



SCRUTINY REVIEW PANEL 4 – 2016/2017

DIGITAL SERVICES

DRAFT TERMS OF REFERENCE

INTRODUCTION

The Overview and Scrutiny Committee, at its meeting of 14 April 2016, agreed the establishment of the new Digital Services Scrutiny Review Panel. The membership of the Panel was agreed at the Council meeting of 10 May 2016.

The work of this Panel would assist the Council in meeting the commitments of the Community Strategy and Corporate Plan including its strategic goals of making Ealing a safer and an accessible place to live and becoming a high performing organisation, focused on the needs of the borough's communities.

MEMBERSHIP

The thirteen appointed Members on the Panel are as follows:

Cllr Joanna Camadoo (Chair)
Cllr Gary Malcolm (Vice Chair)
Cllr Munir Ahmed
Cllr Natasha Ahmed-Shaikh
Cllr Paul Conlan
Cllr Joanna Dabrowska
Cllr Tariq Mahmood
Cllr Rajinder Mann
Cllr Lynne Murray
Cllr Kamaljit Kaur Nagpal
Cllr Swaran Singh Padda
Cllr Ian Proud
Cllr Chris Summers

Co-optees

The Panel may choose to co-opt additional non-voting advisory members from relevant external organisations in accordance with Scrutiny's framework for the nomination, appointment and retention of non-voting advisory members to Ealing Scrutiny Panels.

This will be done at the first meeting of the Panel.

SCHEDULED MEETINGS

The Panel has five meetings scheduled in the year and the dates for these are as follows:

Thursday 14 July 2016
Thursday 13 October 2016
Thursday 15 December 2016
Thursday 16 February 2017
Thursday 27 April 2017

All meetings will commence at 7.00pm and be held in the Ealing Town Hall complex unless a special site visit has been arranged. The Panel is expected to complete its work by the end of April 2017.

SCOPE

The main **purpose** of the Scrutiny Panel is to review how the Council could best use digital technology to improve services for residents and organisational efficiency.

The **scope** of the Scrutiny Panel, as agreed by the Overview and Scrutiny Committee on 14 April 2016 and the Annual Scrutiny Conference on 19 May 2016, is to consider the following key areas relating to the Council's development of a digital strategy in making the borough more accessible.

Digital Customer

- How can digital technology be used to support and encourage our customers to do things for themselves so that 'digital by choice' is the ultimate aim for as many digitally active individuals as possible?
- Exploring the use and capacity of multi-channel access (e.g. Twitter, email, phone, webchat, etc.) by the customers to interact with the Council.
- What other platforms (similar to Spacehive) exist that can be used to increase the quality of resident interaction with the Council?
- How can we safeguard against digital exclusion and ensure inclusive access to our services within a digital by default approach?
- What digital inclusion/exclusion training can be conducted to help those who are digitally excluded to become enabled?
- What provision will there be for those who refuse or cannot become digitally enabled?

Digital Council

- What infrastructure do we need to unlock the potential of the data we and other partners hold and what steps do we need to take to put this in place?
- How best can we capture data on resident interaction with the Council to improve services and maximise staff efficiency?
- What level of productivity gains can we achieve through the use of digital technology, in particular the move to mobile platforms?
- How can we use digital channels to engage more effectively with residents, local businesses and staff?

Digital Place

- What is the evidence that digital technology drives growth and is there evidence that local authorities can influence growth?
- Does investing in attracting digital businesses to the area yield demonstrable economic growth and job creation?
- How would a greater provision and use of digital technology (e.g. internet, etc.) be made in public places?
- What would the Council's role be in achieving the minimum broadband speed for the residents and businesses?

Governance

- What is the right approach to supporting and enabling digital transformation within the Council?
- How would best practice be shared amongst services, better collaboration encouraged and support/advice provided?
- What is the best funding model to encourage digital transformation and minimise the risk of expensive failure?
- What governance structures best support successful digital transformation?
- How would the security risks around hacking, data protection, data sharing, etc. be managed?
- How will the usage/customer experience be monitored and applied?

The Panel will:

- ensure that the views of all the major stakeholders are incorporated in the review (e.g. providers, charitable and existing groups, businesses, education establishments, voluntary and private sectors, residents, etc.);
- not duplicate the work of other Panels or Committees looking at any related issues; and
- not widen its remit without the express agreement of the Overview and Scrutiny Committee.

OUTCOMES

The key ***expected outcomes*** are:

- to ensure that the Council's strategy on the use of digital technology is sound and feasible in supporting all its business and the achievement of the corporate priorities;
- to ensure that digital services would be easy to use and those who are unable to do so are not excluded; and
- make recommendations for the implementation of the new strategy accordingly.

TASKS

The Panel will undertake the following ***key tasks***:

- consider how the data on resident interaction is presently captured and used by the Council e.g. statistics, trends, etc.
- determine the gaps in the present processes and make suggestions on how these could be overcome;
- consider how the findings and recommendations of Ealing Council's recent Corporate Peer Challenge (March 2016) will be applied to achieve the digital agenda;
- identify and evaluate best practice arrangements within and outside the borough for innovative solutions.

Other

- seek to engage and obtain the views of the major stakeholders (e.g. residents, local businesses, staff, providers, etc.);
- identify and evaluate perceptions on the problems;
- identify the best ways in which any changes can be communicated effectively across the borough; and

- comment to officers/Portfolio Holder(s) and make written recommendations to the Overview and Scrutiny Committee on the outcomes.

METHODOLOGY

The Panel will take a strategic approach in undertaking policy review and development work by adopting a deliberative, investigative and evidence-based methodology and in reaching its conclusions the Panel will have due regard to value for money considerations.

The Panel will strive to be proactive, responsive, flexible and willing to shape its own agendas and workloads. This will involve working in an open, transparent, accountable and inclusive manner through an outward looking focus involving partners and the public. The Panel will ensure that its approach to such working is inclusive of the views of Ealing's diverse communities.

The specific methods to be applied by the Panel will be agreed at the first meeting.

EXTERNAL INVOLVEMENT

The Panel will decide how it will undertake external engagement in accordance with Scrutiny's Communications Strategy.

The Panel can choose to co-opt relevant non-voting advisory members from the local community on it and actively seek views of the private and voluntary sectors, residents and other interested organisations on specific matters.

The Panel will maintain a close connection with the Wards and accept referrals from the public.

WORK PROGRAMME

The Panel is responsible for devising its own Work Programme including work to be undertaken between meetings e.g. site visits, focus groups, mystery shopping, research, working groups, etc.

The Work Programme is a forward plan that identifies issues to be addressed at each meeting. It is a rolling programme of work that will be amended throughout the period. Items can be addressed as and when they arise or come to the attention of the Panel. The agenda for the subsequent meeting will be agreed at each meeting.

FUNDING

Unless otherwise arranged, any proposed expenditure (other than staff time) must be contained within the budget for Legal and Democratic Services, for which the Director is the budget-holder. The Scrutiny Unit does not have its own dedicated budget.

RELATIONSHIP TO THE OVERVIEW AND SCRUTINY COMMITTEE

The Chair of the Panel is also a member of the Overview and Scrutiny Committee. The Panel will have its Terms of Reference agreed by the Overview and Scrutiny Committee. The Chair may report the Panel's progress at the Overview and Scrutiny Committee meetings and will present a final report. The Panel will also make recommendations for future work programmes. The Overview and Scrutiny Committee will do an overall annual scrutiny report to the Council.

KEY INTERNAL STAKEHOLDERS

Portfolio Holders

Councillor Julian Bell – Leader and Regeneration

Councillor Ranjit Dheer – Deputy Leader, Community Services and Safety

Councillor Yvonne Johnson – Finance and Performance

Councillor Peter Mason – Prosperity, Skills, Employment and Transformation

Shadow Portfolio Holders

Councillor Gregory Stafford – Leader of the Opposition, Policy, Performance and Development

Councillor Seema Kumar – Finance

Councillor Ian Proud – Council Services and Housing

Service Officers

Keith Townsend – Executive Director, Environment and Customer Services

Mike Ibbitson – Director of Business Services Group

Kieran Read – Director of Strategy and Engagement

Alison Reynolds – Director of Customer Services

Lucy Taylor – Director of Regeneration and Planning

Kate O'Connor – Policy Officer

Committees

Paula Portas (Democratic Services Officer)

5th Floor NE (Blue), Perceval House

14-16 Uxbridge Road

London, W5 2HL

Tel: 020-8825 8476

Email: portasp@ealing.gov.uk

Scrutiny

Harjeet Bains (Scrutiny Review Officer)

5th Floor NE (Blue), Perceval House

14-16 Uxbridge Road

London, W5 2HL

Tel: 020 8825 7120

Email: bainsh@ealing.gov.uk