

Appendix A: draft Digital Strategy, Scrutiny Panel 4, 16 February 2017

# **CONNECTED EALING**

## **EALING'S DIGITAL STRATEGY**

**2017/18 – 2020/21**

**DRAFT, V3.3, 30 Jan 2017**

# Contents

Executive Summary.....	3
Introduction .....	4
Strategic context.....	7
Our Digital Vision.....	5
Digital Customer .....	5
Digital Council .....	5
Digital Place .....	6
How we developed this strategy.....	10
Our Strategy.....	11
<b>Digital Customer</b> .....	11
Where we are now.....	11
Digital Customer Strategic Objectives:.....	12
We will.....	12
<b>Digital Council</b> .....	14
Where we are now.....	14
Digital Council Strategic Objectives .....	17
We Will.....	17
<b>Digital Place</b> .....	19
Where we are now.....	19
Digital Place Strategic Objectives.....	23
We will: .....	23
Our Transformation Programme.....	24
Measuring progress.....	26

# A Digital Strategy for Ealing

## Executive Summary

**(NB – to be updated once final review of actions in the strategy is complete)**

The pace and scale of technological change is transforming society. The ways in which we do business, enjoy our leisure time and interact with each other is being radically reshaped by new technology. These changes are challenging but offer many opportunities to improve and transform the way in which public and private services are provided. This includes how we work together and how we support those who do not have digital skills, confidence or access.

In challenging times, the Council is setting a clear vision for the future and exercising a strong community leadership role. Our Future Ealing approach will focus the efforts of the Council and those of its partners across the borough on a clear set of outcomes for the benefit of Ealing residents and businesses. This Digital Strategy is key to its success.

The Council's digital ambition for Ealing is:

***‘A connected place and smarter public services for residents, visitors and businesses’***

To achieve our vision, we will focus on three priority areas, each of which is supported by principles which will guide the decisions we make and the way in which will deliver on the outcomes. The three areas are:

1. **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.
2. **Digital Council:** Staff will be enabled through culture, information and technology to provide a world class 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.
3. **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.

We will provide better outcomes for our customers by understanding need and future demand, widening access, improving services, facilitating economic growth and tackling exclusion. By making better use of data and intelligence, we aim to meet current and future customer expectations. Using public resources as effectively and preventatively as possible, we will use digital opportunities to save money in order to target resources where they are most needed.

The strategy was developed following a review of the existing digital infrastructure and services in the Borough, as well as extensive input from a wide range of peer, expert, partner, staff and customer views. It will be supported by a digital transformation programme focused on high quality and personalized customer experience alongside improved efficiency. This approach will enable us to review the way we deliver a wide range of interactions and services and make sure that we take every opportunity to redesign these for a digital era with customer experience at the heart of the design process.

Aligned closely to the Council's Future Ealing outcome-focused approach, the Digital Strategy is key to enabling us to transform the way we work – both internally and with partners – so that we can achieve ‘One Public Service’ for the residents and businesses of Ealing.

# A Digital Strategy for Ealing

## Introduction

The world is changing and changing fast. A new digital revolution is transforming society just as the industrial revolution did 200 years ago. The way we do business, the way we enjoy our leisure, the way we even interact with each other is being radically and rapidly reshaped by new technology.

Access to digital services is also becoming increasingly easy as more people take advantage of what the digital world can offer. In 1990 there were just 12.5 million users of mobile phones worldwide; by 2016 it has rocketed to 3.6 billion people, equivalent to almost half the world's population. In the UK alone there are now over 42 million smartphone users up from just over 20 million 5 years ago. Alongside mobile phones, laptops and tablets are fast becoming the medium of choice as more than ever before the web is something that we carry with us, not something that merely sits on a desk at work or in our homes.

The impact on our lives is profound. For businesses – whether tech companies or not – making the most of what digital has to offer is critical. At an individual level, from tools to help dementia sufferers remain in their own homes to applications that enable public services and the community to support those who are isolated or lonely, new technology affects us all. Yet the pace of change can be challenging, particularly for those lacking digital skills, access or confidence.

The public sector is changing rapidly in response to the digital agenda. The UK Government has announced its intention to be a 'Government of the internet' and has through the Government Digital Service digitized and redesigned a wide range of services. Ealing Council has embraced this opportunity to engage with residents across the Borough. For example, we have:

- Moved a wide range of council services online and introduced the very popular MyAccount portal with almost 50,000 users in its first year
- Redesigned our website in 2016 to meet customer expectations and usage patterns including accessing via mobile devices
- Introduced new channels to engage and communicate with local citizens such as our Twitter account which now has over 13,000 followers and the website [www.dosomethinggood.org.uk](http://www.dosomethinggood.org.uk) which provides a platform for local people to come together to tackle issues
- Led work across London to exploit the value of data to tackle fraud
- Made growing use of mobile technology to give our staff the tools they need to do their jobs

We know that there is much more that we need to do to and that is why the Council is developing its first Digital Strategy. It will help us deliver a digital vision that makes the most of opportunities to improve outcomes for Ealing residents and businesses that are personalised to their needs. At the same time, we will remain attentive to the needs of those for whom face to face contact is most appropriate.

## Our Digital Vision

Our digital vision for Ealing is;

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

### Achieving our vision

To achieve our vision, we have identified three priority areas with supporting principles which will guide the decisions we will make and the way in which we will deliver our priority areas.

### **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:

- 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 put residents at the heart of designing and improving digital services.
- 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.

Strategic Objectives:

1. To create an exemplary customer services, offer by creating accessible, better connected and easy to use digital services
2. To exploit and deliver digital solutions to ensure we get things right first time and residents chose to use them
3. To ensure we influence and adapt to customer demand and achieve the right resolution

### **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.

- 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 have an open by default approach to data.
- We will put residents at the heart of how we design better connected Council services and decision making.
- We will turn data into intelligence, sharing internally and with partners to improve experience and outcomes.

#### Strategic Objectives:

1. To maximise the effective use and sharing of data and intelligence to improve and coordinate public services.
2. To develop the Council's digital skills, tools and culture to transform how services operate and interact with residents.
3. To develop digital tools and platforms that enable services to operate digitally.

### 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 digital opportunities.
- We will influence and enable partners, developers and broadband providers to deliver digital infrastructure.
- We will explore how to use digital services to bring financial benefits for residents.
- We will support Ealing businesses to have the digital skills and capabilities that they need to thrive.
- We will explore smart-city technology to access real-time data about what is happening across the borough.
- We will use technology to connect people to each other, to local decision makers and to improve their local neighbourhood

#### Strategic Objectives:

1. To use Council's powers and influence to provide fast and effective digital infrastructure for residents, businesses and visitors.
2. To explore how to exploit digital technology to make the borough a better place.
3. To seek to eliminate digital exclusion by providing digital skills and access to digital services.

## Strategic context

Like most councils, we are operating in highly uncertain times. Now, more than ever, it is important that we set out a clear vision for the future and play the community leadership role that is local government at its best. Future Ealing is the title for a programme of work intended to do that by making us an organisation that sets out a clear vision of its priorities and focuses relentlessly on the outcomes that matter most to our community. It is about agreeing what we want Ealing to look like in the future, and the cultural shift we need to make in how we work both as an organization and in partnership to deliver that vision. In particular, we know there are social outcomes where we need a step change in performance and the way we work, for example to manage the rising demand for key areas like social care and homelessness in the context of shrinking funding. We want to use that focus on outcomes to inform everything we do; the way we work together, how we set our budget, develop our workforce, use IT and how we tell our story to staff, partners, local businesses and residents. If we are to achieve a successful 'one public service' which is focused and responsive to residents' needs, then it is imperative that we tackle the challenges and optimize the opportunities of the digital agenda in partnership. That is why digital is a cross-cutting theme for our Future Ealing approach – we believe that by enabling greater personalization, greater citizen control, greater insight and greater efficiency digital has a role to play in meeting all of the key outcomes we prioritise .

Our ICT strategy is already modernising the way we work and do business, giving staff and councillors the modern and flexible tools they need to fulfil their roles.

Critically we are committed to moving to a new Headquarters building in 2021. Through the digital strategy we need to embed the cultural change we need as an organisation to make that move, and the more flexible working model associated with it, a success.

Our customer strategy has been very successful in recent years. Going forward the digital customer section of this strategy sets out our vision for our customer strategy.

Across the themes of Digital Customer, Council and Place there are three key drivers and opportunities for digital, namely:

1. To deliver better outcomes
2. To meet Customers' current and future expectations
3. To save money to target resources where they're most needed

## **1) Providing Better Outcomes for our customers by:**

### Understanding need and future demand

Firstly, and most importantly, we can use digital technology to improve outcomes for our residents and businesses. Sharing data with our partners and turning that data into intelligence will enable Ealing Council 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 could enable us to predict, for example, a household at risk of becoming homeless and using that information we could provide earlier intervention and support.

### Widening Access

As stated, during 2015/16 the Council continued the delivery of the online customer portal through additional functionality with 30,000 new customers registered and actively using the portal to access council services. The aim of the digital strategy is to provide more services to customers online which will enable the residents of Ealing to access services 24 hours a day, seven days a week from wherever they are. It's our aim that residents will choose to use online services because it will be easier, quicker and more accessible for them rather than using traditional methods.

### Improving services

Digital technology can also change the way we provide services. For example, technology can change the delivery of care services and deliver better outcomes for service users, including helping people to manage their own conditions, providing opportunities to mobilise the power, collective intelligence and energy of local people and addressing social isolation and loneliness by connecting people to family, friends, local networks and services. A good example of this is the development of Telecare systems for potentially vulnerable and isolated people across the Country. These systems have the capacity to monitor a range of potential risks including falls, floods, fire and gas leaks. When a sensor is activated trained operators can take action, whether it is contacting a local key holder, doctor or the emergency services.

Other solutions can come from the community directly. A simple example of this is the online Casserole club platform. Made up of volunteers the Casserole Club share extra portions of home-cooked food with people in their area who aren't always able to cook for themselves. They share once a week, once a month, or whenever works best for them. Connecting people to the internet is good for individuals and good for us all.

### Facilitating economic growth

According to the Nesta report entitled 'Tech Nation', the digital economy grew 32% faster than the rest of the economy between 2011 and 2014, and is creating new jobs at an unprecedented rate. The sector accounts for 1.56m jobs across the UK, with this workforce growing by more than 10% over the three-year period; three times faster than the wider UK job market. But the potential of digital is not limited this sector. Research suggests that businesses that harness the internet successfully grow around twice as fast as those that do not.

## Tackling Exclusion

As well as doing all we can to grow our local economy and help create jobs and opportunities for Ealing residents we also want to see every child and young person fulfil their potential. By widening and improving access to the internet we can tackle digital exclusion and improve outcomes for our businesses and residents. National research suggests that 'offline' households are missing out on an estimated savings of £560 per year and it is now estimated that between 75% and 90% of jobs require at least some computer use, not least when first applying for a job. It is therefore critical that local people can have the opportunity to access the internet and develop the necessary computer skills required for work.

## **2) It positions us to meet current and future customer expectations**

The digital revolution has already had a profound effect on all aspects of society. Alongside this the pace of change has been rapid and this is only likely to continue.

For example, our 2014 Residents Survey saw significant increases in numbers of respondents accessing the internet using smartphones (7% in 2012; 38% in 2014) and tablets (3% in 2012; 23% in 2014). The range and expectations of access channels continues to grow with social media and web chat (both of which Ealing already uses) increasingly part of the experience customers expect.

The way providers offer services is rapidly changing too with services provided in the cloud increasingly replacing the old model of purchasing an asset with a fixed life.

The Council therefore needs to have a digital infrastructure that is flexibly structured and able to rapidly adapt to change, as it comes, to enable it be at the forefront of delivering new services to its customers. But digitisation offers more than just improved one-directional services provided to customers; it also gives us the opportunity to develop new channels for customers to speak to us, and others, about the services we provide. We can then take this intelligence and use it to ensure our services are continually being reshaped by the needs of our customers as they begin to emerge.

Having access to high quality data enables us, alongside other public services partners to more effectively plan and deliver services that our customers need and want. The new 2016 NW London Sustainability and Transformation Plan recognises the importance of digitisation as it seeks to develop services which are more 'proactive', intervening earlier to prevent future health deterioration. It states "The challenges we face require bold new thinking and ambitious solutions, which we believe include improving the wider determinants of health and wellbeing such as housing, education and employment, people supported to take greater responsibility for their wellbeing and health, prevention embedded in everything we do, integration in all areas and creating a truly digital, information enabled service"<sup>1</sup>

Through our ICT and accommodation strategy, including the plans to move to a new headquarters building we are committed to a more mobile and flexible way of

working where staff can access systems from anywhere and where ‘work is something you do, not somewhere you go’. This is critical to meeting customer expectations for interaction but also to boosting productivity and attracting and retaining the best talent by enabling our staff to do their roles effectively.

### **3) It helps us save money to target resources where they’re most needed**

By making the most of digital opportunities, we can make improvements that also save money. Like all UK councils, one of the biggest challenges Ealing has faced in recent years is the significant cuts to its budget imposed by Central Government. Financially over the last six years we have seen massive reductions in government grant, which has required us to identify £167.5m of savings since 2010. As such, a main driver for developing a digital strategy is our need to spend public money more effectively and preventatively. In realizing our digital ambition, residents will experience a better offer from the council which is also more efficient, thus enabling the council to sustain its offer of face to face support for those who need it.

A recent report by the research institute Nesta states that if average savings from digitisation programmes can be replicated across local government, an average unitary council could save up to 13 % of its total budget by 2025. And it goes further; 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% according to some estimates.

The savings available through encouraging more of our residents to use digital services to connect with us are significant:



(Martin Greenwood, March 2016)

National figures from SOCITM suggest that each digital transaction costs Councils around 15p whereas every face to face contact costs on average around £8.62. It therefore makes sense to encourage customers to access services through digital means which will generate savings and allow us to prioritise the provision of a ‘human touch’ for those services that will always require face to face interactions. We also recognise that, for a small number of residents, accessing council services through digital means is harder, and we will continue to provide support for those people who need that little bit of extra help.

However, there is more that digitisation offers than just providing more accessible and cheaper online services. The digital revolution allows us to fundamentally reshape how we as an organisation work. In the future, we will have a significantly smaller organisational footprint; our workforce will be more flexible and mobile working. There are already plans in place for Ealing to move from its current headquarters at Perceval House into smaller purpose built accommodation nearby.

For that to enable that to happen we need to ensure that our staff can operate effectively “in the field” utilising mobile devices, working flexibly from hot desks and from home, supported by high quality online support and software. Having an effective mobile digital service will deliver better customer services, reduced data entry requirements, travel, overheads and office space, and underpin significant improvements in data quality.

The cultural shift in the way we work applies not just to the council, but to the wide range of partnership working across Ealing. The leap in innovation and quality of services in people’s lives – such as in shopping, mapping journeys or communicating with friends - needs to be matched by a similar transformation in public services. We need to think differently, using the opportunities of digital, to improve outcomes in partnership. This applies whether we are collaborating on local community services, facilitating digital improvements for Ealing-wide businesses or working on improvements at a West London or pan-London scale.

## How we developed this strategy

To inform the development of this strategy and understand our starting point on this journey Ealing Council has carried out an extensive review of the existing digital infrastructure and services in the Borough. This has been supported with:

- Peer Challenge – in March 2016 we included digital as a theme in our corporate peer challenge and got feedback from leading local authorities
- Call for Evidence – an open process where we heard from independent experts, providers and other local authorities about how they were exploiting opportunities and tackling the challenges that the digital world creates
- Society of Information Technology Management (SOCITM) review. SOCITM worked with us to carry out a Digital Maturity Assessment of Ealing as an organisation and also worked with us to refine our goals and aspirations
- Partnership Engagement and Workshops with staff, public and voluntary sector organisations
- Survey and Focus Groups of users of our website and customer portal to get vital feedback about what it is that local people want and how they view the ways we are already working
- Finally we have developed our strategy in parallel to a member led Scrutiny Panel which has been running throughout 2016/17,

Of course, there is already much activity underway to take advantage of digital opportunities, and this Digital Strategy builds on that. The varied approach to gathering evidence and opinion in planning the strategy has helped us develop a rounded position of where Ealing is, where want to be and how we get there.

## Our Strategy

The findings below describe what Ealing looks like as a digital borough in 2016 and provides a baseline for us to measure progress as we deliver our digital strategy.

### Digital Customer

#### Where we are now

The council has been deploying digital technology as part of its customer strategy for a number of years, helping improve customer experience and target resources:

- We currently offer 81 services online via eforms with around 120,000 forms submitted per annum
- In 2016 we relaunched our website to respond to customer priorities and optimised for mobile devices. SOCITM recognised the improvement by moving us from a 2 out of 4 to 3 out of 4 rating in their annual assessment
- In September 2015 we introduced our MyAccount customer portal offering customers the opportunity to manage their Council tax and Housing Benefit accounts. This had a target of 30,000 registrations in its first year and exceeded this by almost 50% with around 49,000 customers registered at the time of writing
- We recently surveyed over 1000 MyAccount users to inform the development of the strategy. Here is a snapshot of the results:
  - 75% said it was easy to sign up for the portal.
  - 68% said they could easily find what they were looking for via the portal
  - 72% said that overall the portal was easy to use
  - 73% said that overall the portal was useful
  - 53% said that using the MyAccount portal enabled them to find information or carry out a transaction without needing to contact us.
  - 44% said that they access their portal account either monthly or weekly with only 18% saying that they had not needed to sign in again since they registered.

The strategy overall has been successful with customers moving to digital and getting resolution to their requests. In 2015/16 our contact centre received 1.3 million calls of which 49% were successfully processed digitally.

Our customer service team saw a total of 66,820 visits in 2015/16, reduced by 46% from 2014/15. There has been a 78% decrease in face to face customers since 2012.

Most importantly customers told us that they liked the developments. Here is a selection of what people said in response to our survey on the portal

*“The account is simple and easy to use and meant that I can check what I need online without having to call.”*

*“I really like the idea of using myaccount which informed me of a lot of information which I didn’t know. It’s really helpful and I would like to thank you.”*

*“I’ve seen improvements during the last year. Keep moving on ;)”*

However, there is more that we need to do to fully meet customers’ expectations and achieve the goal of making digital services such a good experience that customers choose to want to use them.

Our digital services have largely put existing processes online. This means they have been developed individually rather than looking at them from a customer perspective. Partly as a result of this we have a large number of different systems from different suppliers which mean it can be slower and costlier than we would like to make changes to processes. We also don’t have a standard approach to common tasks like taking payment or verifying a resident’s identity. The result is that that we don’t always offer the quality of experience that customers are used to experiencing in other sectors like remembering their details from previous transactions or emailing them back to let them know when we have completed a job.

It was exactly these types of issues that residents also told us that they wanted to see be improved further when we asked about improvements on the MyAccount portal.

*“Very limited services offered through MyAccount, all interactions with the council should be linked and be track-able e.g. reports of missed rubbish collection etc.”*

*“Too many security questions every time.”*

To achieve our vision that will deliver the overall vision of the Digital strategy we have developed a set of Strategic Objectives for each priority area

### **Digital Customer Strategic Objectives:**

- 1) To create an exemplary customer services offer by creating accessible, better connected and easy to use digital services
- 2) To exploit and deliver digital solutions to ensure we get things right first time and residents chose to use them
- 3) To ensure we influence and adapt to customer demand and achieve the right resolution

To achieve our objectives we will undertake the following activity:

### **We will:**

- 1) Review of all customer contact channels cross council with a view to optimising the customer experience and investing resources appropriately that will:
  - Identify incoming channels
  - Identify information repositories (e.g. careplace)
  - Identify demand (contact volumes)
  - Performance against each channel
  - Customer Preferences
  - Review the experience

- 2) Improve and complete customer journey mapping, in order that:
  - It is easy to use, simple & accessible
  - When transacting customer acknowledged, given regular updates to job closure, ability to track case, close the loop
  - Customers are signposted to service if we are unable to fulfil.
  - Proactive communication occurs
  - There is the ability to upload documents if information required
  - The customer is able to view all activity and contact in one place, one single sign on
  - There is a consistent experience, payment, bookings, service request.
  - There is a single repository for customer details, including verification and evidence such as passports, NI no
  - Reviewed and updated content is available on the web
  
- 3) Implement standard platforms and processes covering:
  - Payments
  - Booking
  - Verify
  - Report
  - Assessment
  - Content management
  - Information and advice
  - Customer Portal (review My account)
  
- 4) One view of the customer - Provision of a single view of customer; including document storage (CRM) so that
  - Our customer will only need to tell us once
  - We can enable a more joined up service delivery – we won't have to request information unnecessarily
  - We will be able to identify service requirements based on the information we hold
  - We can personalise the customer experience
  - We can Improve our customer insight
  
- 5) Make better use/Intelligent use of customer data and Improve customer insight that effectively
  - Identifies data held
  - Identifies what we need to know and why – key project
  - Creates a resource for customer insight
  - Creates a customer dashboard
  - Gives us an informative Performance dashboard

## Digital Council

### Where we are now

#### ICT Infrastructure

Our ICT strategy sets out the outcomes that the council wishes to achieve in relation to its use of ICT. These include: resilient, high performing, secure ICT systems; the delivery of the Digital Strategy; supporting mobile working and the property strategy; using 'Big Data'; a unified communications platform; good value for money; innovation within the organisation being expedited; and clear accountability for delivery through good governance. The ICT Department's role in relation to the delivery of these outcomes is to provide and support integrated, high performing and resilient systems; enable business change through effective project delivery; and to successfully implement the Digital Strategy.

#### Skills and culture

In the summer of 2016 SOCITM conducted a Digital Maturity Assessment for Ealing. At that time the Council demonstrated a digital maturity level 2 – Learning to Walk. This means that the organisation has discovered the need for Digital Transformation and is in the development stage. More specifically, the profile is of an organisation starting to address silos, starting to focus on culture as a business priority, in the process of moving towards an outcome focused process and operating model, but still struggling with understanding data in terms of objective, strategy and direction. SOCITM told us that within the life of the strategy we have the potential to be a level 4 organisation.

We are already committed to a culture change programme around the implementation of both our ICT and accommodation strategy to embed the new ways of working that will be critical to their success. However, to realise the potential of digital further pprioritisation of work around culture and mindset is essential. Having a focus and accountability within the council for the cultural development and mindset will be crucial to achieving a sustainable success; a focus that includes everyone in the council.

#### Target operating model and transformation methodology

There is a significant amount of change already underway at Ealing redesigning the way services are delivered but the majority of these are specific to a department or a specific service area. There are limits to how far we can go with this silo approach and, as noted above, it places limits on our ability to meet customers' expectations. SOCITM recommended to us that we develop a digital targeted operating model as demonstrated in the table below

## SOCITM Digital Target Operating Model

Customer experience	The experience we offer to our customers
Channels	How customers access/receive our products and services – including universal and targeted / specially funded activities
Products and services	The 'goods' we provide our customers
Business processes	What we do to deliver the goods and services
Data management and knowledge	The information and knowledge we need to do our job
Technology	The technology that we use to do our job
Operational performance management	How we manage our services, our people and our suppliers to make sure we are doing a good job
Organisational structures	How we are organised – the teams we sit in, who we report to and how we divide up responsibilities (customers, geography, skills)
People, roles and culture	The behaviours and ways of working expected from our people and the ethos that lies behind what we do
Facilities and location	The offices, hubs, equipment and other physical (non IT) infrastructure assets we use to do the job

In order to realise the benefits of this approach we have considered an approach and methodology for digital transformation that:

- Has the customer at the heart of the redesign process (audience journey mapping)
- Encourages cross silo thinking and innovative service delivery model design
- is truly transformational in approach, top down, in order to deliver the digital vision rather than incremental bottom up
- Use an agile approach to programme management, design, delivery, and piloting of ideas
- Identify a small number of work-packages to start quickly, and deliver results
- Pilot, pilot, pilot and involve the citizen in the process
- Engage with the hearts and minds of the staff
- Factor the ability for outcomes to take precedent over process

### Culture and skills

As mentioned in the SOCITM maturity assessment the Council will need to ensure that it develops both the culture and skills necessary to support a step change in use of Digital technology. Therefore as well as the technology components required to enable digital, equal consideration will be given to developing

- Digital Leadership
- Communication and Engagement (both internal and External),
- Culture Change
- Development of Digital Skills (within Ealing Council and for those who use Ealing wide services)
- Developing governance, process and policy frameworks that gives you the ability to evolve and adapt

## Data

In the information economy, the ability to handle and analyse data is essential for the Council both in terms of business transformation as well as developing effective preventative services.

The volume, velocity and variety of data being created and analysed globally is rising every day, and using data intelligently has the potential to transform public sector organisations, drive research and development, and enable market-changing products and services. Through this strategy, the Council will begin the process of building our capability to exploit data for the benefit of our citizens, business, and services.

This strategy addresses the three key aspects to achieving successful data capability. The first is human capital – a skilled workforce, and data-confident citizens. Our plans will address upskilling both our workforce as well ensuring that those furthest from the digital world are given the tools and training to be included in the opportunities that arise out of the digital revolution. The second covers the tools and infrastructure which are available to store and analyse data. Our ICT strategy clearly lays out our approach to addressing the necessity to keep at the front of technological innovation and opportunity to exploit it for the benefit residents in the borough, either through improved services or through the provision of more cost efficient and accessible services. The third is data itself as an enabler – data capability is underpinned by the ability of consumers, businesses and academia to access and share data appropriately. The UK approach to sharing data has now placed it as a world leader in its approach to open data especially, with the launch of open-data government initiatives such as Data.gov.uk.

### *Internal communications channels*

Like most organisations the Council has an effective internal email system, intranet and telephony system. However, it recognises that in moving forward, especially in relation to enabling a more mobile workforce it needs to review how it communicates internally with and amongst staff. From June next year the Council will have introduced Skype for Business which will significantly improve communication opportunities for mobile and home workers. Functionality will include all of the standard telephony functions and also instant messaging, video conferencing (both group and 1:2:1), and text and voice messaging

In addition to that the Council is investing in the use of Yammer, which is an application aimed at assisting teams both within departments and across skill sets to manage workload and provide team support through sharing ideas to identify solutions.

Finally, the Council will be refreshing the intranet service in the near future aimed at ensuring it is fit for purpose moving forward and will include opportunity to provide blogging for

### *Communications and engagement with residents*

One of the areas where digital has had most impact is in the way that both individuals and organisations communicate and engage.

The Council has tapped into the potential for digital to improve our engagement. For example, we have a strong and growing corporate Twitter presence with over 13,000 followers and around 50,000 residents on our database meaning we can provide information to them in a timely and efficient way on the areas where they have expressed a preference. We also have a number of more targeted social media accounts for particular service areas that are well used.

In terms of development areas, we recognised the importance and familiarity the public has with the social media application called Facebook. Although we have some service specific accounts we do not have a corporate Facebook presence. Facebook is the 5th most popular UK news source (Ofcom 2015). In the UK more than seven in ten adult internet users (72%) have a social media profile, of those 97% say they use Facebook and close to half (48%) of those with a profile say they only use Facebook. In addition there are a number of geographically specific area forums on Facebook with large followings such as Northfield Friends, Hanwell Friends where conversation about Ealing and the council is already ongoing and we would want to engage.

Finally, one of the most successful digital tools the Council has been through the introduction of 'Bubble'. Bubble is an Ealing Council initiative, aimed at helping residents connect with each other and make a difference to where they live. Bubble is about where people live, what they like to do, and changes they want to make to improve their communities. Since its introduction it has helped to facilitate a wide range of local projects ranging from community green projects, adult education, Arts and Culture and networking projects all in the local community, led and managed by local residents.

### Digital Council Strategic Objectives

- 1) To maximise the effective use and sharing of data and intelligence to improve and coordinate public services.
- 2) To develop the Council's digital skills, tools and culture to transform how services operate and interact with residents.
- 3) To develop digital tools and platforms that enable services to operate digitally.

### We Will:

- Continue to roll out our ICT strategy to give staff and councillors the tools and skills they need to perform their roles effectively through mobile and flexible working
- Continue to update and develop the digital channels we use to communicate and engage with residents, for example by launching a corporate Facebook presence
- Build on our approach to big data and business intelligence by continuing with the programme we have in place to review key demand challenges and make evidence based decisions about how to respond
- Maximise the potential of the collaboration tools that we already have access to such as Yammer and SharePoint to enable staff to work as one council
- Utilise a Big data/Business Intelligence approach which enables us to

- Understand our customers' needs and delivering against that
- Uncover fraud
- Undertake evidence based decision making for better planning and delivery
- Embrace Open Data, joining up systems to encourage a 'One Public Sector Approach'
- Develop our Digital Skills so that staff can make the most of the tools available and are fluent in key digital concepts such as agile
- Develop our Digital Leadership
- Develop the Digital Councillor role by equipping members with the digital skills and tools to effectively engage with and represent their customers
- Introduce the Digital Standard/Toolbox, which is a national local government digital standard and Application
- Move away from Desktop technology to mobile platforms
- Encourage and develop more semi-automated processes, for example recruitment
- Be early adopters of future digital technology to assess if it proves to promote an actively digital workforce, for example digital wearables

## Digital Place

### Where we are now

#### Access

The ability of the community to successfully and inclusively use the internet is largely based on the degree to which they can access it. With the roll out of the Government's National Digital Project (BDUK) which aimed at providing superfast broadband coverage to 90% of the UK by early 2016 and 95% by December 2017 accessibility to superfast broadband (except for the hardest to reach areas) should be possible either now or in the near future. The table below indicates the various speeds currently available across the Borough

**Table 1: Broadband Speeds in Ealing**

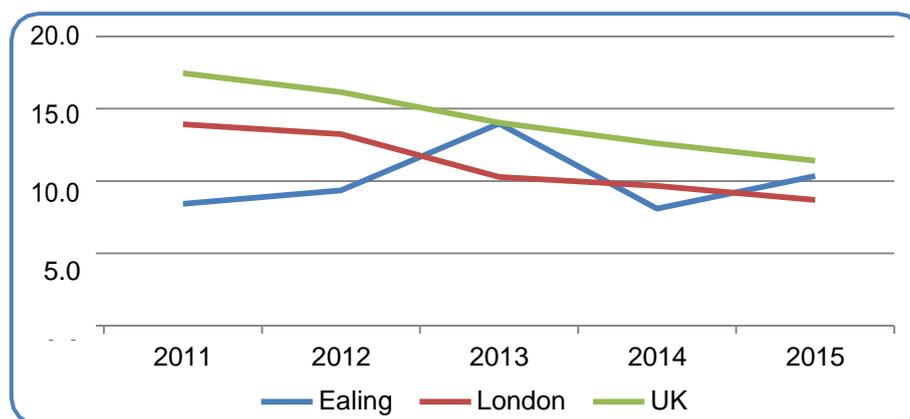
Area	Average download speed (Mbps)	Average upload speed (Mbps)	Fastest download speed (Mbps)
Acton	20	4	172
Bedford Park	25	4	103
Ealing Broadway & Ealing Common	28	4	119
East Acton	22	4	172
Greenford	19	4	92
Hanwell	19	4	91
Northolt	17	3	85
Southall	12	3	154
West Acton	23	5	172
West Ealing	20	3	97
<b>Ealing (borough average)</b>	<b>24</b>	<b>4</b>	<b>172</b>
<b>UK</b>	<b>19</b>	<b>3</b>	<b>Not available</b>

Data from Broadband Delivery UK (BDUK), demonstrates that superfast broadband availability in Ealing constituencies (ranging from 92.5% to 96.4%) is greater than the national average (83.7%) and is in line with the rest of London (94%); a pattern mirrored in the average download speeds. Whilst access speeds compare favourably with UK averages we urge the Government to continue to invest to ensure that the UK and London continues to have access to competitive broadband speeds

#### Internet usage and skills

Alongside provision of broadband it is also important to understand how well it is then taken up and used.

Data on internet usage from the Office for National Statistics (ONS) shows a fluctuating percentage of Ealing residents aged 16+ who have never used the internet, whereas the London and UK percentages have steadily declined in recent years.

**Chart 1: Percentage of Residents who have Never Used the Internet (Jan – Mar 2015)**

At both London and UK level, ONS data provides an insight into the demographic makeup of people aged 16+ who have never used the internet.

**Table 2: Age, Sex & Disability by Percentage of People who have Never Used the Internet (National data; Jan – Mar 2015)**

	London	UK
<b>All adults</b>	8.7%	11.4%
<b>Age group (years)</b>		
<b>16-24</b>	0.7%	0.4%
<b>25-34</b>	0.5%	0.8%
<b>35-44</b>	1.8%	1.7%
<b>45-54</b>	5.3%	4.4%
<b>55-64</b>	12.2%	10.3%
<b>65-74</b>	22.7%	24.2%
<b>75+</b>	63.5%	60.6%
<b>Sex</b>		
<b>Men</b>	6.5%	9.7%
<b>Women</b>	10.8%	12.9%
<b>Disability<sup>1</sup></b>		
<b>Disabled</b>	25.4%	27.4%
<b>Not Disabled</b>	4.2%	6.6%

This graph therefore tells us that across London, there is a challenge for all Councils to engage people who are over 50, and particularly those aged over 65 years or people who are disabled.

ONS data on internet users at both national and regional levels can also be broken down by ethnic group.

<sup>1</sup> The UK data breaks down internet users by 'Equality Act disabled' (who self-assess that they have a disability in line with the Equality Act definition of disability) and those who are 'Not Equality Act disabled'. The London level data splits residents by 'DDA Disabled', 'Work limiting disabled only' and 'Not disabled'.

**Table 3: Ethnic Groups by Percentage of People who have Never Used the Internet  
(National data; Jan – Mar 2015)**

<b>Ethnicity</b>	<b>London</b>	<b>UK</b>
White	8.4%	11.7%
Mixed/multiple ethnic background	3.4%	2.2%
Indian	10.5%	10.4%
Pakistani	7.4%	11.8%
Bangladeshi	9.7%	14.1%
Chinese	11.4%	5.9%
Other Asian background	7.4%	7.1%
Black/African/Caribbean/Black British	10.8%	9.6%
Other ethnic group	8.9%	6.9%
<i>BAME</i>	9.3%	8.8%

8.4% of white 16+ year olds in London have never used the internet, compared with 9.3% of BAME 16+ year olds. This is the reverse of the UK overall, where 11.7% of white 16+ year olds have never accessed the internet, compared with 8.8% of BAME 16+ year olds. Another useful source of Information on Internet Access & Usage is from the Ealing Residents' Survey 2014 Results. The survey showed that the internet was increasingly and now the most popular 'preferred' method for obtaining information about council services.

This is supported by research from GO ON UK into digital exclusion levels, which suggests the 'likelihood of overall exclusion' in Ealing is low and reports the percentage of adults who have never been online is 10.5%. Breaking this down by age groups we found, people aged 18-54 reported usage of between 95%-98%, this decreased to 88% amongst the 55-64 age group and then by a large, statistically significant, drop to 57% amongst the 65+ age group.

The GO ON UK research also looked at the level of adults in Ealing who have all five 'Basic Digital Skills' (managing information; communicating; transacting; creating; and problem solving) which, at 79%, puts Ealing just above the national average of 77%. The survey results showed a 4% increase from 2012 in the number of respondents accessing the internet. 90% of respondents said that they have access to the internet, including 91% of male respondents and 90% of female respondents. Results also showed that 94% of the mixed ethnic group have access to the internet, compared with 88% of the Black ethnic group. The White, Asian and Other ethnic groups' access to the internet ranges from 90-92%. Though there are differences in these ethnic group figures, they are not statistically significant.

Looking at the Acorn<sup>2</sup> categories, the group of categories 'rising prosperity'<sup>3</sup> saw 93% of respondents with access to the internet, presenting a statistically significant gap between them and three other groups: the 'financially stretched'<sup>4</sup> and 'urban adversity'<sup>5</sup> groups both scored an average of 89%, while the 'comfortable communities'<sup>6</sup> group had an average of 85% of respondents reporting access to the internet. The 'affluent achievers' group<sup>7</sup> also saw 93% of respondents with access to the internet, with a statistically significant difference between it and the 'comfortable communities' group.

<sup>2</sup> Acorn is a socio geodemographic classification tool

<sup>3</sup> Rising Prosperity group includes the following affluence categories: City Sophisticates; Career Climbers.

<sup>4</sup> Financially Stretched group includes the following affluence categories: Modest Means; Student Life; Poorer Pensioners.

<sup>5</sup> Urban Adversity includes the following affluence categories: Young Hardship; Struggling Estates; Difficult Circumstances.

<sup>6</sup> Comfortable Communities includes the following affluence categories: Successful Suburbs; Steady Neighbourhoods.

<sup>7</sup> Affluent Achievers group includes the following affluence categories: Lavish Lifestyles; Executive Wealth; Mature Money.

In terms of access to the internet broken down by town locations, Ealing scored the highest with 95% of respondents reporting that they have access to the internet; closely followed by Northolt (93%), Acton (91%) and Greenford (91%). The towns with the lowest rate of respondents who have access to the internet were Perivale (80%), Southall (86%) and Hanwell (87%); statistically significant rates lower than the top performers. At ward level, the average number of respondents who have access to the internet is 90%. There are statistically significant differences between those with the highest proportions of access, compared with those with the lowest. The highest levels of access were in the Hanger Hill and Northfield wards (both 98%), whereas those with the lowest were Perivale (80%), Southall Broadway (80%) and Lady Margaret (81%).

Through Adult learning and a range of other support services we provide help and support to access digital services and build skills, for example through digital training sessions that are held in our library facilities for those who need a little help.

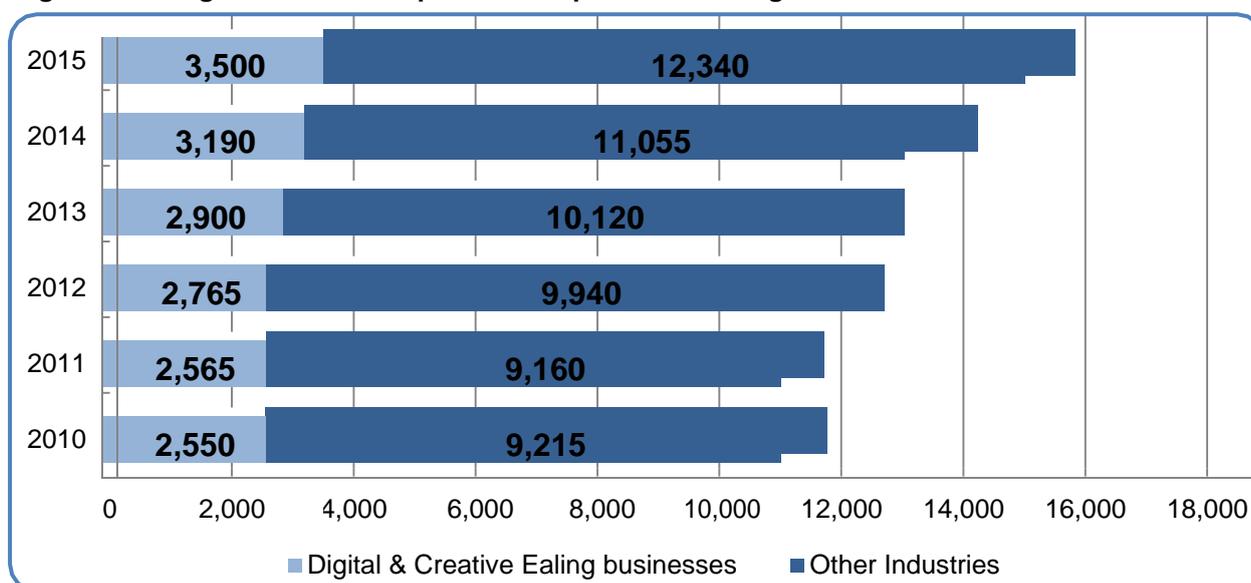
It is therefore evident that there is a need for additional targeted Digital Skills support for the black ethnic community in Ealing and digital skills training generally in Perivale, Southall Broadway and Lady Margaret is likely to have the most effect in raising overall participation in using the internet.

### Digital and Creative Industries

The Tech Nation 2016 report produced by Tech City in partnership with Nesta, lists 16 SIC codes for business areas that can be categorised as 'digital'.<sup>8</sup> Using these codes to analyse businesses in Ealing (based on data provided by Ealing's Economic Development Team), suggests that of the approximately 13,100 Ealing businesses with an allocated SIC, 6% are 'digital'.<sup>9</sup>

Furthermore, Enterprise data shows that the number of businesses in Ealing who are classed as digital or creative has increased from 2,550 in 2010 to 3,500 in 2015, an increase of 37.2%. As a proportion of all Ealing enterprises, digital and creative ones have increased from 21.7% in 2010 to 22.1%; highlighting that though the number of digital and creative businesses has increased, so too has the overall number of businesses in Ealing (Figure 3).

**Figure 3: Ealing Business Enterprise Makeup 2010-2015: Digital & Creative vs Other Industries**



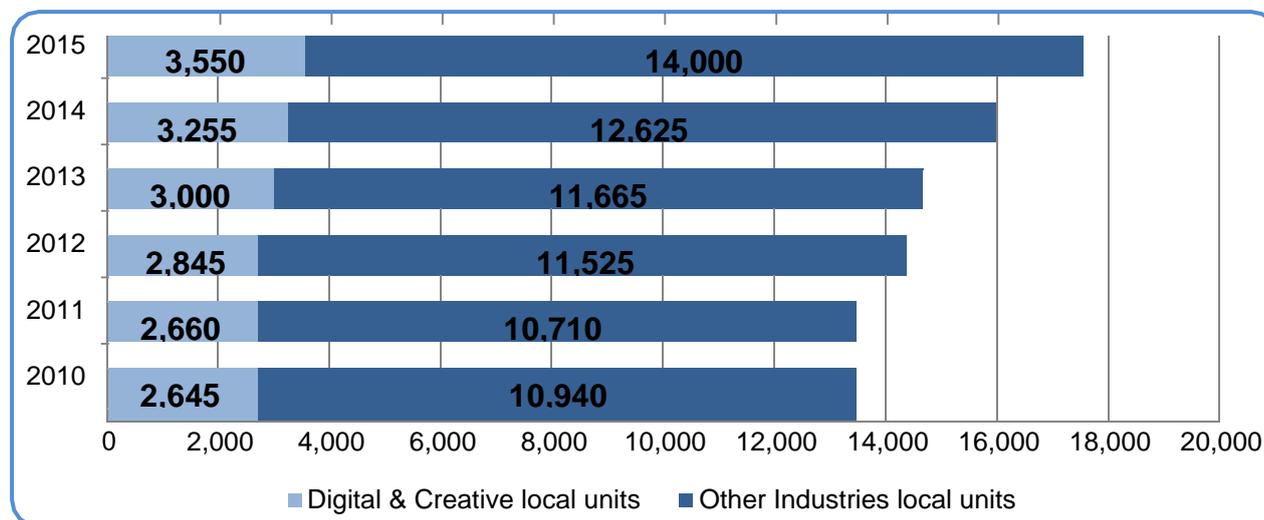
<sup>8</sup> Tech City, (2016), 'Tech Nation 2016', ([http://www.techcityuk.com/wp-content/uploads/2016/02/Tech-Nation-2016\\_FINAL-ONLINE-1.pdf](http://www.techcityuk.com/wp-content/uploads/2016/02/Tech-Nation-2016_FINAL-ONLINE-1.pdf) downloaded May 2016), p.118.

<sup>9</sup> Master list of Ealing Businesses (June 2015), supplied by Ealing's Economic Development Team

<sup>10</sup> UK Business Counts – Enterprises 2010-2015, ONS through Nomis (<https://www.nomisweb.co.uk/> downloaded June 2016).

The workplace or 'local unit' data shows that the number of digital and creative business workplaces in the Borough has also increased during the period, from 2,645 in 2010 to 3,550 in 2015, growth of 34.2%. In terms of digital and creative as a proportion of all workplaces in Ealing, there has been an increase from 19.5% in 2010 to 20.2% in 2015. As seen with the enterprise data, the number of digital and creative business workplaces has increased but so too has the overall number, hence only a small change in proportionality (Figure 4).<sup>11</sup>

**Figure 4: Ealing Business Workplace/Local Units Makeup 2010-2015: Digital & Creative vs Other Industries**



### Digital Place Strategic Objectives

- 1) To use Council's powers and influence to provide fast and effective digital infrastructure for residents, businesses and visitors.
- 2) To explore how to exploit digital technology to make the borough a better place.
- 3) To seek to eliminate digital exclusion by providing digital skills and access to digital services.

### We will:

- Get our residents a fair deal by
  - Using our position and influence to enable residents to use digital to get access to the best deals in the marketplace for products like insurance or electricity – building on our current work with our portal provider to test the local appetite to access deals of this kind
- Use our influence within the reviews of adult community learning at regional and sub regional level to ensure that provision meets the need for digital skills and literacy support for key group
- Map the coverage of broadband and Wi-Fi across the borough so that we understand where gaps exist and use that information to target engagement with the private sector

<sup>11</sup> UK Business Counts - Local units, ONS through Nomis (<https://www.nomisweb.co.uk/> downloaded June 2016).

- Work to achieve our goal of eliminating physical digital exclusion - through enabling the provision of free Wi-Fi for those most excluded from the internet
- Develop clear infrastructure asks and use Council powers and influence to enable these to be delivered at no additional cost to the Council for example through:
  - A digital infrastructure plan and standard that all new developments need to include
  - Ensuring digital infrastructure is included in all council projects like housing estate regeneration or leisure centres
- Engage with broadband providers to provide a fast track service to encourage and persuade them to invest in Ealing
- Support business to access the benefits of digital through business hubs – using the West Ealing work hub as pilot
- Investigate the potential of existing ‘smart infrastructure’ such as the lamppost network in the borough to deliver additional goals
- Upskilling the population – starting with mapping to see who is technically excluded and then bringing together training needs to address that including working with other organisations and promoting opportunities for digital skills development
- Consider a range of projects to deliver social care provision for isolated elderly, disabled and those with mental health challenges.
- Encourage Service providers to provide digital training

## Our Transformation Programme

To build on the successes we have achieved and realise the ambitions we have set in our digital vision and principles we know we need to go further. We need to take a coordinated approach which emphasizes the quality of the interaction with citizens as well as efficiency. That is why this strategy commits us to a digital transformation programme running over the life of this strategy. This approach will enable us to review the way we deliver a wide range of interactions and services and make sure that we take the opportunity to redesign these for a digital era with customer experience at the heart of the design process. The emphasis on high quality experiences for the customer is key to the cultural shift and efficiencies we are seeking.

The programme approach allows a small core team to co-ordinate all projects around a common set of digital design principles, allows a common customer centric redesign methodology to be developed, develops a core set of digital design and development skills and provides a governance structure and capability with which Directorate teams can engage as they redesign services. The purpose of the programme is to deliver the step changes in the customer experience, technology, process and culture needed to implement the digital strategy.

We believe the benefits of this approach are:

- **Better quality of service and experience for citizens, businesses and visitors**  
Our customers will be able to find the information they require quickly and they will be able to provide information to us in a form that is easy for us to process.

- **Better quality of service and experience for customers.**
- Individuals will be able to self-serve with ease and on their first attempt and at a time convenient to them, with appropriate reminders and tracking information built into the automated process and a joined up online architecture will them to complete most end-to-end transactions 24/7.
- Information will be provided to the individual in a form that they want, online and personalised to them and their profile
- **Informed decision making.** Staff at all levels will be able to make more informed decisions in relation to their work, resource management, strategic priorities and management of change because they will have access to better data and information. The risk the Council does not identify fraud is reduced because we will be able to link up the data we hold.
- **Increased flexibility.** This work will create a more flexible organisation as staff can focus on the more complex transactions and issues and analyse problems rather than being process specialists and administrators. This allows staff to take on different challenges as and when they occur as the skills they learn are more problem-solving then process specific.
- **Increased productivity.** A better motivated workforce may lead to several other benefits such as flexibility or increased productivity.
- **Staff cost reductions.** The experience of other Council shows that redesigning both front and back office processes end to end using digital design principles primarily leads to reduction in headcount, this is by far the largest area of savings.
- **Non-staff cost reductions.** Digital also leads to a reduction in the number of individual line of business systems and the associated licence, support and maintenance costs.
- **Other cost reductions.** There are likely to be several silo based IT projects already budgeted for that will now be subsumed within the programme leading to a cost avoidance or removal of double counting in budgeting terms

This is a very significant approach requiring investment in both our ICT architecture but also in digital skills, leadership and culture across the organisation. We expect to develop the full business case for this programme by summer 2017.

Finally, there are many other areas where and see potential for digital but as an organisation are not in a position to make concrete commitments at this stage. This may be because:

- Further research/scoping is required; or
- Other activity has been prioritised as a more compelling proposition at this stage

For example we will consider investigating the benefits of

- Developing an open data platform to make available data the council holds
- Exploring the potential for a digital resident account to promote commercial and business opportunities and offers that may be of interest to citizens and promote spending within the local economy

To capture the potential of digital it is important for us to be agile and react to developments and needs in an agile manner. Within the strategy we will take a pragmatic approach to considering these activities, bringing forward activity/investment cases as they are become ready, within the framework of our approach to digital transformation.

## **Measuring progress**

As each of the projects are developed, a benefits realisation exercise will be carried out which will identify the expected positive products emerging from each project.

Performance measures will then be identified to measure the progress in delivering the expected benefit and be reported on a regular basis to the oversight body for the Digital Strategy.