



UPDATED DRAFT VERSION FOR AGREEMENT

HOUNSLOW DIGITAL STRATEGY 2020–2025

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I. VISION FROM THE LEADER OF THE COUNCIL

Digital is at the centre of how people live their life. Digital services have revolutionised so many things that we do, from making it easy to instantly connect with friends and relatives to buying everyday goods and services. In today's world, most of our residents and businesses **expect to interact with us online**, using their smartphone, tablet, laptop or PC.

Embracing digital is necessary to meet the expectations people have today. We can use digital to **make our resident's lives easier** and to make **better use of data** to help **achieve the outcomes** we seek.

Our vision is to use digital to create connected and inclusive communities in Hounslow supported by innovative and digitally-optimised services.

This vision underpins all that we offer as a council. It covers all the services we provide from parking to social care, all our corporate functions and how we share and use data with our partners.

If we work together and engage our communities and partners in this change, we can build a digitally-optimised council of the 21st century that delivers real benefits for all.

Steve Curran, Leader of the Council



2. DELIVERING THE VISION – THE PORTFOLIO HOLDER

Our priority always is to **keep improving services and opportunities** for the people of our borough. Digital needs to be at the heart of how we achieve this.

This strategy sets out the four pillars of how we will embed digital in delivering services and engage with our communities and partners. We want to get this right so the benefits will sustain for future generations.

Most residents and businesses will **choose** to use digital ways of accessing what they need from us if we design this to be **convenient and easy to use**.

We want to encourage everyone to use online, while appreciating that it's not always appropriate or easy for all. We will **remain committed to protect and care for our vulnerable** residents and provide the services they need.

We will offer **assistance** to people who could, with a little help, use online, building their confidence and **gaining useful life skills** that will help them in our increasingly digital world.

Pritam Grewal, Portfolio Holder for Customer Services and Corporate Performance

3. OUR STRATEGY – FROM THE CHIEF EXECUTIVE

We want to empower our staff as public servants of the 21st century who put the needs of our communities at the heart of everything they do. This means enabling people to work across teams and with partners to improve outcomes.

Embracing digital is absolutely necessary for this; it's a question of how, not if. This strategy, central to #1Hounslow, will make this way of working possible.

Change can be unsettling, but there are huge opportunities and benefits in becoming a digitally-optimised council. More residents and businesses doing more things themselves online, with less manual processing by staff, frees us to spend time on other work to make life better for people. It also makes our interactions smoother, improving our reputation and saving us money to spend on other services.

In 2020 we will start with the first phase of designing our digital services. We will engage with staff, partners and our communities, inviting them to work with us to shape services and ensure they feel supported each step of the way.

My commitment to our people is this: if we engage with and embrace this 21st century change, and work openly with a genuine commitment to delivering a digitally-optimised council, there will be real benefits for staff in flexible ways of working and more fulfilling types of roles.



Niall Bolger, Chief Executive

3. BENEFITS FOR RESIDENTS, BUSINESSES AND STAFF

We are making this investment in digital services because we believe that there are genuine benefits to residents and businesses, to staff and the borough.

It will help us improve the **support we provide to our most vulnerable people** by making the best use of our people and the limited resources we have.

Benefits to residents and businesses



- **Convenience** – customers are not tied to our opening hours
- **Responsive** – customers will have immediate confirmation and can expect quick response times where the need for manual processing is removed or reduced
- **Payments** – easy to do online by card or setting up direct debits
- **Tracking** – be notified and able to **track progress and outcomes** on requests
- **Customer account** – securely view and **update personal information** online
- **No need to call or visit** – complete a service they need online
- **Independence** – use new technologies to help people retain their independence for longer, which is so important to many people

3. BENEFITS FOR RESIDENTS, BUSINESSES AND STAFF



Benefits for our staff

This strategy will enable us to ensure that all sites where council staff are based have the **same level of digital facilities** available to them.

We see **opportunities for new types of roles** that many staff will find motivating and rewarding, with **transferable skills** which will be more directly focused on our outcomes. By enabling those residents who can to self-serve online, staff will have more capacity to help those who need a high degree of assistance

Collaborate more easily with all teams using new tools and equipment

Enabling customers to transact online will enable many of our **staff to focus more of their time on helping those customers who are not confident online or have other needs.**

In future we will not need as much administrative type of work. So we will support and empower our people to focus more on interacting with and helping residents.

Digital enables **flexible working for all** and **mobile working** where needed which is more efficient, with far less need to return to the office and much less paper to cart around

3. BENEFITS FOR RESIDENTS, BUSINESSES AND STAFF



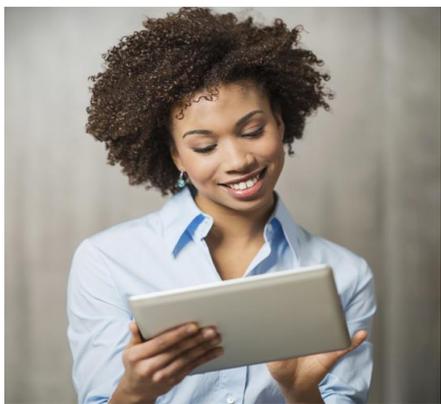
Longer term benefits

In the longer term, new ways of working as a digitally-optimised council will help us build our **financial resilience** as an organisation to better withstand the funding pressures we have faced.

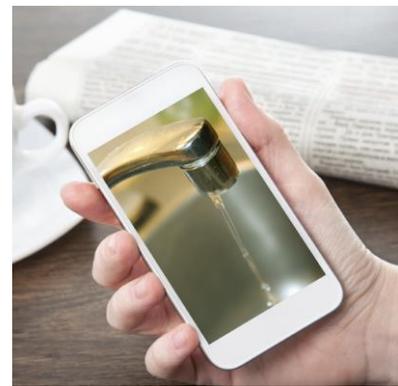
The costs of providing services online are widely seen as being far lower than by phone or face-to-face. We expect this strategy to enable realisable savings in future years when our new digital services are working well and being used by a large majority of customers.

This will reassure citizens and Members of the Council that the money we receive is being used as **efficiently and effectively** as possible to maintain good quality services, many of which are in greater demand.

A DAY IN THE LIFE



- Anita, a social worker, has been alerted by an electronic medicine dispenser in her client Jeremy's home that he still hasn't taken his medicine today.
- Anita calls to check on him and adds a note on her tablet which she uploads securely into the care system, making the notes instantly accessible to all colleagues who work with Jeremy.
- Jeremy likes the reminders he gets telling him when it is time to take his pills and dispensing the right dosage. He feels supported and more able to continue living at home independently where he wants to be.



- Maria, a council tenant, notices that her kitchen sink tap is leaking. She books a repairs appointment through her smartphone and uploads a photo of the tap so the plumber can identify what they will need to complete the job without having to visit beforehand or return a second time.
- Maria receives an automated notification on her phone an hour before the appointment reminding her that the plumber will be arriving shortly.
- Afterwards, she can give feedback on the repair service through her phone.

A DAY IN THE LIFE – ELDER CARE

Arush is determined to stay living in his home of 30 years, despite his eyesight and dexterity having become quite poor.

He's just learnt that he can use Alexa (his voice-controlled device) to re-new his prescription online, great as he cannot use a keypad. He already uses Alexa to turn his tv and radio on or off and 'drop in' on his mates (talk to them using Alexa)

His children were concerned about him, so they fitted sensors on the fridge door and under the carpet to track his movements and even detect if he falls.

Lizzie his daughter lives a long distance away, but she checks every morning that her father is up and about.

This morning she gets an alert that dad hasn't opened the fridge yet today. She calls him, relieved to find he's ok he just left the milk out last night!

Yolanda, just turned 65, now wears a 'personal emergency' button on a strap around her neck, it makes her feel safer.

The device is also able to automatically detect a fall and alert emergency services and her son Tomas.

When out to do some food shopping, she falls on an icy pavement. The sensor is activated and alerts the emergency services. The ambulance crew talk to her through the device and reassure her as they quickly find her and provide the care she needs.

Her daughter Gabby visits with a present to keep her mum warm – an electronic device to monitor her home temperature and alert Gabby if it falls below the level she sets – and turn the heating on remotely too.

LOOKING AFTER PEOPLE IN SOCIAL HOUSING

Brendan has been diagnosed with early stage dementia. He wants to stay in his flat, though his daughter is worried about how he will cope now.

She talks to one of the tenancy officers who knows her dad and tells her about the digital devices she can have installed in her dad's home to remotely monitor the health and wellbeing of someone with dementia.

She feels reassured that if the device identifies a problem, it will alert her and a monitoring team who will check up on her dad. Her dad's doctor can also check up on him remotely and check if he is taking his medication as prescribed.

Tom, a Tenancy Officer, receives a system notification that rent has not been received for two weeks for a flat on the Crompton estate.

Bob finds out a bit more about the tenant. He learns that the tenant has never been late on payment in five years. Instead of issuing the standard letter and escalation process, Bob decides to pop round.

The tenant, Rajesh, reluctantly tells Bob he has been made redundant. He has three children and is very worried about being evicted and finding a new job.

Tom takes time, sits down with Rajesh, asks about what kind of work he is looking for. He shows Rajesh some online job sites on his tablet. Rajesh has never used these before, he says his English is not good enough.

Tom shows him how, and gets him a google email address and shows him how to sign up for job alerts. He also finds online help for Raj with his English.

GOOD SERVICE CAN MEAN NO SERVICE

Jess opened her vegan restaurant in Brentford a year ago. The welcome pack from the council showed her how to create a customer account online and set up direct debit payments for her business rates. She likes being able to spread the costs over the year, it helps her cash flow.

She's just received an email that her business rates renewal is approaching:

"It's so easy, like buying my TV licence or insurance. I don't need to do anything as none of my circumstances has changed, the council will just change the amount and continue taking payments by direct debit.

As soon as he moved into Cranford, John called Customer Services to get a parking permit.

The agent signed him up there and then to an online customer account and walked him through the steps to get a permit. It was done in a couple of minutes. She explained that all John had to do was photo his vehicle log book and upload it onto his account within two days. He chose to receive messages by SMS, as he doesn't always read his email.

A year on, John got his auto renewal message. Great, but he'd just changed his car. He logged on and clicked on change my car details. The system calculates difference in price and updates the cost of his permit.

"There was no palaver with refunds or doing another application like the last time I did this, it just worked everything out for me"

COMMUNICATING AND ANTICIPATING NEEDS

Ben, aged 15, is a looked after child. At his first meeting with his new social worker Susi, she shows him an app that he can use to communicate with the social care team in children's services

Millie is completing the eform to order her green bin, which she accessed through her account. To her surprise, the system notifies her that she can gain a reduction because she receive Council Tax discount. She clicks yes.

4. OUR STRATEGY

OUR STRATEGY IN A NUTSHELL

We will use digital to create connected and inclusive communities in Hounslow supported by innovative and digitally-optimised services.

This supports our Corporate Plan and outcomes. We will deliver this through four pillars:

Strategy pillar	Sponsored by
Staff and workforce - providing all our staff with modern technology and empowering them to work together. Roles evolve to support and optimise digital service delivery, and to deliver digital inclusion and assistance. Enabling a digitally fit workforce giving people the skills and tools they need	Director of Human Resources and Organisational Development
Services and Customers - customer-focused in all we do; ensuring we redesign services to be easy to access and intuitive to use, by collaborative working between Service owners, frontline teams and service design with robust customer input	Executive Director, Environment, Culture and Customer Services
Place and Community - enabling a better-connected community, engaging with businesses and partners to create growth and support a thriving Borough	Executive Director, Finance & Corporate Services
Collaboration and Data – working as one council to build future services, sharing data to make better, evidence-based decisions and working with our strategic partners across the Borough	Assistant Chief Executive



STAFF AND WORKFORCE

- Public servants?
- Empowering our staff to help customers who are not confident using online
- Enabling a digitally fit workforce of the 21st Century



EMPOWERING OUR STAFF TO HELP CUSTOMERS WHO ARE NOT CONFIDENT USING ONLINE

Ensuring that all staff have access to the tools and facilities they need to perform their role well. Supporting, training and empowering staff to develop the confidence, competence and skills to make the best use of digital technologies and opportunities.

Empowering our staff to help residents or small businesses who may not feel confident in using digital services by showing them how to go online and find information or use a service.

We will provide:

- Robust systems, technology and tools that support digital services and are accessible by all staff at whatever site they are working
- Pop-up sessions and training support by IT to help upskill staff on new tools



EMPOWERING OUR STAFF TO BE THE PUBLIC SERVANT OF THE 21ST CENTURY

As work evolves in the future, there are great opportunities for staff to learn new skills that can be applied across departments and public services.

This will provide opportunities for our staff to learn skills that enable them to work effectively across multiple areas of the business.

We will adopt common tools and processes across services where feasible. This will improve collaboration, whilst reducing duplication and provide new types of roles for staff with skills that are transferable across the organisation.



ENABLING THE DIGITALLY FIT WORKFORCE OF THE 21ST CENTURY

By helping our residents learn the skills and confidence to use digital ways to transact with us, we are helping our residents gain useful life needs. This might help them to tackle many things in a new way, from finding a job or training and qualifications, to finding out about care or health and well-being.

To support our borough in being digitally fit for the future we will:

- Deliver systems, technology and tools that support digital-era services
- Provide digital inclusion and assistance to help build these capabilities in our residents
- Engage with Schools and Further Education
- Work in partnership with businesses who can support the workforce skills agenda

STAFF AND WORKFORCE – WHAT THIS MEANS

What we have done

Invested in new systems and technologies that we are rolling out, for example Windows 10

Undertaken a survey of our staff's perceptions on current IT, recognised where we need to improve and have an action plan

Joined London Office of Technology and Innovation to share learning and opportunities for apprenticeships with other Boroughs

Signed up to the Local Digital Declaration which is committed to using technology according to accepted good practise and which aligns with our shared principles.

Started to establish tools that support collaborative and flexible working such as Office 365

Enabled people to work from home supported by worksmart technology

Adult Education service is delivering a series of courses to help adults with basic digital literacy skills

What we are going to do

Continue to invest so that all staff have access to the tools they need regardless of where they are in the organisation

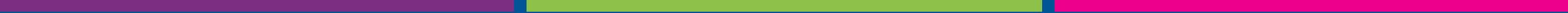
Empower and support our staff to improve their digital skills and benefit from new opportunities as job roles evolve

Provide digital devices such as tablets to residents who are currently non-users and help them develop the skills to use it

Invite staff to become Digital Champions to help local residents or small businesses to gain the skills and confidence to use online.

Create a culture where we embrace the opportunities of the digital era and change our ways of working

Work with schools and businesses to build the digital skills Hounslow needs to thrive in the future



SERVICES

- Ensure all Council services are designed with the customer at the centre, making online services so good that most people choose to use them, enabling us to support those who are not confident with digital.



MAKING DIGITAL SERVICES SO GOOD THAT MOST PEOPLE CHOOSE TO USE THEM, ENABLING US TO SUPPORT THOSE WHO CANNOT USE ONLINE

Designed around customers needs, our digital services will be so **easy and convenient to access and use** that most people will **choose** to use these in preference to other ways of interacting with us.

Many people who have a smart phone or a tablet choose not to transact with us digitally. So we will design our services to be easy and intuitive for the **lowest-confidence** customers to use and we will **empower our staff to show people how to use digital services**. In this way, residents will also gain a useful life skill.



MAKING DIGITAL SERVICES SO GOOD THAT MOST PEOPLE CHOOSE TO USE THEM, ENABLING US TO SUPPORT THOSE WHO CANNOT USE ONLINE

We will use **proven methods to design user-friendly services**. At the heart of this will be **engagement with staff and with customers** to help us design services that meet their needs and expectations in the digital era. In this way, we will deliver excellent online customer experiences, ideally enabling people to access any council service through a single website and account.

What about people who are not online? We will continue to provide very good non-digital means of service to those who are not able to use online. Based on ONS data, we estimate that digital exclusion is around 8 to 10% of our local population.

SERVICES – WHAT THIS MEANS

What we have done

Set up a customer-friendly area on the ground floor of Hounslow House for anyone to pop in and use online services and enjoy a drink from the cafe

Set up a Service Design team to collaboratively work with Services and specialists to re-design services and ways of working to optimise digital

Enabled online payments which are now the second most popular choice, at 26% of all payments

In 2019 customers carried out over 150,000 online transactions across more than 100 different services

What we are going to do

Enable all Councillors to interact digitally by providing updated kit and support or training where needed

Build a team of Digital Champions across the Council to engage with residents and businesses to help them to use new services and understand their needs

Start work on the first phase of service redesign. Ensure that we build prototypes and test these robustly with customers and staff before releasing widely

Measure customer satisfaction with all our services and take improvement actions wherever needed

Embed a culture of continuous improvement where we measure, learn and take action



PLACE AND COMMUNITY

- A connected and engaged community
- A thriving Borough that is digitally fit for the future



CONNECTED AND ENGAGED COMMUNITY OF THE 21ST CENTURY

We will use digital to create better connected and engaged communities.

This means ensuring all our communities have high quality internet connectivity and have the skills and confidence to benefit from the opportunities and benefits digital brings.

We will work with and support residents, voluntary organisations and businesses where needed to help them to achieve the benefits of a digital age.

On a practical level we will:

- Aim to deploy state of the art connectivity through 5G and fibre networks
- Provide all our locations with good quality wi-fi for visitors
- Empower our staff to help customers in all parts of our diverse community use online



A THRIVING BOROUGH THAT IS DIGITALLY FIT FOR THE FUTURE

Digital skills and confidence are keys to success for us as public servants and for the people, businesses and economy of the Borough. To this end, we will:

- Engage with business to help build the digital skills of the future
- Encourage digital skills in schools and further education
- Empower our staff to build digital skills in residents wherever we can

Building a thriving Borough is also about working with partners on environmental sustainability, climate change, zero-carbon and green tech and infrastructure and how we address these changes in an inclusive way that brings people together.

PLACE AND COMMUNITY – WHAT THIS MEANS

What we have done

Working with West London Alliance and Transport for London to increase fibre connectivity which will give us faster internet speeds

Engage with businesses to support and collaborate on building digital capabilities that will help create growth in the Borough

Work with Schools and Further and Higher Education to build future digital skills

Shortlisted for London Borough of Culture 2021

What we are going to do

Investigate the requirements and need for 5G connectivity and consider how this can be most cost-effectively implemented in the Borough

Working with providers to bring high quality Internet networks to all our communities and ensuring our community facilities are connected to these

Provide better internet access through our offices and with partners across the borough



COLLABORATION AND DATA

- Ensure digital services are co-designed with staff, partners and communities
- Working as one council to build the future, sharing data and working with our strategic partners across the Borough



ENSURE DIGITAL SERVICES ARE CO-DESIGNED WITH OUR STAFF AND PARTNERS AND THROUGH ENGAGING WITH OUR COMMUNITIES

We will work in an agile, open and collaborative way.

We recognise that re-designing or building excellent new services needs genuinely open working with a number of partners. All parties bring something of value to the table and the resulting solution will be stronger and more sustainable as a result.

On a broader perspective, we will collaborate with other boroughs, network groups and private sector bodies, learning from them and sharing our experience, benefitting from their investments and re-using good practice.



WORKING AS ONE COUNCIL TO BUILD THE FUTURE, SHARING DATA AND WORKING WITH OUR STRATEGIC PARTNERS ACROSS THE BOROUGH

Working as one council to build the future means we share data across our services and departments and where appropriate with our strategic partners.

Enabling residents, voluntary organisations, businesses to benefit from high quality internet connectivity and reliable wi-fi in multiple locations around the Borough.

Working as one council to gain insight from data: This means joining data from all services and providing analytical tools that enable the council to gain insight from data.

By using insights from data to drive what we do, we will learn how to be more effective in achieving the outcomes we seek for our communities.

COLLABORATION – WHAT THIS MEANS

What we have done

Undertaken a survey which showed us where we have done well and where we can improve in future

Launched Hounslow.Digital blog to reach out to diverse communities

Improved mobile and internet connectivity and speed by working with partners in a number of our locations across the Borough

Working with other Boroughs in the London Office of Technology and Innovation (LOTI) to bring the best of digital technology to improve public services

Launched One Hounslow which sets out our vision for working as one council

Reviewed our data quality and found a number of areas that can be improved

What we are going to do

Continue to reach out to our diverse communities to better understand their needs and how we serve them

Continue working with providers across the Borough to increase fibre connectivity and internet speeds, including 5G

Work with Service owners, front line teams and partners to design excellent new digital services

Agree an action plan to improve data quality so we can share data across council services and with partners to enable better analysis and planning

Put in place effective governance to review progress on delivering the benefits of digital to all

Test options for collaboration tools, including Office 365 and google



PRINCIPLES AND WAYS OF WORKING

CROSS-CUTTING PRINCIPLES

WE WILL...

Foster innovation	<ul style="list-style-type: none">Constructively challenge ourselves to develop innovative solutionsUse and adapt good ideas from any organisation that does something wellMake use of existing technology and re-usable components where feasible
Work in the open	<ul style="list-style-type: none">Operate in open and transparent waysEnable our work to be shared with others across London and beyond
Focus on user needs	<ul style="list-style-type: none">Customer-focused in all we doDesign services around customer and staff needs and on insights from dataPrototype and test new services with users before launchMeasure customer satisfaction and act on the findings
Use our data smartly	<ul style="list-style-type: none">Ensure data is of high quality (accurate, kept up-to-date, duplicates removed etc)Share data across the Council and with our partners to improve strategic planningUse data analytics to improve future service design
Work in partnership	<ul style="list-style-type: none">Work as One HounslowEngage with Services, managed providers and stakeholders to collaboratively design new servicesRespect all parties as equal partners to develop solutions that meet Service or Functional needs and are aligned with the broader organisational needs
Measure and Improve	<ul style="list-style-type: none">Regularly measure how well services are performingSeek to understand where we can improveAgree and take effective actions and communicate what we have doneEmbed a culture of continuous learning

DIGITAL SERVICE DESIGN PRINCIPLES

- **Consistent customer experience** within and across all points of customer contact
- Build in effective use of **social media**
- Be **innovative** – how can smart technology improve the customer experience – for example use of voice-activated control, remote sensors and so on
- Focus on **improving the outcome** and how technology can help that – for example using remote monitoring to enable frail elderly people to live in their homes for longer
- Make it **easy for customers** through the smart use of **reminders, confirmation and other notifications** where relevant – this also helps reduce avoidable calls
- Offer a **choice of channel** – SMS or email for the customer to opt in to
- Enable **tracking of progress** with notifications at key milestones
- For complex services, use **adaptive or smart forms** (where the next question asked may be varied according to information provided in preceding questions)

DIGITAL SERVICE DESIGN PRINCIPLES

- **Customer account and single sign-on** – customers to be able to interact with and fulfil their service needs with any of the Council’s services through one website and account
- Customers to be able to undertake a **single initial authentication / verification** process that enables them to securely manage their account and transact with any Service in the Council.
- Changes in personal details are notified to us once and applied to all Council services
- Design for the **lowest confidence customer**
- Ensure no one is left behind – build in effective **digital inclusion and assistance** measures
- **Learn from the data** – trends, behavioural insights, predictive analysis
- **Measure performance** and continuously improve

SYSTEMS & APPLICATIONS PRINCIPLES

To support and deliver new ways of working and digital services, the Council's core infrastructure, systems and resources need to be **strategically aligned and planned as an architecture**.

- **Partnership working:** we will develop our **culture** to one where Services, IT and partners collaborate as equal partners with mutual respect to develop solutions to business and customer needs.
- IT solutions to support the strategic needs and principles of the Council as well as the operational needs of the Service.
- **Open** standards - made available to the general public and developed collaboratively to facilitate interoperability and data sharing among different services
- **Security** – ensuring data is securely stored and that effective but user-friendly authentication and verification is designed into the customer experience as appropriate for transactional needs
- **Websites** – no new websites to be commissioned and plan to rationalise existing websites to a single website and customer account over time
- **Responsive** design – where a website automatically adapts its layout to whatever device is being used to access it such as smartphone, tablet or pc

SYSTEMS & APPLICATIONS PRINCIPLES

- **Build / buy once and re-use** – use initial procurement to purchase an enterprise solution that can be adapted and re-used to meet similar, recurring needs across the organisation
- **Off-the-shelf, modular components and configuration** should always be preferred to bespoke solutions in order to reduce development and maintenance costs
- Implement **adaptive (or smart) forms** on complex service lines (whilst also using the opportunity to map out, challenge and streamline processes and procedures)
- Solutions must enable fully integrated **mobile working** for officers in the field
- Adhere to guidelines from the Technology Code of Practise and the Local Digital Declaration

DATA PRINCIPLES

We want to

- **Highly value** the data we have and **ensure it is of good quality**
- **Share data** so we can provide better services and plan more effectively
- **Protect** what needs to be protected and only hold data that is needed
- **Ensure** we ask for a citizen's consent to how we use their data
- **Aspire** that citizens will trust us to do **use their data securely** and in a way that **respects their privacy**
- **Think creatively** in how we use data – the law is there to protect personal data but it is *not* intended to be a barrier to data being used and shared to deliver better service or for other good reasons such as identifying fraud and so on

DATA PRINCIPLES

Data quality

- Data should be up-to-date, accurate and relevant
- One and done – customer provides their information once and we share or use that data as appropriate across the council and with partners
- Security – confident that only the person concerned only can access their data
- Retention and archiving – we should only keep data for a defined timescale according to service and retention schedules
- Data to be stored in a correct way, properly categorised

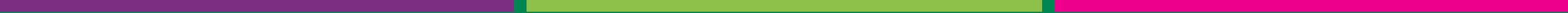
DATA PRINCIPLES

Information governance

- The reasons why we collate data should be explained to customers
- All datasets should have a nominated custodian or guardian
- An asset register should be maintained
- Customers to be informed how we ensure their privacy is protected
- For planning / management information, retain data in an aggregated, anonymous/pseudonymous form
- Transparency – we will work openly and publish the data that we hold within the council (anonymised)
- Publish data in good time in order to prevent subsequent requests
- Security – customer data to be held and managed securely
- Create a disclosure log for all FOI requests

Collaboration and partnership working

- When we work with partners or other organisations outside of the council, we will put in place an agreement for how we work together and share data



MAKING SURE IT
HAPPENS

WHAT HAPPENS NEXT?

To become a digitally-optimised council we need to work in a more open and transparent way in partnership as one Council.

We have made a solid start to embedding digital at the heart of how we deliver services and in engaging our communities and partners. There is much more to do and so our next step is to develop an implementation plan to deliver our vision and strategy.

We want to get this right and make it sustainable, so it will take time to work through all areas of what we do as a council. In 2020 we will make a start with the first phase of digital services being designed.

We will engage with our communities, staff and partners and work collaboratively to develop new services. This programme of work will roll out progressively across all areas supporting One Hounslow and together we will deliver the better connected and inclusive communities we all want to see.

GET INVOLVED - HOUNSLOW.DIGITAL

Everyone is welcome to get involved – we need your feedback.

Visit our blog [Hounslow.Digital](#)

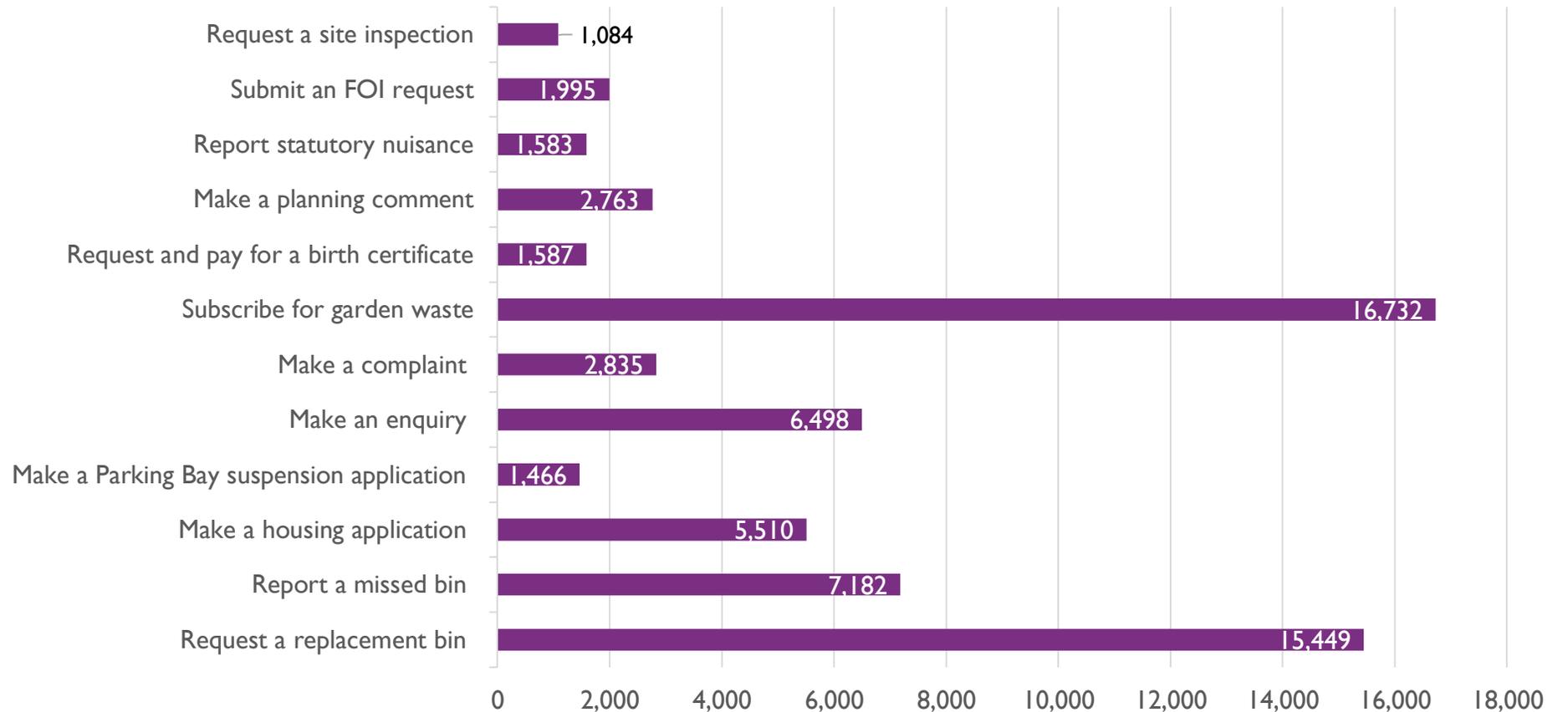
- Find out more about new services being planned
- Any ideas or suggestions on how we can engage better with any part of our diverse communities
- Interested in becoming a digital champion? Find out what it's all about

Or come and talk to us at...

BUILDING ON A SOLID START

In 2019 customers undertook over 150,000 online transactions across more than 100 service lines:

Number of online transactions 2019



IMPLEMENTATION PLAN – TOP LEVEL OUTLINE

WORKSTREAM	KEY OUTPUTS	WHO (RACI)
Governance	Digital Strategy Board ToR, Digital Design Authority ToR Actions from regular meetings agreed and implemented	SRO supported by FD
Staff and Workforce	Infrastructure and capabilities across all sites Digital Champion role description aligned with One Hounslow programme and other similar roles	Sponsor supported by NM / FD
Services	Alignment with Customer Strategy and One Hounslow Service design methodology and capability Performance metrics Proof of Concept	Sponsor supported by FD
Place and Community	Connectivity plan for the Borough Business Engagement Plan Community Engagement Plan Feedback and actions	Sponsor supported by AWC

IMPLEMENTATION PLAN – TOP LEVEL OUTLINE

WORKSTREAM	OUTPUTS	WHO
Collaboration and Data	Data quality review and plan Data Standards Information Governance	Sponsor supported by BM
Roadmaps – systems, applications, digital services	Each Department, via Business Relationship Officers Prioritised roadmaps resourced and agreed	ML supported by SG

WORKSTREAM	DEPT.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Land & Property	ACE											
New Intranet/Portal	ACE											
Flare Replacement (CX)	ACE											
GIS upgrade	ACE											
Hospital WiFi access	ASC											
LACHS upgrade	ASC											
Replacement EMS	CAS											
Citizen's Portal	CAS											
New Domain	Coalo											
Digital Service (Blue Badges)	CRCE											
Bridge Road Depot (WiFi)	CRCE											
Garden Waste	CRCE											
Bulky Waste	CRCE											
COHORT full data extract	CRCE											
Digital Mapping of Cemeteries	CRCE											
Resident General Enquiries	CRCE											
Libraries Refresh	CRCE											
Making Tax Digital	FITGB											
Elections (access to Eros)	FITGB											
Elections (dedicated printers)	FITGB											
Business Objects	FITGB											
Housing Management System	HP&C											
Convent Way	HP&C											
BMS/CCTV	HP&C											
Trimmer connectivity	HP&C											
Harvey House	HP&C											
Website Redevelopment	L360											
Greenspace360 network link	L360											
Fix The Plumbing	Digital											
Windows 10	Digital											
Role Based Profiling	Digital											
Broadband development West London	Digital											
Digital Services (Bookings)	Digital											
Digital Services (Chatbot)	Digital											
Digital Services (AI)	Digital											
Digital Services (RPA)	Digital											
Sharepoint	Digital											
Amazon Web Services	Digital											
Google Pilot	Digital											
SLAs	Digital											
Acceptance into Service (Apps)	Digital											
Smart Data Integration	Digital											
SCSM Upgrade	Digital											
IT Service Management	Digital											
Cisco Networks	Digital											
Council WiFi & connectivity	Digital											
eForm integration/development	Digital											
Telephony	Digital											
Asset Management	Digital											
BOX migration	Digital											
Information at Work upgrade	Digital											

ROADMAP FOR PRIORITY DIGITAL & IT WORK IN 2020

Shows only projects classed as priorities

Projects directly supporting One Hounslow highlighted

Digital Strategy Board to review and agree priorities monthly / quarterly and agree or amend priorities if and when needed

Resourcing the strategic pillars for delivery

DIGITAL SERVICE DESIGN PROOF OF CONCEPT – WHERE SHOULD WE START?

- Blue Badges
- Bulky waste
- Housing service / tenants' requests
- License applications (approx. 20 types , Pest Control for later this year
- Traffic & Parking customer enquiries
- Registrars appointments
- Children: school admissions¹
- Children and Adults: SEND
- Planning
- Adults: dementia care



ADDITIONAL
INFORMATION – NOT IN
FINAL STRATEGY

BUILDING THE COUNCIL'S FINANCIAL RESILIENCE

Analyses from across councils suggest an **online transaction typically costs the council around 32p while a face to face transaction typically costs £7.40.**

These figures are averages but they indicate the *scale* of the potential saving if we optimize digital across the Council

Where do these savings come from?

- Applications, payments, appointments, reports etc all made online
- Eliminating or minimising manual data entry or processing
- Simplifying and streamlining service processes
- Reducing or eliminating need for customers to call or visit
- Reducing paperwork, filing etc
- Reducing manual checks that can be built into a system
- Changing procedures and policies where needed e.g. to accept digital signatures
- Reducing demand by sign-posting to alternative solutions



Achieving great customer outcomes with a new digital service

Achieved **take-up of over 80%** for the new Guernsey Uploads app in our Income Support top-up service

Trained frontline staff in digital assistance: they showed customers how to use the app and over time many started to use it by themselves.

Integrated the app with business systems and changed service processes

Adopted a risk-based approach to compliance checking.

Savings of 25% were realised.

