Report To:	**EXECUTIVE CABINET**
Date Of Report:	30 September 2020
Executive Member/Reporting Office:	Cllr George Newton - Assistant Executive Member working to the Executive Leader
	Tim Rainey, Assistant Director, Digital Services.
Subject	**TAMESIDE DIGITAL STRATEGY**
Report Summary:	The Tameside Digital Strategy sets out a five year vision and plan for the use of digital technologies for Tameside Council (TMBC) and Tameside and Glossop Clinical Commissioning Group (T&G CCG). The Strategy has been developed specifically alongside the recently launched GM Digital "Blueprint" Strategy and the emerging Tameside Inclusive Growth Strategy to ensure it complements both.
	The themes, priorities and action points were developed through a series of facilitated workshop sessions involving representatives all service areas across TMBC and T&G CCG.
	The Strategy consists of six priority categories, sub-divided into two parts; Corporate Themes and Digital Foundations. Each category has 6 sub-priorities with associated actions and outcomes, delivery of which will demonstrate progress.
Recommendations:	The aims and objectives of the strategy are approved and it is agreed to keep the priorities and actions under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.
Financial Implications: **(Authorised By Borough Treasurer)**	The Council currently spends £4.36m a year on its Digital Services to keep the business as usual running, including the replacement of software and hardware as technology develops.
	No additional funding is been requested as part of this report, however, it is likely that the development and implementation of this strategy will require additional investment.
	Requests for any additional investment should be formulated through the usual budget cycle and on the production of a robust business case setting out the cost and benefits of the proposal along with the timescales involved and project management arrangements to ensure successful delivery.
Legal Implications: **(Authorised By Borough Solicitor)**	As this is a high level strategy there are no immediate legal implications. However it is expected that legal services and STAR will be supporting the delivery of the strategy by providing advice on matters such as procurement, partnership working, data issues and state aid.
Access To Information:	The background papers relating to this report can be inspected by contacting Tim Rainey, Assistant Executive Director, Digital Services by:
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1 BACKGROUND

1.1 The Tameside Digital Strategy is a five year plan for Tameside Council and Tameside and Glossop Clinical Commissioning Group. That said, the digital world is dynamic and fast moving and so it's appropriate to expect the strategy to be refreshed and updated throughout its life.

1.2 The Strategy has been developed specifically alongside the recently launched GM Digital "Blueprint" Strategy and the emerging Tameside Inclusive Growth Strategy to ensure it complements both. The themes, priorities and action points were developed through a series of facilitated workshop sessions involving representatives all service areas across TMBC and T&G CCG.

1.3 Alongside this Digital Strategy, work is also ongoing with the Primary Care Digital Strategy Group to develop and articulate their emerging requirements. These will be added to the Strategy once they have been fully defined.

2. TAMESIDE DIGITAL STRATEGY

2.1 The Strategy document, attached as **Appendix 1**, sets out the five year Digital ambition for Tameside. It is proposed that the strategy is kept under constant review to ensure it remains relevant and appropriate. The strategy sets out how digital technology will be used to improve public services, empower employees and residents, and drive economic growth.

2.2 Tameside's Digital, Creative and Tech ambitions continue to be of growing importance. As a city region it is anticipated that the sector will grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.

2.3 The strategy also reflects the fact that digital technology will underpin the Councils and CCG's ambitions to improve the lives of all our citizens along with the Council and health care services they use. It has strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which is currently underway, and will complement the digital work and ambitions of the Tameside and Glossop ICFT. Rather than a scatter gun approach it sets out a limited number of digital priorities focused on key priority areas.

2.4 The strategy aims to be inclusive and we want to ensure that everyone in Tameside regardless of their age, location or situation, can benefit from the opportunities digital can bring. The digitally excluded are often those with poor health outcomes. Often these people stand to benefit from technologies in the home that can help keep people safe, well and independent but which require good connectivity and links with patient and care management system. Key priorities will be to develop the Community Response Services use of mobile technology, the digitization of Early Years Health visiting and to promote and encourage the wide spread adoption of the NHS App.

2.5 There six priority categories for the Strategy and these are divided into two parts. Corporate Themes and Digital Foundations. Each category has 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

3. CORPORATE THEMES

Digital Public Services:

3.1 At the forefront of responsive and ubiquitous high quality digital public services.
- o Single economy wide front door offering public services that are joined up, user-friendly and make sense. A new **OnePlace website** bringing together pan-Tameside online public services into one place.

- o Using technology and Artificial Intelligence to delivery better services and smarter, tailored digital interactions. Delivery of Projects such as **Early Years Digitization** will improve efficiency and help provide residents with better access to information.
- o World class accessible, engaging and targeted digital communication channels. A new single **Virtual Call Centre for all Council Services** will be introduced with new features such as webchat and automation.
- o Sharing and using open data to improve public services. Make non-personal data open by default where it is of value to the people of Tameside and GM
- o Empowering Citizens to access and manage the information that is held about them. Widen the use of the **NHS App** enabling people to access to their medical information and book appointments with their GP Online
- o Smart Health and Social Care Implement mobile working for **Community Response Service** helping more vulnerable elderly people to live longer independently at home.

Digital Enabled Workforce:
3.2 Highly skilled and agile workforce confident in using technology
- o IT literate, self-sufficient workforce, confident & comfortable in their use of technology through access to effective training & online support.
- o Using artificial intelligence and automation technologies to enable smarter interactions. Exploit existing, or invest in new, technologies to give the workforce the capability to transform, streamline and automate service interactions/processes and create new delivery mechanisms
- o Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working. Ongoing provision of modern and accessible computing equipment for users.
- o Using common approach to transformation. Creation of Digital Squads to drive the Strategy
- o Using sound business intelligence/predictive analytics to share data intelligently inform service delivery and support transformation.
- o Develop a network of serviced based **Super Users and Digital Champions** that have enhanced knowledge and provide local support and advice.

Digital Economy:
3.3 Strong and sustainable economy maximising digital opportunities.
- o Supportive environment and culture to attract and grow digital businesses. Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full **St. Petersfield Masterplan developing our digital and creative quarter.**
- o Tameside businesses adopting and exploiting digital solutions. Increase the productivity of businesses based in the borough by supporting them to access funding and support to invest in new machinery and skills and to develop new business models and products with a focus on **digitally enabled productivity in advanced manufacturing**
- o Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing. Develop and deliver a **comprehensive destination / place marketing strategy and campaign to promote Tameside as a digitally enabled borough** that empowers people and business to achieve.
- o Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities. **Extend Ashton Old Baths Digital Innovation Centre and deliver Data Centre** to scale our digital offer including start up and growth businesses.
- o e-commerce support and advice for local businesses. Working the Prosperous board **deliver business briefing and technology awareness training sessions for local businesses**
- o Support businesses to up-skill their workforce where needed. Deliver and lead quality education/skills (from early years through to adult) and careers guidance to support progression in employment or into work with a focus on empowering people through digital inclusion.

Digital Foundations

3.4   Sustainable digital eco system which provides the building blocks for transformation.
- o   Robust, resilient & secure enterprise infrastructure. Commission **new Data Centre, Disaster Recovery Site** and replacement backup and recovery solution.
- o   Well-designed integrated systems that make use of artificial intelligence, automation, workflow and joined up data. Implement use of AI including Bots in Call Centre environment.
- o   Implement Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems, working with finance to deliver a financial plan to supports it.
- o   Reduce the creation, processing and storage of paper. **Digitisation of paper records programme** including children's ISCAN, fostering and conference & review records.
- o   Collaborative, secure and fully integrated **information storage and sharing across the economy**. A safe and secure system for Council and key partners including NHS to share data and information
- o   Investment in R&D in order to actively exploit emerging technologies. Development of research programme based on organisation's ambitions and other strands of the Digital Strategy.

Digital Skills:

3.5   Opportunities for people and business to fulfil their potential through technology.
- o   Strengthening our Digital Talent pipeline by developing an increased Higher Education offer in Tameside through the development of Vision Tameside Campus at Tameside College Beaufort Road
- o   Helping everyone to become skilled and confident in order to use digital enabled services and be **safe on-line**. Deliver a suite of training opportunities for public through Libraries and Digital Eagles.
- o   Diverse learning opportunities for digital skills for all. Enable residents of all ages to improve their digital skills and computer literacy through the **Inspiring Digital Enterprise Award (iDEA)**.
- o   Giving children the best start through digital innovation. Continue and grow the **Tameside Hack and CoderDojo** schemes for young people aged between 7-18.
- o   Digital accessibility and engagement for all. Invest and upgrade the computer and IT facilities in public libraries, expand SWIFT free public Wi-Fi into rural Village centres and **work with communities to crowd fund fibre internet connectivity into rural and urban areas.**
- o   Investment in R&D in order to actively exploit emerging technologies. Work with key technology sectors such as Fixed and Mobile telecommunications industries to best place Tameside for future investment.

Digital Infrastructure:

3.6   Fast resilient digital infrastructure connecting all communities'
- o   Single digital infrastructure available for all public sector bodies including schools and colleges. **Continue to develop and expand the Tameside dark fibre network** with partners from across the public and private sector, including completion of DCMS Wave 2 LFFN works
- o   Competitive and world class digital infrastructure. Continue to support the Digital Cooperative and the commercial roll-out of internet services that its members are delivering.
- o   Fast and affordable internet access for all. **Provide high quality, high speed access to the Internet** from Tameside Public Libraries, including free to use Wi-Fi in each centre.
- o   Expand free Wi-Fi across all communities and be at the forefront of 5g rollout. Continue to develop and **expand SWIFT Wi-Fi** coverage to outlying Towns and Villages, parks& open **using the fibre infrastructure**.

- o Widespread availability of information/service access points/ terminals in public spaces. Develop a network of public access terminals with public sector partners giving access to services and delivered through the new OnePlace website.
- o Using technology to make our communities safe. Using **HD quality digital CCTV cameras and the borough wide fibre network** provide a state-of-the-art and comprehensive CCTV service for all areas of Tameside.

3.7 Alongside the six priority categories there are also two cross cutting enablers:

Cyber Safe And Secure
3.8 With full GDPR compliance and information governance.
- o Guarantee the security and privacy of our systems that hold public information through the adoption of **new Cyber Security Strategy for Tameside.**
- o Provide assurance to Council that Cyber threat is being appropriately managed. **Accreditation to the IASME Cyber Security standard**.
- o Ensure all staff have the skills and awareness to identify and avoid cyber threats and keep information safe. **Mandatory Cyber awareness and Information governance training to all Council and CCG staff**.
- o Provide residents, including young and old with training opportunities and information to help them keep safe when using Social Media and the Internet. Develop a programme of activities including working with existing schemes such a Barclays Digital Eagles, and partners including our colleges and schools to raise awareness of risks and how to keep safe.
- o Provide opportunities for local businesses across Tameside to improve their cyber awareness and skills. Through the Prosperous Board develop and range of **cyber focused business briefing events**.
- o Raise awareness of Cyber Best Practice within local business community. New award within the Pride of Tameside business awards recognising a local business.

Marketing And Communications
- o Brand and market Tameside's digital vision/ambition including the St Petersfield Digital Quarter. **Develop digital brand a marketing campaign that sets Tameside aside from other areas**.
- o Cross economy marketing of single digital front door for Tameside public services. **Develop a brand and marketing campaign for OnePlace website**.
- o **Branding and Marketing for Live, Work, Invest website**. Re-develop, re-design and re-launch the Live, work, Invest website in conjunction with the Prosperous Board.
- o **Digital engagement and communication with local businesses** across all sectors raising awareness of digital opportunity and cyber threat. Development of a series of business briefing sessions using industry experts to help raise awareness of key technology challenges and opportunities.
- o On-going **Internal staff awareness raising of cyber risks and individual responsibilities** linked to mandatory cyber and Information governance training.
- o Raise awareness of **cyber risks and sign posting to how residents can keep safe on-line and on social media**. Marketing campaign to support the public facing digital skills agenda.

4. RECOMMENDATIONS

4.1 The recommendations can be found at the front of the report.