. Addressing the available connectivity throughout the borough:</p> <ul style="list-style-type: none"> <li>• Increases the access to digital channels and services for residents</li> <li>• Creates opportunities to support residents and communities through emerging technology (e.g. Internet of Things)</li> <li>• Reduces digital poverty for residents</li> </ul> <p>Begins our journey to a digitally inclusive Havering</p>
<p><b>Financial Appraisal Summary:</b> Initial 12 month development team funding - £682,500</p> <p>Capital investment for resourcing:</p> <ul style="list-style-type: none"> <li>• Connections Lead – Co-ordinating multiple initiatives across our estate and delivering to senior stakeholders in LB Havering - .5 FTE</li> <li>• Project Management - Vendor management – Dedicated resource for vendor Workstream definition, on boarding and contract delivery – 1 FTE</li> <li>• Project Management - Connection delivery – Dedicated resource for connectivity delivery, liaising with borough planned functions and regeneration for delivery – 1 FTE</li> <li>• Business Analyst - Resident facing – Dedicated analyst to quantify and identify resident based connectivity data, ensuring coverage with socially valuable delivery – 1 FTE</li> <li>• Business Analyst - Business Engagement - Dedicated analyst to work alongside business development teams to ensure connectivity availability for start-up and expanding organisations within the borough, and support initiatives to encourage business growth– 1 FTE</li> </ul>

## G - User Centred design capability

Project Name: User Centred Design Capability
<p><b>Management Summary:</b> The Council are moving strategically in the direction of co-designing services with residents and partners. This is a significant change in approach and culture. The Council currently doesn't have this capability or culture within the organisation. The CRM Replacement Programme procured a specialist customer—centric design partner, <i>We are Snook</i>, to undertake the redesign of three services within the scope of the programme. The programme will take the opportunity where practicable to upskill permanent members of staff in the co-design approach. However this will be insufficient to build and upskill staff across the different directorates and provide the capability required going forward. Further training will be required.</p>
<p><b>Financial Appraisal Summary:</b> During the tendering process the consultancies indicated that a rough costing of circa 25k was required for a discovery phase. This project will not directly provide any "direct" financial benefits but will enable council staff to undertake the redesign of services where cashable savings can be realised.</p>

## H - Integration (Enabling IT integration capability)

Project Name: Integration
<p><b>Management Summary:</b> Application Integration has become a very important process in simplifying and automating business processes and transactions, while at the same time avoiding the need to make sweeping changes to existing applications or data structures. With a systems integration capability access to data becomes faster and easier for colleagues to make business decisions and have full visibility of the information required.</p> <p>This will enable Havering to easily share information that was previously difficult, costly and/or time-consuming to access, especially from legacy application systems. Rather than having to duplicate data from one system to another and wait for information to be received from other services, employees would be able to spend more time focusing on the needs of the resident.</p>
<p><b>Financial Appraisal Summary:</b> There is currently no outline or full business case for this piece of work. The rough order of costings are based activities undertaken by Councils across London who have adopted similar approaches. A discovery exercise should be undertaken and the application roadmap to - be status confirmed to fully understand the issues that need to be addressed with the aim of producing a fully costed business case outlining both the financial and non-financial benefits for the Havering Council.</p>

## I – Platforms (supporting the transformation of the resident experience)

Project Name: Platforms
<p><b>Management Summary:</b> This investment pertains to the capability to rapidly build customised applications for business needs. This would comprise a common development platform using low code technology allowing rapid development and deployment. An element of this technology will form part of the CRM project, however this will broaden out the capabilities across the Council.</p> <p>This capability will look at driving reduced cost of ownership, increased expertise and faster delivery from IT. Examples of this technology can already be seen in Havering such as the vulnerability Hub created on the Microsoft Power App platform.</p>
<p><b>Financial Appraisal Summary:</b> There is currently no outline or full business case for this piece of work. The rough order of costings are based on activities undertaken by Councils across London who have adopted similar approaches. A discovery exercise should be undertaken and the application roadmap to be status confirmed to fully understand where this technology could be utilised, with the aim of producing a fully costed business case outlining both the financial and non-financial benefits for Havering Council</p>

## J - Security

Project Name: Security
<p><b>Management Summary:</b> This investment aims to provide reasonable and proportional information assurance for the Council by improving Data Governance and Information security capabilities. The investment acknowledges the staffing and funding challenges faced across the organisation in the wider context of a cloud first approach while retaining local network capabilities, the continually deteriorating cyber security landscape increases threat vulnerability and demands greater council dependency on technology.</p> <p>Responding to the increasing risk of a compromise and aligning with good practice across the industry the investment will deliver:</p> <ul style="list-style-type: none"> <li>• Devolution of information asset management and visibility of information status to the relevant business Information asset owners (where does it flow to, who has access to it, what are the high risks, is processing GDPR aligned?)</li> <li>• Improved near real time detection of threatening behaviours and intrusions at a reasonable cost by utilising existing platforms the council has invested in</li> <li>• Standardised and automated response to high risk threats, reducing the requirement for investment in a large security focused team and/or prematurely outsourcing the security function</li> </ul>
<p><b>Financial Appraisal Summary:</b> There is currently no outline or full business case for this piece of work. The rough order of costings are based on work undertaken at Newham and other Councils across London who have adopted similar approaches. A discovery exercise should be undertaken to fully understand the issues that need to be addressed with the aim of producing a fully costed business case outlining both the financial and non-financial benefits.</p>

## K - Chatbot Pilot

Project Name: Chatbot Pilot
<p><b>Management Summary:</b> Chabot's interact with human customers by giving them the required information, resolving issues, sign-posting answering questions. Businesses use Chabot's to increase self-service, generate more leads, support 24x7 and reduce staffing cost. The CRM Replacement Programme has developed a Chatbot prototype for parking fines and this could be replicated across other services for less complex interactions. This investment could be extrapolated across other service areas and the savings replicated once other areas are identified.</p>
<p><b>Financial Appraisal Summary:</b> It is estimated that Chabot's can reduce the cost of a customer service function by up to 30% if implemented across all service areas. One of the highest volume calls to the customer contact centre is currently Green Waste, which could make a great pilot use case because it is esteemed that the equivalent of two FTE's could be saved as a result.</p>

## L - Robotics Process Automation

Project Name: RPA-Automation Bots
<p><b>Management Summary:</b> RPA uses a set of instructions to automate rule-based tasks. Steps could be repetitive tasks built into some macros with process mapping. Use of RPA reduces human efforts. But the scope is limited as it demands systematic and organized data. It is limited in scope but good enough to manipulate existing information in applications without continuous supervision. Havering Council could use RPA to improve efficiencies, reduce human errors and cut operational cost in transactional services. By implementing RPA on the processes that can be automated the following benefits can be realised, staff can focus on high-value tasks.</p> <p>RPA works 365x24x7; and there are no training and retraining cost. There is an opportunity for the service redesign programme to identify processes that can be automated. It's currently unclear how many processes can be automated, but this should emerge as the service redesign work continues.</p>
<p><b>Financial Appraisal Summary:</b> There is currently no outline or full business case for this piece of work. However research undertaken by Gartner states that up to 30% savings could be made by automating processes. The cost benefit analysis is based on the rough order approximately 10k per annum per bot. The costs and savings could be extrapolated depending on how many opportunities Havering identify for automation.</p>

## Appendix C – ICO Data security incident trends 20/21 YTD

	INCIDENT TYPE	Central Governme nt	Charitable and voluntary	Education and childcare	Health	Justice	Land or property services	Local governme nt	Political	Regulators	<b>Grand Total</b>
Cyber security incidents	Brute Force		1	1	1		2				<b>5</b>
	Hardware/software misconfiguration		1	2		1		1			<b>5</b>
	Malware			1			1	1			<b>3</b>
	Other cyber incident		1	3				2			<b>6</b>
	Phishing		16	28	8		18	2			<b>72</b>
	Ransomware		6	7	2		2	1			<b>18</b>
	Unauthorised access		5	11	21		2	7			<b>46</b>
	<b>Cyber Security Incidents Total</b>	<b>0</b>	<b>30</b>	<b>53</b>	<b>32</b>	<b>1</b>	<b>25</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>155</b>
Non-cyber security incidents	Alteration of personal data										<b>0</b>
	Data emailed to incorrect recipient	7	16	56	23	7	15	22	2	2	<b>150</b>
	Data of wrong data subject shown in client portal			2				1			<b>3</b>
	Data posted or faxed to incorrect recipient	7	7	3	31	3	4	22			<b>77</b>
	Failure to redact	1	3	5	6	5		12		1	<b>33</b>
	Failure to use bcc	4	6	32	11		4	6			<b>63</b>
	Incorrect disposal of hardware										<b>0</b>
	Incorrect disposal of paperwork				1						<b>1</b>
	Loss/theft of device containing personal data			4	3	2	1	1			<b>11</b>

	Loss/theft of paperwork or data left in insecure location	1	4	6	23	3	2	3			<b>42</b>
	Not Provided	3		10	6	3		2	1		<b>25</b>
	Other non-cyber incident	13	20	36	66	10	14	27	3		<b>189</b>
	Verbal disclosure of personal data		1	4	12	1	3	4			<b>25</b>
	<b>Non-cyber security incidents Total</b>	<b>36</b>	<b>57</b>	<b>158</b>	<b>182</b>	<b>34</b>	<b>43</b>	<b>100</b>	<b>6</b>	<b>3</b>	<b>619</b>
	<b>Grand Total</b>	<b>36</b>	<b>87</b>	<b>211</b>	<b>214</b>	<b>35</b>	<b>68</b>	<b>114</b>	<b>6</b>	<b>3</b>	<b>774</b>

## Appendix D – Core Business Partner Implications

### 1 – Legal

<b>Havering Digital Portfolio Legal Implications and Risks</b>
<p>Very few legal risks have been identified in relation to making the decision to allocate a capital allocation of £6.3m in year one. All procurement framework requirements will be adhered to, with appropriate due diligence in partner and service viability undertaken to ensure service sustainability.</p> <p>There is always the possibility of a judicial review in relation to decision making of the Council. Decision making within the report should be as robust and full as possible. The risk of a judicial review in this case is minimal.</p>

### Havering Digital Portfolio Finance Implications and Risks

The following section breaks down further the investment required in Phase 1 Year 1. There are additional requirements which are related to ensuring the IT estate is managed and maintained.

Phase 1 is the immediate request for funding to undertake the high priority activities and the part funding for new activities.

This document requests immediate commitment to year 1 activities at an additional value of £6.3m above existing IT capital. This funding will also ensure appropriate resourcing for project definition and appropriate scrutiny of all future portfolio proposals.

Separately costed, and funded, business cases will be presented, but are recognised as part of this governance portfolio. Please refer to Section 4: Investment Summary for further detail.

#### ***Fixing the plumbing***

Over the next 5 years, The *Fixing the Plumbing* theme requires nearly £30 million in new capital investment. The vast majority of this investment is needed to stabilise crucial elements of the Council's technical infrastructure and replace burning platforms. The investment will facilitate significant revenue savings over the medium-term in the form of efficiency gains, reduced costs, process rationalization, economies of scale and cost mitigation. The nature and amounts of these savings are still being calculated and will be built into the MTFS in due course.

Importantly, the first 2 years of investment will deliver a reliable and secure core IT infrastructure and reduce the current significant risk the borough has relating to cyber-attack and information security.

It will also deliver new capabilities to the business, which should release further cashable savings and these will be incorporated into the full business cases of the new projects/programmes.

#### ***Unleashing Havering***

The Unleashing Havering theme requires £1 million in investment and is forecasted to release further savings. There are significant opportunities for further savings through digitisation and automation across all parts of the business, but these require fuller assessment and validation.

These opportunities should be identified in other programmes such as the service redesign programme, which will realise savings to operational and commissioning services' costs. To avoid the double counting of benefits, these potential benefits will be included other programme business cases.

### ***Pushing the Boundaries***

Initial concepts on how Havering can “push the boundaries” with its digital presence are derived from multiple sources. By reviewing the strategic aspirations of the borough overall, analysing our peer organisations, as well as comparing this with the technical “art of the possible”, a broad range of concepts and opportunities have been identified as warranting further investigation. These require in-depth analysis and validation, which will be provided as part of the portfolio lifecycle, with the return on investment for the borough as a whole presented via separate business cases.

The Digital Portfolio will engage with residents, business and stakeholders to enable a transformative suite of initiatives throughout the borough over the next 5 years.

However, it is important to note that at this time, with urgent technical projects underway to support the Coronavirus pandemic effort, any indicative benefit analysis may be misleading and all savings targets and benefits will be re-validated within each individual project scope at the time of commencement, based on the circumstances and parameters in place at the time.

## 3 - Equalities

### **Havering Digital Portfolio Equalities Implications and Risks**

There are almost no identifiable equalities risks. To the contrary, the technical and digital programmes identified in the Digital Portfolio Business Case provide Havering with a wonderful opportunity to remove barriers.

Services, resources, information and guidance can often be made available at the touch of a button, on demand - beyond the standard 9-5 operating hours, which compliments all existing services.

Human bias is removed from the equation for the large part and any bias risks attributable to emerging technologies such as Robotic Process Automation will be tested and properly monitored and evaluated for bias mitigation purposes.

### Havering Digital Portfolio Human Resources Implications and Risks

There are many potential implications for HR as technology unlocks several significant opportunities for efficiency and innovation. Technological advancements will help to improve the way we contact and interact with employees, provide policy and corporate communication information, store corporate files and manage and evaluate employee enquiries, support and performance.

Utilized properly, technology can make HR more systematic, organised and efficient. One of the most obvious advantages of using technology is that communication can be instantaneous and en-masse; moreover, integrated systems can enable HR to better analyse employee data, improving the analysis of KPI's.

Recruitment, on-boarding and retention can be vastly improved as instantaneous access to information, guidance, policies and colleagues is facilitated. Moreover, implementation of digital HR service desks can promote self-service and ease the burden on compact HR functions, whilst providing employees with a personalised experience.

Having data in the cloud does mean we must also invest in robust firewalls and anti-malware to protect against malicious cyber-attacks and data breaches, but the benefits and efficiencies of working in a digital way are a requirement in contemporary society and often far outweigh the risks.

The trust and flexibility unlocked as a result of remote working during the pandemic has shifted the understanding of the traditional 9am-5pm working day and as we navigate through the digital portfolio projects and programmes we may formally explore the opportunities technology provides to move from the office-based model to a flexi, self-managed 24/7 working with a focus on output and quality rather than time and duration.

In terms of concerns, there are modest emerging fears that technology will take over the need for certain human roles. However, technology does not match human decision-making skills and empathy. Rather, the way in which digital change is deployed removes the burden of laborious data-entry type tasks, freeing resources up to undertake better-suited tasks. The Digital Portfolio will work with leadership, service heads and keys stakeholders to understand any such fears or misconceptions by creating a strategy/plan to address the necessary organizational culture change associated with sustained and iterative digital and technological transformation.

The Digital Portfolio will also work closely with the HR and the corporate communications teams to address any concerns raised by employees, services or trade unions. There will be a communication and engagement plan drafted to ensure that employees and key stakeholders are appraised at key stages of the portfolio rollout and that any emerging workforce planning or resourcing implications are addressed in collaboration with Directors and Service Heads and Service Managers. There will be digital champions identified from within each service block to act as both activators and spokespeople throughout the

projection definition, discovery, design, build and deployment services to ensure programmes, projects and platforms are designed in collaboration with service leads so that positive impacts are maximised and negative implications mitigated, with opportunities created for employees and services to raise any concerns so that they may be addressed.

The strategic and technological significance of the current urgent and future potential projects listed within this portfolio over a wide timeframe may have multiple impact on job roles within multiple or the same teams at different times. Access to better, quicker, secure and stable tools, system integration which results in the reduction of re-keying and even real-time digital resident engagement and feedback are some such examples. It is also clear that the upgrade of existing/implementation of new systems and functionality will result in the need for staff training and empowerment but this in turn also unlocks our appeal as an attractive, skilled and technically enabled borough which could lead to broader, more competitive national pay structures. The portfolio lists an overarching Training Needs Analysis for employees within the initial '*Fixing the Plumbing*' Phase, but there will also be service-specific and project-based training that is designed and provided as core programmes such as CRM and Smart Working+ are completed, to ensure employees can make the most of all new technology at hand.

It's also worth noting that this level of collaboration and engagement may result in costs to the organization in addition to those currently identified within the portfolio. These could include things like stakeholder time in collaborating, prioritizing, planning, testing and supporting the delivery of programmes and projects within the digital portfolio as well as any potential workforce planning, efficiency realization or resultant restructuring at an individual/team/service/directorate/organisation levels across the 6-year time frame. The Digital Portfolio will work closely with HR and service stakeholders, employees and subject matter experts to align outcomes with Havering's People Strategy and assess emerging impact and opportunities as each phase of projects and programmes within the Portfolio is unlocked for delivery.

Lastly, all HR implications will be managed in accordance with the Council's HR policies and guidance.

### Havering Digital Portfolio Health and Wellbeing Implications and Risks

The wider expansion of Havering’s digital capabilities, both within the organization and as a servant to the community, will ensure a reduction in Digital poverty for all service users. This will lead to:

- Increased access to services through digital innovations,
- Agile approaches to service provision ensuring in time delivery of social and health benefits from the Council and partner organisations
- A stable, sustainable platform of digital products supporting the Councils delivery of services

Through increased connectivity throughout the borough over a 6 year period, connectivity for “Internet of Things” devices which can support assistive living for older and vulnerable residents can increase and improve their safety and access to healthcare environments, either digitally or through increasing automated services.

This Report recommends complimentary and supportive strategies to existing service access and is not intended to identify direct replacement. This will ensure all residents, including those with specific vulnerability needs, have access to services through multiple channels. Digital services will also be considerate to all resident for their access needs.

Moreover, during this time of remote and digital operation, the Covid Pandemic has made it clear that local government has a key role to play in the accessibility of services as well as the physical and mental wellbeing of all employees and residents. Through informative, innovative communication channels, hosted via multiple digital tools and platforms, the Council aims to ensure all service users are supported appropriately, in good time and with the associated investment. Needs will be assessed as work is undertaken to ensure all users are considered and negative impacts mitigated entirely or heavily reduced so that Havering residents have equal access to services. This will take various forms, ranging from things like awareness promotion, design by the exception method, skills development and support in accessing digital services to ensure equality and inclusion in access to services.

The portfolio includes specific projects to address user-centred needs and digital inclusion which will ensure that the impact on Havering’s older population and vulnerable groups including residents with English as a 2<sup>nd</sup> language and those with accessibility difficulties or learning disabilities who might otherwise be digitally challenged will not be left behind. Whilst digital-first options and digital adoption will be encouraged, we will ensure that there is always a means for truly vulnerable groups to obtain the support they need. Wherever possible we will also ensure we employ user-profiling, resident participation, community collaboration and user-testing in the design, deployment and iteration of services to address any challenges which arise.

These mitigations will reduce any identified negative impact and strengthen the overwhelmingly beneficial changes that will be the result in the realisation of the projects and ambitions stated within the Digital Portfolio.

Lastly, as this business case will, in some form or another, impact the entire havering population an equality health impact assessment (EQHIA) has been completed and is appended below;



i-Decision Digital  
Portfolio EQHIA.pdf

Title: Digital Portfolio | Ref: FS-Case-284125310 | Submitted: 15/12/2020

## i-Decision

Introduction	
Type of request	EQHIA
Title	Digital Portfolio
Directorate	Chief Operating Officer
Project Manager/Responsible Officer	Maxine Brown
Project Manager/Responsible Officer Email	Maxine.Brown@onesource.co.uk
Conducted on	15/12/2020
Name	Darren Mann
Email	darren.mann@onesource.co.uk

EQHIA	
Type of activity	Strategy, Project, New or change in service or initiative
Manager name	Susie Faulkner
Manager job title	Assistant Director Transformation
Manager service/directorate	Transformation
Have you sought advice from the Corporate Policy & Diversity team and/or Public Health team	Yes
Who have you spoken to	Jerry Haley
Reason for EQHIA	Does this activity have the potential to impact (either positively or negatively) upon people (protected characteristics), Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing

<p>There is impact on age</p>	<p>There are almost no identifiable equalities risks. To the contrary, the technical and digital programmes identified in the Digital Portfolio Business Case provide Havering with a wonderful opportunity to remove barriers.</p> <p>Services, resources, information and guidance can often be made available at the touch of a button, on demand - beyond the standard 9-5 operating hours, which compliments all existing services.</p> <p>Human bias is removed from the equation for the large part and any bias risks attributable to emerging technologies such as Robotic Process Automation will be tested and properly monitored and evaluated for bias mitigation purposes.</p>
<p>There is an impact on disability</p>	<p>The wider expansion of Havering's digital capabilities, within the corporate and as a servant to the Borough resident, will ensure the reduction in Digital poverty for all consumers of service. This will lead to:</p> <ul style="list-style-type: none"> <li>• Increased access to services through digital innovations,</li> <li>• Agile approaches to service provision ensuring in time delivery of social and health benefits from LBHavering and partner organisations</li> <li>• A stable, sustainable platform of digital products supporting the Councils delivery of services</li> <li>•</li> </ul> <p>Through increased connectivity throughout the borough over a 5 year period, connectivity for "Internet of Things" devices which can support assistive living for older and vulnerable residents can increase and improve their safety and access to healthcare environments, either digitally or through increasing automated services.</p> <p>This Report recommends complimentary and supportive strategies to existing service access and is not intended to identify direct replacement. This will ensure all residents, including those with specific vulnerability needs, have access to services through multiple channels. Digital services will also be considerate to all resident for their access needs.</p> <p>The COVID Pandemic has made it clear that local government has a key role to play in the physical and mental wellbeing of all residents. Through informative, innovative communication channels, hosted via multiple channels including digital platforms, LBHavering can ensure all consumers of services within it's borders can be supported appropriately, in good time and with the associated costs relevant to all situations</p> <p>Further clarity on specific outcomes and approaches is accessible within the Full Digital Portfolio Business Case.</p>

There is an impact on socio-economic	<p>The aim of the digital portfolio is to improve and equalise borough wide connectivity and look at inclusion so we understand and can move to address any challenges around access to data and devices as we move to recognise access to the internet in this new era as an essential utility, thus the digital portfolio will aim to have a positive impact on those currently disproportionately or negatively impacted by a move to more digital service design or provision.</p>
There is an impact on health	<p>The wider expansion of Havering's digital capabilities, within the corporate and as a servant to the Borough resident, will ensure the reduction in Digital poverty for all consumers of service. This will lead to:</p> <ul style="list-style-type: none"> <li>• Increased access to services through digital innovations,</li> <li>• Agile approaches to service provision ensuring in time delivery of social and health benefits from LBHavering and partner organisations</li> <li>• A stable, sustainable platform of digital products supporting the Councils delivery of services</li> <li>•</li> </ul> <p>Through increased connectivity throughout the borough over a 5 year period, connectivity for "Internet of Things" devices which can support assistive living for older and vulnerable residents can increase and improve their safety and access to healthcare environments, either digitally or through increasing automated services.</p> <p>This Report recommends complimentary and supportive strategies to existing service access and is not intended to identify direct replacement. This will ensure all residents, including those with specific vulnerability needs, have access to services through multiple channels. Digital services will also be considerate to all resident for their access needs.</p> <p>The COVID Pandemic has made it clear that local government has a key role to play in the physical and mental wellbeing of all residents. Through informative, innovative communication channels, hosted via multiple channels including digital platforms, LBHavering can ensure all consumers of services within it's borders can be supported appropriately, in good time and with the associated costs relevant to all situations</p> <p>Further clarity on specific outcomes and approaches is accessible within the Full Digital Portfolio Business Case.</p>

There is an impact on social cohesion	<p>It is considered that, through the increase of a digital approach to our residents access to our service design and provision, complementing existing routes to access council services, social cohesion can be broadened, whilst reducing the Digital poverty of LB Havering.</p> <p>Services, resources, information and guidance can often be made available at the touch of a button, on demand - beyond the standard 9-5 operating hours, which compliments all existing services.</p> <p>Human bias is removed from the equation for the large part and any bias risks attributable to emerging technologies such as Robotic Process Automation will be tested and properly monitored and evaluated for bias mitigation purposes.</p>
How frequently will the EQHIA be reviewed	<p>To be revised annually in line with:</p> <ul style="list-style-type: none"> <li>- Financial targets of the organisation</li> <li>- Strategic goals of the council as a whole</li> <li>- Portfolio Governance</li> </ul> <p>To be reviewed next in December 2021.</p>
Scheduled date of review	31/12/2021
Lead officer conducting the review	Maxine Brown

# Enterprise Architecture Havering Council

Tim Ward, optima IT Ltd



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**optima**

Maximising return on IT investments



# Introduction



This document sets out a high level roadmap to best deliver on the internal and external drivers facing Havering council.



Fundamentally this roadmap should deliver a cost effective, robust and appropriately flexible platform and enabler for the council to deliver to its organisational goals.



The document recaps the drivers for change, sets out a high level target state architecture that enables the organisation to address these drivers and a high level roadmap to deliver toward this target state.



# Context

The Covid-19 crisis has created opportunities for, a re-examination of business priorities and the ensuing IT roadmaps (architecture) for our council.

“Enterprise Architecture” is, fundamentally, about aligning IT delivery with the strategic aims of an organisation.

Information Technology delivers no benefits in its own right, it can however be a significant enabler of business change and transformation.

The following diagram is the output of workshops with senior council stakeholders which highlights key drivers and investment objectives that drive business changes. These in turn can be underpinned by IT enablers.



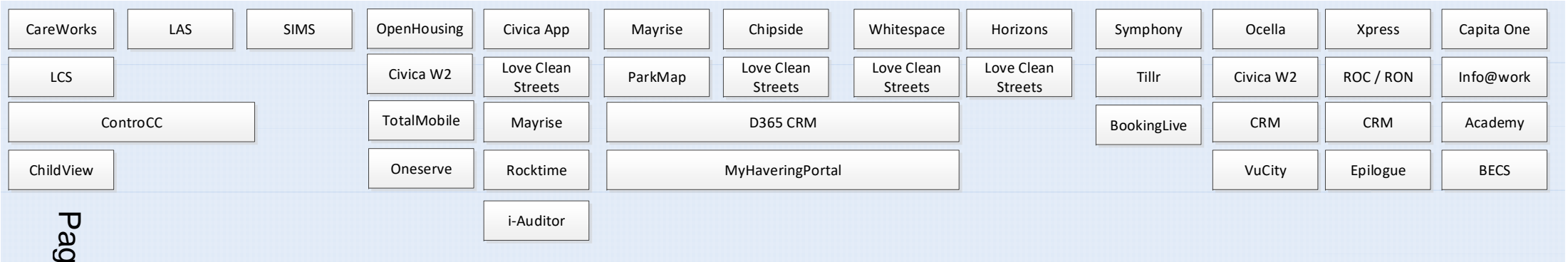
# As-is architecture

This section includes:

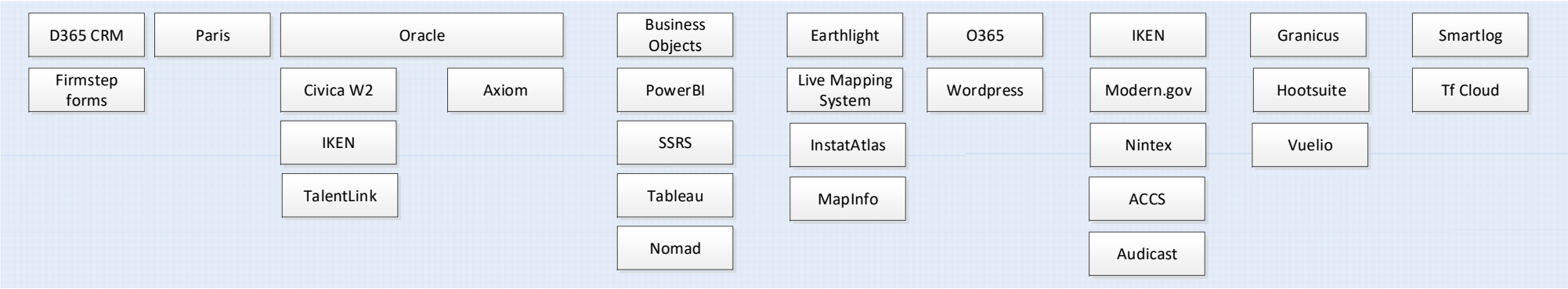
- Application landscape
- Technology landscape



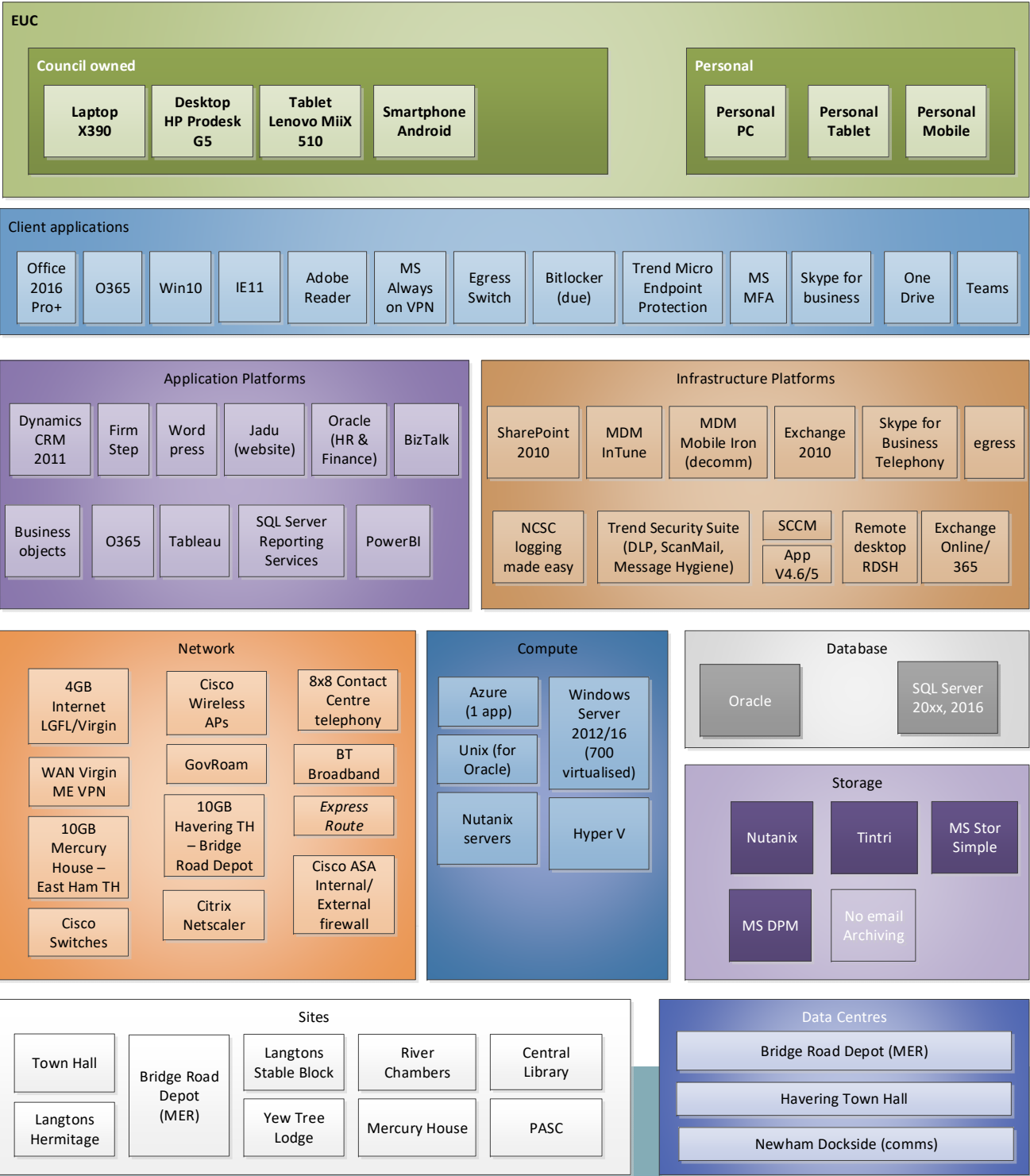
# Application landscape



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# Technology landscape

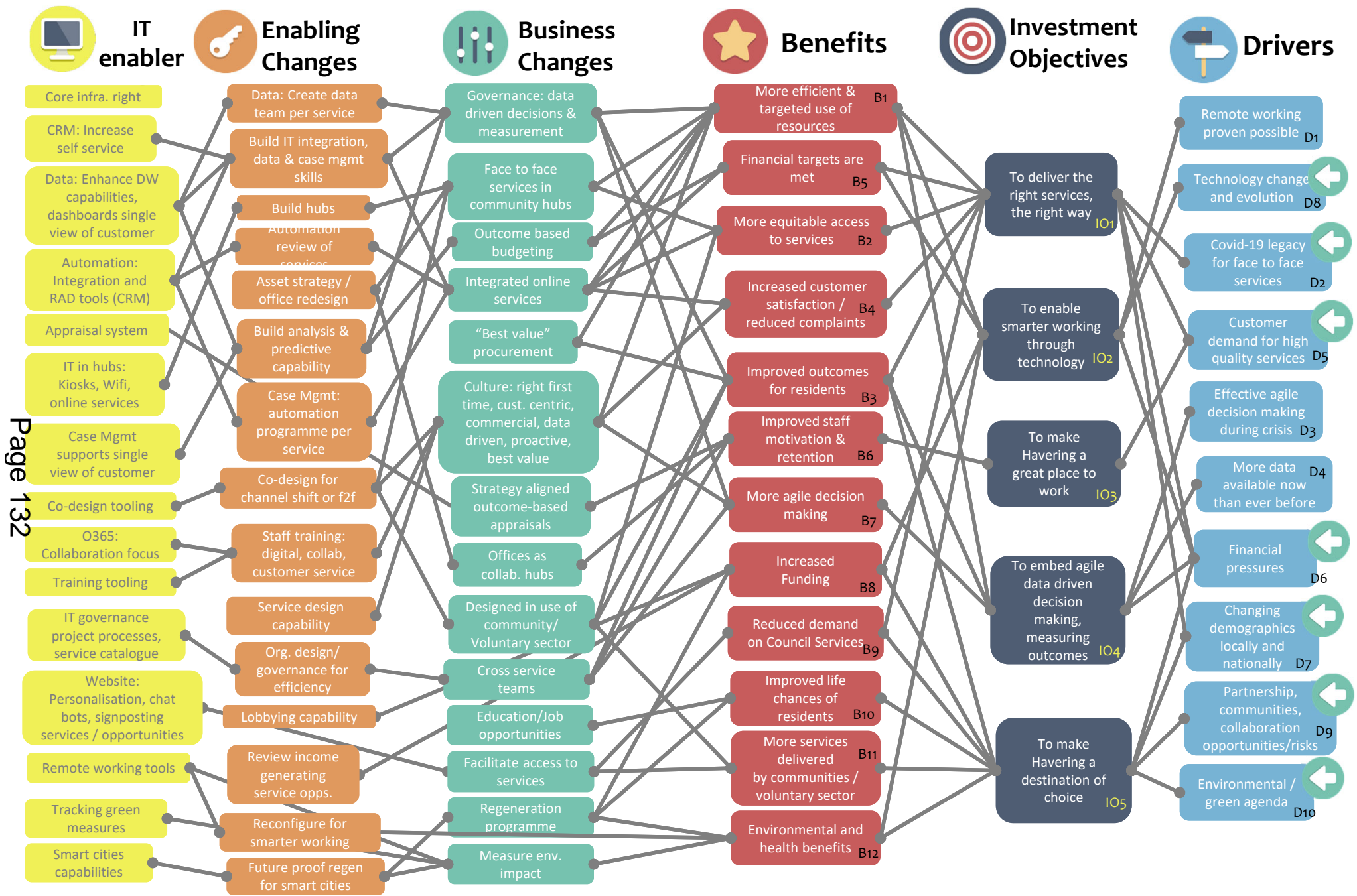


# To-be architecture

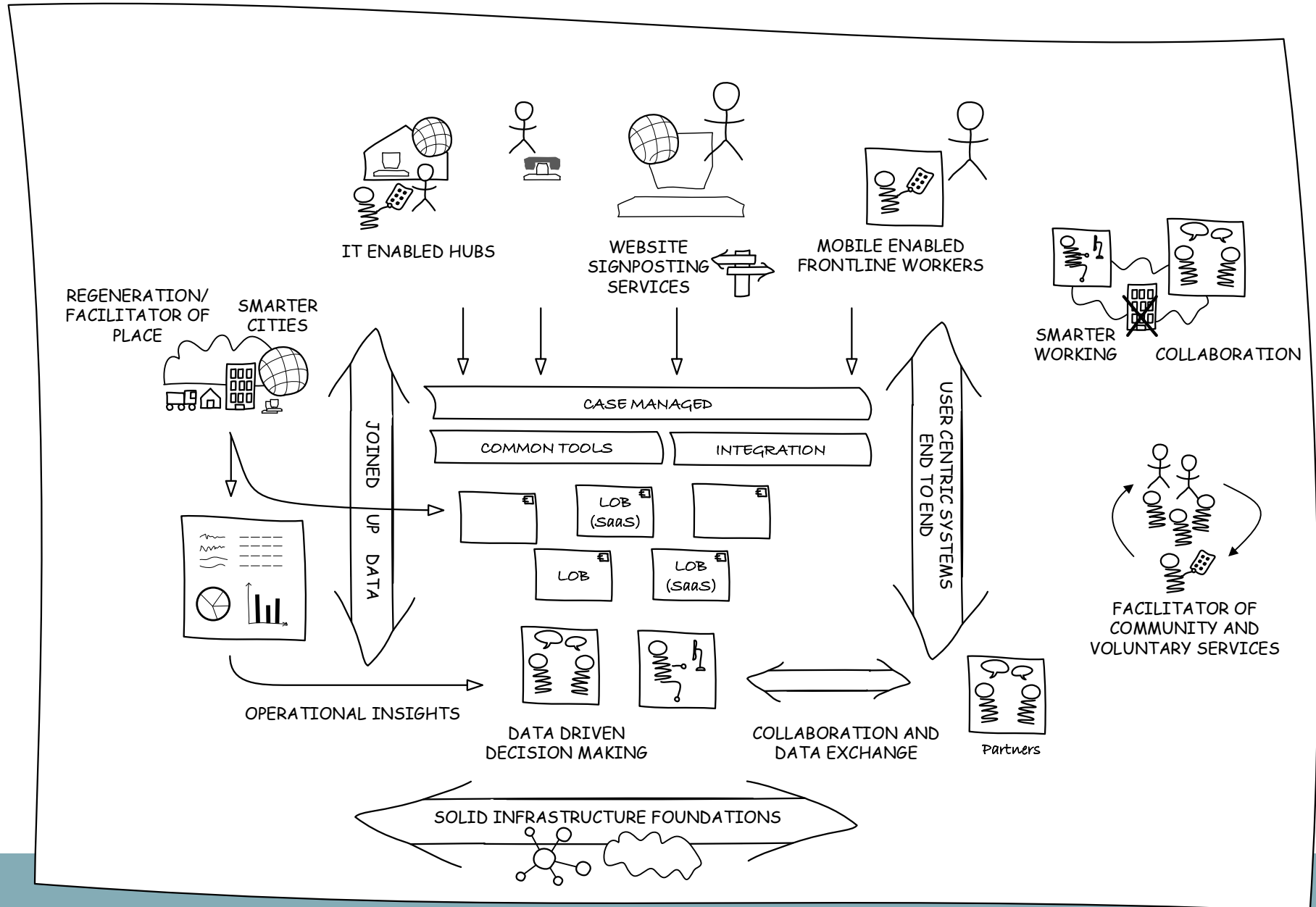
This section includes

- Benefits dependency network
  - Drivers, Investment Objectives, Benefits sought, Business Changes and IT enablers
- Conceptual target state
- High level roadmap – sunray diagram
- Target architecture themes
- High level architecture components
- High level platform view





# Conceptual target architecture



# Target architecture themes (1/2)

## IT enabled hubs

- Required face to face service delivery focused around hubs, which also act as locations for signposting access to community and voluntary services. IT supports council staff and access to online services.

## Online services

- Increasing channel shift for appropriate services. Signposting of online council services as well as community and voluntary sector services.
- Efficient access to information and services supported by personalisation, webchat and a case management approach to service forms. Case management underpins single view of customer.
- Business process review and redesign for automation and integration opportunities.

## Smarter working / collaboration

- Technology as an enabler of different working styles in, around and away from the office. Decrease in office space facilitated by efficient remote working capabilities and collaboration tools.

## Mobile enabled frontline workers

- Easy access to required council systems on the move.
- Devices and remote access capabilities go part of the way to supporting this.
- Business process review and redesign are likely required to derive full benefits.

## User centric systems – end to end

- Services designed around the end customer, from initial point of contact, across relevant services and through relevant LOB systems.



# Target architecture themes (2/2)

## Joined up data – supporting operational insights and collaboration

- Joined during the customer journey and at the point of entry.
- As well as joined after the fact for reporting purposes and to address a legacy of un-linked data.
- Data teams aligned with service areas support delivery of performance data, underpinning data driven decision making.
- “Open data” and other mechanisms for appropriate collaboration and data exchange with partners.

## Regeneration / Facilitator of space

- Build smart cities capabilities in from the beginning. Signposting and IT facilitation of strategy.

## Facilitator of community and voluntary services

- Through signposting / directory capabilities and IT enabled Hubs.

## Common tools

- Leverage core platform capabilities for Case Management, Process Automation, Reporting/Data, Integration.

- Driving reduced cost of ownership, increased expertise and faster delivery from IT.
- Some need for compromise where common platforms maximise benefits to wider organisation.

## Integration

- Efficient council operations facilitated by expertise in Integration capabilities joining up transactions between LOB systems and between service areas.
- Allows for exceptions which optimise solutions for services, with integration back to core platforms.

## Solid infrastructure foundations

- Appropriate levels of security, resilience and robustness to underpin council services.
- Increasing use of cloud services where cost effective.



## Customer, Case Management, Automation

## Website

## Data

## Collaboration

## Infrastructure

## Networking

## Innovation

# Enterprise Architecture Roadmap

D365 replacement

Workflow/ forms

Build skills  
Integration (Power Automate / CDS)  
Case Management

Automation  
(replace "fire and forget" forms and excel with case management)

"Virtual assistant"  
contact centre automation

Case management capability

Integration (CDS/Power automate)

Decom FirmStep

Webchat  
AI automation

Personalisation

Directory capability

Redirect forms to CRM/  
case management

Changes to support  
signposting to Hubs

Minimal changes to support CRM

Prove use of data  
as "predictive"

Scope for single  
view of customer  
Sources?  
Targets?

GIS consolidation  
opportunities

Governance – sell  
data potential

New data sources  
into DW

Enhance analytics  
capabilities to offer new  
insights

Consolidate use of Dashboards and  
Performance Metrics (actionable)

Data Teams  
(OneSource and  
Business)

Review Tech – AWS  
opportunities?  
E.g. Aurora  
And hosting

Understand scope of  
"data based decisions"  
Sources  
Analysis  
Presentation

Leverage OneDrive

Apply data  
classification and  
retention

O365 backup  
requirements?

Virtual desktop  
options in cloud  
to replace RDSH  
e.g. AWS  
Workspaces

Complete transition to  
O365 / Exchange  
online

SharePoint  
governance

Permissions  
management

Work with MS to  
understand Teams  
capabilities and  
adoption plans

Teams  
telephony?

Reduce use of  
direct dial?

Other collaboration  
technologies?  
GroupMap  
Miro  
...?

People and culture –  
what does  
collaboration mean?

Cloud economics  
assessment

Build cloud strategy  
- SaaS first  
- Azure for new server deployments  
- consider AWS Aurora for on/off  
database use  
- leverage on/off and elasticity  
capabilities

Decommission unsupported/  
insecure servers

Transition server  
infrastructure to  
cloud as appropriate

Enhance backup  
capabilities

Retire on prem server  
rooms where possible

Understand impact of  
office strategy

Right size  
network

Switch refresh

Check PAs are  
best fit not just  
"best"

Firewall refresh

Incorporate 2-tier  
(different) internal/  
external firewalls

MFA for council logins

EUC unification  
(consistent devices)

Azure AD?

Tech changes to  
utilise Express  
Route

Wireless AP  
refresh

Predictive  
analytics  
POC

Analytics POC  
Insights from  
data

Webchat /  
chatbot POC

Hub  
"Intelligent  
kiosk" POC

Contact  
Centre POC

AI in customer contact – telephony  
and webchat. MS and AWS potential

Analysis of contact centre  
data – to determine what to  
automate

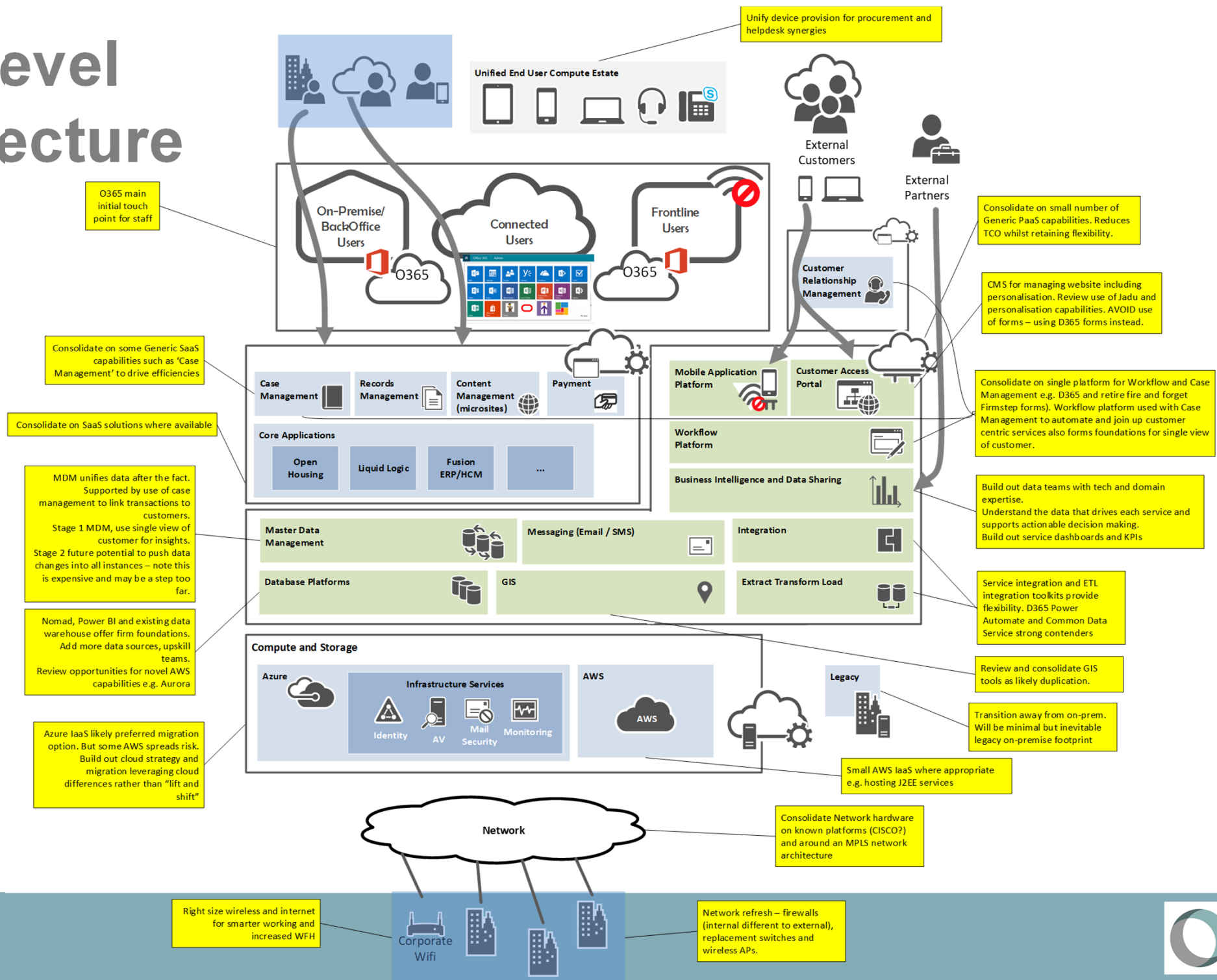
Data insights – what can AWS/MS  
tools tell us we don't know?

Run POC

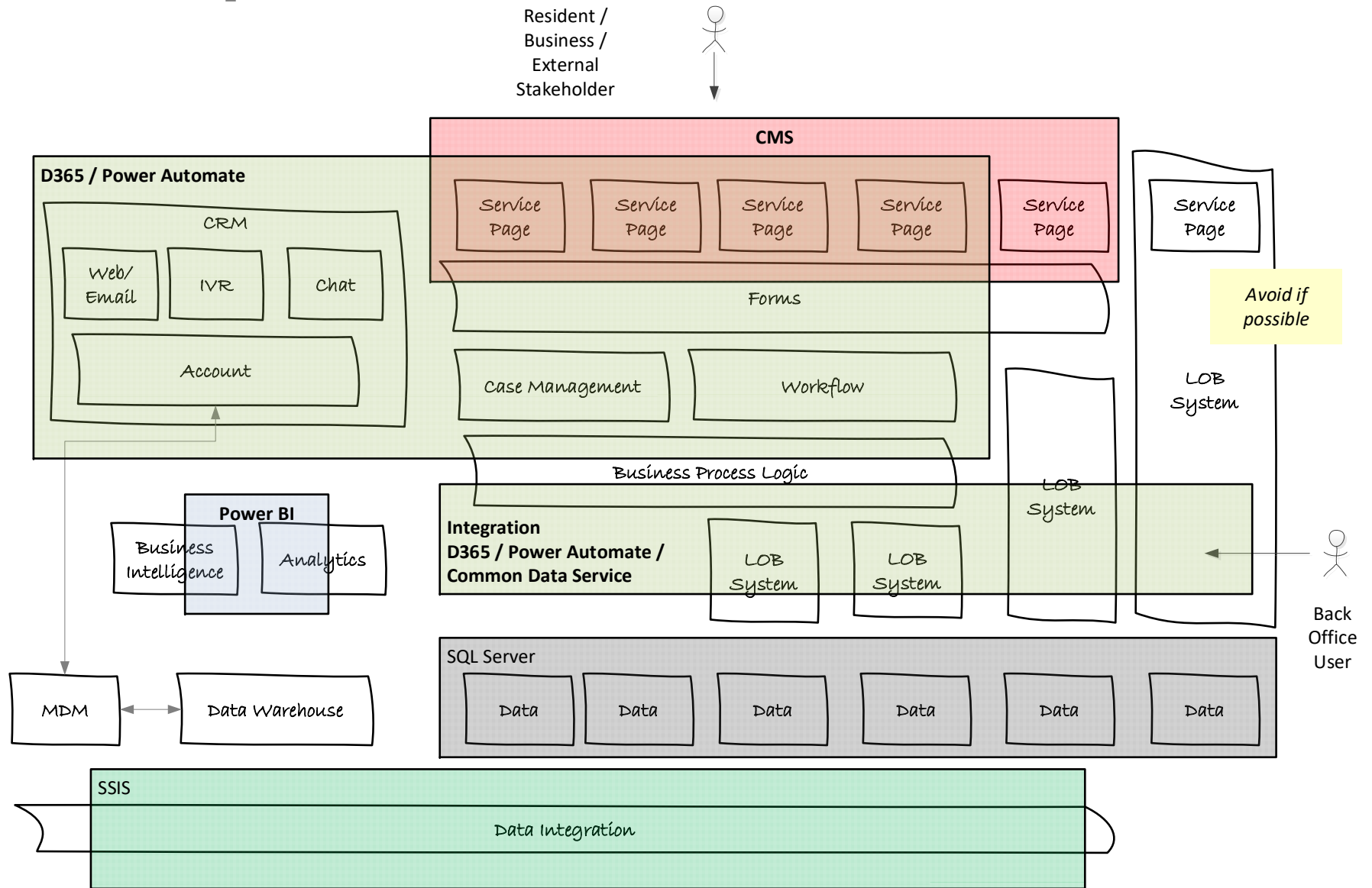
AWS data capabilities e.g. Aurora for  
on/off data base costs and elasticity



# High level architecture



# High level platform view



# Governance

This section includes

- IT principles
  - A detailed breakdown of the proposed IT principles is also available.



# IT Principles (1/3)

A set of IT Principles is proposed on the following slides.

IT Principles are high level statements of the fundamental values that guide decision-making and activities in relation to IT.

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They are the foundation for both architectures, standards, and policy development.

Their use ensures the managed evolution of Havering's Enterprise Architecture, reducing delivery risk and managing IT Total Cost of Ownership.



# IT Principles (2/3)

The evolution of our IT landscapes should be driven by business need and guided by a set of IT principles to assist our decision making

## Governance

- Clear alignment with strategic plans
- Maximise benefit to the organisation
- Leverage common use applications, integrate where divergence is critical
- IT engaged in all IT deployments
- Customer centric design
- Agile delivery methodology
- Tolerance of innovation and experimentation – fail fast.

## Data

- Data should be accessible, managed as an asset and appropriately protected
- Data will be shared unless there exists a strong case otherwise
- Data should be integrated to support a single view of the customer



# IT Principles (3/3)

## Applications

- Clearly defined architecture and strategies
- Design for ease of use
- Rent before buy before build – “Configure” where possible
  - (SaaS before PaaS before IaaS before “tin”)
- Build for business efficiency, integrating services and information
- Alignment with agreed standard technologies

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## Technology

- Controlled technical diversity
- Strive for reusability
- Reduce complexity
- Appropriate security – to minimum standards
- Requirements based change





## CABINET

<b>Subject Heading:</b>	<b>Contract Award for the Supply of Temporary Workers</b>
<b>Cabinet Member:</b>	<b>Cllr Damian White</b> Leader of the Council
<b>Report Author and Contact Details:</b>	<b>Ben Plant</b> Director of HR and Organisational Development ben.plant@onesource.co.uk
<b>Policy Context:</b>	N/A
<b>Financial Summary:</b>	Annual spend of c.£20m
<b>Is this a key decision?</b>	Yes, due to financial value
<b>When should it be reviewed?</b>	March 2023
<b>Reviewing OSC:</b>	Overview and Scrutiny Board

### The subject matter of this report deals with the following council objectives:

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

### SUMMARY

This report asks Cabinet to approve a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off. It is also recommended that the Council's contract with Adecco, the incumbent supplier, is extended by a period of six months.

These recommendations are made to Cabinet following an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers. Of all the options considered, a contract award to Matrix via the London Collaboration call-off delivers the greatest financial benefit, estimated at £180k – £350k per annum. In addition, the Matrix model includes the introduction of an innovative technology platform which, over time, will reduce the Council's spend on agencies by directly connecting hiring managers and temporary workers.

Transitioning to a new supplier and delivery model requires careful planning and change management, and a rushed implementation of the new contract would carry significant risks. A substantial implementation period was factored into the original procurement timetable, but that plan was unexpectedly disrupted by the Covid-19 pandemic. As a result, a six month extension of the Council's contract with Adecco is recommended. This will ensure a transition to the new provider and delivery model can be effectively managed alongside the Council's Covid-19 response, which continues to place exceptional demands on the Council and its workforce.

## **RECOMMENDATIONS**

For the reasons set out in this report, it is recommended that Cabinet agree:

1. to approve a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off for a duration of two years with the option to extend for a further two years
2. to extend the Council's existing contract with Adecco, the incumbent supplier, by a period of six months

## **REPORT DETAIL**

### **1 Background**

- 1.1 The Council is committed to reducing the use of temporary workers and building a stable, highly-skilled permanent workforce. Nevertheless, there will always be circumstances where the use of temporary workers continues to be necessary or appropriate – for example, where the Council requires access to specific skillsets for a defined period of time, or where there are challenges recruiting and retaining suitable permanent employees.
- 1.2 In 2016, Cabinet agreed to approve a contract award for the supply of temporary workers to Adecco. The original contract term was for three years with the option to extend for a further year. Following a Cabinet decision in January 2020, the contract was extended until December 2020; it was

subsequently extended by a further month, to January 2021, via an executive key decision to enable this paper to be brought forward to Cabinet.

## **2 Procurement process and contract award**

- 2.1 Since the Cabinet decision in January 2020, officers have undertaken an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers. This has included: engaging with stakeholders from across the Council to understand their requirements; researching all viable frameworks, suppliers and delivery models; and detailed financial analysis.
- 2.2 In total, the following options were considered:
- awarding a contract through the YPO framework *Temporary and Permanent Recruitment*
  - awarding a contract through the ESPO framework *Managed Services for Temporary Agency Resources*, commonly referred to as Mstar3
  - awarding a contract through the London Collaboration call-off from the Mstar3 framework – this option is explained further at 2.3 below
  - entering into a joint venture with either Kent Commercial Services (Kent County Council) or Opus People Solutions (Suffolk County Council)
- 2.3 In all, more than 40 different options were considered. The recommendation resulting from this work is a contract award to Matrix via the London Collaboration call-off. The London Collaboration is a group of London local authorities, led by the London Borough of Havering, who ran a further competition under the Mstar3 framework in 2019. By leveraging their collective buying power, the boroughs were able to secure a reduction to the core Mstar3 pricing structure and a range of service improvements, including the introduction of new technology designed to transform the process of temporary recruitment.
- 2.4 Of all the options considered, a contract award to Matrix via the London Collaboration call-off delivers the greatest financial benefit to the Council, estimated at £180k – £350k per annum. It also meets all of the critical operational requirements identified by stakeholders. Further analysis supporting this recommendation is set out in **Appendix A**, which is an exempt document on the grounds of commercial sensitivity.

## **3 Implementation**

- 3.1 There are significant differences between the service provided by the Council's incumbent provider, Adecco, and the model operated by Matrix. Adecco supply the Council with temporary workers via the Adecco branch in Romford and only draw on their supply chain where they cannot meet a requirement directly. Matrix do not have branches or their own temporary workers and their model is technology-driven. When a hiring manager requires a temporary worker, Matrix provide two sourcing solutions:

- the Matrix supply chain: agencies included in the supply chain, who have signed up to pre-agreed rates, have access to the Council's requirements and can put their candidates forward for consideration
  - the digital talent pool: this is an innovative technology platform, which directly connects hiring managers to temporary workers without involving an agency
- 3.2 The introduction of a digital talent pool is an especially significant development as, over time, it is expected to transform the Council's approach to temporary recruitment – firstly, by reducing reliance and spend on agencies and, secondly, through the introduction of digitised candidate vetting and compliance processes.
- 3.3 Transitioning to a new supplier and delivery model requires careful planning and change management. Existing temporary workers will need to be migrated to Matrix and, while this is standard industry practice, a smooth transition which does not disrupt the Council's service delivery requires detailed engagement and communication. Other aspects of the implementation programme include the introduction of a new IT system, training for hiring managers, the potential application of TUPE to existing staff employed by Adecco, and the development of a detailed SLA and operational protocols with Matrix.
- 3.4 The initial timetable for this exercise included provision for this transition. However, that timetable was unexpectedly disrupted by the Covid-19 pandemic since key resources allocated to the project were redeployed to support the Council's emergency response. A rushed implementation of the new contract would carry significant risks and, for this reason, it is recommended that the Council's contract with Adecco, the incumbent supplier, be extended by six months until July 2021.
- 3.5 In ordinary circumstances, a shorter extension may be sufficient to facilitate a transition from one provider to another. However, on this occasion, a six month extension is recommended because the transition requires engagement and input from officers who are playing a critical role in the Council's Covid-19 response, which continues to place exceptional demands on the Council and its workforce.

<b>REASONS &amp; OPTIONS</b>
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#### **4 Reason for the decision**

- 4.1 A contract award to Matrix via the London Collaboration call-off delivers the greatest financial benefit to the Council. It also meets all of the critical operational requirements identified by stakeholders.

## **5 Other options considered**

- 5.1 Officers have undertaken an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers, as detailed in paragraph 2.2 above. This exercise included consideration of suppliers accessible to the Council via frameworks as well as joint ventures with two local authorities.

## **IMPLICATIONS & RISKS**

## **6 Financial implications and risks**

- 6.1 The modelled annual cost of the contract with Matrix is £1.18m – £1.35m. This covers the cost of suppliers' margins and the Matrix management fee. It does not include the cost of temporary workers' pay (including employers' national insurance, pension contribution and apprenticeship levy).
- 6.2 The lower end of this range assumes that all requirements for a temporary worker will be met by the digital talent pool, while the higher end assumes that all temporary workers will be supplied by an agency in the Matrix supply chain. In practice, the Council will need to draw on both of these sourcing routes and actual spend will fall somewhere between the two figures. However, the more the Council makes use of the talent pool, the lower the total cost of the contract.
- 6.3 It is important to note that these are modelled costs drawing on a year's worth of historical temporary worker usage. Actual costs will depend on the number and type of temporary workers engaged during the lifetime of the contract.
- 6.4 There is no separate budget for temporary workers or the margin and management fee associated with their use. Rather, directorates are expected to contain these costs within their agreed salary budgets.
- 6.5 Of all the options considered, the recommended route delivers the greatest financial benefit to the Council, estimated at £180k – £350k per annum. However, a greater financial benefit can be achieved by reducing the use of temporary workers altogether. The Council's Senior Leadership Team is committed to driving down the number of temporary workers across the Council and this is a key area of focus in the People Strategy adopted by Cabinet in November 2019.

## **7 Legal implications and risks**

- 7.1 The Council has a general power of competence under section 1 of Part 1, Chapter 1 of the Localism Act 2011, which gives it the power to act as an individual would, subject to other statutory provisions limiting or restricting its use of such power.

- 7.2 This report asks Cabinet to approve a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off and the recommendations in this report are compatible with the exercise of the Council's general power of competence.
- 7.3 In so far as the Council has followed the procurement process prescribed by the Mstar3 framework and the London Collaboration call-off (as set out in paragraph 2 of this report), it will have conducted a fully compliant procedure and it is unlikely that this contract award would be challenged.
- 7.4 Cabinet approval of a six month extension to the Council's existing contract with Adecco is also proposed. On this point, the Council can avail itself of the safe harbour provided by Regulation 72(1)(c) of the Public Contracts Regulations 2015 (also captured in Rule 19.1(iii) of Havering's Contract Procedure Rules), which permits modification of existing contracts provided:
- the proposed modification is occasioned by circumstances which a diligent contracting authority could not have foreseen;
  - the overall nature of the contract is not altered; and
  - any increase in price does not exceed 50% of the value of the original contract.
- 7.5 Paragraphs 3.4 and 3.5 above evidence that the outbreak of the Covid-19 pandemic and subsequent restrictions imposed by the UK Government has upset the timetable for this procurement and led to the need for the proposed six month extension. The purpose of this extension is to ensure the transition to a new provider and delivery model can be effectively managed alongside the Council's Covid-19 response, which continues to place exceptional demands on the Council and its workforce.
- 7.6 Since the current contract has run for a period of four years, it is highly unlikely that the proposed value of the six month extension will come close to 50% of the total contract value.
- 7.7 For the reasons set out in the preceding paragraphs, and since a properly regulated procurement has been held, the proposed extension of the contract with Adecco can be accommodated by virtue of Regulation 72(1)(c) of the Public Contracts Regulations. The risk of a likely challenge to the extension is assessed as low and, even if a challenge were brought, the likelihood of its success is also assessed as low.

#### TUPE

- 7.8 The potential application of TUPE is referenced at 3.3 above. If applicable, TUPE will apply automatically by operation of law, but in order for this to be the case, the following conditions must be met:
- there must be an organised grouping of employees dedicated to carrying out the service for Havering exclusively; and

- the conduct of the service provided by Matrix must be fundamentally the same as the service provided by Adecco.

## **8 Human Resources implications and risks**

8.1 These are addressed throughout the body of the report.

## **9 Equalities implications and risks**

9.1 Under section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have “due regard” to:

- the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- the need to advance equality of opportunity between persons who share protected characteristics and those who do not; and
- the need to foster good relations between those who have protected characteristics and those who do not.

9.2 The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

9.3 The procurement process for the supply of temporary workers took full account of the Council’s duties, which will be reflected in the contract awarded to the successful supplier.

9.4 There are no significant risks to consider.

## **10 Health and wellbeing implications and risks**

10.1 There are no significant implications or risks to consider.

<b>BACKGROUND PAPERS</b>
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None.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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