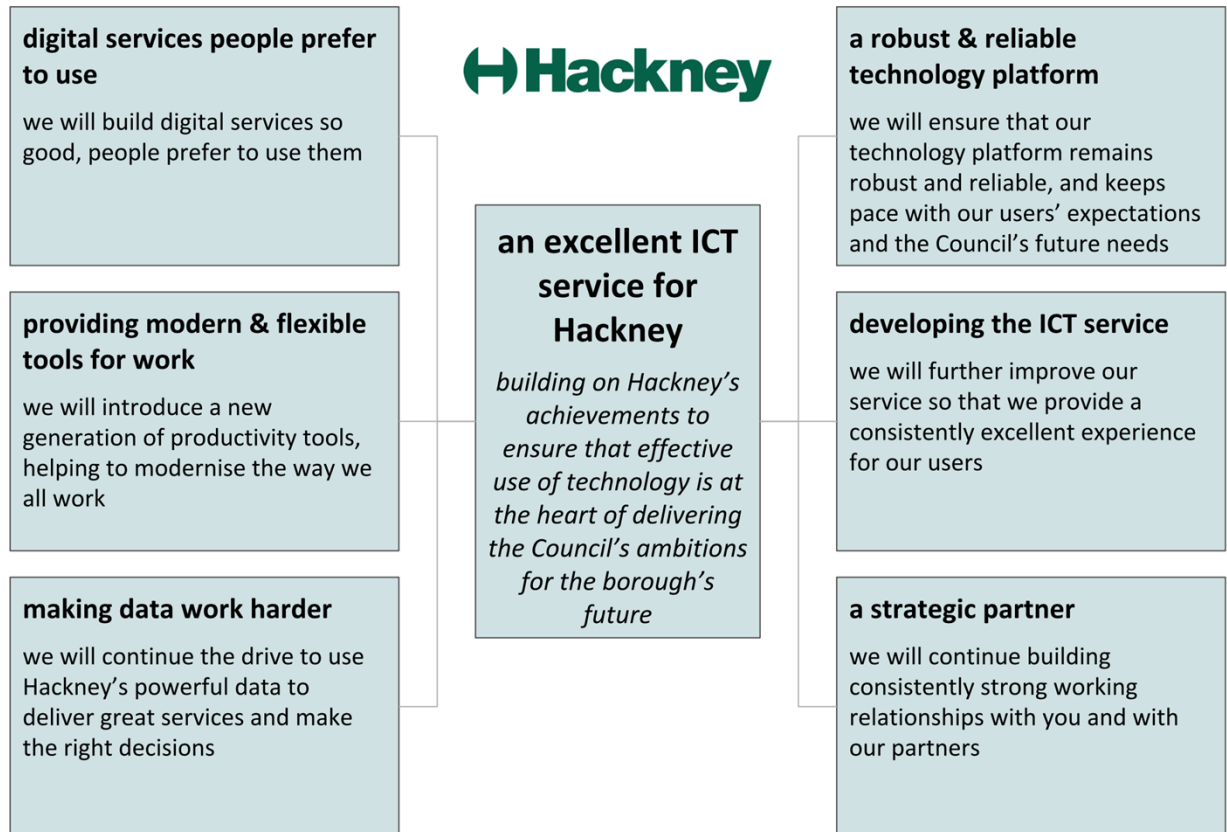


HackIT QUARTERLY UPDATE - Q2 2018/19

22 November 2018

1. THEMATIC MODEL

The HackIT team's work is based on a service oriented approach where ICT and digital is embedded in service strategies, not a distinct 'Digital strategy'. This is based on six themes which underpin the ICT contribution to the Council's service strategies which was set out in the reset of the Council's strategic approach for ICT and digital developments in March 2018.



2. PROGRESS UPDATE

The sections below provide an update on progress against each of the themes over the last quarter and give highlights of key challenges / opportunities for the division's forthcoming work.

2.1. Digital services people prefer to use

Recap on our goals

The projects within this theme are providing digital services for Hackney's residents and businesses that are so good that people prefer to use them and can succeed first time, unaided, in support of the Council's Customer Service Strategy. This theme will also include exploration of emerging digital technologies such as voice activated services and artificial intelligence - helping to inform Hackney's longer term strategy of digital service design and delivery.

Progress since July 2018 update

Prioritisation for projects in this theme is driven by services' strategic priorities. Highlights of work over the last quarter include those listed below (this is not an exhaustive list):

Chief Execs

- **Providing more resilient access to the Council website:** work has completed to move hackney.gov.uk to the cloud. This provides greater resilience through reducing dependency on the Council's internal ICT infrastructure.
- **Making it easier to access the Council intranet:** work is in progress to move the intranet to the cloud, which will include enabling access from *any device, anywhere, anytime* (including smartphones).
- **Supporting strategic change at Hackney:** work is in progress together with the Strategy, Policy and Economic Development division and Finance colleagues to develop a prototype for a new Change Advisory offer. This follows research with heads of service across directorates to understand how ICT and SPED can support services across the Council in reimagining their service delivery, including cross-cutting services, in support of service and financial planning.
- **Simplifying the grievance process to help improve outcomes:** work is in progress with HR to develop a prototype digital service for grievances, which will simplify and clarify the process for HR, investigating officers and members of staff making grievances.

Children's, Adults and Community Health

- **Improving the experience of initial contact with Adults' social care:** the Adults' services front door Discovery review has completed and recommendations are now being incorporated into the services' strategic planning.
- **Making it easier to find consistent and accurate information about health, social care and community services:** recommendations from the Discovery into Directories of Service have been agreed by the IT Enabler Board for City and Hackney. Work is now progressing to develop a prototype by December 2018, followed by a live service by March 2019. The proposed model is based on clearer data ownership and use of APIs to enable multiple applications to access a common set of data. This has been designed to address historic issues with data integrity and multiple datasets (which often become out of date / inaccurate).
- **Providing social workers with accurate information to speed up decisions and improve outcomes:** the Information Governance arrangements for the Health Information Exchange (which will allow social workers to access core healthcare information for clients) have been reviewed with the Director of Adults' Social Care and an updated Privacy Impact Assessment has been produced to reflect the requirements of the new Data Protection Act and GDPR. This is due to be signed off shortly and HIE access will be rolled out rapidly following that.
- **Digitising discharge into social care:** the Discovery stage for this NHS Digital funded project has now completed. The objective for the project is to provide a solution for use by Hackney Council and Homerton University Hospital that can also be reused in other areas nationwide and work is now progressing to design and build a prototype solution. NHS Digital are monitoring progress and have confirmed that they are happy with the progress that is being made.

Finance & Corporate Resources

- **Collaboration with other councils to improve our digital services:** Hackney continues to be a leading council in supporting the Local Digital Declaration (<https://localdigital.gov.uk/declaration/>). The Declaration is securing commitment from a

growing number of councils across England and Wales, and Hackney has delivered the following products in support of our Declaration commitments over the last quarter:

- Updates to the Pipeline collaboration platform: <https://pipeline.localgov.digital/>
 - Launch of a User Research library: <https://research.localgov.digital/>
 - Publication of our API standards and playbook: <https://github.com/LBHackney-IT/Hackney-Development-Standards> and <https://github.com/LBHackney-IT/API-Playbook>
- **Using robotics process automation to speed up data handling** is now live, and processing a Direct Debit mandate in less than 30 seconds, rather than the 5 minute it takes an officer. Rollout will see the technology applied to further council tax processes and temporary event notices initially.
 - **Improving how residents sign in to One Account:** following research with residents we are about to improve the way that people register and sign-on to One Account. This new technology, lightly coupled to the One Account application, will reduce the cost of integrating the sign-on feature to other services, such as Launch Pad (a service to support businesses starting up in the borough). This is expected to reduce the number of calls relating to One Account that are reported to the helpdesk by half.
 - **Exploring new ways of delivering the website:** the current website contract is up for renewal in November 2019 so we are working with Communications to explore how new website software might make it cheaper and easier to connect to chatbots and speech-activated search such as Amazon Alexa to broaden access to Hackney's digital services.

Neighbourhoods & Housing

- **Improving income collection:** through providing a simple, smart service for case workers and residents that is easy to use and improves income collection. £120k per annum savings have been identified from staff and print costs for tenancy management, with work in progress to extend the service to include leaseholders.
- **Improving reporting and management of repairs:** providing a significantly improved online reporting service (now live) and simpler tools to track repairs (launching soon). These are making it easier for residents to report repairs online, reducing the number of clicks required to track a repair by 75%, delivering a 20% - 40% improvement in the speed of processing repairs, and making it significantly easier for officers to identify related jobs and filter / share key information needed to respond to queries from residents.
- **Providing improved tools to manage contact with residents:** through new CRM tools for the NCC (now in use) which will then be extended to the Repairs Contact Centre (timescale TBC) and enable online bookings for gas servicing (timescale TBC).
- **Equipping housing officers with mobile tools for tenancy and household checks:** which launched on 25 September and are giving officers direct access to live data to provide improved service and work more efficiently. More than 300 visits have now been completed successfully using the tool, which will help to reduce the amount of paper used by over 30,000 sheets this year.
- **Improving the user experience for submitting planning applications and developing a common standard for planning data:** work is continuing with the project that Hackney is delivering in partnership with Camden and Southwark councils to deliver a transformed service for submitting planning applications. This will provide a faster, simpler service for applicants, increase the proportion of valid applications and reduce unnecessary contact (currently 48% of applications arrive invalid). This is supported by grants from MHCLG and London Councils and is designed to produce an open-source solution based on open data standards that can be reused by other authorities.

- **Launched the new licencing service for private landlords:** this service has received positive feedback from landlords and colleagues in the private sector housing service (it's almost twice as quick to complete online as on paper) and received more than £390k in revenue from 425 applications. Work is now in progress to extend this to include a digital service for managing inspections.

Key challenges and opportunities

- We are continuing our focus on securing additional grant funding to support delivery of our priorities, building on the £750k that has been secured during the previous 18 months. Hackney has participated in joint bids to the new £7.5M Local Digital fund launched by the Ministry of Housing, Communities and Local Government (<https://localdigital.gov.uk/fund/>) and following submission of initial expressions of interest, Hackney is now a partner to the following full bids for funding:
 - Building Capability: Digital Commissioning and Supplier Relationship Management (led by the Crown Commercial Service)
 - Better case management of FOI and SAR requests (led by Hackney)
 - Care & Housing predictive model for improved life chances (led by Waltham Forest)
 - Scaling service design and agile methods to transform services (led by Southwark)
 - Open collaboration pipeline - extending the Pipeline collaboration platform to meet additional user needs (led by Hackney)
 - A Discovery phase to build a common 'API platform' for the sector (a way of sharing how we integrate with systems)
- To enable continued pace of delivery of user-centric and sustainable digital services, the ICT team are continuing to develop Hackney's standards for use of cloud and development of digital services, working with external experts to provide challenge and support. The scope for this work is outlined in this doc and progressing this is a key priority for the second half of this financial year: <https://docs.google.com/document/d/15vOuxEWZv7YY-rRfu5u3dNKYhdQysVSijN3sH8UxnWs/edit?usp=sharing>.

2.2. Providing modern and flexible tools for work

Recap on our goals

Through this theme we are modernising the core tools used across the Council, including delivery of the next generation of productivity tools, allowing Council staff and Members to communicate and work together seamlessly from *any device, anywhere, anytime*. This theme also includes work to support services in enhancing their management of documents and records.

Progress since July 2018 update to HMT

- **Migration to G Suite is now largely complete:** with follow up work in progress to complete the small number of remaining migrations and other outstanding elements of the migration (eg shared mailboxes). Opportunities have also been identified to use G Suite to enable more effective collaboration with partners such as TMOs.
- **Support for G Suite is now led by our mainstream support service** and product owners are being identified to ensure that we are able to continue to maximise the benefits of new functionality moving forward.
- **Pilots for video meeting facilities are now live in the HSC and Annex**, with further pilot rooms currently being set up in Lower Clapton Road and the Millfields depot offices.
- **New arrangements are in place to support services in improving management of documents through adoption of Google Drive**, using Agile techniques to accelerate

delivery. Current areas of focus are Exec Support across directorates and configuration of Team Drives for the Council's services.

- **Preparation work for piloting refreshed laptops and desktop devices has progressed**, with user profiles developed as a result of engagement with services. These will be tested through pilots over the next month, with the aim to start the new device rollout from early 2019.

Key challenges and opportunities

- Set up of Hangouts Meet video meetings facilities in the Town Hall has proven complex due to the building's specific constraints. The project team are working with colleagues in Strategic Property Services to identify suitable solutions to address these.
- Progress with the refresh of end-user devices (laptops and desktop computers) has not been as rapid as intended - the intention had originally been to roll out devices during autumn 2018. Additional focus is being applied to bring this work back on track.
- Progress with the roll out of Google Drive and Team Drive has also been slower than was originally planned. Additional Delivery support is being applied to accelerate progress with this area of our work.
- We have identified that we need to provide a more consistent service for the Council's Mac users (in Comms and Design, ICT and Regeneration). Work is taking place to address this.

2.3. Using information as an asset

Recap on our goals

Work in this theme is helping the Council to maximise the benefits it gets from effective use of its information resources (helping to address the challenges faced by cuts to financial resources). This includes managing our core information assets (people, property and business data), analytics and insight, information governance (eg GDPR) and information sharing with partners).

Progress since July 2018 update to HMT

- **The work to improve the Council's Business Index has been delivered, helping to provide improved insight into Hackney's businesses and economic development** (<https://blogs.hackney.gov.uk/hackit/minimum-viable-business-index>).
- **Recommendations for further development of Hackney's model for business intelligence and data analytics were endorsed by HMT in September 2018**, with further follow up work now in progress.
- **We have worked with colleagues across directorates to develop a comprehensive Information Asset Register**, that will help Hackney understand its information resources and comply with the requirements of the General Data Protection Regulation (GDPR).
- **Data Awareness Training has now been completed by over 2,500 users**, with plans in place to enforce this mandatory training by removing system access for users who have not completed the training from December 2018. This represents significant progress from low levels of completion for the previous mandatory information security training and has received extremely positive feedback from people who have completed the training (see ICT survey analysis in section 3.4 below). The content for this training has been published for reuse by other councils and partners in line with Hackney's commitment to the Local Digital Declaration: <https://blogs.hackney.gov.uk/hackit/sharing-our-work-data-awareness-training-content>.
- **The new Privacy Impact Assessment process is helping services consider how they capture and use information**, including helping to identify data which is not actually needed

to achieve the service outcome (showing how implementing the principles of GDPR is helping Hackney to manage information more effectively).

- **A Discovery to understand the citizen data that Hackney holds has completed** and recommendations for development of the Council's 'Citizen Index' are being developed in response to the findings to ensure key users, such as the Parking Service, get what they need.
- **We are continuing to develop our use of spatial data to support service delivery and policy development**, including the development of the strategic vision for borough wide connectivity: <https://blogs.hackney.gov.uk/hackit/-2>.
- **Our focus on data science and analytics capabilities is being supported through development of a Data Ethics framework** to ensure that Hackney's use of data is consistent with the highest ethical standards: <https://blogs.hackney.gov.uk/hackit/embedding-an-ethical-approach-to-our-data-science-work>.

Key challenges and opportunities

- As previously reported, there has been significant growth in Freedom of Information and Subject Access Requests, which continues to cause pressure on performance in these areas. Work is continuing to embed the new system (Infreemation), improve the effectiveness of processes within ICT and engage with directorates to improve performance across the Council.

2.4. A robust and reliable technology platform

Recap on our goals

Through this theme we are building on the work that Hackney has already delivered in modernising its core infrastructure and moving towards the implementation of a 'web and mobile first' model, putting in place the building blocks that will enable a shift to greater use of cloud and 'Software as a Service' services. Over time this will reduce the amount of infrastructure that the Council manages directly, enable staff to access services easily from any device, anywhere, any time, and enable a faster pace of change by reducing the overheads associated with introducing new systems and upgrades.

Progress since July 2018 update to HMT

- **We are continuing to prioritise work to ensure that Hackney's systems are maintained to a high standard and remain secure** and this quarter we have renewed Hackney's PSN Code of Connection accreditation and received very positive feedback from the Local Government Association's 'Cyber Stocktake' review of cyber security and resilience across the sector.
- **The high level design for Hackney's new 'web and mobile first' network strategy has been developed and reviewed internally and also by external experts:** this will be a key component of ensuring that Hackney can enable flexible and secure access to systems for users. Feedback has been positive and Hackney's work has been highlighted as an example of good practice by peers in the sector. An overview of our planned approach is available here: https://docs.google.com/presentation/d/1turLuoq9VfPqK5bRSxUqJ9rZZd5Q3J_bGDmBXrpLVgc/edit?usp=sharing.

Key challenges and opportunities

- A key area of complexity is mapping people and user data across the Council's core systems (including HR, agency worker, finance and ICT systems), which is vital for ensuring that

internal systems and processes are efficient and 'joined up'. Work is in progress to analyse these datasets and identify ways to improve integration.

- Work is taking place to review asset management processes for IT equipment ahead of the refresh of laptops and desktop computers. This is essential to ensure that robust procedures are in place to manage these investments.
- Additional Delivery support has been allocated to help accelerate progress with priority work in our Platform improvement programme.

2.5. Developing the ICT service

Recap on our goals

This theme includes a range of improvements to service delivery and management that are designed to ensure that Hackney has a modern 'best in class' ICT service supporting delivery of excellent services to the borough's residents and businesses.

This will also include the development of 'Digital Support Services', working closely with other support service areas (eg finance and HR) to apply the principles of digital service design to internal support provision and provide staff with simplified online access to support services based on user-centred service design; reduce bureaucratic hurdles - supporting the Chief Executive's Change for Everyone programme goals; and give greater transparency of service delivery for staff (eg by making it easy to check on the progress of a new starter request).

Progress since July 2018 update to HMT

- **Our 21 Digital Apprentices have started in their roles.** This is an important part of our service development and has been supported by training and guidance for managers who have apprentices joining their teams, provided by the Council's Employment & Skills service. More details about our digital apprenticeship programme and the support for managers are available here: <https://blogs.hackney.gov.uk/hackit/digital-apprentices-programme-delivering-long-term-change> and <https://blogs.hackney.gov.uk/hackit/hackit-apprenticeship-programme-a-managers-view>.
- **A major 'backlog busting' exercise in October has reduced the backlog of requests to ICT by c 74% and this is continuing to fall.** Overall satisfaction with the quality of service has risen while the number of users escalating their issues has not. The only negative progress was the satisfaction with the timeliness of our response - which was an expected result of resolving requests that had taken too long to resolve.
- **The management of mobile data usage has improved considerably,** with action during August - October addressing significant overuse by a small proportion of users and identifying a range of process improvements which should make this sustainable for the longer term. Work is now in progress to identify further opportunities to improve the cost effectiveness of the Council's mobile data consumption.
- **Work is in progress to develop recommendations for enhancements to the ICT offer for Members.** These will be developed further following engagement with the Member Reference Group on 20 November for Member feedback.
- **The ICT contracts register has been updated** and is now being used to identify opportunities for efficiencies that will deliver our savings commitments and further improve Hackney's use of technology services. Hackney continues to be referenced as an exemplar for use of the UK Government's Digital Marketplace to support rapid and cost effective delivery of digital services.

- **We are continuing to review our use of our workspace following the service's move to the HSC in February 2018.** This has identified a number of suggestions which will help further improve the team's use of the space.
- **Work is in progress to ensure that our governance and management arrangements are supporting rapid delivery and enabling purposeful autonomy across the service.** More details are available here: <https://blogs.hackney.gov.uk/hackit/governance-so-good-people-prefer-to-use-it>.

Key challenges and opportunities

- Ongoing growth in demand for ICT and digital support, combined with changes to roles and working arrangements, continues to present challenges in terms of capacity and the ability to meet user needs. As a service we are prioritising effective management of our resources (eg through introducing improved rota arrangements in the Service Support team, more agile governance and investment in learning and development) to help address these challenges and ensure that Hackney is receiving best value from its investments in ICT and digital services.

2.6. Partnership

Recap on our goals

We are working to ensure that ICT is a trusted ally and advisor of senior colleagues when considering how to design and optimise the delivery of services to meet the needs of residents at a sustainable cost.

We also want to work with, and contribute to, the digital skills and awareness of Hackney's residents and businesses - as well as its staff.

And we want to partner with local businesses, other public bodies and global experts to ensure that Hackney has the robust, reliable and modern technology it needs.

Directorate programmes that ICT are supporting

Childrens, Adults & Community Health directorate

- The developing strategy in **Adults' Social Care**, linking in with successful collaboration with colleagues in the local health system to share data and join up health and social care services.
- The Practice Evolution programme in **Children's Services**, which is delivering a programme of change across the service - and the development of a 'contextual' approach to safeguarding.
- (The Council's ICT service does not provide ICT support for Hackney Learning Trust and schools in Hackney. HLT currently retain their own ICT function which supports users in the Learning Trust building and offers ICT support to schools as a traded service.)

Chief Executive's and Finance & Corporate Resources directorates

- The Council's **Accommodation Programme**, which links with the *Modern and Flexible Tools for Work* theme in section 2.2 above to provide Hackney's staff and partners with a working environment that supports modern and collaborative working styles.
- The strategic review of **connectivity for Hackney**, working across a wide range of Council service areas to identify opportunities to use the Council's building and network assets to deliver maximum public benefit.

- The delivery of the Council's **Customer Services Strategy**, providing online access to the Council's services - improving the customer experience and reducing costs.
- The **Digital Support Services** initiatives that are working to ensure that the Council's internal support services are supporting staff and partners in delivering excellent services to Hackney's residents and businesses, simplifying internal processes and joining up across support services.

Neighbourhoods & Housing directorate

- The **Housing Transformation Programme**, which is using design led approaches to deliver better services and reduce reliance on the legacy housing systems.
- The **Public Realm & Housing IT Transformation Programme**, which is building on the success of the improvements that have been delivered to the Council's parking service to provide easy to access digital services for the full range of public realm services. This now includes waste and enforcement in the Council's housing estates, reflecting the integration of those services.

3. ICT SURVEY

3.1. Survey and responses

The annual survey of ICT users across the Council took place in September 2018 and the results have now been analysed. 684 people responded to the survey, a significant increase from the 402 responses received in 2017 and close to the 706 who responded in 2016.

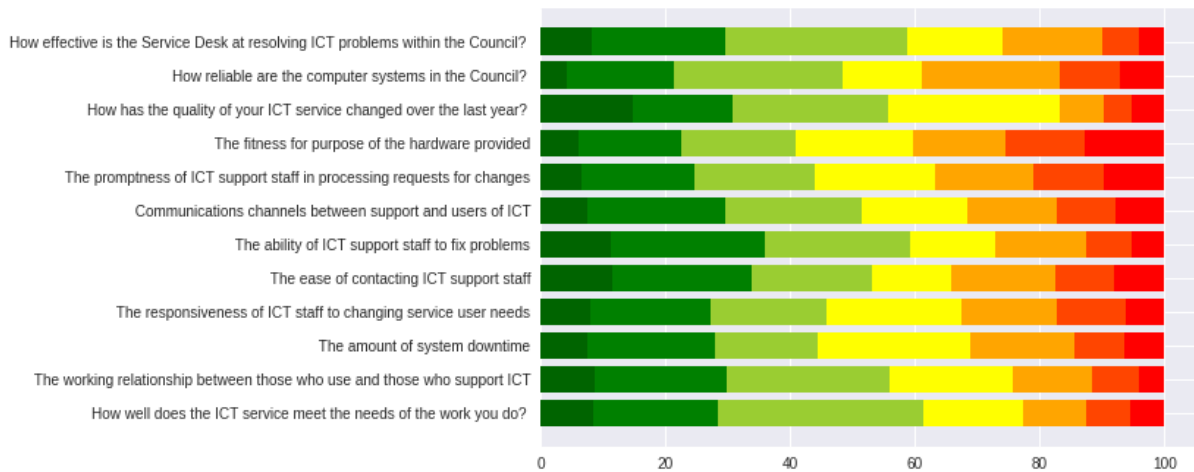
As well as general satisfaction, the survey also asked further questions relating to the experience and adoption of the G Suite tools and the mandatory Data Awareness Training that is being rolled out to all users.

3.2. Overall satisfaction with the ICT service

User satisfaction with the ICT service has continued to rise.

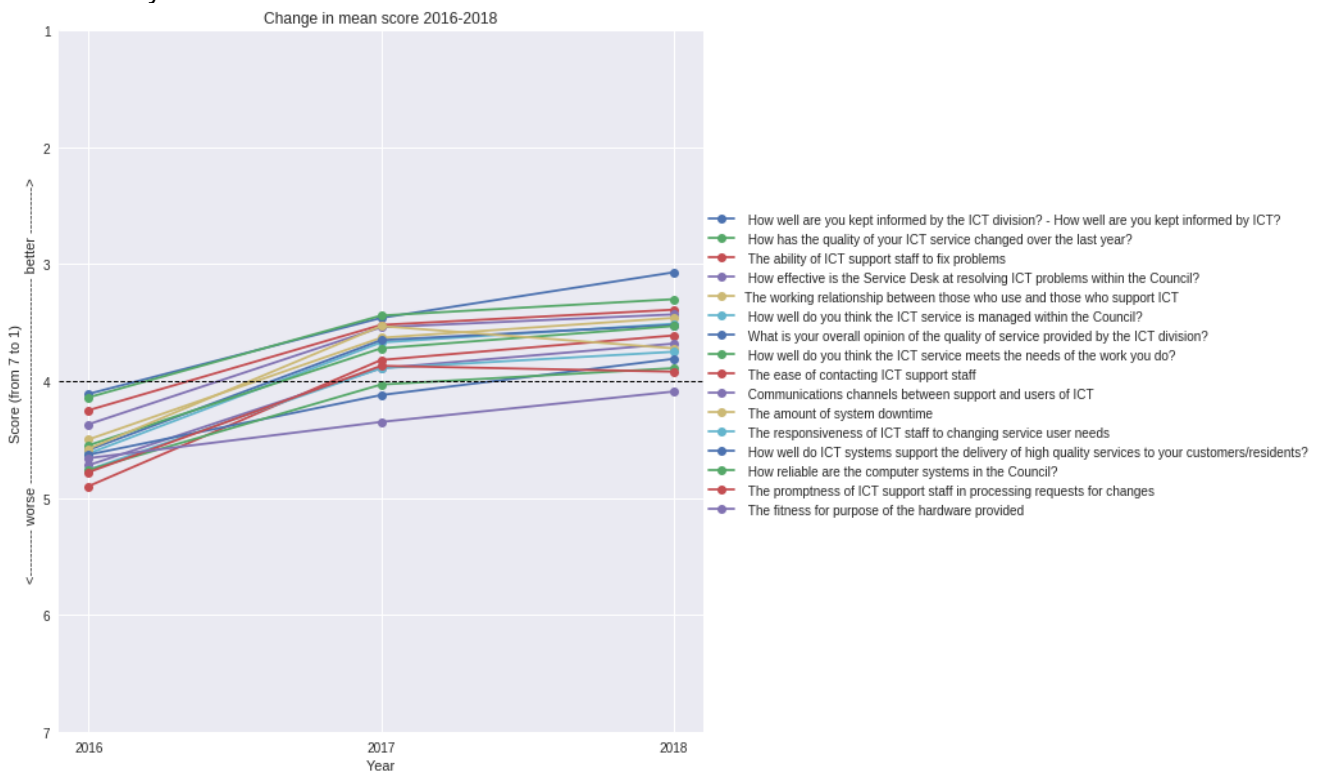
- 61% of users responded that the ICT service meets the needs of their work (up from 48% of users in 2017).
- 53% of users feel that the ICT service is managed well (compared with 51% in 2017).
- 59% of users have an overall positive opinion of the quality of service provided by the ICT service (up from 52% in 2017).

The chart below shows the overall response to the satisfaction questions that were asked in the survey:



Satisfaction scoring: green = positive; yellow = neutral; amber & red = negative.

The chart below shows the trend in the mean score in response to the satisfaction questions since the first survey in 2016:



The free text comments received cover a range of views, which are illustrated by the examples below:

‘I joined the council three years ago in October. My first week I could barely get on a computer as the network was down and when I did I found edocs terrible to use. I sat there on my first day, having come from a private company, thinking what have I done? Things are so much better now. The systems and tech difficulties have greatly improved. G Suite makes my work much more efficient. Keep up the good work and keep on introducing modern working techniques!’

‘Nothing ever changes and it seems the only way you get good services is if you work in the main office. The smaller offices are normally forgotten about or left to the last minute.’

'The ICT team is so much better than it was a couple of years ago. They are proactive and looking at new ways of doing things and are open to ideas from service areas across the Council (rather than pretty much refusing to engage with us in the past and being told what would work for us with no discussion about our actual service needs). The ICT team feels part of the Council now, rather than a completely different service hidden away in a secret building across the road!'

'I do believe that transformation is now underway, a lot of changes for the better are underway, I do hope ICT realise they have a long way to go! and this survey is a great step towards it.'

Analysis of these comments highlights the following key areas of focus which will be incorporated into the ICT service's workplans moving forward:

- **We need to continue work to make sure that it is easy and personal to contact ICT support.** Some comments indicated that users found the online reporting service too complex and others commented that less technically confident users needed more help to explain their issue and get support to fix it.
- **Users value the bookable 1:1 support sessions that are offered and usually find that this delivers the support that they need.** The responses indicate a need for further communication of these as a number of users aren't aware of this service. We will also give continued focus to consistency as some users commented on wait times (although this was usually in the region of 10 - 15 minute waits, which would not be untypical of a similar service in the private sector) and others felt that their issue had not been resolved by their appointment.
- **We will look at the support provided for teams who work out of hours and those based in offices away from the main campus.** Hackney already offers telephone support for longer hours than many other councils and the service desk operates from 8am - 7pm, as well as an out of hours support service when the main service desk is closed. Some respondents said that they had had difficulties getting the support they needed before 8am and other comments mentioned that users felt that getting face to face support (eg support with hardware) was too reliant on visiting the Hackney Service Centre.
- **The speed and consistency of the response to ICT support requests needs to improve.** A number of negative comments referred to the length of time it had taken to get issues resolved after they were reported to ICT. This has improved significantly following the 'backlog busting' work that was carried out in October and will remain an area of focus.
- **The poor quality of current equipment, especially laptops, was highlighted by several users.** This reflects the age of the equipment and will be addressed through the planned device refresh.
- **Engagement and communication between ICT and services was mentioned in many comments.** There was a good level of recognition of the improvements that had been made in this area, but also useful suggestions such as considering arranging for ICT staff to spend some time visiting team meetings in other services or working alongside service users to help grow understanding of their work.
- **Users who regularly use digital channels outside of work feel more confident with modern tools for work at work.** We compared people's use of digital tools in their personal lives with their comments on the digital tools provided at work, for example use of facetime/skype etc at home against ease of accessing files, systems etc, and a clear correlation emerged showing that people who don't use digital channels at home find it harder to use ICT tools in the workspace.

- **There are mixed views about the training support that users need.** Some users asked for more online guidance (eg video tutorials), whereas other users asked for more 1:1 support and classroom based training. This is an area which will benefit from further review to consider the most effective way to design a training offer that meets our users' different needs.
- **Legacy business systems were highlighted as causes of dissatisfaction by many users,** including applications such as Civica and eDocs. This is consistent with the Council's drive to provide improved digital tools and reduce our dependency on traditional local authority systems where they aren't providing a good user experience and meeting user needs.
- **Some comments also highlighted issues with the current printer and telephony services.** These are both planned for review in 2019, which will include co-design with users to ensure that we are meeting their needs.

Some comments related to areas that are not managed by the ICT service and those will be passed on to the relevant services. These included comments relating to:

- The Office environment and general office equipment
- Finance systems

3.3. G Suite

The majority of users had migrated to G Suite by the time of the survey, although some had not yet moved. This was an early opportunity to test how users are adapting to the new productivity tools.

Free text comments covered a broad range of opinions, both positive and negative, illustrated by the examples below:

'IT hardware and productivity tools have greatly improved recently, especially with the introduction of GSuite. I look forward to more Google hardware being rolled out in the next year.'

'ICT helpline staff are always really helpful when finding solutions to problems, as are the specialist Gsuite staff.'

'It makes remote working very easy as I can access my gmail and google drive anywhere. I no longer have to use VDI for remote working, which is normally very slow and unresponsive.'

'Collaborate document sharing and editing has improved project management and meetings. Hangouts has given us the ability to attend meetings when it is not always possible to be in the office and also communicating between the team (plus emojis are always a winner)! Google+ is an amazing tool for sharing information more widely.'

'I have found the move to Google generally positive. However, we are still using e-docs in our team which made document management slow and clumsy. Especially when sending documents by email.'

'We could do with more 1-2-1 support during the Google transition, there are a lot of drop-ins which have been attended, but specific issues within our particular workstream we could have benefited from additional support to meet our needs whilst in the transitioning.'

Areas where people gave negative comments or which were highlighted as areas for improvement included:

- Training and ongoing support was mentioned in several comments, which links to the general comment re: training and advice that is referenced in 3.2 above. Take up of face to face training has been relatively low, so we will consider how we can best support users who need more guidance and support.
- Comments included references to transition issues, which reflects the timing of the survey. These included migration of legacy email (which is in progress) and shared mailboxes (which is close to completion following review work with services to make sure that mailboxes and membership are updated due to out of date information in the old email system).
- There were a number of comments which indicated that users aren't yet familiar with functionality that will help them do what they need. Examples include people reporting that they find it difficult to find email without being able to sort by sender, use of the search tool will address this. And other users gave negative feedback about Conversation View (which groups emails together where they relate to the same conversation), which can be switched off by the user (and which now updates the mobile Gmail apps too).
- There are some aspects of the G Suite user interface which some users find less intuitive (or possibly less familiar) than Outlook. Examples of this include the location of the reply box at the bottom of the screen (although this might mean that those individuals are not aware of the option to pop out replies into a separate screen).
- Issues of inconsistency with the *myoffice* VDI desktop are reported in a number of comments. These have caused issues with add-ins, bookmarks etc and work is in progress to upgrade *myoffice* which we hope will improve this.
- People who use the CJSM and GCSx email systems to communicate with central government and justice / Police commented on difficulties with having to use separate systems for their email. We are working to implement the new guidance from the Cabinet Office which will allow these teams to manage these communications in their standard @hackney.gov.uk mailboxes, aligning with the government's move to retire the legacy Public Services Network (PSN) services (including specialist email services).
- There are some Outlook features which are important to people's current workflows, especially when saving emails to eDocs, that feature in a number of comments. These should be improved through the work to support services in adopting Google Drive which is a priority area of focus following the initial migration of email and calendars to G Suite.
- Some people commented that they don't feel that the new capabilities (eg instant messaging, remote access, collaboration etc) are relevant to their work. This might reflect the observation above that people who use digital tools less often in their personal lives are more likely to find digital tools in the workplace. We will give thought to how ICT can support services in assessing the digital skills across their workforce and putting in place support to help address areas of need.

3.4. Data Awareness Training

To support Hackney's work to ensure that the Council is using information well and complying with the requirements of the new Data Protection Act 2018 and the General Data Protection Regulation, new Data Awareness Training is being rolled out to all users. This includes a tailored version which will be rolled out to Members soon.

Progress to date has been extremely positive, with over 2,500 user having completed the training to date. This is a significant improvement on the previous mandatory training, which achieved a very low level of compliance.

For the survey we asked users for feedback on the new training. The survey results showed a very positive response to the training, indicating that as well as achieving a good level of compliance the training is also having a positive impact.

