Contains Confidential or Exempt Information	NO
Title	Digital Strategy Business Case
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For Consideration By	Cabinet
Date to be Considered	10th July 2018
Implementation Date if Not Called In	23rd July 2018
Affected Wards	All
Keywords/Index	Digital, Future Ealing, Business Case

Purpose of Report:
Technology is evolving rapidly and affects everyone's lives. The Digital Strategy agreed in April 2017 outlines how the Council will respond to digital opportunities to improve residents' experience of using our services, and use digital to transform the way in which the Council works and how customers interact with us.

The Digital Business Case is a key enabler for the Council's Future Ealing programme. The need for a Digital programme is both to improve outcomes for residents and to deliver efficiencies and to deliver the councils vision outlined in both the digital and customer service strategy that:

"**Customers will be able to easily connect with Ealing Council at a time and place convenient for them. They will only need to tell us once and can be confident that Ealing will get it right first time.**"

By realising the potential of digital in residents' everyday lives as well as through improving the quality of interaction with the council, it is recognised that improved outcomes will be achieved.

This report outlines the business case to move forward with a program of digital delivery and seeks agreement to the spend of £11,342 capital and £3.175 revenue and outlines the next steps in the implementation of the digital program.

1. Recommendations

1.1. It is recommended that Cabinet:

- Notes the outcome of evaluation of the Digital Strategy business case, which confirms the pay-back of the initial investment and generation of on-going revenue budget savings by year 7 (paragraph 4);

- Approves the creation of a new capital scheme 'Digital Strategy' with a total capital investment of £11.342m (£6.405m in 2018/19 and £4.937m in 2019/20) to be financed through mainstream borrowing (paragraph 4);

- Approves the following revenue budget implications of implementing the Digital Strategy:

  a) The additional un-budgeted costs in 2018/19 of £2.066m that will be addressed through in-year management actions; and
  b) The permanent revenue budget growth from 2019/20 onwards that will be taken into account as part of the Budget Strategy and Medium Term Financial Strategy process (paragraph 4).

- Notes the total savings proposed to be realised through the implementation of the Digital Strategy of £3.274m, of which £1.707m have previously been approved by Cabinet as part of 2018/19 budget approval process (paragraph 4);

- Notes that future savings proposals will be considered in detail, including taking account of the outcome of any consultations and equalities issues, prior to decisions being taken on whether or not to take them forward;

- Approves the additional revenue budget savings to delivered through implementation of the Digital Strategy of £1.567m (paragraph 4);

- Notes the impact of the delivery of the proposed program on the lives of the Boroughs residents, businesses, communities and staff and on our services.

1.2. Agree the Digital Transformation Business Case as set out in Appendix A.

1.3. Authorise the Director of Strategy and Engagement, following consultation with the Director of Finance, Director of Legal and Democratic Services, Executive Director of Corporate Resources and Executive Director of Environment and Customer Services, to invite and evaluate tenders for the procurement of the following:

- Portals, connectors and Customer Relationship Management System Build and Support
- Requisite Licensing and Web Hosting
- Data Cleansing and Build of Data Analytics.

1.4. Note: that the Director of Strategy and Engagement will establish and appoint to the following teams. Subject to the terms of the Employment Procedure Rules (Part 4) – in consultation with Director of Human Resources and Organisational Development.

- A Technology Implementation Team
- A Change and Adoption Team

1.5. Note: that regular reports will be brought to cabinet to update on the delivery of the digital programme.

2. Reason for Decision and Options Considered

2.1. The rapid and continually evolving developments in technology present opportunities for the council to re-shape the way it engages with residents and to improve the customer experience. There are immense opportunities to improve quality but also to drive through the efficiencies required in a climate of rising customer expectations and severe and continuing financial pressures.

2.2. In April 2017 Cabinet agreed a Digital Strategy for Ealing to take advantage of the transformative power of new technology in the modern world. This was a key document for the Council as it outlined it how the council will respond to the potential of digital to improve outcomes for residents. It will also be a key enabler of the Future Ealing programme to support the Council as an outcome-led organisation.

2.3. The strategy was informed by and developed upon the organisational ICT strategy and planning for the technological and cultural change required as the Council plans its move to a new, smaller and flexible headquarters.

2.4. In this age of technological change, the delivery of efficient services to residents and value for money are paramount to future council success. Residents and businesses rightly demand the same high-quality interactions from public services as they now experience in other aspects of their lives.

2.5. The Council has successfully developed a range of digital channels – largely within existing services. We could continue with this incremental approach but this can often be that development is slow and costly and that the user

experience is fragmented.   The challenge for the council is to respond in a way which designs approaches around the personalised needs of residents, optimises efficiency and gives the best possible user experience including for residents who are less confident using digital. Doing this requires a more consistent approach.

2.6. The proposed digital Transformation Programme, aligned to the Future Ealing approach, will co-ordinate the work and implement the proposed solution needed to realise the ambitions set out in the Digital Strategy. It will also deliver a platform to enable better end to end processes and new requirements to be delivered over a single sign on to other portals, eventually giving us a single view of the customers interactions with us.

3. Key Implications

3.1. Cabinet approved the objectives and outcomes for the Council's Future Ealing programme on 14 March 2017. In the context of Ealing as a well-run council with good local services but facing challenging financial and policy pressures, Future Ealing sets out how the Council will respond through an outcome-focussed approach. Using technology to transform the way we do things will be crucial to successfully achieving the outcomes of most importance to our residents, businesses and visitors.

3.2. The Council has already made satisfactory progress in embracing the digital agenda. We have been deploying digital technology as part of our customer strategy for some time, helping to improve the customer experience and target resources. A wide range of services has been successfully moved online, with positive customer feedback and successes in managing demand, however this is fragmented with some services much further in the digital journey. We can evidence some good examples of turning data into insight and using it innovatively. There is growing use of mobile technology, giving staff the tools they need to do their jobs. Whilst Ealing has a competitive infrastructure and good levels of access and digital skills, there remains much to do to keep Ealing's businesses and residents at the forefront of digital developments and ready to exploit its potential.

3.3. Building on our strong baseline, the Digital Business Case sets out how we will achieve the aims of the digital strategy over a 2-year period and at a greater scale and pace than the Council has attempted to date – it is recognised that implementation will be a key enabler in the Future Ealing outcomes being realised and as yet unidentified savings.

3.4. The business case has been developed following a review of the existing digital infrastructure and services in the Borough, as well as soft market testing and gaining input from external suppliers, officers in ICT, Customer Services and service officer engagement in the organisation and members of the Modern Council Board comprising of senior level members representing all areas of the council.

3.5. Aligned close to the Future Ealing outcome-focused approach, the Digital Business Case and delivery is key to enabling the Council to transform the way it works – both internally and with partners – so that 'One Public Service' is realised as an ambition for the residents and businesses of Ealing.

Vision

3.6. As assessed against the 'we wills' of the Digital Strategy and given in Appendix A: Section 4. Strategic Vision of the Digital Business Case will deliver the digital vision for Ealing as;

'A connected place and smarter services for residents, visitors and businesses'

3.7. This will delivery as agreed in the Digital Strategy the following for the digital customer:

- We will put residents at the heart of designing and improving digital services.
- We will develop digital services to be better connected, accessible and convenient for residents.
- We will use digital solutions to help us to get things right first time.
- We will design digital services that are easy to use, so residents choose to use them.
- We will provide support for those who need extra help.

3.8. And for a digital council:

- We will put residents at the heart of how we design better connected Council services and decision making.
- We will develop the digital skills and confidence of our workforce.
- We will exploit digital tools to enable our staff to work flexibly and operate where required.
- We will ensure every digital interaction will be safe, secure and appropriate.
- We will comply with data protection legislation.
- We will have an open by default approach to data.
- We will turn data into intelligence, sharing internally and with partners to improve experiences, outcomes and service delivery.

3.9. Fulfilling the key elements of:

3.10. Digital Customer: Customers will be able to easily connect with Ealing Council at a time and place convenient for them, they will only need to tell us once and can be confident that Ealing will get it right first time.

3.11. And:

3.12. Digital Council: Staff will be enabled through culture, information and technology to provide an excellent connected service to all Ealing residents and businesses. Joining up data and improving the experience for our

customers will guide the way we do business and we will have an open by default approach to data.

3.13. The delivery of the proposed solution will also support the future and enable:

3.14. Digital Place: People living, working in and visiting Ealing will have access to the benefits of a digitally enabled society and digital will facilitate greater community participation and informed decision making.

3.15. The business case includes a high-level implementation plan. Implementation of the technical delivery will commence once funding is agreed.

3.16. Key to delivering the majority of the business case will be the delivery of the digital transformation programme to drive forward the co-ordinated implementation of the technologies, cultural change and customer led service redesign and realisation of benefits across the Council. These can only be achieved by significant investment in digital transformation and the upgrading our digital platform.

3.17. A soft market testing phase evaluated two different approaches against the commitments of the digital strategy particularly in relation to the digital customer 'we wills' (Appendix 1). One solution was a classic transactional portal that would act as a platform, supported by best of breed systems, centred around customer channel shift to digital processes.

3.18. The second was referred to as 'Rich CRM'. This is a fully functional CRM platform that as well as having the ability to service the goals of customer channel shift would integrate easily to the best of breed systems and support further end to end process automation. A 'Rich CRM' would also have the functionality to support a cross Council transformational programme.

3.19. The central theme of the proposed solution is to produce a set of core processes that can be tailored to specific business needs by simple changes to their configuration but in general the processes will be standard across the Council.

3.20. Additionally, a 'Rich CRM' will provide a case management capability that can be used to deploy insight solutions to the business. This will in the long-term help to rationalise the system applications within the Council and replace many of the smaller business systems currently in operation.

3.21. The platform will be able to provide commonality for internal and external facing processes, reducing ongoing development, training and support costs.

3.22. The 'Rich CRM' platform also has remote working functionality for field workers to increase the efficiency of the worker while away from their home

base. Again this will be increasing important and support the Councils 'New Ways of Working' initiative.

3.23. The recommended solution is based on six core systems in a hybrid systems model, utilising internal data centres and cloud computing resources as necessary.

3.24. The six core systems are:

- Finance and payments using Agresso and Civica systems.
- Building Control and Regulatory services using iDox and Planning system.
- Education using the Tribal/Synergy system.
- Revenues and Benefits using the Northgate Citizen Access system and iWorld and Iclipse.
- Social Care using the Mosaic system upgraded from Frameworki.
- Housing using the Open Housing Management System.

3.25. The context is further outlined in Appendix A: Digital Transformation Business Case.

Scope

3.26. Through using design thinking we identified six core processes that customers use to access services. These are:

- Apply for it – applying for any service. Note that included in any application process will be elements of assessment and appeal to ensure that when our staff receive applications data it will have been preliminarily completed with if possible outline proposals/decisions.
- Book it – If at any time an appointment is required or necessary following an application or request. The booking will be completed online and matched when possible to the resources we have available.
- Find it – Many calls and visits to the council are because citizens cannot find the information they require. As we invest in our technology we need to ensure that information and service applications can be easily found in multiple ways. Maximising the information, applications, payment, requests and reports that can be found and completed these on-line reduces the need for telephone and physical contact.
- Pay for it – Many citizens want to quickly pay for services or invoices. We will ensure that they can do this by ensuring that on-line channels exist for all payment types for every service the council provides.
- Request it – Like find it, citizens will be able to request information on services and express a preference on how the information is received.
- Report it –We will have a reporting methodology and process so that a citizen can report any issue on-line either as a named individual or anonymously as required.

3.27. Our system will act for both citizens and businesses ensuring that both groups are well served and that steps are taken to avoid the challenges of

digital exclusion as we move to primarily digital channels of contact, information exchange and application.

3.28. The system being represented in the figure below:

Figure 1: High-Level System Operation Design

3.29. The key items covered by the investment are:

- Portal/CRM Build and Support that will be completed by several external partners.
- Connexions that are those parts of the system that will enable our core systems to talk to each other and operate within the new infrastructure.
- Staffing- the implementation team that will implement the hardware, firmware and software changes based on the work of the Change and Adoption team.
- Change and Adoption Team is the work that will be required in all services to business re-engineer current services for transformed ways of working using revised methods that use digital channels, assessments and processes. It is hoped that this work can be delivered through a partner organisation.
- Portal and Content costs are the building of the new website, associated infrastructure, revision of micro-sites and the establishment of a new single sign-on and verification 'My Ealing' portal.

Data

3.30. Using digital technology to improve outcomes for our residents and businesses requires sharing data with our partners and turning that data into intelligence. This will enable us to make better decisions and intervene earlier to deliver improved outcomes for our residents, especially for those most in need of our help. Joining up and analysing data will enable us to

predict, for example, a household at risk of becoming homeless. By using that information, we could provide earlier intervention and support.

Approach

3.31. The Programme will undergo three phases that at times may be operating in parallel in-service areas although for the purposes of this report they will be regarded as distinct:

- Mobilisation.
- Delivery.
- Transition.

3.32. The approach is further outlined in Appendix A: Digital Transformation Business Case.

Implementation

3.33. Programme delivery will be a twenty-one-month programme of activity covering delivery and business process re-engineering. Whose outcome is a sustainable digital operation with transformed services. It's roll-out will include feedback and design work with every service based on 'digital discoveries' that will be completed to ensure that outcomes and benefits are achieved.

3.34. It is expected that the design process will also include iterative mechanisms for future changes as techniques and methodologies embed across services allowing for service enhancement and discovery of additional external and internal improvements.

3.35. As areas 'go live', there will be reviews undertaken so that specific decisions can be made on how to realise the full benefits of the new system and the business process reengineering that will have taken place.

3.36. Digital transformation will increasingly become 'business as usual' and the standard response used to address new and emerging needs across the borough. For example: it is expected in future, any application for travel assistance through the Independent Travel Hub will be completed electronically and will include questions that perform a pre-assessment of need and potential an offer of service prior to full investigation. Automating our offer in this way will improve effectiveness and efficiency offering a better and more prompt service in the first instance to citizens.

3.37. Budget holders will be tasked with making fully informed decisions and agreement to budget reductions on the benefits realisation and we move into normal operations.

3.38. The digital transformation programme's expectations are:

- Services will manage and own changes going forward.
- Digital skills and capabilities are embedded and developed in services.
- That team roles and the organisation is rationalised where legacy experience is no longer required in favour of new digital skills.

Management and Governance

3.39. The digital transformation work strand is sponsored by the Executive Director for Corporate Resources and Executive Director of Environment, Regeneration and Customer Services and managed by the Director of Strategy and Engagement. It also reports to the Modern Council Board and from here to Corporate Board which has met to consider and sign off the final proposals.

3.40. Following acceptance of this business case, two key groups will be formed; a programme board and an operational steering group. Their accountabilities and responsibilities are given below.

3.41. Programme Board: The Programme Board will represent those senior officers who are accountable & responsible for spend in support of this decision, including the Executive Directors of Corporate Resources, Environment, Regeneration and Housing and the Director of Strategy and Engagement. The board will define the direction of the programme and establishing frameworks to achieve the desired outcomes within the delegations that have been made.

3.42. They should take the lead in establishing the values and behaviours required by the change effort, often 'leading by example'.

3.43. The role of the Steering group is as follows:

- Ensures project is aligned with organisational strategy.
- Ensures project makes beneficial use of assets.
- Assist with resolving strategic level issues and risks.
- Approve or reject changes to the project with a high impact on timelines and budget.
- Assess project progress and report on project to senior management and higher authorities.
- Provide advice and guidance on business issues facing the project.
- Use influence and authority to assist the project in achieving its outcomes.
- Review and approve final project deliverables.

4. Financial

4.1. Funding of £0.205m was made available from reserves during 2017/18 to support the development of the full Digital Strategy business case. Costs incurred to date comprise:

- £0.112m – payment to Microsoft for analysing the opportunity to introduce improved customer handling process;
- £0.093m – for ICT business case support.

Digital Strategy Business Case – Financial Evaluation

4.2. The table below summarises the business case for the Digital Strategy. Further detail is set out at Appendix A.

4.3. The table below confirms that the initial Digital Strategy investment will be paid back through savings generated over a seven-year period.

Revenue Project Cashflow	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total cost/(saving) over Asset Life
	£M	£M	£M	£M	£M	£M	£M	£M
Expenditure								
Maintenance and Day to Day Operations	0.527	0.527	0.527	0.527	0.527	0.527	0.527	3.689
Data Analytics Operation	0.060	0.120	0.120	0.120	0.120	0.120	0.120	0.780
Systems Retirements	0.000	-0.160	-0.160	-0.160	-0.160	-0.160	-0.160	-0.960
Financing Costs *(life 5 years)*	1.479	2.618	2.618	2.618	2.618	1.337	0.000	13.290
Total Expenditure	**2.066**	**3.105**	**3.105**	**3.105**	**3.105**	**1.824**	**0.487**	**16.799**
Savings								
New	0.000	0.011	-1.164	-1.565	-1.565	-1.567	-1.567	-7.417
Enabled (FE1 approved)	-0.855	-1.517	-1.707	-1.707	-1.707	-1.707	-1.707	-10.907
Total Savings	**-0.855**	**-1.506**	**-2.871**	**-3.272**	**-3.272**	**-3.274**	**-3.274**	**-18.324**
Net Cost (+) / Benefit Realised	**1.211**	**1.599**	**0.234**	**-0.167**	**-0.167**	**-1.450**	**-2.787**	**-1.525**

Capital Investment Requirement

4.4. The capital investment required to implement the Digital Strategy is estimated to be £11.342m; these costs will be financed through mainstream borrowing.

Capital Investment	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£M	£M	£M	£M	£M	£M	£M
Capital Expenditure:							
System	5.084	4.126	0.000	0.000	0.000	0.000	9.210
Data Analytics	0.905	0.691	0.000	0.000	0.000	0.000	1.596
Data Cleansing	0.416	0.120	0.000	0.000	0.000	0.000	0.536
Contingency	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total Expenditure	**6.405**	**4.937**	**0.000**	**0.000**	**0.000**	**0.000**	**11.342**
Capital Funding:							
Mainstream Borrowing	-6.405	-4.937	0.000	0.000	0.000	0.000	-11.342
Total Funding	**-6.405**	**-4.937**	**0.000**	**0.000**	**0.000**	**0.000**	**-11.342**

4.5. Cabinet is asked to approve the creation of a new capital scheme 'Digital Strategy' with a total capital investment of £11.342m (£6.405m in 2018/19 and £4.937m in 2019/20).

Revenue Budget Implications

4.6. Total revenue budget costs associated with the scheme are £3.105m, of which £2.618m relates to the financing costs (2018/19 to 2023/24) with the remaining £0.487m relating to on-going technology running costs net of decommissioned technology costs (2018/19 onwards).

4.7. The total revenue budget implications in 2018/19 are therefore forecast to be £2.066m increasing by £1.040m to £3.105m in 2019/20 onwards. These decrease to £0.487m when the borrowing costs cease. The additional un-budgeted costs in 2018/19 will create a new budget pressure that will have to be managed in-year as part of budget monitoring; this may result in an additional call on reserves if no other mitigating actions such as in-year savings are identified. The budget pressures in 2019/20 onwards will be taken into account as part of the Budget Strategy and MTFS going forward.

Revenue Budget Impact	Revenue Budget Impact (incremental)						Total Annual cost/savings
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
	£M	£M	£M	£M	£M	£M	£M
Growth required							
On-going revenue costs	0.587	-0.100	0.000	0.000	0.000	0.000	0.487
Financing Costs	1.479	1.140	0.000	0.000	0.000	0.000	2.618
Total Growth	**2.066**	**1.040**	**0.000**	**0.000**	**0.000**	**0.000**	**3.105**
Savings Identified							
Savings Identified	-0.855	-0.651	-1.365	-0.403	0.000	0.000	-3.274
less: Savings already approved in MTFS	0.855	0.662	0.190	0.000	0.000	0.000	1.707
Total Additional Savings	**0.000**	**0.011**	**-1.175**	**-0.403**	**0.000**	**0.000**	**-1.567**
Net additional cost (+) / saving (-)	**2.066**	**1.051**	**-1.175**	**-0.403**	**0.000**	**0.000**	**1.538**

Revenue Budget Savings

4.8. Total revenue budget savings of £4.992m are forecast to be realised through implementation of the Digital Strategy comprising:

- £1.707m savings that were previously approved when the 2018/19 budget was reported to Cabinet in February 2018 and whose delivery will be enabled through implementation of the Digital Strategy:
- £1.567m additional savings arising from the Digital Strategy (through transaction channel shift) that have been validated and which are now recommended for inclusion in the next update of MTFS and 2019/20 budget forecasts. The 'digital discovery' process is set out at Appendix A. This provides a high level of confidence that the forecast savings can be achieved; and
- £1.718m additional savings arising from the Digital Strategy that have not yet been validated in detail. Work will continue on their validation so that the outcome can be reported back.

4.9. The business case evaluation is based on total savings of £3.274m comprising the £1.707m and £1.567m savings as detailed above.

5. Information technology background

5.1. The activity required to deliver this business case spans the breadth of council objectives and service areas. To realise our aspirations, we will need to take a more co-ordinated approach; to defining and managing the customer experience; to the ICT architecture to deliver it; and to the skills and culture needed to maximise efficiency. This business case will take us closer to realising those aspirations and will be managed as part of our wider Future Ealing programme approach to transformation.

6. Legal

6.1. Most of the Council's functions are carried out as a result of legal duties placed upon the council either by statute or common law. Any legal implications of the various work streams for the Digital Strategy will need to be considered on an ongoing basis and at an appropriately formative stage.

6.2. Any proposals to work in a different way in order to implement the Digital Strategy will need to be carefully evaluated to ensure that the council continues to act in accordance with the law and does not make itself vulnerable to potentially damaging or expensive challenge. In some cases, consultation may be required and in others there may be equalities implications that will need to be considered and taken into account at an appropriately early stage.

6.3. The council and its contractors are required to comply with the General Data Protection Regulations and the Data Protection Act 2018. These include a number of very detailed requirements, and careful consideration will be required in relation to each aspect of the council's digital strategy.

Procurement

6.4. The procurement process will be fully documented once the business case is approved. In outline, we will make the following key acquisitions:

- Portal/CRM Build and Support
- Licensing and Web Hosting
- Technology Implementation Team
- Change and Adoption Team
- Data Cleansing and Analytics

7. Value for Money

7.1. The Digital Business case is an enabler for the Council's Future Ealing programme. Through Future Ealing's new outcome-based budgeting and performance frameworks, we will ensure that major expenditure and service change focuses on achieving the outcomes prioritised by the council.

8. Sustainability Impact Appraisal

8.1. The Digital Business Case will contribute positively to many of the sustainability objectives. Further information can be found in the Sustainability Impact Appraisal Appendix.

9. Risk Management

9.1. There is a risk that technology dominates and drives the approach, whereas it is important that the approach is outcome-led. The pace of technological change necessitates a flexible and responsive approach to take advantage of emerging technology, rather than committing to specified known

technologies at an early stage. The take-up of digital opportunities could be unequal across our population. The culture change needed both within the Council and across Ealing to take advantage of the potential of digital is substantial and there is a risk that this may not be realised. Our mitigations lie in the strong outcome-led approach of Future Ealing and the robust transformation programme we are planning to support implementation of the strategy.

9.2. The risk exists that without the implementation of the Digital Strategy, that the £1.707m savings that were previously approved when the 2018/19 budget was reported to Cabinet in February 2018 will not be delivered as they are enabled by the implementation of this programme.

10. Community Safety

10.1. The Digital Business Case supports the Future Ealing approach, whose vision reflects the crime and community safety priorities for the next five years through the "Crime is down and Ealing residents feel safe" outcome.

11. Links to the 6 Priorities for the Borough

11.1. The Digital Strategy is a key enabler for the Future Ealing approach. Future Ealing will continue making Ealing a prosperous, safer, healthier, cleaner, fair and accessible borough through its planned nine outcomes. The future administration elected in 2018 may want to update these outcomes when publishing the new Borough Plan in summer of that year.

12. Equalities, Human Rights and Community Cohesion

12.1. An Equalities Analysis Assessment has been carried out on the draft Digital Strategy and accompanies the report to Cabinet.   The Digital Strategy sets out how the Council seeks to improve outcomes for the residents and businesses of Ealing by taking advantage of the opportunities the digital agenda offers. By default, then the impact on Ealing is overall positive.

12.2. However, the council recognises that there are some groups who could be disproportionately negatively impacted because they are currently not engaged with digital because of issues over access, skills or confidence. The implementation plan for the Digital Strategy – which will continue to be developed – includes activities to mitigate the impact for those identified affected groups.

13. Staffing/Workforce and Accommodation implications:

13.1. Implementation of the Digital Business Case involves changes to the way the council works, and therefore by default affects the workforce and accommodation. An ongoing communications and engagement programme for staff is in place. These proposals may see a reduction in staffing if implemented. Consultation with affected staff and trade unions will be completed as transformation is embedded and implemented.

14. Property and Assets

14.1. Impacts on property and assets will be considered through the 'New Ways of Working' through the Future Ealing programme.

15. Any other implications:

15.1. None

16. Consultation

16.1. To inform the development of this business case an extensive review of the existing digital infrastructure and services in the Borough was undertaken as part of the digital strategy agreed in April 2017.

17. Timetable for Implementation

17.1. The following key dates apply:

- Mobilisation August to November 2018.
- Implementation commencing November onwards.

17.2. An extensive and detailed delivery programme will be developed on acceptance of the business case. It is planned that the transformation will take 21-months.

18. Appendices

Appendix A: Digital Business Case

19. Background Information

19.1. Digital Strategy report

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr. Julian Bell	Leader of the Council			Throughout
Cllr. Joanna Camadoo	Portfolio Holder for Community Safety and Inclusion			Throughout
Cllr. Jasbir Annand	Portfolio Holder for Business and Community Services			Throughout
Cllr. Bassam Mafouz,	Portfolio Holder for Finance and Leisure			Throughout
Paul Najsarek	Chief Executive			Throughout
Keith Townsend	Executive Director for Environment and Customer Services			Throughout
Ian O'Donnell	Executive Director for Corporate Resources			Throughout
Judith Finlay	Executive Director – Adults, Children and Public Health			Throughout
Kieran Read	Director, Strategy and Engagement			Throughout
Ed Axe	Director of Business Services, Corporate Resources			Throughout
Alison Reynolds	Director Customer Services			Throughout
Lucy Taylor	Director of Regeneration and Planning			Throughout
Ross Brown	Director of Finance			Throughout
Pat Main	Interim Head of Corporate Finance			Finance
Shabana Kauser	Finance Manager Strategic Planning Corporate Finance			Finance
Nick Penny	Finance Business Partner – Consultancy			Finance
Helen Harris	Director, Legal and Democratic Services			Legal
External				

Report History

Decision type:	Urgency item?
Key decision	Yes
Report no.:	Report author and contact for queries:
	Gary Pyke, Assistant Director of Transformation, Extn: 6064 Alison Reynolds, Director Customer Services, Extn: 5329