DIGITAL STRATEGY

Committee name	Corporate Resources and Infrastructure Select Committee

Officer reporting	Matthew Wallbridge, Chief Operating Officer Darren Persaud, Head of Digital, Corporate Services

Papers with report	None

Ward	All

HEADLINES

This report provides a summary of progress in delivering the Digital Strategy 2024–2027, following presentation of the full annual report to Cabinet on 23 December 2025. It highlights key achievements over the past year, progress across the strategy's five programmes, and the next steps agreed by Cabinet.

RECOMMENDATIONS

That the Committee:

1. **Notes the progress made in delivering the Digital Strategy 2024–27, including achievements across digital platforms, business intelligence, infrastructure modernisation, inclusion, and Technology Enabled Care.**
2. **Notes the next steps agreed by Cabinet (December 2025), particularly the acceleration of digital transformation, strengthening of digital inclusion activity, embedding of technology into adult care services, and enhancing strategic partnerships.**

SUPPORTING INFORMATION

Over the past year, the Council has made substantial progress in delivering the Digital Strategy 2024–27, achieving significant outcomes across all five programme areas and laying the foundations for further transformation. Work to build services online by default has been particularly impactful, marked by the successful launch of the new Council website in November 2025. This redesigned digital front door offers improved accessibility, clearer navigation and a mobile-first approach, enabling residents to complete more tasks online with greater ease. The Council is on track to complete the migration of online forms into a single platform and has begun implementing an enhanced "Report It" and "Request It" tool, including a mobile app that uses automated routing and real-time updates to ensure environmental issues are dealt with more efficiently and transparently. Love Clean Streets will be launched in March 2026 as a dedicated free mobile phone app designed to make it simpler and faster to report everything from fly-tipping and graffiti to damaged play equipment and highway concerns to the council. It provides a single,

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streamlined service where users can report an issue and it automatically directed to the relevant team, ensuring problems are assessed promptly. Users can also track the progress of their reports in real time and supports reporting across a wide range of services. These include street cleansing issues such as litter and dog fouling; highways concerns like potholes, faulty street lighting or damaged street furniture; problems in parks and open spaces; abandoned vehicles; and issues with overgrown shrubs, grass or trees. Users can also request dry mixed recycling and food waste bag deliveries and bulky waste collections.

Significant advancements have also been made in the Council's use of data, strengthening evidence-based decision-making. The Business Intelligence service has expanded to include more than 140 dashboards across directorates, providing managers with real-time insight into performance, demand, cost and outcomes. Investment in data modelling, warehousing and quality frameworks has improved the reliability and consistency of datasets, enabling more accurate reporting and earlier intervention. The introduction of a formal Data Quality Assessment approach, aligned to Government standards, has enhanced governance and driven cultural change across the organisation by embedding accountability for data stewardship. These developments have improved strategic planning and supported transformation in key areas, including Adult Social Care, HR and asset management.

At the same time, the Council has continued to modernise its technical infrastructure to support a more resilient and secure digital environment. The rollout of the Microsoft Teams telephony system has replaced the legacy Cisco platform, enabling more efficient communication and supporting hybrid working. The deployment of new user devices is nearing completion, giving staff modern tools that improve productivity and service delivery. Progress is also being made on the migration from Citrix to Azure Virtual Desktop, which will further enhance operational flexibility. Cyber security has strengthened through new firewall technologies and improved awareness programmes, following positive feedback in the Local Government Association's Cyber 360 review. The Council has continued to embed automation and AI within its operations, using robotic process automation to streamline repetitive tasks, reduce errors and free up staff capacity. AI-powered solutions have also been introduced to improve enquiry management, automate classification and enhance both staff and resident experiences.

Improving digital capability and inclusion remains central to the Council's mission, and considerable progress has been made in this area. Over 200 laptops and more than 2,000 data SIMs have been distributed to vulnerable residents, enabling them to access education, support and essential services online. The introduction of a dedicated line for vulnerable individuals ensures that those who struggle with digital channels receive personalised assistance without navigating automated systems. Resident feedback has played a meaningful role in shaping digital improvements through panels, surveys and engagement with community groups, including carers and disability forums. Internally, the Digital Excellence Academy continues to expand, with over 80 active learners and a further intake scheduled. Apprenticeships at multiple levels—ranging from data and digital skills to leadership and master's-level programmes—are building a digitally-confident workforce and future-proofing organisational capability.

The Council has also advanced its ambition to deliver a genuinely digital place, with borough-wide connectivity now at over 79%, up from just 5% five years ago. This rapid expansion in full fibre access is supported by closer engagement with telecoms providers and improvements to internal processes that accelerate wayleave agreements and multi-site access. Innovative Smart City trials have continued, including the use of damp and mould sensors in Council properties and participation in the West London Alliance feasibility study for a LoRaWAN network. These initiatives demonstrate a commitment to data-driven planning, environmental monitoring and more efficient asset management. The Council's partnership working has strengthened further, with notable collaborations involving Microsoft, central government departments and the Local Government Association. National recognition has followed, including Hillingdon's inclusion as a good practice example in the Government's *Blueprint for Modern Digital Government*, and pilot work in planning where AI tools have significantly reduced document processing times.

Finally, significant steps forward have been taken in Technology Enabled Care (TEC), which continues to play a crucial role in Adult Social Care. Tools such as AskSARA, Intelligent Lilli and digital monitoring devices have improved independence, reduced reliance on one-to-one care and helped to prevent hospital admissions. Smart home technologies, wearables and robotics funded through the Disabled Facilities Grant have enhanced support for residents with complex needs. The Council's vision for TEC aims to ensure that digital solutions become a first consideration in all assessments, with plans in place to complete the transition from analogue to digital TEC by January 2027. Collectively, these achievements reflect a year of substantial delivery, national recognition and meaningful improvement to both resident and staff experiences, positioning Hillingdon to continue accelerating its transformation journey.

PERFORMANCE DATA

Since the go-live of Phase 1 of the new Council website, which represents around half of the eventual three thousand pages, we have seen a noticeable increase in digital engagement. Comparing January 2025 web views and the end of January 2026, website page views have doubled, and overall telephone calls to the Council fell by five per cent. During this period we also made improvements to the Contact Us page and made a minor adjustment to the AWS telephony script. The combination of these three changes appears to have contributed to the early reduction in calls. While this suggests that residents may be shifting towards digital channels following the redesign, the monitoring period so far has been short and therefore represents a small initial sample.

It is also important to recognise that this period aligned with a change to Google's analytics platform, which is used widely across the public sector to measure website activity. This may account for a proportion of the recorded increase in traffic. For these reasons the early data should be treated with caution and viewed as an early indicator rather than definitive evidence of long-term behavioural change. A clearer and more stable picture will emerge from April onwards when we have a larger dataset and when the full website and all redesigned online forms are live. At that point we will also begin a deeper service-by-service analysis to understand where the redesign is having the greatest impact and to identify areas where further improvements may be

required.

RESIDENT BENEFIT

Residents are beginning to experience meaningful improvements as a result of the Council's Digital Strategy, although this remains very much a work in progress. The launch of Phase 1 of the new Council website in November marked a significant step forward in modernising the digital experience, but it is intentionally being treated as a public beta. Since launch, resident feedback has been actively gathered and analysed to guide iterative enhancements to navigation, accessibility, content clarity and overall usability. This deliberate approach ensures the website continues to evolve based on real user needs rather than assuming the first version is complete. The same improvement cycle will be used as we introduce new online forms, new service journeys and further phases of the website, embedding a consistent "test–learn–improve" model across all resident-facing digital services.

As more services move online, residents benefit from quicker, clearer and more convenient interactions, with the ability to access over 200 services through a single account, with on-street issues soon to also be available via a mobile app, enabling residents to track progress without needing to call the Council. These improvements reduce duplication, shorten response times and offer a more joined-up experience. However, we recognise that achieving a fully end-to-end digital journey across all services will take time. As integrations deepen, data quality strengthens and internal processes evolve, the resident experience will continue to improve incrementally rather than all at once. This evolutionary approach reflects the complexity of modernising legacy systems while ensuring residents consistently receive a reliable and intuitive service.

Digital inclusion remains central to how we measure resident benefit, and this too is an ongoing journey. Support for vulnerable residents—whether through devices, connectivity, or the dedicated assisted-service line—ensures that improvements do not leave anyone behind. At the same time, residents are increasingly supported by new Technology Enabled Care solutions that help them live more independently and safely at home. These solutions, ranging from lifestyle monitoring tools to smart sensors, also follow an iterative improvement cycle as we learn from user feedback and emerging data. Across the strategy as a whole, resident benefit is not seen as a one-off milestone but as a continuous process of refinement, monitoring and improvement, ensuring services evolve responsibly and in direct response to the needs, behaviours and expectations of the borough's communities.

FINANCIAL IMPLICATIONS

N/A

LEGAL IMPLICATIONS

N/A

BACKGROUND PAPERS

[London Borough of Hillingdon - Agenda for CABINET on Tuesday, 23rd December, 2025, 7.00 pm](#)

[11- REPORT Hillingdon Digital Strategy annual report 181225 1.pdf](#)