




Report to:	Strategy and Resources Committee	Date:	17 July 2017
Report title:	Council Digital Strategy		
Report from:	Gerald Almeroth - Strategic Director of Resources		
Ward/Areas affected:	Borough Wide		
Chair of Committee/Lead Member:	Councillor Simon Wales, Deputy Leader of the Council		
Author(s)/Contact Number(s):	Tom Alexander, Head of Strategic Business, 020 8770 4522 Norm Steel, Digital Programme Manager Mark Lumley, Head of Shared ICT		
Corporate Plan Priorities:	<ul style="list-style-type: none"> • An Open Council • A Green Council • A Fair Council • A Smart Council 		
Open/Exempt:	Open		
Signed:		Date:	05 July 2017

1. Summary

- 1.1 This report proposes a digital strategy for the Council. The overarching goal of the strategy is to improve service outcomes as well as reduce costs and to do this by making it easier for our residents, partners and businesses to engage and transact with the Council. The strategy underpins the digital vision and is guided by a set of digital principles. The principles provide guidance on the changes required to help deliver the digital vision. Ultimately, the digital strategy will strive to transform the delivery of public services. With the help of technology; we aim to build a community in which all can take part and all can take pride.

2. Recommendations

The Strategy and Resources Committee is recommended to:

- 2.1 Approve the Digital Strategy, attached Appendix A.
- 2.2 Note the development of the Web Strategy as part of the overall digital work.



3. Background

- 3.1 Sutton's digital strategy document details our ambitions as a digital council and our aim to become a smart borough. It explores the value digital can bring and the challenges the Council will inevitably encounter.
- 3.2 The Council's vision is to work with colleagues and partners to engage and empower citizens. To help provide the services they need through the use of future technologies. The vision is informed by the following SERVICE principles:
- **Shape demand** - redirect resources to where they are most needed
 - **Engagement** with communities and businesses – using digital platforms
 - **Resilience** - delivering fit for purpose infrastructure for the future
 - **Value for Money** - delivering cost effective services
 - **Inclusive (Digital)** - included in everything the Council will do
 - **Citizen focused** - rather than service focus
 - **Enable self service**
- 3.3 The programme to deliver the strategy has been named the e-Volve Digital Programme and covers the Council's delivery of:
1. an improved Customer Relationship Management (CRM) System;
 2. a digital service redesign across areas of the Council to improve efficiency prioritising services that have high cost/volume transactions, and;
 3. an aspiration to harness the benefits of developing a 'smart place'.

Between 2015 and early 2016, work focused on implementing a new CRM system and integrating it with existing software and operational processes. Since September 2016, the programme has increased scope to pick up more transactional improvements such as:

- website - the launch of a new website due to go live in August 2017;
- libraries - supporting the modernisation of Libraries with new infrastructure and technology. To provide digital inclusion, self serving and enable payments for services or products to be made available. Rollout due to begin in November 2017, and;
- Smart Places - to test the feasibility of issuing a challenge to the technology market to help solve some of the dilemmas emerging from the Sutton Plan data analysis. Following market engagement and a more formal procurement process, delivery of prioritised dilemmas is envisaged to start in early 2018.

- 3.4 The Digital Strategy outlines the Council's plan on delivering its digital vision aligned with the Sutton Plan. The strategy outlines several priority areas, including a summary of current and future initiatives required to help deliver against the outlined priority. The following summarises the list of key priority areas:
- **Digitally Inclusive and Self Service** - the Council aim to make it easier for customers to engage with the Council through the use of digital technology including to help deliver services via self-serve channels. The Council is currently in the process of upgrading its website, modernising the look and feel and making it more intuitive. This means fewer clicks for customers and easier access to the right information.

- **Citizen and Business focused** – the Council aims to build upon its current initiatives in this area. It will redesign services to better meet the needs of residents and businesses. To make this happen the Council will be removing, where possible, the need for customers/businesses to use paper when communicating with the Council and replace this with digital processes.
- **Engagement with communities and businesses using digital platforms** – the Council aim to increase its engagement with communities and businesses using digital platforms. To provide services specifically target to help communities and businesses and to make this happen the Council is looking at using technology to make communication easier. An example of this is the introduction of ‘Electronic Call Monitoring’ technology. This will help track and monitor the quality of care provided by care provider companies to residents in Sutton communities.
- **Resilience** – the Council is looking to provide a better infrastructure, one that is more resilient and helps deliver our current digital vision plus future initiatives. An example of this is the introduction of free wi-fi across the borough, something that the Council are currently investigating

3.5 The strategy builds upon previous initiatives (i.e. CRM & Modern Desktop implementations) but looks ahead to a public sector landscape that will be more integrated. A customer demand that will want to engage at different times in different ways that are more familiar to the online retail sector. The Council has been forward thinking in this regard and set aside £4.7m in it’s capital programme to help develop the digital offer. The aim is not only to improve the offer and service outcomes, but also to deliver ongoing revenue savings of £500k per annum, which is incorporated into the Council’s approved financial plans going forward.

3.6 The e-Volve programme uses the e-Volve programme management framework (e-PMF), which is a governance framework that provides guidance in the delivery of the e-Volve programme including existing in-flight projects and new initiatives. The framework provides an overview of the management, governance and controls used by the programme in order to create a common understanding for all parties involved. The delivery approach adopted for the e-Volve Programme is aligned to OGC (Office of Government Commerce) ‘Managing Successful Programmes’ and Managing Successful Projects Using PRINCE2’. However, it is very much driven by the business and is closely aligned to the Council’s Customer Service group and the Shared Service ICT Team.



4. Issues

4.1 Key issues that are being addressed:

- the current Council website has a number of issues, which are being addressed by the proposed upgrade. The website will be upgraded to a more modern, evidence based design, that will enable improved transactions for residents. The Council has a web strategy (appendix B) that outlines the design and objective for the new website;
- addressing any initial resident resistance to new website through lessons learnt from other councils. Using advice/guidance from the Council's website supplier (a leading specialist in website development for local councils);
- support for new website with a team that is fully trained and has the capacity to fulfil the required roles;
- in some areas the Council has too many steps for customers to log queries with the Council. The Council will have a Service Redesign project working across all areas to help reduce the number of steps or manual elements and thereby streamlining processes;
- harnessing technology to improve the quality of life for residents, through the Smart Place project. The Council will work with a leading external organisation to help facilitate the use of technology to tackle issues, potentially identified through the Sutton Plan, and;
- building upon the Council's smart workforce foundations to further equip staff with the required tools for the job. A digital ambassador programme has already started that helps staff make better use of existing technology and tools, for example, Google adoption, a technology that helps facilitate a flexible workforce, allowing staff to work flexibly, without being bound to office location.

5. Options Considered

5.1 The following options were considered

- Option 1: Do Nothing
- Option 2: Develop a strategy in-house
- Option 3: Outsource the development of a strategy

Option 2 is the preferred option because it provides:

- opportunity to leverage expertise within the programme
- better control on scope and timelines when developing your own strategy
- easier accessibility to subject matter expertise within the Council
- opportunity to execute a delivery programme to help realise the strategy

6. Impacts and Implications

Financial

- 6.1 There was £4.7m set aside in the Council's approved capital programme for delivering the digital strategy which includes the web strategy. To date £400k has been spent on programme

management resources and development of the website. The remaining budget will be spent from 2017/18 to 2019/20.

- 6.2 It is anticipated that transforming the way that we work and the use of self service channels will deliver estimated savings of £500k per annum.

Legal

- 6.3 There are no legal implications directly arising out of the contents of this report

7. Appendices and Background Documents

Appendix letter	Title
A	Digital Strategy
B	Web Strategy
C	Equality Impact Assessment

Background documents
None

Audit Trail		
Version	Final	Date: 5 July 2017
Consultation with other officers		
Finance	Yes	Gerald Almeroth
Legal	Yes	Fiona Thomsen
Equality Impact Assessment required?	Yes	Completed

This page is intentionally left blank