Digital Camden

A new approach to digital
change for our borough

Camden

Contents

1.Introduction

This document sets out an active digital strategy for Camden. It is a response to the massive changes as the **'Digital Revolution'** accelerates and impacts on citizens, the state and businesses in fundamental ways.

The Digital revolution matters to Camden and our Camden Plan (www.camden.gov. uk/camdenplan) because digital change creates both opportunities for innovation and growth, but also the potential to create greater uncertainty and alienation for those left behind.

Camden Digital Strategy puts active inclusion at the centre of all things digital.

The Internet is at the core of success in Britain and across the globe, disrupting traditional ways of doing things and powering new enterprises. It is impacting public services too by driving improvements in efficiency and productivity. Camden wants to realise how digital technology and Big Data can be a way to save money and improve services through co-production, collaboration and challenge by residents and businesses.

By the end of the decade users of public services will expect to access what they want 24/7, by a variety of digital means – phone, TV, computer, console. Public sector workforces will need to up-skill radically to meet these higher expectations from taxpayers and service users, as well as developing bold new solutions to social problems. There are now opportunities for councils to be the first to redesign public services around the consumer experience, enabled by personal mobile technology and open source thinking.

In a decade of austerity budgets, the use of predictive data insight into and open data can drive out costs between public services and allows clearer analysis of how to spend money efficiently, and preventively. Through greater transparency taxpayers will see our priorities for investment and how we make every pound work as hard as it can.

As technology changes, significant disparities in access and opportunity are emerging. The speed is such that the UK is in danger of creating digital elites ready to exploit this new environment, while the majority remain locked out from the benefits of change. Unless this is remedied the digital divide will be truly entrenched by the end of the decade. London will be at the centre of digital growth and it is vitally important that Camden, at the hub of the capital, develops ways of working which ensure that no one is left behind.

Ours is an active policy approach for local government, one which ensures that open data, collaboration, skills and support for entrepreneurialism and growth are at the heart of what we do.

Cllr Theo Blackwell
Cabinet Member for Finance
February 2014

2. Camden's digital challenge

This **Digital Strategy** sets out how technology will support and enable the Borough to grow and develop in the years ahead and be a better Borough for it.

Summary: The priorities to address the digital challenges of the Camden Plan (www.camden. gov.uk/camdenplan) are:-

◪ **Developing new solutions with partners to reduce inequality,** using technology to integrate services across functional and geographical boundaries so they are more efficient through sharing of resources and potentially able to act sooner to help families with complex needs as a result of better information sharing between agencies;

◪ **Creating the conditions for and harnessing the benefits of economic growth** we will foster digital skills through coding and other learning initiatives in schools, stimulate an expansion of high speed internet access across the Borough and develop the online Business Account to provide a single and efficient point of access to council services to help local businesses;

◪ **Investing in our communities to ensure sustainable neighbourhoods** by improving access to digital technology in areas where it is most needed and freeing our volunteers, businesses and community facilities such as libraries to nurture digital skills in the community so our most vulnerable residents are not left behind;

◪ **Providing democratic and strategic leadership** through greater transparency enabled by making the Council's information available online, using business intelligence tools to put resources where they are most needed and maximising digital channels, including social media, to revitalise democracy and engage hard to reach groups;

◪ **Enabling the delivery of value for money services by 'getting it right first time'** through efficient online services delivered through our Camden Account, transforming the Council's workforce so it is digital and mobile by default and taking advantage of the emerging "internet of things" to redesign smarter public services around citizens and businesses.

By focussing on these priorities the Council's approach to digitization will help to make Camden a better borough by 2017.

Our Digital Strategy relies on the following foundations:-

- **Ensuring our key policies and strategies are integrated with our digital ambition** particularly in the areas of planning, procurement, economic growth and commissioning;

- **Developing the digital skills and confidence of our workforce** so they are equipped to productively and proactively apply technology to drive better ways of delivering public services;

- **Growing digital centres of excellence** to provide innovation, leadership and support to the Council in digital developments including channel shift, business intelligence and integrated service delivery;

- **Changing the way we design and build IT systems** putting the customer's needs and experience at the heart of how new systems will operate and work;

- **Protecting privacy** through effective information management as well as ensuring appropriate data sharing arrangements are in place both internally and with partners;

- **Delivering robust information security** to protect our citizen and business data from misuse and cyber threats;

- Ensuring that **online services are safe and digital identities protected**;

- **Implementing a radical open systems technology platform for government** that is flexible and adaptable so our IT systems can better respond to the needs of resident, businesses and Council services;

- **Promoting an Open Systems Alliance** for public bodies and partners to enable IT standardisation, code sharing and service integration across the public sector;

- Collaborating regionally and nationally **to disrupt the local government software and services market** so there is more choice, better value for money and greater use of open systems in government;

- **Exploiting the potential of emerging public cloud services** to support the delivery of shared services and partnership working at the lowest possible cost;

- **Investing in IT resilience** to ensure that our citizens, businesses and Council staff have access to reliable IT systems.

Priorities for action

2.1 Developing new solutions with partners to reduce inequality

Camden Plan Outcomes for 2017

- ⬀ Fewer children living in poverty
- ⬀ Fewer families with complex needs
- ⬀ Increased life expectancy for people living in Camden's most deprived areas
- ⬀ Better homes across all tenures
- ⬀ Improving the standard of private rented accommodation

How can the digital strategy help to develop new solutions to tackle inequality?

Critical to delivering the outcomes above, are integrated approaches where services, teams and individuals can collaborate, share data and co-ordinate their efforts to meet the challenges of child poverty and complex needs.

Digital opportunities and challenges

- Reducing the number of IT systems and joining up data enables services to share resources and co-ordinate actions more effectively than operating in isolation;

- By having a cross-cutting view of how we support vulnerable families, enabled by integrated IT systems, we can remove duplication of activity and streamline case work;

- By joining up information and using business intelligence tools wisely we have a better chance of spotting complex needs sooner enabling us to help vulnerable clients earlier when there is a much better chance of a successful outcome;

- A joined-up view of data helps us to safeguard children. For example, an adult moving into a home where a child is at risk may be significant development. If client data is securely joined up then this change could be escalated to the relevant social worker even though the event may have occurred in a system that the social worker didn't have access to;

- By making it possible to search securely across different IT systems, front line staff can spend more time with clients and less time searching for information manually across multiple services and systems;

- Through technologies, such as federation, we can link up underlying IT infrastructures across partner agencies so that it is much simpler to collaborate and work efficiently using electronic tools such as video conferencing;

- Integrating Camden's IT systems with other public bodies enables us to streamline, standardise and automate processes such as assessments that would otherwise take more time and cost more money;

Priorities for action 2014–17

- Join-up data across services and partner agencies so that we do things once, have a better chance of identifying complex needs earlier and are in a better position to help families sooner who are experiencing inequalities such as child poverty and lower life expectancy;

- Develop the "Camden Explorer" which will enable Camden's digital data to be securely searchable, retrievable and indexed enabling front line staff to securely find the data they need to take decisions and deliver services more efficiently irrespective of the format and system in which the data is held;

- Integrate electronically with our partners through cloud services to enable services and agencies to securely share, and collaborate;

- Reduce the number of disparate council IT systems and integrate our remaining systems to enable services to streamline processes and share data efficiently.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Join up data across services.	←——————→			
Develop the "Camden Explorer".	←———————————————————→			
Integrate electronically with our partners.		←—————————————→		
Reduce and consolidate IT systems in the Council.	←———————————————————→			

Current Projects

- Link up multiple IT systems to create one integrated Council record for children and families that enables services to "join-up", safeguard and support vulnerable families and communities more efficiently;

- Collaborate with Health to deliver an Integrated Patient Record across Camden that will enable better commissioning and delivery of health services;

- Link up our underlying infrastructure using federation, initially with schools and key partner agencies;

- Achieve security clearance with Health and central government to enable data sharing, access to key government systems and integrated working with our partners.

2.2 Creating the conditions for, and harnessing the benefits of, economic growth

Camden Plan Outcomes for 2017

↗ **Increase educational attainment to achieve our goal of having the country's best schools within a decade**

↗ **Increase the number of Camden residents and students gaining local employment based on the skills and vocational training they have received**

↗ **Reduce unemployment in Camden, particularly amongst vulnerable and social groups where long term problems with unemployment exist**

↗ **Increase the number of young people in education, employment or training in Camden**

↗ **Increase the number of Camden residents employed in new business developments in Camden**

How can the digital strategy help create the conditions for, and harness the benefits of, economic growth?

Camden is the third largest economy in London and accounts for 1% of GDP. Our local economy includes industries such as media, finance, law and other professional services with over half of Camden businesses in the creative economy. Given the make-up of our business community, the local economy needs digitally skilled young people to prevent a skills gap that could ultimately affect growth and prosperity. High speed, affordable connectivity, is also vital if Camden and London, as a whole, is going to be competitive in a global economy. We want to be "Open for Business" and make it simpler and easier to support local businesses through our Business Account.

Digital opportunities and challenges

- Analysts predict that over the next decade mobile internet will be the most significant global technology and wealth creator so accelerating mobile connectivity and content delivery will drive and support economic growth;

- Good access to broadband is one of the top 5 reasons why businesses locate to Camden creating jobs and attracting money into the local economy;

- According to research from McKinsey businesses that harness the internet successfully grow around twice as fast as those that don't;

- Reach out to help the estimated 5% of businesses in Camden that are not connected to the internet to get online and, where feasible, broker support to help them use the internet effectively;

- Improve internet access across the Borough by accelerating high speed connectivity including public wireless services;

- Harness the emergence of social platforms and digital marketplaces which are connecting businesses, entrepreneurs and public organisations in new and innovative ways. For example, Camden is making use of Funding circle (**https://www.fundingcircle.com/homepage**) which is a digital social platform which allows the Council to invest in local businesses;

- Focus on preventing a skills gap. Camden and the capital as a whole faces a digital skills shortage over the next 10 years that may hold back economic growth. So nurturing coding and programming skills in our young people will improve future employability and provide a talent pool upon which local businesses and the London economy as a whole can draw;

- The ability to link people and location through mobile devices provides the opportunity to proactively promote local businesses and services not only to our residents, but to people who visit or pass through the Borough, thus encouraging them to invest and spend locally;

- Develop the online Camden Business Account so that it provides an integrated access point to Council information (e.g. to help new start-ups) and a means of transacting business with the Council efficiently;

- Undertake Open Data projects involving secure and appropriate public and private sector data sharing. By doing so the public sector can enable social entrepreneurs and businesses to develop new solutions that are helping citizens in their everyday lives and driving economic growth. Placr (**http://www.placr.co.uk/**) for example, is aggregating public and private sector transport data so we have far more comprehensive information about disruptions, engineering works and public transport than was possible previously.

Priorities for action 2014-17

◪ **Extend high quality, next generation internet connectivity across Camden**. Specifically:

- Accelerate wireless services into areas of high footfall and designated priority areas (e.g. Business Improvement Districts) through the Council's Wireless Concession contract;

- Collaborate with the Greater London Authority and Camden's telecommunications providers as part of the Super-Connected Cities initiative to:- (i) ensure that the supply of business broadband services is sufficient to meet the projected future needs of our local businesses; (ii) increase competition and high speed broadband coverage in the south of the Borough which is behind many parts of London; (iii) identify businesses that are not online and where feasible, organise support to get them online so they can benefit from doing business electronically; and (iv) support local businesses and SMEs that are already online to increase the speed and quality of existing broadband connections.

◪ **Extend the range of online services provided by the Council's Business Account** making it simpler to find information and transact business efficiently with the Council.

⬀ **Foster skills for the digital economy and pathways to employment**. Specifically:

- Nurture digital and hi-tech skills which includes computer programming skills (e.g. coding) to support the anticipated growth in the local economy;

- Continue to foster and develop personalised access to high quality digital content and learning materials for children and teachers in our schools via the London Grid for Learning Managed Learning Environment;

- Use digital solutions to connect school leavers and residents to job opportunities in the Borough;

- Continue to provide IT employment opportunities for our residents including apprenticeships.

⬀ **Stimulate innovation in public services through open data and public information sharing initiatives and events**. Provide access to Council data so businesses and innovators can use this to develop new online services (for residents and businesses) which may also help to promote the Borough. Celebrate and recognise local digital successes;

⬀ **Harness the opportunities offered by the emergence of location based data and services** in Camden including support for tourism and the proactive promotion of local businesses and attractions;

⬀ **Deliver affordable and innovative IT support services to schools**, community groups and other public bodies that enables them to keep pace with technological change.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Stimulate high quality, next generation internet connectivity, including wi-fi and broadband, across Camden.				
Foster digital skills and pathways to employment.				
Stimulate innovation in public services through open data and information sharing initiatives.				
Develop and expand Camden's online Business Account.				
Harness the opportunity offered by location based data services.				
Deliver affordable IT support for schools and community partners.				

Current Projects

- Ensuring the Borough Wireless Concession contract is fully rolled out across Camden before the end of 2015;

- Supporting the rollout of high speed broadband as part of the Super-Connected Cities initiative and lobbying our telecommunications partners including BT, Arqiva and GLA to improve broadband coverage and speed in Camden;

- Our City Learning Centre leads innovation in schools through hosting a Computing at Schools (CAS) North London Hub which 'supports and empowers teachers' to teach computing;

- Collaborating with the London Grid for Learning, the London STEM Centre and the UCL Department of Computer Science to provide high quality digital learning materials and continuing professional development opportunities;

- Under the banner of 'Get Camden Coding' developing digital skills in our young people through code clubs in all our primary schools in partnership with Code Club and volunteers from Google and UCL;

- Commence a two year programme to grow a community of 'digital makers', young people who can write computer code and make digital devices focused on Key Stage 3;

- Undertaking a sponsored local competition to develop mobile applications using Open Data that benefit citizens and / or businesses.

- Expanding the range of services provided in the online Business Account including for example, new commercial waste services, to ensure that the Council is 'open for business'.

2.3 Investing in our communities to ensure sustainable neighbourhoods

Camden Plan Outcomes for 2017

- ↗ **Invest £117 million to improve 57 school buildings – helping to ensure Camden has enough school places**

- ↗ **Invest £119 million in housing, creating over 2,000 new homes with more new council and social housing so that residents can access affordable and decent housing in the borough**

- ↗ **Invest in delivering community centres that are fit for the 21st century and a centre for independent living and other purpose built adult social care facilities at Greenwood Place**

- ↗ **Deliver a personalised approach to social care support for our older, disabled and vulnerable residents that enable them to live safely and receive the support that is right for their needs**

- ↗ **An improvement in health outcomes across the borough and reduced interventions by agencies**

- ↗ **A 27% carbon reduction across the borough**

- ↗ **An increased level of trust within the community**

- ↗ **Reduced levels of crime, particularly violent crime.**

How can the digital strategy help to ensure sustainable neighbourhoods?

Whilst digital developments offer exciting possibilities to stimulate growth and jobs in the Borough we must work to prevent a digital divide where some of our most vulnerable residents are left behind. The **Equality Taskforce** (**http://www.camden.gov.uk/ccm/content/community-and-living/your-local-community/ equalities/twocolumn/camden-equality-taskforce.en**) set out a challenge to address digital exclusion, focusing on those groups where concentration is greatest. Increasing access to the internet and building digital life skills will help to ensure sustainable neighbourhoods.

Digital opportunities and challenges

- Households that are not connected to the internet are disadvantaged. According to national data "offline" households are missing out on estimated savings of £560 per year from shopping and paying bills online;

- Being online gives people more opportunities to search and apply for jobs. It is estimated that between 75% and 90% of jobs require at least some computer use;

- Home access to a computer and the internet can improve children's educational performance. The, ONS national data shows that while 99% of children in the richest 10% of households can access the internet via a computer, this dropped to 57% in the poorest 10% of households with children;

- Welfare reforms also mean that from April 2013 a new Universal Credit will be introduced to replace many current benefits, including Housing Benefit. The Government wants 80% of applications for Universal Credit to be online by 2017;

- In Camden we estimate that around 27,000 adults have never used the internet and there are an estimated 5,000 children with no home internet access (about 10% of children);

- Nationally, 80% of government interactions are with the bottom 25% of income earners – who are least likely to have internet access. In Camden we estimate that 38% of those "offline" are unemployed;

- By linking up our IT systems with partners we can use local providers such as the Post Office to deliver Council services efficiently and conveniently in community settings;

- By ensuring that our online channels are sensitive to the needs of vulnerable groups and the diversity of our communities we can help to ensure they are not left behind as we move services online;

- By tapping into the rich and diverse talent pool that exists in Camden including our volunteers, third sector and local business we can add capacity to develop digital confidence and life skills;

- Reduce Camden's carbon footprint through smarter energy management in Council assets (including IT faciliites) as well as recycling computers into the community.
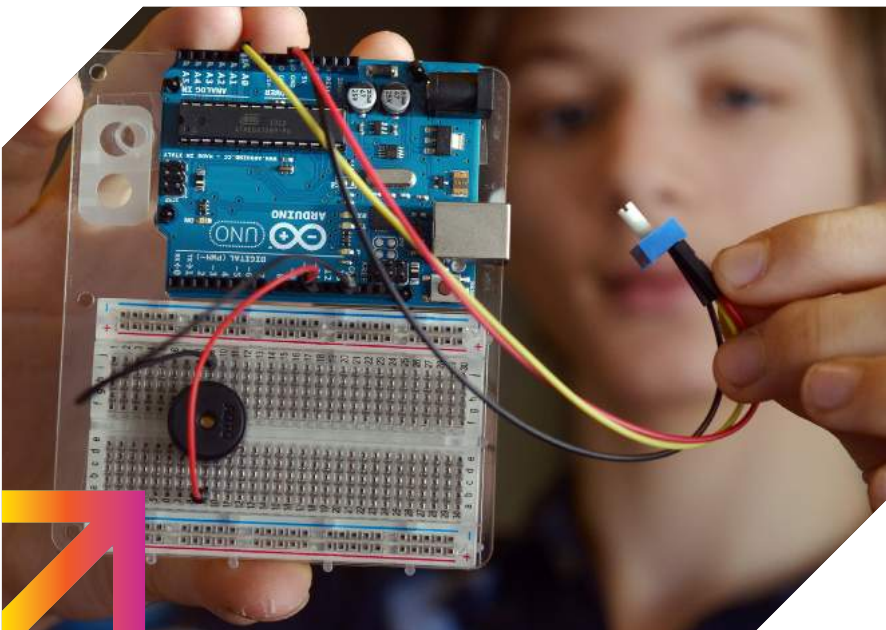
Priorities for action 2014-17

▟ **Increase and improve the level of internet access across Camden** in areas where there are relative high rates of non-adoption which are in areas of social / economic deprivation focusing particularly on:

- Accelerating cost effective internet access where affordable, in Camden housing estates and sheltered accommodation;

- Extending wireless coverage in community locations including schools;

- Building and extending high speed digital infrastructure through the community investment programme (**www.camden.gov. uk/cip**), including new developments, where there is a business case to do so;

- Modernising public IT facilities in community settings including libraries;

- Continuing to recycle Council computers into the community to support charities, resident groups and voluntary organisations;

- Brokering low cost public IT solutions for residents and businesses;

- Expanding the availability of online services onto mobile devices and smart phones which have a greater potential reach than other electronic channels;

- Improving the accessibility of council services for disabled and vulnerable groups by harnessing advances in technology including improved translation services and video conferencing;

- Effective signposting to information and online resources that will help vulnerable residents via Camden's web site;

▟ **Developing digital skills and confidence** amongst our vulnerable groups focusing on:

- Delivering a range of targeted initiatives involving statutory services (e.g. libraries), commissioned providers (e.g. HE colleges) and community support groups;

- Exploring new opportunities to extend access to ICT, such as equipment loans for residents;

▟ **Enabling efficient and accessible face-to-face provision for vulnerable groups**. Integrate our IT systems with partners and other service providers (e.g. The Post Office) to ensure convenient face-to-face access for those who need it;

▟ Ensuring that critical IT systems which support our vulnerable clients, such as those used in social care, are sufficiently adaptable to **keep pace with reforms such as changes to welfare and care funding**;

▟ Continued **reduction in the carbon footprint of Camden's IT Service** through the adoption of energy efficient technology.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Increase and improve access for all, and particularly vulnerable groups.				
Develop digital skills and confidence in our communities through our partnerships with adult learning and the third sector.				
Enable efficient and accessible face-to-face access to Council Services.				
Create adaptability in critical IT systems supporting vunerable clients.				
Reduce the carbon footprint of Camden's IT Services.				

Current Projects

- Delivering the integration of Council IT systems with Post Office solutions to help vulnerable residents access services locally;

- Implementing accessibility improvements on the Council website and in libraries to help, for example, disabled residents to engage efficiently with Camden services;

- Exploring and implementing innovative internet access solutions (including wireless, 4G and fibre optic) designed to address digital exclusion in areas of low take-up at an affordable cost;

- Proactively engaging the market regarding the potential provision of digital connectivity services (access/training/low cost equipment) for Camden housing estates and other priority areas (e.g. sheltered accommodation);

- Successfully delivering the national pathfinder Digital Deal project which will provide free internet access to a pilot group of households that are digitally excluded in Kilburn.

2.4 Providing democratic and strategic leadership fit for changing times

Camden Plan Outcomes for 2017

- ↗ Effective action focused partnerships that can tackle complex problems such as crime, worklessness and child poverty
- ↗ Innovative, participative engagement from our communities in local democracy, particularly amongst hard to reach groups
- ↗ Increased satisfaction of residents with the opportunities to both participate and influence the decision-making of the Council

How can the digital strategy help Camden to provide democratic and strategic leadership?

Over the next five years it has been estimated that more data will be generated than in the previous history of the human race and. As a Council, our data storage requirements have increased more than ten-fold in the last 5 years. This explosion in digital information offers new opportunities to "mash-up" data, drive performance improvements in public services, deliver transparency and provide insights that will enhance Camden's understanding of local needs enabling us to provide democratic and strategic leadership. This opportunity is further amplified by the rise of increasingly sophisticated data analysis tools.
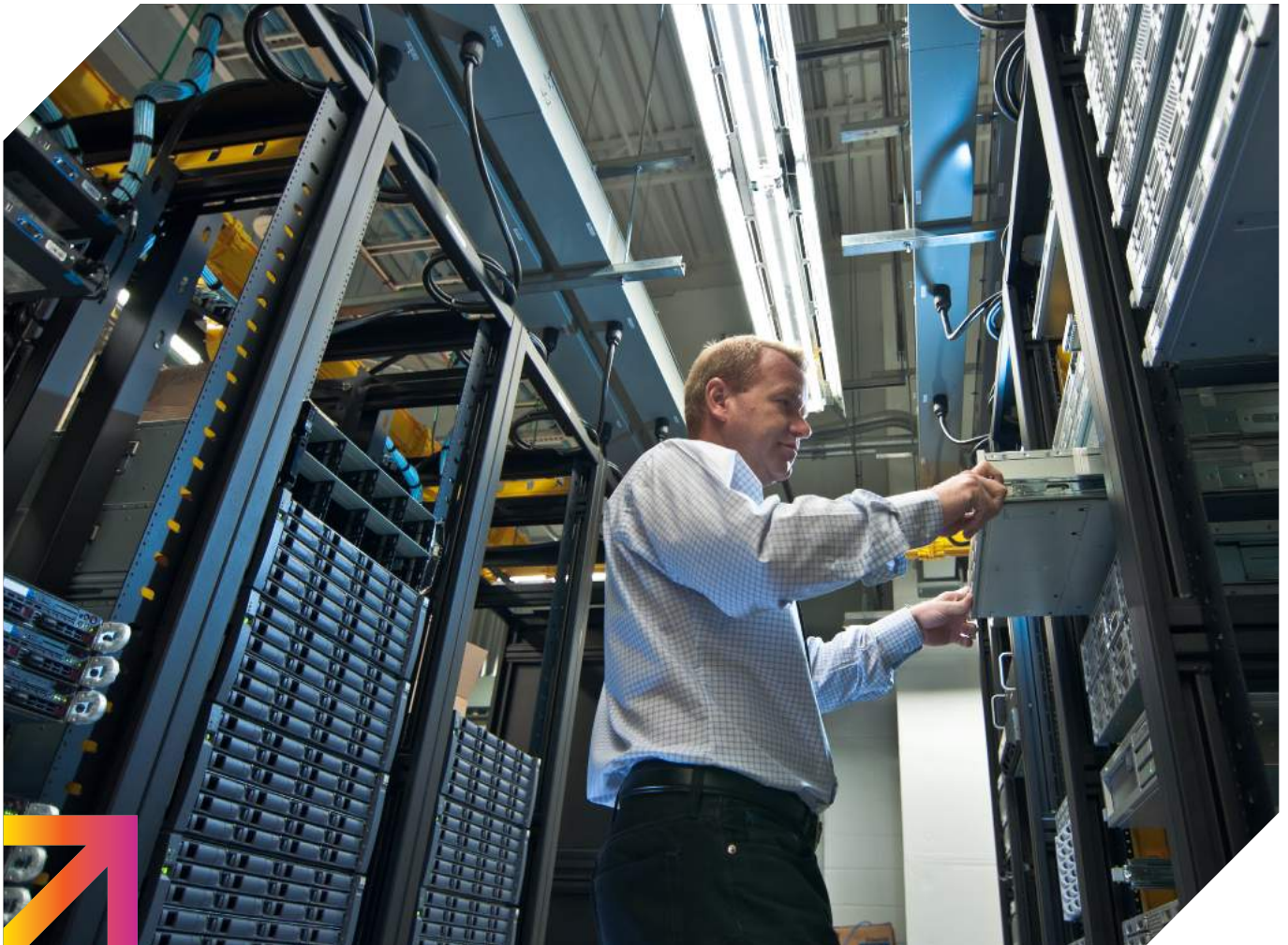
Digital opportunities and challenges

- By making Council information and data easily and freely available we can (i) be held to account for our performance and how we spend our money and (ii) provide information to social and open data entrepreneurs who are developing public information services to help citizens make informed choices, for example, about which schools to attend and where to live;

- The rollout of better business intelligence tools means that services and partnerships can be better informed about how individual service investments are collectively improving community cohesion, driving economic regeneration and delivering safer places to live and work;

- The implementation of electronic, service management dashboards will make it easier for the Council to analyse its performance and drive operational improvement in all public services;

- Increase transparency by providing online civic performance dashboards, will enable the public to explore and interact with Council information in a much deeper and richer way than would be possible in a spreadsheet or document;

- Harness social media. Approximately 53% of the UK population are on Facebook, there are 34 million live Twitter accounts and around 1 million people are using LinkedIn. Consequently, Council services can reach out into established digital communities and involve residents and businesses in shaping policy and providing feedback about how services are delivered. Camden, for example, recently ran an engagement project (**http://www.wearecamden.org/camdenville/**) which used gaming and social technology to engage young people in a democracy project online.

Priorities for action from 2014/2017

- Progress **Open Data** initiatives making the Council's information available online through a modern open data platform and sharing Camden's Application Programming Interfaces (APIs) to enable developers producing online systems to link up with Council systems and provide useful applications for the public;

- **Adopt cutting edge data visualisation and analytics** by default to drive service improvement and better performance;

- **Deliver "Camden 360 insight"** by integrating our internal data (e.g. Information on transactions) with external data (e.g. demographics, census) to provide context and new insights about citizen and business needs;

- Use digital channels to invigorate democracy. Specifically:

  - Encouraging participation, particularly amongst hard to reach groups, through innovative use of new digital channels including social media and gamification;

  - Develop public facing dashboards that enable residents and businesses to explore Camden's data and support greater transparency and information about the Council.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Deliver Open Data to support and enable improvements in public service.	←			→
Adopt cutting edge analytics Council wide.	←		→	
Deliver "Camden 360 Insight".		←	→	
Use digital channels to revitalise democracy.	←			→

- Delivering performance dashboards across priority service areas enabling Camden to monitor progress in key areas such as delivering better homes, the community investment programme and reducing child poverty;

- Joining-up our resident data to enable Camden to proactively identify potential electors and encourage them, where they are not already on the electoral role, to register;

2.5 Delivering value for money services by getting it right first time

Camden Plan Outcomes for 2017

- ↗ An increase in the number of residents who feel that the Council is providing value for money
- ↗ We will have changed our services so that customers can do business with us in the way that best suits their lifestyles
- ↗ An increase in resident satisfaction with the Council overall and as a result of 'right first time' changes in service provision
- ↗ Efficiencies delivered to meet the Council's cost reduction targets
- ↗ Set a clear and long-term approach to Council Tax levels that taxpayers can expect to pay in this difficult financial climate
- ↗ Long-term plans to ensure we remain a financially stable authority in a very different financial climate.

How can the digital strategy help us deliver value for money services?

The world is being transformed by the internet and there are significant opportunities to deliver digital services that are easy to use, personalised to need, and more efficient than they might otherwise be.

Technology can fundamentally change the way the Council works enabling Camden to be mobile and digital rather than fixed to offices and dependent on paper. It can also help us to collaborate and communicate differently and spend more time on productive front line activities and less on back office administration.

Digital opportunities and challenges

In terms of online public services that are built around the needs of residents and businesses:

- Today 60% plus of the UK population have smart phones which now account for 82% of all new mobile phone sales. This transformational rise in the use of mobile devices and smart phones offers new ways to design and deliver services to citizens and business that are more accessible and convenient but also potentially radically redesigned for a digital and mobile world;

- By 2015 around 90% of Camden households will be connected to the internet. According to Camden's Communications Survey 81% of our residents say they use the internet several times a week or more;

- Delivering services online has the potential to significantly reduce costs. In Camden we estimate that face-to-face transactions cost £13.86, telephone transactions £3.86 and online £0.32. Moving transactions from expensive channels (e.g. face-to-face) to cheaper channels, that are easy to use will save money;

- Integration of e-channels and council applications means we eliminate administrative activities such as re-keying information and manually checking paper applications which divert resources from front line services;

- By joining up Camden's data more efficiently across the whole Council we can deliver a very different customer experience. For example, Customer Service Agents can resolve more calls at the first point of contact rather than having to transfer them to another service because they don't have access to the information they need to service the call;

- Online services can be better and more responsive than services that are not digital. By creating a Camden Account we can personalise services so it is possible for residents to track the progress of applications and correspondence with the Council as well as receiving proactive alerts and reminders when, for example, a parking permit is due for renewal or a local planning application is made;

- Expanding services onto mobile phones offers the possibility of completing more transactions conveniently on the move and at times that are convenient;

- The emergence of increasingly sophisticated IT systems means that specialist work (e.g. assessments) can be automated and completed without manual intervention or paper handling which saves money and means that services can be delivered more promptly;

- Linking up systems in the public sector means that we can process applications in seconds or minutes rather than days. Camden recently, for example linked up free school meal applications with our benefit systems enabling us to instantly process the free school application online as we were able to confirm receipt of benefit.
A process that would previously have taken several days whilst the application was sent from the school to be manually assessed by the Council.

Digital opportunities and challenges

In terms of how the Council works:

- Grasp the opportunity to completely rethink and redesign services through the emergence of the "internet of things". By 2015 it is estimated that over 50 billion devices such as lamp posts, cars, bins and parking bays will be connected to the internet and have electronic sensors andor processors built into them. Camden. For example, has been trialling smart meters in some of our housing to help reduce electricity consumption and the Borough's carbon footprint;

- We can help parents and carers to find sustainable work through the adoption of flexible working practices which are enabled by mobile technology, communications and straightforward access to digital systems from home. Mobile working will enable a significant reduction in our overheads, including accommodation costs, as staff are able to work in virtual teams, at home or on the front line;

- The move to digital data will in most cases need to keep paper records. This reduces our accommodation and storage costs and means that services can access customer information from wherever they are working;

- Enabling a collaborative style of working through social platforms will help staff to develop ideas, share thinking quickly and tap into existing experience which is more efficient. Case studies in other organisations that have applied social technologies in the workplace indicate productivity improvements in excess of 20%;

- We can take advantage of the consumer revolution making it possible for any personal device to securely connect and use Camden's systems and data. This means that visitors can use our public wifi facilities in civic buildings and staff can work with the equipment of their choice saving the Council having to refresh equipment;

- A cross-cutting view of customer data enables Camden to pinpoint fraudulent activity such as subletting or making inappropriate benefit claims which potentially cost money and divert resources from vulnerable groups.

Priorities for action 2014/2017

↗ The rollout of an **online Camden Account** that delivers a personalised and integrated point of access to all Council services which is accessible, responsive and simple to use;

↗ **Improve the usability of the Council's website** and other online services to deliver efficiencies and make it simpler to transact online;

↗ **Supporting the progressive rollout of smart devices to create a digital public realm where** real time information is supplied by internet and computer enhanced assets (including meters, vehicles, buildings, distribution networks) connected to Council services enabling us to save money and deliver services differently;

↗ **Implement Agile Working** for Council staff focusing on:

- Enabling Camden staff to operate efficiently from any location and on the move;

- Using social media to change the way we work and communicate within the Council and, where appropriate, with our partners;

- A "digital by default" Council where information is managed, stored and shared electronically;

- Secure, "any-device, any-platform" access, to enable staff to use personal, and non-Camden devices so they can collaborate and work efficiently;

- Join up data to drive out saving and tackle fraud.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Redesign and extend the Council's online offer through the Camden Account.	←			→
Improve the usability of the Council's digital channels including the web.	←			→
Support and enable a progressive rollout of the digital public realm.	←		→	
Implement Agile Working across all Council services.	←			→
Join-up data to drive out savings and tackle fraud	←		→	

Current Projects

- The delivery of the Customer Access programme (**www.camden.gov.uk/contactcamden**) including:

  - Enhancements to the usability of the Council's website making it simpler to complete transactions and find information about services;

  - Adding new online services to the Camden Account for tenants and leaseholders;

  - Improvements in the usability of key online systems including permit applications and appointment booking;

  - Tailoring more online services and content so they work better on mobile phones and devices;

  - Automation of switchboard services to reduce costs;

  - Upgrading and improving the Council's Customer Relationship Management system so it can provide a rich and integrated view of transactions between citizens, businesses and the Council;

- Linking up Council IT systems securely to identify potential fraud such as inappropriate benefit claims or subletting;

- Achieving a reduction from 22km of paper stored on site to less than 3km and implement systems (e.g. electronic records and document management) such that digital records are maintained by default;

- Extending the "Bring Your Own Device" scheme to allow staff the opportunity to use their personal devices securely at work;

- Harnessing social media within council services to boost productivity, increase employee engagement and accelerate innovation;

- Moving 2500 staff from fixed desktop PCs to mobile devices enabling them to work flexibility irrespective of location.
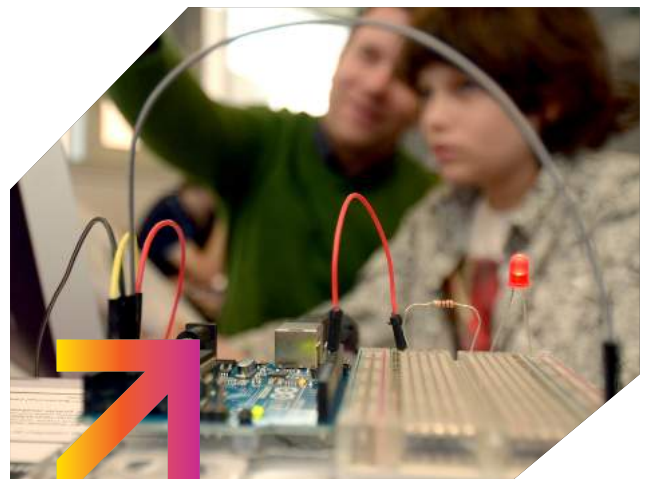
3. Building digital into Camden services

To ensure the delivery of the benefits outlined above, we need to make digital developments and innovation a core part of the way the Council conducts its business, ensuring that it is linked into what we do everyday.

Building sustainable foundations between 2014 to 2017

3.1 Robust information security

Information security is a key foundation for ensuring the success and sustainability of digital developments. It is vital that we address the risks proactively, as cyber threats are constantly evolving and changing.

To deliver appropriate data security as part of this Digital Strategy Camden will:-

- Education, awareness etc for staff about the integrity, validity and intent of internet information;

- Invest to ensure that our security measures, both technical and non-technical, keep pace with continuing and evolving cyber threats;

- Ensure our compliance with security standards for data exchange with health and central government so that data we shared safely;

- Maintain "safe harbour" status so we can be trusted to process payments on behalf of our businesses and residents.

3.2 Protecting privacy

As we move more services online and digitise our data we need to be vigilant in the management of information and ensure our compliance with legal and regulatory requirements.

To ensure this we:-

- Driving out any duplication and inconsistencies in our customer, property and business data so we have accurate and up to date information;

- Improving our day-to-day management) of data to ensure that data ownership and management is clearly defined and enforced;

- Ensuring our approach to information sharing is robust and fit for purpose, introducing, best practices such as Privacy Impact Assessments when there is significant change;

- Actively monitoring our compliance with our legal obligations under Data Protection, Statute and Regulation and taking steps to ensure that we keep pace with changes.

Positive progress has already been made on privacy and information sharing, with Camden being assessed as delivering the highest level of assurance in this regard, according to the latest assessment by the Information Commissioner. New threats continuously arise recommendations for improvement will be adopted.

To ensure this we:-

- Implement Protective Marking appropriately in Camden Services where there is a requirement to do so;

3.3 Managing online identities Securely

We must do everything we can to ensure that our online services are trusted and protect the identities of the citizens and businesses using them.

In Camden we have adopted open standards and best practices to manage access to our online Camden Account, so we can be confident that the customers accessing those services are who they say they are.

Identity management is important to the delivery of online services because the access rights assigned to a online account will control what information residents and businesses will be able to see and change in Council systems.

Last year five identity assurance providers were selected to help central government and the public sector manage digital identities. The Council's commitment to open standards means that we will be able to link up with national developments to ensure the ongoing security of our residents' identities and information.

3.4 "Digital Friendly" policies

Digital developments are not purely about technology. Key services such as our planning, procurement and economic regeneration teams have a critical role to play in shaping digital development across the Borough.

In terms of procurement:-

The Council spends approximately £400m per annum on goods and services. Each new procurement provides an opportunity to consider whether digital innovation can be incorporated into specifications, the evaluation of tender documents and the contract itself.

Therefore, where appropriate, when procuring services consideration will be given to:

- Whether smart assets (i.e. computerised and connected to the internet) could be acquired to enable new and intelligent service models and automated processes;

- Assessing the extent of digital inclusion and innovation within tender responses where appropriate;

- Digital reporting of performance to contract, online invoicing etc.

• In terms of planning and economic development:-

Camden's **Community Investment Programme** (**www.camden.gov.uk/cip**) and strategies for economic growth offer exciting possibilities to push on with an expansion of high speed internet services in new developments such as the construction of community facilities.

Alongside this, a review of the Local Development Framework provides a timely opportunity to consider how local planning can support the advancement of digital infrastructure. The rollout of the Super-Connected Cites programmes can help us to improve internet access for businesses and improve competition to deliver broadband services in the south of the Borough.

In terms of service commissioning:-

Significant digital innovation and changes are happening in key areas such as social care. For example the greater use of sensors in homes to support independent living and the use of online services such as Skype that enable families to keep in touch.

Age UK and Camden have partnered to deliver a jointly commissioned pilot scheme this year that will provide easy to use IT solutions for older people in sheltered accommodation so they can stay in touch with their families and friends and reduce the risk of isolation (**http://www.govint.org/ good-practice/case-studies/digital-inclusion- how-age-uk-camden-helps-older-people-to- connect/change-management/**).

3.5 Digital centres of excellence

To harness the opportunities of digital technology the Council needs access to specialist skills and capabilities.

To meet this demand specialist teams have been created to provide capacity including:-

- A customer insight team focused on using feedback and data from our residents and businesses to drive Council service improvement and ensure services are responsive to customers;

- Cross cutting technology teams specialising in business intelligence, agile working, channel shift and joined-up working who work with services to deliver the ambitions set out in this document.

3.6 Digitally skilled workforce

Our staff must feel confident about digital technology and how it can support them to deliver more efficient public services.

To nurture this in our workforce we are focused on:-

- Embedding digital opportunity and technological innovation into service design and policy development;

- Developing digital skills in our workforce (including training on new systems) so that staff can confidently use IT;

- Sharing innovation and developments across services to accelerate changes and the emergence of new ideas;

- Using new ways of collaborating such as crowd-sourcing and hackathons to help Council services innovate and do things differently;

- Building information and knowledge management skills and capacity across the Council.

3.7 Designing software that is easy to use

Older systems and applications have been a constraint on progressing our digital ambition. The key barriers are:-

- **Many older systems are clunky and difficult to use**.

- Some are **designed by IT suppliers as opposed to customers so they are not intuitive to use**

A key part of the Digital Strategy is, therefore, to completely rethink the way in which we design, build and implement IT systems.

Key changes include:-

- Codesigning online services with customers and business stakeholders so new online systems are built around resident and business needs;

- Redesigning processes before they go online rather than attempting to automate existing manual processes;

- Rethinking policies for digital delivery where this is possible;

- Using a software development methodology called Agile which is an industry standard way of building better software.

3.8 Open IT platform for government

Government IT systems, as indicated earlier, are often a barrier to change. Apart from the concerns over usability many applications used by councils today are built "on closed" systems that cannot be easily changed or linked up with other systems to share data. Others are based on old technologies that are costly or need specialists skills to develop councils into expensive solutions that only specialists can change at significant cost.

This cannot be allowed to continue and has been a key driver behind Camden building its platform for delivering the next generation of digital services around three key principles:- (i) open systems; (ii) an architectural blueprint called SOA and (iii) open source.
The benefits being:-

- We can change our business processes to match what the Council needs as opposed to what a standard system will deliver;

- We have the flexibility to redesign how our online services look and feel;

- We can easily connect up with systems to share data and information;

- We can re-use code development by other other councils and organisations and vice versa.

3.9 Nurturing an open systems alliance for government

Whilst we can improve Camden systems, it is vital that we work in partnership with both public and private sector partners to save money and accelerate innovation. Therefore, we will actively collaborate with other councils and partners to grow and develop open systems in government, by nurturing an open systems alliance that focuses on:-

- Developing shared architectural blueprints and customer journeys;

- Sharing IT solutions, including the code for interfaces and web services that allow public sector systems to integrate;

- Joint procurement of open system solutions with other councils.

3.10 Disrupting the local government applications market

In order to deliver more choice, lower costs and better IT systems in the public sector, we are actively participating in initiatives to innovate and disrupt the IT software market within London and nationally as the operation of the current market is constraining digital developments (**http://www.computerweekly.com/opinion/Breaking-the-medieval-software-market-in-local-government**).

Our key actions to reshape the market for local government systems and applications include:-

- Playing a leading part in securing affordable wireless services across the capital which, until a consortia of London Authorities got together, was developing at a slower pace.

- Collaborating with the Government Procurement Service to develop a new framework for local government and public sector applications that will encourage innovation, choice and positive collaboration in the market.

3.11 Harnessing the cloud

Over the next few years we expect more and more systems to be available as standard services "in the cloud".

The opportunity to migrate to these standardised IT systems offers significant potential savings in terms of cost and effort as they are effectively available "off the shelf".

To accelerate and benefit from emerging cloud services we will:-

- **Embrace new cloud based delivery models** for infrastructure to accelerate innovation, share assets and benefit from economies of scale as these become available at a price that we can afford;

- Look to **share and integrate our data centre facilities** with other Local Authorities to reduce our costs and to support the technical integration of IT systems, to underpin shared and collaborative approaches;

- Make use of the public sector G-Cloud as a means to procure common systems and services at lower cost.

3.12 Investing in IT resilience

ICT is woven into the vast majority of Council processes. As such, the Council needs reliable IT systems to ensure continuity of front line service provision and to avoid unplanned and disruptive outages which could put services at risk.

Equally, as we move to automated services via the web, it is imperative that services are designed to be always on, so that residents and businesses can interact with them in ways that reflect their lifestyles.

Therefore, we are designing our online systems in such a way that they are available for as much of the time as possible and building high availability into our contracts with externally sourced IT services.

Priorities for action and timetable for delivery

Priorities	2014	2015	2016	2017
Ensure robust Information Security.	←			→
Protect privacy.	←			→
Manage online identity securely.	←			→
Develop "Digital Friendly" policies.	←			→
Build and grow digital centres of excellence.	←		→	
Nurture digital skills in Camden's workforce.	←			→
Designing software systems that are easier to use.	←			→
Build a flexible, open IT platform.	←			→
Nurturing an open systems alliance for government.		←		→
Disrupting the local government applications market.		←	→	
Investing in IT resilience.	←			→
Harnessing the Cloud.	←			→

Current Projects

- Contributing to the development of a new national framework for local government applications that sets out clear expectations on open standards and cross sector data sharing;

- Sharing Camden's code and interfaces with other public bodies to enable them to use our development to help them improve public services;

- Support the Council to ensure that adequate and robust information sharing arrangements are in place to facilitate partnership and collaborative working where it is needed;

- Implement and embed new processes and approaches within the remodelled IT function, to ensure that the new digital centres of excellence flourish and enable digital progress across Council services;

- Complete the options appraisal for the future of Camden's Datacentre, with a focus on provisioning it as a shared, cloud-based service (ideally with one or more local authorities);

- Commence a council-wide learning and development offer that fosters and builds the digital skills needed for new ways of working;

- Implement the recommendations contained in the Information Commissioner's inspection of Camden.

- Participate in an EU funded project called with participants from Spain, Greece, Serbia and the UK to develop new value-added cloud services and a marketplace where providers can develop solutions, and public sector organisations procure them.

4. Working in partnership to deliver the Digital Strategy

The delivery of our ambitions within this Digital Strategy are enhanced and amplified by working in partnership across all sectors and maximising collective commitment, energy and skill.

4.1 Social media, crowdsourcing and hackdays

Advances in digital communication and interaction, particularly around social networks, offer exciting new opportunities to reach out and engage groups that might not otherwise get involved.
For example:-:

- Using crowdsourcing and hackdays with networks of individuals and/or like-minded organisations to solve complex problems that we face today. In May 2013 we held Camden's first ever hackday, an event that brought together experts, volunteers and IT companies to look at how we can solve the complex problems facing us in new ways (**http://biginnovationcentre. com/Events/75/Camden-Hack-Day**);

- Using online markets to source specialist skills on demand that might otherwise be expensive or difficult to find;

- Using social media tools and linking up with established digital communities to assist in decision making and policy development.

4.2 Local businesses

There are approximately 25,00 businesses in Camden, many of them engaged in the knowledge and digital industries that create jobs and provide employment opportunities.

Increasingly, many companies Corporate Social Responsibility (CSR) statements include commitments to provide volunteers to support digital initiatives. For example BT provide outreach support (BT Rangers) to local communities to develop IT skills. Google are another example of a company providing resources to help deliver public services in Camden. Our partnership with UCL and Code Club to send volunteers to primary schools helps set up computing after-school clubs (**http://blog.codeclub.org.uk/2013/07/18/our-partnership-in-camden/**).

To maximise these opportunities we have linked our Digital Strategy with our Volunteering Strategy (**www.camden.gov.uk/ccm/cms-service/download/asset?asset_id=3100797**).

In the context of the digital strategy it is our intention to build on existing partnerships and reach out further to our local businesses.

4.3 Health

Changes in healthcare nationally have led to increased levels of integration and the transfer of responsibilities from the NHS to Local Authorities. This not only opens up new opportunities for collaboration but also the potential to tap into complementary skills and expertise. Public Health, for example, have a strong tradition in the use of data and analytics, with regional and local Centres of Excellence, which could be used to help Camden solve and / or mitigate complex challenges such as worklessness.

4.4 Voluntary sector

Camden is fortunate to have an established and vibrant third sector who are working actively in community settings such as libraries and community centres to help vulnerable families, young people and residents gain digital confidence and life skills.

Charities based in Camden have also helped Camden to recycle computers into community organisations and disadvantaged groups.

We want to build on this with our partners to ensure that as services go online that no one gets left behind.

4.5 Schools, further and higher education

Camden has world leading educational institutions that are important catalysts for growth and innovation within the UK and, in some cases well beyond. These centres of excellence provide a rich source of talent and thinking that will help the Council as a whole.

For example, UCL host a Centre of Excellence for Smart Cities (Urban Laboratory) that could help

us develop our approach to the digital public realm and smarter public services. Other HE institutions have been involved in our smart metering project and providing research expertise in key fields such as behaviour science.

Within the Borough schools there are around 7,000 laptops and computers with many providing wrap-around learning opportunities led by experienced staff. We also have a City Learning Centre which provides learning opportunities for children, teachers and the community.

This pool of educational talent, resources and ability is an important asset to Camden as a whole providing access to skills, knowledge and new ideas that will help to shape the future of local businesses and the Borough itself.

4.6 Collaboration across the public sector

This is an ambitious strategy and it is vital that we work in partnership across local government and the public sector more widely to deliver better services and drive change.

Collaboration and sharing reduces costs and accelerates innovation. It opens up new possibilities to think differently about how we do things and why. Therefore, we are actively working to build partnerships in the public sector at a London and national level. For example:- (i) our work with the Government Procurement Service will help us to lower procurement costs and encourage more open systems in government; and (ii) nurturing an open systems alliance for government will help like-minded Councils share developments and potentially introduce more new developments would otherwise not arise.

5.Funding digital ambition

The majority of the digital initiatives set out in the paper are funded through Camden's existing capital programme or will be funded through invest to save initiatives that form part of the Council's current and next Medium Term Financial Strategy.

Assuming digital opportunities are embraced and recognised upfront, the costs of developing digital infrastructure (e.g. high capacity broadband and wireless) can be marbled into new developments including the Community Investment Programme. Going forward the possibility of linking digital developments into the review of the Local Development Framework, future procurements and commissioning strategies will avoid additional costs and help potential partners develop new and innovative approaches to digital developments.

It is expected that additional targeted grants will become available to advance connectivity (e.g. through the Super-Connected Cities initiative) to assist local businesses, and funding to help vulnerable households and areas of the Borough.

And with the delivery of a Borough wireless concession we have the opportunity to generate new income and create a Digital Innovation Fund that we can use to encourage and develop existing partnerships, pioneer new solutions and foster the innovations set out in this strategy.

Over the course of the next ten years we estimate that the wireless concession will deliver around £3.4m of income. This could be invested in:

• Initiatives that increase access to the internet amongst vulnerable groups;

• Helping Camden businesses to get online and confident in the use of IT;

• Funding for digital skills that provide a pathway to employment and a way out of digital exclusion.

• Key events to stimulate digital innovation including mobile application competitions and hackathons.