OUTLINE BUSINESS CASE FOR PROGRAMME TO IMPLEMENT DIGITAL STRATEGY 2019-23
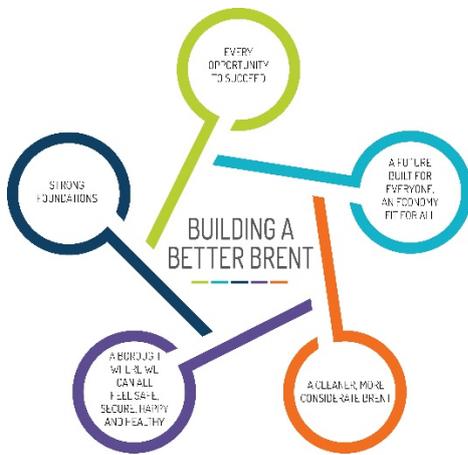

September 2019

Contents

1 Executive summary

This document provides an outline business case for the implementation of the 2019-23 digital strategy, building on and leveraging the benefits from the strong foundations put in place by the 2017-20 digital programme.

Since the launch of the 2017 digital strategy, the digital revolution has continued at pace, transforming the way we live, work and do business. This has created opportunities: connecting people, improving access to information and services and enabling innovation and business growth.

Brent also has an updated vision for 2023: to make Brent a borough of culture, empathy, and shared prosperity. In response to this evolution, Brent's updated Digital Strategy echoes the themes of the Borough Plan and focuses on two interdependent aims:

A **Digital Place** that enhances the strengths of Brent's local neighbourhoods and destinations, by building a borough-wide digital infrastructure improving access to full fibre broadband, developing a training and education framework that nurtures digital skills and expertise and building an environment that emboldens a culture of digital entrepreneurship and innovation.

A **Digital Council** with a digital offer in line with modern expectations. Our services and information are becoming more accessible and personalised, helping residents to make better informed choices and we are providing more efficient and value for money services, with leadership that empowers our workforce to use technology to work smarter across traditional structures and in new and existing partnerships.

Figure 1 shows the programme broken down into key deliverables including those which have already been delivered, those which are in progress during the final year of the original programme and those for which investment is sought to deliver in 2020-23. The programme is organised into seven groups of projects:

- **Building blocks** – working collaboratively to create the best possible solutions and continue to grow our in-house capacity and capability to develop and deliver these solutions. Ensuring that we have an efficient and secure technical architecture to support our digital ambitions.
- **Access** – giving residents quick and easy access to the information they need by continuing to transform the way services can be accessed. Using innovative technology to support customers as they interact with us and providing assistance for residents with more complex needs.
- **Skills** – working to ensure the right information, services and conditions are in place for all stakeholders to confidently interact with the digital council and thrive in the digital place.
- **Digital Place** - improving the borough's digital infrastructure so it is a destination for investment and is well placed to meet the challenges of the emerging digital economy.
- **Data and Smart devices** - extending our data capture and analytics capability to create richer data, a single view of the customer and the ability to drive decision-making. Enabling early service intervention to reduce demand and long terms costs on the council and partners. Using technology such as Internet of Things devices to create a vibrant digitally enabled borough.

- **MS Dynamics** – This theme includes bringing further services on to our MS Dynamics Customer Relationship Management System (CRM) and extending the use of our Electronic Document Management solution (EDM). Channels, applications and workflows will be integrated to enable seamless end-to-end transactions and maximise first touch capability. This means that we are able put the citizen at the centre of service delivery giving staff a single view of the customer, allowing them to access the information needed to resolve issues far more quickly. Crucially, we are using this technology to widen and improve our self-service offer. This will allow customers to interact with us at how and when it suits them and to easily track progress. This also allows us to rationalise the number of individual applications the council has in place which will drive savings in licensing and support costs.
- **Robotics** – Using robotics to increase staff capacity, enabling them to deal with meaningful and complex interactions making better use of the talent and skills within our workforce. This includes Robotic Process Automation (RPA) to carry out routine tasks quickly and accurately so they are completed on time, eliminating risk of errors, improving quality resulting in increased customer satisfaction. Using chatbots to assist customers to not only provide a speedy response, but to allow customers to interact with the Council across a range of platforms, including social media. It also means understanding how Artificial Intelligence (AI) can be used get customers faster and more consistent decisions, allowing them to carry out complete transactions where and when they choose.
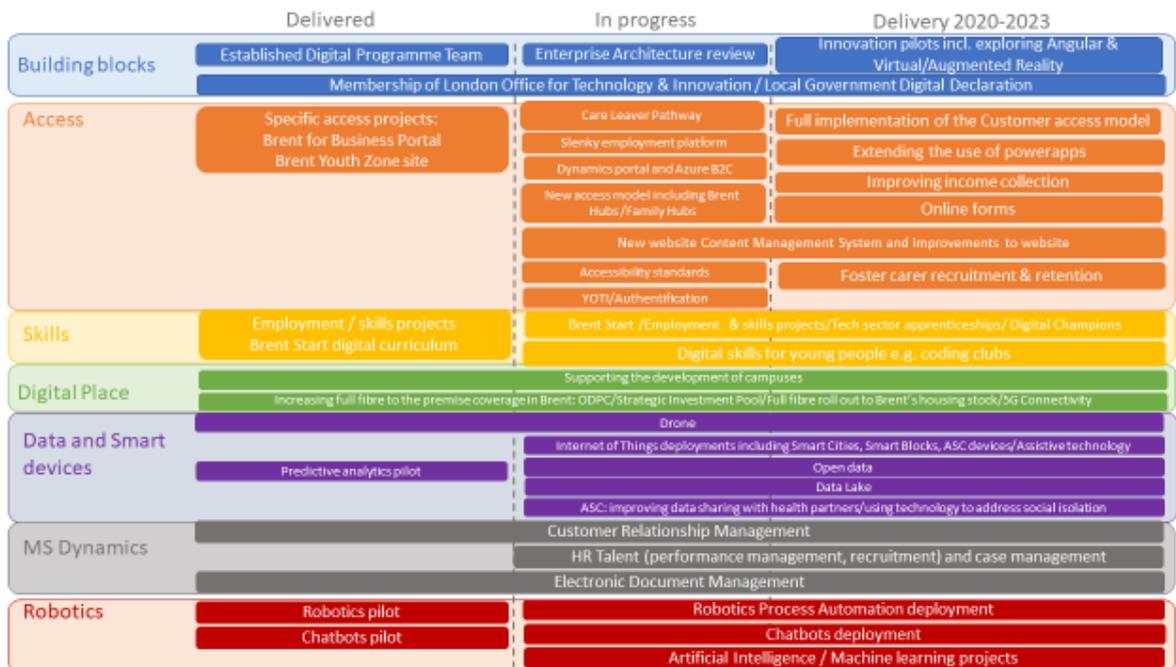
Figure 1

The work undertaken continues to be aligned with other council initiatives, including the development and implementation of a new Customer Access Model and the implementation of our approach to locality-based working.

Digital inclusion is embedded throughout the revised digital strategy, building on the approach undertaken in 2017-20. One of the strategy's key commitments is that, "We will ensure that our services are accessible to everyone. We will develop guidance on digital inclusion setting

out the accessibility standards new technology needs to comply with and to help services plan the provision for residents with complex needs as access arrangements change".

The achievements to date and expected future benefits from the implementation of the Digital Strategy are highlighted in these three examples:

A **Robotics Process Automation** pilot in Brent Customer Services demonstrated a £32,800 annual saving of overtime costs in implementing housing benefit rent changes. Based on detailed scoping of 14 processes, an average saving per process of £11,357 has been identified. This would mean a saving of £2.2m over five years based on automating 60 processes (the maximum covered by current licenses). In addition, pilot of a bot for issuing debt recovery letters has indicated potential additional sundry debt collection of 5%. Total debt in this category is £9.15m so this would equate to £457,500 additional income. Further investment will enable additional processes to be identified and automated, leveraging the potential identified through the pilot and providing additional opportunities for efficiencies.

Development of a **single customer portal** through which residents can track their contact with the council is underpinned by a suite of initiatives including implementation of MS Dynamics case management and Sharepoint EDM in Housing Management and Customer Services. At the same time planned improvements to the council's website will mean residents are better able to access services via smart phones and tablets, online access will be more tailored and more transactional services will be available online in one place – via a more secure platform. This is enhanced by increased digital assistance for those who need it in our community hubs, libraries and customer services centre.

Enablement of **digital infrastructure** across the borough improving connectivity for residents and businesses. Initiatives to date mean that over 3,500 homes and a number of community spaces now have access to a gigabit capable broadband connection. Full fibre roll out will continue and by March 2020 will reach 1,100 more small and medium enterprises (SMEs), supporting economic growth. Future projects that will further increase full fibre coverage include Local Full Fibre Network (ODPC: Park Royal fibre roll out and CCTV), Strategic Invest Pool: Connecting public buildings and full fibre roll out to Brent's housing stock. The roll out of 5G infrastructure supported and enabled by the council, will further augment the borough's digital infrastructure.

Financial cost benefit analysis

The overall investment required to deliver the draft digital strategy is £12.5m over the programme period. Based on work carried out to date total cumulative savings of £16.6m are forecast after Year 5, with payback after 4 years and an estimated recurring annual saving of £4.1m after 4 years, based on new, enabling and efficiency savings.

1. Introduction

1.1. Purpose of OBC

1.2. This document provides an outline business case for continuing a programme of activity to build on the foundations that have been put in place by Brent's digital programme since 2017. It sets out the investment required to deliver a refreshed draft digital strategy which has been revised to align it with priorities set out in the Brent Borough Plan 2019-23. Implementation of the refreshed strategy will enable the Council, and its partners, to fully leverage the benefits of the investment made to date and will secure further benefits as Brent becomes a truly digital borough and digital council; improving services to our customers whilst maximising opportunities for efficiencies.

1.3. Background

1.4. This business case sets out a programme of work designed to deliver the draft digital strategy 2019-23. It sets out the potential costs and projected benefits for the proposed programme, alongside details of the technology investment and outline projects which will be delivered. The majority of benefits are achieved through technology enabling transformation of service delivery across council services. Recognising this, the programme is aligned with the council's committed savings priorities for 2019-20 and 2020-21 as well as longer term financial planning to address the budget gap in the subsequent two years, in order to ensure digital transformation is prioritised to support services in delivering savings.

1.5. Costs and benefits are derived from experience gained from delivery of the programme to implement the 2017-20 strategy, along with internal consultation with service areas, external technology costs from third parties and drawing upon benchmarks and indicators of costs and savings from other London boroughs undertaking similar programmes.

1.6. A financial model provides detail of the costs, including programme and technology enablement, and initial savings from project delivery to show the return on investment. The programme includes a number of key deliverables including an improved website and single customer portal and other improvements to support the implementation of the Customer Access Model; new systems based on Microsoft Dynamics Talent to provide more efficient and effective HR services; the development of a data lake with early use cases for CYP and Housing to support better use of data to drive improvements; the development of systems to support the delivery of community and family hubs; and the build of new back office systems and customer portals to support the alignment of environmental contracts in 2023.

1.7. In addition to this, work with services will continue to be undertaken to determine where the new Microsoft Dynamics Customer Relationship Management (CRM) system, technologies such as Robotics Process Automation (RPA) and Artificial Intelligence (AI) will be rolled out, supported by improved customer interfaces and more effective use of data to drive improved resident experience and better outcomes.

1.8. Building on the 2017-20 strategy and programme

1.9. The digital revolution has touched the lives of people worldwide and has transformed the way we live, work and do business. Technology has connected people and brought them closer together, improved access to information and services, and created opportunities for innovation and business growth. But the speed of change has meant that it has been challenging for everyone to access services in new ways and traditional businesses and skill-sets have become obsolete.

1.10. This pace of change will continue to accelerate, presenting countless more challenges and opportunities. Since the launch of our first Digital Strategy in 2017, Brent has been working to ensure local residents, partners and businesses are able to thrive in the digital future, and play active roles in shaping Brent into a digital borough where technology is used to improve the lives and life chances of everyone.

1.11. Brent's ambitions in transforming into a digital borough are being realised through achieving the dual and interdependent aims of becoming a Digital Place and a Digital Council:

- As a **Digital Place** we are building a borough-wide digital infrastructure providing instantaneous connectivity resulting in a greater number of residents having access to full fibre broadband. We are developing a training and education framework that nurtures digital skills and expertise, with clear pathways into high-value contemporary employment. We are building an environment that emboldens a culture of digital entrepreneurship and innovation, attracts new businesses and supports the evolution of existing ones. Crucially this is being shaped by the strengths of Brent's local neighbourhoods and destinations, harnessing digital to amplify and promote their unique qualities.
- As a **Digital Council** we are enhancing our digital offer in line with modern expectations. Our services and information are becoming more accessible and personalised, helping residents to make better informed choices. We have implemented a new Customer Relationship Management (CRM) system (Microsoft Dynamics 365) enabling us to improve the service we provide. We are providing more efficient and value for money services, with leadership that empowers our workforce to use technology to work smarter across traditional structures and in new and existing partnerships. We have created better ways of providing the information people need, when they need it. From finding out what's going on for young people in the borough using Brent Youth Zone, to understanding what's available to support businesses or being able to check your child's position on a school's waiting list, residents are able to do more online than ever before. The use of RPA has been successfully piloted, performing tasks quickly and accurately, reducing errors and saving staff time. This is helping us to redesign how we deliver services to allow us to provide resources and support to ensure all residents are digitally included.

1.12. Figure 2 shows the programme broken down into key deliverables including those which have already been delivered, those which are in progress during the final year of the original programme and those for which investment is sought to deliver in 2020-23

	Delivered	In progress	Delivery 2020-2023
Building blocks	Established Digital Programme Team	Enterprise Architecture review	Innovation pilots incl. exploring Angular & Virtual/Augmented Reality
	Membership of London Office for Technology & Innovation / Local Government Digital Declaration		
Access	Specific access projects: Brent for Business Portal Brent Youth Zone site	Care Leaver Pathway	Full implementation of the Customer access model
		Slenky employment platform	Extending the use of powerapps
		Dynamics portal and Azure B2C	Improving income collection
		New access model including Brent Hubs /Family Hubs	Online forms
		New website Content Management System and improvements to website	
		Accessibility standards	Foster carer recruitment & retention
		YOTI/Authentification	
Skills	Employment / skills projects Brent Start digital curriculum	Brent Start /Employment & skills projects/Tech sector apprenticeships/ Digital Champions	
		Digital skills for young people e.g. coding clubs	
Digital Place		Supporting the development of campuses	
		Increasing full fibre to the premise coverage in Brent: ODPC/Strategic Investment Pool/Full fibre roll out to Brent's housing stock/5G Connectivity	
Data and Smart devices		Drone	
		Internet of Things deployments including Smart Cities, Smart Blocks, ASC devices/Assistive technology	
	Predictive analytics pilot	Open data	
		Data Lake	
		ASC: improving data sharing with health partners/using technology to address social isolation	
MS Dynamics		Customer Relationship Management	
		HR Talent (performance management, recruitment) and case management	
		Electronic Document Management	
Robotics	Robotics pilot	Robotics Process Automation deployment	
	Chatbots pilot	Chatbots deployment	
		Artificial Intelligence / Machine learning projects	

Figure 2

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1.13. What we have achieved

1.14.   During the first phase of the programme, activity was focussed on the set up of the programme team and on the development of the Microsoft Dynamics CRM system for Housing Management. There were also several small 'proof of concept' projects to assess the benefits of new technology. Through this work, it was identified that a number of building blocks were needed to support effective digital transformation – these ranged from the requirement for a corporate Electronic Document Management (EDM) system to underpin the effective implementation of Dynamics case management, to the need for enhanced systems to ensure data security in a Cloud environment. Investment in these building blocks has underpinned effective delivery of the digital transformation programme as well as strengthening the council's security and data management systems and processes. Since the second half of 2018, implementation has accelerated as the focus of Dynamics development moved to other areas of the council, work to establish the corporate EDM system commenced and full implementation plans for solutions which were tested via pilots, such as RPA and predictive analytics, have been agreed.

1.15.   The key focus of work in 2019-20 is on enabling Brent Customer Services (BCS) to deliver planned savings through the introduction of a new Target Operating Model and will drive significant improvements in the experience of customers by providing a single, more accessible and secure portal for accessing a wider range of council systems through which customers will be able to track their issues. This will reduce the volume of avoidable phone calls and visits as well as providing a better service to customers. In addition, initial discovery work is underway to scope the development of an HR case management system as well as to plan for rolling out the Talent modules of Dynamics which will provide improved systems for performance management and recruitment.

1.16.   A number of systems will launch in this period, including the new Dynamics case management system for complaints, member enquiries and information requests resulting in additional benefits. In addition, further work to implement machine learning will help us better understand how people interact with us and enable us to continually improve the way we deliver services, meeting public expectations and freeing up resources to help the most vulnerable. Developing a data lake will give staff and partners access to high quality data enabling them to make better decisions about the support and services they provide to some of Brent's most vulnerable residents. The first use case being developed, following a successful pilot, will provide a single view of the child enabling front line social workers to access a wide range of data in one place supporting quicker and more effective assessment of risk. In addition, the full fibre roll out will provide access to high speed internet connections for more Brent businesses, including 1,100 SMEs, facilitating access to faster, more robust and futureproof broadband which supports economic growth.

1.17. The original business case for the 2017-20 programme forecast cumulative saving of £3.7m net of costs after year 5 (2021/22) with payback within three years and an estimated recurring saving of £2.6m after 21/22 (based on both new and enabling savings). The current cumulative savings forecast for the programme is £4m (net of costs) is with an annual recurring saving of £3.2m as set out in Figure 3.

Digital programme 2017-20 cost benefit analysis						
Investment	**17/18**	**18/19**	**19/20**	**20/21**	**21/22**	**Total**
TOTAL COSTS	£ 0.5	£ 2.4	£ 2.7	£ -	£ -	**£ 5.6**
Savings/Income	**17/18**	**18/19**	**19/20**	**20/21**	**21/22**	Total
New	£ -	£ -	£ 0.4	£ 0.4	£ 0.4	**£ 1.2**
Enabling	£ -	£ -	£ 2.8	£ 2.8	£ 2.8	**£ 8.4**
TOTAL CUMULATIVE SAVINGS/INCOME	£ -	£ -	£ 3.2	£ 3.2	£ 3.2	**£ 9.6**
Annual Profile	£ (0.5)	£ (2.4)	£ 0.5	£ 3.2	£ 3.2	£ 4.0

Figure 3

1.18. Other benefits delivered by the 2017-20 programme include:

- Implementation of improved digital systems for Brent Customer Services has supported delivery of £1m savings.
- Implementation of Dynamics case management system has supported Housing Management Transformation and delivery of £1m savings.
- RPA pilot in Brent Customer Services demonstrated a £32,800 annual saving in overtime costs for implementing housing benefit rent changes. Five other housing benefit processes have also now been successfully automated and analysis shows significant potential savings through further automation of processes.
- Website improvements have resulted in increased session duration, decreased bounce rate and a 95% reduction in broken links.
- Over 30 Brent residents have been newly recruited to support Hyperoptic's fibre broadband roll out.
- Over 300 residents have gained improved digital skills and 450 Brent young people have benefited from TechMix pilot which increased their digital skills, confidence and employability.
- Full fibre to the premises broadband coverage is now nearly 20% from a June 17 baseline of 3.7% (based on OFCOM data).
- Over 3,500 homes and a number of community spaces now have access to a gigabit capable broadband connection.
- £12K in income has been generated by use of Brent drone through aerial photography, weddings etc.
- A successful prototype has provided professionals with access to data held in different places to give them a more holistic view of the lives of vulnerable young people. This has potential to reduce costs through earlier intervention.
- Development and launch of the Brent for Business portal has received positive feedback from businesses and is freeing up staff time previously spent dealing with simple queries.
- New platforms have been developed for key corporate initiatives including Borough of Culture, i4B and the Syrian refugee programme. Separate development of these bespoke systems would have resulted in increased cost to the council.

- A successful and effective digital transformation team has been established and work is underway to build an in-house centre of excellence in technologies such as Dynamics, RPA and AI. This has included the recruitment of three digital apprentices with more posts planned, training for permanent applications support teams and secondment opportunities enabling staff to gain new skills. In addition, there are income generation possibilities from providing these skills to other councils.

2. Strategic case

2.1. Building a Better Brent - the borough plan 2019-23

2.2. Our vision for 2023 is to make Brent a borough of culture, empathy, and shared prosperity. A borough where people from different backgrounds feel at ease with one another, share in cultural opportunities and activities, and value the principles of fairness, equality, good citizenship and respect for people and place. People will feel that they and their children are safe, cared for and able to achieve, and that they receive excellent services when they need them. Brent will be a great place to live and work, where business and enterprise prosper and local people have opportunities to change their lives for the better.

2.3. The Borough Plan focuses on five themes: Every opportunity to succeed; a future fit for everyone, an economy fit for all; a cleaner, more considerate Brent; a borough where we can all feel safe, secure, happy and healthy; and strong foundations. We will harness the opportunities presented by technology to help to deliver this vision and build a better Brent.
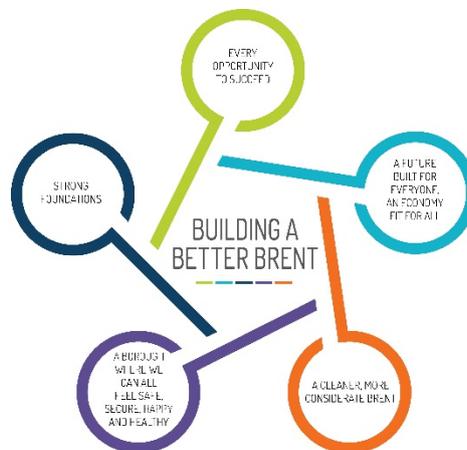
2.4. The Draft Digital Strategy 2019-23

2.5. The revised Digital Strategy echoes the themes of the Borough Plan. Under each of the Borough Plan themes, the strategy explains out how the digital programme has supported the objectives of the Borough Plan so far, and sets out the next steps on our journey to becoming a digital borough.

2.6. These ambitions will be realised through achieving the dual and interdependent aims of becoming a digital council and a digital place.

2.7. Alignment with other key initiatives

2.8. The work undertaken continues to be aligned with other council initiatives, including the development and implementation of a new Customer Access Model; work to support the Council becoming a Cooperative Council and the implementation of our approach to locality-based working.

2.9. Digital inclusion is embedded throughout the revised Strategy. One of the Strategy's key commitments is that, "We will ensure that our services are accessible to everyone. We will develop guidance on digital inclusion setting out the accessibility standards new technology needs to comply with and to help services plan the provision for vulnerable customers as access arrangements change".

2.10. Delivery

2.11.   Figure 4 sets out the key themes set out in the digital strategy and the initiatives which will be delivered to implement these.

Themes	Initiatives
Access Giving residents quick and easy access to the information they need by continuing to transform the way services can be accessed. Using innovative technology to support customers as they interact with us and providing assistance for residents with more complex needs.	• Full implementation of new Customer Access Model • Development of the new online portal to bring more services into one place where residents can access them easily and securely • New website Content Management System resulting in a streamlined site, with additional personalisation and accessible via Smart phones and tablets • Improved online forms which better integrate into back office systems providing a more efficient and effective service • Improving income collection (enabling online payment) • Extending the use of Power Apps to support staff outside the office and provide better access to live data to inform decisions
Skills Working to ensure the right information, services and conditions are in place for all stakeholders to confidently interact with the digital council and thrive in the digital place.	• Brent Start Digital Curriculum • Digital Champions • Tech sector apprenticeships and employment • Digital skills offer for young people e.g. coding clubs delivered through libraries
Digital Place Improving the borough's digital infrastructure so it is a destination for investment and is well placed to meet the challenges of the emerging digital economy.	• Supporting the development of campuses e.g. 　　o College of NW London plans for campus 　　o Northwick Park Campus: One public estate • Support the roll out of 5G connectivity • Increasing full fibre to the premise coverage in Brent e.g. 　　o Local Full Fibre Network (ODPC: Park Royal fibre roll out and CCTV)

Themes	Initiatives
	○ Strategic Invest Pool: Connecting public buildings ○ Full fibre roll-out to Brent's housing stock
Data and Smart devices Extending our data capture and analytics capability to create richer data, a single view of the customer and services and the ability to drive decision-making. Enabling early service intervention to reduce demand and long terms costs on the council and partners.	• Extending use of Brent drone • Developing our Data Lake • Internet of Things deployments including Smart Cities, Smart Blocks, • Adult Social Care IoT and assistive tech: • Open data
MS Dynamics Bringing further services on to our Customer Relationship Management System (CRM) and extending the use of our Electronic Document Management solution (EDM). Channels, applications and workflows will be integrated to enable seamless end-to-end transactions and maximise first touch capability putting the citizen at the centre of service delivery. This also allows us to rationalise the number of individual applications which will drive savings in licensing and support costs.	• CRM further phases and pilots • HR Talent system for performance management and recruitment • Technical build of systems to support realignment of environment contracts in 2023 • Design and build of systems to support community and family hubs • EDM and pipeline projects
Robotics Using robotics to increase staff capacity, enabling them to deal with meaningful and complex interactions. This includes Robotic Process Automation (RPA) to carry out routine tasks quickly and accurately resulting in increased customer satisfaction. Chatbots to provide a speedy response and allow customers to interact with the council across a range of platforms, including social media. Artificial Intelligence (AI) to give customers faster and more consistent decisions, allowing them	• Robotics Process Automation (including automation of online assessments) • Chatbots deployment • AI /machine learning

Themes	Initiatives
to carry out complete transactions where and when they choose.	
Building Blocks Working collaboratively to create the best possible solutions and continue to grow our capacity and capability to develop and deliver these solutions. Ensuring that we have an efficient and secure technical architecture to support our digital ambitions.	• Developing in-house capacity in Dynamics support and development, RPA, AI, data science • Membership of London Office of Technology and Innovation (LOTI) • Systems and licensing rationalisation

Figure 4

2.12. Benefits

2.13. The projects in the next phase of the digital strategy are expected to generate the following benefits for residents and the Council. These are outlined in more detail in Appendix 1.

2.14. Benefits for residents:

2.15. Improved customer experience in engaging with Council services, for example:
- Residents will be able to access more services online, transactions will be easier and residents will be able to access services via smart phones and tablets
- Residents will be able to pay for more services online
- Residents will be able to track the progress of their cases and transactions
- A more secure, single portal will enable residents to effectively transact with a wider range of council services in one place

2.16. Access to faster, more robust connectivity with greater capacity to meet future demand, for example:
- Full fibre roll outs will create fibre spines enabling residents to access faster, more robust and futureproof broadband
- Roll out of 5G connectivity will enable wider use of Smart Home technology and provide a platform for innovation

2.17. Technology will enable **an improved quality of life** for some residents, including:
- Internet of Things devices will allow residents to live more independently for longer
- Implementation of Smart city devices will enable better management of challenges including air quality and traffic congestion across the borough
- Roll out of full fibre network will support the CCTV network in Park Royal and will address community safety concerns

2.18. Access to support for improved **digital skills** enhancing employment and growth in the borough:
- More children and young people will be able to access coding clubs through libraries, in particular priority groups e.g. young people in care and black Caribbean boys

- Over 1,700 places will be available for residents on Brent Start digital skills courses in the borough.

2.19. Benefits for the Council:

2.20. More efficient ways of working, enabled by digital developments, including:
- RPA will automate mundane processes, reduce rekeying and manual interventions
- Investment in EDM and Dynamics systems will reduce processing times (e.g. through enabling a single view of the customer)
- Pilots such as AI machine learning and Power Apps will facilitate service redesign and enable more efficiency
- New systems such as HR Talent will make it easier for managers and staff to self-serve underpinning improved performance management and recruitment processes

2.21. Using information more effectively to benefit residents, **making every pound count**:
- Improvement of performance information and data analysis (e.g. through Dynamics and Power Apps) to enable deeper understanding and support planning and service improvements
- Data Lake implementation will support predictive analytics supporting early intervention reducing demand on frontline practitioners. Data can also facilitate quicker and better decision making based on live analytical information
- Increased ability to analyse communication with customers through chatbots improving understanding of issues and challenges impacting on residents

2.22. Generation of **financial benefits** for the Council through:
- Income generation through commercial developments (e.g. sale of expertise and digital developments to other Councils, use of assets for 5G infrastructure)
- Savings through rationalisation of systems, reducing licensing and support costs
- Improving online payment functionality will improve income collection and reduce the risk of debts
- Potential for financial savings to be realised as a result of efficiencies in processing and ways of working e.g. through RPA and new online forms
- New technology will be used to enable delivery of key initiatives and related savings including Family Hubs; Adult Social Care assistive technology and the alignment of contracts for environmental services in 2023.

2.23. A clear set of stretching, measurable targets has been developed as part of the 2019-23 strategy against which delivery of the programme will be measured.

3. Economic case

3.1. Background

3.2. In February 2019, the Council agreed its budget for 2019-20 and 2020-21. This budget included agreed savings of £9.5m in 2019/20 with further savings identified in 2020/21. In addition, a budget gap is expected in the subsequent two financial years and therefore further savings will need to be identified in order the balance the Council's budget. This OBC includes enabling savings based on the use of new technology to drive more efficient and effective working, in particular this work is required to deliver savings agreed for Brent Customer Services. Investment in this digital programme also provides the tools and support for other departments to make similar savings and work in the coming year will be able to contribute to the identification of further savings for 2021-22 and 2022-23.

3.3. Investment required

3.4. Implementation of the previous strategy focused on testing, piloting and putting in place the building blocks for a solid foundation to enable future digital transformation. The programme of activities, outlined as part of the updated Digital Strategy, is focused on realising and building on this initial investment. The overall investment required is estimated at £12.5m over the programme period (assuming a programme that runs from April 2020 through to September 2023). Some investment may be drawn on in the latter part of 2019-20 to ensure momentum is maintained on current work. Based on work carried out on the OBC to date, cumulative savings are forecast at £16.6m net of costs, after Year 5 with payback within 4 years and an estimated recurring annual saving of £4.1m after 4 years (based upon new, and enabling savings).

3.5. Investment is required to:

- **Support and develop the programme** – with sufficient programme governance and coordination so that it can work with services to define, resource and deliver key change projects and follow through efficiency and benefits realisation.

- **Further embed a digital platform** – The Dynamics platform, supported by Sharepoint EDM, will have been rolled out to Housing Management, Brent Customer Services and across core corporate systems such as complaints management by March 2020. The next phase of the programme will build on opportunities through activity analysis and 'bundling' of common processes to drive savings, create a data rich environment and 'single view', reduce the number of business applications and drive greater integration and automation of systems. Details of the pipeline are included in Appendix 1 but will include HR Talent and case management systems for HR; design and build of systems to support work of Hubs and Family Hubs and build of front and back and systems to support the alignment of environment services in 2023.

- **Maximise benefits from initial pilots** – A key element of the programme to date has been to carry out small scale pilots of new technologies such as RPA and AI. These have identified opportunities to generate significant savings through further roll out of these technologies across council services, as well as potential opportunities to generate income by selling expertise to external organisations. This investment will support work to maximize the benefits from initial investment through wider implementation. The programme will also act as a conduit to test new innovations in service delivery, such as IoT.

3.6. Opportunities

3.7. A core element of the current programme has been to work with departments and service areas to identify opportunities for rolling out the new digital platform and technologies.

3.8. Projects identified form the basis of savings forecasts and fall into two categories:

- Projects that enable and contribute towards existing savings targets for 2019-21, and therefore help give greater confidence in securing savings by having a clearly defined and supported project
- Projects that potentially deliver new savings for 2022-23, 2024-25 and beyond

3.9. The projects deliver benefits through savings, new income or through protecting income streams or reducing demand. Savings are based upon headcount or third party savings.

3.10. In addition to the savings identified, a number of projects which are still in the piloting or development stage, or which will be piloted as part of the new programme, have the potential to deliver financial benefits. These include improved income collection and use of data analytics to support management of demand.

3.11. Work with services will continue to be undertaken in 2020/21. New projects will be added to the programme as they are defined with new savings feeding into the medium term financial planning process.

3.12. Capacity and skills required

3.13. Work has been carried out to date to develop and build expertise within the Council in order to carry out and support the digital programme – this was a key element of the 2017-20 business case. This includes training and building expertise to support core systems such as Microsoft Dynamics and EDM as well as the initial development of a centre of excellence in implementing RPA and AI technologies. This has involved up-skilling existing staff in the IT Client and Applications Support service as well as providing opportunities for staff from across the council to learn new skills through secondment opportunities and providing new opportunities through apprenticeships. The level of investment required across the 3.5 years reflects the intention to continue to build the in house team and reduce the requirement for external support over the period.

3.14. As well as core skills such as programme management and business analysis and new specialist skills such as RPA development, an increased investment in data science and engineering expertise is required to support the development and implementation of the Data Lake and predictive analysis approaches.

3.15. In addition to fixed term posts aligned with the programme, experience, skills and capacity of permanent posts in the Transformation, Business Intelligence, Web and ICT Applications Support teams, as well as in service areas, is being utilised resulting in extra capacity and upskilling of a wider group of staff.

3.16. Critical success factors

3.17. Some of the critical success factors in delivering this programme are set out in Figure 5.

Success factor	Description
Customer Experience	Designing and building services around the customer and delivery as digital by design and choice
Innovation	Openness to new ways of working and emerging technology the ability to 'break the rules' and bring new and more radical ways of working and service delivery to the table
Technology Enablement	Integrated technology enabled to manage demand, automate, integrate and rationalise systems and create common platforms for service delivery
Decision-Making	Effectively using data and insight in making key corporate and service decisions

Agile Workforce	Creating an agile, digitally skilled and solution-focused workforce culture

Figure 5

4.   Financial case

4.1. Budget context

4.2. The Council faces challenging financial targets in order to maintain a balanced budget.

4.3. Savings have been identified for 2019-20 and 2020-21, a number of which – in particular savings in Customer Services - are predicated on the implementation of the digital programme. In addition, a budget gap is expected in the subsequent two financial years and therefore further savings will need to be identified in order the balance the Council's budget.

4.4. At the same time, demand for services is increasing and residents' expectations of the quality of front-line services continues to rise. Many back office services that support our activities are stretched as a result of savings already made. The extension of the digital programme will build on work to date and continue to assist with addressing the joint challenges of the need to continue to make savings with the increasing expectations of customers for a high quality service.

4.5. Delivering savings

4.6. Typically, digital transformation yields realisable savings in three ways all derived from changing ways of working, enabled by digital technology. These are:

- Reduced headcount. If processes currently completed or supported by people are automated, then fewer people are needed to answer calls or emails and transpose eforms or undertake other processing activities as the process is automated. Where these headcount reductions would occur would depend on where the current effort is expended.

- Reduced Estates holdings. If you employ fewer people and do less business face-to-face then there is a reduced need for physical estates and you can in principle give up premises. In Brent's case this could result in an increase in income from the Civic Centre.

- Reduced levels of waste relating to in-house or bought-in services. Examples could include better visit planning for repairs or inspections and lower failure rates in delivering services such as removing a fly-tip. The savings may fall directly to the council or may be realised through being able to negotiate a lower price for bought-in services.

4.7. However, the scale of the potential savings possible and the level of investment required to yield them will depend on the baseline within a specific service and the wider organisation as well as the ability to drive change to the point where savings can be realised.

4.8. In practice, whether headcount savings are realised depends on whether capacity created is redeployed to other activities. This depends on the context of the relevant service and team skills and capabilities. Regardless of whether benefits are realised as cashable savings or better use of available resources, digital transformation is able to contribute to the council's objective of 'Making every pound count'.

4.9. New income, through commercial opportunities is also a financial benefit arising from the implementation of the digital strategy.

4.10. Discussions are ongoing with a number of boroughs who are interested in utilising Brent's development and support expertise in Dynamics as well as in new technologies such as RPA – a field in which Brent is at the leading edge within local government. Interest in leasing the capacity of Brent's robots has also been expressed by boroughs looking for ways to test and build business cases for using this technology without a large initial investment. Brent's current partnership with Infosys is also driving a number of opportunities for generating income, both from within the UK and internationally.

4.11. Delegated authority to award a contract for technology partnership to deliver the new programme has been sought and it is anticipated that the Council will work with this partner to identify and benefit from opportunities to generate income from the council's development work and skills in this area.

4.12. Investment model

4.13. An assessment of costs and savings has been undertaken for this outline business case based upon the following:

- **Cost of the programme and the proposed digital programme resources** – The programme will be temporary for three and a half year years from to Spring 2020 to Autumn 2023.
- **Cost of technology enablement** such as Dynamics, RPA, EDM licenses and support, integration, technology implementation support and data and security tools.
- **Savings and income –** based upon the assumptions for headcount, 3rd party savings, new revenue streams and cost avoidance/demand management.
- **Savings** defined as **New** (i.e. not in current budget savings or plans), **Enabling** (i.e. supporting delivery of agreed savings targets, these projects give a further level of confidence to delivery), or **Efficiency** (i.e. providing opportunities for departments to increase efficiency which could include cashable savings to support delivery of new savings targets).

4.14. Figure 6 summarises the cost benefit analysis over the programme period.

Digital programme cost benefit analysis						
Investment	**20/21**	**21/22**	**22/23**	**23/24**	**24/25**	**Total**
Access	£ 0.3	£ 0.2	£ 0.1	£ -	£ -	£ 0.6
Digital skills and place	£ 0.1	£ -	£ -	£ -	£ -	£ 0.1
Data and smart devices	£ 1.0	£ 0.8	£ 0.5	£ 0.1	£ -	£ 2.4
Dynamics	£ 1.1	£ 1.0	£ 1.0	£ 0.3	£ -	£ 3.4
Robotics	£ 0.6	£ 0.6	£ 0.1	£ 0.1	£ -	£ 1.4
Building blocks	£ 0.7	£ 0.7	£ 0.6	£ 0.2	£ -	£ 2.2
Licensing	£ 0.7	£ 0.7	£ 0.7	£ 0.3	£ -	£ 2.4
TOTAL COSTS	**£ 4.5**	**£ 4.0**	**£ 3.0**	**£ 1.0**	**£ -**	**£ 12.5**
Savings/Income	**20/21**	**21/22**	**22/23**	**23/24**	**24/25**	**Total**
Savings (Enabling) Implementation of Customer Access Model	£ 0.4	£ 0.4	£ 0.4	£ 0.4	£ 0.4	£ 2.1
Savings (New) Licensing, etc	£ 0.4	£ 0.6	£ 0.8	£ 0.8	£ 0.8	£ 3.4
Savings (New) CDS	£ -	£ 0.4	£ 0.9	£ 0.9	£ 0.9	£ 3.1
Savings (New) ACE	£ -	£ 0.1	£ 0.3	£ 0.3	£ 0.3	£ 1.0
Savings (New) Online forms	£ 0.3	£ 0.3	£ 0.3	£ 0.3	£ 0.3	£ 1.5
Savings (New) Robotics Process Automation	£ 0.1	£ 0.3	£ 0.4	£ 0.7	£ 0.7	£ 2.2
Savings (New) Income via increased debt recovery through RPA	£ 0.4	£ 0.4	£ 0.4	£ 0.4	£ 0.4	£ 2.0
Income (New) via commercial opportunities	£ 0.1	£ 0.3	£ 0.3	£ 0.3	£ 0.3	£ 1.3
TOTAL CUMULATIVE SAVINGS/INCOME	**£ 1.7**	**£ 2.8**	**£ 3.8**	**£ 4.1**	**£ 4.1**	**£ 16.6**
Annual Profile	**£ (2.7)**	**£ (1.2)**	**£ 0.8**	**£ 3.1**	**£ 4.1**	**£ 4.2**

Figure 6

4.15   This table includes enabling savings based on the use of new technology to drive more efficient and effective working, in particular this work is required to deliver savings agreed for Brent Customer Services of £0.4m annually.

4.16   Investment in this digital programme also provides the tools and support for other departments to make similar savings in 2021-22 and 2022-23, and work will take place with departments in the current year to identify further savings. These new savings include the following recurring savings:

- Licensing – savings from rationalising systems and replacing with Dynamics and EDM to reduce licensing costs
- Delivery of savings in Customer and Digital Services and Assistant Chief Executive's departments by using technology to support realignment of services
- Efficiencies through improving online forms and integrating into back office systems, removing unnecessary data entry and contact demand
- Efficiencies generated from implementation of Robotic Process Automation (RPA) to replace manual processing
- Increase in debt recovery via RPA, based on pilot findings
- Income generation through selling support and development expertise

5. Management case

5.1. Digital Programme Development

5.2. Subject to agreement of the business case, the programme will commence from April 2020 but in effect will continue the programme of work already underway in 2019-20.

5.3. The programme, based upon the current tranche of projects, is estimated to be completed by autumn 2023.

5.4. Key programme milestones include:

- Spring 2020 – implementation of customer access model
  - Spring 2020 – launch of HR Talent for performance management
    - Summer 2020 – launch of new customer portal and improved website
  - End 2020 – 20 RPA processes live; two user cases embedded in data lake
  - 2021 – AI tested and piloted on data lake
  - End 2021 – 40 processes live; 3 data lake processes embedded
  - 2023 – development of back end systems to support new contractual arrangements for environmental services

Appendices

- Appendix 1 – Expected Benefits for 2019-23 Programme
- Appendix 2 - Financial benefits for 2019-23 Programme

6.   Glossary of key terms

AI - Artificial intelligence (AI) is the simulation of human intelligence processed by machines, especially computer systems.

Assistive Technology - An **Assistive Technology** device is defined as "any item, piece of equipment, or product system, whether acquired commercially off the shelf, modified, or customized, that is used to increase, maintain, or improve functional capabilities of a child with a disability.

Chatbot – A **Chatbot** is a computer program that fundamentally simulates human conversations. It allows a form of interaction between a human and a machine the communication, which happens via messages or voice command.

CRM – Customer relationship management (**CRM**) is a technology for managing all your company's relationships and interactions with customers and potential customers.

Data Lake – A **Data Lake** is a centralized repository that allows you to store all your structured and unstructured data at any scale. You can store your data as-is, without having to first structure the data, and run different types of analytics—from dashboards and visualizations to big data processing, real-time analytics, and machine learning to guide better decisions.

Dynamics – Microsoft Dynamics is a Customer Relationship Management (CRM) is a system for managing a company's interactions with current and future customers. It often involves using technology to organize, automate, and synchronize sales, marketing, customer service, and technical support.

EDM - An **Electronic Document Management** system (EDMS) is a software system for organizing and storing different kinds of documents. This type of system is a more particular kind of document management system, a more general type of storage system that helps users to organize and store paper or digital documents

IoT - The **Internet of Things** is a system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are provided with unique identifiers (UIDs) and the ability to transfer data over a network without requiring human-to-human or human-to-computer interaction.

5G - Fifth-Generation cellular wireless, and the initial standards for it were set at the end of 2017. But a standard doesn't mean that all 5G will work the same—or that we even know what applications 5G will enable. There will be slow but responsive 5G, and fast 5G with limited coverage

Full Fibre - Full-fibre broadband uses fibre-optic cables to connect your home to the street cabinet, replacing the old copper connections. Full-fibre connections provide a better service that can deliver much faster speeds – up to one gigabit per second.

HR Talent – Human Resources Talent management touches on all key HR areas, from hiring to onboarding and from performance management to retention. High-performing employees: The purpose of talent management is to increase performance. Talent management is aimed at motivating, engaging, and retaining employees to make them perform better.

RPA - Robotic Process Automation (RPA) is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required humans to perform.

Smart Cities - A **Smart City** is a designation given to a city that incorporates information and communication technologies (ICT) to enhance the quality and performance of urban services such as energy, transportation and utilities in order to reduce resource consumption, wastage and overall costs.