London Borough of Hillingdon

Digital Connectivity Strategy (3 Year Plan)

2021 - 2023

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Storyboard for Hillingdon Digital Connectivity Strategy

- Foreword & Context – Why Now?

- Responsibilities & Governance

- Strategic Framework & Ambition for Digital Connectivity

- Priority Projects in Hillingdon by Theme

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Foreword & Context - Why Now?

Digital Connectivity – mobile and fixed connections to the internet – is becoming more and more important to Residents and local businesses and in many ways is becoming the 'new utility' in most people's lives. We are now living in an era of increasing digitisation across all industries.

Digital Connectivity will have a more and more profound impact on the way we live, work, travel, connect with others and manage our lives.

Hillingdon's Residents and businesses already enjoy comparatively good levels of digital connectivity and have already benefitted from significant investment into Fibre and 4G infrastructure.

However, Covid-19 has necessitated new ways of working and has hugely increased digital traffic, with people working from and staying at home. Most see this trend set to continue and Government estimate that digital traffic is set to grow between 25% - 40% per year for the foreseeable future.

We know that our neighbouring Boroughs are also developing investment strategies, plans, priorities and setting their future ambitions for Digital Connectivity.

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Foreword & Context - Why Now? Cont.

Digital Connectivity is increasingly becoming an important consideration in domestic and business location choices, particularly as online presence is becoming a more important channel.

Many Authorities are using Digital Connectivity as a way of regenerating town centres and attracting footfall back onto high streets.

In short – London Borough of Hillingdon will need to start the process of investment now.

The introduction of 5G and Full Fibre over the next 10 years will massively enhance digital capability and performance – it will bring new and exciting opportunities and innovations and will have big impacts on sustainability, travel, communications, safety and health and social care.

The investment required to deliver this digital infrastructure is high and Local Authorities will need to be 'investor ready' to attract early investment to support this delivery.

The Borough are ambitious to do more, and this strategy sets out the key initial steps that need to be taken to deliver this ambition…

Councillor Douglas Mills (Cabinet Member for Corporate Services & Transformation)
&
Perry Scott (Corporate Director of Infrastructure, Transport & Building Services)

Organising for Digital Connectivity

Role	Responsibility	Objectives
Overall Digital Lead for the London Borough of Hillingdon	**Councillor Douglas Mills**	Overall lead on Council Digital initiatives
Lead Officer for Digital Innovation & Transformation	**Perry Scott** (Corporate Director of Infrastructure, Transport & Building Services)	• Senior Responsible Owner (SRO) for the Programme and Operational Lead for Council Digital initiatives • Chair of Cross-Service Digital Steering Group
Programme Lead Project Manager	• **Kelly Walkey**, (ICT Business Design Manager) • **Sajad Rashid** (ICT Project Manager)	• Programme Manager • Programme management and coordination
Digital Connectivity Steering Group	• Chair - **Perry Scott** • **Kelly Walkey** • Service Area Representatives	• Development of Council Digital Connectivity Strategy • Cross-Service coordination of Council policies and services

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West London Alliance (WLA) Partnership

London Borough of Hillingdon will continue to invest into the WLA Digital West Partnership and work in partnership with other West London Authorities to enable investment into digital infrastructure.

The Borough will work with the WLA to develop **a clearer set of aims, objectives and expected partnership outcomes, align strategies and activities** to **accelerate learning** and to share best practice.

Also, to set **common policy and strategy** to enable and **leverage digital investment** into   West London and to **drive economies of scale**.

By participating in key Digital West activities in particular to **enable joint investment contracts** (for example, Strategic Investment Pool (SIP) Growth investment), **future funding applications** and **improving information/data** (for example creating "asset"inventories to aid digital investment appraisal).

A Strategic Framework

Activity/Theme	Outputs/Outcomes	Key Measures
Digital Place	• Enable fast network coverage and eradicate low connectivity points for residents and businesses using 5G and Fibre • Work with the WLA to define a framework of measurable outcomes to tackle congestion, air quality and de-carbonisation • Develop a programme of priority projects in line with the Council's Corporate Plan	✓ Full Fibre to above West London Average (LBH Currently 5% - WLA Average 13%) ✓ Unavailability levels (30 Mbps) to below West London Average (LBH currently 3.3% - WLA Average 2.8%) ✓ 4G coverage to above West London Average (LBH currently 92.3% - WLA Average 95%) ✓ 5G inward investment strategy & plan developed
Digital Council	• Encourage digital investment into the Borough, by being 'investor ready' • Work with the WLA and with other public service partners to ensure a consistent and joined up approach • Continue to develop broader Council digital strategies - access to services/service digitisation/automation and better use of data and insight • Raise Member/Officer awareness of digital innovation opportunities • Drive digital innovation and be open to new ideas that drive efficiency and growth	✓ Digital provider/market engagement strategy developed and delivered ✓ Council enabling policy framework fully developed & deployed ✓ Broader Council digital strategy developed and deployed ✓ Internet of Things/5G Use Cases developed ✓ 5G inward investment strategy & plan developed

| Digital Inclusion | • To improve digital inclusion to enable independent living and learning
• Build digital skills and an agile, skilled and digitally included future workforce
• Enable increased access to services through digital innovation | ✓ Digital curriculum training programmes to enhance skills
✓ An assisted digital service to improve access to Council services
✓ A connected network of public spaces and places to enhance digital activities and learning
✓ Assistive technology programmes to support vulnerable people to live safely and independently
✓ Programmes to support home schooling and learning |

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Digital Place

Project	Outcomes/Outputs	Timescales
The deployment of **SIP funding for business growth via the GLA Fibre West SIP (Strategic Investment Pool)1** This is likely to be provided by an arrangement with the WLA.	• Improve connections to public buildings and support service innovation (priorities TBC) • Develop 306 new business connections within Hillingdon • Develop 1098 new Residential connections within Hillingdon	• Planning until 2021 • Works commence 2021 onwards • Works complete during 2022/23
Development of investment programme to connect the Council's **social housing estate, other public and Partner assets** to Full Fibre This will be delivered primarily through our market engagement activities (see Digital Council) and may be linked to Fibre West SIP 1 funding	• Improve connections to public buildings and support service innovation • Develop 306 new business connections within Hillingdon • Develop 1098 new Residential connections within Hillingdon • There will be no restriction of choice of Provider for Residents and no restriction on competition between Providers	• Market engagement February 2021 to 2022 • Works commence 2021 onwards • Works complete 2025 plus ongoing Programmes

Digital Place Cont.

Project	Outcomes/Outputs	Timescales
Develop a **'levelling up' programme to improve** digital connectivity standards and bring greater **investment into the North of the Borough**	• Identify priorities for investment • Engage with the market to find solutions and where appropriate use provider community and social value funding streams • Improve connectivity standards to a consistent level across the Borough	• Market engagement February 2021 to 2022 • Works commence 2022 onwards • Works complete March 2022/25 plus ongoing Programmes
'Public WIFI' hot spots in key public buildings across the Borough	• Develop a strategy to identify service access points across the Borough to promote digital access to Council services and Hillingdon as a Digital Place • Implement new digital access points and WIFI network	• March 2022 onwards
Develop Build and Recover programmes in and around Heathrow and exploiting the potential to bring next generation digital connectivity into the South of the Borough	• Develop understanding of current digital investment plans • Work with Economic Growth and Regeneration team to identify how digital connectivity can assist to attract new businesses into the Borough • Leverage innovation opportunities from new digital infrastructure	• Up to May 2022 • September 2021 onwards • September 2021 onwards

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Digital Council

Project	Outcomes/Outputs	Timescales
Develop and deliver a **full market engagement exercise,** including engagement with each of the keymarket Mobile Virtual Network Operator (MVNO) relationships	• Improved relationships with each MVNO • Clearer mutual objectives and development of partnering approach • Clarity on investment models, priorities and plans • Removal of barriers and issues • Development of community and social value programmes	• Market engagement February 2021 to 2022 • Development of forward investment plan 2021 onwards • Delivery of investment plans 2022 onwards
Design & develop **an integrated and aligned set of policies thatenable safe and coordinated digital investment** into the Borough It is expected that the Council will adopt a common model and approach that is in line with WLA strategies and models	• Desired digital connectivity standards available in all key Council assets (public buildings, public areas) • End to end processes for delivery of Digital Connectivity infrastructure • Standard Wayleave and Open Access policies andagreements • Standard model for Reinstatement of Opening in Highways and Street Works • A common approach to planning consents • Standard policies for all new developments (for example, cabling and ducting requirements)	• All policies reviewed and signed off by 2021

Develop partnerships for digital investment across all local public service providers, public service supply chains and the voluntary and community sector	• Establish appetite for greater digital integration • Develop joint plans and initiatives to promote more joined up public services and single views of people and places • Identify forward investment programme	• May 2021 to 2022 • October 2021 – March 2022 • 2022 onwards
Further **development of Council digital strategies and plans** A number **of these strategies are not yet sufficiently developed** and need to be further developed to fully exploit the digital opportunities (and tackle risks and threats) to Hillingdon and its future growth and well-being	**The following Strategies/plans need further development:** • '**Service Access & Digitisation'** Strategy and plan – that sets out plans for the further digitisation and online channel access to Council services (and broader public services) and the ongoing digitisation of the Council's operations • '**Digital Business'** Strategy and plan – that sets out plans to attract and retain businesses into the Borough to enhance growth and build stronger digital supply chains, including local Chambers of Commerce • '**Digital Insight'** Strategy and plan – that sets out plans for improving insight, intelligence and analytics across the Borough; enabled by better use of open data, data science and use of technology	• Service Access & Digitisation: Sept 2021 onwards • Digital Business: June 2021 – September 2022 • Digital Insight: July 2021 – October 2022

Digital Council Cont.

Project	Outcomes/Output	Timescales
Develop a Council **Digital Innovation Programme** to raise awareness of digital opportunitiesand drive Use Cases for 5G technology	• Develop a Programme **to educate and raise awareness** of digital technology opportunities across the Council workforce • **Improve sharing and learning** channels (particularly via WLA) to keep connected to latest market developments and best practice • **Develop a forward plan of Use Cases (including tele-health),** that look to exploit the potential benefits of 5G and the 'Internet of Things' (IoT)	• October 2021 onwards

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Digital Inclusion

Project	Outcomes/Outputs	Timescales
Develop a comprehensive Strategy & plan for promoting digital inclusion across multiple stakeholder and community groups	• A comprehensive S**trategy and plan** to ensure that the right information, services and conditions are in place to enable all stakeholders **to interact confidently in a Digital Place**	• Develop Strategy & plan: 2021 onwards • Deliver planned activities and projects: 2022 onwards
Promote digital literacy, training and support	• Develop a locally led digital skills Programme and curriculum **to educate and promote digital literacy and raise awareness** of digital skills and technology • The development of a more **creative, agile, skilled and digitally included workforce** • Creation of **digital job opportunities with digital infrastructure providers,** developed through digital infrastructure investment plans rolled out across the Borough	• Develop training material: 2022 • Deliver training and capacity building: 2022 onwards • Market engagement activities with MVNOs: February – May 2022 onwards
Provision of assisted digital services at key Council service access points	• The provision of an assisted digital support service **to assist, train and support Residents to use online services** • The Assisted Digital Service would operate at key Council service access points, including **customer and community service access points** (for examplelibraries)	• Developed from August 2022 onwards

Digital Inclusion Cont.

Project	Outcomes/Outputs	Timescales
Enhance communication with different Digital Communities	• Agree communication channels and engagement with community groups e.g. local businesses • Surveys & intelligence gathering Update strategies/plans in line with data gathered	• Agree channels & engagement approach Jun – Sept 2022 • Local business & other surveys Jun/Jul 2022 onwards
Support vulnerable people withdigital solutions	• Develop **a 'Digital Communities'** Strategy and plan – that sets out plans for using digital technologies to help to tackle risk, vulnerability, health and social care and isolation in the community • Look to utilise **Assistive Technologies** and other emergent technologies to improve health and well-being and **support independence** and resilience	• Develop Strategy and plan: May – August 2021 • Design and deliver solutions: August 2021 onwards
Home schooling & IT support	• Utilise Government funding to support the provision of IT (computers and internet connectivity) to families and children who would otherwise not be able to **access learning and home-schooling opportunities**	• Design and deliver service: February 2021 – ongoing

Digital Connectivity Steering Group – Service Area Representatives

Role	Responsibility	Objectives
Social Care	• Community Development Manager – **Sasha Jeffries** • Head of Business Delivery and Support – **Darren Thorpe**	• Development of Council Digital Connectivity Strategy • Cross-Service coordination of Council policies and services
Finance	• Finance Business Partner Resident Services – **Carolyn Stanton**	
Highways	• Head of Highways – **Poonam Pathak**	
Legal	• Office Managing Partner – **Glen Egan**	
Housing	• Tenancy Management Service Manager – **Rod Smith** • Community Engagement Manager – **Marion Finney**	

Digital Connectivity Steering Group – Service Area Representatives Cont.

Role	Responsibility	Objectives
Planning/Regeneration Team	• Deputy Director Planning and Regeneration – **James Rodger** • Planning Officer – **Rebecca Lo**	• Development of Council Digital Connectivity Strategy • Cross-Service coordination of Council policies and services
West London Alliance	• Strategic Lead – Digital and Smart Cities West London Alliance - **Fin Kelly** (as an optional invite if WLA item on Agenda)	
Comms	• Media and Campaigns Officer – **Russell Butt** • Media Campaigns and Digital Manager – **Leo Tarring**	
Facilities Management	• Electrical Contracts Manager – **John Phillips**	

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