

## Digital Portfolio Business Case

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Date: 5th January 2020

## Document Change Control

Version No	Change Description	Change Author	Date
V0.1	Original Draft	Graham Robertson	
V0.2	Significant update to portfolio approach, narrative and content.	Omid Shiraji	07/08/20
V0.3	Complete rewrite	Omid Shiraji	
V0.4	Commented and updated	Susie Faulkner	
V0.5	Commented and updated	Akosua Ashiagbor	
V0.6	Updated risk profile and Appendix	Darren Mann	05/10/2020
V0.7	Updated narrative and investment profile	Omid Shiraji	26/10/2020
V0.8	Updated narrative and revised capital position	Darren Mann	03/11/2020
V0.9	Revised capital position	Maxine Brown	13/11/2020
V1.0	Revised capital position	Darren Mann	02/12/2020
V1.1	Revised capital position	Darren Mann	10/12/2020
V1.2	Revised narrative	Maxine Brown	18/12/2020
V1.3	Narrative Overhaul	Maxine Brown	30/12/2020
V1.4	Final Draft	Maxine Brown	31/12/2020
V1.5	Narrative consistency review with commentary referencing other programmes and portfolios	Susie Faulkner	04/01/2021
V1.6	Updates to SW+ capital position	Darren Mann & Maxine Brown	14/01/2021

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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.

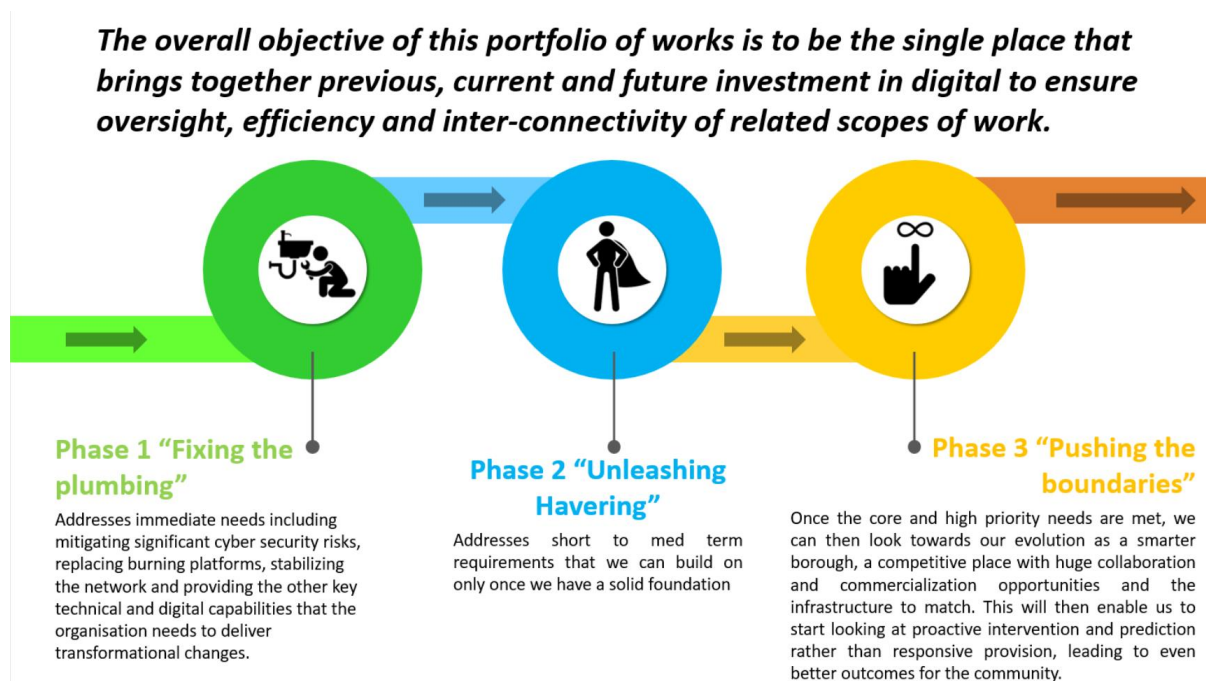


Figure 1: Havering Digital Portfolio Phases, November 2020



## 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.



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/list/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.



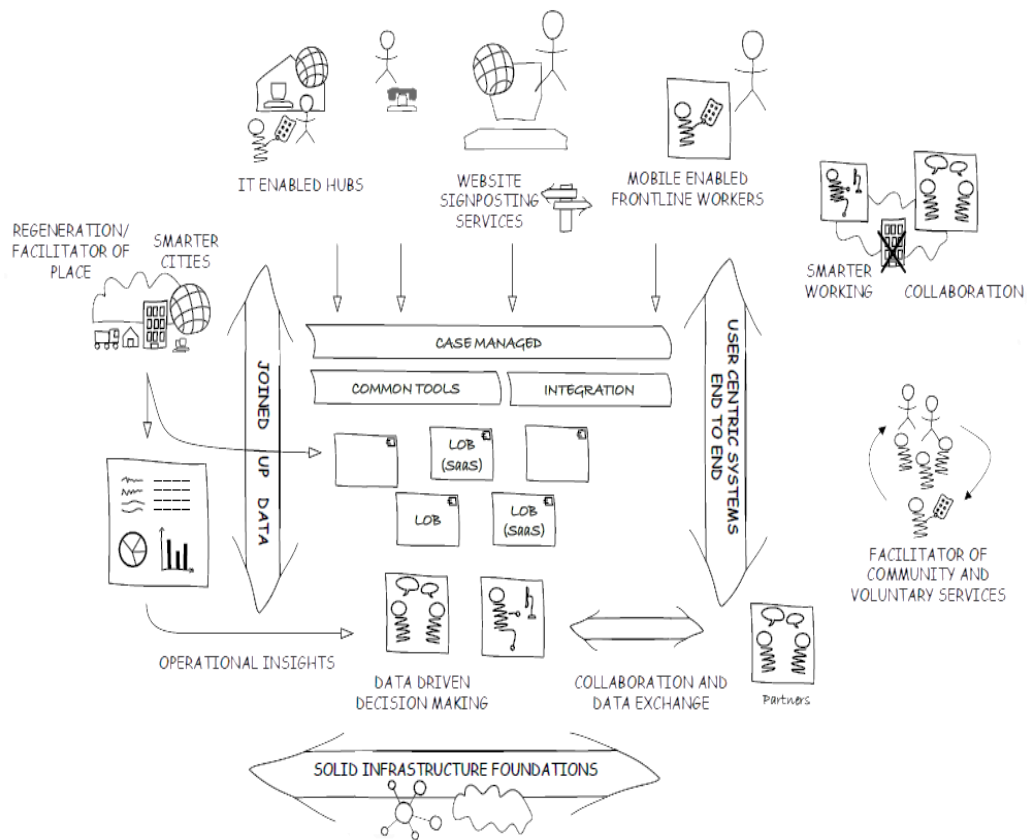


Figure 3: Havering Target Architecture, September 2020

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

- a. Enabling programmes helping to provide a technology foundation and appropriate platforms that support the re-design of services.
- b. Programmes focussed on creating capacity, unlocking efficiency and realising savings planned in MTFS, service re-design and transformation business cases.
- c. 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
<b>1.</b> Cyber Security	The aim is to provide reasonable and proportional information assurance for the council through improving data governance and security capabilities	<b>High</b>	£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>	<b>Data Infrastructure</b>	<i>Current Capital request</i>
<b>2.</b> 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	<b>High</b>	£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>	<b>Infrastructure Networking Innovation</b>	<i>Current Capital request</i>

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>	Infrastructure Networking Innovation	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>	Innovation Customer, Case Management, Automation	
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

- a. Expanding into more sophisticated technology including smart, artificially intelligent, data-driven or real-time solutions.
- b. Experimental projects testing innovative applications of additional emerging and immersive technologies.
- c. 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>£</u> <u>70,000</u>	£ 517,500	£ -	£ -	£ -	£ -	£ -	£ 587,500
<b>Portfolio Overhead</b>		<b>£ 70,000</b>	<b>£ 517,500</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 587,500</b>
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>£</u> <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>£</u> <u>300,000</u>	<u>£</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>£</u> <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>	£ -	<u>£ 250,000</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ 250,000</u>
Organisational Data Capability	Requested	<u>£ 30,000</u>	£ 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>	<u>£ 1,551,373</u>	<u>£ 1,806,575</u>	<u>£ 1,021,159</u>	<u>£ 42,417</u>	£ -	£ -	£ -	<u>£ 4,421,524</u>
Business Systems and BI & Analytics	Requested	<u>£ -</u>	£ 100,000	£ 50,000	£ -	£ -	£ -	£ -	£ 150,000
<u>Smart Working+</u>	<u>Separate BC</u>	<u>£ 1,226,500</u>	<u>£ 1,665,500</u>	-	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ 2,892,000</u>
<b>Fixing the Plumbing Total</b>		<b>£ 3,907,873</b>	<b>£ 10,259,575</b>	<b>£ 7,526,159</b>	<b>£ 8,142,417</b>	<b>£ 4,910,000</b>	<b>£ 3,610,000</b>	<b>£ 2,810,000</b>	<b>£ 41,166,024</b>
Borough Wide Connectivity	Requested	<u>£ -</u>	£ 250,000	£ 432,500	£ -	£ -	£ -	£ -	£ 682,500
Chatbots-Green waste	Requested	<u>£ -</u>	£ 45,000	£ 42,500	£ 50,000	£ 10,000	£ 10,000	£ 10,000	£ 167,500
RPA-Automation Bots	Requested	<u>£ -</u>	£ 45,000	£ 42,500	£ 50,000	£ 10,000	£ 10,000	£ 10,000	£ 167,500
User Centred Design Capability	Requested	<u>£ -</u>	£ 25,000	£ -	£ -	£ -	£ -	£ -	£ 25,000
<b>Unleashing Havering Total</b>		<b>£ -</b>	<b>£ 365,000</b>	<b>£ 517,500</b>	<b>£ 100,000</b>	<b>£ 20,000</b>	<b>£ 20,000</b>	<b>£ 20,000</b>	<b>£ 1,042,500</b>
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



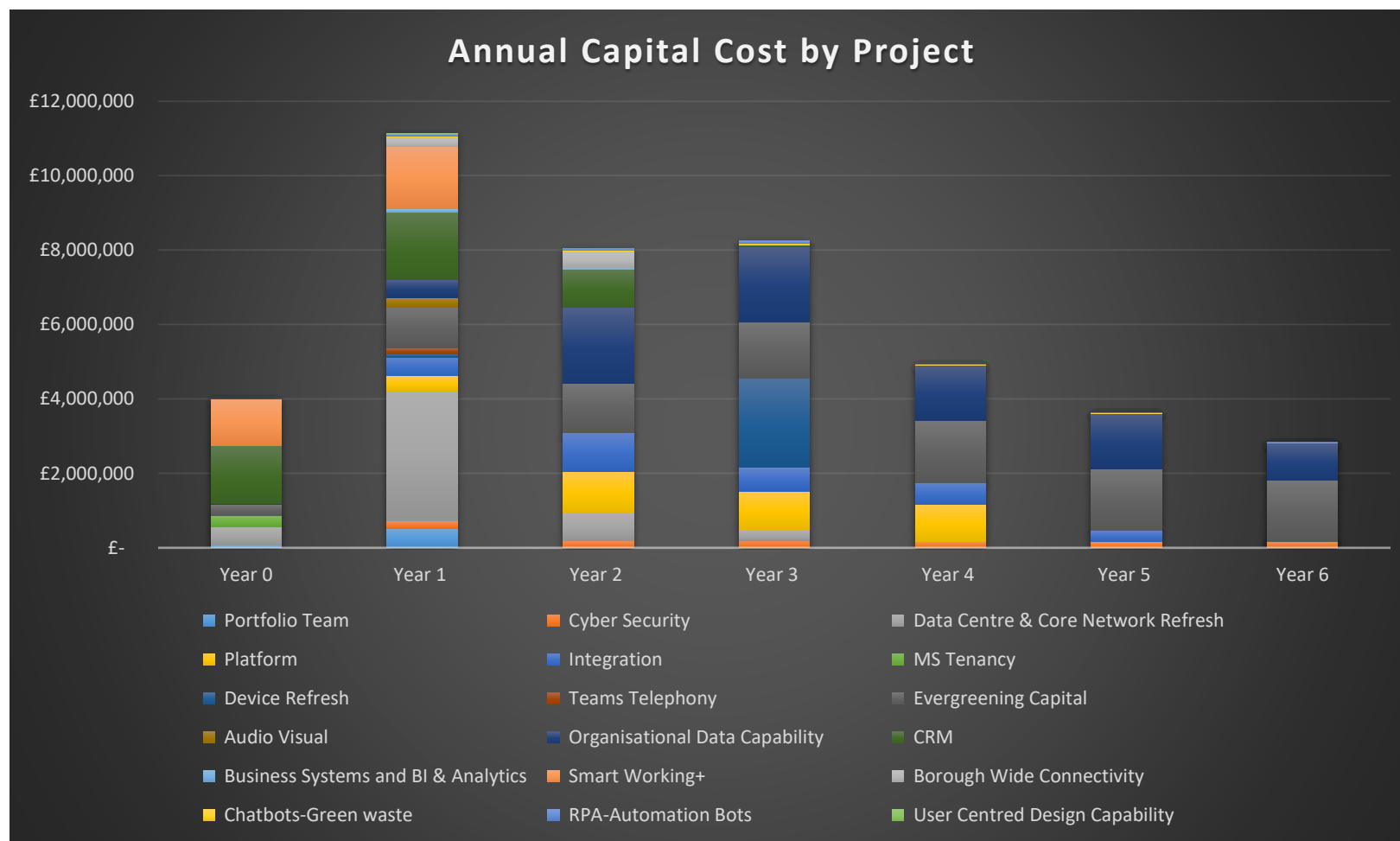


Figure 5: Annual Drawdown of Capital with project breakdown, December 2020

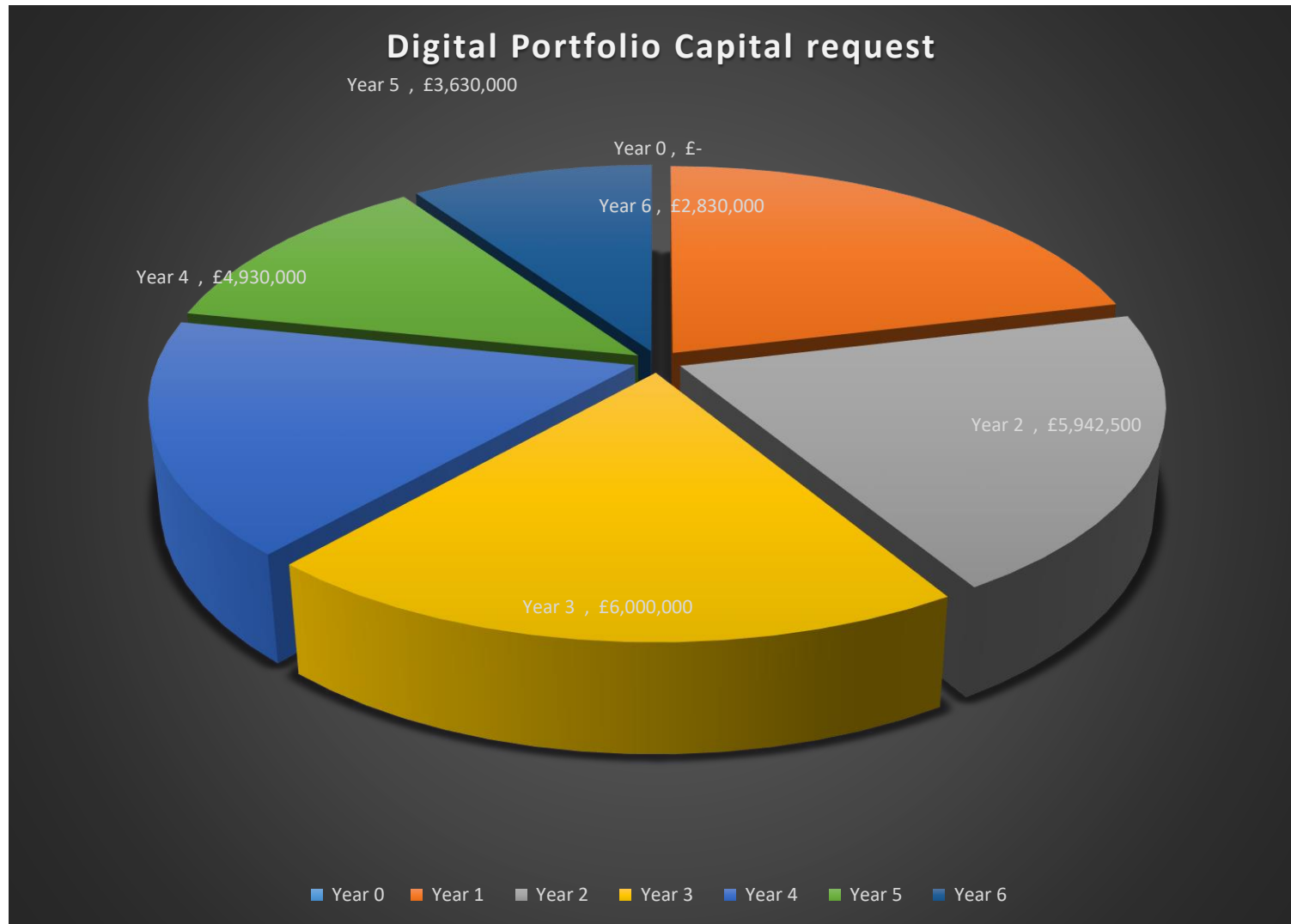


Figure 6: Percentage investment per annum over portfolio lifecycle, December 2020

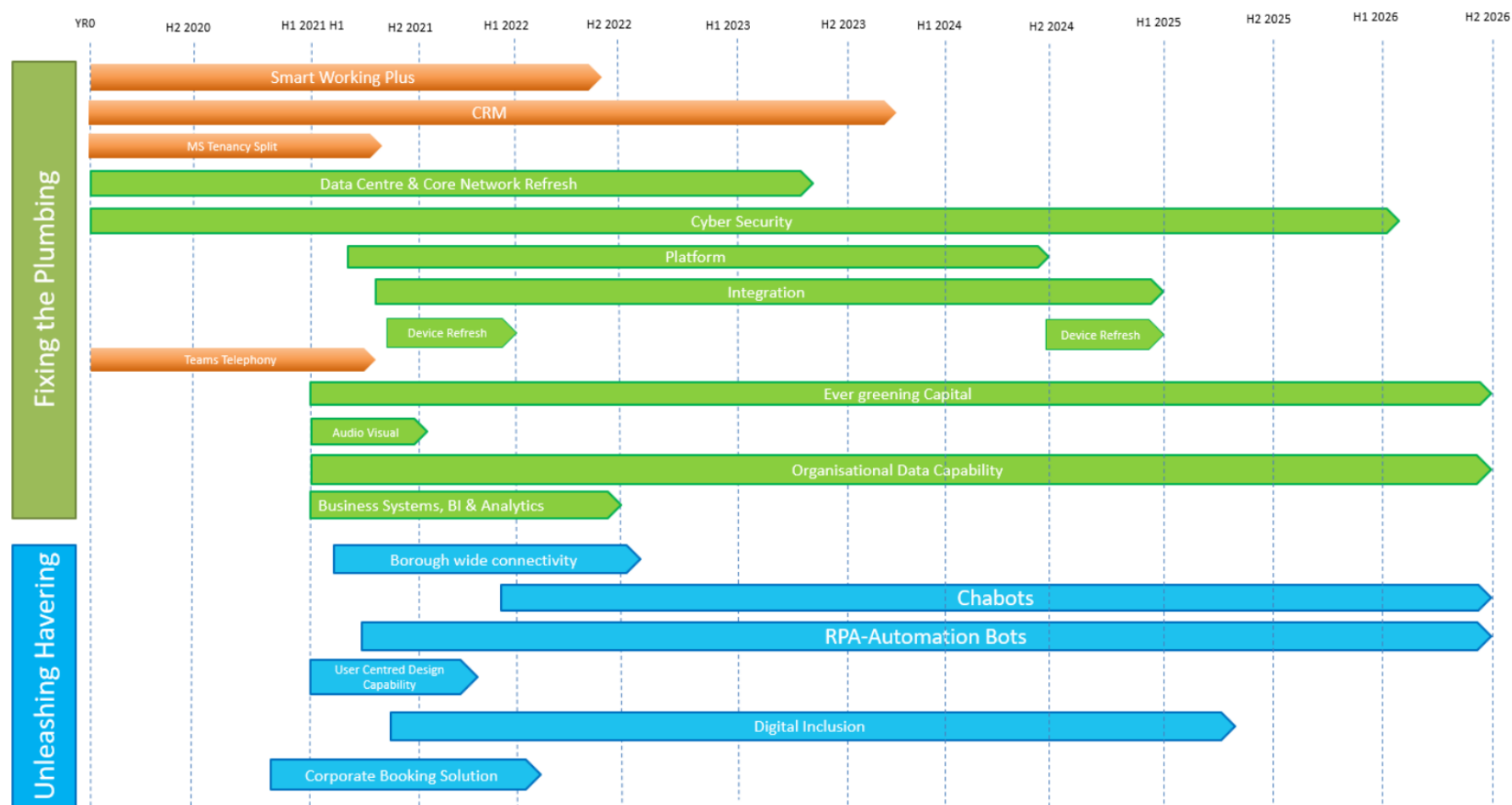


Figure 7: Projected delivery roadmap based on current priorities, December 2020

#### **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.

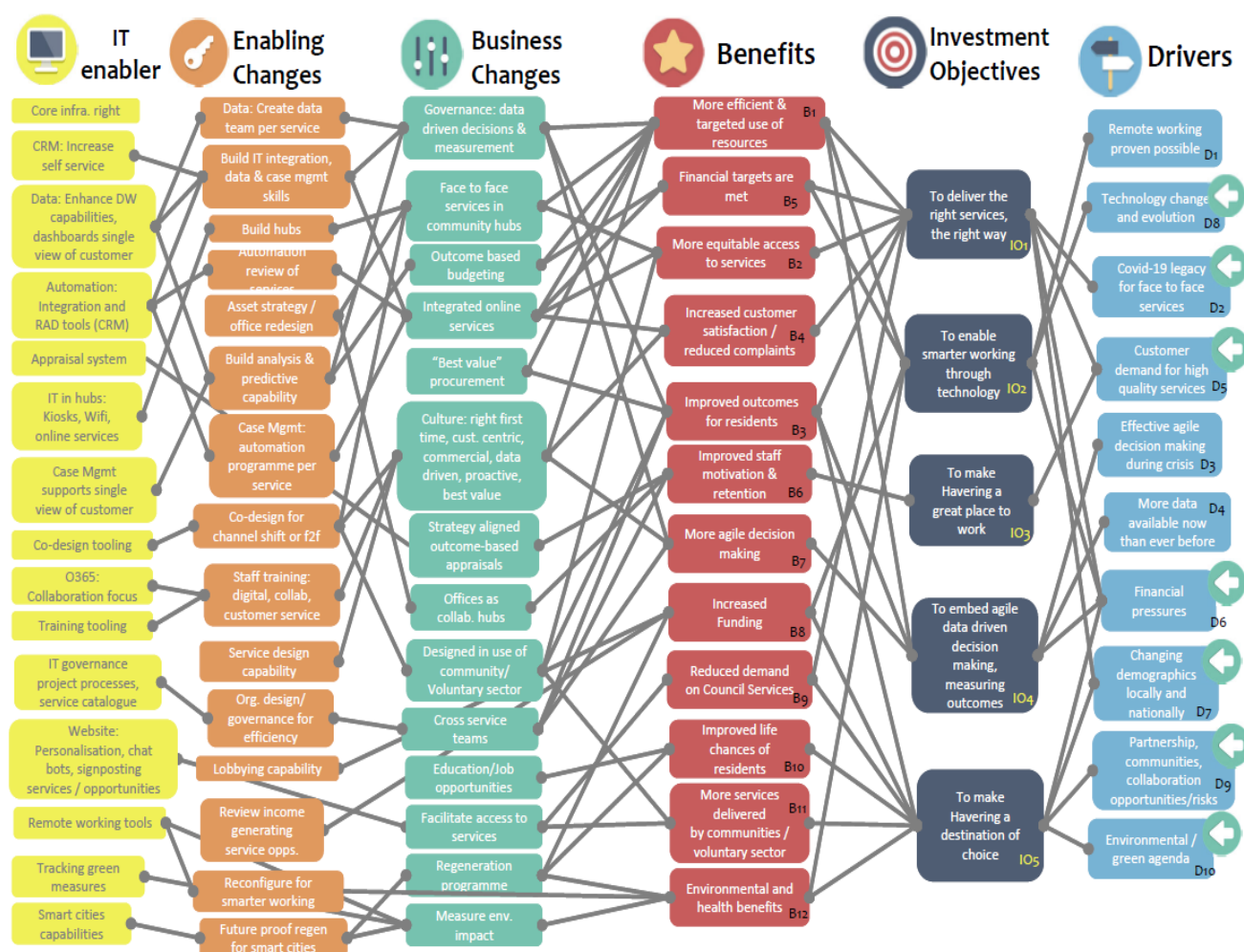


Figure 8: Havering Benefits Dependency Network, September 2020

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)

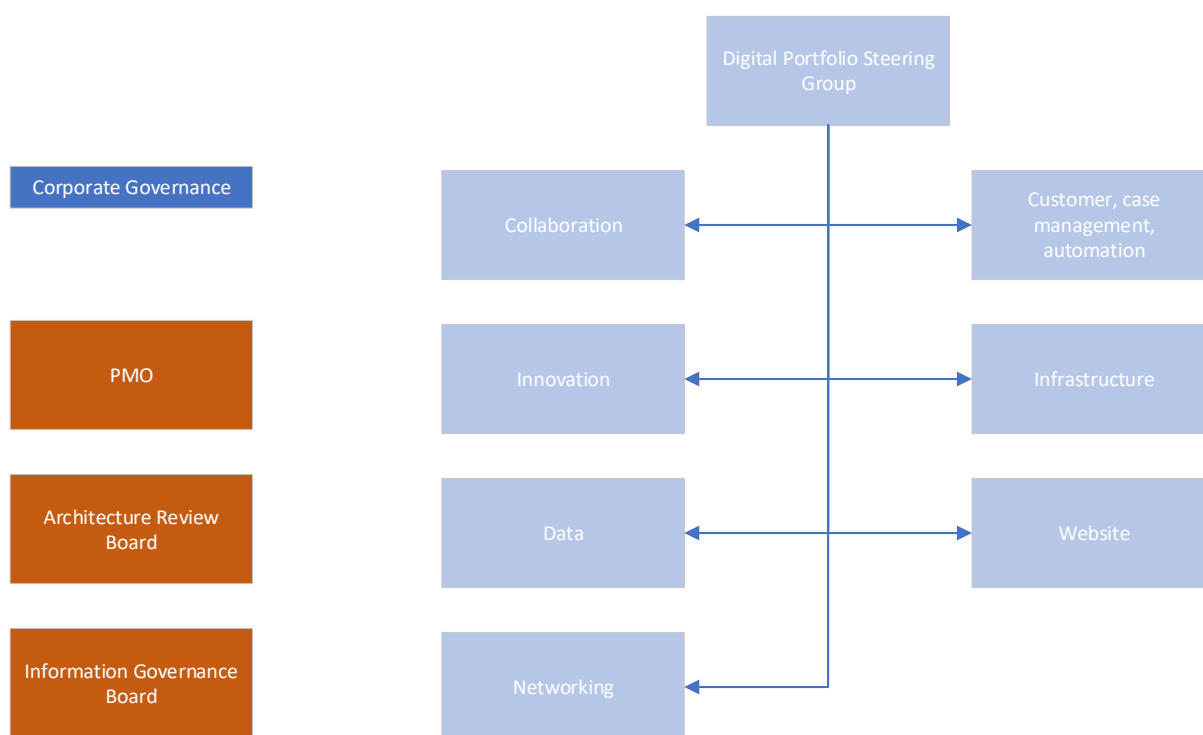


Figure 9: Digital Portfolio simplified governance, October 2020

## 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.

**Enterprise Architecture Roadmap**

**Customer, Case Management, Automation**

- D365 replacement
- Workflow/ forms
- Build skills Integration (Power Automate / CDS) Case Management
- Automation (replace "fire and forget" forms and excel with case management)
- "Alexa" style contact centre automation
- Decom FirmStep
- Webchat AI automation
- Personalisation
- Integration (CDS/Power automate)
- Case management capability
- Directory capability
- Redirect forms to CRM/ case management

**Website**

- Minimal changes to support CRM
- Changes to support signposting to Hubs
- Scope for single view of customer Sources? Targets?
- GIS consolidation opportunities
- Dashboards and performance reports (Focus on actionable metrics)

**Data**

- Understand scope of "data based decisions" Sources Analysis Presentation
- Review Tech – AWS opportunities? E.g. Aurora And hosting
- Performance metrics
- Governance
- New data sources into DW
- Data Teams (OneSource and Business)
- Q365 backup requirements?
- Leverage OneDrive
- SharePoint governance
- Complete transition to Q365 / Exchange online
- Teams telephony
- Work with MS to understand Teams capabilities and adoption plans
- 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
- Transition server infrastructure to cloud as appropriate
- Retire on prem server rooms where possible
- Understand impact of office strategy
- Check PAs are best fit not just "best"
- Firewall refresh
- Incorporate 2-tier (different) internal/ external firewalls
- Wireless AP refresh
- Switch refresh
- Right size network
- Tech changes to utilise Express Route
- EUC unification (consistent devices)
- MFA for council logins
- Azure AD?
- Virtual desktop options in cloud to replace RDSH e.g. AWS Workspaces
- SIEM
- Email security ...?

**Collaboration**

**Infrastructure**

**Networking**

**Innovation**

- Predictive analytics
- 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

Figure 10: Havering Target Enterprise Architecture, September 2020

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## 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
<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.
<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.

## L - Robotics Process Automation

Project Name: RPA-Automation Bots
<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.
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.
<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.



## 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>

## 2 – Finance

### 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.

#### 4 – Human Resources

##### **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