# Business Case – Customer Experience & Digitally Strategy

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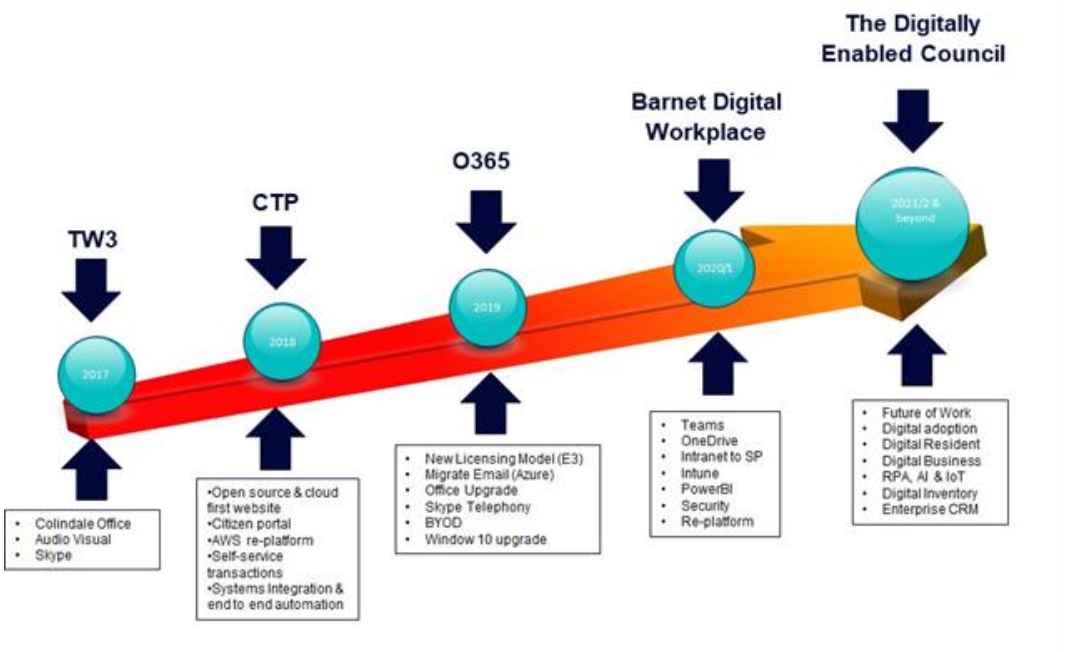
## *1* Introduction

Over the previous 4 years, improvements have been delivered to enable the Future of Work programme (formerly TW3), Barnet Digital Workplace and the Customer Transformation Programme (CTP). Financial and wider organisational and customer benefit has been seen by leveraging technology capabilities to enable service improvements. A summary of initiatives are illustrated in the figure below.




This Business case has been prepared to support and enable the Council's priorities, the Councils digital strategy, Customer Experience and Future of work programme and the wider growth agenda. This will also enable elements of the Councils Medium Term Financial Strategy (MTFS) through better use of technology and automation of business process to deliver better outcomes for residents, businesses, and staff.

The Covid19 pandemic has highlighted the crucial role of digital technology in the way we live and work and has accelerated the move to online for many more residents, businesses, and organisations. It has also exposed greater inequalities, including digital exclusion, and increased the risk that those who do not have access to the right technology, devices, connectivity, or skills are left even further behind. Alongside this, organisations globally and the Council itself, has seen a proportionate growth in the volume of "cyber-attacks", which

result in reduced productivity, loss of service and risk of data loss, in breach of legislation which may result in financial penalties and sanctions.

Ensuring a more digitally enabled Council and Borough will provide benefit in all areas of delivery in achieving the Council's priorities and connecting our people, data, and processes through further automation and modern technology can help us re-imagine the services we offer our residents, businesses, and staff. Technology plays a part in every aspect of our daily lives, both for our staff and the communities we serve, and technology can help change things and improve people's lives.

Ensuring increased resilience, reliability and heightened security measures underpins all development that will done in the future and will enhance the measures already taken which have included:

- Investment in Microsoft E5 Licensing have already started to provide:
  - Enhanced security (MS Defender)
  - Improved data classification and categorisation
  - Improved data 'leakage' protection
  - Compliance with corporate and central government policies and legislation in connection with data (e.g., GDPR)
  - Proactive monitoring and response to new threats

The deliverables set out in the table below offer a high-level summary of key technical deliverables and components of this programme. The programme is seen as an enabler to support the council's priorities, in the delivery of its ambitions and to meet its considerable financial pressures, outlined in the MTFS, over the coming years.

| What will be delivered | How will it benefit Barnet residents, businesses, and staff |
|---|---|
| Cross Council Customer Relationship Management (CRM) solution | • enabling a more proactive and personalised experience, making it simpler to do business with the Council and provide greater transparency and proactive updates<br>• enable a single joined up Council for our staff, residents, and businesses to provide a more holistic customer experience<br>• provide real time accessible insight to shape and re-design services around the needs of our customers |
| 'Data Lake' – Holistic view of Resident, Business & staff | • connecting our people, place and the communities we serve through a more holistic approach to data and integrated technologies in a secure manner<br>• developing predictive analytics and tools to support the Council's prevention agenda to target resources and |

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|---|---|
| | support to those residents in greater need and at an earlier stage of intervention<br>• build data layers that provide a more holistic view of services (a 'golden record') to inform insight driven service change, to develop innovation and connections that would not traditionally be considered |
| Modernisation infrastructure (Networks, cloud migration, application consolidation) | • a more cloud-based enterprise or holistic approach to technology improving security, resilience and scalability whilst lowering costs over the longer term<br>• a reduction of IT systems staff use, reducing complexity, support and maintenance costs, and increasing accessibility for staff<br>• providing more modern technology that is responsive to agile design and development to meet the needs of those using the technology and their changing priorities<br>• Reduced carbon emissions via our engagement of strategic partners with aligned sustainability objectives<br>• ensure a digital workplace, improving the tools available to staff making working at, and with, Barnet Council easier, more efficient and collaborative |
| Process automation (RPA) and service 'digitisation' and integration | • utilise automation to cut out unnecessary waste and bureaucracy in processes to ensure our services are accessible, simple to use and respond to residents in a timely and proactive manner<br>• increase transparency for residents and staff, providing clearer next steps and expectations<br>• implement a technology framework that will remain valid well beyond the lifetime of the programme and ensure Barnet is fit for the future<br>• implement an integration layer across systems making it simpler to share data and automate processes in a secure manner |

Many of the benefits available via Microsoft E5 licensing are either dependent on or increased by the utilisation of cloud services and data storage and, therefore, this programme will:

- Consolidate the Councils application estate via either:
  - Removal of old, unused (or of limited use and benefit) applications AND/OR
  - Replacement with modern, cloud based, applications
- Supplemented by:

- Integration of applications and data (where appropriate)
- Migration of workloads to 'the cloud' (Azure File Services (AFS))
- Introduction of improved workflows and automation of processes, (where appropriate)

The consolidation of the application estate will provide benefits via:

- Reduced maintenance and support costs
- Increased productivity
- Prevention of data loss and any associated financial penalties or loss of reputation
- Enhanced and efficient management information reporting

Connecting our staff, our communities, and our place through a more holistic approach to data and technology will set important foundations to allow the council to adapt, innovate and integrate to emerging digital solutions in the future.

The 'Data Lake' will support predictive analytics, supporting early intervention and reducing demand on frontline staff. It will also enable the council to better understand our customers and improve the way we deliver services by making quick and robust decisions for residents that are insight driven.

As the data lake develops over the life of this programme, it will include utilising advanced data analytics and business intelligence to design more personalised service models, reducing effort for residents and staff.

Alongside this, the programme will work with services to reduce reliance on more traditional methods of data collection e.g. via email, letter, face-to-face and automate and digitise processes that can automatically update systems to enable real time accurate decision making that will improve inclusivity, productivity, automation and integration.

To compliment the data lake this programme will deliver a modern Customer Relationship Management (CRM) platform to provide a more holistic customer experience to our residents and businesses, enabling a more proactive and personalised service offer, making it simple to do business with the council and provide transparency across services.

To ensure staff are better equipped to support our residents and do not feel left behind by the new technology introduced, there will be a focus on skills & inclusion as new technologies are deployed, via the following:

- Appointment, and provision of, dedicated Customer Digital Experience support (initial appointment to set up a sustained model of digital learning for the authority)
- Enhancement of the Change Champions network (in terms of education, training and support options and increased empowerment and responsibility)
- Utilisation of Microsoft training resources available for new services and tools and to accelerate and support efficient delivery of new services
- Accessibility considerations designed into product deliverables

All of the above is dependent on investment in the authority's infrastructure, supporting the Future of Work programme to enable staff to work more collaboratively and support a truly hybrid approach to work. Thus, in year 1 of the programme, several technical enablers will be delivered.

These include:

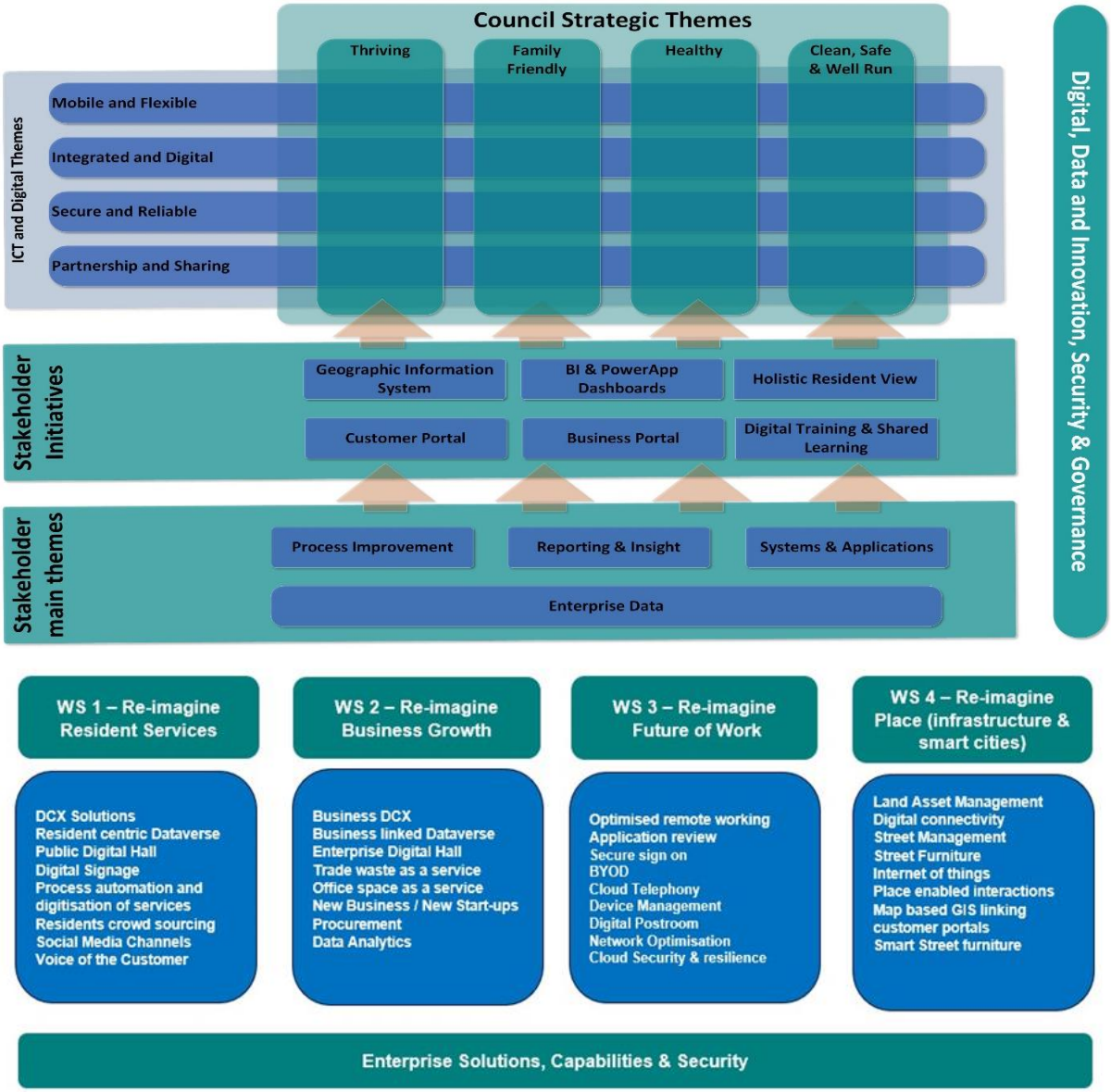
- Virtual Private Network (VPN) Refresh
  - To enable wider, more robust and more secure availability of network to remote users as agile/hybrid working increases
- Local Area Network (LAN) Refresh
  - To replace out of support or end of life network items (switches, firewalls etc.) to maintain local (Barnet network) connectivity
- Wide Area Network (WAN) Refresh
  - To replace out of support, or end of life network items (switches, firewalls etc.) to maintain remote (3rd party service providers) connectivity
- Proxy Refresh
  - To improve security in a modern, agile/hybrid working environment
- MS Virtual Desktop (Citrix Replacement)
  - To centralise on a single strategic partner to reduce support and licensing costs and provide a modern access method to services.
- Cisco Telephony Replacement
  - Movement of local telephony to Cloud solution (Teams)

## 2 Data review

The business case has largely been based on a review of existing systems, data, and architecture supporting the authority.

In addition to this technical review, senior officers, outcome leads, key stakeholders and frontline staff have engaged in helping to shape the priorities and areas of focus as we move forward. This coupled with insight and data via the customer experience resident engagement programme help to shape and design the technology to meet their needs. There is recognition of the importance of digital technologies, data and innovation can bring in enabling successful delivery. The following diagram summarises the high-level themes and outputs of our engagement and how this relates to the technology delivery plan

outlined in this business case.




NOTE: The integration layer is a critical technical enabler to realise many of the business benefits and efficiency enablers outlined. This will reduce integration costs over the longer term, negating the need to integrate multiple IT systems. This will also provide a platform for a more holistic view of resident and allows automated processes to be scaled and re-used across services supporting the ambition to shift the organisation to consider the whole customer experience of our residents'.

The business case remains focussed on benefits both financial and non-financial but is designed to build a flexible, scalable, extensible, and cost-effective framework to inform critical business decisions and drive service improvements considering the views of Barnet residents, businesses and visitors whilst ensuring the development of authority staff.

The final piece of data that has been considered in developing this business case is our progress against 8 key domains, as outlined by Microsoft, in delivering the digital capability

maturity model of an organisation. This model has been used to monitor progress throughout previous initiatives and the current position is outlined by the figures below.

(*BDW – Barnet Digital Workplace - previous programme phase of digital improvements)

## Digital Capability Maturity Model (1 of 2)

| Domain | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---|---|---|---|---|
| Information Protection | • No Data Labelling<br>• Data sharing agreements in place but not enforced through IT controls<br>• No lifecycle enforcement | • Site level Sensitivity Labelling<br>• Some IT Policies protecting O365 Data | • Content Labelling introduced for some data type<br>• Data loss prevention in place for protected content.<br>• Data still mainly in file shares not on O365 | • Increased content labels coverage<br>• Lifecycle Management policies<br>• Archive locations available.<br>• Data mainly in O365 Locations<br>• Introduction of Encryption and forced Header/Foot for Highest classifications | • Automatic labelling of data based on content finger prints<br>• Full DLP in place<br>• External emails have to be de-classified before release allowed. |
| | May 2020 | BDW | | | |
| Mobility and Flexibility | • No Flexible working practices<br>• Private Network Access through VPN only for Remote Workers | • Flexible Working arrangements in place<br>• VPN required for LOB apps<br>• Some services available externally without VPN | • Enhanced Flexible Working in place, devices related to workstyles.<br>• Remote Management tools support fully mobile devices<br>• Core office services available without VPN. | • Core line of business services available externally without VPN.<br>• Remote Device Provisioning<br>• Full Remote Device Management<br>• Use of personal devices to access information with restricted capability | • Further release of real estate as Flexible Remote working is preferred mode of working for individuals<br>• Rapid adoption of new device formats |
| | May 2020 | | BDW | | |
| Collaboration | • Email with Attachments<br>• Voice conferencing<br>• Internal Chat | • IT Provisioned Limited File share capability<br>• no defined framework governance<br>• Some current data moved into Collaboration platforms<br>• Initial co-authoring | • External Collaboration framework<br>• User Provisioned Collaboration Spaces<br>• Chat with limited partner organisations<br>• Movement away from Email as the predominant and only communication channel | • Collaboration with links rather than attachments<br>• Co-authoring of documents<br>• Chat open wider groups of partner organisations<br>• Use of Channel messages for non time critical messaging<br>• IM Chat for conversational threads, with corresponding reduction in Email<br>• Data Migration to O365 | • Chat with DLP protection Chat to any external destination<br>• External sharing of links Increased use of Channel messaging tune in / tune out of topics more open communications<br>• Email reduced to Detail & targeted messages<br>• Business Process improvements moving away from Shared Mailboxes to collaboration sites |
| Commercial in confidence | May 2020 | | BDW | | 5 |

## Digital Capability Maturity Model (2 of 2)

| Domain | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---|---|---|---|---|
| Governance & Compliance | • Guidance Based product specific<br>• Not System Enforced<br>• Decision making distributed<br>• No use of compliance tools<br>• Reactive Stance | • Initial use of eDiscovery (FOI, DSR)<br>• Initial use of legal Hold<br>• Workflows for critical processes (Guests) | • Guidance Information based product neutral.<br>• Workflows Covering configuration (IT Policies)<br>• Visibility of highly confidential data and where it resides<br>• Guest activity monitored. | • Visibility of most data labels<br>• Active processing of DLP/Email quarantine | • Advanced eDiscovery using E5 license capabilities<br>• Advanced Identity protection<br>• Advanced Threat Protection |
| | May 2020 | BDW | | | |
| Business Intelligence & Automation | • Closed Data Sources<br>• Static Reporting<br>• Limited Predictive Analysis<br>• Diverse Toolsets<br>• Limited Automation | • Toolset consolidation<br>• Toolset Community Establishment<br>• Select enablement of corporate Workflows (SLAM) | • Toolset centres of Excellence<br>• Workflow process optimisation<br>• Personal productivity automation<br>• Some mobile enabled processes<br>• Analytics services driving IT upgrades | • BI and Analytics Informing policy<br>• Complex workflows<br>• Common Data Services<br>• Centralised List Management<br>• Mobile Enabled Processes<br>• GIS enabled information | • BI and Analytics guiding policy<br>• Important workflows automated<br>• Complex workflows enabled<br>• Cross organisational Workflows |
| | May 2020 | | BDW | | |
| Organisational Readiness | • Limited Resilience to Change<br>• IT push<br>• Low levels of equipment<br>• Limited product knowledge<br>• Poor integration of IT tools to business operations | • Improved equipment levels through refresh<br>• Device types related to roles<br>• Change Champions Established | • Increased support channels (Yammer, Chat)<br>• Business How to delivered through community support<br>• Break-Fix through IT Support<br>• Evergreen and faster updates enabled | • Resilience to change and acceptance of evergreen services<br>• Closer linkage of IT provision to Business user requirements | • Change Champions enable the change from IT push to business pull |
| | May 2020 | BDW | | | |
| Security & Identity | • Passive<br>• Reactive<br>• Perimeter Enforcement<br>• Limited Segmentation<br>• Single Factor Authentication | • Multiple Factors for Authentication Introduction<br>• MFA enforced for privileged access | • Zero Trust<br>• Self Help Identity management | • Advanced Identity protection for critical users<br>• Risky Users (impossible travel) proactively managed | • Inside out services |
| Commercial in confidence | May 2020 | | BDW | | 6 |

As the above figure demonstrate, we have made great progress towards increase the digital maturity of the organisation and with the delivery of the programme outlined here, our target will be to achieve level 5 maturity, across all domains over the next 3 years. This represents a measurable view of our progress and the success of initiatives to deliver excellence in our digital engagements with residents, businesses, partners, staff, and visitors alike underpinned with continued investment in staff's digital skills and capabilities.

# 3 Options

## 3.1 Option 1 – Do Nothing

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| **Advantages** | • This option has no direct costs associated |
| **Disadvantages** | • Fail to leverage existing investment in digital capability<br>• Fail to develop staff abilities and digital capabilities to drive adoption of available digital tools and portals<br>• Reduce development of a digitally savvy hybrid / agile / flexible / mobile workforce<br>• Fail to realise potential operational economies that digital alignment/collaboration can bring across LBB (Services, Citizens, Suppliers, Businesses)<br>• Fail to develop Barnet business and Citizen analytics to support decision making<br>• Continue to have digital division and exclusion within Barnet employees, Barnet Citizens and Businesses<br>• Contribute to Barnet's attrition levels and not being the employer of choice<br>• Fail to leverage options to decrease emissions and achieve 2030 'zero emission' targets<br>• Fail to provide efficient and effective services to meet likely future requirements |
| **Risks** | • This would further increase the risk on our ability to meet customer, citizen, supplier and business expectations |
| **Cost** | £0 (albeit cost would need to be invested at a later date) |
| **Conclusion** | This option is not recommended as the zero cost does not recognise the disbenefits that may result from the outlined failures in the disadvantages section of the above |

## 3.2 Option 2 – DEC Programme

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| **Advantages** | • Leverages existing investment in digital capability as delivered via the E5 licensing model.<br>• Develops staff abilities and digital capabilities to drive business change and service improvements<br>• Increases capacity and capability to support and develop a digitally savvy / hybrid / agile / flexible / mobile workforce<br>• Realises potential operational economies that digital alignment/collaboration can bring across LBB (Services, Citizens, Suppliers, Businesses)<br>• Develops Barnet business and Citizen analytics to support decision making<br>• Promotes inclusivity between Barnet employees, Barnet residents and businesses and Barnet suppliers<br>• Contribute to Barnet being the employer of choice<br>• leverages options to decrease emissions and achieve 2030 'zero emission' targets<br>• Provides efficient and effective services to meet likely future requirements |
| **Disadvantages** | • Level of investment required<br>• Long term approach |
| **Risks** | • Being high investment and long term may be adversely impacted by developing situations outside of the control of the programme (e.g., future, or continuing pandemic) |
| **Indicative Cost, subject to contract** | In the region of £4.5m (profiled over 3 years as indicated in financial context section) |
| **Conclusion** | This option is recommended as it provides major direct benefits, enables future benefits and risks are relatively low given work already completed in response to pandemic, and leverages the investment already made |

## 3.3 Option 3 – Scaled back scope and individual project delivery

A further option has been considered, to scale back the programme deliverables and continue to deliver technology as isolated projects. Although this could lead to lower expenditure in the short term, this option is considered more tactical and could lead to further disjointed technology decisions leading to a fragmented technology infrastructure and security landscape.

The strategic benefit of implementing an enterprise-wide technology model to provide a single view of resident, joined up service provision across the council and unified data

layers, will not be realised in a cost-effective manner. Integration of applications will remain costly and complexity for our staff and customers will remain as increased IT applications are in use, without the opportunity to strategically modernise the IT estate and subsequent financial benefits will be lost.

The approach defined in this business case and outlined in Option 2 provides flexibility to increase or prioritise investment on certain deliverables that provide the most return on investment). It also makes best use of the shift in approach to deploying technology and allow delivery in an agile manner, which can shift as the priorities of the organisation shift. Year 1 of the programme will set up the infrastructure and services can be built on in subsequent years in an agile manner, accelerating those that have greater benefit.

In conclusion this option is not recommended.

# *4* Context - Five Theme Model

## 4.1 Corporate Plan – Strategic Context

Our Vision is to enable Barnet residents, businesses, partners, and the Council to thrive in the digital era and ensure digital access for all; provide a customer focused technology service and enable the delivery of the Barnet Corporate Plan outcomes through use of modern technology and ways of working.

In doing so we will deliver:

- A more cloud-based enterprise approach to technology improving security, resilience and scalability whilst lowering costs over the longer term
- Connectivity between our staff and our communities through a more holistic approach to data and technology which will set important foundations to allow the council to adapt, innovate and integrate to new digital solutions in the future
- Through further automation and modern technology, we will be able to re-imagine the services we offer our residents, businesses, and staff
- A consolidated IT estate of systems which will reduce complexity, reduce support and maintenance costs, and increase accessibility for staff and residents, via access to more modern technology
- Joined up data and customer experiences in a smarter, simpler way enabling a more holistic view of our residents and businesses, so we can provide more preventative and proactive services
- Reduced carbon emissions via our engagement of strategic partners with aligned objectives and the introduction of hybrid working models

The journey to becoming a fully inclusive, ‘Digitally Enabled Council & Borough’, will evolve and develop over the life of the programme and whilst requiring investment over the 3-year period the benefits and framework which will be implemented remain valid well beyond the lifetime of the programme.

Ensuring a more digitally enabled council will provide benefit in all areas of the delivery of the Councils priorities and support enablement of the MTFS. Many stakeholders and our residents, have been engaged in developing the key elements of delivery outlined and via the Digital Board, will continue to be involved and shape the programme as it evolves.

## 4.2 Social & Environmental Value – Economic Context

Digital inclusion is about ensuring the benefits of digital technology are available to everyone and underpins and is at the heart of our approach to building our digital strategy. Digitally excluded groups can lack the skills, confidence, motivation or means to access the internet and by extension digital council services.

Whilst the acceleration to online services has worked well for some, and we have seen increases in those who are digitally enabled, it has created barriers for others and compounded the gaps of those that can access services and those that cannot.

Rather than having a standalone strategy we are moving to ensuring digital inclusion is embedded at the heart of our customer experience and digital strategies but also central to the Council's priorities across all outcomes. The programme will leverage the technology supply chain as developments are made to ensure the benefits of digital are felt by our residents and businesses because of the investment made in this programme.

**Amongst areas that the programme will address are:**

- Increase in communication channels which will add to resident experience and promote a feeling of inclusion (social)
- Improved communications and workflows to react to developing environmental situations (environmental)
- Use of data to focus on areas which will stimulate commerce in the borough (social and environmental)
- Decreased emissions (environmental)

## 4.3 Commercially Viable – Commercial Context

Over the previous 12-18 months, and largely in response to the COVID-19 pandemic, work in digital delivery has drawn on the Council's partner, Capita, to engage their specialist partners in several areas. These partners have included Microsoft, Hitachi, MTI, Trustmarque, and others in response to emerging situations. The results of this model of engagement have been positive in meeting the demands on digital services, building scale and capacity.

This approach has also seen essential investment by the authority in the introduction of additional tools and services (moving from E3 to E5 licensing for example). To address some of the challenges of the rapid growth, this programme would leverage more of the capability already committed to, to ensure the safety and integrity of data and improvements in services and the wellbeing of staff.

Building on this model, and with this programme of work at the forefront, the following have been discussed as part of the preparation of this business case:

The major benefit of the DEC Programme is in its commitment to introducing technology improvements and frameworks for CRM and Data services in year 1 which incorporates the flexibility to respond to emerging situations in years 2 and 3 either with programme team support or in isolation (dependent on education, training and transference of knowledge) and provide the organisation with a sense of empowerment to utilise the solutions provided to enhance business processes, whilst focusing specialist technical resources dependent on more complex additional requirements.

Whilst the business case assumes a specific set of delivery projects, the delivery plan has been built in an agile manner so requirements can be added to, reflecting changing council priorities or political outlook, or revised in terms of scope and/or removed from scope in response to insight and the co-design process with staff and residents as the programme implements tools to enable this more readily. Clearly, this will require careful management and governance and an on-going review of the business case and expected costs/benefits to ensure validity is maintained. This programme will be delivered in conjunction with our partners but is not mutually exclusive or binding contractual, over the life of the programme. The following summarises some of the activities these partners will support the Authority deliver.

- Provision of essential management, administrative and technical expertise, to oversee the development of digital initiatives in support of all business areas to meet the growing demand for digital services. The proposal would be to follow the model for year 1, agreed under the current resource models, delivering the digital workplace programme with an assessment to ensure the right skills and personnel are deployed to meet the ambitions laid out in the business case
- Access to specialist partner support and providers as required to deliver critical services to ensure the authority utilises 'best in class providers and can continue to innovate, aligned to corporate priorities as identified by the governance arrangements
- Investment in infrastructure to support digital initiatives

A core resource model to provide annual management, administration, and technical expertise to deliver the majority of digital initiatives outlined. The resource model to be utilised in areas of E5 capability in particular, but also in preparation of work in the area of Data Lake, CRM development, process automation and Digital inclusion.

Additional specialist resources (people, hardware, software applications, licensing etc.) to deliver the fine details and configuration aligned to business requirements – these would be agreed and signed off as the programme develops the finer details providing flexibility required to deliver the programme in an agile manner.

All projects will be assessed and subject to standard internal governance and approval based on the continuing validity of this business case.

Thus, this business case comes with the following, commercial, safeguards in place:

- It is non-contractual and non-binding on any party
- It is underpinned by existing support contracts which includes technical refresh of 'end of life' technology to meet contractual obligations
- Programme/Project governance/approval is considered on a year-on-year basis and will define delivery and benefits
- It is linked to a negotiated resource model which is also subject to annual review
- It conveys a commitment, in principle, to outside investment (Microsoft, for example) in provision of Barnet services
- Regular review of viability of Business case in advance of individual project preparation and approval is stipulated to ensure continued validity and benefit

## 4.4 Financially Viable – Financial Context

This business case seeks investment to deliver the programme as described above. This investment is over 3 years and is based on assumptions made, using benchmarking, soft market analysis and known fixed costs. A programme delivered over 3 years will have variables built, and risk will be manged via good programme management, following the Councils risk management approach. Some examples of these are listed below, for context.

1) Planning 3 years of activity goes beyond any reasonable planning horizon in an area where change and innovation is commonplace and regular.
2) Outputs from year 1 are highly likely to impact the priorities, scope, and complexity of any year 2 and year 3 deliverables.
3) Individual project briefs will be produced, reflecting the priorities at that time, for each year and this will reflect the fixed costs associated with that year of proposed activity which will need to be approved and costs assessed against the business case as part of the governance and approval process.

The following table provides costs/benefits based on the above.

| Year 1 - Cost Benefit Analysis | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Costs (£000's) | | Benefits (£000's) | | | Potential Benefit (£000's) | Profiled Benefit (£000's) |
| Workstream | Project Area | Capital | | Avoidance | Efficiency | Direct Cost | | |
| Resource Model | Management, Admin & Design | 800 | | 1,200 | | | 1,200 | 60 |
| | Defender (Mobile) | 25 | | 200 | | | 200 | 10 |
| | Defender (Additional services) | 25 | | 200 | | | 200 | 10 |
| | Data Policies | 25 | | 200 | 100 | | 300 | 20 |
| E5 Capability | Data Migration | 25 | | | 50 | 25 | 75 | 30 |
| | Service Set-up (3rd party) | 120 | | | 50 | 10 | 60 | 15 |
| Customer | Service Development/Integration | 150 | | | 100 | | 100 | 10 |
| CRM | Application Consolidation | 25 | | | 100 | 30 | 130 | 40 |
| | Service Set-up | 25 | | | 200 | | 200 | 20 |
| Data Lake | Service Development/Integration | 25 | | | 200 | | 200 | 20 |
| | Training/Education | | 10 | | 100 | 100 | 200 | 110 |
| | Proactive Service Protection | | 30 | 200 | | | 200 | 10 |
| Digital Inclusion | Service Development Acceleration | | 10 | | 100 | 50 | 150 | 60 |
| | Proxy Refresh | 20 | | | 100 | | 100 | 10 |
| | VPN Refresh | 20 | | 200 | | 40 | 240 | 50 |
| | LAN Refresh | 0 | | | 100 | | 100 | 10 |
| | WAN Refresh | 0 | | | 100 | | 100 | 10 |
| | Virtual Desktop | 20 | | | 100 | 40 | 140 | 50 |
| | BYOD (Laptop) | 0 | | | | 25 | 25 | 25 |
| Technical | Cisco Refresh/Replacement | 0 | | | 100 | 50 | 150 | 60 |
| | Telephony infrastructure | 100 | | | | ?* | | |
| | | | | | | | | |
| TOTAL | | 1,405 | 50 | 2,200 | 1,500 | 370 | 4,070 | 630 |

| **Assumptions** |
|---|
| Assumes 5% benefit in 'Avoidance'; 10% benefit in 'Efficiency' and 100% benefit in 'Direct Cost' when calculating profiled benefit |
| More detailed profiling will need to be done, to understand saving year for each line item, to align to MTFS.<br>Will unliekly be realised in Year 1 of delivery but illustrated against the delivery line for ease |
| Profiled benefits are assumed figures from end of year |
| CRM costs and benefits based on an assumption of inclusion of up to 4 services in year 1 (potential expansion in subsequent years, subject to validated BC per service. |
| DataLake costs and benefits based on an assumption of inclusion of up to 4 data sources servicing 2 management reports (including automated ETL) and data limited to 'structured' data. |
| BYOD assumes limited take-up of service (circa 25 users in year 1) |
| * Telephony - Direct costs identifed as repalce exsisitng LBB telephony infrastrucutre but will need to model exact savings as part of implementa |

## Subsequent years

As stated previously, year 2 and 3 activity will be driven by outputs from year 1 activities (CRM and Data Lake in particular) and inputs from stakeholders as priorities develop, the Councils digital board and other, decision making, bodies will oversee governance and change as appropriate. It is reasonable to assume that the expansion of the 'Data Lake' and 'CRM' will be amongst critical service improvement initiatives.

In calculating an approximate year 2 and year 3 figures it is assumed that:

- Production of more detailed business cases will provide ROI and a gateway process before proceeding into delivery e.g. case to off-set on-going licensing costs by stopping to use existing legacy technologies
- A core resource model will be continued to provide overarching management and administration and design activities
- Resource rates will increase by 5% from year to year
- The rate reduction will continue at agreed discounted value

- CRM Service inclusion will increase by, circa, 10-fold (i.e., 4 services included in year 1 as a proof of concept/pilot growing to circa 40 as benefits become clearer and priorities are clarified in specific service provision)
- Data Lake inclusion will increase by, circa, 10-fold (i.e. 4 data sources included in year 1 as a proof of concept/pilot growing to circa 40 as benefits become clearer and priorities are clarified in specific areas for service improvement)
- Training and education will continue to be required as an on-going requirement
- Any 3rd party costs for integration will be provided at 'reasonable' day rates
- Any additional initiatives, as identified within outputs from year 1 or at the request of decision-making bodies will be 'reasonable' but may be subject to a formal change request process as managed via programme governance

| Year 2 - Cost Benefit Analysis | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Costs (£000's) | | Benefits (£000's) | | | Potential Benefit (£000's) | Profiled Benefit (£000's) |
| Workstream | Project Area | Capital | | Avoidance | Efficiency | Direct Cost | | |
| Resource Model | Management, Admin & Design | 840 | | 1,250 | | | 1,250 | 63 |
| E5 Capability | Extended Capability | 130 | | 200 | 500 | 50 | 750 | 110 |
| CRM | Extended Services | 150 | | 200 | 500 | 100 | 800 | 160 |
| Data Lake | Extended Data Sources | 100 | | 200 | 500 | 100 | 800 | 160 |
| Digital Inclusion | Continued Training/Development | 0 | | | 200 | 200 | 400 | 220 |
| | LAN Refresh | 0 | | | 100 | | 100 | 10 |
| | Cloud Hosting Migration | 140 | | 240 | | 40 | | 52 |
| Technical | WAN Refresh | 0 | | | 100 | | 100 | 10 |
| | Telephony Infrastructure | 100 | | | | | | |
| Digital Infrastructure (place)* | | 200 | | | | | | |
| TOTAL | | 1,660 | | 2,090 | 1,900 | 490 | 4,200 | 785 |

| Year 3 - Cost Benefit Analysis | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Costs (£000's) | | Benefits (£000's) | | | Potential Benefit (£000's) | Profiled Benefit (£000's) |
| Workstream | Project Area | Capital | | Avoidance | Efficiency | Direct Cost | | |
| Resource Model | Management, Admin & Design | 880 | | 1,300 | | | 1,300 | 65 |
| E5 Capability | Extended Capability | 50 | | 200 | 500 | 100 | 800 | 160 |
| CRM | Extended Services | 150 | | 200 | 500 | 100 | 800 | 160 |
| Data Lake | Extended Data Sources | 0 | | 200 | 500 | 100 | 800 | 160 |
| Digital Inclusion | Continued Training/Development | | 15 | | 200 | 200 | 400 | 220 |
| | LAN Refresh | 0 | | | 100 | | 100 | 10 |
| | Proxy Refresh | 0 | | 500 | | | 500 | 25 |
| | Cloud Hosting Migration | 120 | | 240 | | 40 | 280 | 52 |
| Technical | WAN Refresh | 0 | | | 100 | | 100 | 10 |
| Digital Infrastructure (place)* | | 200 | | | | | | |
| TOTAL | | 1,400 | | 2,640 | 1,900 | 540 | 5,080 | 862 |

| **Assumptions** |
|---|
| Assumes 5% benefit in 'Avoidance'; 10% benefit in 'Efficiency' and 100% benefit in 'Direct Cost' when calculating profiled benefit |
| Profiled benefits are assumed figures from end of year |
| CRM costs and benefits based on an assumption of a total 10-fold increase in services over years 2-3 which may include introduction of 3rd party (e.g., FixMyStreet) applications and introduction of intelligent services (e.g. streetlighting, waste removal etc.) |
| Digital Infrastrucutre Place - Least developed requirements - this is to supplement projects such as CCTV, Borough wide digital infrastructure, IoTto ensure linked back to CRM & Data Lake |
| DataLake costs and benefits based on an assumption of ia total 10-fold increase in services over 2-3 years which may include non-structured and 3rd party data |

The above covers costs for the duration of the programme and include licensing costs for all areas within the scope of the programme. The table below is an indication of the on-going costs (year 4 onwards) that might be anticipated to maintain the services implemented and embedded in years 1 to 3.

On-going costs based at higher end and using benchmarking from similar authorities to estimate costs. MS licensing product costs have been assumed in production of these estimates. If the return on investment (ROI) 'challenge test' or ROI threshold is not met, alternative suppliers could be considered, at a lower cost (with potential to reduce functionality/scope)

| Year 4 Onwards (On-going) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Costs (£000's) | | Benefits (£000's) | | | Potential Benefit (£000's) | Profiled Benefit (£000's) |
| Workstream | Project Area | Capital | Revenue | Avoidance | Efficiency | Direct Cost | | |
| E5 Capability | Extended Capability | 0 | | | | | | |
| CRM | Extended Services | 0 | 250 | | | | | |
| Data Lake | Extended Data Sources | 0 | 100 | | | | | |
| TOTAL | | 0 | 350 | | | | | |

| **Assumptions** |
|---|
| Benefits indicated in the Year 1,2 & 3 delivery tables - estimation based on similar sized authorities and taken at higher end.<br>An ROI test will be built into each project to ensure there is at minimun an off-set in licensing and support costs |
| Profiled benefits are assumed figures from end of year, these are full costs at end of programme. As services ramp up licensing costs will apply |
| Costs are based on current licensing costs and assumed no further growth beyond year 3. Additional integration and development costs in all areas may be subject to additional development costs and a valid business case. |
| E5 Licensing costs are not included as these have been procured under a separate business case and the DEC programme is deploying capability already included. E5 capability may expand to offer additional benefits but these are unknown at this time, and subject to the MS roadmap, and may attract additional deployment costs if pursued relevant to a separate business case. |
| These costs do not include any existing contractual support costs which are subject of the core support contract. These costs only cover the additional services introduced by the DEC programme. Unified support costs will be investigated via MS as the solutions are deployed and a business case will assess if support costs can be off set in the core contract to justify the MS agreement being extended. |

## Summary (Costs)

Investment may be moved from year to year, either backwards or forwards, as approved by appropriate governance functions and to maintain validity of business case or in response to emerging and changing priorities

## Summary (Benefits)

Financial benefits have been detailed, across 3 categories avoidance, efficiency and direct. Direct benefits have been calculated to fund any consumption-based revenue costs as legacy applications will be switched off.

Whilst the programme is designed to provide a return on investment in some areas, it is also designed to provide the right technology infrastructure and tools to enable the Council's priority outcomes and support delivery of the Council's MTFS.

Not all benefits of this programme are 'bankable' and there is a requirement for short-term investment to enable medium-long term benefits in many areas (Data Lake and CRM are the two most obvious examples) and expansion of those services and increased automation are areas likely to yield increased benefits (bankable and less tangible in terms of service improvement and reputation). At each stage of implementation, a further assessment of 'bankable' savings will be made and/or an opportunity to enable an existing or new MTFS deliverable identified.

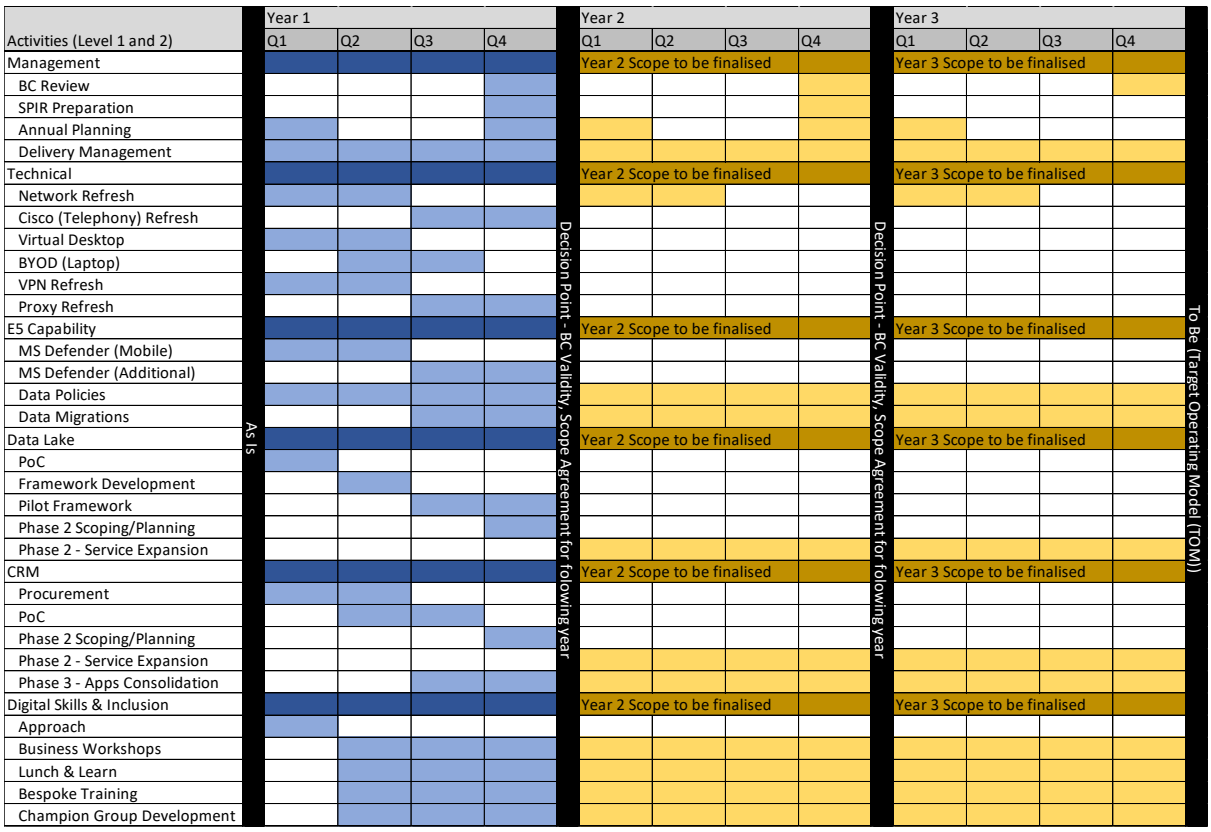
Benefits shown in the above tables are 'in arrears' (i.e., full year 1 benefit will not occur until year 2 etc.) but some are incremental (i.e., there are 'quick wins' which will provide more immediate benefit).

This programme represents an investment in digital inclusion for the residents and businesses of Barnet, and of visitors to Barnet, and affords them a say in how the borough is run to meet their needs and meet the corporate, strategic, objectives.

## 5 Delivery – Can the organisation and partners deliver the project successfully?

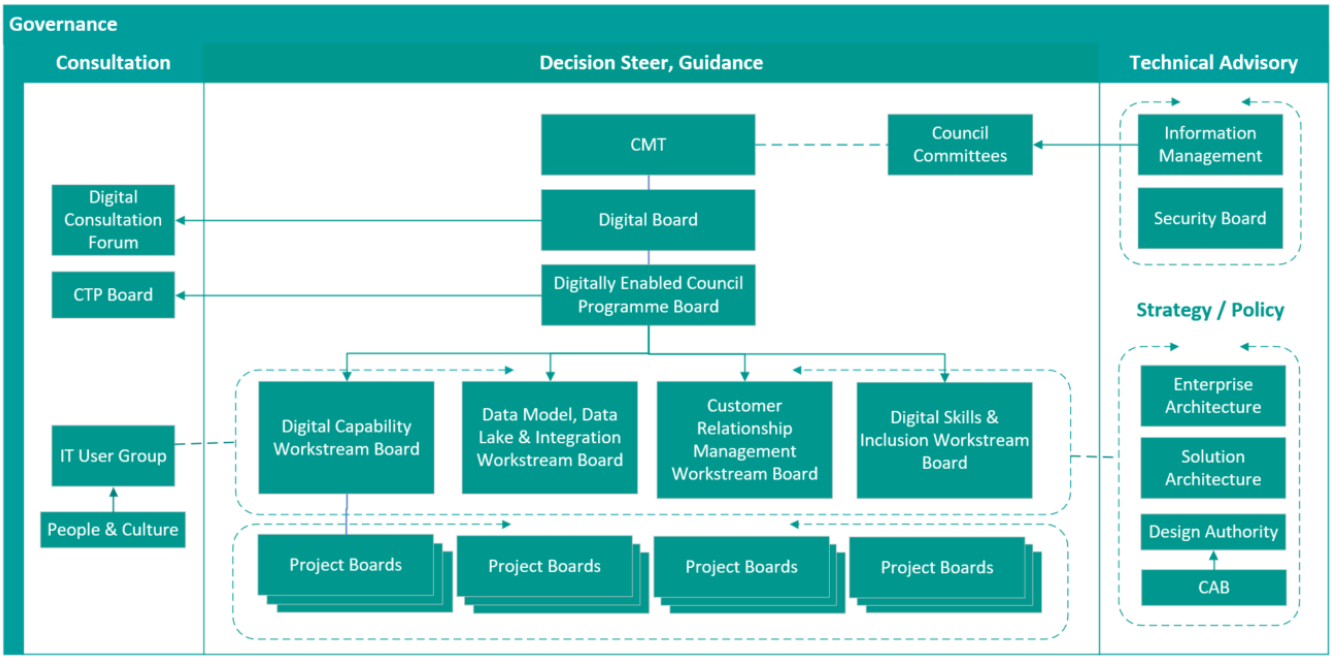
The 'Barnet Digital Workplace' (BDW) programme of work, undertaken over the previous 2 years, has introduced many of the required partners, delivery models, tools and services to the authority. Coinciding, as it did, with the COVID-19 pandemic, which saw 12 years of e-commerce growth in 12 months, this programme demonstrated that the required change can be delivered under these models alongside a capability to react to emerging situations.

The high-level blueprint for delivery, showing detail of year 1 and assumed activities for years 2-3 is shown below.




In addition, the lessons learned during the delivery of the previous technology implementations have been considered to define a governance structure which, not only supports programme delivery, but provides on-going support for the majority of foreseen improvements and changes over the duration of this Programme.

This governance structure is shown below:




# 6 Appendices

## 6.1 Appendix 1 – Data modelling, CRM, Data Lake and Integration architecture

The figure below shows how this digital engagement will integrate residents, businesses and the authority via public and enterprise portals and interface with new back-office processes and services. This is included to illustrate the future technology architecture state to enable the deliverables set out in the Customer Experience and digital strategies.