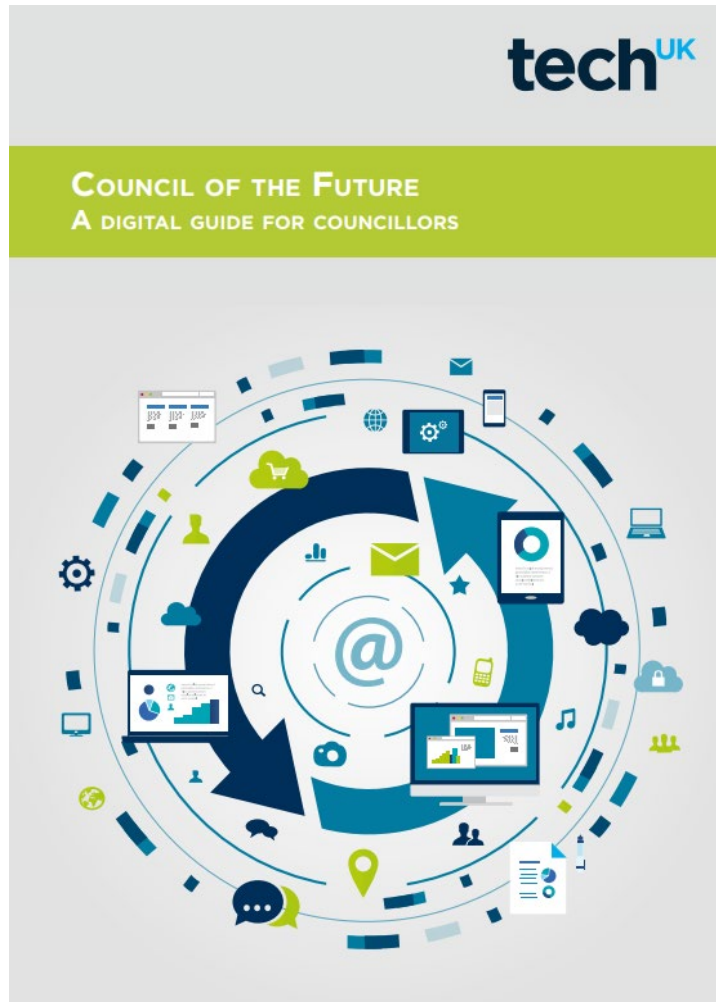


# Digital strategy themes: SWOT analysis

Scrutiny and Overview Committee, 30 April 2019



"A truly digital council will be more connected and integrated, with citizens, communities and businesses reaping the benefits - using digital to reimagine service delivery that is user-centric and meets users' needs."

Council of the Future: A Digital Guide for Councillors, techUK, Apr 2018

# "A truly digital council and borough"

3 strategic themes:

**Digital council** – how we use digital, data & tech inside the council to be a more effective, efficient and adaptive organisation

**Digital services** – how we use digital, data & tech to interact with our residents, more openly and more conveniently to them

**Digital borough** – how we use digital, data and tech in Croydon to enhance growth, individual opportunity and quality of life



“We’re starting  
from a long  
way back”

# Digital council

## STRENGTHS

- Leadership support for digital culture change
- Good corporate IT equipment
- Powerful software for collaboration & data
- Growing data intelligence capability
- Transition from Capita to new vendors

## OPPORTUNITIES

- Make better use of existing software
- Digital confidence training for all staff
- Adopt agile PPM methods and culture
- Planned upgrades to major business systems
- Workforce, 'paperlight' & accommodation plans
- New tech (e.g. robotic process automation)

## WEAKNESSES

- Widespread ungoverned tech spend
- Mixed levels of digital confidence among staff
- No digital L&D programme in place
- Many systems with poor usability/interoperability
- High volumes of paper-based processes
- High volumes of data held in spreadsheets
- Low investment in cybersecurity to date

## THREATS

- Shortcomings of business system vendors
- Cybersecurity and privacy risks
- Continued ungoverned tech spend
- Complexity of managing multi-vendor model

# Digital services

## STRENGTHS

180k registered users of My Account  
3.6k downloads of DMWC app (900 reports/month)  
c200 services online through Council website  
c166,000 visitors to the website every month

## OPPORTUNITIES

Potential savings: £8.12 per transaction (Socitm)  
Improve reputation and brand of the council  
Improve relationship by engaging residents  
(Recently signed) Local Digital Declaration

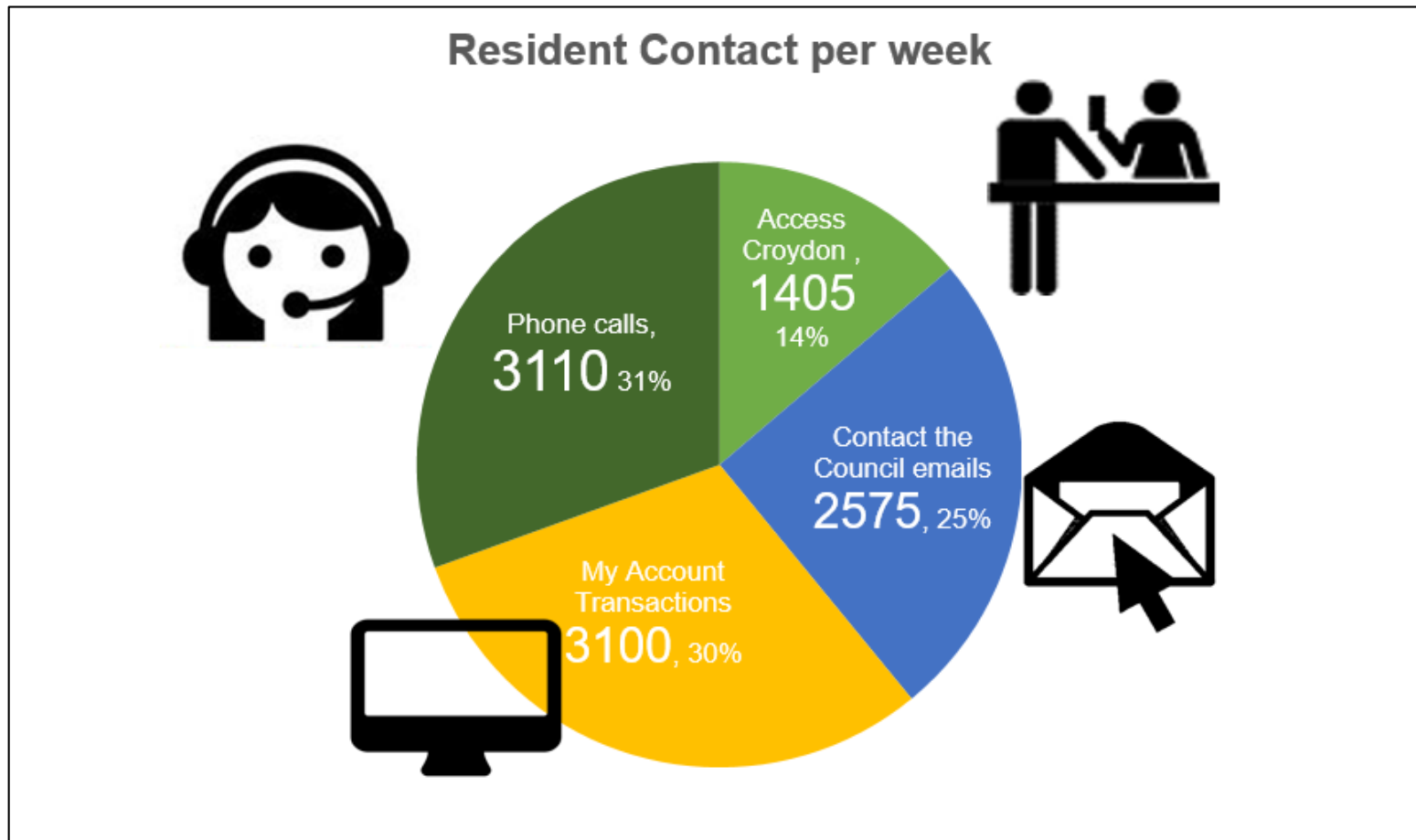
## WEAKNESSES

30% of demand met through online self-serve  
25% users abandon website, send email instead  
Poor web design: rated 1 star for usability (Socitm)  
Poor web content: 149<sup>th</sup> LA for readability  
My Account expensive to maintain, slow to improve  
No quality standard or consistency for web services  
Channel shift mind-set has created 'dead ends'

## THREATS

No funding for ongoing digital service provision  
Legal risk: website breaks accessibility law  
Digital exclusion (*see "digital borough"*)  
Constraints of council systems and processes  
Lack of trust due to past digital programmes

# Digital services



Potential to remove 50% of Access Croydon usage. Based on a 1-day study:

- 44% of customers were asked to use self-serve phones or computers
- 17% were bringing paper documents in

Potential to eliminate most of the email contact (website 'abandons') with a better online offer

Potential to reduce phone contact to just edge cases/complex needs

# Digital borough

## STRENGTHS

98.5% of postcodes have superfast broadband  
93.5% of homes went online in the past 3 months  
Past success in digital inclusion ('digital zones')  
Internet of Things network in place with SLP  
Legacy of Croydon Tech City; TMRW & SINC

## OPPORTUNITIES

Croydon Tech Summit (July tbc)  
Croydon Innovation Challenge  
Ideal conditions for GovTech & UrbanTech  
Croydon Creative Campus  
Misc. tentative proposals for new partnerships  
Council owned assets (for smart cities)

## WEAKNESSES

5% postcodes have ultrafast (fibre) broadband  
212 postcodes are "not spots"  
Digital inclusion 'zones' not actively managed  
Croydon Tech City disbanded  
Significant fragility in the local tech sector  
Few tangible outcomes from Smart Cities so far

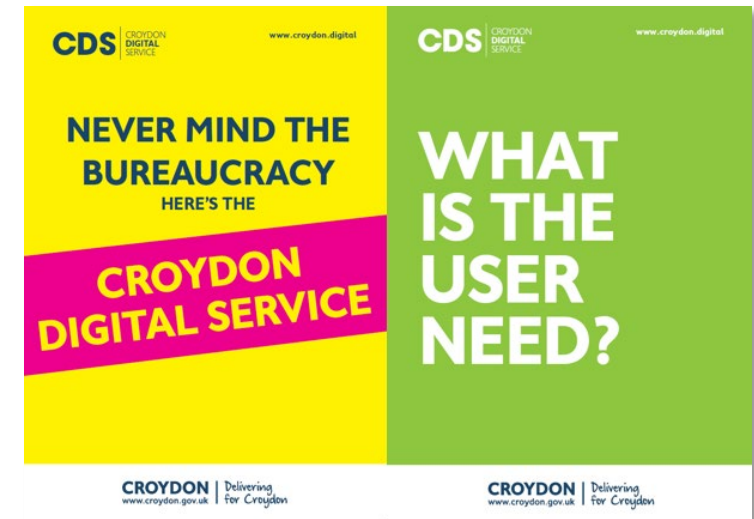
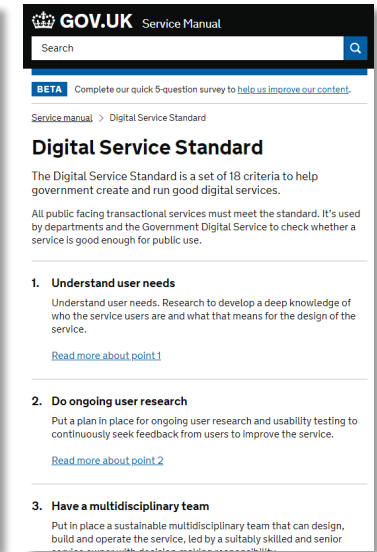
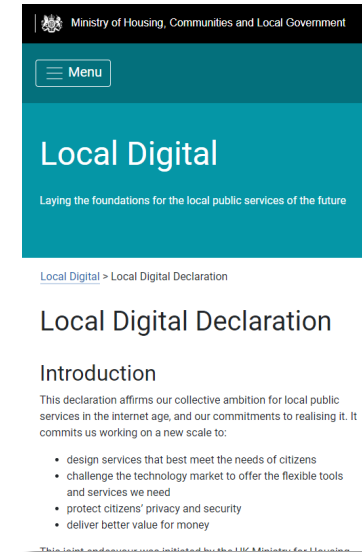
## THREATS

Reliance on broadband market forces  
Economic conditions (Brexit, Westfield delay)  
Districts out of CR0 get left behind



# Achievements since CDO appointment

- Signed the Local Digital Declaration. (New governance will be in place by end Jun)
- Formed the Croydon Digital Service (merging ICT, MyAccount, App, Smart Cities, website, people systems programme, digital inclusion)
- Team development: restructure, recruitment, L&D and culture change
- Brought more services in house (software support, web development)



- Launched [croydon.digital](https://croydon.digital) brand, blog and successful tech community events
- Internet of Things pilots on air quality, humidity and pothole detection
- Quick wins:
  - SEND local offer improvements
  - Contact the council form redesign
  - Tablet pilot for child social workers
  - Fixed check-in kiosks
  - Published broadband action plan



The screenshot shows the website [croydon.digital](https://croydon.digital) with a navigation menu (Home, About, Events, Jobs, Get in touch) and a main article titled "Notes from the first croydon.digital drinks" by Ash Balakrishnan, dated 14 March 2019. The article features a photo of people at a social event. The right sidebar includes an email subscription form, a search bar, and a contributors list. A footer banner promotes a new digital strategy for Croydon.

**croydon.digital** Home About Events Jobs Get in touch

### Notes from the first croydon.digital drinks

Ash Balakrishnan / 14 March 2019



Last Friday was a memorable day, as not only was it International Women's Day but also our first ever croydon.digital drinks event, which we held at [Limitless VR](#).

If you haven't checked out Limitless VR yet, you are probably missing out on one of the coolest experiences in Croydon ever. I've never had a VR experience before and have never really been into computer games even as a child (does Championship Manager count?)

But I'm sure everyone would agree this was great fun and provides plenty of laughs. Special thanks to Mike Bacchus (Limitless VR founder) who was a brilliant host, extending our complimentary experience from 2 hours to 4 hours.

**A new digital strategy for Croydon**

- Digital council
- Digital services
- Digital borough

**tell us your views**

strategy.croydon.digital

## Also in progress:

- Website redesign and rebuild
- Transition from Capita to new vendors and in-house team
- Delivering new people systems
- The Croydon Conversation
- Urban Tech Summit, Boxpark
- Digital strategy public engagement (see [strategy.croydon.digital](http://strategy.croydon.digital))
- Business case to grow CDS

The screenshot shows the 'CROYDON Get involved' website. The header is purple with the text 'CROYDON Get involved'. Below the header is a green bar with the text 'A new digital strategy for Croydon: seeking your views' and 'Home | About'. The main content area is white and features a large image of a person walking with the text 'A new digital strategy for Croydon seeking your views'. Below this image is a section titled 'Choose a topic to tell us your views:' with three columns of content. Each column has a small image, a title, a paragraph of text, and a purple button that says 'Tell us your views'.

**CROYDON Get involved**

A new digital strategy for Croydon: seeking your views Home | About

Croydon council is planning the digital future of the borough and we want to hear your views.

The ideas you share via this website will be brought together in a new digital strategy for Croydon, to be published in July 2019.

We're starting with open questions to get your views on 3 big topics, below. As the draft strategy takes shape, we'll also share our work in progress here, for your feedback.

**Choose a topic to tell us your views:**

**Digital services**  
How do you want to interact with the council online, to use our services and get more involved in decision making? Where can we improve the digital services we offer residents, businesses and communities?

**Digital borough**  
How can we help Croydon thrive in the digital era? This includes broadband coverage, supporting people to develop digital skills, helping our tech sector grow, and innovation to enhance public spaces and improve quality of life.

**Digital council**  
How should the council make better use of technology and data to become a more efficient, effective, and innovative organisation? Share your views here on how we can use digital to improve our ways of working.

Proposed digital strategy

# Outline structure

**NB the paper will be brief, supported by a roadmap of deliverables (see next slide)**

Front matter

- Foreword(s) (CEX/Leader/CDO/lead members)
- The context (the imperatives for change)

Theme 1: Digital council

- Where we want to be / where we are now / how we'll move forwards

Theme 2: Digital services

- Where we want to be / where we are now / how we'll move forwards

Theme 3: Digital borough

- Where we want to be / where we are now / how we'll move forwards

Cross-cutting themes (e.g. data, cross-sectoral working)

Delivery approach and roadmap

Next steps/feedback

**Bulb's Open Roadmap** ☆ Private Team 🌐 Public 👤 15

About this roadmap

**Ideas (help us fill this section)**

- IFTTT integration for smart meters (36 likes)
- Bulb should create APIs so members can develop tools

**In Progress**

- Show smart meter data on Bulb Account (30 likes)
- Usage charts in the iOS app (12 likes)

**Short term (next 3 months)**

- Automatically update on energy used when a meter reading is submitted (31 likes, 1 comment)
- Usage graphs can go back in time

**Smarter London Together Report Card** ☆ Personal 🌐 Public 👤 SL

Smarter London Together report card user guide

Introduction to Smarter London Together

**Mission 1: More user-designed services**

- Introduce Government Service

**Mission 2: A new deal for city data**

- Establish a Data Analysis Programme (DAP)

**Mission 3: World-class connectivity and smarter streets**

- Establish a Connected London

- What is the report card?
- What do all the columns mean?
- What information is shown on each action and when I click on one, what more do I see?
- I'm an officer at City Hall. How do I add new results to the activity feed?
- I'm a member of the public. How do I get involved?
- I just want to be notified when there's something new. How do you stay up to date?

**Empower the Person: roadmap for digital health and care services**

From the Digital Transformation Portfolio

Updated in September 2018

Legend:
 

- Nationally available
- Nationally mandated dependent on local implementation
- Subject to local implementation
- Beta or local pilot
- Market

**AVAILABLE NOW**

NHS WEBSITE NEW APP	111	NHS 111 ONLINE
GP ONLINE SERVICES	DIGITAL DIABETES PREVENTION PROGRAMME	
ELECTRONIC PRESCRIPTION SERVICES	DIGITAL REDBOOK	
WIFI IN GP PRACTICES	STANDARDS AND TOOLS FOR APP DEVELOPERS	
ONLINE CONSULTATIONS	DIGITAL INCLUSION GUIDE PUBLISHED	
NHS APPS LIBRARY		

**LINKED PROGRAMMES**

- LOCAL HEALTH AND CARE RECORDS
- CODE OF CONDUCT
- PERSONALISED HEALTH AND CARE
- DIGITAL URGENT AND EMERGENCY CARE

**GOV.UK Roadmap 2016-17**

2016 Apr May Jun Jul Aug Sep Oct Nov Dec 2017 Jan Feb Mar

**Operational**

- Objective: improve performance measurement and reporting
- Objective: Audit and improve operational efficiency
- Objective: Re-establish team for content transitions, and make plans to deal with remaining tools
- Objective: (GaaS-led): Move much of GOV.UK to the government PaaS

**Delivery: Make it possible to join content together as services**

- Objective: Complete work to overhaul GOV.UK's software architecture
- Objective: Improve tagging, navigation, search and notification systems

**Delivery: Lead government to transform its content**

- Objective: Redesign GOV.UK's operational model

Powered by ProductPlan

**Public roadmap examples from Bulb, City Hall, NHS, GOV.UK – a way to let residents feedback on our plans, and local SMEs see coming opportunities**

# Timetable

## Creation of the strategy paper

- Internal discovery work: 1 Jan – 23 Mar
- Public consultation: 25 Mar – 5 Jun
- 1st draft: 15 April – 10 May
- Revisions: 13 May – 10 Jun

## Executive approval

- Resources DLT: 21 May
- ELT: 5 Jun

## Cabinet approval and publication

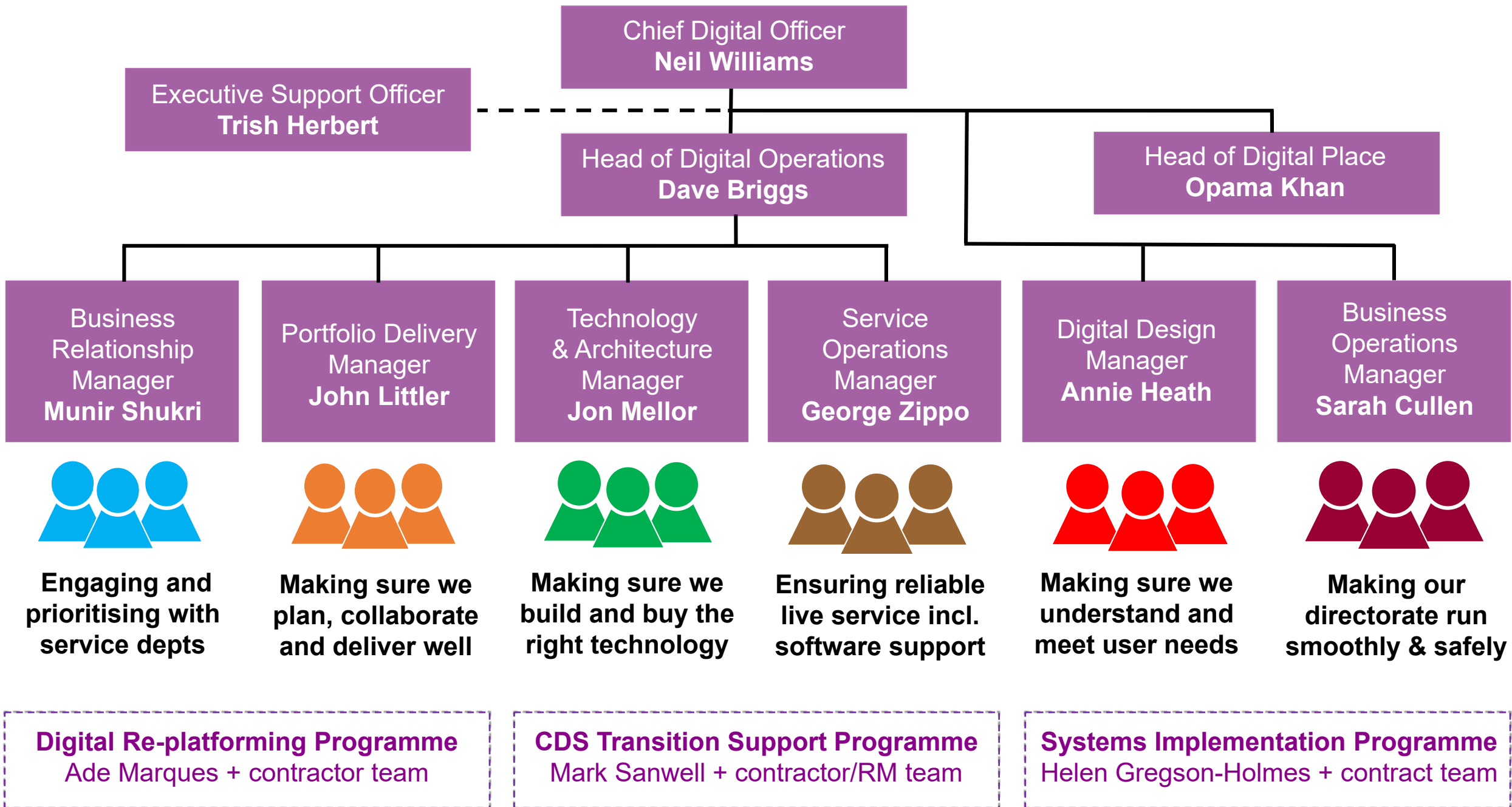
- Officer pre-agenda: 10 Jun
- Informal Cabinet: 24 Jun
- **Publication: 28 Jun** (public roadmap to go live simultaneously)
- Cabinet: 8 July



# Consultation plan

Audience	Activity	Purpose
General public – residents, businesses, communities, interested others	Phase 1. Blog post on croydon.digital and online engagement platform; Phase 2. Share the draft strategy online for comment	Gather views on themes and ideas; provide opportunity for anyone to have their say on what we are proposing
Smart city experts; Croydon digital stakeholders and SMEs; LSPs	Direct emails and in person workshops	Gather ideas for Digital borough theme
Young people in Croydon	Engagement method tbc with Young Croydon	To gain opinions and support of younger residents
Wider local government and cross-sectoral digital leaders	Share draft strategy for comment	To ensure we are meeting the highest standards with our strategy
Internal council key stakeholders	In person workshops	To crowdsource ideas and receive feedback on ideas
Exec leadership team (ELT)	1:1s with each ELT member & monthly reports	Gather ideas, priorities & feedback on work in progress
Corporate Leadership Team (CLT)	Presentation	To raise awareness and receive feedback
Leader of the Council	Discuss at CDO's regular one to ones	Ensure the strategy meets the requirements of the political leadership of the Council
Cllr Hall and Shahul-Hameed		
Labour Group PDM		
Minority Group	Discussion at policy development meeting	
Minority Group	Present for feedback at regular meeting	Gather full council support for strategy
Scrutiny and Overview Committee	Present and gather feedback (April 30)	Get feedback on proposed scope of the strategy

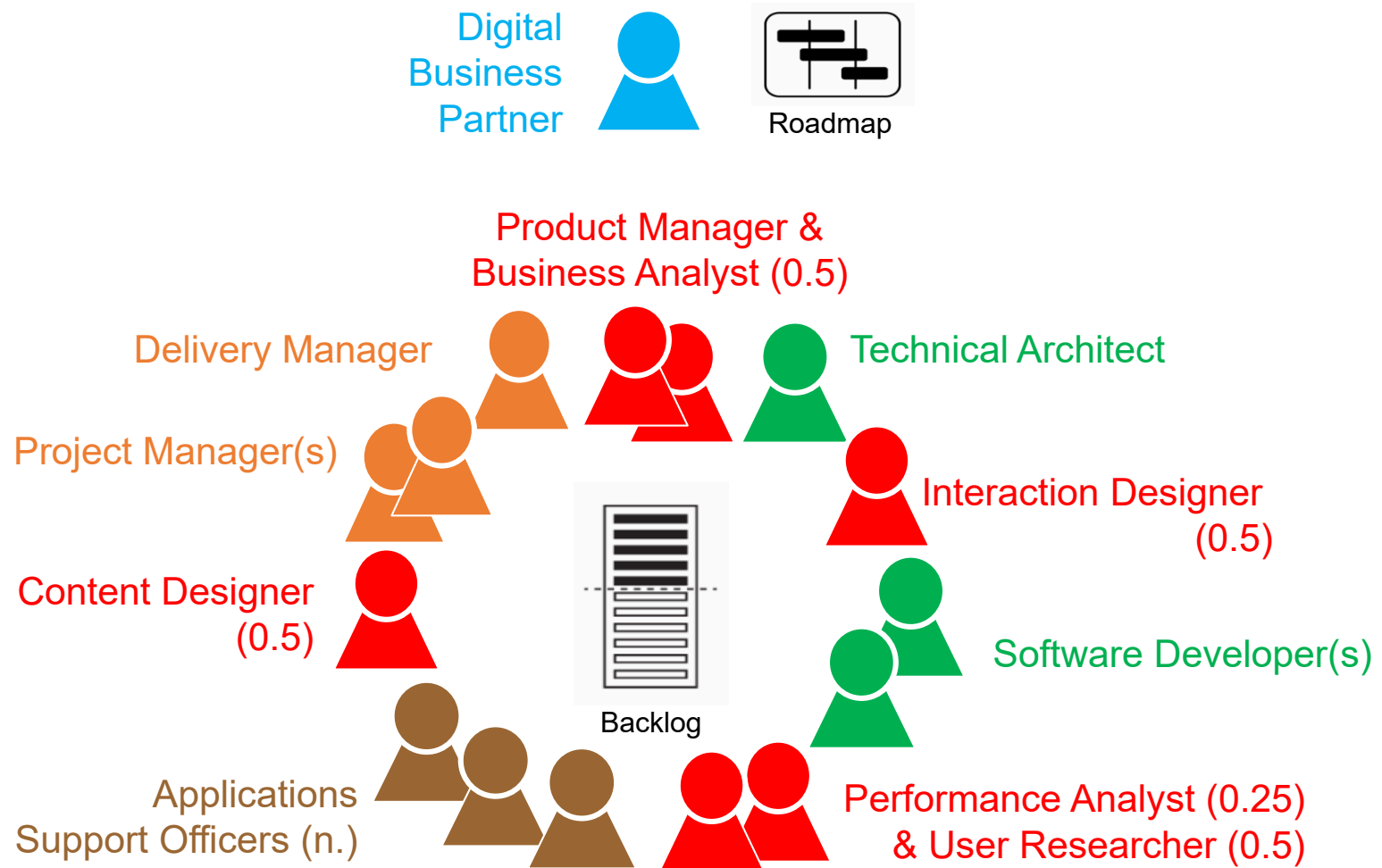
Following slides are for ref (in response to questions if needed)



## 3 x Delivery “theme team”

One for each of:

- Place dept
- People depts
- Resources/Gateway



## Shared functions



LITTLEFISH



### End User Computing

Provision of laptops, desktops, corporate devices, peripherals; Deal with desktop Operating System and software deployment to end user devices.



### Service Desk

Single point of contact for end users; Provides self help info and multi-channel contact; Targets first-time-fix; passes user tickets on to other lots.

LITTLEFISH

CROYDON  
DIGITAL  
SERVICE



### Application Maintenance & Support

Support and management of server software (ie: not on EUC devices); Configuration, upgrades with vendor etc.; Apps may be SaaS or hosted by H&SM.

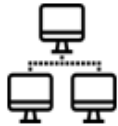


### ITSM Service Tooling

Ticketing and configuration management; Manages handoff between suppliers; Software tool owned and managed by Croydon ICT team.

CROYDON  
DIGITAL  
SERVICE  
& TESM

CAPITA



### Network Infrastructure & Connectivity

Office Wi-Fi & LAN; Inter-site connections; Outbound connectivity (internet, PSN); Related network services (DNS, DHCP, Wi-Fi Certs, Firewall).



### Hardware & Software reseller

Simple purchase for off-the-shelf software & hardware. (May also buy via other suppliers).

LITTLEFISH

CAPITA



### Hosting & Server Maintenance

Manage virtual servers in Azure, and physical in SunGuard; Responsible for server OS and common software on all/most servers; Azure monitoring.



### Mobile

Mobile telephony calls, handsets and mobile data.

CAPITA

VODAFONE



### Telephony & Unified Communications

Telephony service for staff desk phones, softphones, and call center; Also covers unified comms - Skype chat.



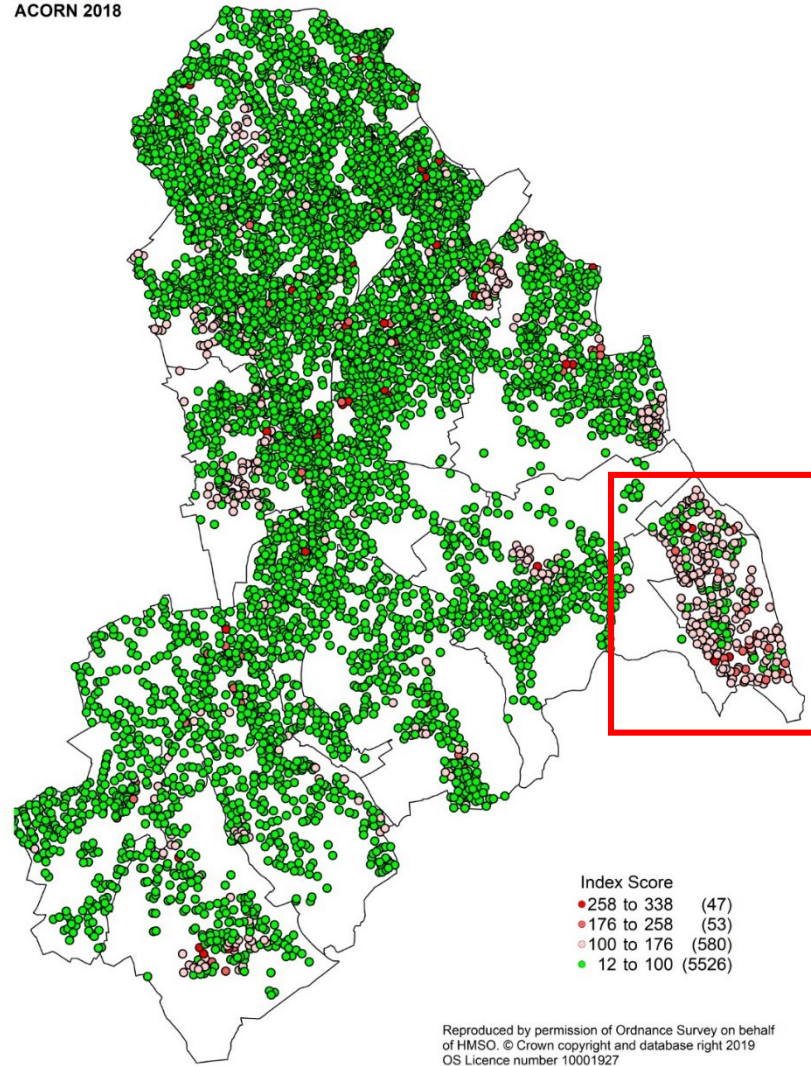
### Managed Print

Provision and maintenance of office and specialist printers throughout Council; Management of print queue & billing; Provision of consumables.

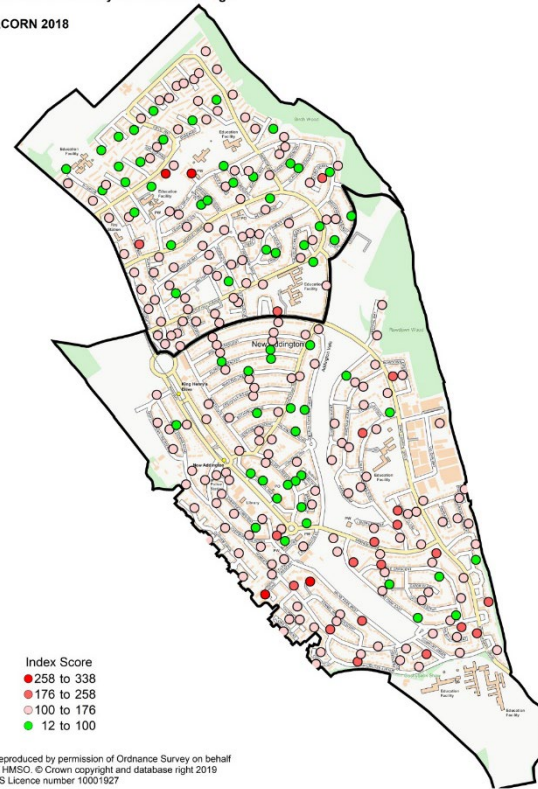
XEROX

**11%** of Croydon residents are more likely than the national average to have never used the internet (all the red dots on the map) *Source: ACORN*

ACORN 2018



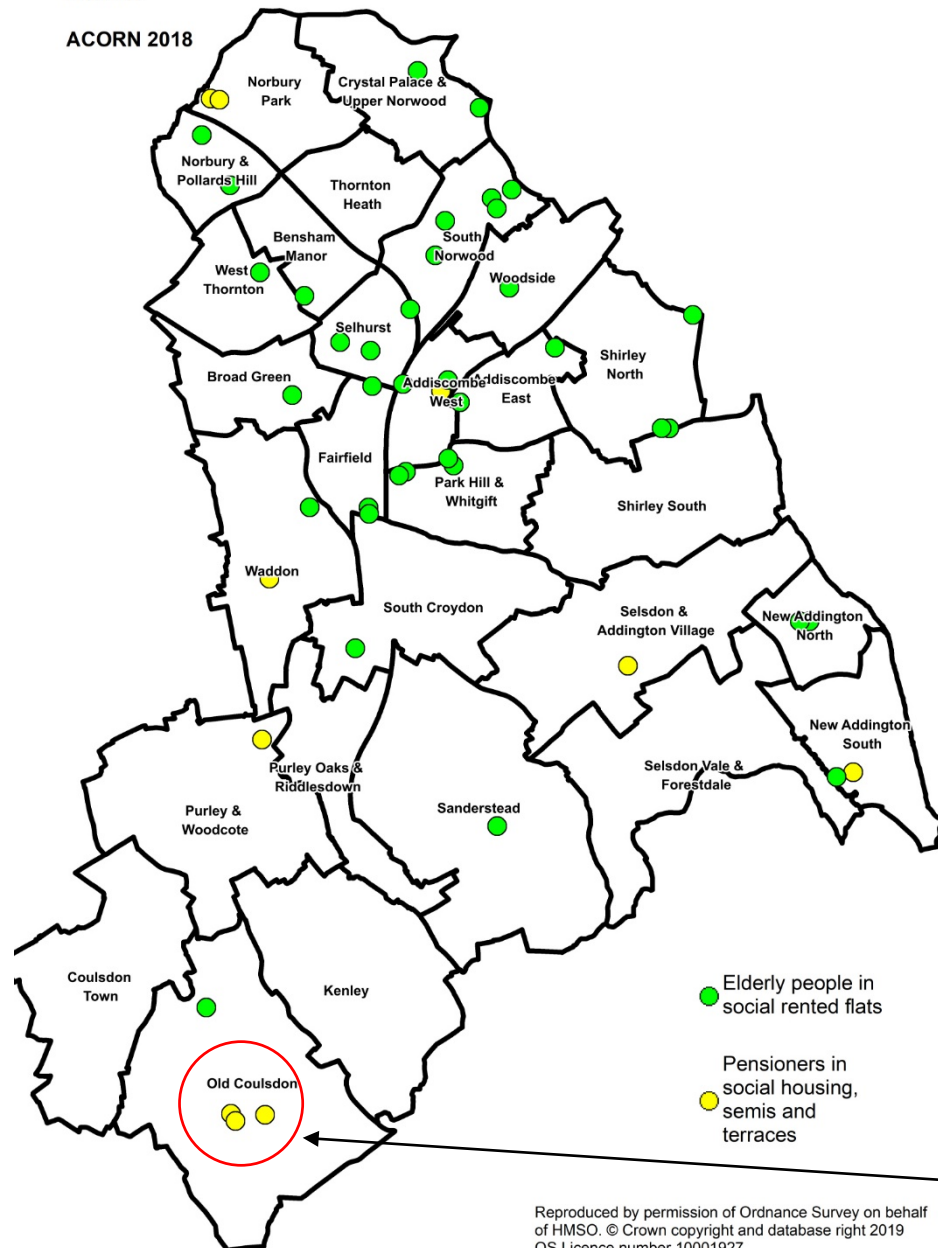
ACORN 2018



**78.1%** of New Addington North and South are more likely than the national average to have never used the internet

ACORN types that are 3 times as likely as national average to have never used the internet

ACORN 2018



Pensioners in social housing, semis and terraces are the most likely types to have never used the internet

Elderly people in social rented flats are the 2nd most likely types to have never used the internet


Small part of Old Coulsdon ward has three 'Pensioners in social housing, semis and terraces' postcodes next to each other

# 121 households in these 3 postcodes – they are all 3 times more likely than the national average to have never used the internet

ACORN Type 45 – Pensioners in social housing, semis and terraces are the most likely types to have never used the internet in Old Coulsdon

ACORN 2018



 Pensioners in social housing, semis and terraces

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