Appendix 2

Ealing Council Digital Strategy Critical Friend Review

Ealing
www.ealing.gov.uk

Socitm
Advisory

August 2016

1   <u>Executive Summary</u>

1.1 Ealing's Digital Journey and our work together to develop our Strategy

1.1.1 Socitm's input to the process of Ealing producing a digital strategy has been an evolving process. When Socitm were commissioned at the end of March 2016 Ealing were already on a Journey to develop their Digital Strategy. The Council had already:

- Developed an initial set of Digital aims and aspirations
- Started a Call for Evidence which was a research exercise to identify the best of what others were doing in the field of Digital, this process gathered a significant amount of feedback from a very large number of Local Authorities and Ealing also met with a number of technology suppliers who offered their view of the roadmap for Digital.
- Gathered information relating to the change and transformation projects that were already underway across Ealing

1.1.2 Socitm were appointed because we have been assisting a number of other Councils other the last 2-3 years transform their operational business and their customer channels through the adoption of digital technology and through a focus on digital leadership coaching, culture change and process change. So as a critical friend we were able to help Ealing develop their vision and strategy further and give you practical advice on how to deliver the strategy.

1.1.3 This process involved workshops, one to one interviews with over a dozen senior individuals and review of a significant number of strategy, background and call for evidence documents, we can summarise our observations as follows;

- The Aims and aspirations as originally published have evolved, with much greater appreciation of the non-technology elements of Digital and so you have now developed a set of specific design principles for Digital Council, Digital Place and Digital Customer

- Together we have developed Ealing's thinking around some key Digital Place initiatives, which will serve as catalysts for further economic development, will provide the infrastructure required to modernise transport, homes and the environment for all. You had already recognised the important of digital inclusion and as such you will be prioritising

support for those that need support as more of your services are offered online and in partnership with others.

- When Socitm first reviewed your Digital Strategy narrative nearly all of the initiatives you described as underway or planned were focussed on the technology components required to enable digital, these are important but equal consideration should be given to how you are going to deliver the other pillars around:

  - 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
  - Ensuring you are best placed to better use of data, knowledge and insight. During the workshops it was recognised that taking a holistic view of the data that the Council holds is vital to providing an efficient and effective digital offer and Socitm are aware that a cross departmental Data Management Group has in place to develop the Council approach to using data better.

- We have worked with the Digital Strategy Board members to develop a Digital delivery plan that considers these elements.

- There is a disconnect between intent (strategy and aspiration) and reality, between leadership and the wider business, in other words those interviewed at a Leadership level without exception had a clear view of how digital could transform Council services, join up services and enhance the lives of Ealing businesses, citizens and visitors but those staff delivering services had a more sceptical view of what was possible.

- The aims and aspirations as originally set out, provided no clue as to how the will deliver One Public Sector, however in the workshops there were examples presented of how services were being joined up across Health and Social care and Ealing's Digital Vision created as part of this projects speaks clearly to One Public sector, there is now a need to consider this aspiration further in the creation of future operating models and in the digital roadmap.

- It is not clear how you intend to bring your disparate initiatives, change and transformation programmes together corporately from a programme perspective, what governance you intend to put in place, how you will ensure that transformation doesn't become silo'd and how you will deploy agile citizen centric design approach. Moving forward Socitm recommend that you review:

- Your approach to transformation within the Council generally to create a Corporate Transformation Programme, aligning all existing silo'd based programmes (of which there seems to be many) to a common governance framework and a corporate set of objectives;

- The design principles and stated outcomes as articulated by the Chief Executive and complete a high level design piece around a Future Target Operating Model for Ealing, this will serve as a framework to guide the transformation of services, customer channel design and innovation in Ealing (Digital Customer, Council and Place);

- Your programme management approach and your approach to process re-engineering and disruptive service design to ensure that you have a common methodology, set of tools and techniques to guide the transformation programme;

- The digital skills and mindset across the organisation to ensure you have the capabilities and behaviours to deliver transformation that has digital at its heart, otherwise your programme will more than likely just deliver incremental change rather than real transformational thinking; and

- Your Leadership ability to provide active digital leadership and participation through-out the transformation, they will require coaching and support.

- There is a significant amount of change already underway, much of which is silo based, we have found numerous examples of projects that are redesigning the way services are delivered but the majority of these are specific to a department or a specific service area.

- Any future transformation programme needs to design services to be cross-department and cross organisational (one public sector), this is best achieved by modelling future services from a customer journey perspective, otherwise opportunities will be lost in terms of deploying resources differently, in terms of understanding 'customer need through data' and in terms of understanding which combination of interventions work and savings won't be maximised.

- Following the workshop process, and through numerous iterations of the vision and digital design principles, you have refined your channel strategy and there is a recognition that that channel shift only works if processes are re-engineered end to end.

- There is a need for definitions of terms used to be clearly defined – Digital Customer, Digital Place and Digital Council provide a useful framework but there is some overlap and lead to unnecessary debate about whether

initiatives are in the right category. Furthermore, it is recommended that a glossary of definitions be outlined at the start of the journey to ensure there is common language and understanding by everyone involved.

- 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, that recommends the creation of a centre of excellence to nurture and encourage internal innovation & collaboration

1.1.4 During the 4 months that we have supported Ealing, the Digital Strategy Board members have developed a clear vision for Digital:

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

1.1.5 Socitm believes this sets a clear direction for all the work to follow and that is unique in its focus on Ealing as a Place and a Council.