

Report to:	Strategy and Resources Committee	Date:	14 January 2019
Report title:	Digital Strategy		
Report from:	Gerald Almeroth, Strategic Director, Resources		
Ward/Areas affected:	Borough Wide		
Chair of Committee/Lead Member:	Councillor Ruth Dombey, Leader of the Council and Chair of Strategy and Resources Committee Councillor Sunita Gordon, Lead Member for Resources		
Author(s)/Contact Number(s):	Mark Lumley, Assistant Director Digital & IT Norm Steel, eVolve Programme Manager		
Corporate Plan Priorities:	<ul style="list-style-type: none"> ● Being Active ● Making Informed Choices ● Living Well Independently ● Keeping People Safe ● Smarter Working 		
Open/Exempt:	Open		
Signed:		Date:	28 December 2018

1. Summary

- 1.1 The Digital Strategy sets out the council's vision, approach and themes for ensuring it transforms the relationship between residents and the borough, making local government as easy to deal with as the very best digitally enabled services.
- 1.2 The London Borough of Sutton and the Royal Borough of Kingston upon Thames have worked together to develop a single Digital Strategy to ensure that the Councils are able to maximise their approach to obtain benefits to residents, business and communities.
- 1.3 The Council will do this by redesigning services so that they meet the needs of residents and businesses seamlessly, through unlocking the power of data, bringing together work done across the council, and ensuring the underlying processes, governance, data, infrastructure and technology are fit-for purpose.
- 1.4 It sets out the principles for how we will create a platform for transformation across Sutton using digital technology, smart city infrastructure and data, introducing innovation while building upon existing success.
- 1.5 The plan sets out the key high-level activities for the next three years, to be reviewed annually, to deliver this strategy including those that are underway.

- 1.6 The Digital Strategy enables the delivery of the Customer Access Strategy, which is a concurrent item at this meeting.

2. Recommendations

The Strategy and Resources Committee is recommended to:

- 2.1 Approve the updated Digital Strategy attached at Appendix A as the Council's main strategy to deliver improvements for the residents and businesses of, and visitors to the borough through the use of digital and smart place technology, and improved use of data.

3. Background

- 3.1 The original Digital Strategy was approved at Strategy & Resources on 17 July 2017. This document updates the strategy, this time together with the Royal Borough of Kingston Upon Thames, but is based on the same principles. Key changes include an update on progress and digital initiatives for technology and data.
- 3.2 The programme to deliver the strategy has been named the e-Volve Digital Programme and covers the Council's delivery of:
- an improved Customer Relationship Management (CRM) System;
 - a digital service redesign across areas of the Council to improve efficiency prioritising services that have high cost/volume transactions, and;
 - to continue to harness the benefits of developing a 'smart place'.
- 3.3 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 data and technology; 'we aim to build a community in which all can take part and all can take pride'.
- 3.4 This joint strategy builds upon the work already completed through the original Sutton Digital Strategy. The Digital & IT team undertook consultation across the Council, with both staff and councillors to determine Council needs for technology and data and rather than creating separate strategies have included these initiatives.
- 3.5 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
 - **Engage with communities and businesses** – using digital platforms
 - **Resilience** -delivering fit for purpose infrastructure for the future
 - **VFM-** delivering cost effective services
 - **Inclusive (Digital)** - included in everything we do
 - **Citizen focused** - rather than service focus
 - **Enable self service**

- 3.6 The programme to deliver the strategy is the e-Volve Digital Programme and covers the Council's delivery of:
- Enabling Workforce
 - Enabling Customers
 - Enabling Community
- 3.7 Feedback from residents has been gained through service redesign processes to ensure that the Council can determine the areas of need and priority. Digital & IT have undertaken redesign work in Registration Services and Highways as well as the Smart Place programme of work and have engaged with customers by undertaking interviews and surveys. Projects will continue to operate in this manner.
- 3.8 The Council is working with staff, Councillors, NHS, local community groups, businesses, college and Kingston University to shape the outcomes of the Enabling Communities element of the strategy. External input into shaping the outcomes and co-designing the solutions through workshop sessions, interviews and discussions means better solutions are designed.
- 3.9 There has also been engagement with Councillors, staff, business areas and governance arrangements through the eVolve Programme.

4. Issues

- 4.1 Having a combined approach to Digital does not require either Council to undertake the same activities as the other or in the same timescales. Having an integrated Digital & ICT shared service clearly means that there are efficiencies in working on the delivery of something once, however, Councils may have different aspirations and therefore there will be separate programmes and plans to support the work where that is appropriate.
- 4.2 Where it makes sense to work together the Councils can chose to, such as the Digital Platform.

5. Options Considered

- 5.1 A number of options for the update of the strategy were considered.
- 1 - Do nothing

 - 2a - Create separate Digital, Technology and Data Strategies
 - 2b - Combine Digital, Technology and Data into updated Digital Strategy

 - 3a - Update jointly with Royal Borough of Kingston Upon Thames
 - 3b - Update to the Sutton Digital Strategy
- 5.2 The preferred option was to combine Digital, Technology and Data into updated Digital Strategy and undertake the update jointly with Royal Borough of Kingston Upon Thames. This was done to maximise the opportunities for the Shared Services; leverage expertise across the two and opportunity to maximise the delivery programme to help realise the strategy.

6. Timetable

- 6.1 This strategy sets out the principles for realising the benefits offered by digital and data technology and innovation over the next three years. On approval by this Committee, it will set the guiding principles for digital and smart place innovation in Sutton that will:
- Improve access to services through redesigned services
 - Improve the customer experience
 - Improve decision making process through better management and visibility of data
 - Enabling cost reduction and better use of resources.
- 6.2 There are a number of activities across the Council already in progress to deliver the existing strategy, which will continue to support the delivery of the updated Digital Strategy over the next year. These key projects and themes include:

Enabling Workforce	Enabling Customer	Enabling Community
Team of Digital Ambassadors working across the council to continue to support staff to embed digital change focusing on collaboration with Google	Customer Platform and redesigned website - supporting the Customer Access Strategy, delivering the ability for our customers to Book it, Pay for it, Apply for it - enable better online experience for residents	Establish ' <i>Internet of Things</i> ' network pilot which will provide the infrastructure to deploy sensors in the Borough to measure and monitor air quality, traffic flows, flooding, footfall, etc.
Pilot Robotic Processes Automation - to undertake a pilot to improve efficiency, focusing on council tax and employee starter and leaver processes	Open data and transparency - developing our open data portal to allow residents to access data in relation to health, education, environment, council spending, contracts	Improve internet connectivity to encourage faster connections, more free wi-fi and growth into the borough and superfast broadband into social housing
Continue to embed Better Working principles by providing the technology and office environment to enable staff can work more flexibly and agile	Innovative technology to help older people to live independently longer	Develop smart place challenge approach to help vulnerable people to travel independently and to address domestic abuse
Upgrade Google to enable staff to maximise collaboration	Digital Service Design and Transformation across the council, putting customers at the heart to improve their experience across all services	Develop smarter place approach to help improve people's awareness of air quality and the environment

7. Impacts and Implications

Financial

- 7.1 There are no direct budgetary or resource implications arising from the specific recommendation of the report as the recommendation is to accept the Digital Strategy. Cost and resource implications have been considered in the budget setting process.
- 7.2 Any specific projects or initiatives will undertake a business case and follow the Council's project and budgetary processes.
- 7.3 The council has an existing capital programme of work which this strategy will further guide. There was £4.7m set aside in the Council's approved capital programme for delivering the digital strategy with a minimum revenue savings target of £0.5m per annum.

Legal

- 7.4 As this is a recommendation to accept a strategy paper, there are no legal implications at this time. Any legal implications will be addressed by the initiatives and projects that may follow on from this strategy.

8. Appendices and Background Documents

Appendix letter	Title
A	Digital Strategy

Background documents
None

Audit Trail		
Version	Final	Date: 28/12/2018
Consultation with other officers		
Finance	Yes	Victoria Goddard Max Rickinson
Legal	Yes	Tracey Swan
Equality Impact Assessment required?	Yes	In progress

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