Report to Scrutiny

Item Number:

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Subject of Report: Digital Strategy Update

Meeting: Scrutiny Panel, Thursday 13 October 2016

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Cabinet Responsibility: Cllr Yvonne Johnson, Portfolio Holder for Finance, Performance and Customer Services
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Brief: To consider an update on the progression of the Council's new Digital Strategy and a summary of the key findings and recommendations of the Society of Information Technology Management.

Recommendations:
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The Panel is asked to:
1) Note the new timetable and intention to take the strategy to Cabinet in February (section 2)
2) Note the key findings of the Call for Evidence and SOCITM work (section 3)
3) Provide feedback on the draft vision and principles (section 4)

1. Background

1.1 Technology is radically changing our world, how we interact with each other, how we do our business and even how we take part in leisure activities.

1.2 90% of people had access to the internet in 2014, up from 86% in 2012. There have also been significant increases in residents accessing the internet using smartphones (7% in 2012; 38% in 2014) and tablets (3% in 2012; 23% in 2014). Demand for high quality digital access is on the rise and residents' expectations of local government digital services have soared. Residents want to be able to interact with their local council at a time and place that is convenient for them.

1.3 It is estimated that between 75% and 90% of jobs require at least some computer use and businesses that harness the internet successfully grow around twice as fast as those that do not

1.4 The council understands that digital will be one of the key ways in which it can improve outcomes for local people, meet their rising expectations in a technological age and make savings so it can prioritise resources where they are most needed. That is why, for the first time, the organisation is developing a digital strategy.

1.5 The council is already making use of technology to do things better - for example, through the use of web platforms to help the community come together and tackle problems, use of technology to support vulnerable adults to live independently; by upgrading the website and introducing the customer portal to help local people access services at a time and place that suits them; and by leading work across London to use data to tackle fraud.

1.6 Getting a digital strategy drawn up is about looking systematically at all the opportunities for digital to help us deliver our ambitions for the borough. The strategy will be focused on three key areas: The digital customer, the digital council, the digital place.

2. Process and timetable

2.1 The Executive Director of Environment and Customer Services was designated as the sponsor for the strategy and chair of the Digital Strategy Board. The Board, with representation from the four directorates has since met monthly since January 2016 and overseen the development of the strategy.

2.2 Following the creation of the digital scrutiny panel we have reflected on the original timetable (which was to take a strategy to November Cabinet) and agreed that we will now take the strategy to Cabinet in February. This will allow further engagement with the scrutiny panel.

2.3 Key stages in the development of the strategy are outlined in the table below.

Action	Timeline
Based upon the Strategic Aims and Priorities (and informed by the call for evidence and SOCITM feedback) develop a set of Strategic Objectives for the Digital Strategy across Digital Customer, Digital Council and Digital Place	September / October 2016
Develop a set of specific actions/projects to meet the Strategic Objectives as detailed above	October/November 2016
Undertake internal and external stakeholder exercises to test Strategic Objectives and Actions	October – December 2016
Produce a draft Digital Strategy for consultation	September 2016 to November 2016
Consult with key partners and stakeholders	December 2016 to January 2017
Present final Strategy to Cabinet	February 2017

3.0 Strategy Development

3.1 As indicated in the previous report to Overview and Scrutiny Committee in July 2016 a key step in the development of the Digital Strategy has been the Call for Evidence.

The Call for Evidence
3.2 In line with best practice strategy development principles, and recognising that digital transformation is a complex and rapidly evolving field, Ealing's Digital Strategy Board initiated a Call for Evidence to guide the development of the strategy in February 2016,

3.3 The aim of the Call for Evidence was:
- To learn from, and draw on, the experience of other organisations that have created and implemented a digital strategy and utilised digital solutions to transform their services.
- To seek evidence and best practice models from local and central government, as well as the private sector, to support and inform the development of our Digital Strategy.

3.4 The Call for Evidence process was extensive and took the form of a literature review (including reviewing other local government digital strategies) meetings and telephone conferences with a variety of private and public sector representatives, plus hosting a bespoke Digital Strategy seminar. The details are as follows:

Meetings	Telephone conferences	Comparative Digital Strategies	Reports
BT, IBM, Aimii, Microsoft, Risual (private sector) Southwark Council, Greater London Authority/Government Digital Service, Newham Council (public sector)	Capita (private sector) Devon County Council, York Council, Peterborough Council, Islington Council (public sector)	Bournemouth Bristol Camden Croydon Edinburgh Glasgow Islington Manchester Milton Keynes Peterborough Southwark Tameside Westminster York	-'A digital inclusion strategy for London' (Mayor of London) -Basic Digital Skills UK Report (Ipsos MORI for Go ON UK) -Big Data in the Big Apple (Capital Cities Foundation) -Transforming Local Public Service (LGA) -A Digital Vision for Local Government (LGA) -Connected Councils: A digital vision of local government in 2025 (Nesta) Government Digital Strategy (GDS) Plus numerous other academic papers and blogs

3.5 As part of the Call for Evidence, the Council also convened a Digital Strategy seminar with presentations and discussion from the following experts;

- David Bicknell, Editor of Government Computing (Chair)
- John Jackson, CEO Designate – the London Grid for Learning, former CIO for Camden Council
- Dr Meghan Benton, researcher at Nesta and author of the Connected Councils report
- Steven Cox, Vice President, Head of Public Sector and Transport at Fujitsu

3.6 Members will also be aware of the LGA 'Corporate Peer Challenge' that Ealing Council undertook in March this year. In a report that was very positive; the peer challenge made some helpful recommendations on the Councils approach to the digital agenda. These recommendations have been incorporated into the overall Call for Evidence findings.

The Call for Evidence has confirmed three areas where there are significant opportunities for digital; namely:

- **Improve outcomes for residents** in a wide range of areas, for example by using data to understand, target and predict those at risk of poor social outcomes and to improve the way that the Council responds to social issues – for example through the use of telecare, by taking steps to improve access to and capacity to use the internet or by using technology to enable residents to become more

active in solving community problems (e.g. Bubble)

- **Respond better to customer expectations and preferences** – more and more our customers want to interact with us digitally at a time and place that suits them and to do to so across multiple channels
- **Deliver significant efficiency savings -** Nesta (2016) estimates that if average savings from digitisation programmes can be replicated across local government, an average unitary council could save up to 13 per cent of its total budget by 2025. They suggest that for ambitious councils willing to transform everything they do (from procurement to how they organise) the potential saving could be much greater – up to 30 per cent according to some estimates.

3.7 Based on the findings from the Call for Evidence including information on digital access, officers have developed recommendations around the opportunities that exist for Ealing for the three priority areas of Digital Customer, Digital Council and Digital Place. These are detailed further in Appendix 1

SOCITM (Society of Information Technology Management)
3.8 In addition to the Call for Evidence, the Digital Strategy Board agreed to engage SOCITM as an external consultant with extensive expertise in digital technology to act as a specialist advisor to support the development of our digital strategy. SOCITM have considerable experience in providing consultancy advice on the development of council digital strategies.

3.9 In April this year SOCITM undertook the following work with Ealing to inform their findings and recommendations;

- Interviews with Corporate Board, and Councillors' Bell, Johnson and Mason
- A Digital Maturity Assessment workshop with the Digital Strategy Board to assess the council's current level of digital maturity and desired future state.
- A series of workshops and interviews with Digital Strategy Board members and other staff to explore the vision around the three priority areas of Digital Customer, Digital Council and Digital Place and also to find out about the Ealing 'good news' stories – the use of digital across service areas to drive improved outcomes and deliver better services.
- Reviewed our Call for Evidence, ICT strategy, Customer Service objectives and Digital Strategy aims.

3.10 As a result of these engagements SOCITM made a number of findings and recommendations which are attached at Appendix 2. These recommendations can be summarised below

1) We have robust digital vision and principles which address the breadth of opportunities that digital can offer

2) There is a need to build digital design principles into any planned transformation programme rather than see Digital as something separate.

3) There is a need to ensure that the significant amount of digital change already underway is not silo based, and governed in such a way that allows services and data to be joined up from a customer journey perspective.

4) Digital Customer Aims and Aspirations clearly focus on delivery of channel shift and recognise that channel shift only works if processes are re-engineered end to end

5) There is a need for definitions of terms used to be clearly defined – Digital Customer and Digital Council provide a useful framework but there is some overlap.

6) There are opportunities to be more visionary than Ealing has been across a number of the aims and aspirations, for example;

- Digital Customer – Considering using automation and predictive analytics
- Digital Place – Embedding Smart Technology in planning, e.g. new builds, regeneration projects, ensuring Ealing is location intelligent, Ealing being the facilitator of 'Ealing Deals for businesses and residents'
- Digital Council – Disruptive redesign of services not just at a service or at a Directorate level but at a One Public Sector level and use radically different delivery models.

4. Strategy vision and guiding principles

4.1 Having considered the key findings from the Call for Evidence and SOCITM the Digital Strategy Board has developed a draft vision statement and a short strategic direction statement for each priority area, underpinned by five principles for delivery. These are currently being consulted on with staff within the organisation, by portfolio holders and partners

4.2 Ealing's draft digital vision is:

"A connected place and smarter public services for residents, visitors and businesses".

Draft Strategic direction and principles for each priority area;

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.

Principles
Digital services will be accessible to all
Digital solutions will get things right for the customer first time
We will put customers at the heart of designing and improving digital services
We will design services that are easy to use, so people choose to use them, (optional: and then seek to reduce the provision of non-digital services in the future)
We will provide support for those who need a little extra help

Digital Council:
Staff will be enabled through culture, information and technology to provide a world class connected service to all Ealing residents and businesses. Joined up data and the customer experience will guide the way we do business and we will have an open by default approach to data.

Principles
We will develop the digital skills and confidence of our workforce
Every digital interaction will be safe, secure and appropriate
We will have an open by default approach to data
We will put digital and the customer at the centre of any service re-design
We will turn data into intelligence, sharing internally and with partners to improve experience and outcomes

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.

Principles
We will ensure everyone can share in the benefits of the digital age
We will use technology to connect people to each other, to local decision makers and to fairer services
We will ensure Ealing businesses have the digital skills and capabilities that they need to thrive
We will use smart city technology to access real-time data about what is happening across the borough
We will use planning controls to ensure the borough is future-proofed

Following these principles, the digital strategy will develop a set of strategic objectives underpinned by specific programmes of work that will support the delivery of the Councils Corporate Plan 2014 -18.

5. Legal Implications
None

6. Financial Implications
None

7. Other Implications
None

8. Background Papers
None