Report to Scrutiny

Item Number:

Contains Confidential or Exempt Information	No

Subject of Report:	Digital Strategy Update
Meeting:	Scrutiny Panel, Thursday 15 December 2016
Service Report Author:	David Cressey, Policy Officer. (Ext. 9058)
Scrutiny Officer:	Harjeet Bains (Ext. 7120)
Cabinet Responsibility:	Cllr Yvonne Johnson, Portfolio Holder for Finance, Performance and Customer Services Cllr Peter Mason, Portfolio Holder for Prosperity, Skills, Employment and Transformation
Director Responsibility:	Kieran Read – Director of Strategy and Engagement (Ext: 6395)
Brief:	To consider an update on the progression of the Council's new Digital Strategy

Recommendations:	Recommendations:
	The Panel is asked to:
	   1) Note the new timetable and intention to take the strategy to Cabinet after the February scrutiny panel has reviewed it (section 2)
	   2) Provide feedback on the draft vision and principles (section 3)

1. Background

1.1 This report will provide Scrutiny with an update on the progression of the Digital Strategy since the last report in October this year. The report will present the scrutiny panel with the following:
   1) The draft vision, aims, principles and strategic objectives
   2) Updated timetable for delivery

2. Strategy development update

2.1 Since the panel met in October development of the strategy has continued. Key actions have included

- Development of strategic objectives (discussed further below)
- Half day workshop with staff across the council to begin the process of establishing a range of project options to take forward under each strategic objective for Digital Customer, Council and Place that would collectively meet the overall aims of the Digital Strategy.
- Review and prioritisation of project ideas by Digital Strategy Board
- Commission of SOCITM to provide support in developing the outline business case for the strategy and phasing of implementation programme.

3. The draft vision, aims, principles and strategic objectives

3.1 A copy of the final draft vision, aims, principles and strategic objectives are contained in Appendix 1. The main vision, "A connected place and smarter public services for residents, visitors and businesses" establishes the overarching intent of the Digital Strategy. It is clear in its intention to improve services for the residents of Ealing, for people visiting the area and for our local businesses.

3.2 The three key themes of Digital Council; Customer and Place in turn support the vision. These establish the main areas upon which the strategy will focus its energy with each theme supported by a set of principles. The panel has previously reviewed these and provided feedback.

3.3 Finally, the strategic objectives describe the specific areas in which the council wishes to deliver successful change. The strategic objectives form the programme areas in which individual projects will be developed and then established that collectively across the themes deliver the Councils overall vision.

3.4 We would particularly welcome member feedback on the strategic objectives

4. Process for developing a draft implementation plan

4.1 As the development of the Digital Strategy has progressed officers have sought and received technical support from the Society of Information and Technology Management (SOCITM), including the critical friend exercise which was previously fed back to scrutiny.

4.2 SOCITM are now providing some short term support via the development of the outline business cases for the programme. SOCITM are particularly skilled in this area and have provided similar technical support to a number of Local Authorities across the country. The intention of the commission is to ensure that any commitments in the strategy are supported by credible assessments of the likely benefits (financial and not financial) as well as the costs and timescales for implementation.

4.3 It is evident that there will be a number of complex projects to be delivered over the next 3 years within the overall structure of a Digital Programme. It is also clear that these projects will evolve and that further detailed analysis is required to agree the exact phasing and costs of the projects that make up the later phases of this programme. Therefore, it is very likely that the programme and business case that emerge will be phased.

5.   Updated timetable for delivery

5.1 The strategy is being developed in parallel with the scrutiny panel on digital. The latest timetable would have meant both Cabinet and scrutiny considering the strategy in February. Due to the convergence of the timetables it is now proposed to bring the draft strategy to the February scrutiny panel to provide an opportunity for discussion and feedback prior to the strategy going forward to Cabinet. The strategy would then go forward to Cabinet in March or April. Work to support and develop implementation plans can be conducted in parallel.

6. Legal Implications
    None

7. Financial Implications
    None

8. Other Implications
    None

9. Background Papers
    None

APPENDIX 1

Digital Strategy

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

***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.

Revised 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.

Draft 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.

Revised 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.

Draft 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.

Revised 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

Draft 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.