

Data and Digital Masterclass

Newcastle

7th February 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. Newcastle guest speakers.
- 1200: Deriving benefits from data. Sunderland guest speakers.
- 1245: Lunch
- 1330: Reflections
- 1345: Culture, Mindset and Choices
- 1415: Councillors creating the conditions. Durham 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



 Ministry of Housing,
Communities &
Local Government

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 Joyce McCarty, Deputy leader and Cabinet Member for Resources
 - Jenny Nelson, Programme Director, Digital Newcastle

Digital Newcastle – our journey

Cllr Joyce McCarty

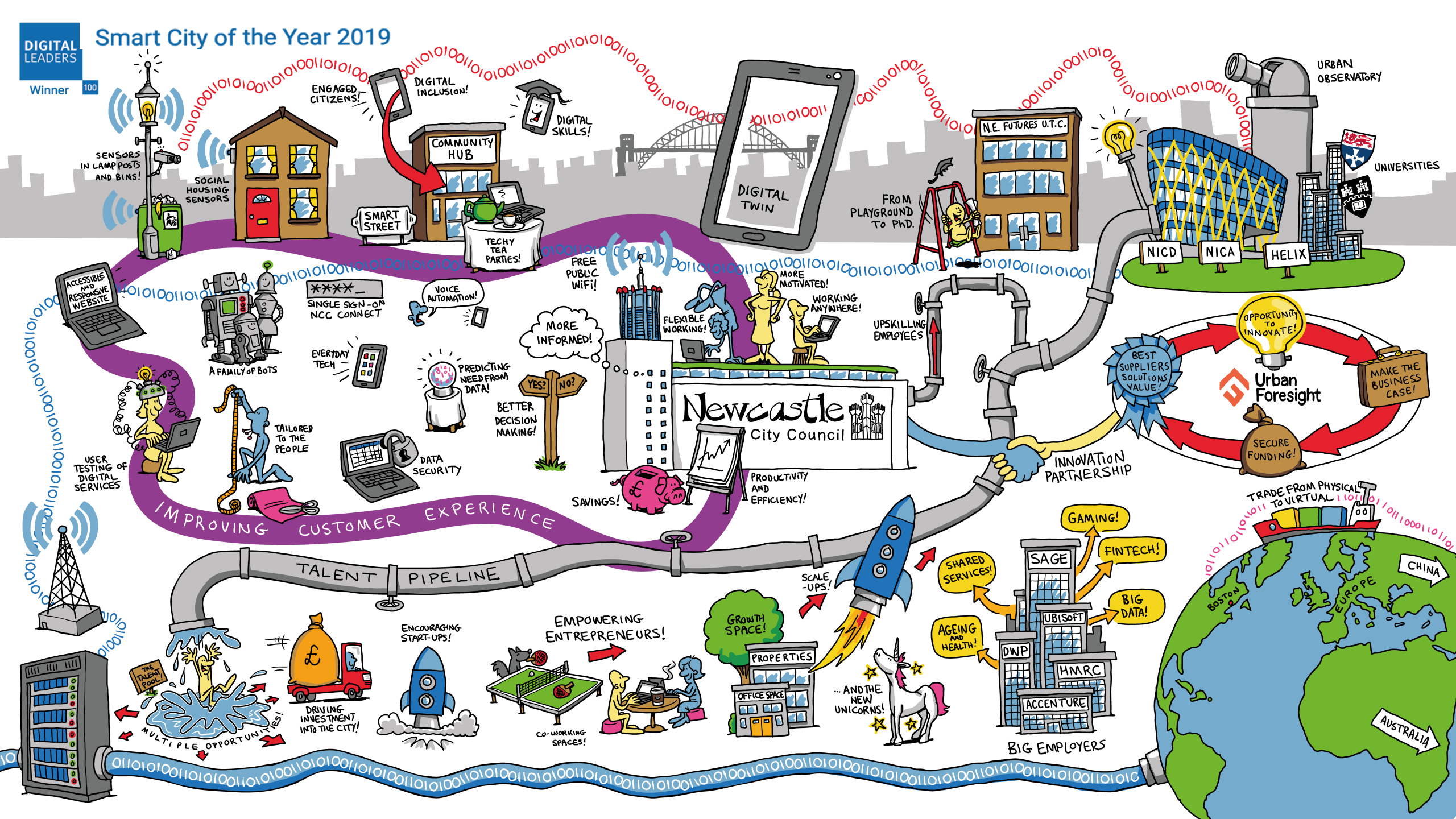
Deputy Leader of Newcastle Council

Jenny Nelson - @JennyNCCDigital

Digital Newcastle Programme Manager

**This is our
Newcastle**

Smart City of the Year 2019



2015.... our digital journey begins!



Connectivity for all



Digital inclusion for all

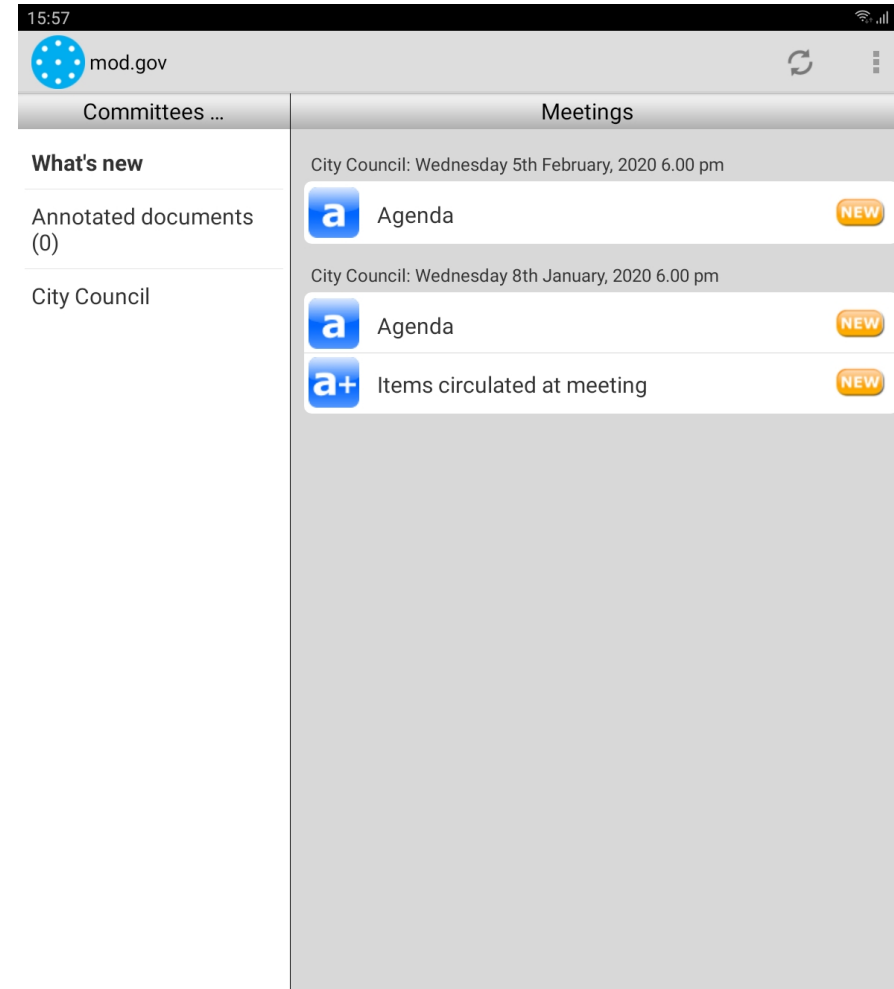
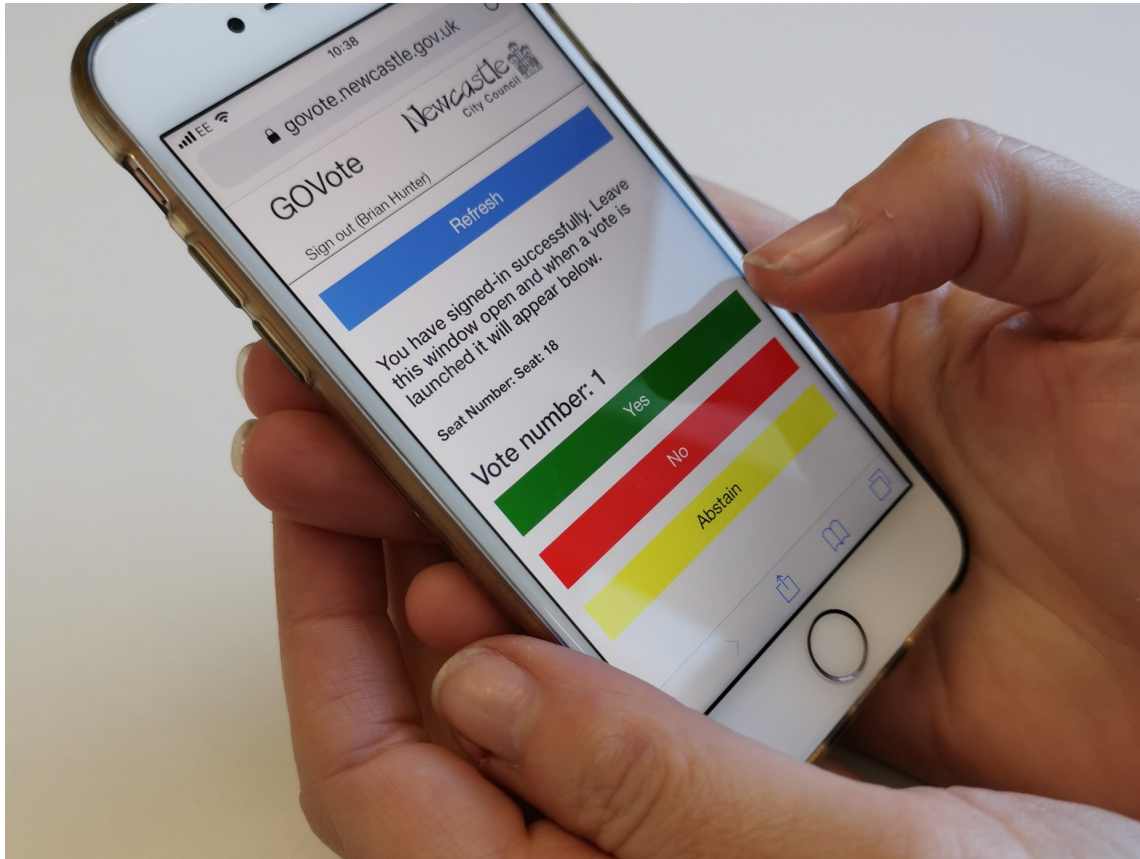


Get Online Newcastle



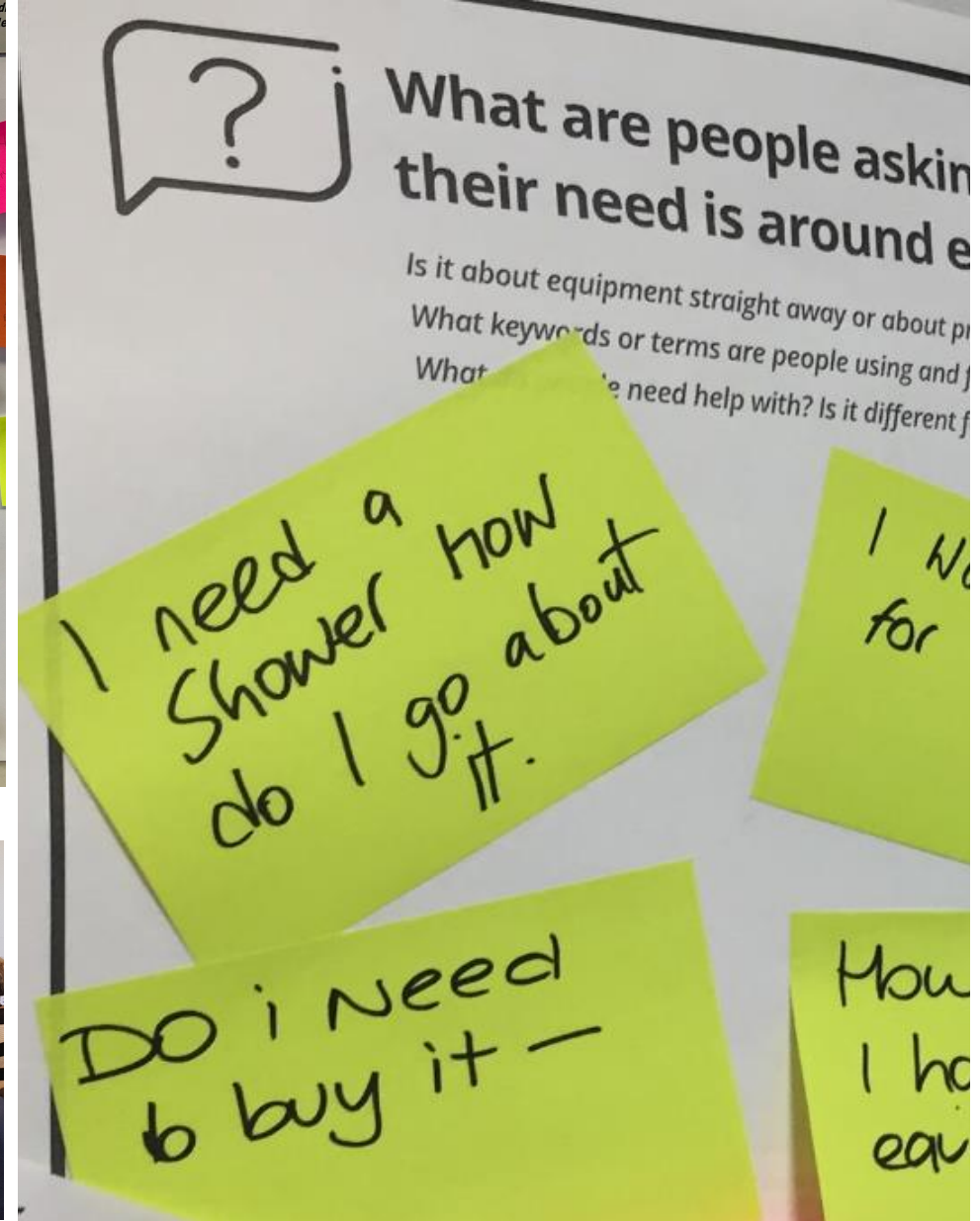
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Digital Councillors – leading and embracing change

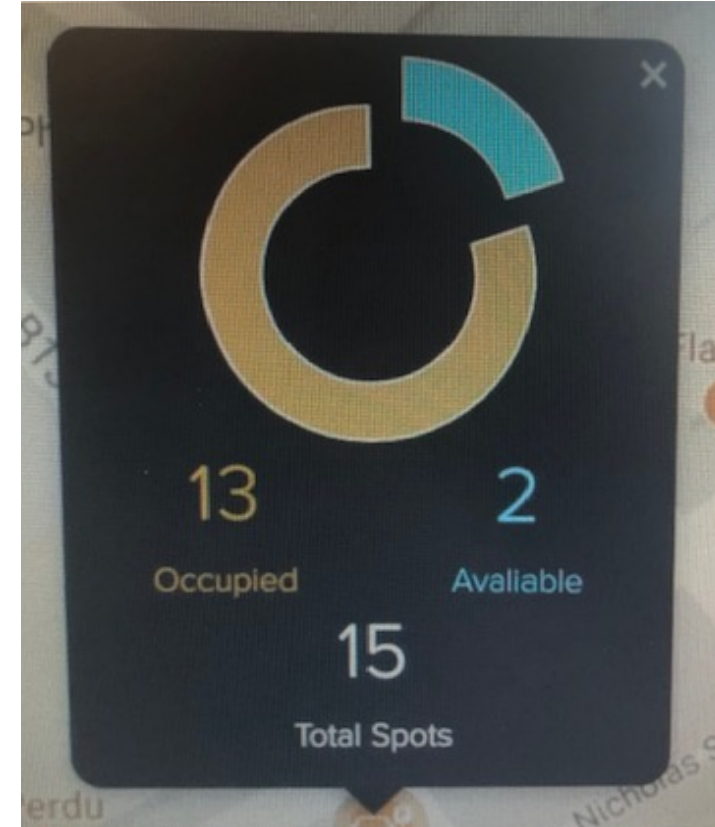
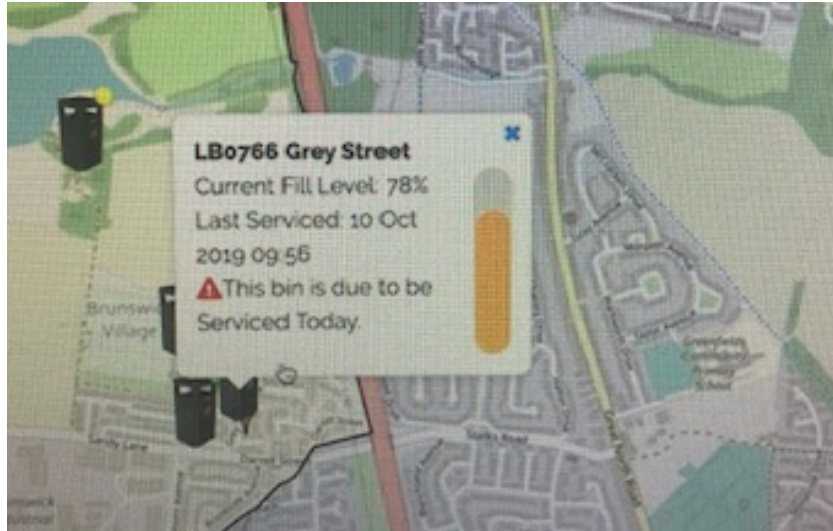
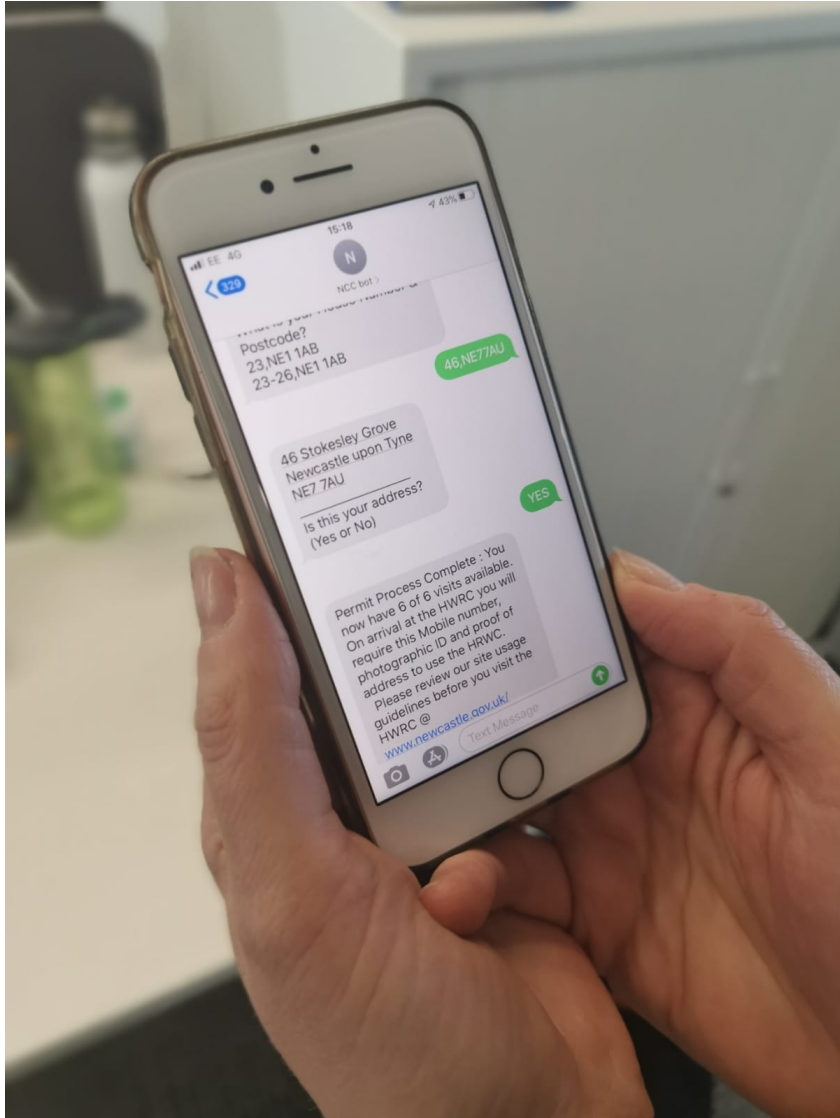


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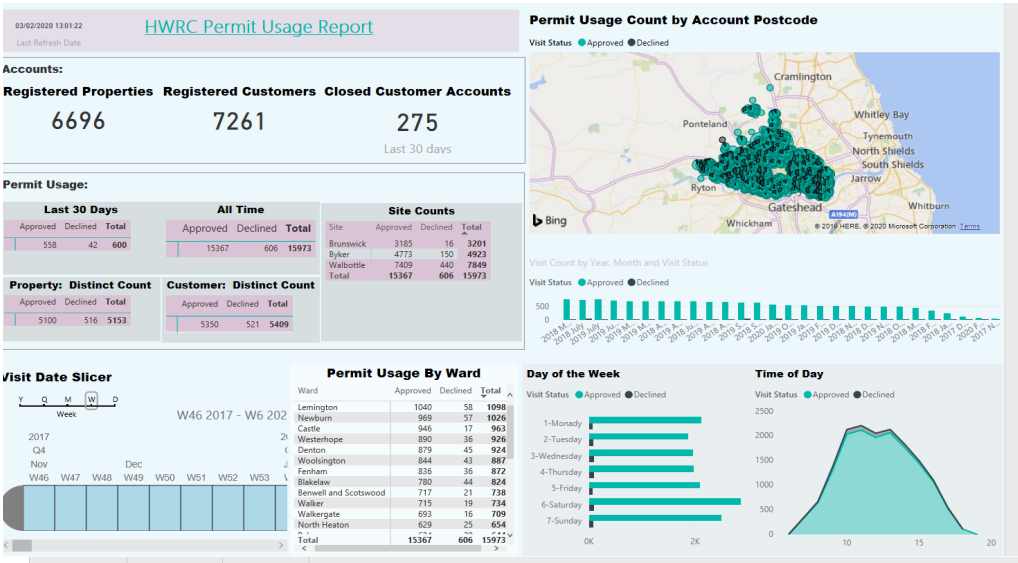
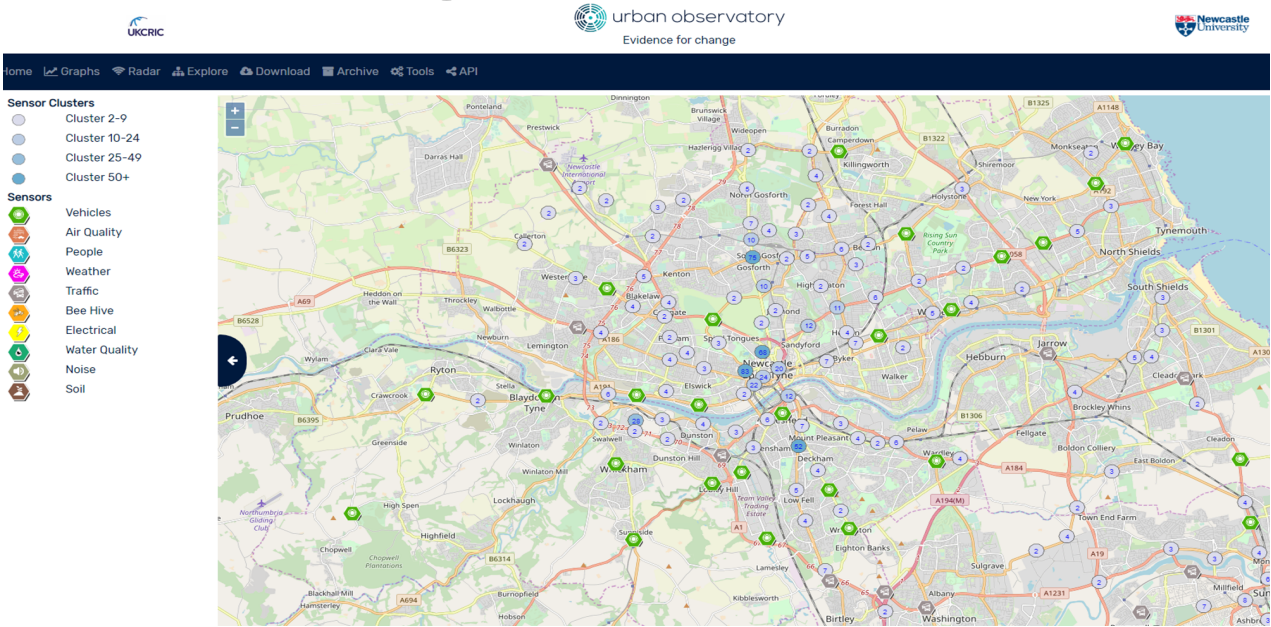
Adopting agile, user centred design principles



Embracing new technology

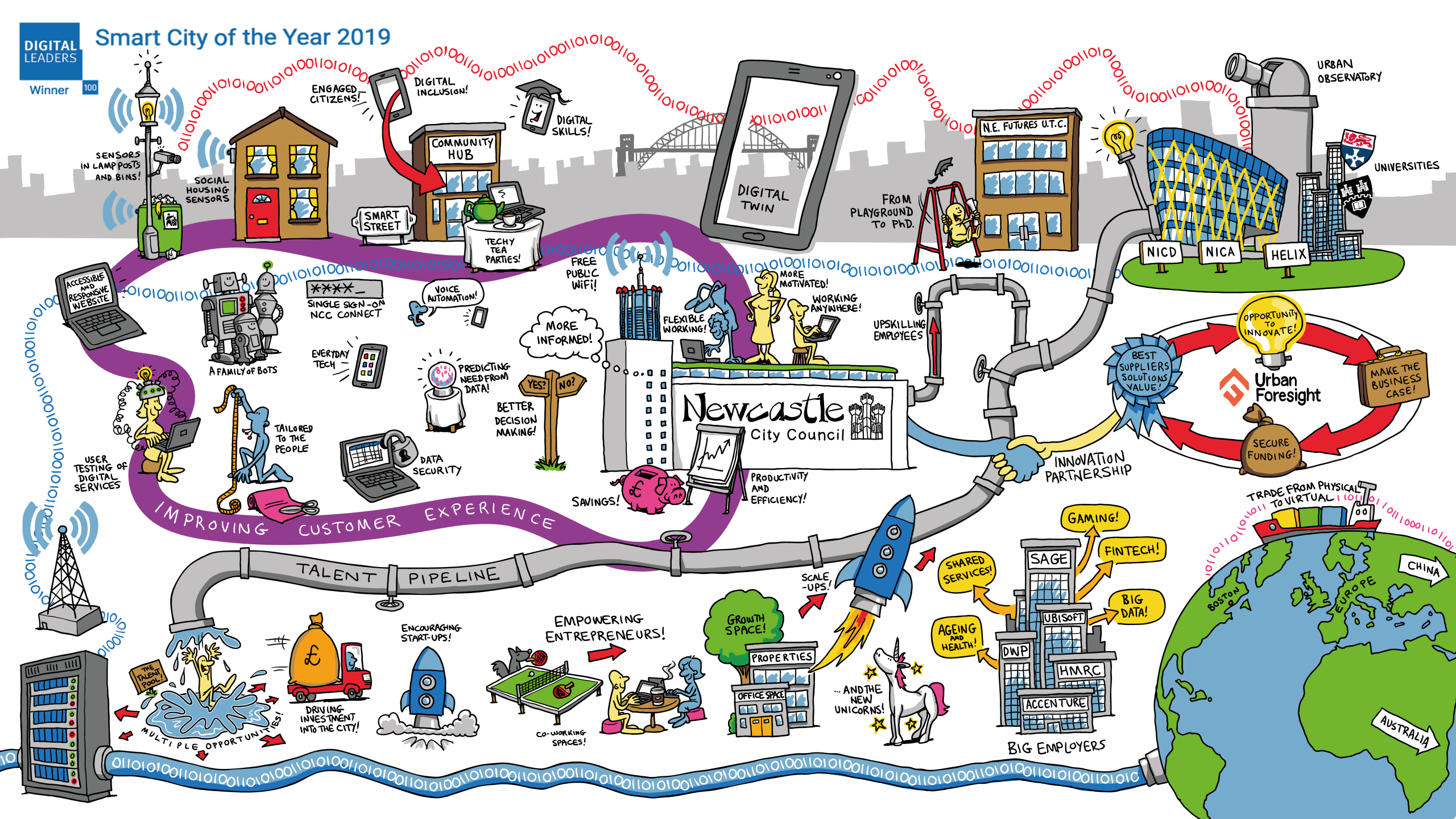


Data driven decision making



This is our Newcastle

Smart City of the Year 2019



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:
 - Cllr Michael Mordey, Deputy leader, Sunderland CC
 - Fiona Brown, Exec Director, Neighbourhoods

LGA Data and Digital Masterclass

7th Feb 2020









Neighbourhood Plans

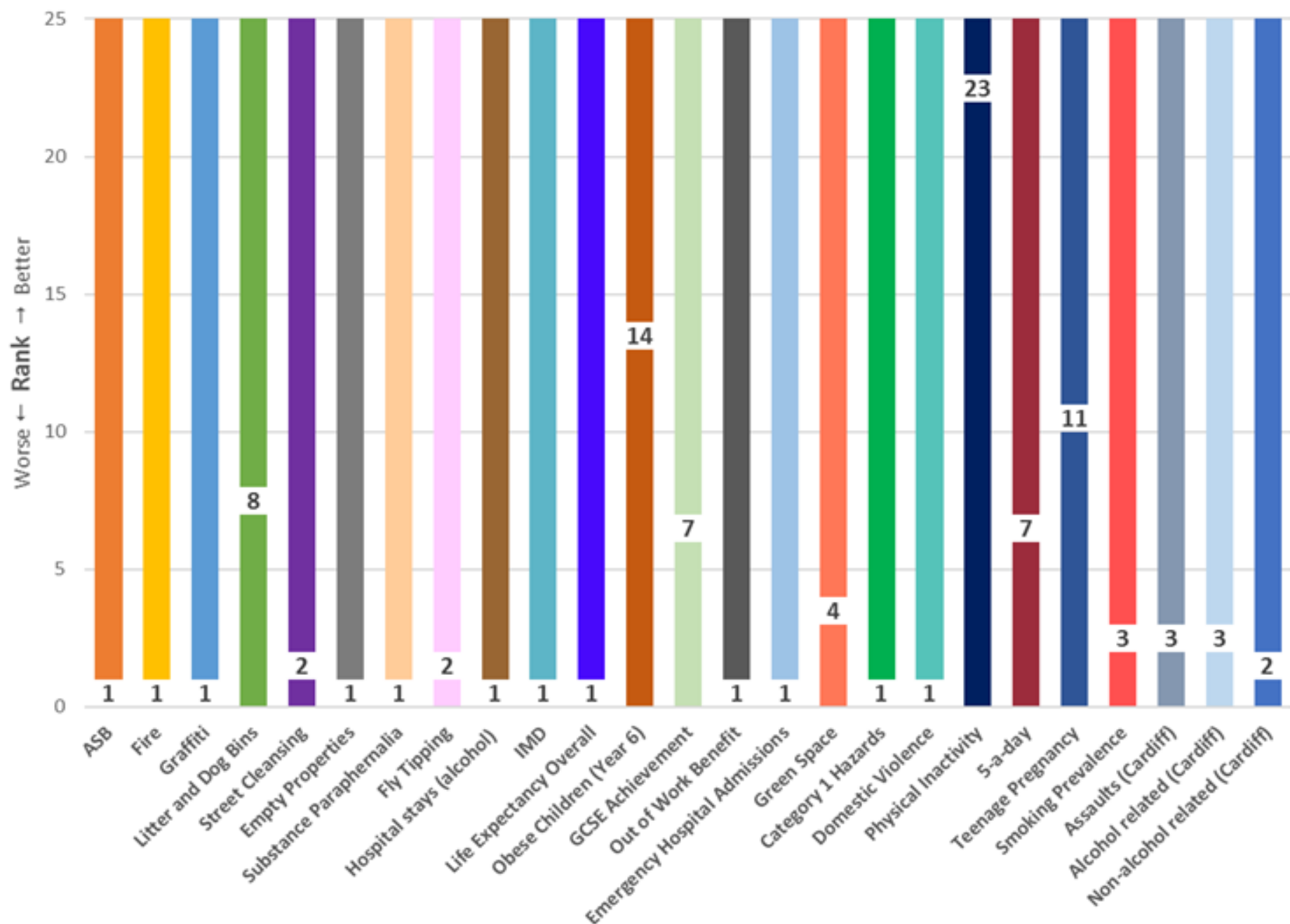
Ambition:

To provide a solid evidence base to better target resources, determine the most appropriate actions and improve overall decision making to best serve the neighbourhoods.

Challenge:

Significant datasets across multiple systems; inability to view data in a meaningful way and on a geographical basis.

Hendon - Demographic, Health, & Place Data Ranking







Local Insight



Let's Talk
Sunderland

Q1. What do you like about the area where you live?



Q3. What might help you to have a greater sense of involvement in your community?



An Elected Member perspective;

Councillor Michael Mordey, Deputy Leader,
Sunderland City Council.

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

People care about the tools they use...



benunsworth_buckscc Jan 31st at 8:44

AM

Responding to service / business plan documents that have been created in word... hating that we don't use google docs for this.



1



1



What does “digital” mean...



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

Technologies (briefly)

- Connectivity
 - Devices
 - Remote working
 - Remote sensing (and “Internet of Things”)
 - Machine learning and Artificial Intelligence
-
- Security/Trust

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

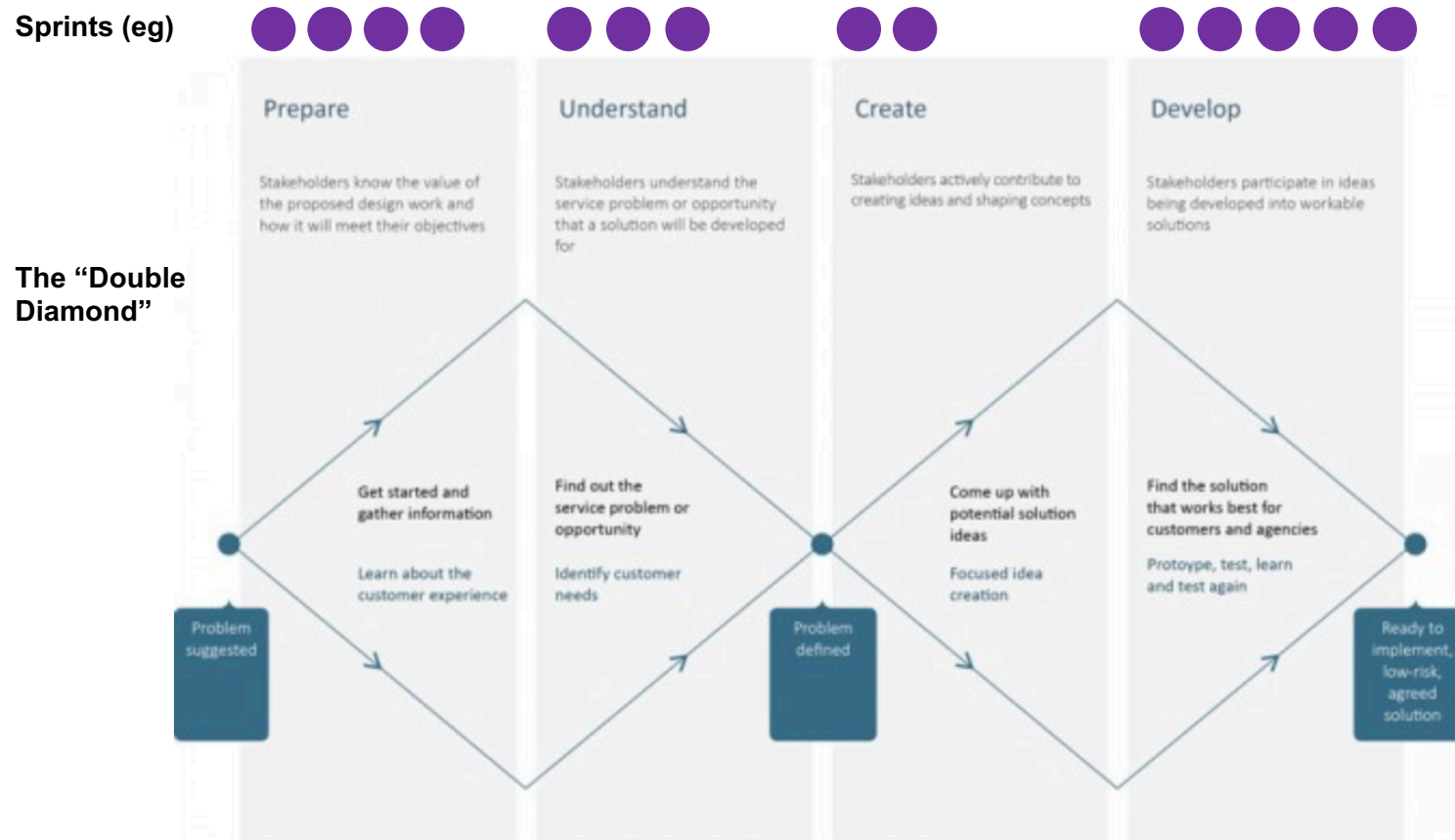
Agile Working

- 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

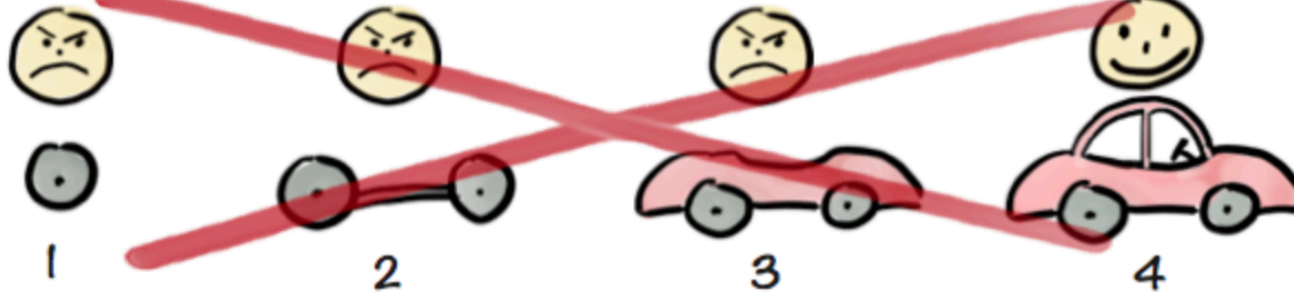
- A new “language” for a structured process of trying things out and learning as we go
- A sequence of “sprints” that “home in” on solving a problem
 - (Fortnightly) sprints
 - Daily standups
 - “Show and tell”
 - Retrospectives
 - Sprint review and pivot

Agile Working and Service Design

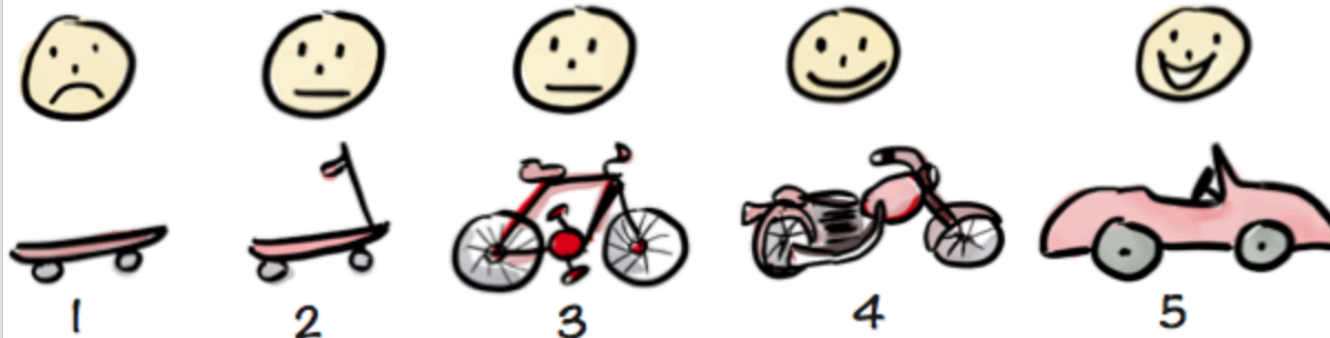


Incremental development

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?

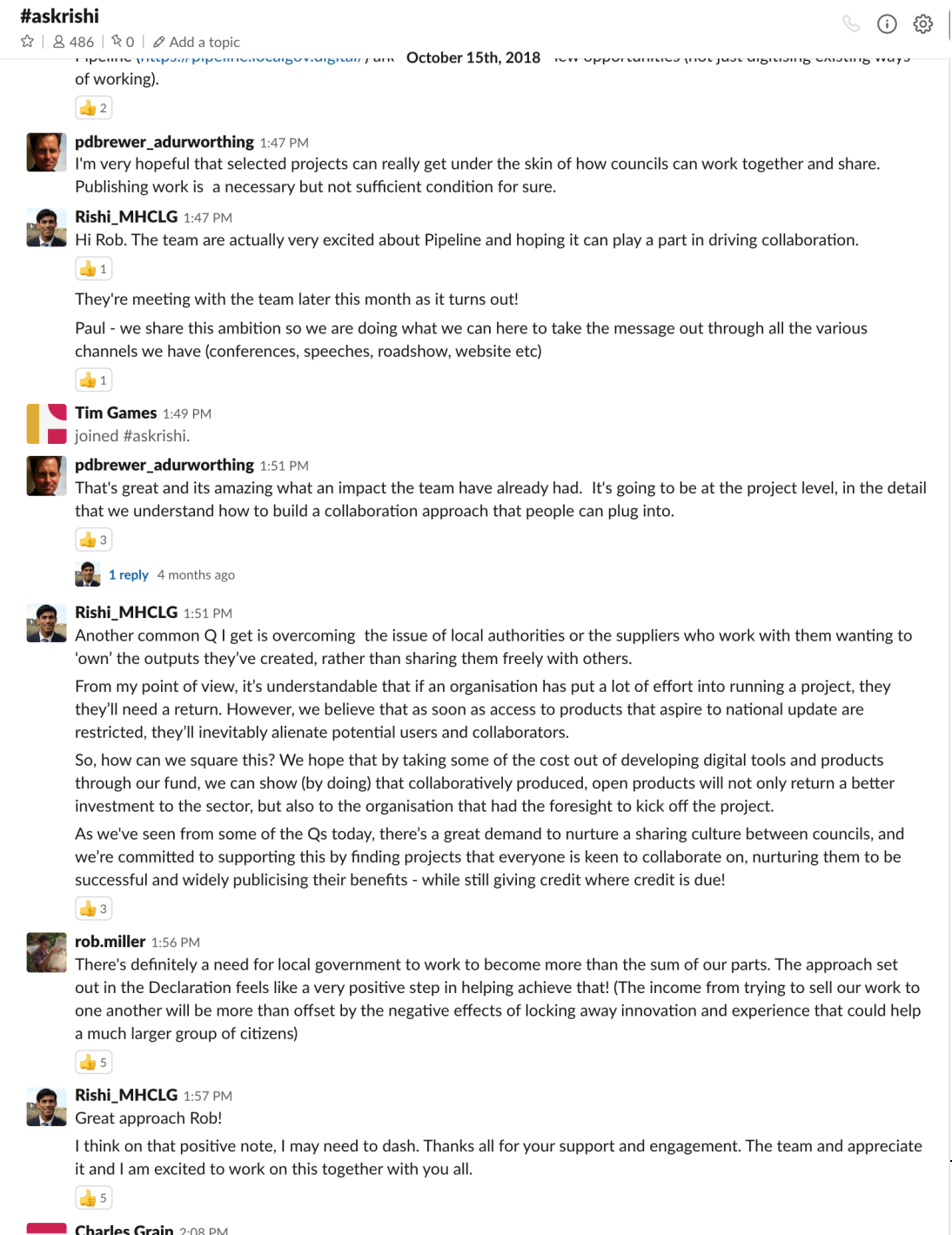
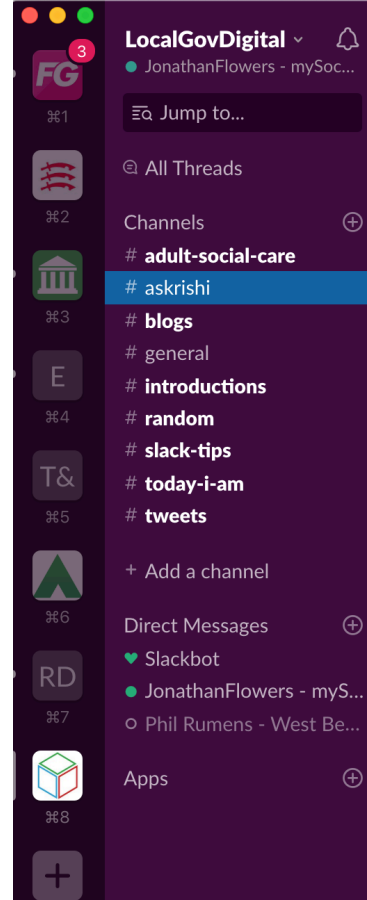
- Different drumbeat and pace
- Demands different governance (inc scrutiny)
- Challenging to financial planning
- Opens up different member roles (with care)
- New language to learn (for everyone)
- Can appear less rigorous and more vulnerable to challenge

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

So What

- Tool for members?
- Redefine member: officer boundary
- Very different working style that requires 100% take-up
- Addictive: hard to go back

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.

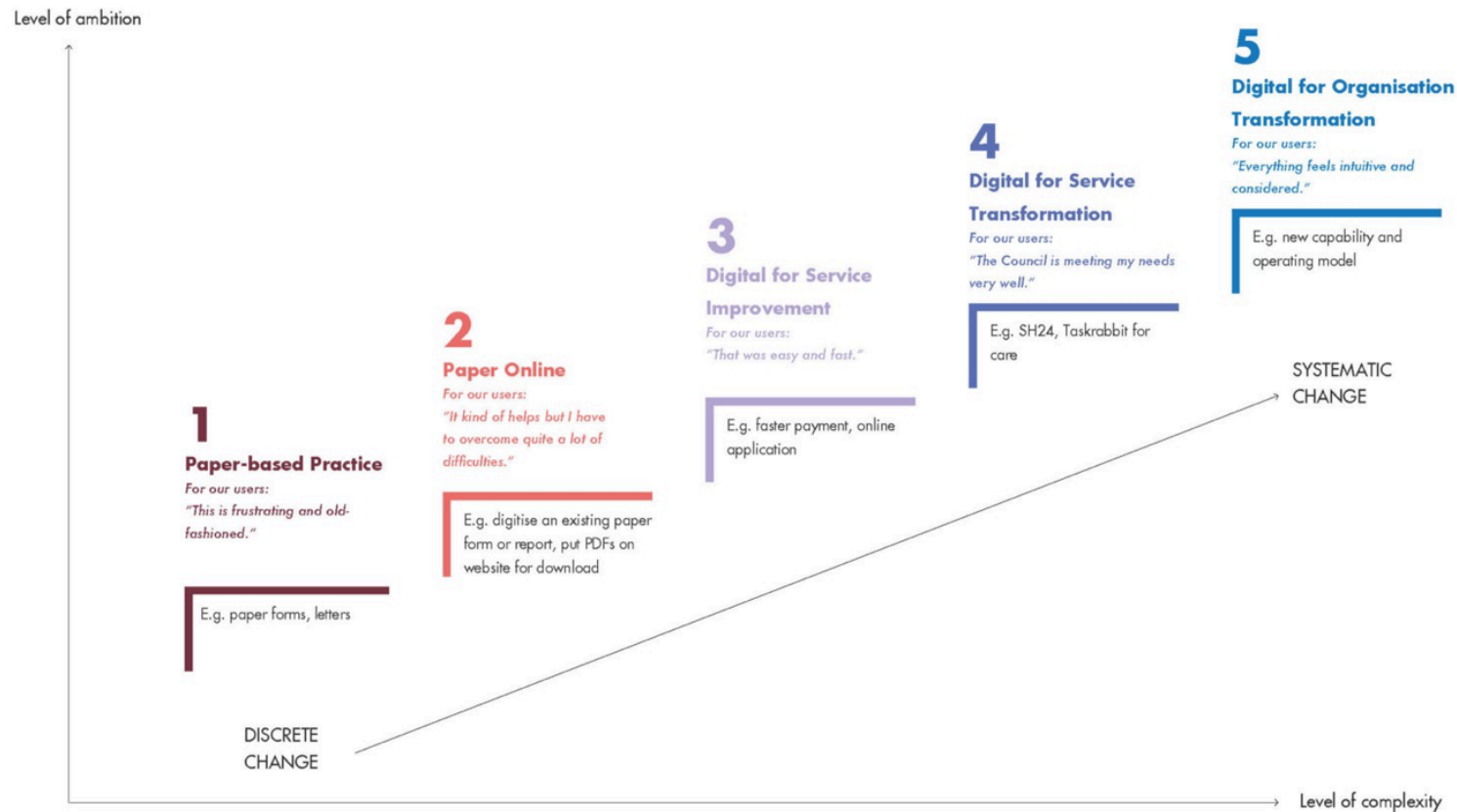
There are other things to be getting on with as well...and helping with

- 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 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 Joy Allen, Cabinet member for Transformation, Culture and Tourism

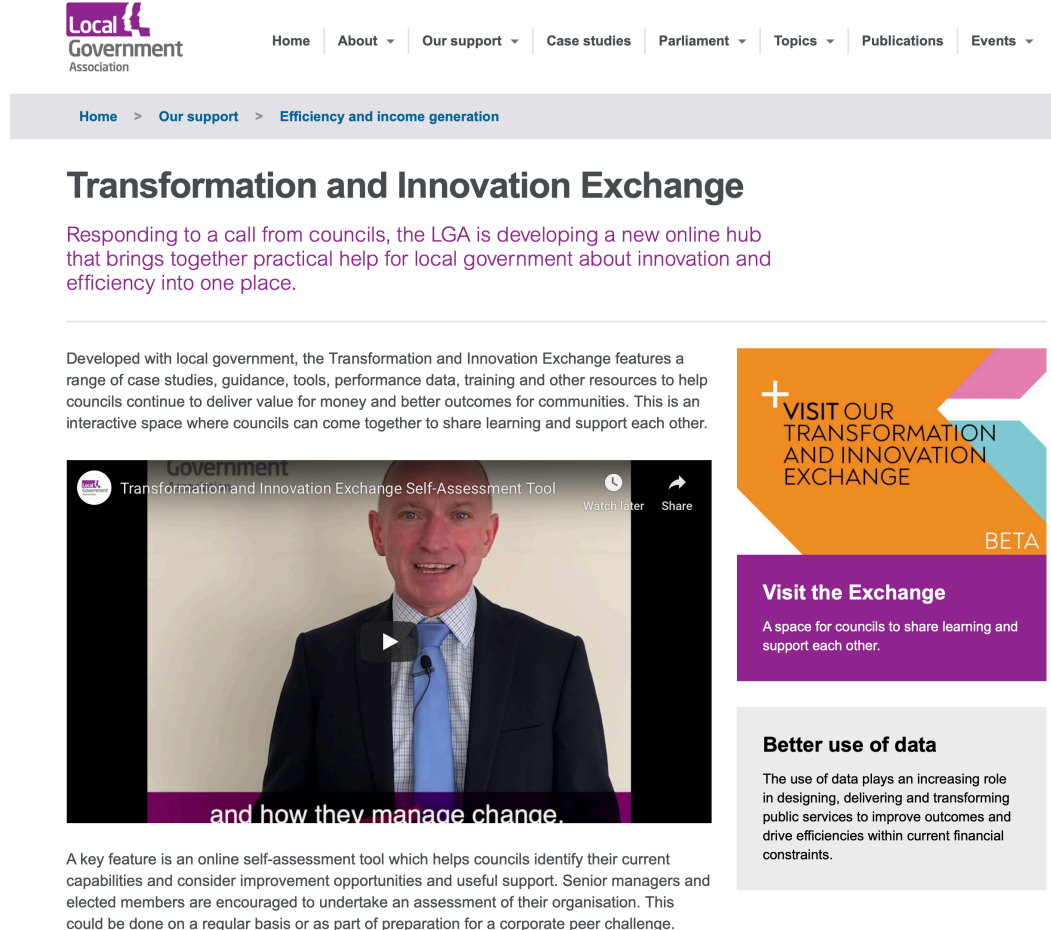
Creating the conditions, as councillors

- 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”



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 OUR TRANSFORMATION AND INNOVATION EXCHANGE
BETA

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.

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”

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.

www.local.gov.uk

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?
- (And please fill in the feedback form)

Have a safe journey home!