London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 12/10/2020

Subject: Resident Experience and Access Programme (REAP) – proposed mandate to move to the delivery phase of the programme

Report of: Councillor Adam Connell, Cabinet Member for Public Services Reform and Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

Responsible Director: Sharon Lea, Strategic Director for the Environment

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Summary

The Council's Resident Experience and Access Programme (REAP) is its flagship initiative for driving transformation, improved access, reliability and quality across all front-line services. Digital development, consolidating services and building community solutions for residents and families with the greatest needs are at the heart of the programme. This is an invest to save programme and is critical for the Council's commitment to continue to be the best value Council in the country. The programme is now in an excellent position to deliver the biggest single saving to front line service delivery costs that is available to the Council over the next medium term.

The programme will resolve the relatively low level of digital access that residents of the borough currently experience, ensuring that there is digital inclusion and choice. It is also learning from the Council's success in delivering services and support through the Covid-19 pandemic and is using this experience as an accelerator for transformation and delivery of a range of local priorities including tackling isolation.

Arrangements to co-produce delivery of the programme have been put into place and this will be led by a dedicated resident implementation group. Now that a significant level of preparatory work has been undertaken, residents can meaningfully lead the process. The programme will run up to April 2023 with delivery front loaded.

Recommendations

That Cabinet:

1. Approves the detailed business case and delivery plan attached in Appendix 1 for the Resident Experience and Access programme to move

from the planning to the delivery stage and complete all further design work required.

2. Approves the core associated principles that underpin the intended future operating model of service delivery that will be rigorously pursued on a corporate basis and through co-production with a representative range of residents.

3. Approves in principle investment of up to £3.6m plus £0.4m contingency from one-off council reserves (up to £4.0m in total), delegating the draw-down of the reserve in line with the programme tranches, to the Director of Finance and the Senior Responsible Officer for the programme, in consultation with the Cabinet Member for Finance and Commercial Services and the Cabinet Member for Public Services Reform.

4. Notes the risk management arrangements put in place for this programme to provide reassurance for the effective use of the programme's resources and successful delivery of significantly improved services for all its customers at a lower ongoing cost.

Wards Affected: ALL

H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	A central aim of the programme is to provide high quality services that are accessible to all. The scope of the Resident Experience and Access Programme is wide ranging and incorporates key services that are vital to delivering shared prosperity including benefits, housing advice, adult education and employment services. Relevant support will be provided to residents that are vulnerable and/or excluded from shared prosperity
Creating a compassionate council	The first phase of delivery for the programme focuses on universal services to all residents, as well as some specialist support services such as Accessible Transport and Housing Benefit and Council Tax Support. The second phase will focus on more complex services that reflect specific needs. Demonstrating compassion in terms of both a caring approach and effective practical support to those residents that need it the most cuts across the whole programme.
Doing things with residents, not to them	The programme is in the process of establishing a dedicated residents' implementation group that will ensure it is in the business of co-produced change. The group will be aligned to the work of all the Council's

	resident's commissions and wider system for resident engagement and involvement. Assuring accessibility of digital services, continued choice around telephone and face to face channels and the development of the 'compassionate council' service offer will be led by this group. In particular the programme is committed to ensuring that as a result of the change that is delivered council services are easier, not harder, for disabled residents to access.
Being ruthlessly financially efficient	This programme is about applying ruthless financial efficiency to systems and processes and developing a joined-up system for demonstrating compassion in all our contacts with residents, businesses and visitors. The business case for the programme sets out a clear more for less plan and substantial savings. This plan has been validated by a deep and specialist level of analysis and modelling.
Taking pride in H&F	Environment services including street cleansing, community safety and public realm management that are key to this priority are at the forefront of this programme.
Rising to the challenge of the climate and ecological emergency	This programme will contribute to a significant reduction in printing and use of paper by the Council due to moving from paper permits and forms to a fully digitalised process. The programme will seek to incorporate addressing the climate emergency where possible into every stage of the programme.

Financial Impact

The detailed business case and delivery plan for the programme is attached as Appendix 1. An overview of the current position on planned costs and benefits is summarised in table 1 below.

An overview business case for the entire programme was completed in June 2019. Since then benefits (cashable and non-cashable savings) relating to the main aspect of the first phase of the programme (Tranche 1A) have been analysed in detail and validated by services. This tranche covers the main environment services; council tax, business rates, benefits, parking, permits, cleaner greener and accessible transport services.   Forensic analysis and validation of the savings from the remainder of phase one and phase two of the programme (Tranches T1B, 2 and 3) has yet to be undertaken - this is scheduled for completion by the end of October 2020. As such savings figures for these tranches currently reflect a pipeline opportunity as opposed to a firm and detailed plan.   The phased approach to running detailed design work and delivery in tandem and continually reviewing the business case is necessary given the breadth and scale of this sort of programme.

Investment costs for delivering the programme are based on estimates from the externally appointed consultant and intelligence they have supporting delivery of similar programmes of work in other local authorities. These costs are subject to

further validation by services (particularly digital services) as part of the delivery phase of the programme. Savings levels have been set to provide a high level of assurance for delivery and any opportunity to extend them further will be taken.

One-off council reserves investment of £3.352m is required to deliver an estimated cumulative net saving of £9.281m by the end of 2024/25. This incorporates an annual reoccurring saving of £3.414m from April 2022 (subject to validation of all costs and the second phase savings). Investment costs will be capitalised where possible (e.g. IT costs), in order to keep revenue costs to a minimum and thereby minimise the call on one-off council reserves.

The recent Covid-19 response experience is impacting positively on the scope and speed of the programme in two main ways. Firstly, as an accelerator for channel shift and use of corporately delivered telephone and face to face services and secondly, developing local Community Action Network for the provision of practical support at the local neighbourhood level. The Council's Recovery Programme is supporting the development of the second phase of the programme through a cross council working group and a high-level service prospect is set out in Appendix 3.

Table 1: Overview Summary of the Programme's Financial Costs and Benefits

	Year 1	Year 2	Year 3	Year 4	Year 5	
	2020/21	2021/22	2022/23	2023/24	2024/25	5 Yr Total
	£000	£000	£000	£000	£000	£000
Savings - Tranche 1A *(validated)**	238	940	1,492	1,684	1,684	6,039
Savings - Tranche 1B, 2 & 3 *(not yet validated)*	97	1,372	2,364	2,364	2,364	8,560
Total ongoing savings	**336**	**2,311**	**3,856**	**4,048**	**4,048**	**14,598**
Ongoing costs** *(not yet validated)*	198	442	442	442	442	1,965
<u>**Estimated**</u> **net ongoing savings**	**138**	**1,870**	**3,414**	**3,606**	**3,606**	**12,633**
One-off Investment*** *(not yet validated)*	1,526	1,067	516	243	0	3,352
Ongoing savings net of one-off investment	**(1,388)**	**803**	**2,898**	**3,363**	**3,606**	**9,281**
Cumulative savings/(cost)	**(1,388)**	**(585)**	**2,313**	**5,675**	**9,281**	

*These figures include approximately £131k of non-cashable savings (costs avoided from bringing services back in-house)
**Net increase in annual IT costs (£0.115m) and new annual staffing costs (£0.327m). Ongoing IT costs assumed to start in Year 2. Year 1 costs are part year costs.
***Programme Resources (£1.427m), Specialist advice and interim support (£0.295m), Technology (£1.325m), 10% Contingency (£0.304m)

One-off redundancy costs are not included in the indicative figures set out above. Officers will work to minimise redundancy costs through the effective management of agency staff and redeployment of permanent staff into new roles.

Budgetary savings of £0.740m that relate to this programme are already included in the council's base budget for environment services, relating to commitments made in prior years where savings have been delayed (resulting in an existing ongoing budget pressure). Addressing the current overspend/budget pressure will be the first call on the new ongoing savings identified for Tranche 1A. Existing committed savings relating to Tranches 2 and 3 will be considered as part of the savings validation of those Tranches. New programme savings (over and above those already included in the council's savings plans) will be factored into the council's

base budget as part of the annual medium-term financial strategy process. The validation of Tranches 2 and 3 will also confirm the level of Housing Revenue Account (HRA) savings and a corresponding HRA contribution to the required investment.

The business case has been informed by benchmarking with local authorities that have successfully delivered programmes of this nature and associated specialist expertise of consultancy firm 31Ten who have supported development of the plan. The Council is building its capability to undertake this sort of work and most of the design work for phase two will be delivered in house. However, a procurement exercise is underway to provide for further consultancy support to ensure that the programme stays on track and where specialist expertise is needed e.g. getting the very best deal on new contracts for IT system development.

Lead member accountability for the programme is being jointly provided by the cabinet leads for Finance and Public Service Reform.

Legal Implications

There are no legal implications for this report which seeks Member approval for the business case and delivery plan and the investment of £3.352m from one-off council reserves which is required to deliver the project.

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Background Papers Used in Preparing This Report
None.

DETAILED ANALYSIS

Background

1. Detailed planning work to set out a clear business case and delivery plan for the transformation of residents' services across the Council took place during 2019. An associated governance and delivery structure for a Resident Experience and Access programme was established in June 2019 to assure the quality and viability of this plan and oversee successful delivery. The programme is currently being led by the Environment Directorate with a joint management arrangement with Finance and the full involvement of all service Departments. This reflects phase one of the programme that is focused on delivery of the digital infrastructure and corporate customer services needed for the programme and transforming the universal and transactional services provided by this Directorate. Phase two of the programme is being led by Social Care and Public Health as the focus is on residents and families that need targeted support. The design work undertaken represents an unprecedented level of collaborative work across the Council.

2. At every stage, co-production will be used to make sure that the new arrangements for residents' access make it easier for all residents to interact with the council and get help and support. There are three main programme deliverables:

   - the biggest programme of digital development for front line service delivery the Council has ever embarked on

   - the bringing together and improvement of telephone and face to face customer services

   - the development of associated policies and our operating model for how our services will work together more closely to more effectively and efficiently meet needs in the future – including the Council's key priority to demonstrate compassion to residents and families in need

3. The programme is now ready to move to its delivery phase. It has completed detailed work to remodel service delivery for the main aspect of phase one and plans to complete design work for phase two by the end of October 2020. The programme has set a target for digital delivery from its current low base level of 32% to 60% by April 2023 in line with best performing Council's.

Proposals and Analysis of Options

4. The main proposal for consideration is the approval to move to the delivery stage of this large-scale transformation programme and the associated required one-off investment of £3.352m.

5. There is only one alternative option. That is to deliver the much slower and smaller scale level of digital service development and improved customer services that would be achieved through a business as usual and a siloed service approach. This option has been rejected for the following reasons:

   - Hammersmith and Fulham would continue to offer a relatively poor level of digital service delivery in terms of the range, depth and accessibility of what is on offer on-line. The business as usual

approach would not be able to secure the vital enabling IT infrastructure that is required nor the rapid service by service development that is needed.

- We will not be able to meet our residents' expectations in respect of customer experience. Our residents expect to be able to access all our services digitally at any time and from any device.

- The Council will not be able to demonstrate financial efficiency in delivery across the wide range of front-line services within the scope of the programme. It will not achieve the largest scale saving to its revenue budget that is available to the Council over the next medium term.

- There will be a siloed and piecemeal approach to service development that will not provide the assurance, consistency and joined up management that is needed around co-produced change, effective, safe and equitable channel shift management and a corporate approach and standard that is needed to develop the Council's contact centre function and front door service offer.

- Both short and longer-term business requirements must be managed within the wider context of a clear and detailed programme of this kind if they are to be designed and scaled correctly, including the return of contracted corporate contact service in house from November 2020 and delivery of the range and level of front door services operating from the new Civic Campus in the longer term.

- There is a need to evolve and better join up our 'compassionate Council' service offer which is working towards achieving shared prosperity for all residents, particularly assisting those most excluded from it. It is this aspect of the programme that will be unique to Hammersmith and Fulham.

- A reduced scale and pace of delivery will compromise business continuity through digital access that can be delivered to cope with a major event or crisis, including the risk of a further pandemic related lockdown.

Context

6. Annually, the Council has over 1.7m interactions with its residents and businesses, many of whom receive multiple services. Residents are keen to interact with the Council in a modern, joined up and streamlined way. Most now expect access online, wherever and whenever suits them, as the norm and this is also key to the further delivery of efficiency savings over the medium term.

7. In June 2019, a review of the way residents access and engage with all services that the Council provides was completed. The review considered all channels: digital; telephone; mail; and face-to-face. It concluded that there is very limited consistency in the way resident contact is managed across the

Council and IT arrangements supporting resident access are complex and fragmented with costs high compared to other authorities.

8. For example, there are multiple contact centres which deliver different levels of service and experience to residents. The digital offer is limited with many services relying on downloadable PDFs and emails to process service requests or paper and/or physical infrastructure. Residents and managers of services are unable to track requests digitally. There is an over reliance on non-digital channels for chasing and processing evidence leading to delays and inefficiency.

9. This review also set out an overview business case for the programme and the Council's Strategic Leadership Team mandated continued work to validate the business case with a further level of analysis and re-design work for the first and biggest tranche of service development that incorporates the biggest of residents' services provided by the environment department.

10. The Council's Resident Experience and Access Programme was formed at this time to provide the required governance and leadership to oversee this work. As a result, a summary of the detailed business and delivery plan that has been completed is attached in Appendix 1.

Aims and vision of the programme

11. The Resident Experience and Access Programme sets out a vision that not only improves access but also improves experience for residents, businesses, partners, staff and Councillors whilst also delivering substantial financial efficiencies.

12. This is a transformational programme. A significant aspect of transformation is about significantly extending the breadth and depth of services that can be delivered on-line, learning from Councils that have managed to do this well including the application of cutting- edge technology. The other significant aspect of transformation is unique to Hammersmith and Fulham. It is focused on ensuring equitable access for all residents and developing a new single front door operating model for delivering the Council's 'compassionate service offer'. This will putting community-based solutions at the front and centre developing the assets that have been developed in responding to Covid-19.

13. The programme has the following aims:

   - To provide a consistent approach and standard for resident access across all Council services.

   - To bring more Council services online so that residents can self-serve from initial contact to fulfilment and move towards digital service solutions.

   - To provide an assisted digital offer so that disabled residents and those who are digitally excluded can continue to access the services they need.

- Provide joined up, targeted and practical support for vulnerable residents that need our compassion and assistance.
- To realise the expected savings and other benefits of the programme.

14. The wider vision for the service is set out in pages 7 to 9 of Appendix 1.

Case for Change

15. An overview of the case for change is set out below.

Strategic fit, building on progress so far	• The Council's strategic priorities and business plan set a clear direction of how the Council would like to interact with Residents including improving digital technology to make it quicker and easier for Residents to contact the Council. • Like many others, the Council us under pressure to be 'ruthlessly financially efficient'. There is scope to drive financial savings by changing the way Residents access services because digital transactions are cheaper and there is scope to move more online.
Variable Resident Experience	• There is no overall approach to Resident Access across the Council and current performance varies. • It is difficult for Residents to navigate the Council's 'front 'door'. There are multiple telephone numbers, email addresses and postal addresses. • Website content is often unclear or difficult to navigate, resulting in high volumes of calls into the Council • There is limited or no ability to 'track' the progress of a service request, leading to high volumes of calls from Residents who are often highly stressed or frustrated.
Residents' needs have changed	• Expectations of the way Residents access the Council's services is changing. • Residents are more willing and able to transact digitally. • Resident choice for accessing the Council's services is restricted as the Council's digital offer is limited beyond viewing My Account, reporting issues, completing payment transactions and come simple applications.
Limited digital offer	• Many services still rely on e-forms, downloadable PDF forms or emails. • Email or face-to-face channels are heavily relied on for processing evidence. • Non-digital payment channels are regularly offered (e.g. cheques or card payments over the phone). Many services still rely on paper or physical infrastructure to deliver services which other Councils no longer use and generate additional cost and process (e.g. paper billing, paper permits, pay and display machines).
Fragmented, high cost Enterprise	• Resident Access is fragmented and costly to the Council. There are multiple forms packages in place across the Council which generate

Architecture	additional cost and inconsistency in the Resident Experience.
	• The Council has recently migrated to Firmstep but is not currently maximising the rich functionality it provides, leading to duplication in workload and cost.
	• Limited or no integration with Line of Business systems leading to substantial manual re-keying by staff.
	• Lack of innovation such as use of online web-chat facility to support demand management.

16. The Council's strategic priorities and business plan set a clear direction of how the Council would like to interact with residents, including improving digital technology to make it quicker and easier for residents to contact the Council.

17. Like many others, the Council is under pressure to be 'ruthlessly financially efficient'. There is scope to drive financial savings by changing the way residents access services because digital transactions are cheaper and there is scope to move more online.

18. There is no overall approach to or standard for resident access across the Council and current performance varies leading to variable and sometimes confusing resident experience. It is difficult for residents to navigate the Council's 'front door' and there are multiple telephone numbers, emails and postal addresses. Website content is often unclear, out-of-date or difficult to navigate, resulting in high volumes of calls into the Council. There is limited or no ability to 'track' the progress of a service request, leading to high volumes of calls from residents who are often highly stressed or frustrated.

19. Expectations of the way residents access the Council's services is changing. Residents are keen to transact digitally but they are restricted by the Council's digital offer which is limited beyond viewing My Account, which allows residents to report certain issues, make some payments and complete some simple applications.

20. The Council's digital offer is limited and behind many others in the sector. Many services still rely on paper or physical infrastructure to deliver services which other councils no longer use and generate additional cost and processes (e.g. paper permits).

21. Resident access is fragmented and its enterprise architecture costly to the Council. There are multiple form packages which generate additional cost and inconsistency in the resident experience. The Council has recently migrated to Firm-Step but is not currently maximising the rich functionality it provides, leading to duplication in workload and cost.

Proposed operating model

22. The new operating model is underpinned by a standard framework for handling and managing all future resident contacts so that there is a more consistent resident experience across services.

23. Although every service within the Council is different, resident journey types are largely consistent and fall into a handful of categories: Information, Advice & Signposting; Report it; Apply for it; Pay for it; Book it; Updates and Changes; and Track.

24. The proposed operating model is based on a standard framework for these categories that the Council can use to increase resident satisfaction, create a more consistent experience, reduce cost and create change at pace within the organisation.

25. In practical terms what this means for **residents** is:

Each resident will have their own account, accessible at any time from their laptop, tablet or smartphone. Upon securely logging into their account, they will see information pertinent to them such as:

- Their next waste collection date and their next street cleansing date

- Their council tax bill and an option to make an immediate online payment

- Any planning applications within their vicinity and the opportunity to provide feedback or raise an objection

If a resident wants to report an issue such as a fly tip or a planning enforcement issue, they can do so on a smart Web Form, which will display any existing incidents that have already been reported on a map view. If the incident:

- Has already been reported, the resident can sign up for an e-mail or SMS alert when the Council have cleared the incident

- Has not been previously reported, the resident can complete a Web Form and attach a photograph of the incident. The resident will immediately receive a reference number and timeframe by which the incident will be resolved. They will subsequently receive e-mails or SMS alerts providing status updates until the incident is cleared.

If a resident wants to make an application, such as for Housing Benefit, they can do so online by using smart Web Forms that will:

- Validate the information they have entered

- Save progress so they can complete the form later

- Track the progress of their application from start to finish

- Allow evidence and documents to be uploaded to support the application

If a resident has difficulty completing the online form or finding the information they require on our website, they can speak to us through webchat. Simple enquiries through webchat will be answered with artificial intelligence but more complex will be dealt with by a resident advisor.

If the resident needs help to complete the application, they can call or visit, and resident advisors will be able to see the progress made by the resident and help them complete the form. Once a benefit application has been approved, the resident will be automatically alerted by e-mail or SMS.

Residents will also be able to sign up to, in accordance with data protection legislation, Council communications that they may have an interest in or notifications from Council partners such as the Police.

If a resident contacts the Council by telephone or face to face they will speak to one of our generic resident advisors who will have access to the information and knowledge to be able to answer the enquiry at the first point of contact. This will be for multiple services and the advisor will identify all the services that the resident needs e.g. on moving into the borough. Where this is not possible, they will hand over to the relevant specialists, but this will be by exception and as agreed with the service.

26.   For **local businesses**, this means that they will have their own account tailored to business needs. This can present pertinent information on logging on such as details of their business rates account and details about business seminars.

27.   For **Council partners**, this means that they can have their own account enabling them to log service requests on behalf of their clients.

28.   For **resident advisors** this means that staff dealing with customer contact will:

- Have one system where they can manage and see all interactions with the resident. This will reduce the time it takes for a resident advisor to become multi-skilled across services

- No longer double or triple handle information. They will use the same forms as the customer to report an issue raised via telephone / face-to-face. These forms will integrate straight into the service area back office systems

- Have access to status updates and therefore give the customer up to date information as to the progress of their request

- Become data rich allowing analysis of customer reports to inform service improvement.

29.   For **service areas** this means services will:

- Receive validated and complete information into their back-office system from the resident or resident services. This means they can deliver the requested service without the need to contact the customer for more information

- Receive consistent and structured information across all contact channels (telephony, face-to-face and online will effectively use the same Web Forms)

- No longer need to field follow up or progress chasing calls. Residents will be given service levels at the point of contact and automatic status updates. If a resident still calls, resident services will be able to handle the request

- Receive less duplicated requests through better information available on maps at the point of contact

- Remove the need to double handle information or data as a result of integration.

30. For **Councillors** this means:

- Councillors will have their own Councillor Account that will allow them to raise requests on behalf of residents in their ward, view when the request is due to be completed (i.e. the service level) and its current status

- Be able to see all reported incidents, in line with data protection legislation, in their ward

- As per the Resident Account, requests raised from the Councillor Account will be integrated and sent to the right service team and the right system. Councillors will therefore know their requests are queued and ready to be reviewed by the services. Councillors will pro-actively receive e-mail notifications or can log into their account to see an update, meaning they no longer need to 'chase' for an update

- By being able to view all reported incidents within their ward, Councillors will be able to hold more meaningful, evidential based engagement with residents, businesses and the Council itself.

Benefits

31. A new operating model for Resident Access will deliver the following benefits:

- Resident choice.

- A better quality, more consistent, joined up and efficient service for residents.

- The ability to deliver more value and shape services by predicting and anticipating needs through improved analytics.

- Lower delivery costs.

- Reductions in failure demand.

- Process improvements and standards.

- Better use of resources and significant savings.

32. Once an enhanced digital solution is available online, pro-active channel shift initiatives can commence. As residents increasingly self-serve online, the volume of contacts coming into the Council that require a staff response will reduce enabling a channel shift saving.

33. As residents' online activity is integrated with Line of Business systems, it is possible to generate efficiencies in the middle office processing team, for example removing re-keying applications into Line of Business systems, or validation by exception, thereby achieving a middle office processing saving.

34. As services reach greater levels of digital delivery, it is possible to reduce non-FTE costs such as printing, postage or other non-digital infrastructure such as pay and display machines. The impact of this is quantified as non-FTE saving.

Key details

35. The following details from Appendix 1 are highlighted and support this proposal.

36. The overarching vision for the future service offer is set out on page 5.

37. Current and future planned contact volumes are set out on pages 17 and 18. A summary is set out in table 2 below.

Table 2: Modelled and Validated Channel Shift Targets

Service	Current Channel Mix		Target Channel Mix	
	Digital	Non-Digital	Digital	Non-Digital
Council tax	53%	47%	80%	20%
Benefits	24%	76%	60%	40%
Business rates	5%	95%	40%	60%
Parking	41%	59%	70%	30%
Permits	31%	69%	80%	20%
Cleaner greener	28%	72%	80%	20%
Accessible transport	0%	100%	70%	30%
Total	40%	60%	73%	27%

38. The detailed benefits breakdown in terms of each aspect of change that will deliver savings for the first phase of the programme is set out on 41. These savings are supported by detailed plans that fully involved environment services, IT and finance.

39. An overview of the programme's investment plan is on page 44 and an overview of the and the planned phasing of the programme is set out on page 52.

Options

Option A

40. Approve investment of £3.352m to mobilise the delivery plan, enabling a full technical change specification leading to construction and build, piloting and bedding down of the new operating model.

41. This option is expected to deliver an estimated cumulative net saving of £9.281m by the end of 2024/25 (including a full annual reoccurring saving of £3.414m from April 2022) along with substantially improved resident experience and access.

Option B

42. Close the programme, mandate business as usual to manage improvements to resident experience and access.

43. This approach is not recommended as it will lead to a fragmented response by services with no strategic oversight or corporate standard and limited efficiency savings.

Recommendation

44. Option A, to approve investment of £3.352m to move to the delivery phase of the programme. This will be subject to the governance, checks and balances set out in this report.

Reasons for Decision

45. The reason for the recommendation is to deliver the very substantial more for less agenda set out in this report including a cumulative net saving of £9.281m by the end of 2024/25. This incorporates an expected annual reoccurring saving of £3.414m from April 2022 (subject to validation of all costs and the second phase of savings). The programme will deliver very substantial improvements in the level and range and accessibility of Council services that are available online that is now expected by residents as the norm and an improvement in wider customer services that will delight our residents. Further the programme is committed to ensuring that as a result of the change that is delivered council services are easier, not harder, for disabled residents to access.

Equality Implications

46.   The key equalities considerations for the programme are assuring accessibility and channel choice for all the Council's services. Details are set out in the programmes initial Equality Impact Assessment in Appendix 3.

47.   This consideration will be reviewed and updated at key stages of the programme. Assuring an equitable resident experience is a key focal point for a dedicated residents' implementation group that is part of the programme's delivery structure. Overall, the programme aims to deliver improved resident experience and access for all residents of the borough.

       Implications verified/completed by: Fawad Bhatti, Social Inclusion and Policy Manager, Tel: 07500103617, email: Fawad.Bhatti@lbhf.gov.uk

Risk Management Implications

48.   There are major risks associated with both the technical development and wider change management required by a programme of this breadth and scale. Risks to delivering financial and service quality benefits and ensuring programme resources are used effectively also require careful management.

49.   A range of arrangements have been put into place for this programme to assure effective risk management including:

- A governance and delivery programme structure that is a partnership between Environment, Finance, Digital services and Corporate Services.

- IT system specification, development and procurement that will be led by Corporate Digital services to ensure it is fully aligned to corporate requirements and plans.

- Formation of a dedicated residents' implementation group to assure change is co-produced and accessibility and choice for all residents is at the forefront of the programme.

- Roll out in a phased approach using a robust and consistent change journey methodology and taking a service by service approach to assure safe touchdown of the change.

- Finance led evaluation, approval, monitoring and reporting of the programme's budget tied to wider evaluation of delivery at key gates of the programme.

- Compliance with IT category management and corporate procurement requirements for all commissioned services.

- Monthly oversight and review at the Council's Strategic Leadership Team Programme Board and associated lead member(s) review and call in where required. A review of past quarter and approval of the next quarter spend will require Finance and Lead Member sign off.

Implications verified/completed by: Mike Sloniowski: 07500103617, email: michael.sloniowski@lbhf.gov.uk

Digital Services Implications

50. IT implications: implementing the Resident Experience and Access Programme will have extensive and wide-ranging implications for multiple systems in use around the council and Digital services involvement in the programme has been outlined in the Risk management implications above. Digital services fully support the vision of the programme as well as the need for significant investment in both systems configuration, and procurement if necessary, in order to fully unlock our investment in this area. This needs to take place alongside robust programme resourcing, cultural change management and training to ensure that the benefits of this investment are not lost.

51. The programme will enable far-reaching automation and digitisation of services which will deliver a more consumer-based experience that many people are used to and expect from their interaction with private organisations. Where people need more supported interaction this will also be possible by blending technology and human delivery to create a joined-up experience for residents, businesses, visitors, and Councillors.

52. IM implications: (a) Privacy Impact Assessment(s) should be carried out to ensure that all the potential data protection risks around implementing this programme are properly assessed with mitigating actions agreed and implemented. Mitigations could include contract data protection and processing schedules or information sharing agreements. Supplier Security Questionnaires (SSQs) must be completed to ensure the systems used by the any third parties comply with H&F's regulatory and information security requirements.

53. Any suppliers appointed as a result of this report will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.

54. Any contracts arising from this report will need to include H&F's data protection and processing schedule. This is compliant with Data Protection law (the General Data Protection Regulation (GDPR) 2016; and the Data Protection Act (DPA) 2018).

Implications verified by: Veronica Barella, Chief Digital Officer, Tel 020 8753 2927

Other Implications

55. The programme will oversee a significant level of procurement for the goods and services that are required and its governance arrangements will ensure

that there is full compliance with the Council's procurement framework and that the use of existing resources is maximised.

56. All major changes to front line services that the programme specifies for delivery will be subject to the Council's reporting and decision-making requirements including, where appropriate, reporting to Cabinet.

Consultation

57. Details any consultation which has taken place with appropriate external bodies, the local community, unions, staff, partners, etc. Do not include reference to internal consultation.

List of Appendices:

Appendix 1 - Resident Experience and Access Programme - Full Business Case and Delivery Plan 2021-2025

Appendix 2 - Resident Experience and Access Programme – Phase 2 High Level Design Prospect

Appendix 3 - Resident Experience and Access Programme – Initial Equalities Impact Assessment