

Digital Connectivity Strategy (3 year plan) 2021-2023



HILLINGDON
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Storyboard for Hillingdon Digital Connectivity Strategy

- Foreword and Context – Why Now?
- Responsibilities and Governance
- Strategic Framework and Ambition for Digital Connectivity
- Priority Projects in Hillingdon by Theme

Foreword and 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% and 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.

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
and Transformation

Perry Scott

Corporate Director of Infrastructure,
Building Services and Transport

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 and Transformation	Perry Scott (Corporate Director of Infrastructure, Building Services and Transport)	<ul style="list-style-type: none"> • Senior Responsible Owner (SRO) for the Programme and Operational Lead for council digital initiatives • Chair of Cross-Service digital steering group
<p>Programme Lead</p> <p>Project Manager</p>	<p>Kelly Walkey (ICT Business Design Manager)</p> <p>Sajad Rashid (ICT Project Manager)</p>	<ul style="list-style-type: none"> • Programme Manager • Programme management and coordination
Digital Connectivity Steering Group	<ul style="list-style-type: none"> • Chair - Perry Scott • Kelly Walkey • Service Area Representatives 	<ul style="list-style-type: none"> • Development of council digital connectivity strategy • Cross-Service coordination of council policies and services

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 and plan developed
Digital Council	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Digital provider/market engagement strategy developed and delivered • Council enabling policy framework fully developed and deployed • Broader council digital strategy developed and deployed • Internet of Things/5G Use Cases developed • 5G inward investment strategy and plan developed
Digital Inclusion	<ul style="list-style-type: none"> • To improve digital inclusion to enable independent living and learning 	<ul style="list-style-type: none"> • Digital curriculum training programmes to enhance skills • An assisted digital service to improve access to council services

	<ul style="list-style-type: none">• Build digital skills and an agile, skilled and digitally included future workforce• Enable increased access to services through digital innovation	<ul style="list-style-type: none">• 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
<p>The deployment of SIP funding for business growth via the GLA Fibre West SIP (Strategic Investment Pool) 1.</p> <p>This is likely to be provided by an arrangement with the WLA.</p>	<ul style="list-style-type: none"> • Improve connections to public buildings and support service innovation (priorities TBC) • Develop 306 new business connections within Hillingdon • Develop 1,098 new residential connections within Hillingdon 	<ul style="list-style-type: none"> • Planning until 2021 • Works commence 2021 onwards • Works complete during 2022/23
<p>Development of investment programme to connect the council's social housing estate, other public and partner assets to Full Fibre.</p> <p>This will be delivered primarily through our market engagement activities (see Digital Council) and may be linked to Fibre West SIP 1 funding.</p>	<ul style="list-style-type: none"> • Improve connections to public buildings and support service innovation • Develop 306 new business connections within Hillingdon • Develop 1,098 new residential connections within Hillingdon • There will be no restriction of choice of provider for residents and no restriction on competition between providers 	<ul style="list-style-type: none"> • Market engagement February 2021 to 2022 • Works commence 2021 onwards • Works complete 2025 plus ongoing programmes
<p>Develop a 'levelling up' programme to improve digital connectivity standards and bring greater investment into the north of the borough.</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Market engagement February 2021 to 2022 • Works commence 2022 onwards • Works complete March 2022/25 plus ongoing programmes

<p>'Public WIFI' hot spots in key public buildings across the borough</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • March 2022 onwards
<p>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</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Up to May 2022 • September 2021 onwards • September 2021 onwards

Digital Council

Project	Outcomes/Outputs	Timescales
<p>Develop and deliver a full market engagement exercise, including engagement with each of the key market Mobile Virtual Network Operator (MVNO) relationships</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Market engagement February 2021 to 2022 • Development of forward investment plan 2021 onwards • Delivery of investment plans 2022 onwards
<p>Design and develop an integrated and aligned set of policies that enable safe and coordinated digital investment into the borough.</p> <p>It is expected that the council will adopt a common model and approach that is in line with WLA strategies and models.</p>	<ul style="list-style-type: none"> • 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 and agreements • 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) 	<ul style="list-style-type: none"> • All policies reviewed and signed off by 2021
<p>Develop partnerships for digital investment across all local public service providers, public service supply chains and the</p>	<ul style="list-style-type: none"> • Establish appetite for greater digital integration • Develop joint plans and initiatives to 	<ul style="list-style-type: none"> • May 2021 to 2022 • October 2021 to March 2022

<p>voluntary and community sector</p>	<p>promote more joined up public services and single views of people and places</p> <ul style="list-style-type: none"> • Identify forward investment programme 	<ul style="list-style-type: none"> • 2022 onwards
<p>Further development of council digital strategies and plans</p> <p>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 wellbeing.</p>	<p>The following strategies/plans need further development:</p> <ul style="list-style-type: none"> • ‘Service Access and 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 	<ul style="list-style-type: none"> • Service Access and Digitisation: September 2021 onwards • Digital Business: June 2021 to September 2022 • Digital Insight: July 2021 to October 2022
<p>Develop a council Digital Innovation Programme to raise awareness of digital opportunities and</p>	<ul style="list-style-type: none"> • Develop a programme to educate and raise awareness of digital technology 	<ul style="list-style-type: none"> • October 2021 onwards

<p>drive use cases for 5G technology</p>	<p>opportunities across the council workforce</p> <ul style="list-style-type: none">• 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)	
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Digital Inclusion

Project	Outcomes/Outputs	Timescales
Develop a comprehensive strategy and plan for promoting digital inclusion across multiple stakeholder and community groups	<ul style="list-style-type: none"> • A comprehensive strategy 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 	<ul style="list-style-type: none"> • Develop strategy and plan: 2021 onwards • Deliver planned activities and projects: 2022 onwards
Promote digital literacy, training and support	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Develop training material: 2022 • Deliver training and capacity building: 2022 onwards • Market engagement activities with MVNOs: February to May 2022 onwards
Provision of assisted digital services at key council service access points	<ul style="list-style-type: none"> • 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 example libraries) 	<ul style="list-style-type: none"> • Developed from August 2022 onwards

<p>Enhance communication with different Digital Communities</p>	<ul style="list-style-type: none"> • Agree communication channels and engagement with community groups e.g. local businesses • Surveys and intelligence gathering • Update strategies/ plans in line with data gathered 	<ul style="list-style-type: none"> • Agree channels and engagement approach June to September 2022 • Local business and other surveys June/July 2022 onwards
<p>Support vulnerable people with digital solutions</p>	<ul style="list-style-type: none"> • 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 wellbeing and support independence and resilience 	<ul style="list-style-type: none"> • Develop strategy and plan: May to August 2021 • Design and deliver solutions: August 2021 onwards
<p>Home schooling and IT support</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Design and deliver service: February 2021 – ongoing

Digital Connectivity Steering Group – Service Area Representatives

Role	Responsibility	Objectives
Social Care	<ul style="list-style-type: none"> Community Development Manager – Sasha Jeffries Head of Business Delivery and Support – Darren Thorpe 	<ul style="list-style-type: none"> Development of council digital connectivity strategy Cross-service coordination of council policies and services
Finance	<ul style="list-style-type: none"> Finance Business Partner Resident Services – Carolyn Stanton 	
Highways	<ul style="list-style-type: none"> Head of Highways – Poonam Pathak 	
Legal	<ul style="list-style-type: none"> Office Managing Partner – Glen Egan 	
Housing	<ul style="list-style-type: none"> Tenancy Management Service Manager – Rod Smith Community Engagement Manager – Marion Finney 	
Planning/ Regeneration	<ul style="list-style-type: none"> Deputy Director Planning and Regeneration – James Rodger Planning Officer – Rebecca Lo 	
West London Alliance	<ul style="list-style-type: none"> Strategic Lead – Digital and Smart Cities West London Alliance - Fin Kelly (as an optional invite if WLA item on Agenda) 	
Corporate Communications	<ul style="list-style-type: none"> Media and Campaigns Officer – Russell Butt Media Campaigns and Digital Manager – TBA 	
Facilities Management	<ul style="list-style-type: none"> Electrical Contracts Manager – John Phillips 	