

Data and Digital Masterclass

Bristol

31st 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. Dorset guest speakers.
- 1200: Deriving benefits from data. Bristol guest speaker.
- 1245: Lunch
- 1330: Reflections
- 1345: Culture, Mindset and Choices
- 1415: Councillors creating the conditions. Wiltshire 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 Peter Wharf, Deputy Leaders, Dorset Council
 - Lisa Trickey, Service Manager, Digital Strategy and Design



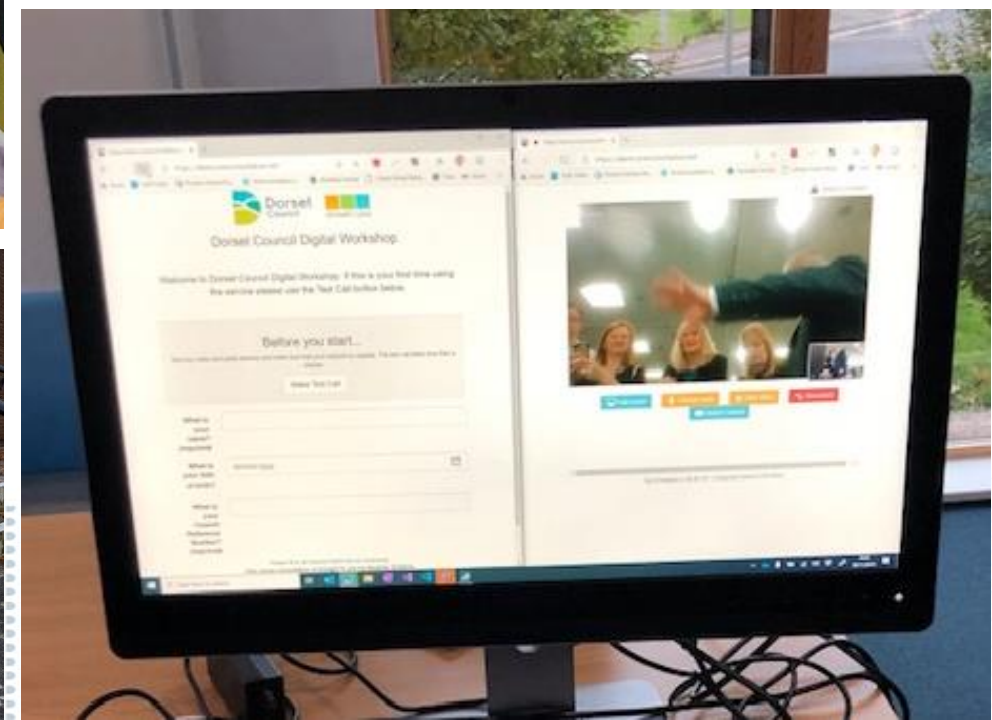
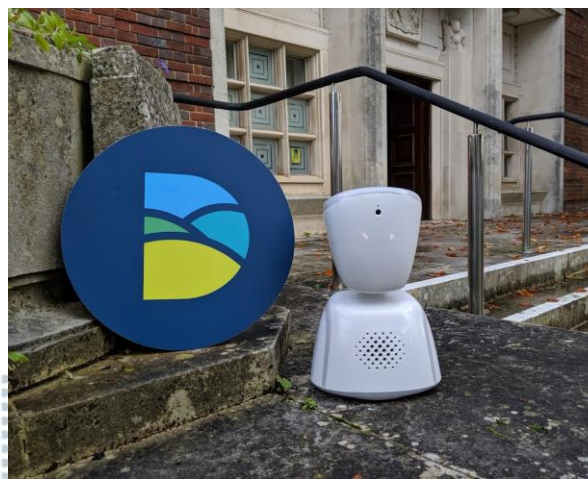
Clr. Peter Wharf





**Creating a Council for the
21st Century**

Digital Awareness Sessions



Executive Advisory Panel – Digital & ICT

- 5G / Rural Smart Place
- Webcasting of Committee meetings
- Digital Champion roles for Councillors
- Member Case Management



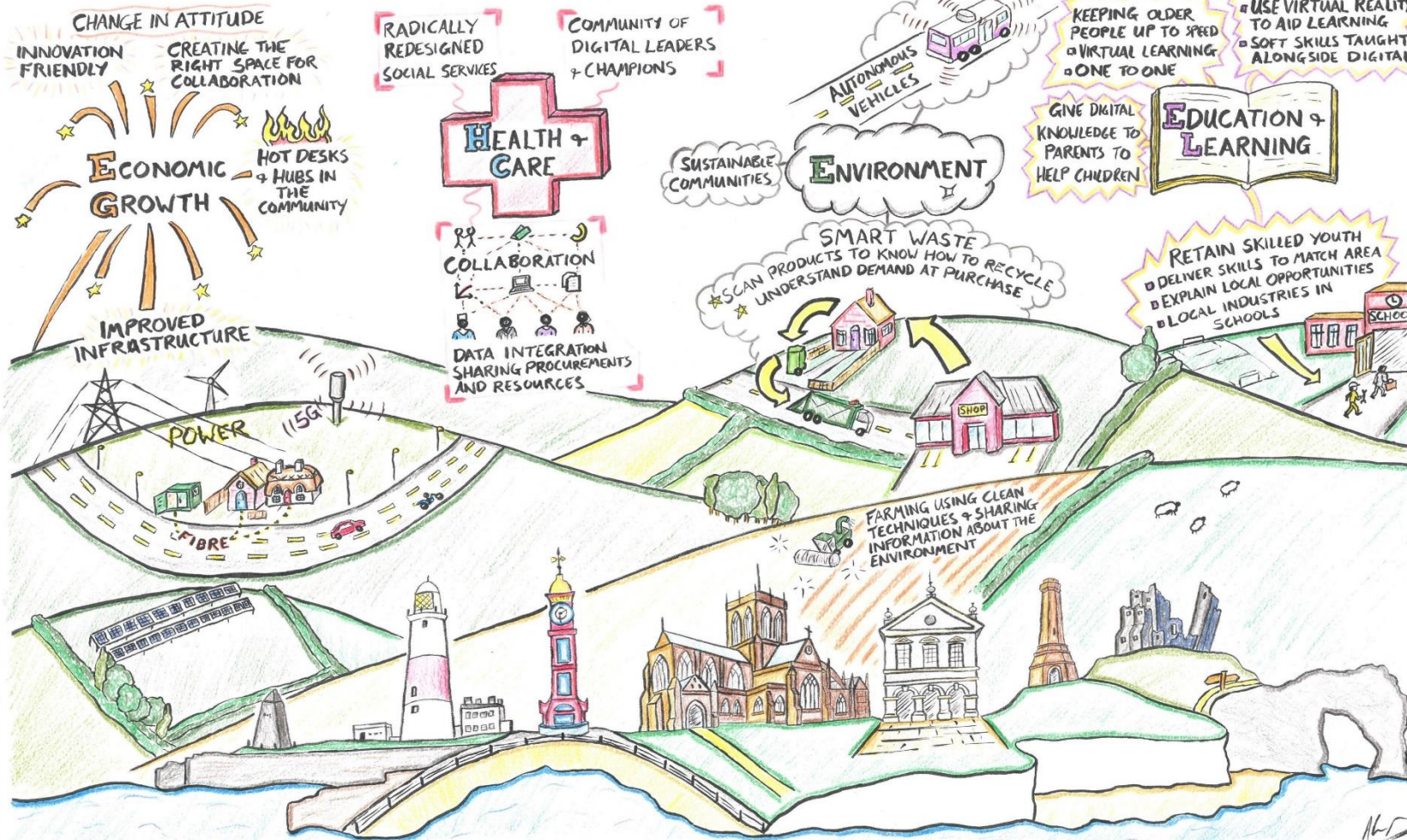
Peer Challenge

‘Your teams focus on the user need was refreshing to be at the heart of your approach, rather than just being given lip service’

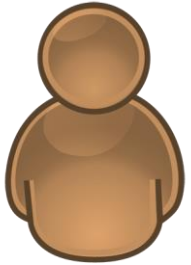
Simon Oliver, Director Digital Transformation Bristol City

DORSET'S DIGITAL FUTURE

a Smart Rural Place



Different types of Councillor Champion Role



Councillor ICT Mentor

- Helping members make the most of tech in their role
- Supporting each other
- Passionate about making most of IT
- Help test and promote capabilities



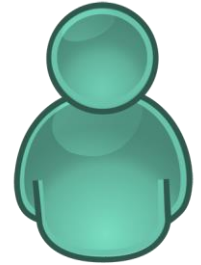
Digital Change Agent

- Supporting and prompting digital transformation across DC
- Able to ask questions of services
- Understand digital leadership requirements



Digital Ambassador

- Helping people and communities go online
- Signpost to council online services
- Signpost to digital champions for support



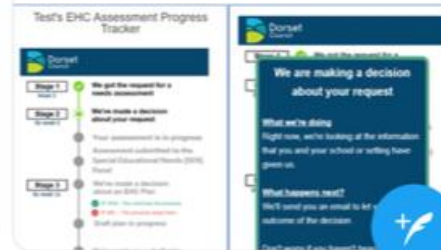
Digital Champion

- Volunteer working with people in communities to develop basic digital skills and help people get online
- Part of our Routes to Inclusion work

Tweets Tweets & replies Media Likes

 **Laura Miller** @LMillerD... · 28/05/2019
This looks great. We should adopt this for adult social care too
[@DorsetCouncilUK](#) , elements of transfers of care [@DorsetCCG](#) could be useful? Shout if we already do some of this- I'm new to the job! ❤️

 **Lisa Trickey** @Tri... · 28/05/2019
Our new #EHCP tracker is live! Learn how we used #usercentredesign #govnotify #newwaysofworking tinyurl.com/y2qtetlg @digitaldorset @AlexJMay1 @FutureGov #localgov #digital



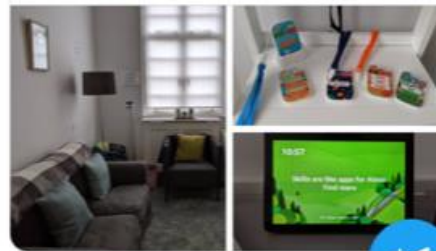
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Tweets Tweets & replies Media Likes

 **Laura Miller** @LMillerDo... · 01/11/2019
YES! What an ace team we have here [@DorsetCouncilUK](#) leading the way in innovation- SO PROUD! 🙌🙌🙌

 **CColl3284** @coll3... · 01/11/2019
Looking forward to the start of @OT week next week where we will be kicking things off @DorsetCouncilUK on Monday with the TEC lounge open from 10-4pm showing how small pieces of technology can make a big difference @theRCOT



1 10



Tweets Tweets & replies Media Likes

 **Laura Miller** @LMillerDor... · 11/11/2019
WHAT a Monday! Started my tour of frontline ASC&Health teams wadult access team- 85% of people helped at front door! Remembrance service [@DorsetCouncilUK](#) ❤️ met [@ageuk](#) Dorchester CEO then Dorchester local social work office #lauraontour thank you teams for showing me round!



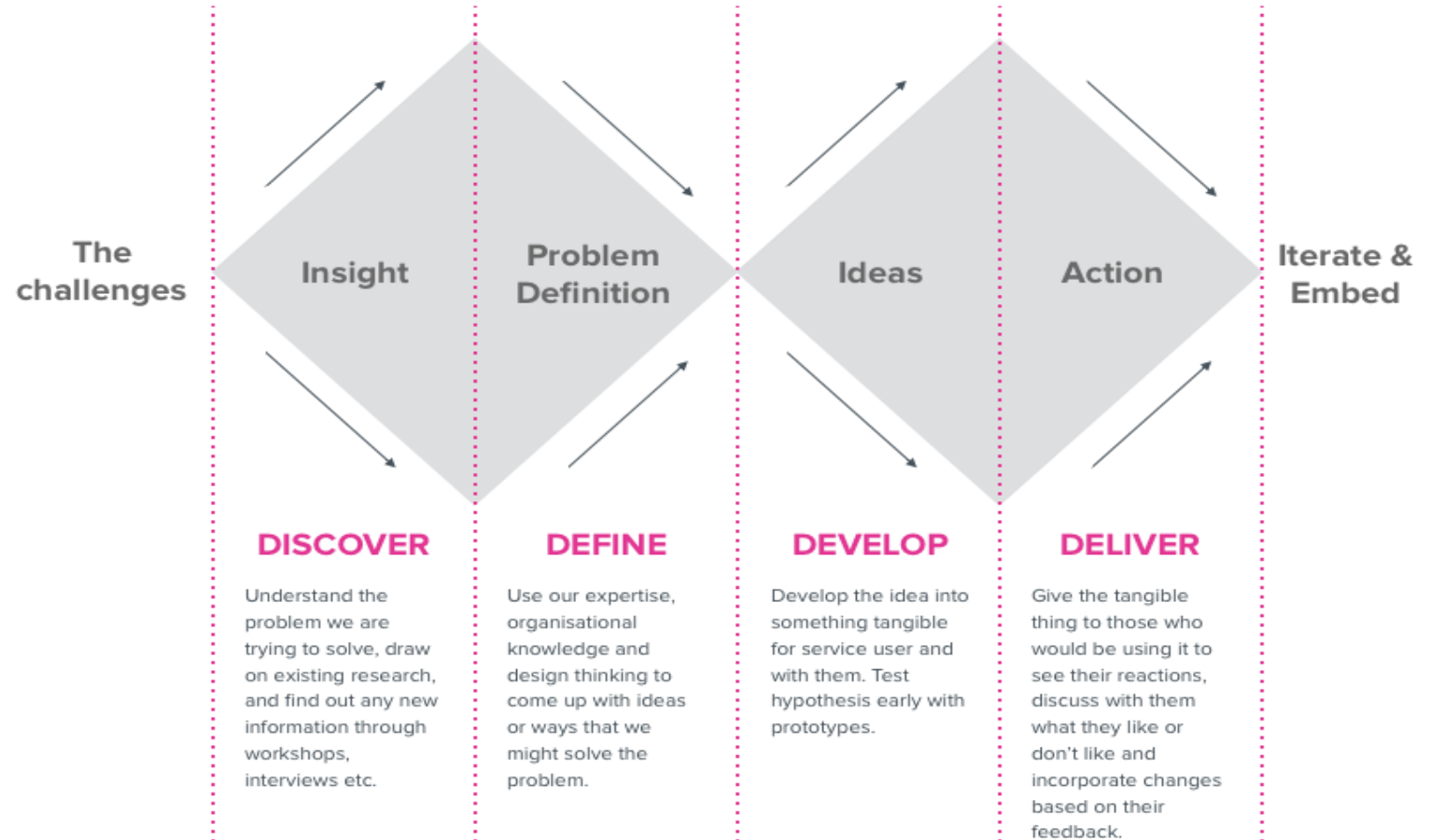
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Laura Miller Retweeted
 **Fiona King** @FionaKing18 · 11/11/2019

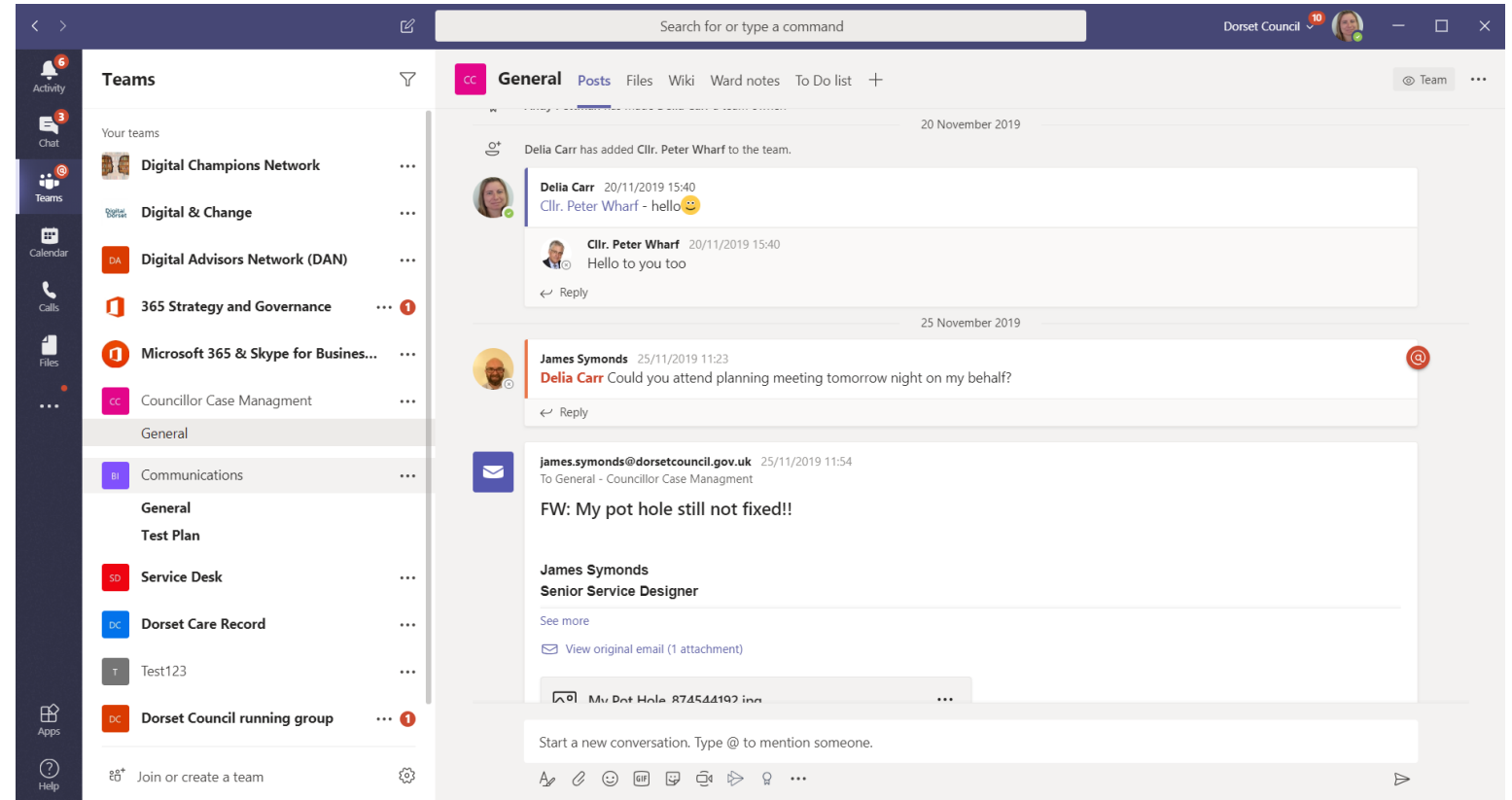


Design is
central to our
approach –
it's the big
shift we're
trying to make

Designing solutions to meet people's needs in the Digital Age



Councillor Case Management



How Digital is helping Councils

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

Maximising the Benefits of Data

- Please welcome:
 - Terry Dafter, Director of Adult Social Care, Bristol City Council



Bristol City Council

Place-Based Directory of Services

Terry Dafter
Director Adult Social Care
31.01.20

Adults, Children and Education

Adult Social Care

Slide 24



Video

<https://vimeo.com/371446959>



placecube.com/openplace/

Early adopters



Adults, Children

Adult Social Care

Slide 25



What problem have we tried to solve?

Open Place Directory

CHALLENGES AN OPEN PLACE DIRECTORY SOLVES

Open Place Directories can be used to connect local community services in any place, enabling providers and assurers to work together much faster to enact prevention by making local support services far more accessible
(now that they are open, assured, published and easier to consume online)

Local Authorities National Health Service Social Prescribers (GPs) Charities & Community Support Services



Benefits

- ✓ **Savings** – cheaper to collect once, may be commercial opportunities
- ✓ **Quality** – Reliable data and services can be aggregated across boundaries
- ✓ **Productivity** – Easier for front line workers to find services
- ✓ **Strategic** – Better understanding of supply & demand

Outcomes

- ✓ Enhanced social prescribing capability
- ✓ Accessing the right support services, early, can facilitate prevention, avoiding crisis and statutory services
- ✓ Positive impact on homelessness, where a citizen is embedded in local support & community
- ✓ Can reduce loneliness, embedding people in local community and exposing them to community activities

Adults, Children and Education

Adult Social Care

Slide 26



What is the Place-Based Directory of Services?

A new model, supported by bespoke software, to enhance the collection, assurance and tagging of information about hyper-local services in Bristol

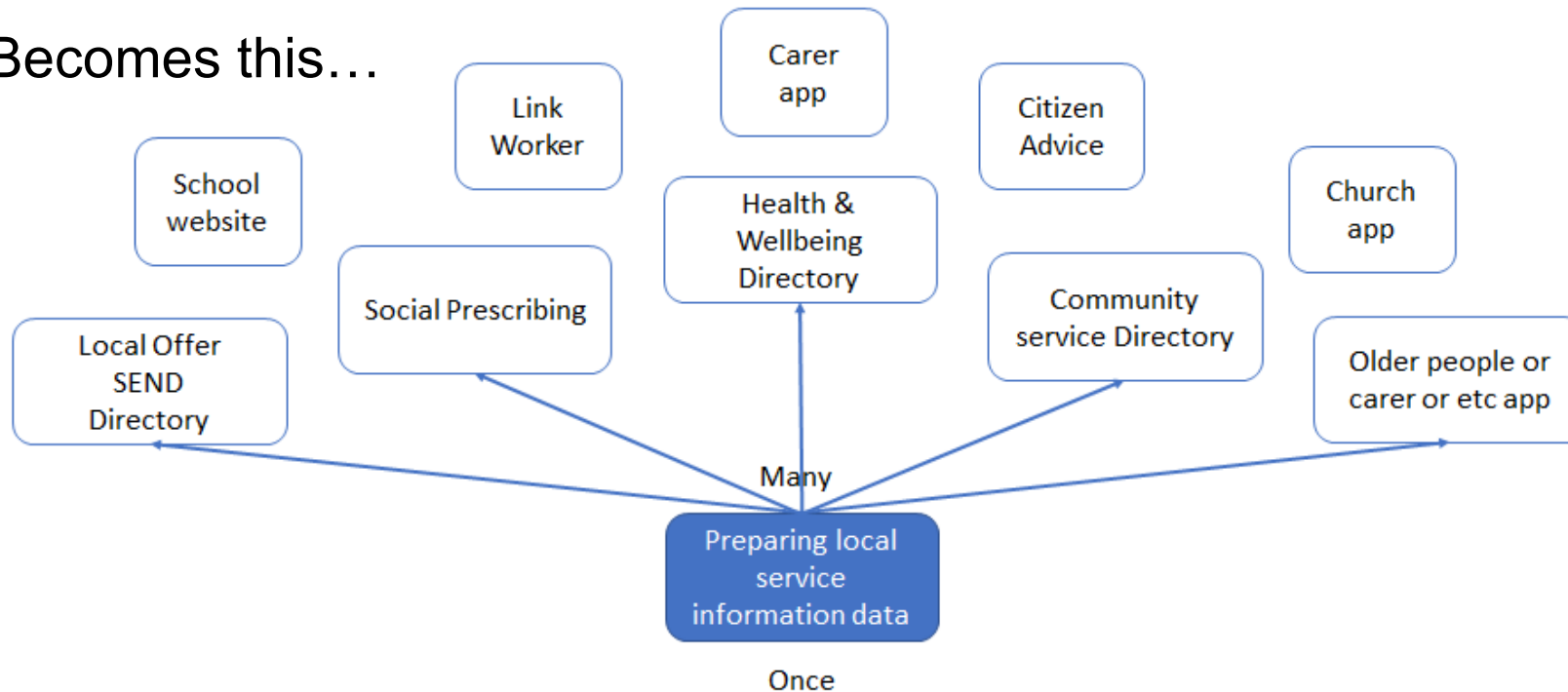
NB. We are focussing on health and wellbeing services for adults but the model can be applied to any sector

What will change?

This...



Becomes this...



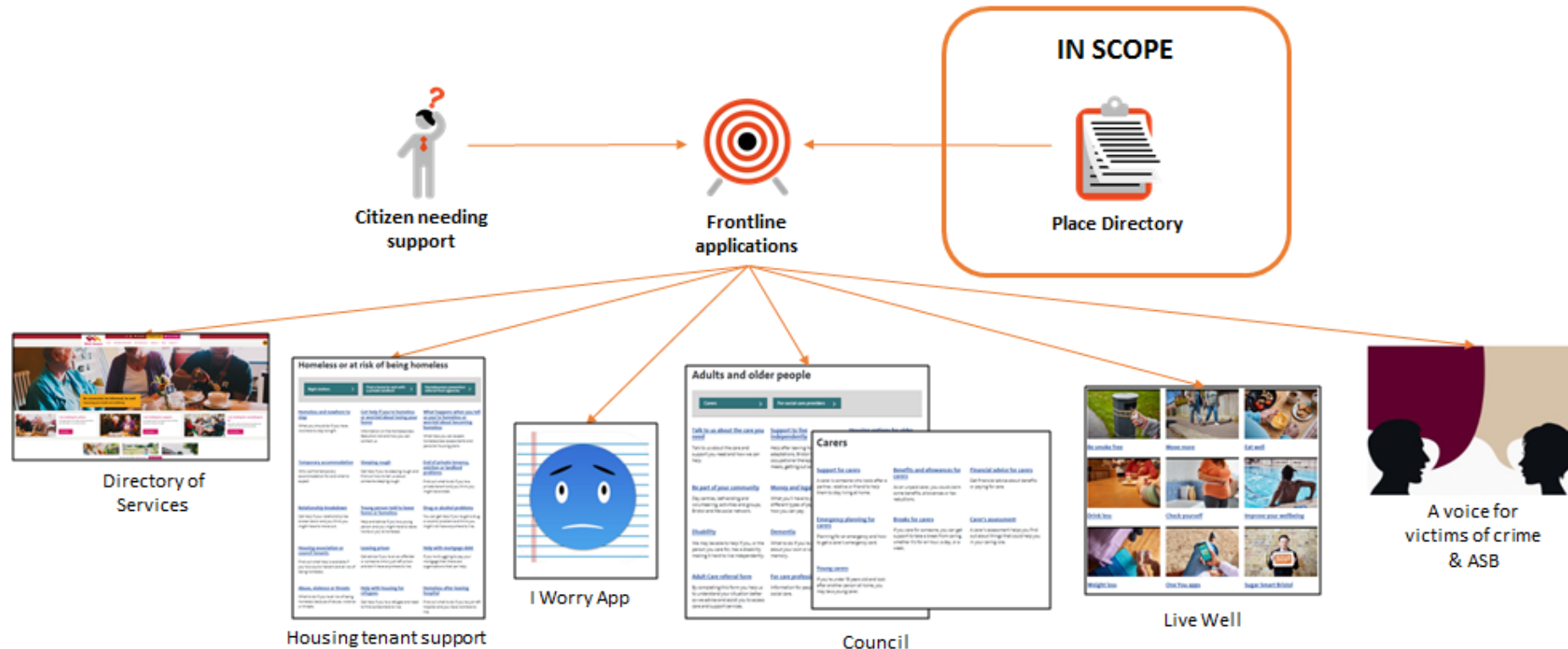
Adults, Children and Young People
Adult Social Care

How is it different from what we do now?

- Bespoke software
- Network of information collectors
- Dynamic creation, maintenance and updating of information about services
- Consistent tagging and categorisation (LGA/iStand)
- Assured by contracted trusted custodians who will be responsible for a specific sector, *eg. in Bristol it's The Care Forum (Well Aware) for health and wellbeing services*
- Published on an open data platform

How will it work?

Digital Place Directory of Service



Adults, Children and Education

Adult Social Care

Slide 30



Key considerations

- It's about building strong local relationships – “two way”
 - Don't forget the hyper-local services – these are the ones that make a real difference to people's lives
- Data is only meaningful if it is maintained
 - The ideal = service providers take ownership of their data
 - Assurance is crucial and needs to be adequately resourced
- People don't think about local authority areas so we need to think across borders
 - People want to find information based on need, circumstance, and eligibility (which is what the schema and software does)

Key risks

- Existing applications will need application changing
- No-one may be interested in consuming the data they've not collected
- Existing data will need migrating into open data standard
- There might be competition to be an assurer
- People may not be prepared to pay others to assure
- Expectations of 'perfect' data may be raised
- More awareness will risk services not coping with demand
- The quality of the service is not assured but left as application risk

Key financial benefits

- Consolidating and minimising the effort of maintaining transient data

National estimated savings of up to £11.69m per year

From lower public spend on directory products and FTE data management effort nationally

- Enabling benefits (indirect benefits) to be gained from social prescribing

£?m Social prescribing reducing load on GPs and A&E

local studies suggest a reduction in GP visits and ambulance calls by frequent flyers of between 2-50%.

£8.5m Adult Social Care savings nationally per year

From better access to community services information leading to one person per upper tier authority live independently for one year

Who's involved?

Councils



Support



NB. In Bristol we've also engaged health partners and are working with the NHS to include the data on MiDoS

Adults, Children and Education

Adult Social Care

Slide 34



Recognition

- Cabinet Office – interested in the national potential
- Mentioned by Karin Smyth MP in the Oct18 House of Commons debate on adult social care
- Mentioned in the government's Oct18 strategy: A connected society: a strategy for tackling loneliness
- Nominated for a 2019 iNetwork innovation award
- LGA loneliness network project



A connected society
A strategy for tackling loneliness –
laying the foundations for change



Knowledge of community groups, activities and services sits best at a local level. A number of local authorities and voluntary organisations, such as Well Aware in Bristol and South Gloucestershire and LiON in Nottingham, have already created directories of services and activities to inform their citizens. But government

Adults, Children and
Adult Social Care



Go live

1 April 2020

Adults, Children and Education

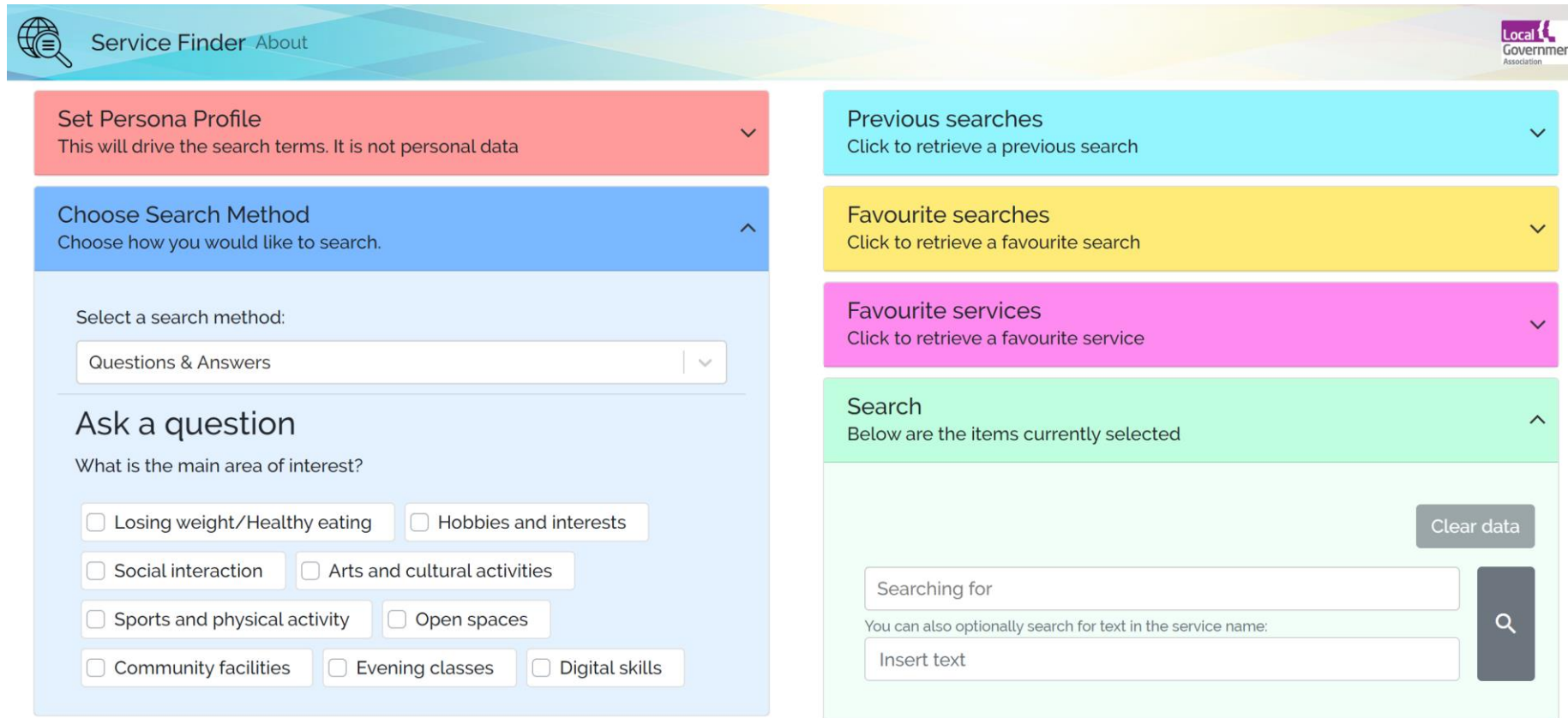
Adult Social Care

Slide 36



Linked work

- The LGA is developing a national service finder app which we have invested in:



The screenshot displays the 'Service Finder' app interface. At the top, there is a header with a magnifying glass icon, the text 'Service Finder About', and the 'Local Government Association' logo. The main content area is divided into two columns. The left column contains three sections: 'Set Persona Profile' (red background) with a dropdown arrow and the text 'This will drive the search terms. It is not personal data'; 'Choose Search Method' (blue background) with an upward arrow and the text 'Choose how you would like to search.'; and a light blue section titled 'Ask a question' with the prompt 'What is the main area of interest?'. This section includes nine checkbox options: 'Losing weight/Healthy eating', 'Hobbies and interests', 'Social interaction', 'Arts and cultural activities', 'Sports and physical activity', 'Open spaces', 'Community facilities', 'Evening classes', and 'Digital skills'. The right column contains four sections: 'Previous searches' (light blue) with a dropdown arrow and the text 'Click to retrieve a previous search'; 'Favourite searches' (yellow) with a dropdown arrow and the text 'Click to retrieve a favourite search'; 'Favourite services' (pink) with a dropdown arrow and the text 'Click to retrieve a favourite service'; and 'Search' (light green) with an upward arrow and the text 'Below are the items currently selected'. The 'Search' section includes a 'Clear data' button, a 'Searching for' input field, a search button with a magnifying glass icon, and an optional text search field labeled 'You can also optionally search for text in the service name:' with an 'Insert text' input field.

Maximising the benefits of data

- 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

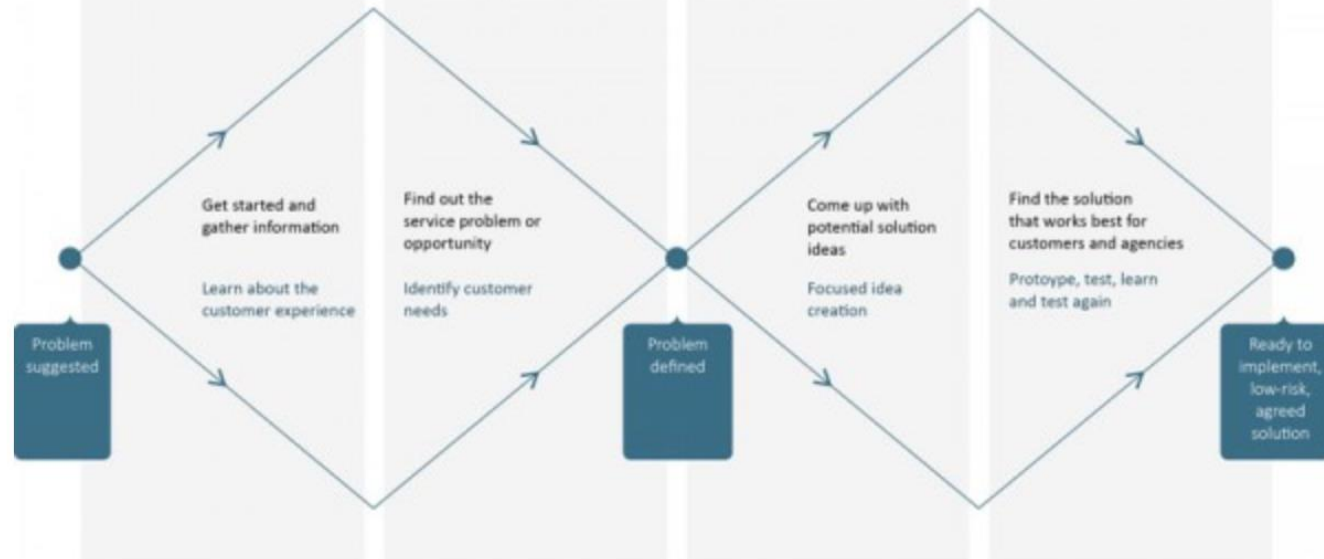
Create

Stakeholders actively contribute to creating ideas and shaping concepts

Develop

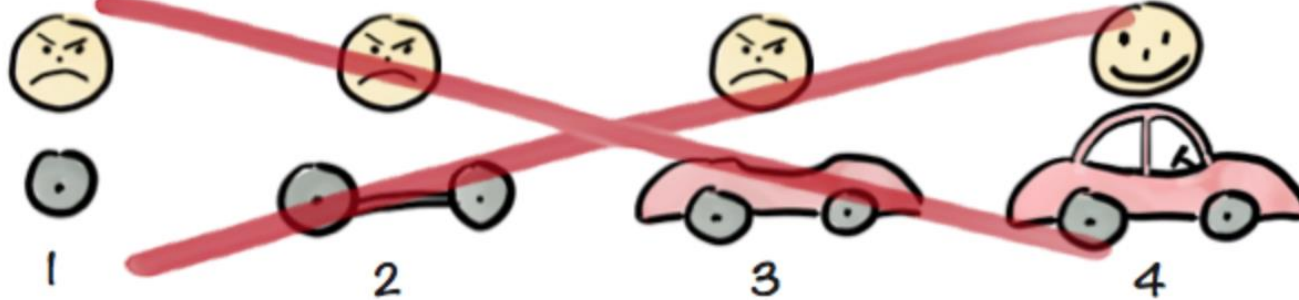
Stakeholders participate in ideas being developed into workable solutions

The “Double Diamond”

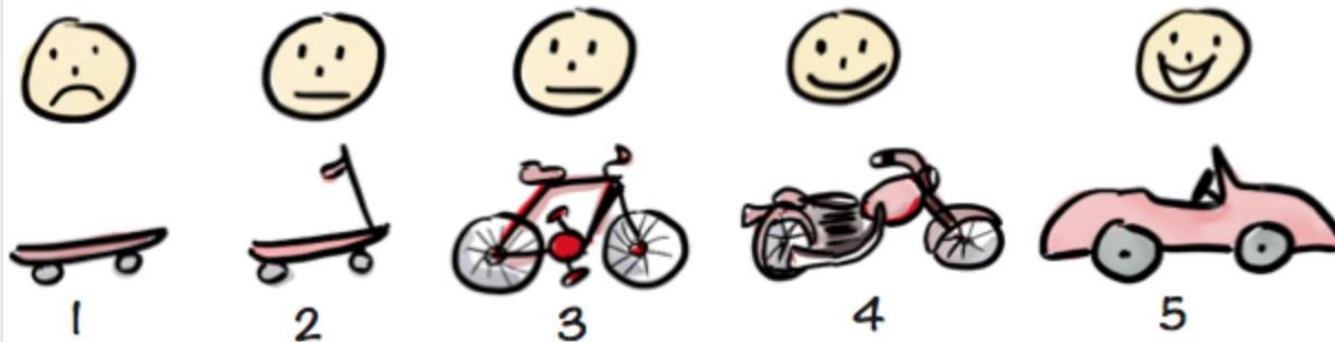


Incremental development

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?

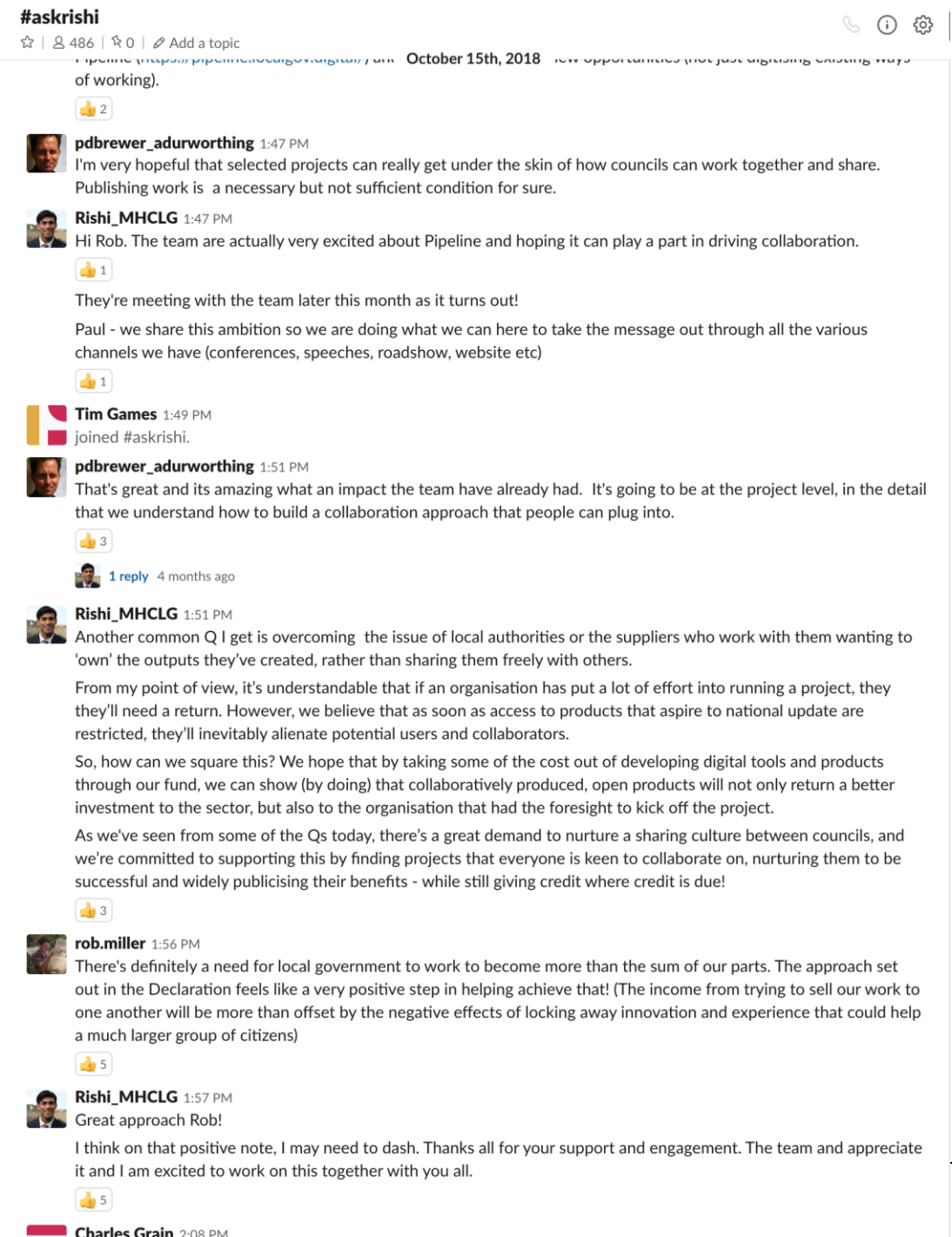
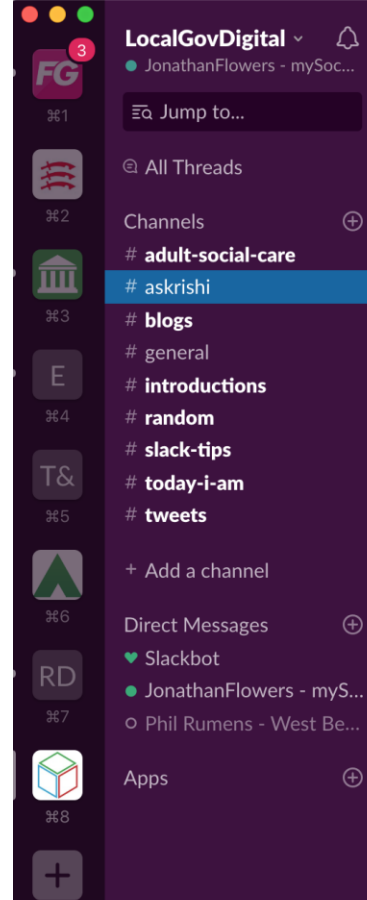
- Different drumbeat and pace
- Demands different governance (inc scrutiny)
- Challenging to financial planning
- Opens up different member roles (with care)
- New language to learn (for everyone)
- Can appear less rigorous and more vulnerable to challenge

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



Choices for members

- Encourage new ways of working, with their challenges to governance approaches, or keep them lower down and arms-length?
- What is the member role in digital development?
- How big a part of the solution do we make this?
- What digital/data “ideology”?
 - Eg open source versus commercial?
 - Eg role of evidence in informing decisions
 - Eg opening up data
 - Eg “digital by default” for services
 - Eg standardised national solutions versus local ones
 - Eg Local Digital Declaration

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 2005...
 - 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

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 Ian Blair-Pilling, Cabinet Member for ICT, Digitalisation and Operational Assets, Wiltshire Council

Note: Ian's slides are very current and have yet to go to Cabinet so we will not share them immediately after today – if possible we will share them later, or speak with Ian if there are some specific slides you would like to use.

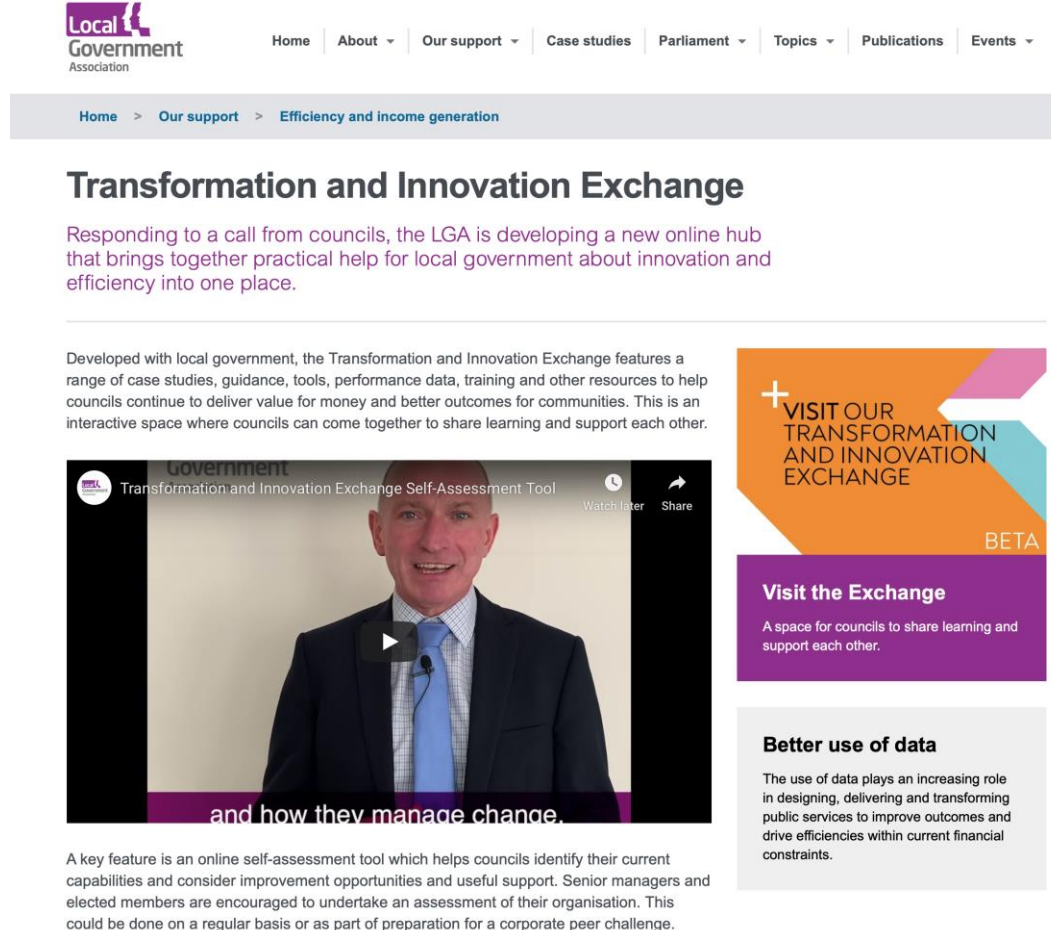
Creating the conditions, as councillors

- 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 with the text "Transformation and Innovation Exchange Self-Assessment Tool" and "Watch later Share". Below the video, it says "and how they manage change." To the right of the video is a call to action: "VISIT OUR TRANSFORMATION AND INNOVATION EXCHANGE BETA" and "Visit the Exchange A space for councils to share learning and support each other." Below this is a section titled "Better use of data" with 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.

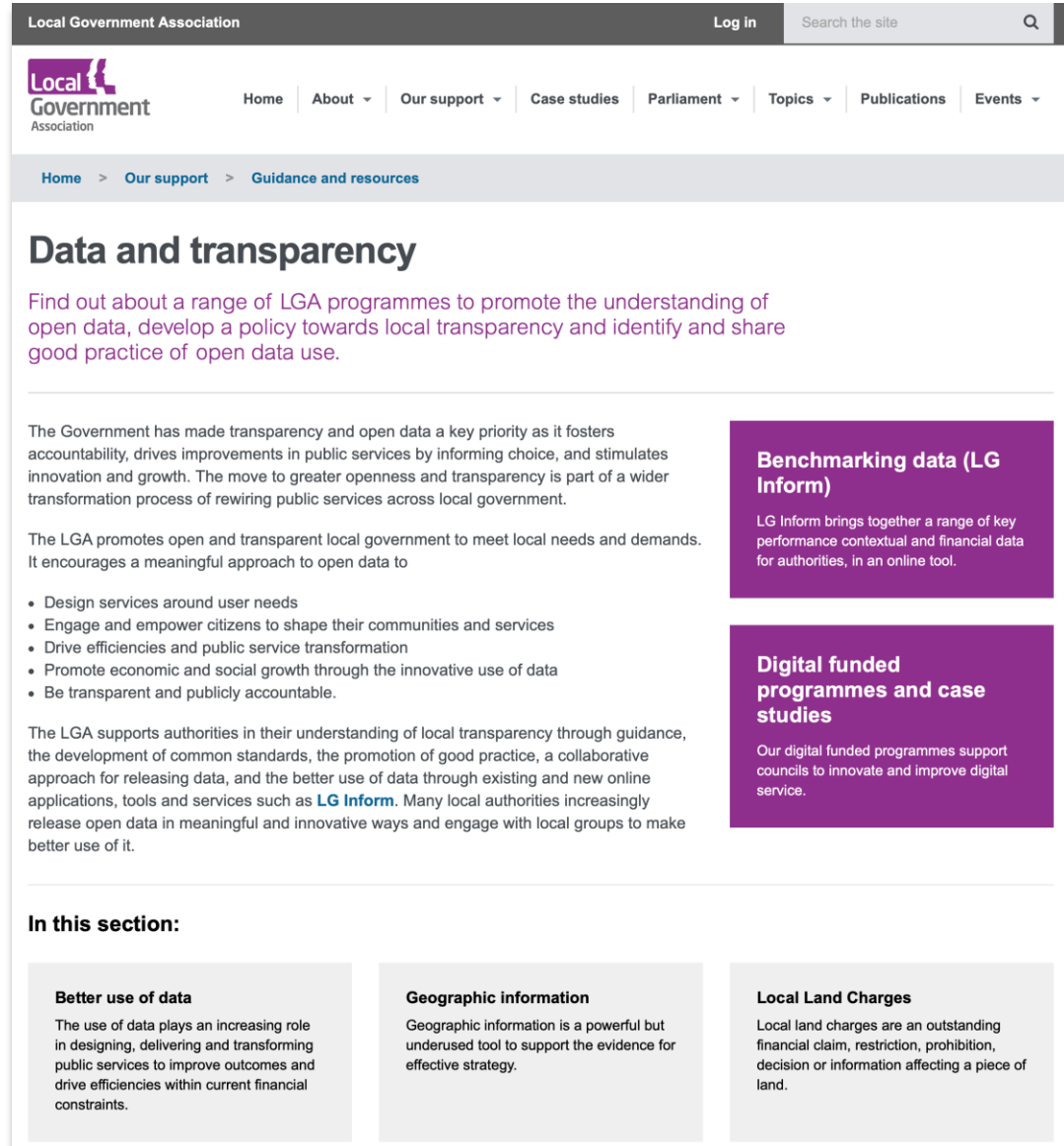
Visit the Exchange
A space for councils to share learning and support each other.

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.

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. The breadcrumb trail indicates the current location: 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:



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Apply

Your search returned **211 results**

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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?
- (And please fill in the feedback form)

Have a safe journey home!