

Data and Digital Masterclass

Manchester

24th January 2020

www.local.gov.uk

Purpose of the day

- This event is for elected members who are working on, and keen to maximise, the opportunities of digital approaches and data exploitation in their authorities.
- A sequence of speakers from local authorities will talk about their own experiences as a reference point for questions and a discussion within the group.

The shape of our day

- Now: Intros and Discussion
- 1115: How digital is helping councils. Stockport guest speakers.
- 1200: Getting the data plumbing right. Bury guest speaker.
- 1245: Lunch
- 1330: Reflections
- 1345: Culture, Mindset and Choices
- 1415: Councillors creating the conditions. Pembrokeshire guest speaker.
- 1515: Summary
- 1530: Close

The 3Fs

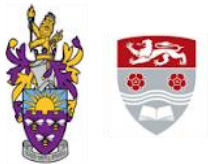
- Fire
- Facilities
- Fones

Ground rules

- Confidentiality, to stimulate open sharing
- Acknowledgement that we're at different points on the journey and have different contexts
- Learning from each other as much as from the speakers
- Facilitator's role to move on

Introductions

Uni



Commercial



Council



Advisory



Non-Exec Director



city lit

Portfolio

FUTUREGOV



mySociety



IMPROVEMENT AND
DEVELOPMENT BOARD

Introductions

- Name
- Council
- Council role
- Other experience relevant to the day
- Your interest in this agenda
- Your key point from the survey/flipcharts, especially if it's an "ask" from others in the room

The Landscape we're travelling in (1)

- Data and Digital are about more than technology – eg new ways of working and collaborating
- Financial challenges and yet raised resident expectations
- There are a whole host of “muck and bullets” issues that people are grappling with. eg
 - Overcoming change resistance
 - Staff
 - Suppliers
 - (Residents)
 - Building a coalition within the group
 - Using the machinery of government, eg budgets, scrutiny, recruitment
 - Resolving worries of cybersecurity

The Landscape we're travelling in (2)

- Political choices and philosophy
 - Role and nature of the local state (eg “digital by default” choices, human-centred design)
 - Working in the open; open data, open source
 - Collaboration v commercialisation
 - Managing national policy changes
 - New support to front-line councilors
 - Data ethics

How digital is Helping Councils

- Please welcome:
 - Cllr Elise Wilson, Leader, Stockport MBC

STOCKPORT'S DIGITAL JOURNEY

COUNCILLOR ELISE WILSON,
Leader of Stockport Council & GMCA Digital Portfolio Lead

LGA Digital Masterclass, January 2020



#Digital
Stockport

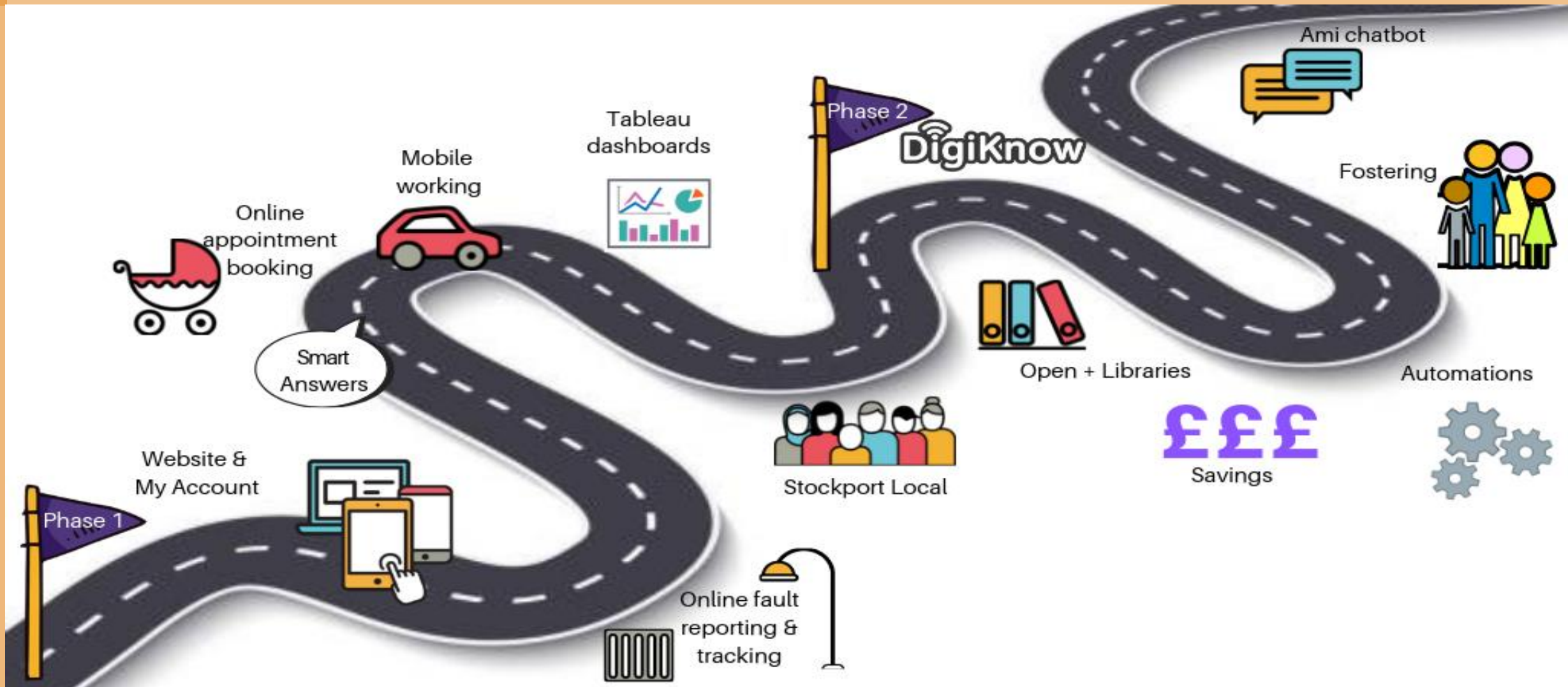


GREATER MANCHESTER

DOING DIGITAL DIFFERENTLY



Stockport's Digital Journey



What are the benefits?

80% of contacts with the council are now digital

Appointment waiting times reduced
from 10 weeks to 2

63,000

Online reports or tracking of faulty street lights & blocked grids or registrars appointment booking



84%

of reports made are completed online by the customer

58,000
sign-ups to
My Account



Website works on any device

Page views

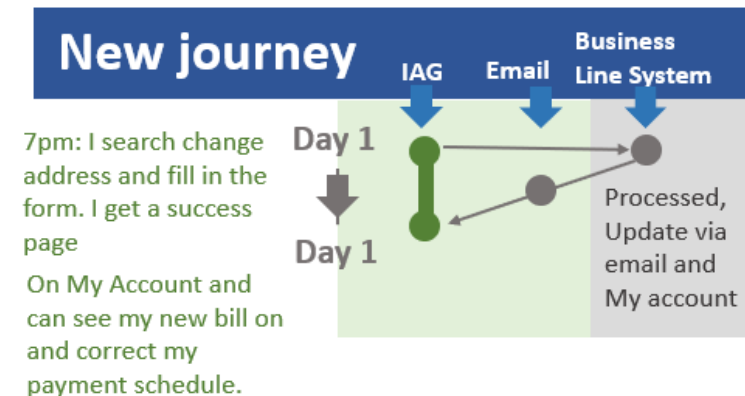
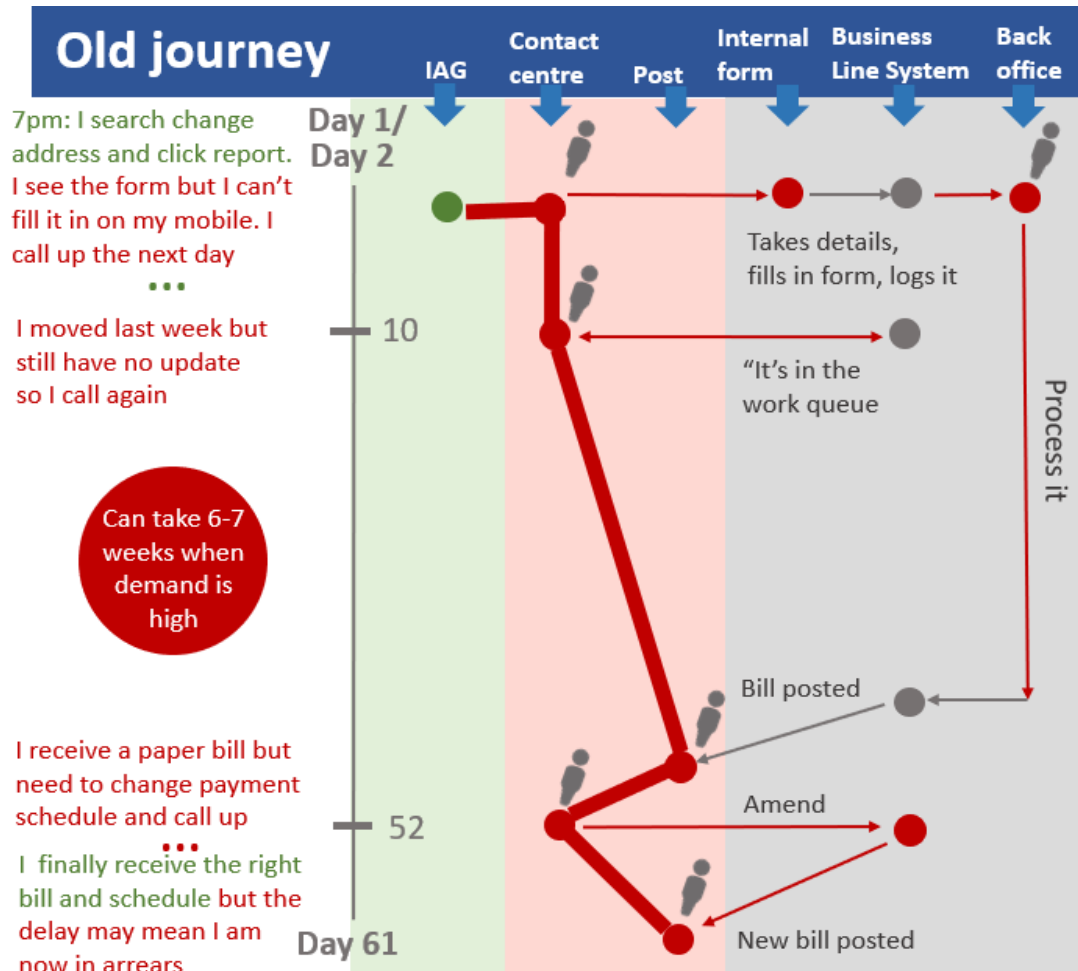
Up 31%

Mobile page views

Up 23%

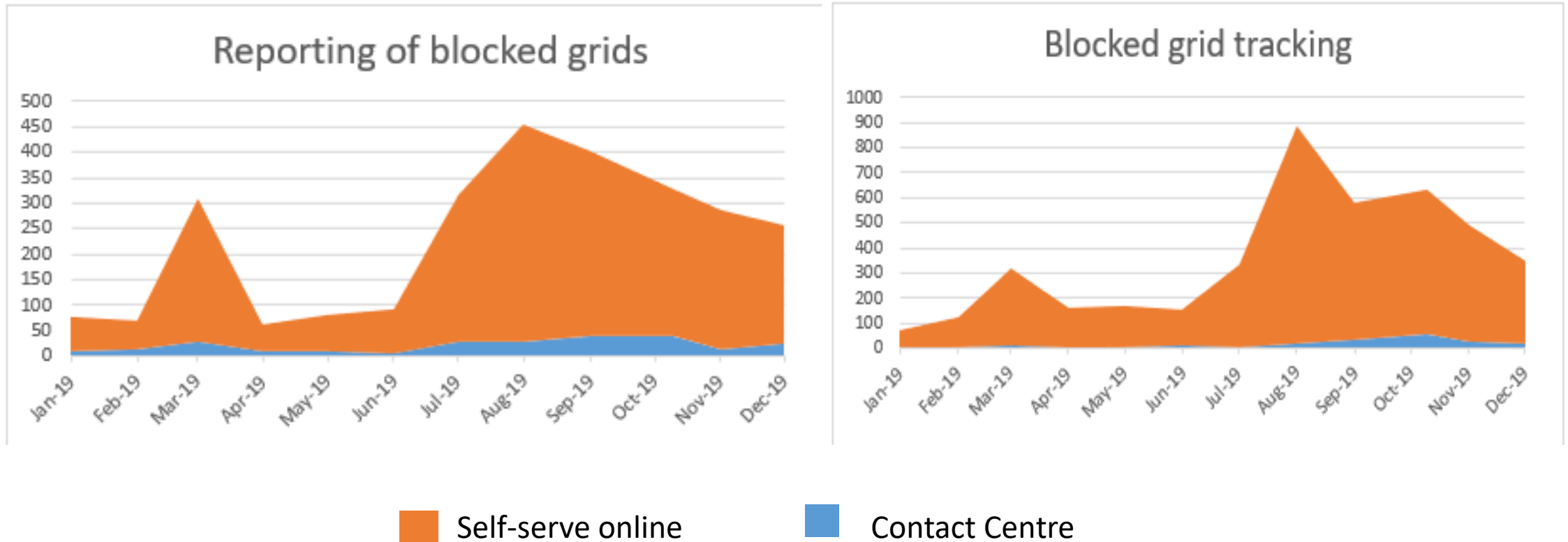
£1 million savings delivered so far from back office efficiencies

Customer Journey – a resident's experience of online reporting



"I am moving home and need to sort my council tax"

Impact of online reporting on contact centre



Our values

Stockport
team
ambition
respect

To keep the people of **stockport** at the heart of what we do

To succeed as a **team**, collaborating with colleagues and partners

To drive things forward with **ambition**, creativity and confidence

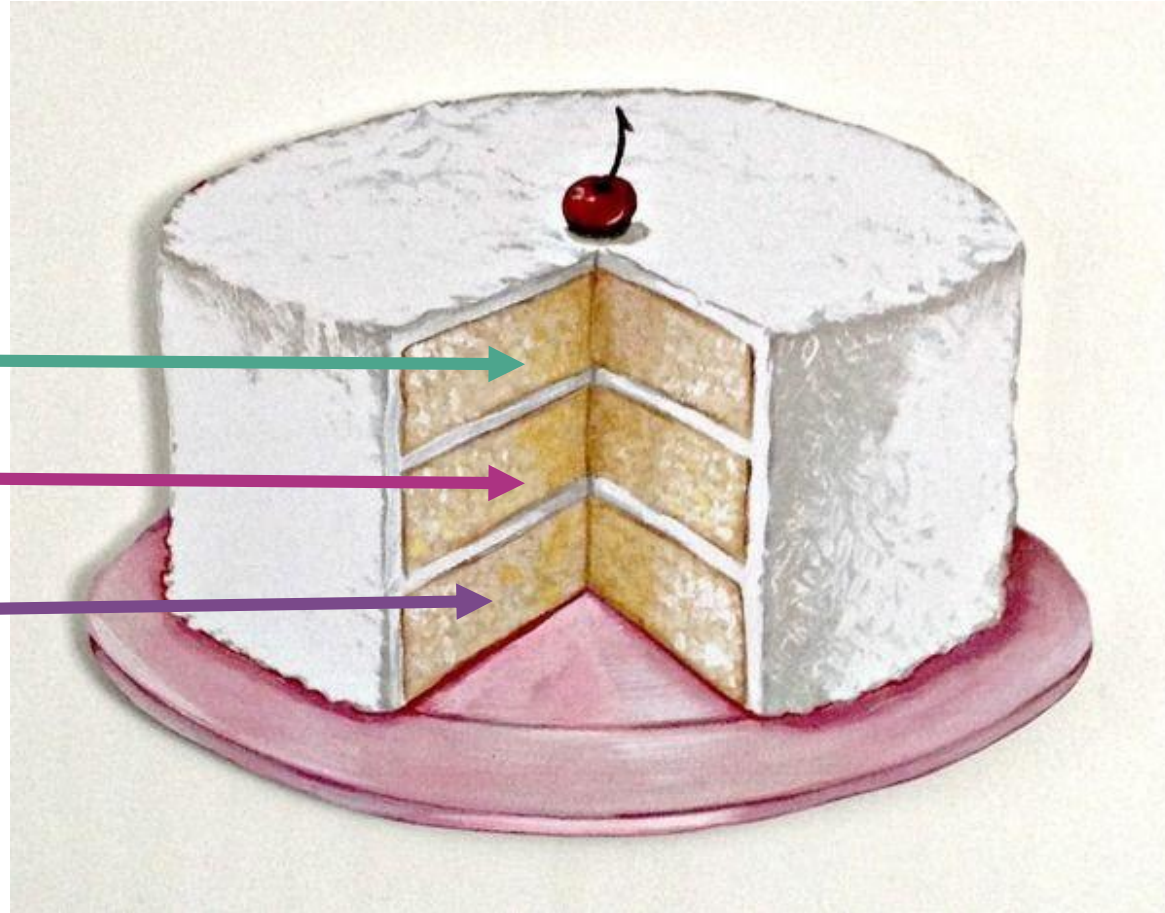
To value and **respect** our colleagues, partners and customers

Our strategy is different

Organisational change

Service design

Tech capability



Tech capability

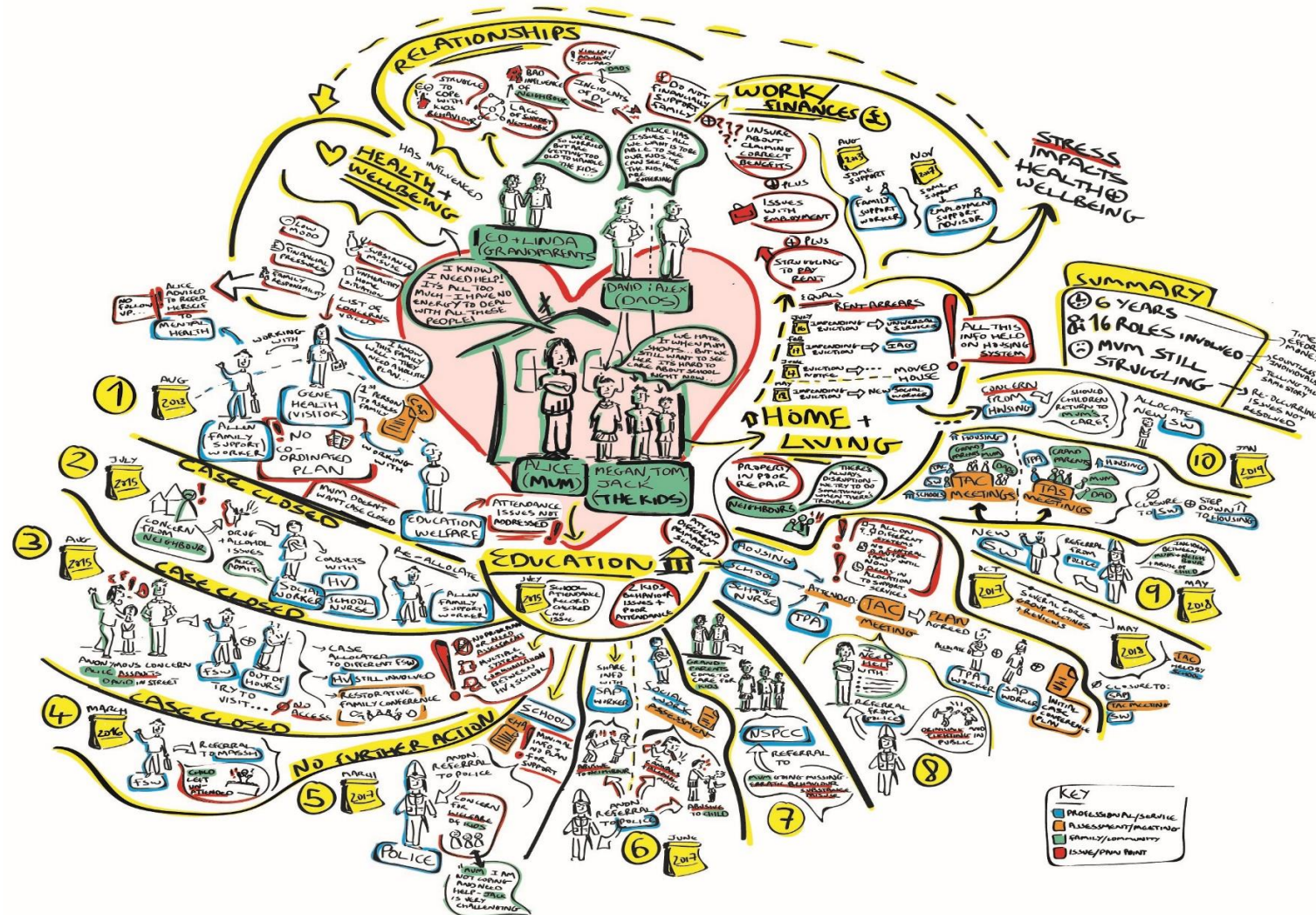
Customer Experience



Back office systems



Keeping people at the heart of what we do

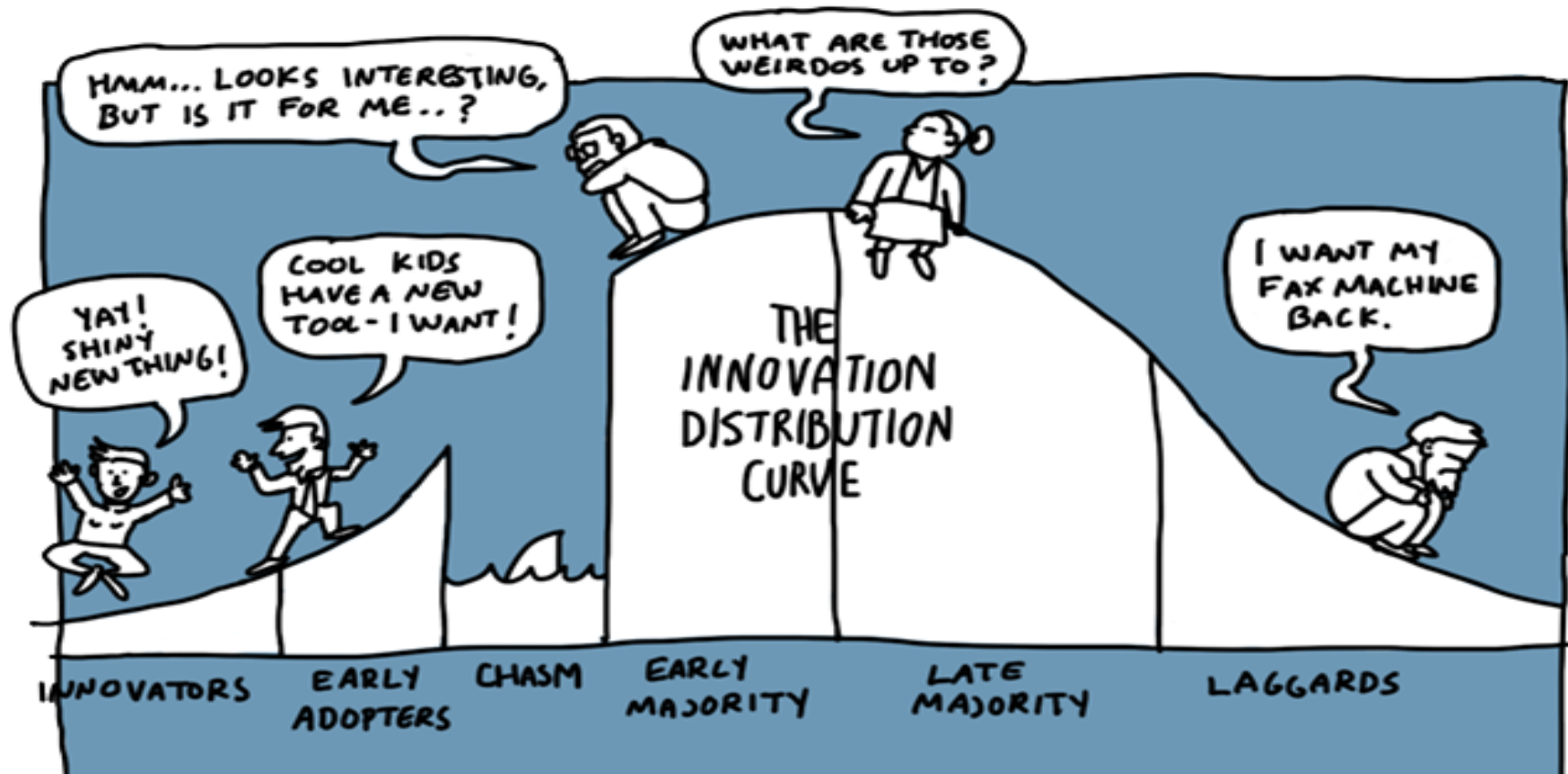


I am passionate about people



- Stop talking about digital and talk instead about people
- The benefits to our residents and all our service users

Organisational buy-in



How Councillors can drive change



- Familiarise yourself with your council's digital offer
- Build your own tech knowledge and skills
- Use social media
- Signpost digital skills support
- Understand the Local Digital Declaration

Councillors are the resident's champion



- Councillors are Super Users
- Councillors are the eyes of our residents
- Councillors champion the principles, vision and aspiration

Culture change



- Digital is here to stay
- Expectations of customer service have changed
- Be agile, open to innovation and adaptable
- We must maintain relevance

Digital skills are our responsibility

DigiKnow
Helping Stockport get online

Get Digital in Stockport
Using computers and the internet is easy once you know how. Shopping, banking, job searching, and hobbies are just a few things that can be so much simpler - and we want to show you how.

Get free and friendly help at:

To find other nearby digital skills support, if you'd like to start your learning journey, visit www.learnmyway.com.

DigiKnow Join the Network
Say hello to DigiKnow - a network of community groups, organisations and individuals, working to support people in Stockport to gain digital skills and confidence.

Across Stockport, 50,000 adults still lack the basic digital skills they need to participate in today's world. People who are offline are missing out on all the benefits the internet can provide, from helping them to find work, to saving money and keeping in touch with friends and family.

With the introduction of Universal Credit across Stockport, leaving nobody behind when it comes to digital has never been more important.

To find out more and sign up, visit www.onlinecentresnetwork.org/stockport or call 0114 349 1666.

DigiKnow
#digitalstockport

Good Things Foundation
STOCKPORT METROPOLITAN BOROUGH COUNCIL
stockport homes
The Prevention Alliance
Starting Point

- Residents are missing out and socially excluded
- Digital Inclusion Alliance – network of trusted support groups
- Build the skilled workforces of the future

Collaboration is key



- We do things better when we do things together.
- We collaborate with residents
- With the wider community
- With other public services

Continuing our journey...



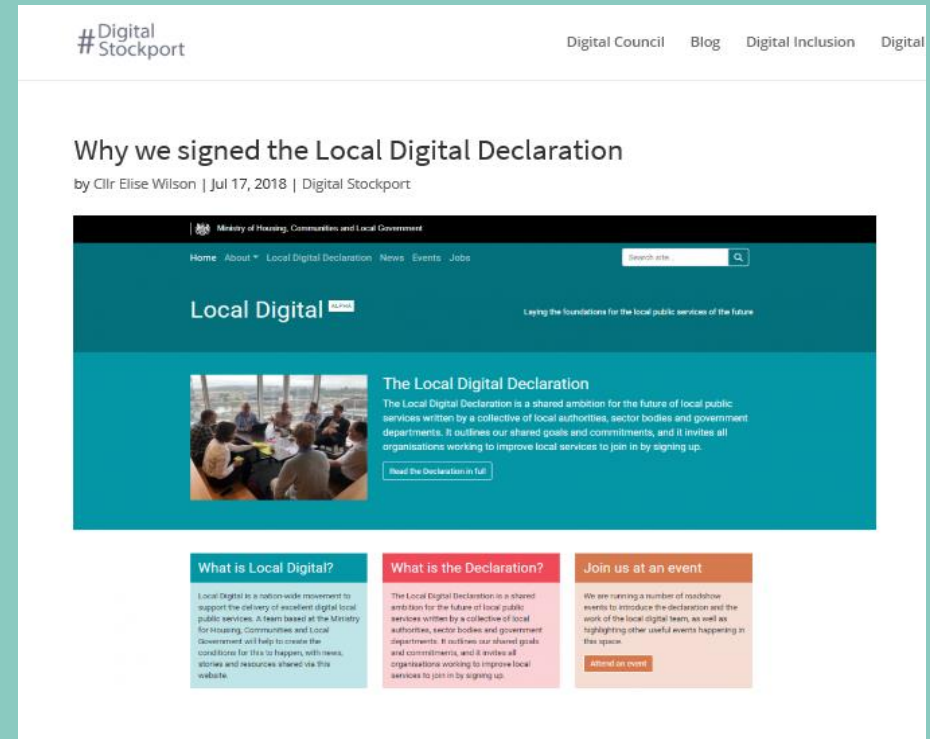
- Keeping people at the heart of what we do
- Progressing digital communities
- Advancing digital Services

...to enable our services to be fit for purpose and able to respond to future change

www.digitalstockport.info

cllr.elise.wilson@stockport.gov.uk

[@EliseWilsonStk](https://twitter.com/EliseWilsonStk)



How Digital is helping Councils

- What are you pleased with so far?
- What difficulties have you encountered? How are you dealing with them?

Getting the data plumbing right

- Please welcome:
 - Kate Waterhouse, Chief Information Officer, Bury MBC



Lies, Damned Lies, and Statistics

Kate Waterhouse
Chief Information Officer
Bury Council

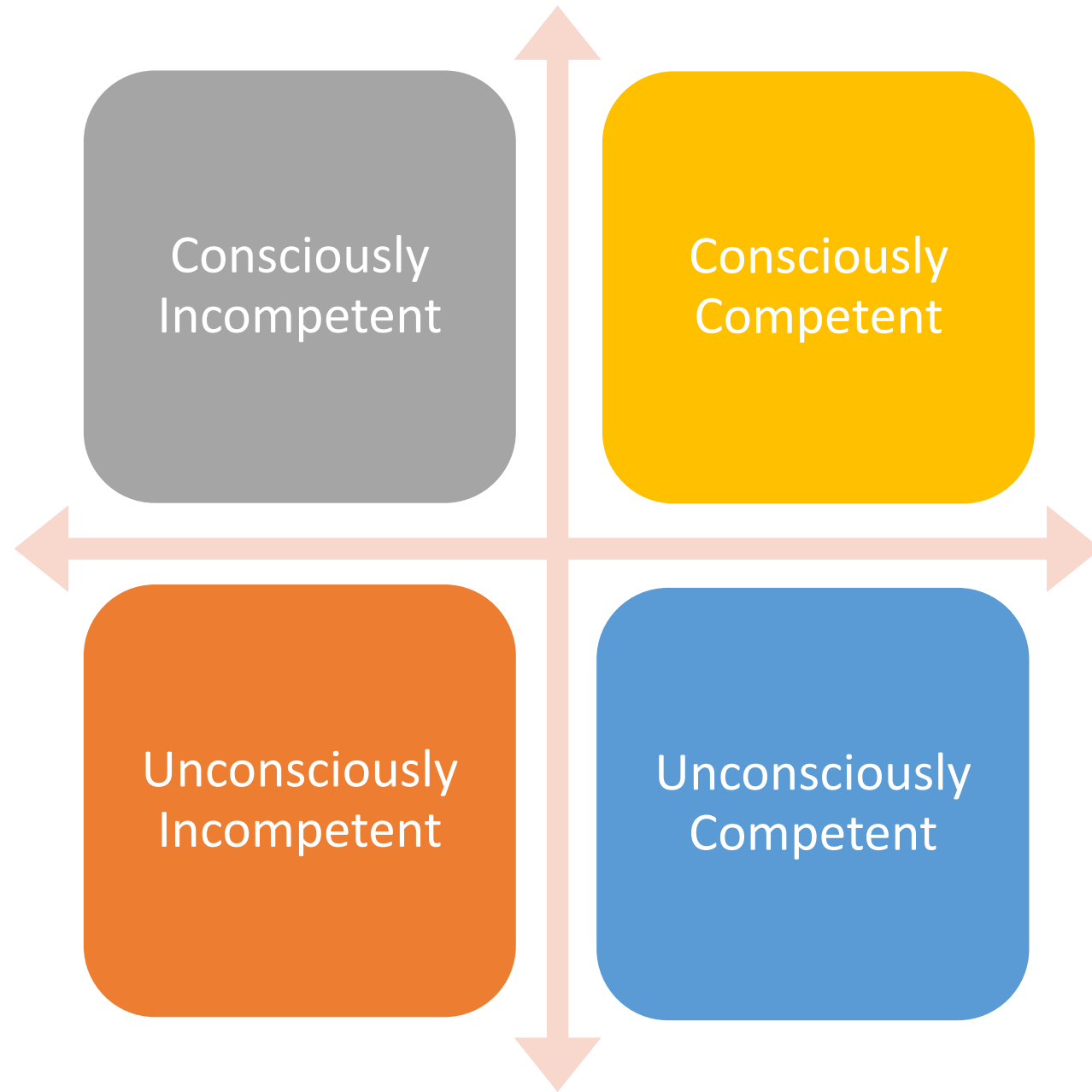
What do we mean by evidence?

Evidence, according to the Oxford English Dictionary, is:
“the available body of facts or information indicating whether a belief or proposition is true or valid” (OED 2016).

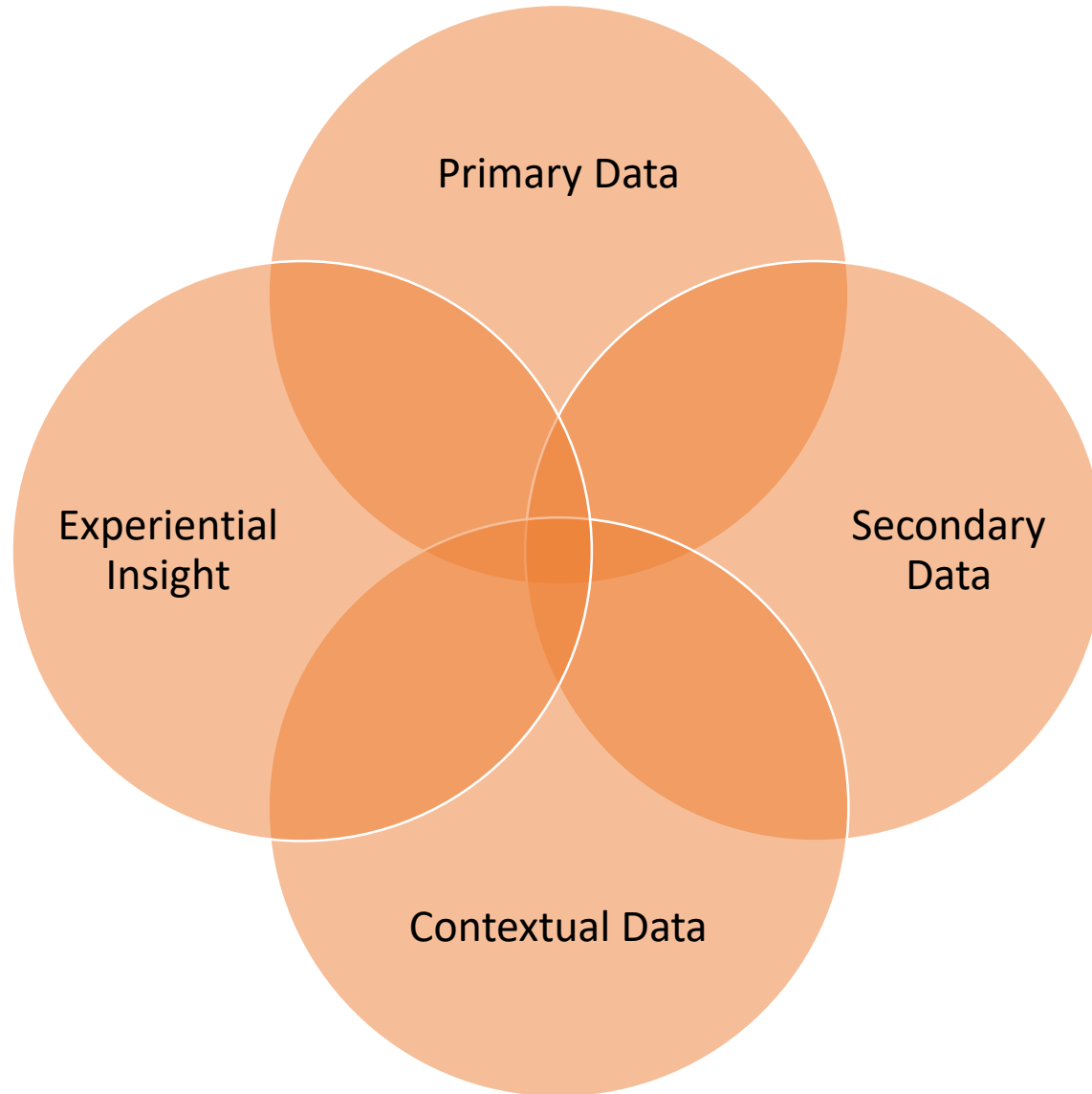
Why move from Evidence to Intelligence?

- The ability to look beyond service provision into outcomes
 - Better informed decision making – not reactive or unsustainable
 - Intelligence allows a Council to get best value for money in what it is already doing, creating additional capacity to do other stuff
 - It creates better risk management and governance
 - Intelligence can improve a Council's reputation and create opportunities to pilot improvements and work with others
 - Intelligence allows us to adapt and respond
-
- **Evidence looks at the past, what happened and why.**
 - **Intelligence helps to analyse it's applicability to the future.**

Finding the Intelligence Sweet Spot: How to ask the right questions



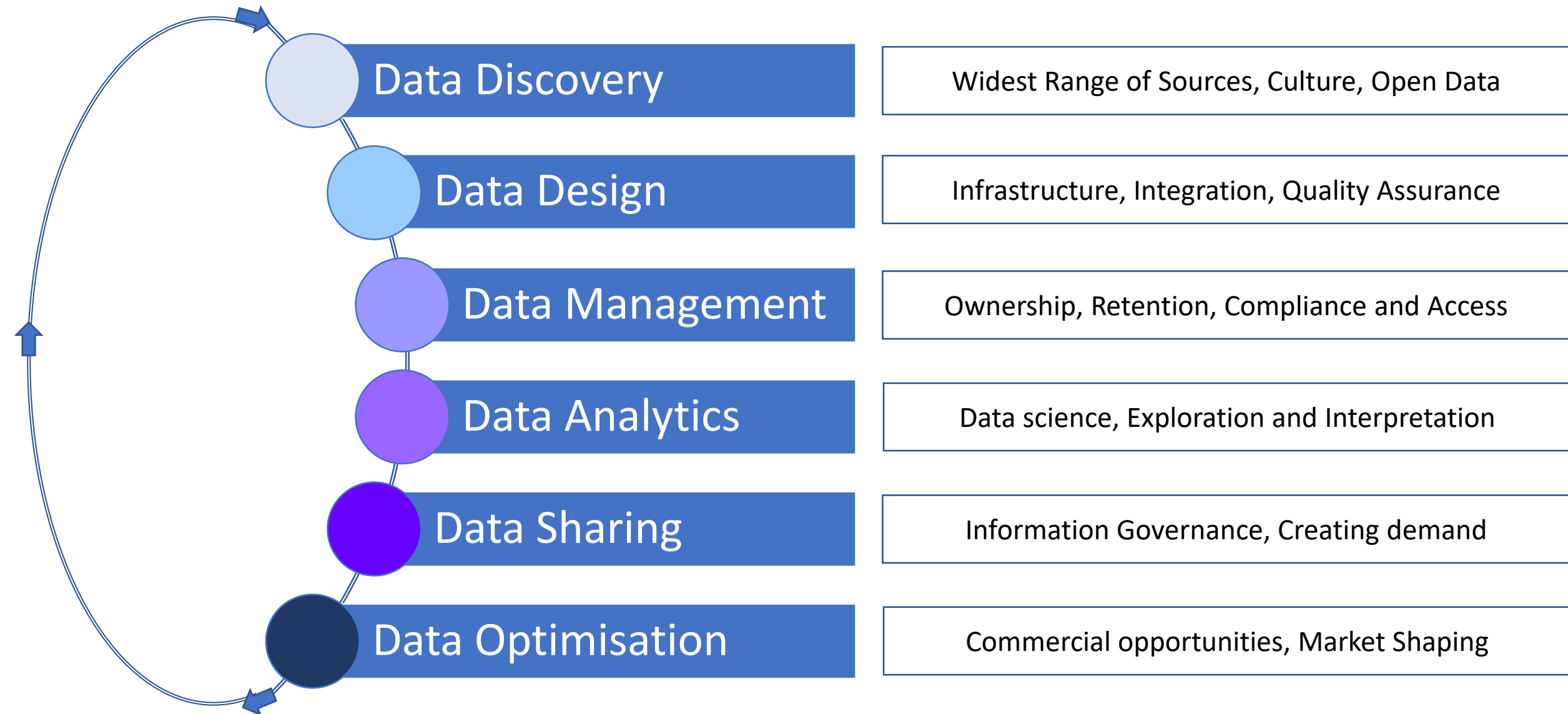
Creating the Conditions for Evidence Based Decision Making



We need to work together to agree the relative size of circles:

- When is it right to favour instinct and judgement?
- When is it right to hold out for empirical evidence?

Building Your Data Strategy: Getting the Foundations Right



Understanding the Challenge: What's the Question?

Life on the line? Differences in life expectancy across Greater Manchester



● Female life expectancy at birth (years) ● Male life expectancy at birth (years) ● IMD Decile (1 most deprived; 10 least deprived)



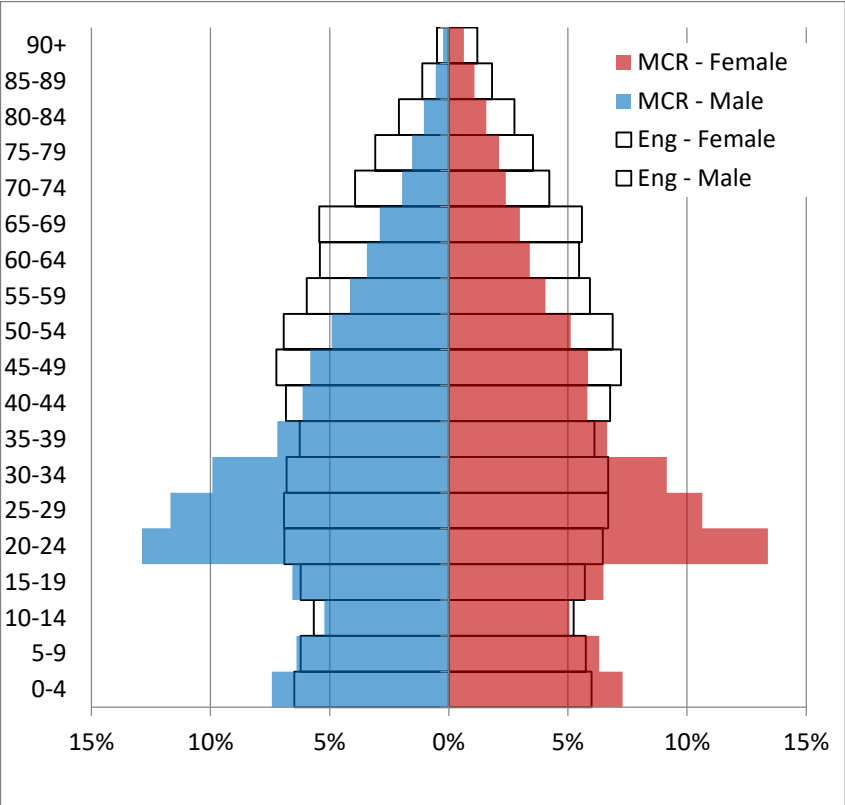
Tram Network: The Metrolink tram network across Greater Manchester includes nearly 100 kilometres of track and 93 stops. In 2015 there were around 33.4 million journeys (Metrolink 2015). The average journey time between tram stops is 2 minutes, but some stops are further apart.

Data Sources: Office for National Statistics experimental ward level life expectancy and health living life expectancy estimates (ONS 2006) linked to selected Greater Manchester Metrolink tram stops. The selection highlights some of the biggest differences between tram stops. We also include information on socio-economic deprivation at ward level from the Index of Multiple Deprivation.

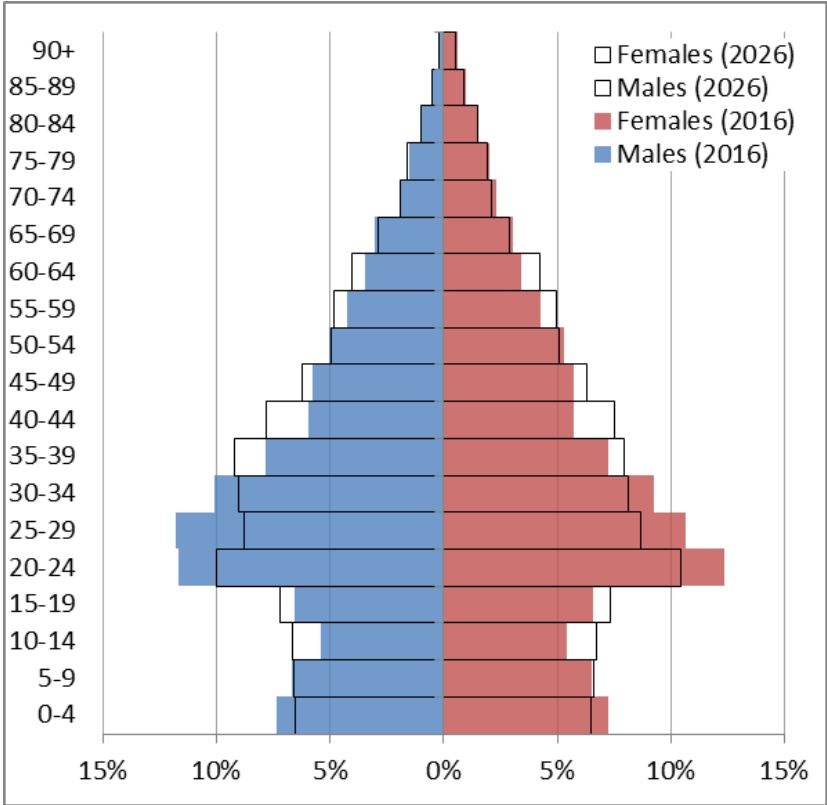
The life expectancy data is based on mortality among those living in each particular ward in 1999-2003. The estimates are not the exact number of years a baby born in the ward could actually expect to live, both because the death rates of the area are likely to change in the future, as is health care provision and because many of those people born in the ward will live elsewhere for at least some part of their lives.

Understanding Demand – Population change

Population profiles – comparisons to England and how we expect it to change



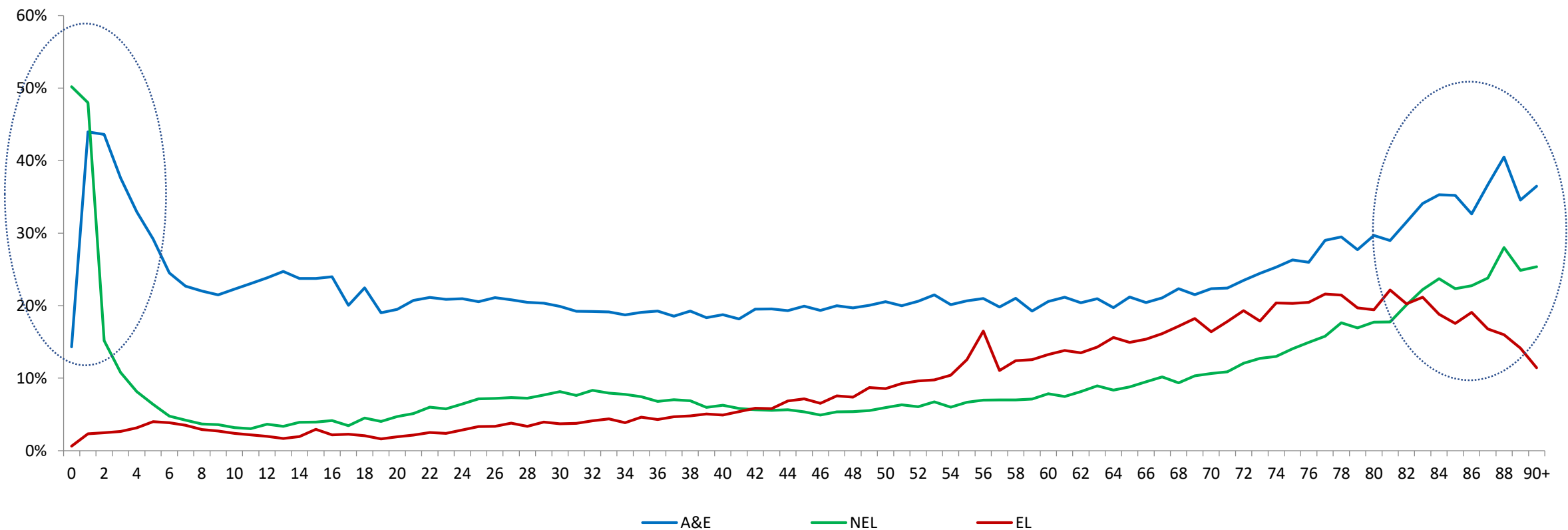
Manchester Population (coloured bars) compared to England Population (black outline bars)



Manchester Population Change from 2016 (coloured bars) to 2026 (black outline bars)

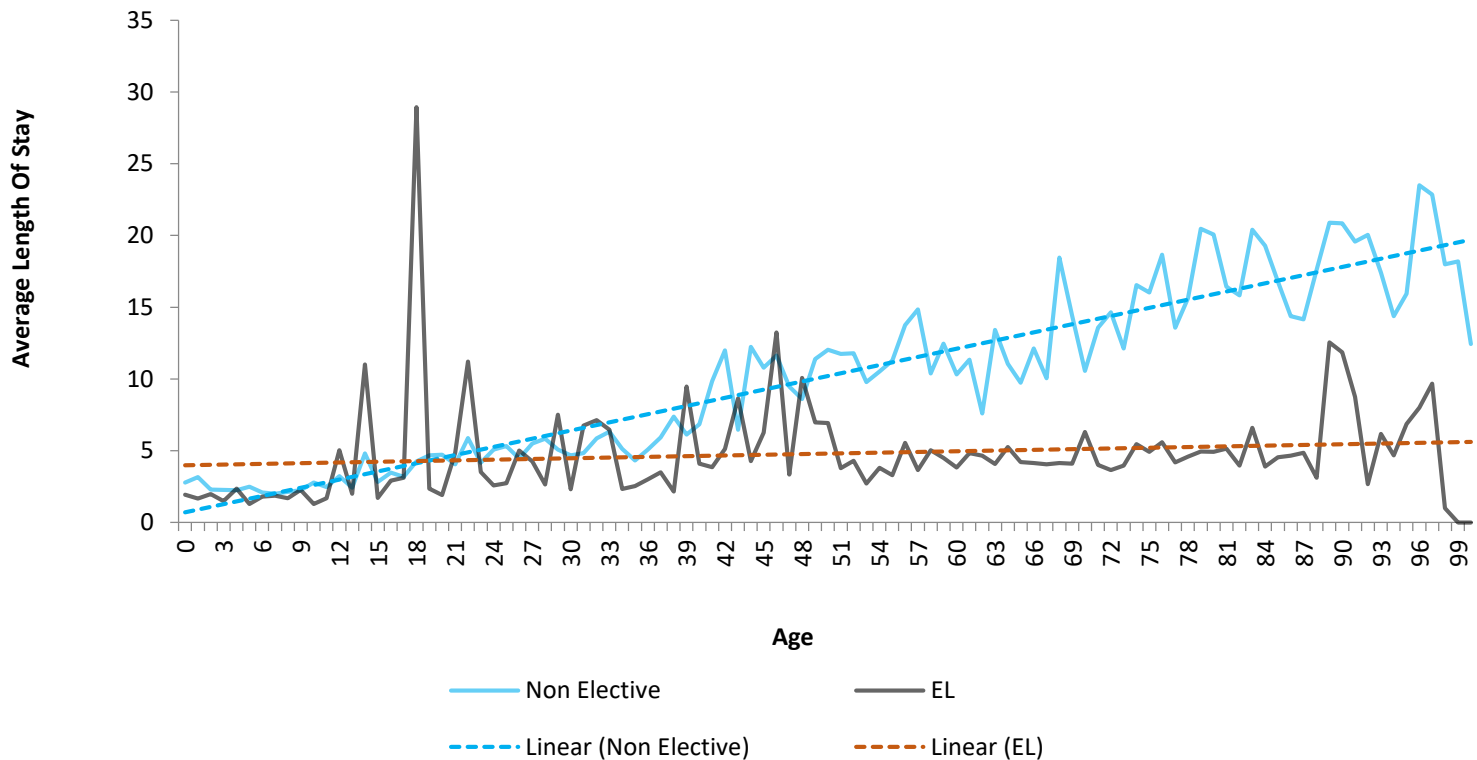
Understanding Demand – Manchester Health & Care Plan

% of GP registered population with 1 or more spell of acute hospital activity during 2014/15

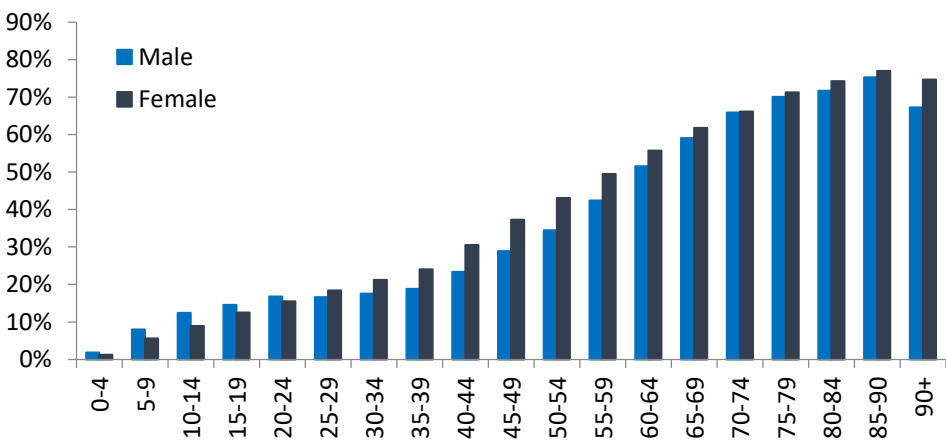


Understanding Demand – Manchester Health & Care Plan













































Average Length of Stay Following Admission to Hospital by Age



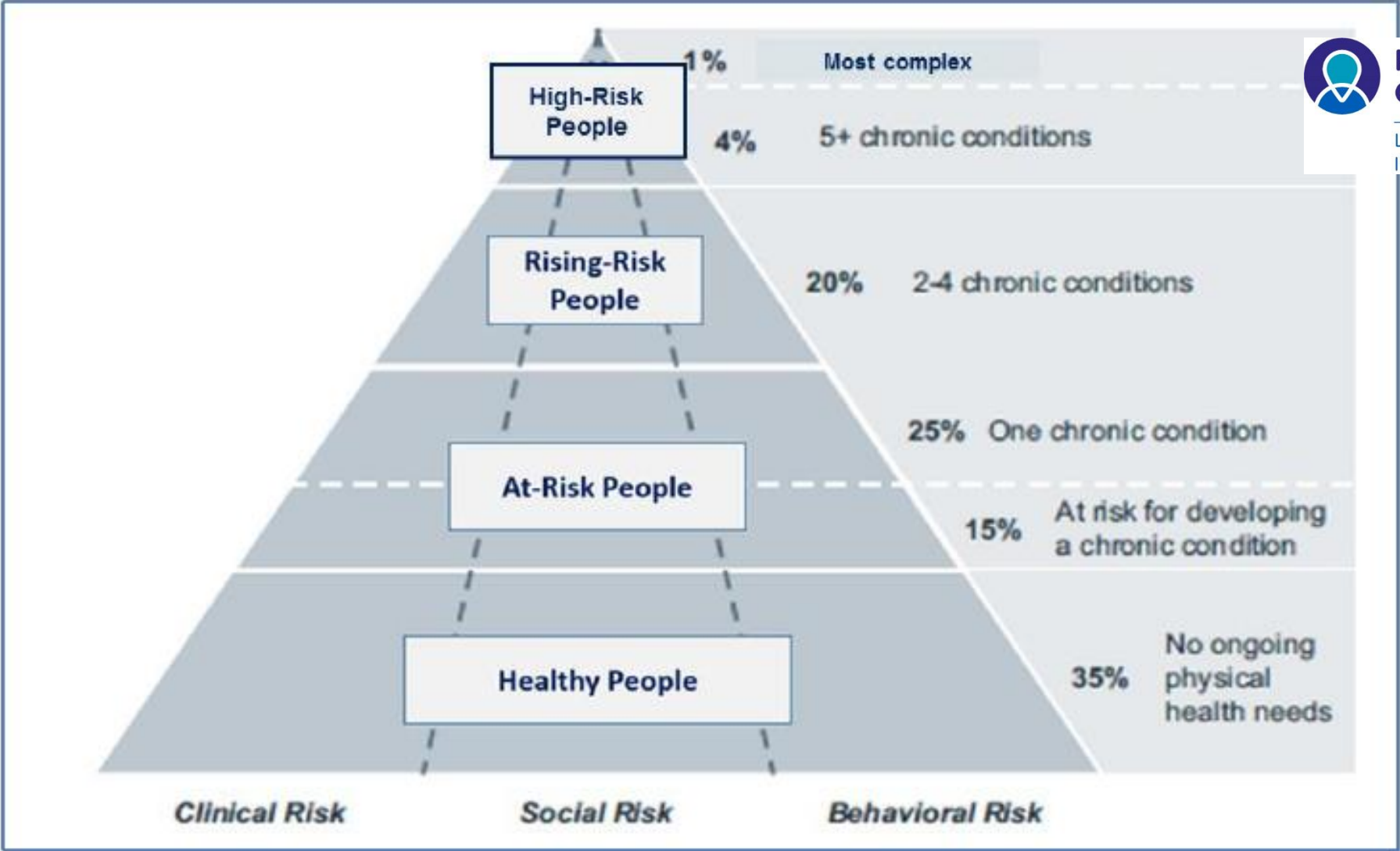
% Population with 1+ LTC by Age Band and Gender



Understanding Demand – Understanding Long Term Conditions

	Number of Patients	% Patients aged	Number of other LTCs	Average number of A&E Attendances	Average number of NEL Attendances
		0 20 40 60 80 100	01234567	0 20 40 60 80 100	0 20 40 60 80 100
Asthma	52721				
Atrial Fibrillation	4867				
Cancer	8985				
Chronic Kidney Disease (18+)	10805				
COPD	9773				
Coronary Heart Disease	12869				
Dementia	2417				
Depression (18+)	53905				
Diabetes (17+)	24686				
Heart Failure	3308				
Hypertension	52386				

Understanding Demand – Risk stratification model

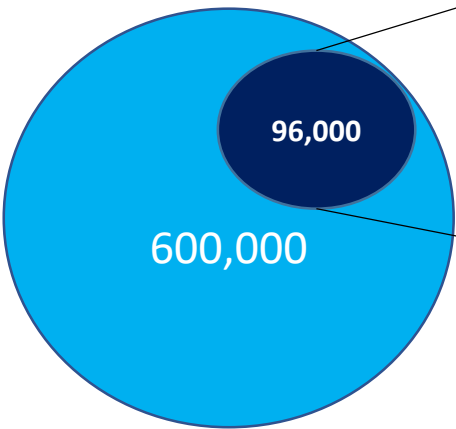


**Manchester Local
Care Organisation**

Leading local care, improving
lives in Manchester, with you

Understanding Demand – Impact on Outcomes and Budgets

Target Population

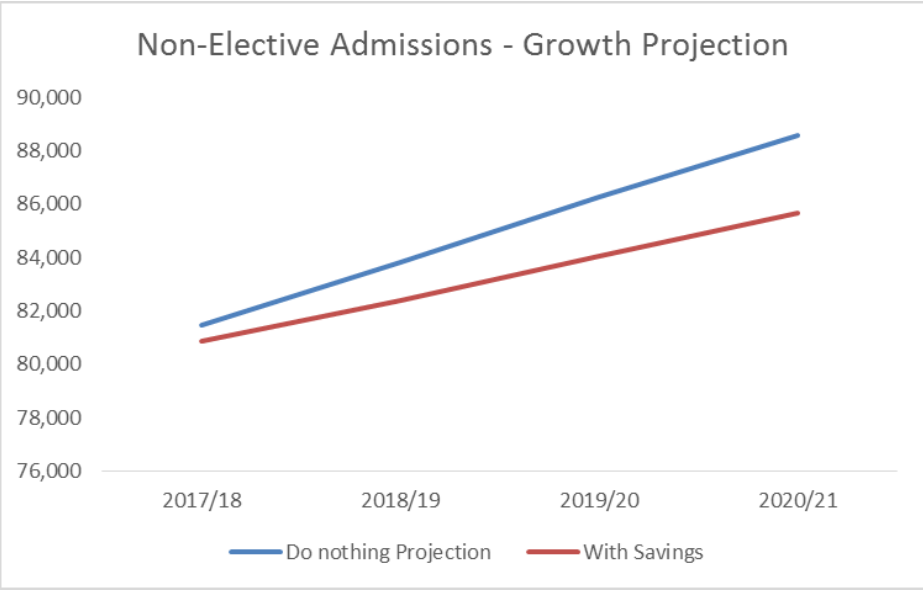


Priority Population Cohorts

1. Children and YP with LTC, MH Needs or LD
2. Frail Older People
3. Adults with Multiple LTC or End of Life
4. Complex Lifestyles
5. Mental Health, Learning Disabilities or Dementia

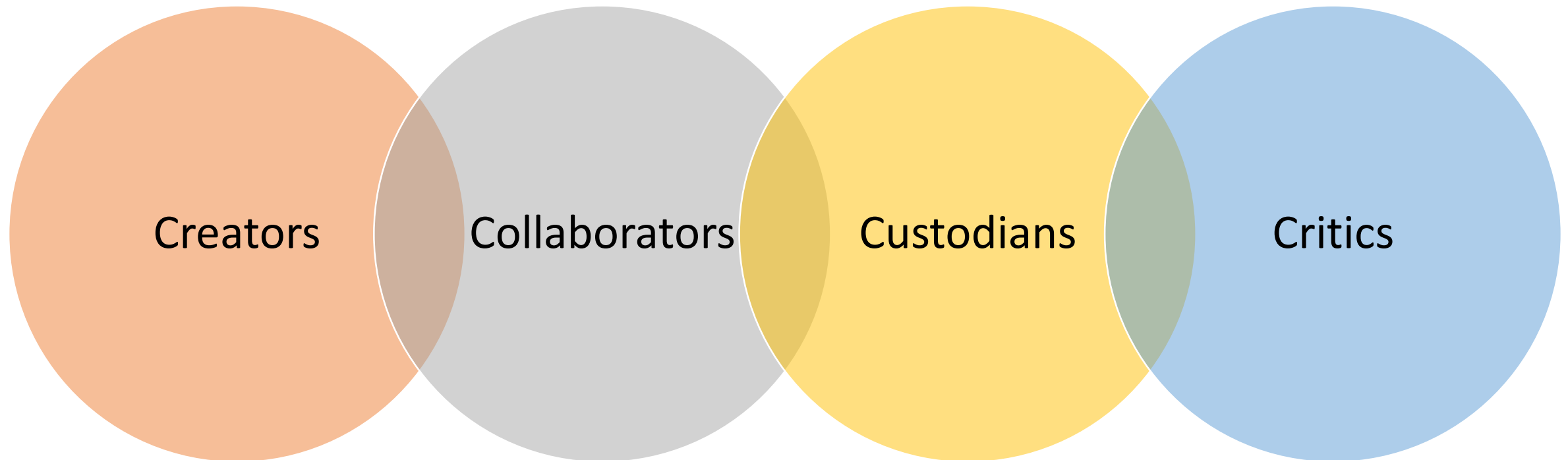
Cost-Benefit Analysis Model

What will the impact be if we do things differently?



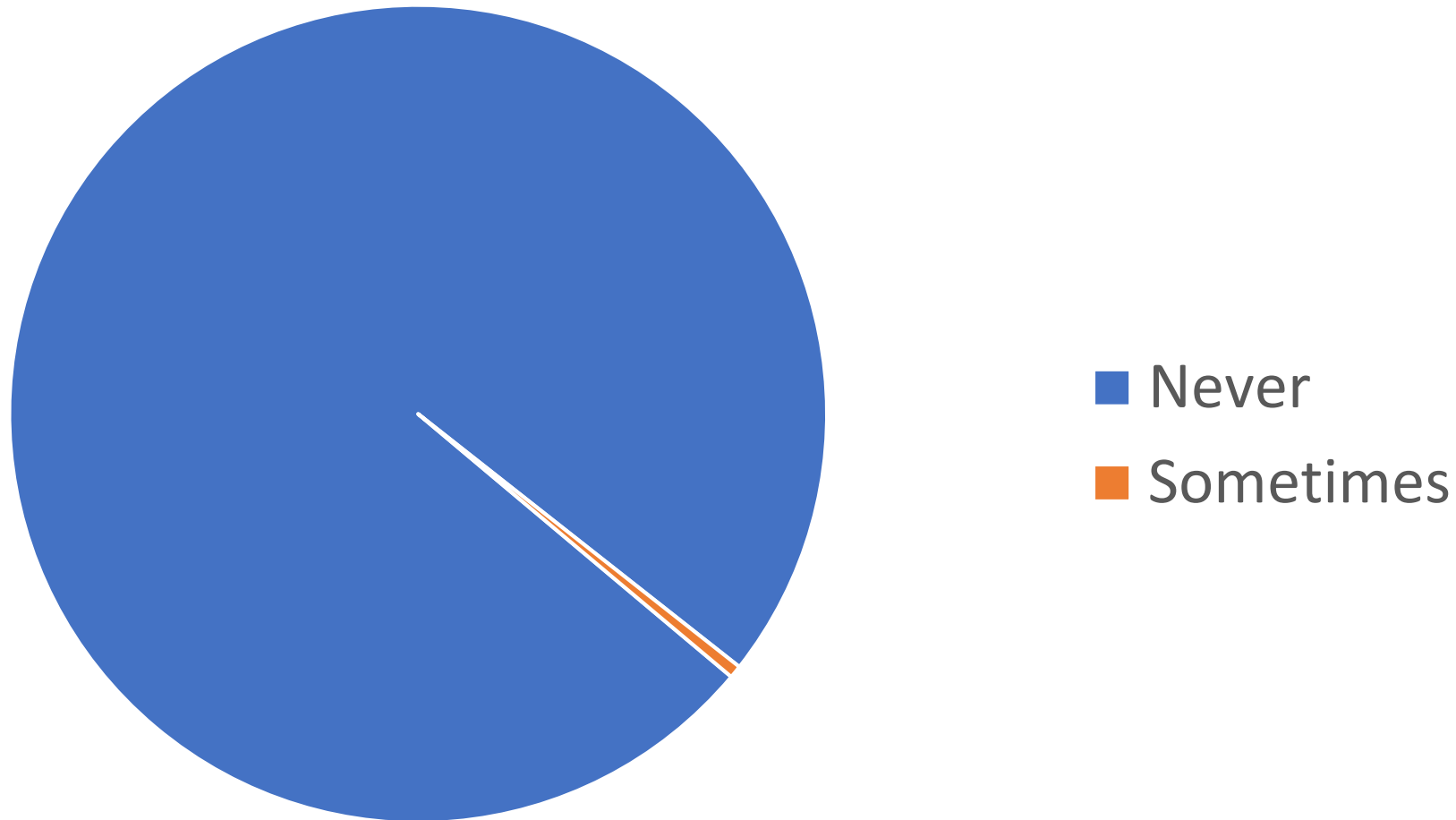
The Role of Elected Members

- Formal and informal roles are equally important
- Just one elected member's attitude to data and intelligence can be the catalyst for change ...



And, if you only take one thing from this presentation ...

When is it ok to use a pie chart?



Getting the data plumbing right

- What data issues have you experienced? What solutions have you come up with so far?
- How are you using data and evidence to change what you do and how you make decisions?

Lunch

- We start again at 1330
- What new thoughts or questions do you have?
- What was relevant to your context?
- What wasn't?

Reflections

- What new thoughts or questions do you have?
- What was relevant to your context?
- What wasn't?

Culture, Mindset and Choices

Jonathan Flowers

jon@thanflowers.com

Context

“We are taking 21st century problems and trying to solve them with 20th century tools and 19th century institutions”

- Madeleine Albright

What does it mean to be applying 21st Century Tools and creating 21st Century Institutions?

Purpose of this session

- Offer some thoughts from my work and my “lived experience” in this area from last 20 years, especially the last 4
- Discuss the culture and mindset associated with “digital”
 - Opportunities
 - What to watch out for (blockers, risks)
- Identify some key member choices
- Develop this in discussion

Why Does this Matter?

- There's an opportunity to serve people better
- There's an opportunity to unlearn outdated ways of working and reduce frustrations – better culture
- A new generation of employees and sector-switchers will expect this difference
- There are risk and transitions to manage



Tom Loosemore

@tomskitomski

Following



Digital: Applying the culture, practices, processes & technologies of the Internet-era to respond to people's raised expectations.

11:00 AM - 10 May 2016

What are the cultures, practices and processes?

- Service design
- Agile working
- Working in the open
- New levels of collaboration

- (Social media)

Service design

- Concept around for a long time
- Popularised by GDS
- User-centred design, human-centred design
- Understanding how people use services
- Understanding peoples' lives
- Building a compelling human case for change
- Very challenging to organisational boundaries

Agile Working

- A reaction against the 20th Century “waterfall” method
 - Detailed specification, months/years of work, not useful
 - Things have changed, or the initial understanding was wrong
 - Feels “baked in” to public procurement and business cases

Agile Working

- A new “language” for a structured process of trying things out and learning as we go
- A sequence of “sprints” that “home in” on solving a problem
 - (Fortnightly) sprints
 - Daily standups
 - “Show and tell”
 - Retrospectives
 - Sprint review and pivot

Agile Working and Service Design

Sprints (eg)



Prepare

Stakeholders know the value of the proposed design work and how it will meet their objectives

Understand

Stakeholders understand the service problem or opportunity that a solution will be developed for

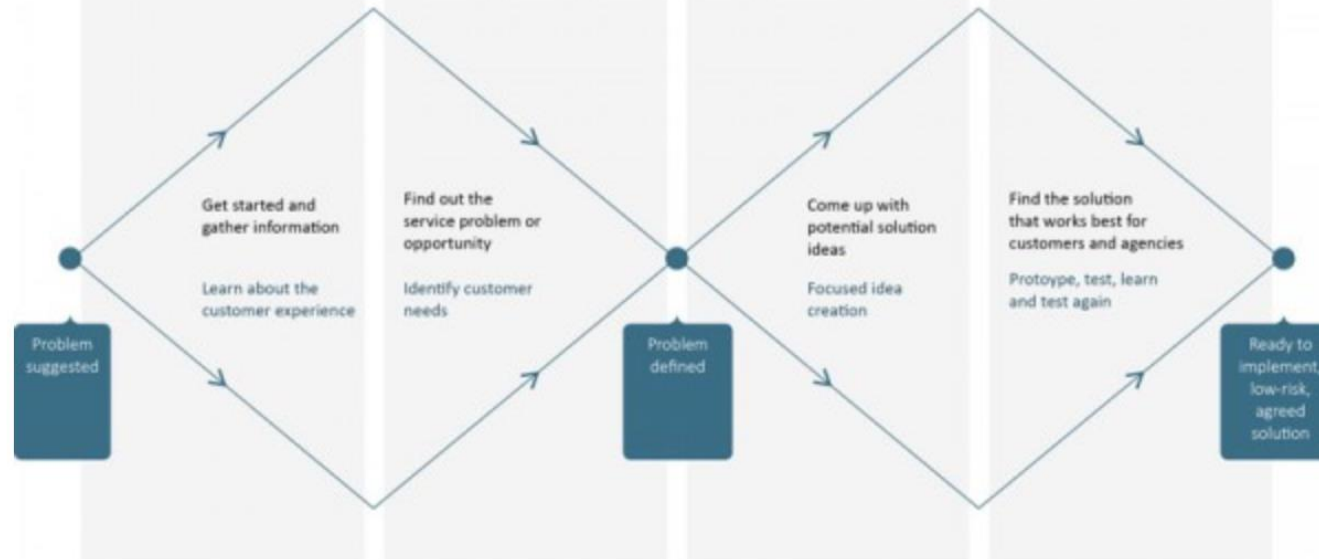
Create

Stakeholders actively contribute to creating ideas and shaping concepts

Develop

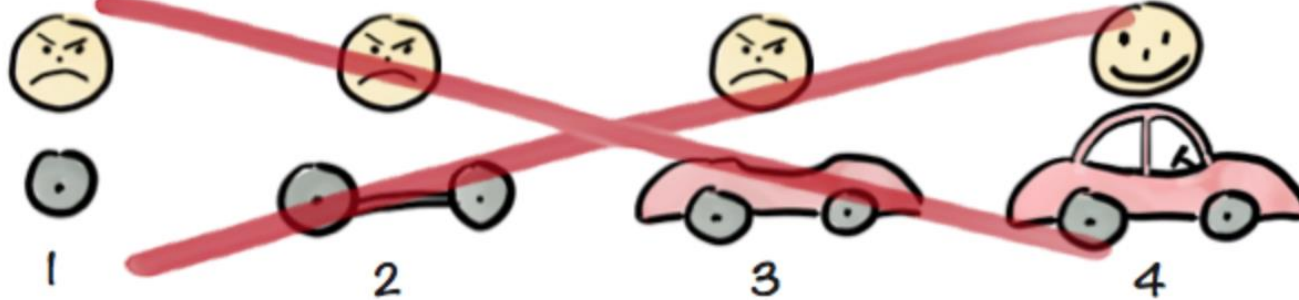
Stakeholders participate in ideas being developed into workable solutions

The “Double Diamond”

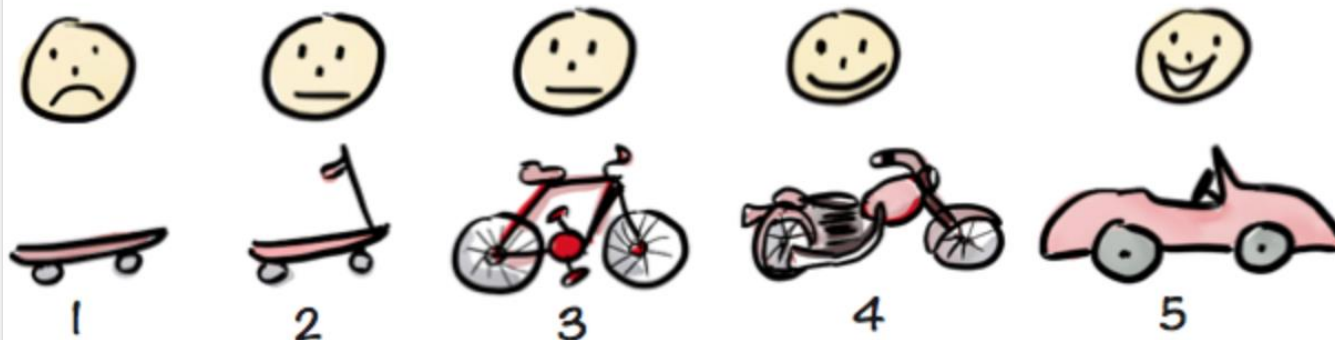


Incremental development

Not like this....



Like this!



“Service Standards”



Digital Service Standard

- 1** Understand user needs. Research to develop a deep knowledge of who the service users are and what that means for the design of the service.
- 2** Put a plan in place for ongoing user research and usability testing to continuously seek feedback from users to improve the service.
- 3** Put in place a sustainable multidisciplinary team that can design, build and operate the service, led by a suitably skilled and senior service manager with decision-making responsibility.
- 4** Build the service using the agile, iterative and user-centred methods set out in the manual.
- 5** Build a service that can be iterated and improved on a frequent basis and make sure that you have the capacity, resources and technical flexibility to do so.
- 6** Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them.
- 7** Evaluate what user data and information the digital service will be providing or storing, and address the security level, legal responsibilities, privacy issues and risks associated with the service (consulting with experts where appropriate).
- 8** Make all new source code open and reusable, and publish it under appropriate licences (or provide a convincing explanation as to why this cannot be done for specific subsets of the source code).
- 9** Use open standards and common government platforms where available.
- 10** Be able to test the end-to-end service in an environment identical to that of the live version, including on all common browsers and devices, and using dummy accounts and a representative sample of users.
- 11** Make a plan for the event of the digital service being taken temporarily offline.
- 12** Create a service that is simple and intuitive enough that users succeed first time.
- 13** Build a service consistent with the user experience of the rest of GOV.UK including using the design patterns and style guide.
- 14** Encourage all users to use the digital service (with assisted digital support if required), alongside an appropriate plan to phase out non-digital channels/services.
- 15** Use tools for analysis that collect performance data. Use this data to analyse the success of the service and to translate this into features and tasks for the next phase of development.
- 16** Identify performance indicators for the service, including the 4 mandatory key performance indicators (KPIs) defined in the manual. Establish a benchmark for each metric and make a plan to enable improvements.
- 17** Report performance data on the Performance Platform.
- 18** Test the service from beginning to end with the minister responsible for it.

Working in the Open

- Blogs and Weeknotes
- Show and Tell

Show and tell notes: 5 December

Nicholas Ward, 5 December 2018 - How we work, Show and tells



This morning, in the penultimate show and tell of the year, Helen West gave a summary of where the team is on the [essex.gov.uk](https://www.essex.gov.uk) project. Specifically she talked about the transition from Alpha to Beta.

[Read more](#)

Another “Show and Tell”



So What?

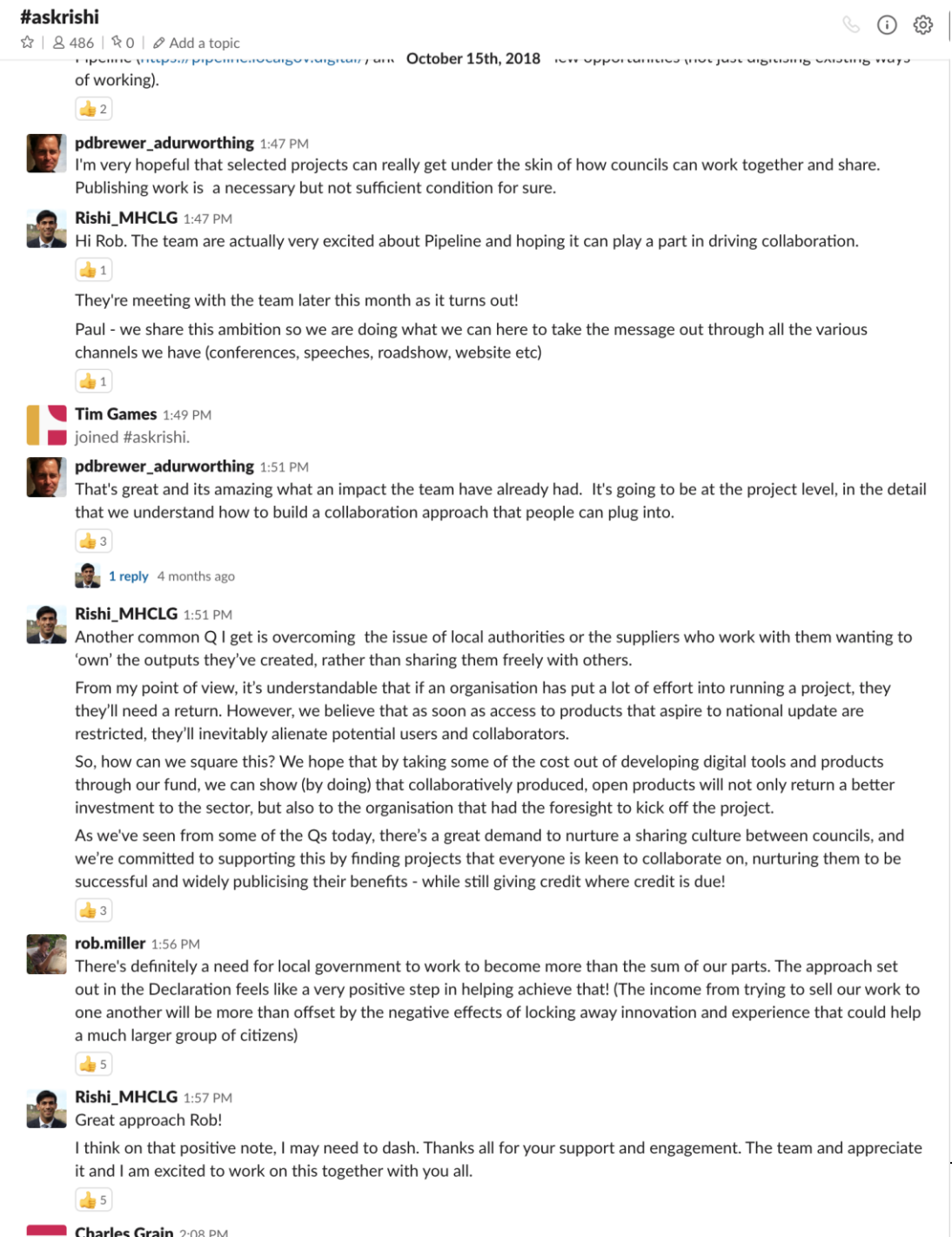
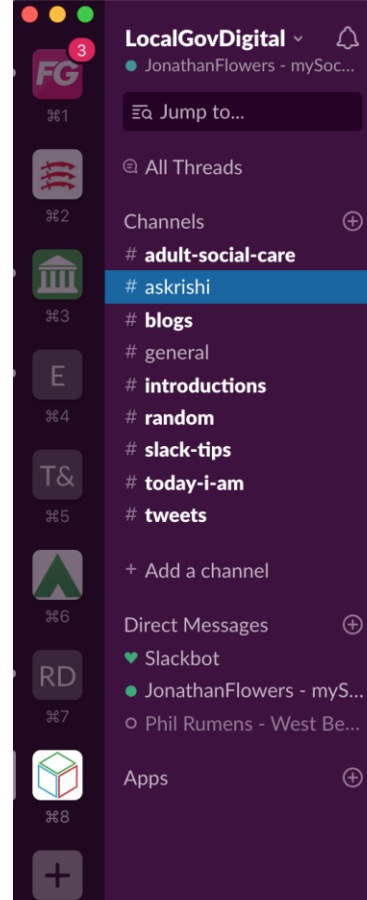
- Different drumbeat and pace
- Demands different governance (inc scrutiny)
- Challenging to financial planning
- Opens up different member roles (with care)
- New language to learn (for everyone)
- Can appear less rigorous and more vulnerable to challenge

Collaboration Tools

- Almost *no* email
- Tools like Slack
- Shared documents eg Google docs
- Sharing with Trello
- A new way of working that's hard to comprehend until you experience it

Slack

- “Social media for work”
- But much more powerful



Collaborative documents

- Imagine a board meeting
 - Link to a shared agenda document – make and share comments and questions beforehand
 - Write the notes of the meeting collaboratively as you go
- Imagine a team-produced document
 - One version with multiple people working, commenting and suggesting simultaneously
 - No need for version control
 - Issues dealt with on the spot

Local Digital Declaration

- LocalGov Digital/MHCLG Initiative
- Eg funding shared exemplar projects
- Beginning to market-shape

Local Digital

Laying the fo

[Local Digital](#) > Local Digital Declaration

Local Digital Declaration

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by [signing the Declaration](#) and committing to deliver a first action from which we can all benefit.

The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.

Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

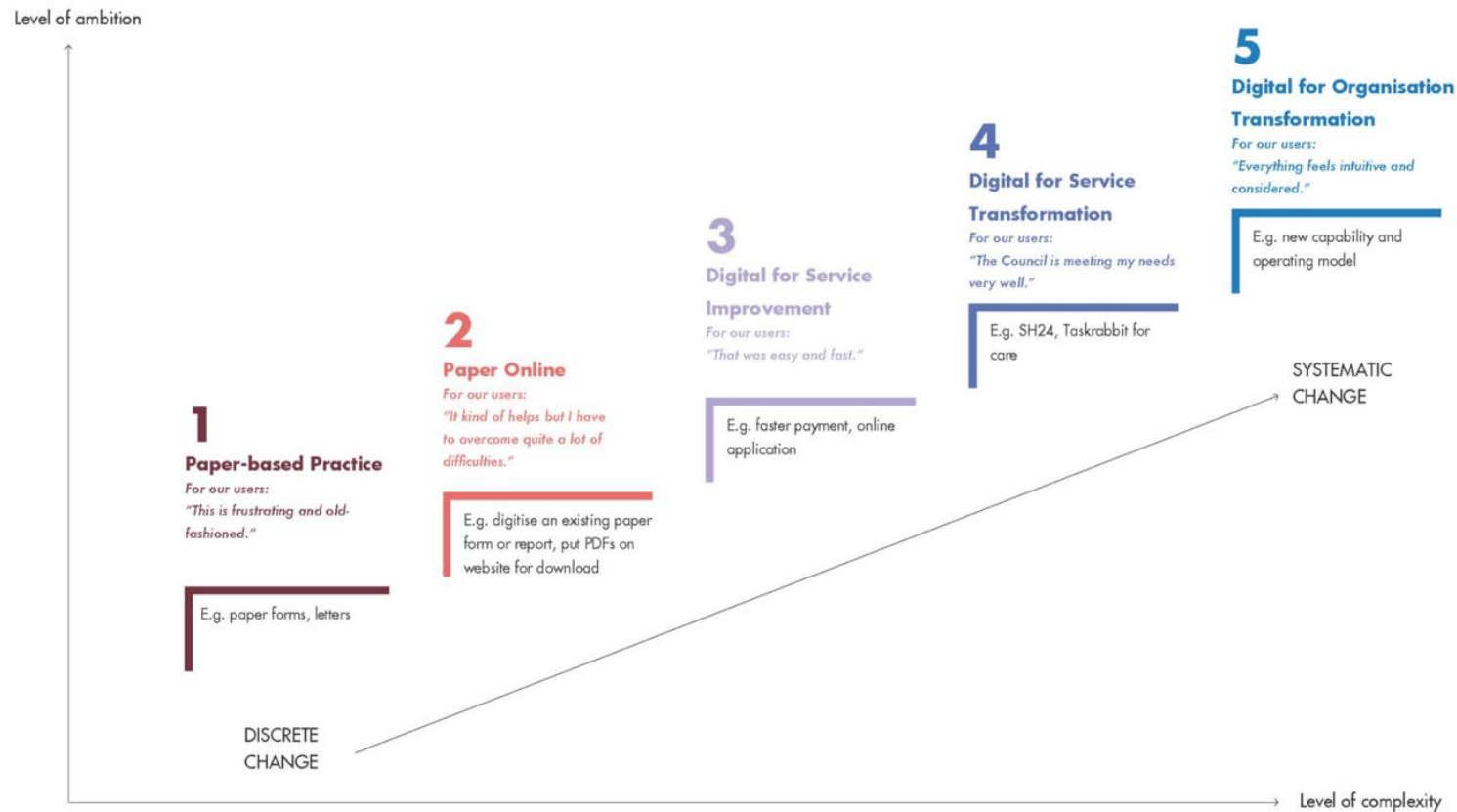
There are other things to be getting on with as well...and helping with

- Structure of local government
 - Devolution deals, combined authorities city deals, mergers, unitaries, double devolution, (integrated care systems)
- Commercialism
 - Use of assets, selling services, investment...?
- Integrating Health and Social Care
- Inward investment
 - Attracting employers, stimulating clusters, engaging colleges, housing, infrastructure
- Managing housing growth
- Delivery models
 - Outsourcing, spin-outs, community transfer
- Strong siloes or corporate entities
- Civic entrepreneurialism
 - Convenor in the place, catalysing, stimulating, doing different things
- Having the right strategic capacity in the organisation
- Squeezing the last bits of toothpaste out of the tube by conventional methods

A cultural reflection

- Reflecting back to when many people were “learning their craft”, say 2004...
 - e-Government, BVPI157
 - Central direction and Audit Commission
 - Wellbeing power was new and general power of competence didn’t exist
 - Local Strategic Partnerships, not even “total place”
 - Big state infrastructure eg RDAs
 - Gershon efficiencies
 - Cabinet system and scrutiny were new
 - iPhone didn’t exist
 - FutureGov was 4 years off existing, GDS 7 years away

“Digital maturity” example



(Other organisations offer similar tools)

Level of ambition is a choice

- Digital versus other things
- Digital as an enabler of other things
- Workforce capability and the potential to recruit or buy-in
- Some “ideological” choices
- Legacy tech, legacy culture
- Local priorities and needs
- Citizen and business expectation

Creating the conditions, as councillors

- Please welcome:
 - Cllr Neil Prior, Pembrokeshire CBC

Leading Digital Innovation

A Councillors Perspective

Twitter @PriorNeil

Facebook @CllrNeilPrior

LinkedIn @NeilPrior

www.neilprior.co.uk



Talking points

- 'Rising to the challenge'
- Building support & creating excitement
- A simple strategy
- Where are we now?
- Discussion

Building support and creating excitement – Using the political process

Cabinet approved the 2017-21 ICT strategy in June 2017, subject to a 6 month review.

Members are being asked to: Consider the key issues, challenges and opportunities for ICT and contribute to the development of the ICT Strategy as part of the review process.

Recommendation: That the Committee makes recommendations to help shape the review of the ICT Strategy as appropriate

A photograph of two people rappelling down a dark, rocky cliff face into a body of water. The person in the foreground is wearing a red helmet and a black wetsuit, while the person behind them is wearing a yellow helmet and a black wetsuit. They are both holding ropes and appear to be in the process of descending. The water is a deep blue-green color.

(Some of) our Challenges

Budget

Digital Divide

Culture

Connectivity

Security

MTFP

Transformation

Wider public services context

Rising customer expectations

Local Government ICT spend

Median...	Wales	Rest of UK
ICT revenue expenditure	£4.39m	£14.59m
Total service users	2458	4940
Total IT staff	47	104

% revenue spent on ICT	1.40%	2.35%
Spend per device	£578.55	£919.59
Spend per user	£1482.23	£2973.89

Devices per user	2.57	3.25
Workstations per user	1.09	1.13
User satisfaction (mean)	5.11	5.17

SOCITM benchmarking survey 2016

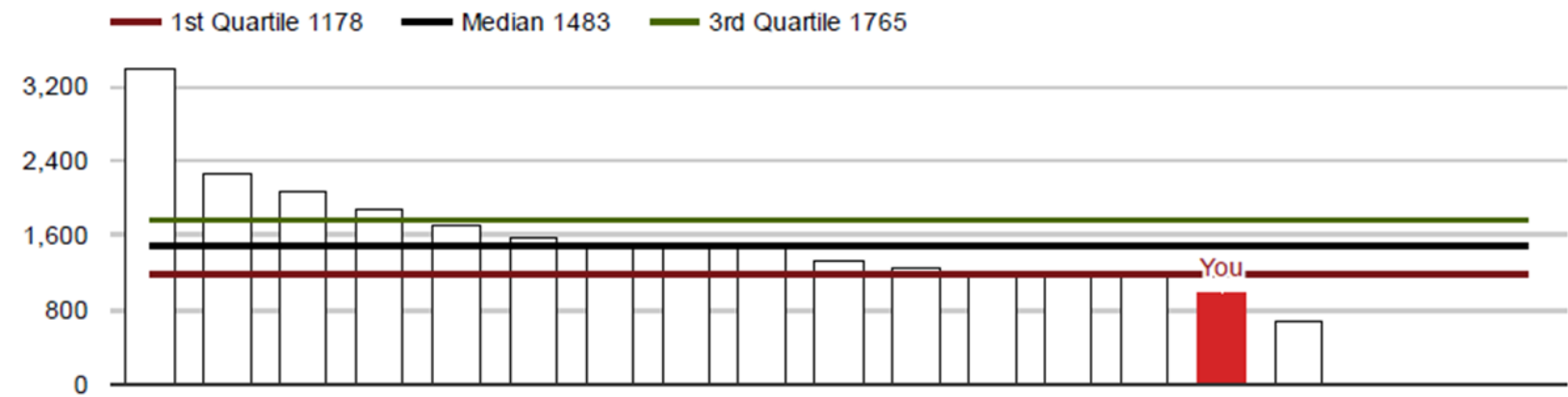
Lean comparable investment

Wales invests less in ICT than UK

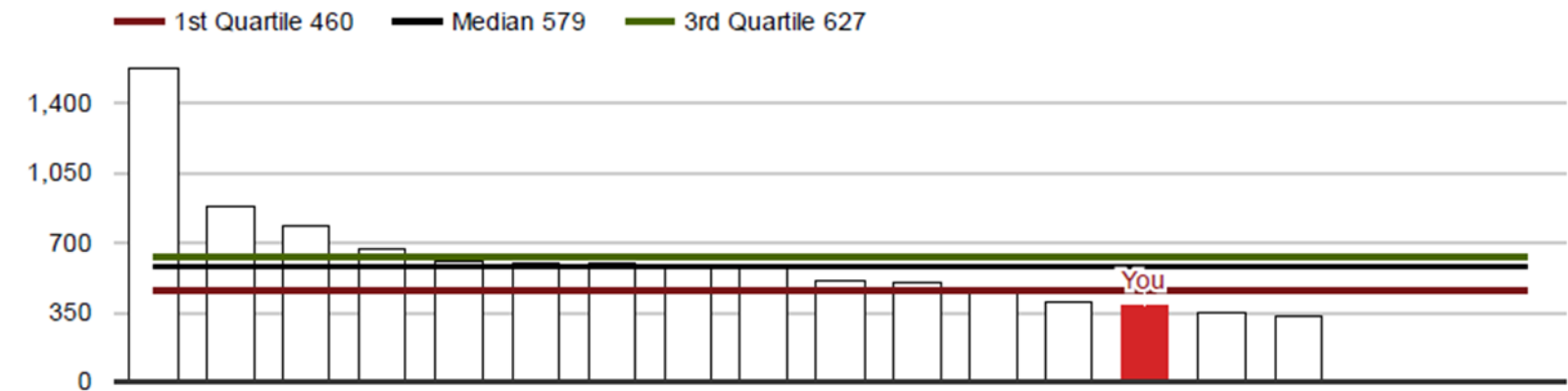
We still need to keep the lights on

Local Government ICT spend, in sharper focus

ICT spend per user (£)



ICT total spend per device supported (£)



ICT Expenditure is just 0.87%
- third lowest in the group

Meanwhile....

Digital
Automation
Artificial Intelligence
Conversational and machine learning
Big Data
Internet of Things
3D Printing
Robots



2019 *This Is What Happens In An Internet Minute*



Our Strategy

**Agile
Digital
People**



Our requests

Protect the budget

Immediate investment of 600k from Invest to Save

ICT as a key enabler of transformation

APPROVED





A few highlights

Smarter working - supporting accommodation strategy

MyAccount, Penfro, Digital shift

Permissions (social media)

Interest & excitement – leisure & highways

About to re-invest

Breaking the concrete of culture

But more to do....

Widespread adoption of document management

Digital mailroom

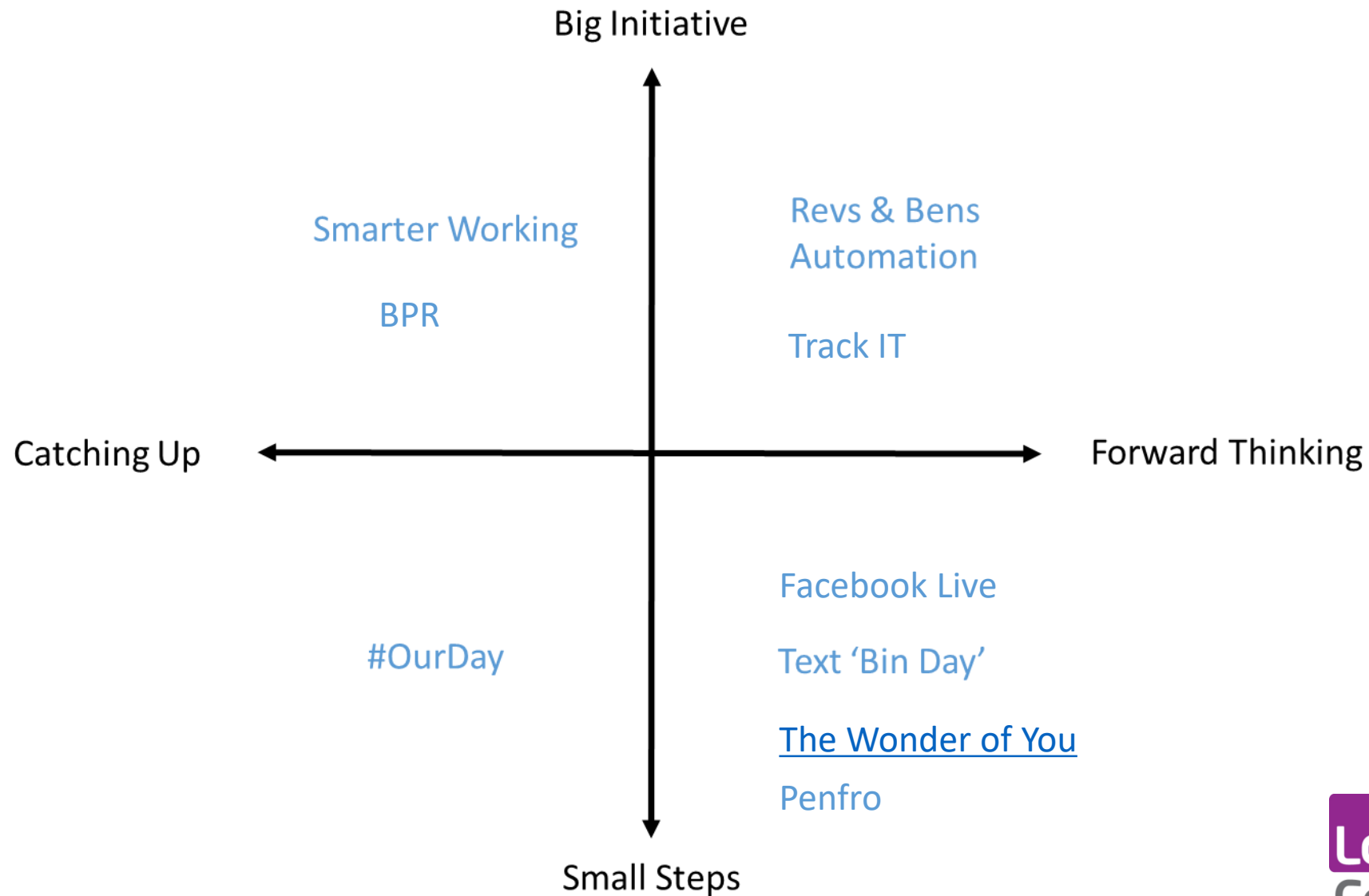
Using data to make more informed decisions

Digital advocates

Expand and improve our customer digital offering

It's all about the process

Leading Digital Innovation – big bang or small steps?



In conclusion...

**DIGITAL IS NOT A
THING.
IT IS A WAY OF DOING
THINGS.**



Thank you for listening

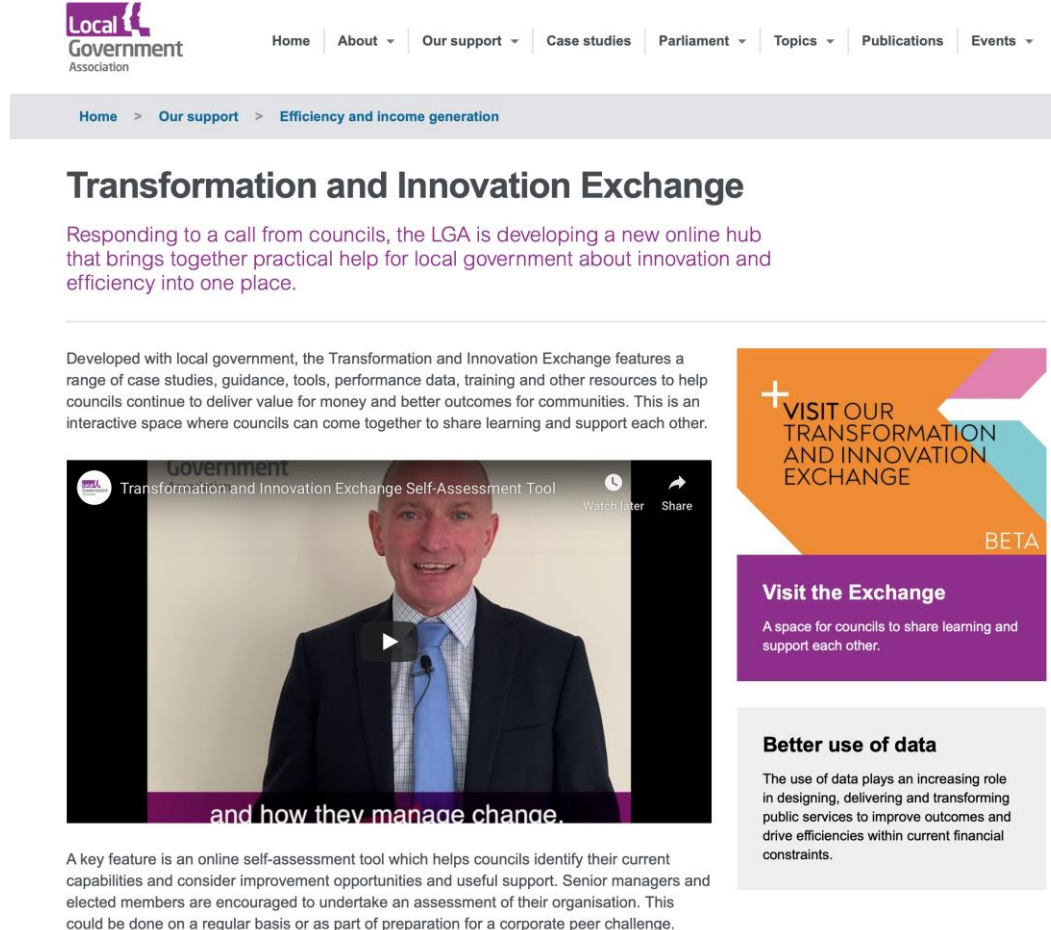
Creating the conditions, as councillors

- What are the key points for councilor engagement/levers you can pull?
- What successes have you had?
- What remains difficult?

Further Support

<https://www.local.gov.uk/our-support/efficiency-and-income-generation/transformation-and-innovation-exchange>

Or Google “LGA
Transformation and
Innovation Exchange”



The screenshot shows the LGA website's navigation bar with links: Home, About, Our support, Case studies, Parliament, Topics, Publications, and Events. Below this is a breadcrumb trail: Home > Our support > Efficiency and income generation. The main heading is "Transformation and Innovation Exchange". The introductory text states: "Responding to a call from councils, the LGA is developing a new online hub that brings together practical help for local government about innovation and efficiency into one place." A paragraph below describes the hub's features: "Developed with local government, the Transformation and Innovation Exchange features a range of case studies, guidance, tools, performance data, training and other resources to help councils continue to deliver value for money and better outcomes for communities. This is an interactive space where councils can come together to share learning and support each other." A video player is embedded, showing a man in a suit speaking, with the title "Transformation and Innovation Exchange Self-Assessment Tool" and a "Watch later" button. To the right of the video is a call to action: "VISIT OUR TRANSFORMATION AND INNOVATION EXCHANGE" with a "BETA" label. Below this is a section titled "Visit the Exchange" with the text: "A space for councils to share learning and support each other." Further down is a section titled "Better use of data" with the text: "The use of data plays an increasing role in designing, delivering and transforming public services to improve outcomes and drive efficiencies within current financial constraints."

Local Government Association

Home | About | Our support | Case studies | Parliament | Topics | Publications | Events

Home > Our support > Efficiency and income generation

Transformation and Innovation Exchange

Responding to a call from councils, the LGA is developing a new online hub that brings together practical help for local government about innovation and efficiency into one place.

Developed with local government, the Transformation and Innovation Exchange features a range of case studies, guidance, tools, performance data, training and other resources to help councils continue to deliver value for money and better outcomes for communities. This is an interactive space where councils can come together to share learning and support each other.

Government
Transformation and Innovation Exchange Self-Assessment Tool
Watch later Share

and how they manage change.

Visit the Exchange
A space for councils to share learning and support each other.

BETA

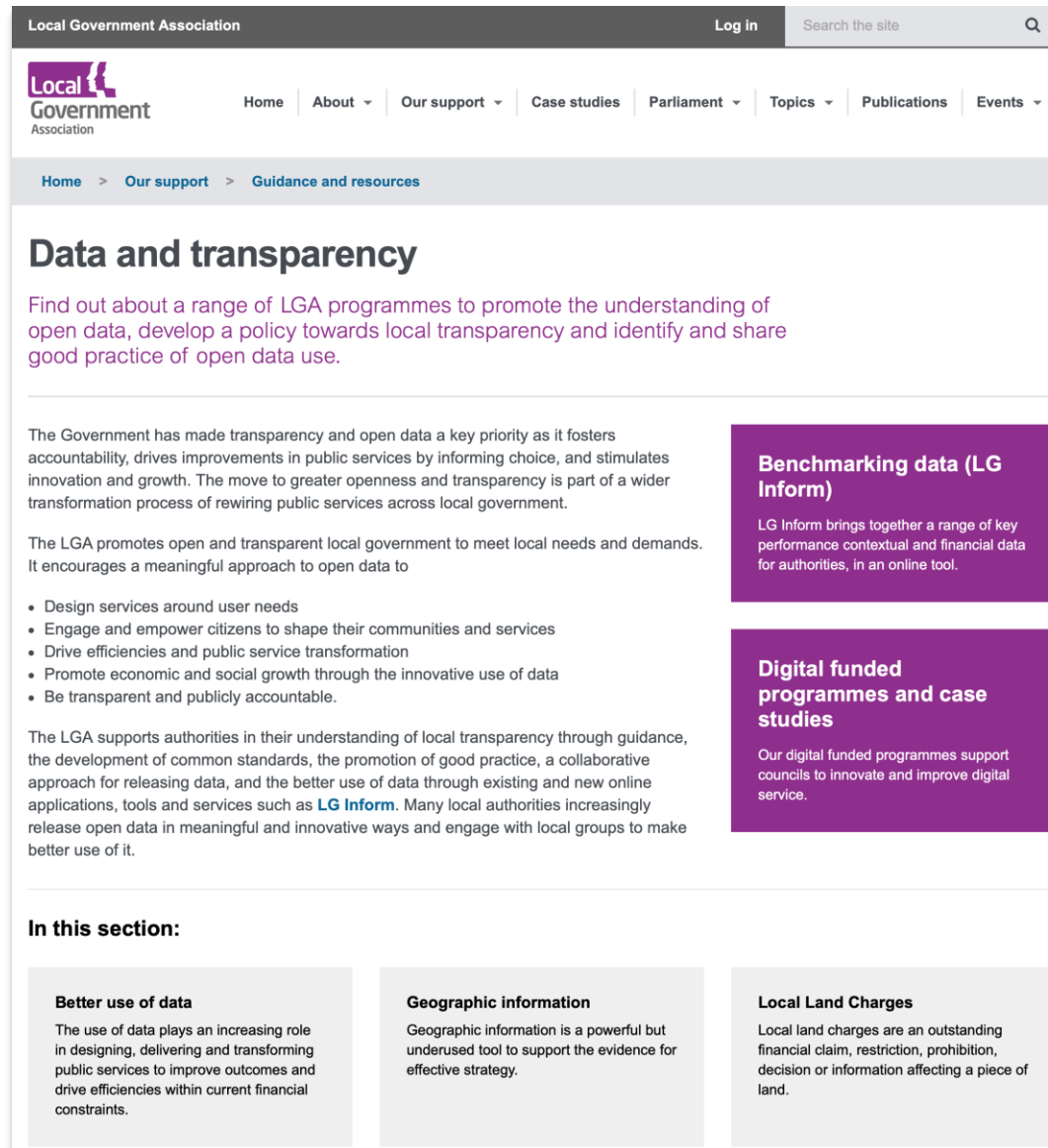
Better use of data
The use of data plays an increasing role in designing, delivering and transforming public services to improve outcomes and drive efficiencies within current financial constraints.

A key feature is an online self-assessment tool which helps councils identify their current capabilities and consider improvement opportunities and useful support. Senior managers and elected members are encouraged to undertake an assessment of their organisation. This could be done on a regular basis or as part of preparation for a corporate peer challenge.

Further Support

<https://www.local.gov.uk/our-support/guidance-and-resources/data-and-transparency>

Or Google “LGA Data and Transparency”



The screenshot shows the Local Government Association website. The header includes the LGA logo, a 'Log in' button, and a search bar. The main navigation menu has links for Home, About, Our support, Case studies, Parliament, Topics, Publications, and Events. A breadcrumb trail indicates the current location: Home > Our support > Guidance and resources. The page title is 'Data and transparency'. The introductory text states: 'Find out about a range of LGA programmes to promote the understanding of open data, develop a policy towards local transparency and identify and share good practice of open data use.' The main content area is divided into two columns. The left column contains a paragraph about the Government's commitment to transparency and open data, followed by a list of five bullet points: 'Design services around user needs', 'Engage and empower citizens to shape their communities and services', 'Drive efficiencies and public service transformation', 'Promote economic and social growth through the innovative use of data', and 'Be transparent and publicly accountable'. Below this is another paragraph about the LGA's support for local transparency through guidance, standards, and tools like 'LG Inform'. The right column features two purple boxes. The top box is titled 'Benchmarking data (LG Inform)' and describes the 'LG Inform' tool. The bottom box is titled 'Digital funded programmes and case studies' and describes digital funded programmes. At the bottom of the page, under the heading 'In this section:', there are three grey boxes: 'Better use of data', 'Geographic information', and 'Local Land Charges', each with a brief description of the topic.

Local Government Association

Log in

Search the site

Local Government Association

Home About Our support Case studies Parliament Topics Publications Events

Home > Our support > Guidance and resources

Data and transparency

Find out about a range of LGA programmes to promote the understanding of open data, develop a policy towards local transparency and identify and share good practice of open data use.

The Government has made transparency and open data a key priority as it fosters accountability, drives improvements in public services by informing choice, and stimulates innovation and growth. The move to greater openness and transparency is part of a wider transformation process of rewiring public services across local government.

The LGA promotes open and transparent local government to meet local needs and demands. It encourages a meaningful approach to open data to

- Design services around user needs
- Engage and empower citizens to shape their communities and services
- Drive efficiencies and public service transformation
- Promote economic and social growth through the innovative use of data
- Be transparent and publicly accountable.

The LGA supports authorities in their understanding of local transparency through guidance, the development of common standards, the promotion of good practice, a collaborative approach for releasing data, and the better use of data through existing and new online applications, tools and services such as **LG Inform**. Many local authorities increasingly release open data in meaningful and innovative ways and engage with local groups to make better use of it.

Benchmarking data (LG Inform)

LG Inform brings together a range of key performance contextual and financial data for authorities, in an online tool.

Digital funded programmes and case studies

Our digital funded programmes support councils to innovate and improve digital service.

In this section:

Better use of data

The use of data plays an increasing role in designing, delivering and transforming public services to improve outcomes and drive efficiencies within current financial constraints.

Geographic information

Geographic information is a powerful but underused tool to support the evidence for effective strategy.

Local Land Charges

Local land charges are an outstanding financial claim, restriction, prohibition, decision or information affecting a piece of land.

Further Support

[https://www.local.gov.uk/
our-support/efficiency-
and-income-
generation/cyber-
security](https://www.local.gov.uk/our-support/efficiency-and-income-generation/cyber-security)

Or Google “LGA
Cybersecurity”

Cyber security

Cyber security is an integral part of local government's wider work to digitalise services and improve productivity.

The **National Cyber Security Strategy** describes 'cyber security' as:

“the protection of information systems (hardware, software and associated infrastructure), the data on them, and the services they provide, from unauthorised access, harm or misuse. This includes harm caused intentionally by the operator of the system, or accidentally, as a result of failing to follow security procedures.

With councils making more local public services available digitally, getting more of their workforce online and planning greater collaboration and integration work with partner organisations, reviewing and reinforcing current cyber security arrangements is a key priority for local authorities.

A cyber incident can be very disruptive, leading to the loss of data, as well as disruption to the running of council services.

As we have seen through recent cyber attacks including the **WannaCry ransomware attack**, those with criminal or hostile intent will continue to try to breach our security to steal the data we hold and/or damage our systems. Therefore, as a sector we need to continuously review, refresh and reinforce our approach to cyber security.

Find out more about some of the potential threats here: [Understanding Local Cyber](#)

LGA – Cyber resilience funded programme 2019/20

Invitation to apply for funding to improve your council's cyber resilience.

Cyber Security Self Assessment tool

As part of the National Cyber Security Programme, the LGA is working with the Cabinet Office to help local authorities improve their cyber security.

A councillor's guide to cyber security

Cyber security is crucial to ensuring services are kept up and running and to ensuring the public's trust in councils with

Further Support

<https://www.local.gov.uk/case-studies>

Case studies

Innovation in local government is about improving the lives of the people in our communities. Browse through our case studies to see the many innovative programmes councils are involved in.

If you have a case study you'd like to share here, please [get in touch](#). Please use our [case study template](#) when submitting a case study.

Keyword search

Filter by topics

- All -

Filter by support type

- All -

Date from:



Date to:



Apply

Your search returned **211 results**

Sort by | **Date** | **A-Z**

Adur and Worthing Councils reviving their town centres

Councils are leading the revival of our high streets and town centres. As leaders of place, they are offering a new wave of thinking around what the high street can offer to communities and delivering real local change.

Economic growth

13 Jan 2020

Summary

- We've heard from three authorities and from each other
- What connections do you want to make?
- What insights have you got?
- What questions are you taking back with you?
- What do you want to do, now?

Have a safe journey home!