



**Digital Strategy
2017/20**

DRAFT

**Southend-on-Sea
Borough Council**

Southend-on-Sea Borough Council

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1. The Southend Vision

Our vision is to utilise technology to support and enable the Council's Strategic Aims and Corporate Priorities - and creates opportunities for energy saving, carbon reduction, citizen focus, innovation and sustainable growth. This strategy will embrace a new approach to the delivery of services, provide real benefits to employees, council departments citizens and businesses and maximise opportunities to improve efficiency and productivity.

The Digital Vision for Southend

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Southend's Digital Strategy will support the Council's Corporate Priorities, built around the Council's 5 principle **AIMS** which are:

Safe
Clean
Healthy
Prosperous
Led by an Excellent Council

The vision of the Council remains 'as one' along with the objectives of Southend Partnerships - to improve the quality of life, prosperity and life chances for everyone within the borough.

2. Forward

Information Communications Technology (ICT) has a vital role to play in the modern world. It can assist a public body in the provision of services or an individual citizen in day to day tasks ranging from the ability to sustain independent living to ordering goods and services on-line.

Through improved infrastructure it can be a core enabler of business growth and development and provide real time measurement of environmental issues.

Difficult economic times will continue for the foreseeable future and this strategy, which covers the period 2017/20, details how the Council's ICT function and its partners will seek to use their capacities and capabilities for the betterment of Southend residents, its businesses and all stakeholders within the Borough.

Our approach will highlight the importance of delivering a digital infrastructure across Southend – utilising digital technology to drive better services and reduce costs - and helping to ensure that everyone who wants to has the chance to benefit from these changes. From the outset, services will be designed with an online presence in mind, highlighting the opportunities which digital offers and the dependencies that exist between a strong economy, social well-being and modernised public services.

Transformation, the Digital Citizen & the Digital Economy

Together, these three concepts describe the journey the council and its partners must make.

Transformation

Transformation refers to the reviewing and amending of traditional contact, decision making and service provision processes where the first two elements are typically preceded by fundamental business process review. The transformation of contact is generally captured within a 'channel shift' agenda moving traditional face to face and telephony based contact to on-line solutions and the linking of new or integrated ICT systems to deliver 'end to end' integration for the automated provision of advice, information and the processing of requests and decisions.

For a local authority, contact transformation needs to be considered across 8 core processes (the contact drivers)

- Apply for permission, consent or licence
- Book time with a person, building or resource
- Apply for benefit or grant
- Chase progress or identify status
- Seek advice/ signposting who, what, where – gain access to self-help / community based solutions
- Report a fault (bill / service regulation / complaint)
- Report a change of circumstance
- Make a payment

This is the essence of 'channel shift'.

The transformation of service provision refers to the shift away from traditional models of state intervention as the last resort to one of early self-help or community based support identified and invoked at an early stage.

True transformation places the citizen at the heart of the process enabling self-view, self-serve and self-help options.

Digital Citizen

A digital citizen refers to a person utilizing information technology in order to engage in society, politics, and government participation, one who uses the internet regularly and effectively. In qualifying as a digital citizen, a person generally must have extensive skills and knowledge in using the internet through computers, mobile phones, and web-ready devices to interact with private and public organisations.

Digital Citizens characterise themselves by the frequent use IT extensively, the creation of blogs and the use of social networks. A 'digital citizenship' potentially begins when any child, teen, and/or adult signs up for an email address, posts pictures online or uses e-commerce to buy merchandise online. The process of becoming a digital citizen goes beyond simple internet activity.

Digital Citizenship can enable the promotion of equal economic opportunity, as well as increased political participation and civic duty. Digital technology can lower the barriers to entry for participation as a citizen within society.

Lack of access toward becoming a digital citizen can be a serious drawback, since many elementary procedures such as tax return completion have been transferred to only be available via the Internet. Furthermore, many cultural and commercial entities only publicise information on web pages. Non-digital citizens will not be able to retrieve this information and this may lead to social isolation or economic stagnation. The gap between digital citizens and non-digital citizens is often referred to as the digital divide.

Digital Communities

The term 'digital communities' refers to the users, producers, intermediaries and institutions involved in any given digital ecosystem. The use of the term communities helps to locate the digital economy in its rightful place, i.e. among all actors in the community, not least because of the emerging forms of distributed decision making and governance processes, citizen-consumer-creator links, and changing institutional arrangements.

Digital Sectors and Digital Economy

The definition used by the UK Government is that developed by the OECD using the UN Standard Industrial Classifications (SICs) and has the advantage of international comparability. The 'digital sector' can be measured by the output and employment of the industries within it.

The OECD identifies the activities of digital sectors (Information, Communication and Technology (ICT)) as follows: "The production (goods and services) of a candidate industry must primarily be intended to fulfil or enable the function of information processing and communication by electronic means, including transmission and display." However, there are many people working in digital occupations which are not within digital sectors and many more making use of digital technology to do their work (for example, through e-commerce). This is what the concept of the digital economy encompasses.

For statistical purposes, the government defines the digital economy as "all jobs in the digital sector, as well as all those working in Digital Occupations in non-digital sectors." However, there is not an internationally accepted definition of the digital economy.

By 2020, the volume of global internet traffic is expected to be 95 times that of 2005, and connected devices will outnumber the global population by nearly seven to one. In the UK, fixed internet traffic is set to double every two years, while mobile data traffic is set to increase further at a rate of 25% to 42% per year. World-class digital connectivity is increasingly vital for businesses in the UK. For example, in a CBI survey, 81% of firms said that they see more reliable mobile connectivity as essential.

There are existing networks that are capable of delivering ultrafast speeds (at least 100Mbps).

However, whilst there are a number of interim technologies giving connectivity at ever faster speeds, the Government believes that the future of high-speed and high-quality connectivity lies in deeper, more extensive fibre networks.

5G is the next generation of mobile connectivity, and is currently in development. It is expected to represent a significant upgrade: providing ultrafast, low latency, and more reliable mobile connectivity, able to handle our ever-increasing data requirements. It will also support the development of the Internet of Things: the rapidly-increasing number of connected devices, from connected cars to digital health applications. New fibre infrastructure will play a crucial role in the future deployment of 5G, which is likely to require extensive use of small cells (essentially mini base stations), connected to the core network by backhaul (usually a fibre connection).

The UK's digital infrastructure must be able to support this rapid increase in traffic, providing coverage with sufficient capacity to ensure data can flow at the volume, speed and reliability required to meet the demands of modern life. Broadband and mobile must be treated as the fourth utility, with everyone benefiting from improved connectivity

Driven by the Department for Culture, Media and Sport (DCMS) with the declared intention to "make the UK a world leader in digital provision – a place where technology continually transforms the economy, society and government", the Digital Economy Bill announced in the Queen's Speech on 18 May 2016 and introduced in the House of Commons on 5 July 2016 will put in place the foundations for the digital future and help the UK meet this ambition.

The UK's digital economy is growing fast and digital technology is transforming every sector and all aspects of our lives. If the UK is to remain ahead and be a world leader in the digital economy it needs to continue to raise its ambition and the Digital Economy Bill includes a range of measures in support of this. The bill will:

- empower consumers and provide better connectivity so that everyone has access to broadband wherever they live
- build a better infrastructure fit for the digital future
- enable better public services using digital technologies
- provide important protections for citizens from spam email and nuisance calls and protect children from online pornography

The main elements of the bill are:-

Fast Broadband and support for consumers - new Broadband Universal Service Obligation (USO) for the United Kingdom - giving all citizens the legal right to request a 10Mbps broadband connection

Enabling digital infrastructure - a new Electronic Communications Code to cut the cost and simplify the building of mobile and superfast broadband infrastructure, new and simpler planning rules for building broadband infrastructure and new measures to manage radio spectrum to increase the capacity of mobile broadband

Government digital services - enabling government to deliver better public services and produce world leading research and statistics, new powers for public authorities to share information to combat the public sector fraud which costs the country billions, help citizens manage their debt more effectively and reduce the billions of overdue debt owed to government and finally, tough safeguards of personal data, reinforcing the Data Protection Act with new offences for unlawful disclosure

Protecting citizens in the digital economy - a new statutory code of practice for direct marketing, ensuring the Information Commissioner can better enforce sanctions against nuisance callers and

spammers and protection for children from online pornography by requiring age verification for access to all sites and applications containing pornographic material

Essentially then, the challenge for Southend-on –Sea Borough Council and its partners is to implement a far reaching Digital Strategy that will:

- Address service transformation adopting the ‘digital by default’ ethos across the economic, health / social and environmental spectrum or responsibilities
- Consider the needs of the Digital Citizen and the wider community; embrace active digital ‘inclusion’ at the heart of all its communications
- Enable the delivery of digital services throughout our communities, utilising different delivery platforms including social media services
- Embrace ICT as the strategic enabler across all services; a driver for the local Digital Economy
- Support the concept of the "smart city" including opening up data sources, analysis and information sharing engaging and empowering citizens

For Southend, the benefits are clear, the implementation of an integrated digital strategy will help to:

- Improve communication and interaction with citizens and businesses across the borough
- Eradicate inefficiencies by streamlining and harmonizing services
- Remove duplication of services and resources
- Marginalize and reduce costs
- Present revenue generating opportunities

Southend’s Digital Strategy will support the Council's Corporate Priorities, built around the Council’s 5 principle aims:

Council’s 5 Aims

Council’s 15 Corporate Priorities – 2017/20 and beyond

Safe	1. Create a safe environment across the town for residents , workers and visitors 2. Works with Essex Police and other partners to tackle crime 3. Look after and safeguard our children and vulnerable adults
Clean	4. Promote the use of green technology and initiatives to benefit the local economy and environment 5. Encourage and enforce high standard of environment stewardship
Healthy	6. Promote Healthy and active lifestyles for all 7. Work with the public and private rented sectors to provide good quality housing 8. Enable the planning and development of quality affordable housing
Prosperous	9. Ensure residents have access to high quality education to enable them to be life- long learners and have fulfilling employment 10. Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities 11. Ensure the town is ‘Open for Business’ and that new, developing and existing enterprise is nurtured and supported 12. Ensure the continued regeneration of the town through a culture lead agenda
Led by an Excellent Council	13. Work with and listen to our communities and partners to achieve better outcomes for all 14. Enable communities to be self-sufficient and foster pride in the town 15. Promote and lead an entrepreneurial, creative and innovative approach to the development of our town

3. A Local Authority's Core Responsibilities

As a Unitary Authority, Southend-on-Sea Borough Council is required to work with local partners (including charities, businesses and other public services providers like the police and the NHS) and residents to determine and deliver local priorities.

The Council provides a wide range of services, either directly or by commissioning services from outside organisations under powers laid down under Acts of Parliament.

The Local Government Act 2000 assigned the Council the responsibility for the economic, social and environmental 'wellbeing' of the area, in effect, requiring a balance to be struck between the economic, social and environmental impacts and outcomes of a decision. This responsibility was subsequently replaced by the 'general power of competence' in the Localism Act 2011 which liberated authorities to do things they had no specific statutory powers to do; liberating them to carry out whatever activities are not expressly forbidden by statute. Like many authorities Southend has utilised the 2011 Act to create Local Authority Trading Companies.

This Digital Strategy reflects and is structured around these responsibilities and powers in that it positions the ICT function as both provider of services to the council but also as an enabler of solutions for the wider borough.

Today, the Council's ICT service seeks to deliver and support both inward and outward facing services. Inwardly, in support of the council employees and Members for the equipment and systems they use and outwardly in respect of the enabling infrastructure to further partnership working and SMART City enablement in pursuing its responsibilities.

Inward facing responsibilities comprise

- Data is stored safely and securely, is readily accessible and can be shared within a secure environment in keeping with legislative requirements
- Provision of an environment which enables hot desking, nomadic and home working
- Progress the 'Digital Office' agenda enabling paperless meetings, telephone and video conferencing in core offices; Council and key committee meetings move increasingly towards a paperless environment
- Provision for the recovery of core systems in the event of a disaster (including that at level 4); core systems to be in active / active mode and replicated at the offices of Thurrock Borough Council
- Introduction of measures to ensure the security of data held in council systems; cyber security threats including trojans and ransomware
- In conjunction with the Council's Information Governance team ensure that, in keeping with the requirements of the General Data Protection Regulation (GDPR) 2018, third party hosting solutions (where and how data is stored) are approved and authorised by the Council's Senior Information Risk Owner (SIRO)
- Maintenance of Public Services Network (PSN) compliance accreditation. PSN compliance; a strict code the governs the Council's connection to the UK Government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources
- Continued rationalisation of the number of ICT systems use across the council
- Delivery of an 'end use device' solution for staff which meets needs
- Delivery of an 'end user device' solution for Members which meets needs
- Continued funding through capital provision an end user device rolling replacement programme for staff and Members

- Support the extension of the employee variable payment etc. self-serve programme through the extended use of Agresso
- Progress telephony convergence combining desktop and mobile handset functionality within a single product solution
- Deliver the requirements of the printer strategy including 'follow me' printing, a reduce on-site presence and the introduction of Hybrid Mail where staff adopt the principle of fulfillment and dispatch of out-going mail via the Hybrid Mail solution. Local printing and envelope stuffing and franking to cease
- Discharging of the gatekeeper function for all ICT revenue budgets held across the council ensuring appropriateness of spend, inter-operability and fit with the 'Smart City' agenda
- Maximise to its full potential the employee self-serve agenda

Outward facing responsibilities comprise

- Increase the shift to on-line solutions for residents and businesses 'digital by default'
- Take steps to increase access to on-line solutions across the borough for all; bridge the 'digital divide'
- Work in partnership with fellow statutory bodies particularly the NHS in progressing the ambitions of the South Essex Sustainability & Transformation Plan (STP) and the Local Digital Roadmap (LDR)
- Support the ambitions of the Health & Social Care Integration agenda
- Provide an infrastructure which serves the council its statutory partners, residents and businesses
- Utilise technology to connect people with places and things
- Optimise the use of published and council generated data; introduce analytics
- Draw on the economies of scale from co-location of 24/7 staff and services across agencies
- Generate income through the selling of services

4. Towards a 'Smarter City'

There is no universal definition of a Smart City. A city could be said to be Smart if it is able to respond effectively to the critical challenges it faces. However, all uses of the term generally involve the introduction of new technology. One definition is a city vision where:

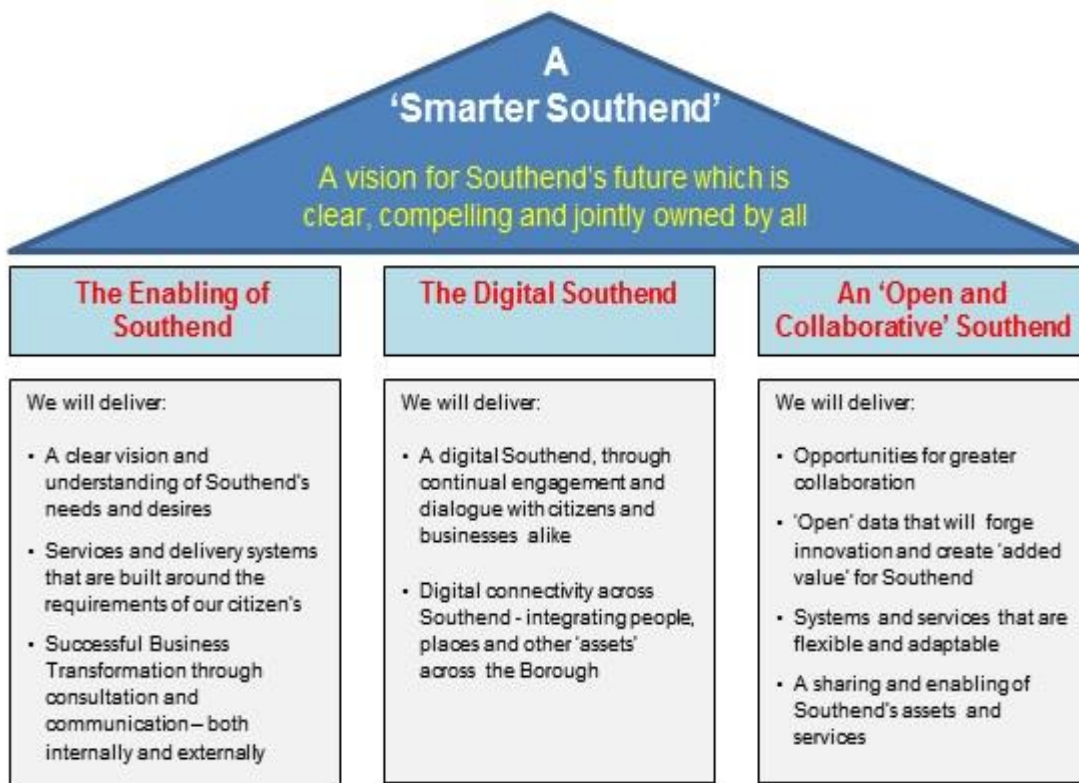
"Quality of Life and the local economy is improved, while reducing the impact on the environment. Systems operated by various organisations are integrated. Intelligence and insight is combined from many sources leading to partnership services being redesigned to meet a shared understanding of need. Citizens take an active part in local decision making."

Southend becoming a 'Smart City' is essential if it is to respond effectively to the critical challenges it faces. The development and delivery of a 'Smart City' approach requires collaboration and change across a wide range of individual citizens, communities and businesses over a sustained period of time.

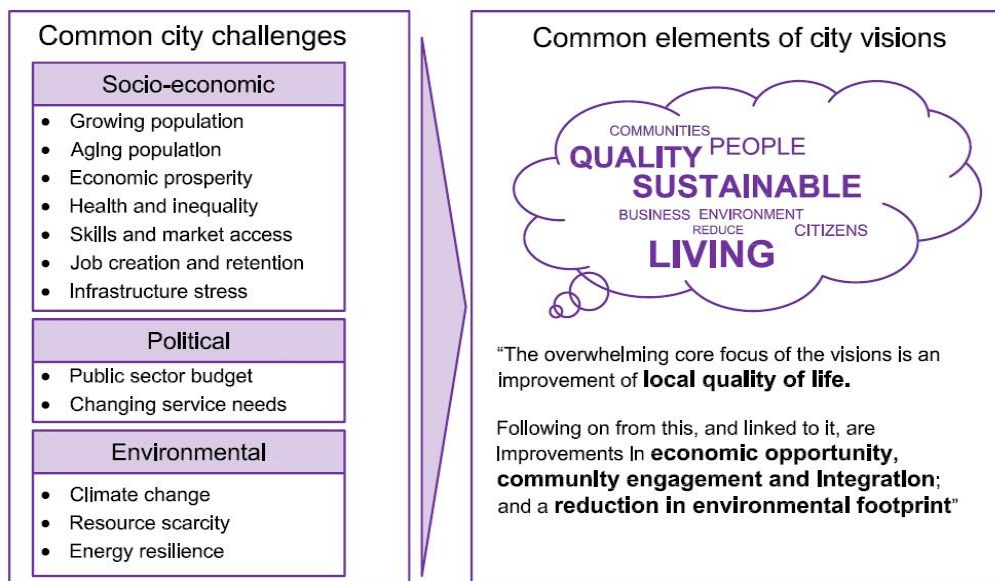
Southend is a member of the European Innovation Partnership on Smart Cities and Communities (EIP-SCC) which brings together cities, industry and citizens to improve urban life through more sustainable integrated solutions. This includes applied innovation, better planning, a more participatory approach, higher energy efficiency, better transport solutions, intelligent use of Information and Communication Technologies (ICT), etc. The action cluster on sustainable development and the built environment is bringing together similar size cities and organisations to share and exchange knowledge and best practice. This involves local authorities, businesses, and academic institutions.

This Southend Digital Strategy includes actions which form the foundation for Southend to develop as a 'Smart City.' It seeks to address through the supporting and enabling of the Council's Corporate Priorities and statutory responsibilities, those key challenges that are driving change across the UK referred to above.

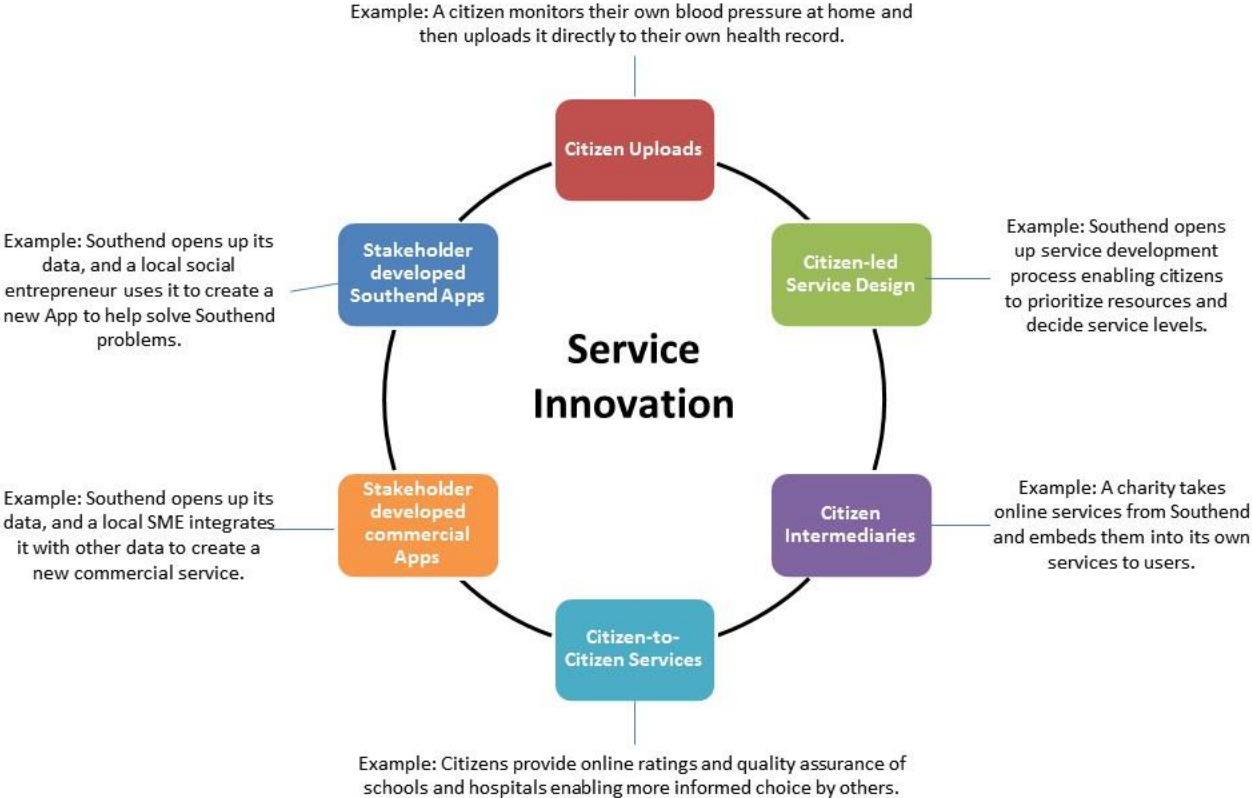
The Southend Digital Strategy seeks to digitally empower citizens, enable sustainable economic growth and the required processes by which innovative use of technology and data coupled with organisational change can help the delivery of more efficient, more effective and more sustainable services. The following principles will help to guide our transition:



Southend will need to develop a new fully Integrated Operating Model, which is focused around citizens and business needs, not just the Council's organizational and functional structure.



Current and future citizen and business needs to be the driving force behind all our services and systems. The way we engage with citizens and businesses will ensure that we begin to develop a wide range of new ways to create public value and enhance the services that we deliver – for example:



Key actions to deliver this strategy are provide at Appendix 1 of this document. The ‘Digital Opportunities and Challenges’ faced by the Council and its partners are captured under the three core areas of responsibility; economic, health /social and environmental well-being.

‘Planned Outcomes’ are also identified as are the ‘Priorities for Action’ with timelines for delivery.

The Responsibility of Economic Well Being

Economic well-being is typically measured at the national and household level. It relates to the whole economy most commonly measured through determining the total market value of goods and services that are consumed over a period of time or to a person's or family's standard of living based primarily on how well they are doing financially.

Economic well-being is measured by the government to determine how their citizens are faring, as it is integral in a person's overall well-being.

Indicators of economic or material well-being which contribute to the measurement of national well-being by the Office of National Statistics (ONS) include:

- Whole economy production
- Disposable income
- Gross Domestic Product (GDP)
- Household income / spending
- Wealth
- Unemployment
- Inflation

At the Local Authority Level Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

Digital Opportunities and Challenges

How can the Digital Strategy help the economic well-being responsibility of the council?

Southend's future success depends upon a dynamic, agile and resilient economy. Economic growth is a key building block for a 'Better Southend'. Work to further diversify Southend's business base is necessary to ensure the future resilience of the local economy.

The Council has recently published its '**Economic Growth Strategy**' for the period 2017 / 2022. This document highlights the fact that although GVA in the local economy has increased in the Borough over the last decade although this has been at a slower rate the rest of England largely attributable to the decline of the financial sector. Consequently, for Southend there is a need to attract and grow new business in the borough in high growth high wage sectors and the focus of activity should be on industries that are recognised as having above average productivity levels including Creative and Cultural Industries (CCI), Knowledge Intensive Business Service (KIBS) and Medical Technology.

From 2017, 9 key sectors have been identified as being integral to future job growth for the Borough:

- Creative and Cultural
- Medical Technology
- Health
- Tourism
- Manufacturing
- Aviation
- Finance & Business Support Services
- Retail
- Construction

In addition, the Council's recently published '**Destination Southend**', a tourism strategy and destination plan for the Borough, specifies in its vision the ambition for Southend to become England's number 1 visitor destination achieved through increased and extended touristic and cultural event offerings all year round. Technology is vital in supporting this ambition through the use of targeted social media links, improved traffic flow and parking management and smart ticketing across public transport providers. Visitors in high footfall areas will benefit from free WiFi provision via a destination App through which hotel, restaurant, attractions and cultural experiences will be promoted.

This digital strategy supports the aspirations for economic growth.

Good access to broadband is one of the top 5 reasons why businesses locate attracting money into the local economy. According to research from McKinsey, businesses that harness the internet successfully grow around twice as fast as those that do not.

Superfast Essex as part of the national Superfast Britain programme, was established when the Government recognised that economic growth and social well-being in Britain were being held back by the lack of universally available broadband. The Department for Culture, Media and Sport has led the national programme through a team called Broadband Delivery UK (BDUK).

In Essex, BDUK, Essex County Council and BT have jointly invested in excess of £25m into the Superfast Essex programme, which is coordinated by Essex County Council. In Southend the coverage from fibre or wireless broadband to premises now exceeds 95% of premises.

Analysts predict that over the next decade mobile internet will be the most significant global technology and wealth creator so accelerating mobile connectivity and content delivery will drive and support economic growth. The ability to link people and location through mobile devices provides the opportunity to proactively promote local businesses and services not only to our residents, but to people who visit or pass through the Borough, thus encouraging them to invest and spend locally.

Wi-Fi Concession

It remains the council's intention to deploy by way of a street furniture concession, a free (commercialised) WiFi solution for all areas of high footfall in the borough, the High Street, Eastern and Western Esplanade, The Pier, Hamlet Court Road, Leigh Broadway and High Street (old town).

The solution, which will be delivered through a free downloadable App, will see local and national offers presented to the user with the intention of promoting the retail and longer-stay experience in Southend in support of the local economy. The proposal as it stands includes a significant element of social value including the extension of free WiFi to South Essex Homes Tower blocks and the Council's Community Centres.

City Deal

As part of the £1.8m secured from the Regional Growth Fund under the Southend City Deal, a Growth Hub (one stop shop) for business support has been created in the town centre. **The HIVE** enterprise centre and the **Business Essex, Southend & Thurrock (BEST) Growth Hub** aims to help businesses identify and realise their potential with free business support for growth. It provides a focal point for businesses that are looking to increase their competitiveness and grow, it offers a great choice of advice, training, networking and more, all tailored to your needs.

The Growth Hub has been endorsed by the Dept for Business Energy & Industrial Strategy (BEIS). The primary interface for businesses with the BEST Growth Hub is a new website www.bestgrowthhub.org.uk. The website provides a wealth of information about business support available. The look and feel of the website was developed in conjunction with the business community as the focus is on meeting business needs and enabling them to grow.

The Southend Business Improvement District (BID)

A Southend Town Centre Partnership was formed in 2007 on the back of significant private and public investment into the town. This Partnership ensures that collective benefits are derived through economies of scale and reduced duplication of effort as well as encouraging collaboration on mutual interests based on a shared vision and strategy. The Council has supported the partnership to its new Business Improvement District status. Under the partnership all business ratepayers in the area each contribute additional funds for ring-fenced activity based around a business plan. The plan identifies winning new customers, improving safety, raising standards and working for business.

The Council's Digital Strategy will help by

- supplement through the delivery of a 1 Gbps (speed of data transfer) full fibre network, the Superfast Essex agenda. No funding came to Southend for this initiative which was aimed at addressing the problem of lack of connectivity in rural locations. BT has upgraded a number of Cabinets across the borough and Southend is deemed to be already adequately served by the market
- ensuring if possible the extension of the full fibre network into the new Airport Business Park (ABP) thus assisting the project maximise its potential
- working alongside City Fibre to actively promote the full fibre network to Southend businesses and ultimately residents
- enabling the provision of free public WiFi in areas of high footfall in the borough to 'front-end' the Southend BIDS 'Visit Southend' App with local and national information and offers
- supporting the specification of the 'technology layer for aspirational SMART outcomes' to be integral to the build of new Queensway
- in keeping with aspirations in the Council's Economic Growth Strategy extend dialogue with business and academics in the borough to identify, target and provide enhanced technological solutions for key business growth sectors in the borough (e.g. Culture & Creative Industries (CCI) and Knowledge Intensive Business Services (KIBS))
- in keeping with the aspirations in the Council's 'Destination Southend' Tourism Strategy deliver the technological solutions which support the core aim of making Southend England's number 1 visitor destination
- the newly created 'Southend Digital Futures' trading company acting as the single portal through which all matters of a SMART innovative nature can be channelled

Southend Planned Outcomes for 2017/20

- Enablement of 1 Gbps (speed of data) full fibre network across Southend supporting the Council, its statutory partners, schools and the business community
- Extended utilisation of assets e.g. traffic signal ducting and Wi-Fi access possibilities to extend network
- Ensure the town is 'Open for Business' and that new, developing and existing enterprise is nurtured and supported
- Ensure that new development includes infrastructure future proofing in respect of ducting and location of services
- Promote and lead an entrepreneurial, creative and innovative approach to the development of our town
- Enablement of full fibre 1 Gbps full fibre (speed of data transfer) connectivity into designated priority areas (e.g. the Airport Business Park and existing Industrial Parks)
- Ensure residents have access to high quality education to enable them to be life-long learners and have fulfilling employment
- Extend the range of online services provided by the Council's 'My Southend' making it simpler for citizens and businesses to find information and transact business efficiently with the Council

- Provide access to Council 'open data' so businesses and innovators can use this to develop new online services (for residents and businesses) which may also help to promote the Borough; potentially some data may have a commercial value
- Enhanced promotion of Southend as an attractive visitor destination particularly for those seeking excellent cultural activities and opportunities
- Ensure the continued regeneration of the town through a culture lead agenda
- New investment into Southend in line with the key sectors identified in the Economic Growth Strategy and with the BID company
- Support the development of a the Med-Tech cluster to achieve new high value sector development at the Airport Business Park
- Completion of multi-tenanted data centre owned by SBC but capable of being utilised to support local businesses

Current Projects – 2017/2020 already underway or planned

- Enable the delivery of the 1 Gbps full fibre (speed of data transfer) network across the borough
- Enable through supporting its promotion, the extension of the dark fibre to the Airport Business Park and other Industrial Parks in the Borough
- Deliver free public WiFi in areas of high footfall across the borough; derive social value
- Utilise the Council owned multi-tenanted data centre in support of local businesses
- Extend the 'My Southend' Citizens Account to include the capture of 'Place based' event reports
- Extend the use of the Council's on line e-procurement system offering contractual opportunities to local SMEs
- Continue to promote the use of Council owned assets, ducting street furniture and rooftops for commercial advantage and the economic betterment of the borough

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Enable the delivery of the 1 Gbps full fibre (speed of data transfer) network across the borough					
Enable through supporting its promotion, the extension of the full fibre to the Airport Business Park and other Industrial Parks in the Borough					
Deliver free public WiFi in areas of high footfall across the borough; derive social value					
Utilise the Council owned multi-tenanted data centre in support of local businesses					
Extend the 'My Southend' Citizens Account to include the capture of 'Place based' event reports					
Extend the use of the Council's on line e-procurement system offering contractual opportunities to local SMEs					
Continue to promote the use of Council owned assets, ducting street furniture and rooftops for commercial advantage and the economic betterment of the borough					

Responsibility of Social Well Being

The responsibility for social well-being extends across both the social and built environments. It encompasses actions to address social need, events detrimental to physical or mental health, inequalities and social inclusion.

It can be applied to different domains e.g. environmental, economic, physical, political and may be either be domain specific e.g. hate my job, happy with my partner, feel the neighbourhood is declining, feel the fear of crime, or overall wellbeing e.g. I'm satisfied with my life these days.

It is impacted by crime, anti-social behavior, the state of the public realm and housing and underpinned by improvements in access to and delivery of services across a multi- agency environment. Consideration of well-being may encompass:

- How we feel
- How we think
- Relationships
- Meaningfulness of our lives

Digital Opportunities and Challenges

Integrated Adult Health & Social Care

Southend is seeking to drive forward initiatives that transform the way health and social care is delivered to patients by bringing services closer together than ever before.

The aim is to make health and social care services work together to provide better support at home and earlier treatment in the community to prevent people needing emergency care in hospital or care homes.

With the number of people with more than one long term condition such as diabetes, asthma or dementia set to rise from 1.9 million in 2008 to 2.9 million in 2018 and increasing pressures on A&E departments, the need to deliver better joined-up care and a more sustainable NHS has never been more urgent.

Health and social care partners across Southend will be making practical, ground level changes that will have a real impact on the lives of local people. They will improve the way that services are commissioned and contracted to achieve better value for money for local people with a specific focus on support for the frail elderly and those with long term conditions. They will also look to reduce the demand for urgent care at hospitals so that resources can be used much more effectively. Wherever possible they will reduce reliance on institutional care by helping people maintain their much-valued independence.

Change will be driven by 3 work streams, **Prevention & Engagement, Joint Commissioning and Joint Operations.**

Sustainability & Transformation Plans / Local Digital Roadmaps

The NHS and local councils have come together in 44 areas covering all of England to develop proposals to make improvements to health and care. These proposals, called sustainability and transformation plans (STPs), are place based and built around the needs of the local population. Health and care organisations in mid and south Essex have published a plan to invest and innovate, join service together and redesign hospitals to meet rising demand.

Much more emphasis is placed on prevention and earlier treatment. The STP includes, for example,

- new ways to use the evidence of why people become ill and how to avoid it
- with new information systems, how GP practices could identify which of their patients are at risk of illness and help them to stay well
- when problems do arise, how a quick response should be possible through online, telephone and person-to-person help

Through the use of technology and innovation the plan includes

- the development of a single health record and shared information for all professionals and patients with health and social care staff using the same records and information to support older people and vulnerable people at home, including people at the end of life. In October 2014 the Five Year Forward Review made a commitment that by 2020, there would be 'fully interoperable health records so that a patient's records are paperless'. Clinical Commissioning Groups (CCGs) are obliged to produce a Local Digital Roadmap (LDR) detailing how this would be achieved by 2020 using technology
- the provision of some advice, or even treatment, delivered quicker and more effectively via a lap top, tablet or smartphone
- the possibility of testing some things at a distance – specialists could achieve more in the time they have and fewer people would need to go into hospital
- on-line and smartphone tools, face-to-face health checks
- skills development for paramedics and greater use of technology to contact specialists who can supervise treatments

Support for Carers

The Care Act 2014 sets out carers' legal rights to assessment and support. It came into force in April 2015. Under the Care Act, local authorities have new functions. This is to make sure that people who live in their areas:

- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs
- can get the information and advice they need to make good decisions about care and support
- have a range of provision of high quality, appropriate services to choose from

The Care Act helps to improve people's independence and wellbeing. It makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.

Local authorities have to consider various factors:

- what services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people
- identifying people in the local area who might have care and support needs that are not being met
- identifying carers in the area who might have support needs that are not being met

In taking on this role, local authorities need to work with their communities and provide or arrange services that help to keep people well and independent. This should include identifying the local support and resources already available, and helping people to access them.

Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

The Act clearly sets out that they must provide information on:

- what types of care and support are available – e.g. specialised dementia care, befriending services, reablement, personal assistance, residential care etc
- the range of care and support services available to local people, i.e. what local providers offer certain types of services
- what process local people need to use to get care and support that is available
- where local people can find independent financial advice about care and support and help them to access it
- how people can raise concerns about the safety or wellbeing of someone who has care and support needs

Local authorities must also help people to benefit from independent financial advice, so that they can get support to plan and prepare for the future costs of care.

All information and advice must be provided in formats that help people to understand, regardless of their needs. This may include a range of different types of information, and include working with partners to provide information on different services together.

The Care Act requires local authorities to help develop a market that delivers a wide range of sustainable high-quality care and support services, that will be available to their communities.

When buying and arranging services, local authorities must consider how they might affect an individual's wellbeing. This makes it clear that local authorities should think about whether their approaches to buying and arranging services support and promote the wellbeing of people receiving those services.

Local authorities should also engage with local providers, to help each other understand what services are likely to be needed in the future, and what new types of support should be developed. To do this, authorities should engage with local people about their needs and aspirations.

A wider range of high quality services will give people more control and help them to make more effective and personalised choices over their care. They should therefore get better care that works for them.

Safeguarding

The term safeguarding refers to measures to protect the health, well-being and human rights of individuals, which allow people — especially children, young people and vulnerable adults — to live free from abuse, harm and neglect.

For children this could include protection from maltreatment, impairment of health or development, and ensuring children grow up in circumstances consistent with the provision of safe and effective care. Responsibility for these aims is deemed to lie with everyone who comes into contact with children and families.

Adults in need of safeguarding help are generally elderly and frail, and either live alone or in care homes with little support from family members. They may have mental health issues, a physical disability or learning difficulties.

Education

One hundred and fifty English local authorities and all authorities in Wales have the strategic lead for education of children and young people. They have a legal duty to ensure that every child fulfils his or her educational potential.

The authority must be a champion for the best interests of the pupil and listen to the concerns and interests of parents and carers. It must monitor the performance of maintained schools in its area and ensure that where improvements are necessary, these are carried out effectively and expeditiously.

Local education authorities have some responsibility for all state schools in their area including responsibility for:

- the distribution and monitoring of funding for the schools
- the co-ordination of admissions, including allocation of the number of places available at each school
- the direct employers of all staff in community and voluntary controlled schools
- the responsibility for the educational achievement of looked-after children, i.e. children in their care
- attendance and advisory rights in relation to the employment of teachers, and in relation to the dismissal of any staff
- the ownership of school land and premises in community schools

Child Protection - Information Sharing Project (CP – IS)

The national implementation of CP-IS is endorsed by the Care Quality Commission. NHS organisations are expected to take reasonable steps towards implementation by 31 March 2017, as set out in the NHS Standard Contract. The Council has signed up to supporting this initiative and will include the requirement within the Liquid Logic deployment.

Sharing information effectively across health and care settings is vital in protecting vulnerable children and young people and preventing further harm.

CP-IS connects local authority children's social care systems with those used by NHS unscheduled care settings, such as Accident and Emergency, walk-in centres and maternity units. It ensures that health and care professionals are notified when a child or unborn baby with a child protection plan (CPP) or looked after child status (LAC) is treated at an unscheduled care setting.

CP-IS is a secure system with clear rules governing access. Only authorised staff involved with the care of a child can access the information. With CP-IS:

- medical staff are alerted if a child they're treating is subject to a CPP or LAC and given contact details for the social care team responsible for them
- social care teams are alerted when a child in their care attends an unscheduled care setting

Providing instant access to this information means vulnerable children can be identified wherever they are cared for in England.

In Southend, the CP-IS solution is planned for delivery within Phase 1 of the Liquid Logic case management upgrade.

Public Health

The Council's Public Health function is responsible for improving the health of the local population through providing most sexual health services and services aimed at reducing drug and alcohol misuse, keeping the nation safe from environmental hazards and infectious disease.

In its Strategic Plan 2016-2020 Public Health England (PHE) provides a clear vision of intent for the role of digital transformation in public health. Namely, through working with partners including national government, local government, the NHS, the voluntary and community sector, industry, the scientific and academic community and global public health partners, to take advantage of new technologies and use digital techniques and 'big data' to protect and improve health, analysing and presenting our information in a way that people can readily engage with, making the best use of digital to meet the needs of users and fulfil the responsibility to protect and promote health and reduce inequalities.

Essentially, the agenda is about empowering citizens to self-monitor and self-care and empowering providers to better target their resources.

This along with the creation of an integrated public health science hub in Harlow provides a focus and a timeline for a cultural as well as a physical transformation of PHE. Approaches to prevention are needed which take account of the latest technology, are based on user needs and are driven by data.

By 2020 PHE expect that it will have:

1. demonstrated public health leadership by developing and delivering new models of digital public health delivery
2. improved digital awareness and understanding across PHE
3. instituted digital-first planning by integrating digital ways of working into the design of external and internal products, services and business processes
4. built and continuously improved some important underpinning digital platforms for PHE
5. increased digital skills across PHE, embedding learning and development for digital ways of working and designing new digital roles

The government's [Digital Inclusion Strategy](#) sets out how government and external partners will get people online. PHE should play a leading role in increasing health literacy and promoting digital inclusion.

The Council's Digital Strategy will help by

- supporting the fundamental re-provision of the Social Care 'Care First' case management system across both children's and adult services in favour of the Liquid Logic solution Phase 1
- Phase 2 of the Liquid Logic project will see the provision of on line portals for customers and carers (self-assessment) and fellow statutory organisations (as contributors to a service user's case record) and the introduction of a solution for CP-IS
- Supporting the aims and objectives the NHS lead Sustainability & Transformation Plan
- supporting the delivery of a system that will support mobile working, electronic care records, and common assessments
- creating a single integrated set of data across health and social care and comprehensive real time financial and performance information about health and social care
- enabling staff to access the systems, resources and information from any partners
- the introduction of assisted living preventative programmes; approaches will be rolled out so that people are better supported to live in their own homes with less risk

- reducing crime and the fear of crime through the fundamental review and refresh of the CCTV network, improved street lighting and urban design
- improving transport network to reduce severity and casualty levels
- improving the overall quality of the public realm
- the promotion of opportunities to participate in sport and culture
- the delivery of Apps the promotion of active lifestyles through measures associated with walking and cycling
- specification of the future-proofed technology layer to be include in the Queensway development
- improvements to the Southend Health & Well-Being Information Point (SHIP) website
- provision of more socially related WiFi deployments e.g. in Community Centres through the application of Social Value in future procurements; bridging the 'digital divide'

Southend Planned Outcomes for 2017/20

- Health and Social Care professionals have access to a single health and social care record
- Adults and older people are properly safeguarded
- Children are properly safeguarded
- Advice and professional services / treatment can be delivered remotely
- On-line and smartphone tools, technology enabled face-to-face health checks
- Increased technology enabled solutions which enable people to remain living independently at
- A register of all carers supporting Southend residents is established
- Carers , health and social care professionals (GPs, Social Workers, District Nurses etc.) have 24/7 access to improved advice and guidance on local support services and how to access them
- Means are established to aggregate carers needs to better inform the commissioning process
- Means are established for involved parties to communicate and share care provision
- Schools have ready access to information on matters that affect them
- Improved school attendance
- Young people achieve economic well-being, especially through access to education, employment and training post-16
- Reduced smoking, teenage pregnancies and reduce the number of young people not in education employment or training (NEETS)
- in keeping with the intentions of the STP emphasis from the Public Health agenda is focused on prevention and citizens taking personal control over issues which negatively impact their lives
- increased community resilience and personal responsibility
- an ageing population is able to access health care services from home as widespread access to telecommunications and mobile phone internet enables people to be more in control of their own care (including conditions like COPD, UTI) providing information/advice, remote measurement and connecting people to interventions
- effective data sharing and sensors revealing 'invisible' needs to effectively predict and prevent problems
- preventative medicine soars, as sensors installed in people's smartphones allow them to detect the signs of illness before they present in full and diagnose conditions at home
- rich data collected about each individual's life medicine will become more personalised
- providers more aware of who to contact and target services
- service provision through 'near patient testing' is more efficient
- Linked to the proliferation of smart health technology is a shift towards personal health records (PHR)
- every citizen has a single record of health-related information that conforms to nationally-recognized open standards and can be drawn from multiple sources while being managed, shared and controlled by the individual

- data accrued from public, private and individual sources are used to develop more targeted public health interventions, reducing the burden on the NHS
- improved street lighting contributes towards reducing night time accidents, crime and fear of crime
- an effective CCTV Service; reducing crime and anti-social behaviour levels across the town; creating a safe environment for residents , workers and visitors
- well maintained, safe transport networks and better streets improving quality of public realm
- increased opportunities for people to participate in sport and culture
- active lifestyles promoted through measures associated with walking and cycling Improving the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities
- enabling communities to be self-sufficient and foster pride in the town










Current Projects – 2017/2020 already underway or planned

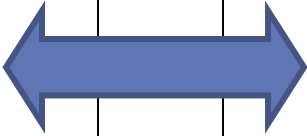


- Replace the children’s and adult social care case management system and, through collaboration with Health, set in place the mechanism for sharing data and delivering an integrated patient record across Southend that will better enable the commissioning and delivery of services (Liquid Logic Phase 1)
- Introduce portals to the Liquid Logic product permitting the provision of next steps direction, advice and information, on line assessment functionality for citizens and carers, financial assessment functionality, self-serve view of assessments, personal budget and care account, interface to third party providers to share documents and information (Liquid Logic Phase 2)
- Deliver the requirements of the Child Protection Information Sharing Protocol CP-IS to enable the sharing information on vulnerable children and young people to preventing them from harm (Liquid Logic Phase 1)
- Review the purpose, usefulness and comprehensiveness of the Southend Health Information Portal (SHIP) website; advice should include legal, housing and financial
- Explore ways of aggregating carers’ needs to better inform the commissioning of services
- Electronic records relating to safeguarding issues to be created from multi-agency contributions in real time and remotely accessible by all professional parties involved
- Data to enable predictive analytics of a child’s likelihood to become vulnerable to be introduced
- Single view of the child and family drawing on data derived from all council systems
- Establish a single centralised but remotely updated Potential Risk Register (PRR) for the authority
- Enable service users to see and interact with their own electronic service records in a meaningful way
- Provision of significantly increased broadband connectivity to schools
- Support the on-going development of the Southend Learning Network website as the key portal through which all communication from the Local Authority (LA), the Local Safeguarding Children’s Board (LSCB) and from South Essex Teaching School Alliance (SETSA) is managed.
- Actively engage with and support the Southend Clinical Commissioning Group (CCG) in its ambitions to deliver fully interoperable health and social care records and ensure that such records are paperless by 2020
- Use technology in an innovative way to support the nation public health aims of addressing illness caused by 4 main contributory factors; smoking, excessive consumption of alcohol, poor diet and lack of physical activity. Support PHE in the cascading locally of the APPs supporting the ‘Change4Life’ programme a society-wide movement that aims to prevent people from becoming overweight by encouraging them to eat better and move more. ‘Change4Life’ is the marketing component of the Government's response to the rise in obesity

- Introduce local Apps which actively promote walking and cycling as healthy lifestyle choices
- In keeping with the SMART aspiration to better monitor and manage environmental issues seek to introduce a borough wide available 'alert system' for adverse weather conditions providing key 'public health' self-help advice messages – too hot, too cold, poor air quality etc.
- Seek to increase access to the internet for vulnerable families to reduce cost of living and address child poverty; bridge the 'digital divide'
- replace sodium lamps with LED across the borough saving money and retaining a night time 'lights on' solution
- review the number nature and location of CCTV cameras across the borough; refresh and replace accordingly

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Replace the children's and adult social care case management system and, through collaboration with Health, set in place the mechanism for sharing data and delivering an integrated patient record across Southend that will better enable the commissioning and delivery of services (Liquid Logic Phase 1)					
Introduce portals to the Liquid Logic product permitting the provision of next steps direction, advice and information, on line assessment functionality for citizens and carers, financial assessment functionality, self-serve view of assessments, personal budget and care account, interface to third party providers to share documents and information (Liquid Logic Phase 2)					
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Review the purpose, usefulness and comprehensiveness of the Southend Health Information Portal (SHIP) website; advice should include legal, housing and financial					
Explore ways of aggregating carers' needs to better inform the commissioning of services					
Electronic records relating to safeguarding issues to be created from multi-agency contributions in real time and remotely accessible by all professional parties involved					
Data to enable predictive analytics of a child's likelihood to become vulnerable to be introduced					

Single view of the child and family drawing on data derived from all multiple systems (Liquid Logic Single View)					
Establish a single centralised but remotely updated Potential Risk Register (PRR) for the authority					
Enable service users to see and interact with their own electronic service records in a meaningful way					
Provision of significantly increased broadband connectivity to schools					
Support the on-going development of the Southend Learning Network website as the key portal through which all communication from the Local Authority (LA), the Local Safeguarding Children’s Board (LSCB) and from South Essex Teaching School Alliance (SETSA) is managed.					
Actively engage with and support the Southend Clinical Commissioning Group (CCG) in its ambitions to deliver fully interoperable health and social care records and ensure that such records are paperless by 2020. The Local Delivery Roadmap (LDR).					
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Replace sodium lamps with LED across the borough saving money and retaining a night time 'lights on' solution				
Review the number nature and location of CCTV cameras across the borough; refresh and replace accordingly				

The Responsibility of Environmental Well Being

Environmental well-being includes trying to live in harmony with the Earth by understanding the impact of an interaction with nature and one's personal environment, and taking action to protect the world around us.

The natural environment can benefit our health and quality of life, while environmental pollution has significant costs

Leading a lifestyle that is respectful to our environment and minimizes any harm done to it is a critical part of environmental well-being. Examples of environmental threats include air pollution, ultraviolet radiation in the sunlight, chemicals, noise, water pollution, and smoke.

Environmental well-being involves a number of different aspects of personal and societal responsibilities, including:

- Being aware of the earth's natural resources and their respective limits
- Living a life accountable to environmental needs, both in the present and in the long-term
- Realising the effects of daily habits on the world around us

Digital Opportunities and Challenges

How can the Digital Strategy help the environmental well-being responsibility of the council

Low Carbon Strategy

The Council's 'Low Carbon, Energy & Sustainability Strategy 2015/20' focuses on delivering low carbon growth, improving energy efficiency and providing a more sustainable future for residents, communities and businesses. It seeks to establish Southend as a 'Low Carbon, Smart City' and focuses on 6 core areas of activity:

- reducing carbon emissions
- policy and regulation; utilising the local planning framework
- delivering a low carbon economy
- supporting low carbon communities
- encouraging sustainable transport and travel
- adapting to climate change and enhancing biodiversity

A low carbon city establishes a more sustainable and vibrant local economy and society for all its residents, communities and businesses. It provides an opportunity to safeguard against rising energy costs, provides for fuel security and improves the energy performance of new and existing buildings.

Southend is committed to supporting the delivery of the UK's legally binding commitment under the Climate Change Act 2008 to cut Carbon Dioxide (CO₂) emissions by at least 80% by 2050 with a minimum reduction of 34% by 2020 across the UK as measured from the 1990 baseline.

The new Waste Management contract

The new waste management contract which went live in 2015 presents opportunities for process improvement and integration between service provider and council owned systems. It also presents the council with the opportunity to make better extend use of the 'feet on the street' for extended reporting and first line response to social and environmental issues.

The new Highways Contract

The New Highway Management contract went live in 2016 and as with waste, presents opportunities for process improvement and integration between service provider and council owned systems as well as optimise the use of 'feet on the street' for extended reporting and first line response to social and environmental issues.

In support of the new Highways Contracts (March 2015) and the Government drive to see improved stewardship of Council owned assets, all highways asset-related data is being consolidated into one system (Symology) for improved whole life costing and management. Further integration is also being sought between the GAIST and Symology ICT systems for the overall improvement of infrastructure and asset management.

The new Parking Management Contract

The new parking management contract went live in August 2016 and saw the enforcement function transferred to a new provider and a modernised offering in terms of cashless payment and virtual permits. Much remains to be done with parking and it is a key priority within this strategy for address in 2017/18.

The Southend Central Area Action Plan (SCAAP)

The SCAAP will guide and promote all development and regeneration within the town centre area and central seafront until 2021 and was approved by the Council in late 2016 and, once adopted, will form part of the Southend on Sea Local Planning Framework for the town, alongside the already adopted Core Strategy, Development Management Document and the London Southend Airport and Environs Joint Area Action Plan. The SCAAP reflects the vision, strategic objectives and spatial strategy of the Southend Core Strategy. It is a strategic level document that provides the framework for the preparation of plans and developments up to 2021.

The SCAAP sets out a vision for the future development of the central area:

'.....for it to be a City by the sea. As a prosperous and thriving regional centre, it will be an area that is vibrant, safe and hospitable, rich in commerce, learning and culture and an attractive, diverse place where people want to live, work and visit. The aim is to transform the image of Southend through sustainable economic growth, development and social provision, and for it to be independently recognised as a popular location for businesses, residents, students and visitors.'

The INSPIRE Directive

European Directive 2007/2/EC is known as 'INSPIRE'. INSPIRE establishes an infrastructure for spatial information in the European Union and it was transposed into UK law in December 2009.

The aim of INSPIRE is to facilitate better environmental policy across the EU. This will be achieved by:

- improving the joining up of and access to existing spatial data across the European Union at a local, regional, national and international level;
- facilitating improvements in the sharing of spatial data between public authorities;
- and improving public access to spatial data.

Under INSPIRE Member States must make available in a consistent format spatial datasets which come within the scope of the Directive and also create network services for accessing the datasets. Datasets in scope of INSPIRE are ones which come under one or more of the 34 environmental themes set out in the Directive.

The Council's Digital Strategy will help by

- underpinning energy related and other project which seek to reduce carbon emissions
- addressing improved traffic flow and car parking management
- addressing the need for improved real time environmental monitoring and management
- providing more service on line reducing the need to travel to civic offices
- reducing the carbon footprint arising from the Council through smarter energy management in Council assets (including IT facilities) as well as recycling computers into the community
- reducing the number of ICT systems used across the council
- working in partnership with major contractors; waste, highways and parking to optimise service delivery across all council services and minimise the environmental impact
- supporting economic growth and the overall appeal of Southend as a place to work and visit
- delivering the requirement of the INSPIRE directive







Southend Planned Outcomes for 2017/20

- The use of green technology and initiatives are promoted to benefit the local economy and environment
- High standards of environmental stewardship are encouraged and enforced
- The requirements of the Low Carbon Corporate Strategy are implemented and monitored
- Energy efficient LED lamps will be installed which will reduce carbon emissions, cut power consumption and increase safety
- Keep standards high to secure appropriate recognition and accreditation both in existing and new property projects
- Increased usage of sustainable transport and electric vehicles across the borough, reducing congestion and carbon emissions
- Reduced reliance on carbon in new and existing urban/industrial areas while providing opportunities for the generation of sustainable energy
- Ensure all cultural capital projects have emissions below the minimum emissions requirements
- Provision of 24/7 working solutions for staff which reduce the need to travel to Council premises
- Sustainable Waste Management - increase recycling levels and reduce waste sent to landfill
- Ensure high standards of cleanliness are maintained across the borough including within the Borough's public toilets
- A clean environment across the foreshore and town centre and throughout the events programme
- Preserved and improved natural environment - deliver the requirements of the Government's INSPIRE Directive – locate or create and publish data of an environmental nature in support of the drive for 'open data'. Data to typically include habitats, biotypes, species distribution, protected sites, Sites of Special Scientific Interest (SSSI) natural risk sites and planned land use
- Clean and attractive verges, parks and open spaces
- Maintained and developed cultural heritage & green infrastructure
- Sustained, maintained and safe highway infrastructure
- Improved stewardship of owned highways assets

Current Projects – 2017/2020 already underway or planned

- Replace all orange low pressure sodium street lighting units with LED units increasing brightness, reducing running and maintenance costs, consuming less power with a life span of 20 years as opposed to 3 years for sodium
- Reduce Southend's carbon footprint through smarter energy management in Council assets (including IT facilities) as well as recycling computers into the community
- Promote the use of 'green technology' in new build premises / lifelong homes
- Consolidate data in respect of council owned Highways Assets onto a single data base Symology. The consolidation of council owned assets onto a single data base to enable the whole life-long management of the asset will address Government requirements for the improved stewardship; retain full grant
- Investment in Traffic Control Infrastructure provides additional break out ports for digital initiatives
- Deliver the requirements of the Government's INSPIRE directive
- The new waste management contract which went live in 2015 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit
- The new highways management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit
- The new parking management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit

Priorities for Action – Timeline for Delivery

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Smart City

Smarter cities are essential if the world is to respond effectively to the critical challenges it faces. As of 2008, and for the first time in human history, more than half of the world’s population now live in cities. The UN predicts this will rise to 70% by 2050. Here in the UK, more than eight out of ten of us already live in cities. Yet cities increasingly need to be able to do more with less, to compete in a globally-interconnected economy, and to provide for the well-being of their citizens in a truly sustainable way. In short, to become smarter.

Providing a proper vision for digital is fundamental for the delivery of public services. The bigger picture is that local councils provide 80% of all local public services — including supporting those with the greatest needs in society. Demand for many of the services is rising fast at a time of continued central government cuts.

Council can be key enablers of smarter places by using

- Incentives and assets to deliver smart infrastructure
- Innovation partnerships and networks to deliver data analytics and
- Platforms to deliver the full potential of networks

Four major infrastructure networks require attention in order for tomorrow’s places to be realised. These are:

- **Internet:** universal broadband and fast data transfer over mobile telephone networks to underpin the next industrial and social revolution.
- **Energy:** shift towards renewables and decentralised energy networks to reduce fuel poverty and tackle climate change.
- **Transport:** increased speed, flow and connectivity to redress imbalanced regional economies and revitalise economies.
- **Built Environment:** ensuring it allows for efficient and sustainable resource use, and helps to create healthy safe and independent residents.

Southend has already started its journey to become a Smart City by joining the EU Smart Cities European Innovation Partnership (EIP), and to position itself as a key player under the ‘Small Giants Cluster’ of the EIP on Smart Cities and Communities. Other Small Giant cities include Peterborough,

Ipswich and Duurzaam Brabant in the Netherlands. This network is growing and the ambition is to launch a number of SMART 'proof of concept' demonstration projects in Southend commencing April 2017.

Councils are gatekeepers to data, platforms for representation, and the purveyors of public service contract opportunities. They hold great potential and responsibility to develop systems which enable people to become more connected, and live healthy, happy and independent lives, in environmentally sustainable places.

Digital Opportunities and Challenges

Here in the UK, the Government has identified the following challenges in particular that are driving change in UK cities:

- economic restructuring, combined with the economic downturn, has raised levels of unemployment, particularly among young people, and so economic growth and building a resilience to further change is a key priority for city authorities
- the urban infrastructure has grown piecemeal and rising urban populations are putting pressure on housing and transport
- concerns about climate change, and the fact that 80% of the UK population live in cities, inevitably means that cities have a key role in improving energy efficiency and reducing carbon emissions, while promoting energy resilience in terms of security of supply and price
- the paradigm shift towards online entertainment and online retail/consumer services is beginning to change the nature of the High Street
- an ageing population is placing an increasing burden on adult social care, to the point where it is absorbing an ever-increasing proportion of local authority budgets
- at the same time, the pressures on public finances have seen local authority budgets reduce, on average, by an estimated 12-15% in real terms over the past three years, with many reporting 20-30% cuts
- notwithstanding recent flexibility accorded to Local Authorities in relation to Council Tax and Business Rates, grants from Government Departments are still the main source of local authority funding, especially for cities, and local authorities consider this to limit their ability to provide integrated responses to the challenges they face

The scale of the challenges is forcing cities to rethink their strategies and to innovate in order to maintain service levels, in particular:

- shifting to outcomes based contracts and invoking smarter solutions and social value
- service integration, both back office and increasingly front line services
- online service delivery
- releasing data to enable new services to develop and citizens to make informed decisions e.g. providing real-time information on traffic to assist citizens in planning journeys; and
- reducing demand on services, for example, promoting independent living allowing older people to live much longer in their own communities with less statutory support

However, the complexity and the pace of change, combined with the need for integrated and systemic solutions, are presenting a major challenge to local authorities which, traditionally, have developed responses in a "siloed" fashion.

The UK Government is committed to helping cities respond to these challenges, by supporting the development of smarter cities. Both because of the social, economic and environmental benefits for cities and citizens here in the UK and because the smart city market globally represents a major export opportunity for UK businesses.

The **Digital by Default Service Standard** is a set of criteria for digital teams building government services to meet. Meeting the standard will mean digital services are of a consistently high quality. This includes creating services that are easily improved, safe, secure and fulfill user needs.

Channel Shift – Self Service

Public Sector bodies need to move from the more expensive methods of dealing with citizens to less expensive ones. The financial climate demands it and the constantly evolving needs of the local population also demands it.

Channel shift is the process of moving customers from using more expensive means of contacting us, such as the telephone and face-to-face contacts, to less expensive means, including self-service applications, email, text, voice recognition and finding out information or reporting issues via the web and social media.

The strategic importance of channel shift is clear - not just because it improves efficiency, but because it meets the expectations of many customers who are used to carrying out their day-to-day transactions in a way that is convenient to them.

As always, this approach needs to be implemented differentially and with care – there will always be customers with more customer needs and service requests that can only be resolved using specialist expertise or customised approaches. An ONS survey, published in February 2014, found that 6.7 million adults (13 per cent of the UK total), over half of whom were disabled, had never used the internet.

Nationally, this has been recognised by the ‘Digital by Default’ programme which rightly includes activity to support greater access to digital channels through ‘assisted digital’ provision and the fostering of greater digital inclusion. This will be mirrored locally.

Digital Inclusion and Channel Management

There is a need to maintain a digital inclusion and channel management strategy, which includes:

- a) A clear audit of what existing channels are currently used to deliver council services, and the costs and service levels associated with these;
- b) The vision and roadmap for developing a new channel management approach, which:
 - (i) is centered on the needs and behaviour of citizens and businesses;
 - (ii) identifies the opportunities for current services to be 'engineered out' through the introduction of new smart connectivity directly between city assets and digital devices;
 - (iii) encourages access and use of digital services by stakeholder groups currently excluded from these for whatever reason.

Households that are not connected to the internet are disadvantaged. According to national data “offline” households

- are missing out on estimated savings of £560 per year from shopping and paying bills online.
- are detrimental to a child's educational performance, the ONS national data shows that while 99% of children in the richest 10% of households can access the internet via a computer, this dropped to 57% in the poorest 10% of households with children
- are detrimental to people seeking opportunities to search and apply for jobs. It is estimated that between 75% and 90% of jobs require at least some computer use.

Nationally, 80% of government interactions are with the bottom 25% of income earners – who are least likely to have internet access.

Universal Credit

Universal Credit is a key part of the Government's long term economic plan to transform the Welfare State in Britain by tackling poverty and welfare dependency. It brings together 6 benefits and tax credits into 1. When fully implemented Universal Credit has the potential to contribute up to £35 billion to the economy over 10 years. Universal Credit will be rolled out across the country to all Job Centres and Local Authorities from 2017. The Government wants 80% of applications for Universal Credit to be online by 2017.

Social Value Act

Public authorities to have regard to economic, social and environmental well-being in connection with public services' contracts rather than simply having commissioning decisions solely on price and quality.

The Council' Digital Strategy will help by

- engaging with citizens and businesses to ensure the agenda is driven by their needs and aspirations
- creating and participating in 4 way dialogue between the council / public sector, businesses, academics and the community and voluntary sector (CVS)
- delivering more creative and collaborative approaches to governance and places which allow people to be more autonomous
- enabling or providing the underlying infrastructure from which SMART initiatives can be leveraged; connectivity is key
- harnessing the potential of integrated data analytics including data collected by people and derived from the Internet of Things (IoT) to alter processes and making service delivery more targeted
- stimulating / creating networks that connect and coordinate people who interact across the SMART network
- work with fellow statutory bodies and other stakeholders in reviewing service delivery
- collate and publish 'open data' sets to stimulate innovation and creativity
- supporting the council in its energy efficiency and carbon reduction programmes
- introducing SMART solutions to address the real challenges faced by Southend today
- fostering digital inclusion
- supporting the delivery of efficiency savings
- engage in proof of concept pilots for energy saving projects
- support the provision of local access solutions for those digitally disempowered
- ensuring an element of social value is built into every ICT procurement
- requiring business cases for proposals which yield overall net revenue savings

Southend Planned Outcomes for 2017/20


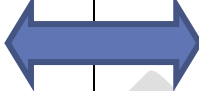


- Stakeholders including fellow statutory bodies, citizens and communities are actively engaged on an on-going basis in prescribing the desired outcomes from the SMART agenda
- Forums are created make current and future citizen and business needs the driving force behind all city spaces and systems
- An agreed collective vision of what a “smart future” or “what good looks like” looks and feels like for the City is established; a multi - stakeholder SMART City Road map is produced
- The Council’s new hybrid cloud multi tenanted data centre is completed and made available / marketed for borough wide use
- A 1 Gbps (speed of data transfer) full fibre deployment is completed across the borough delivering immediate benefits to the Council, schools and businesses by enabling access to high speed filtered broadband which meets their needs; the offer is extended across the borough over time
- A Radio Frequency RF mesh network is created across the borough utilizing the street lighting Central Management Systems (CMS) delivering immediate benefits in respect of street lighting control but extended benefits through the enablement of environmental monitoring
- A WiFi mesh network is created across the borough for multi-agency use (exact use and benefits yet to be determined)
- Free Public Wi Fi is used to market and promote tourism and local businesses
- An Intelligence Hub / Operations Centre acting as the ‘eyes and ears’ of the borough and discharging ‘command and control’ functionality for the borough is created within the existing CCTV room at Tickfield
- Data across the borough is managed as an asset in its own right, both within the authority and in collaboration with other significant data owners across the borough; a data warehouse is constructed to host multi agency data sets enabling ‘big data’ analytics
- Investment in ‘smart open data’ by opening up city data for the common good ensuring that data on the performance and use of the city’s physical, spatial and digital assets is available in real time and on an open and interoperable basis to enable externally-driven, stakeholder-led innovation by citizens, communities and the private and voluntary sectors
- SMART City initiatives are governed through a collective policy developers in city authorities, elected leaders, senior executives of local authorities, senior executives of other public bodies with a city-wide remit, leaders from the voluntary sector organizations active within the city; leaders in the higher and further educations sectors and other stakeholders interested in leading and shaping the city environment, including senior executives in the private sector who wish to partner with and assist cities in transformation of city systems to create shared value and community innovators and representatives
- Activities progressed in vertical sectors of (smart mobility, smart health, smart energy etc.) are joined up into a whole-city approach
- Physical and digital planning become integrated
- A ‘digital by default’ ethos is adopted in thought and deed
- Digital inclusion is extended across the borough addressing the needs of the digitally disempowered
- Delivering channel shift, making the on-line channel the channel of choice
- Transport is carbon neutral improving public health as air quality related illness decreases
- Energy markets have shifted from centralised to decentralised modes of production
- Local energy from waste, combined heat and power, district heating, biomass a solar energy offer cheap and efficient supplies
- ‘Proof of concept’ SMART solutions are progressed starting with enhanced community safety, traffic flow and parking management, health /social care, environmental monitoring and management and energy

Current Projects – 2017/2020 already underway or planned

- Place the citizen and businesses at the heart of our digital ambitions, consult to determine the ambitions of
 - the digital citizen / digital communities
 - the digital economy
- Creation of the 'quadruple helix' a forum within which public bodies, academics, local businesses and Community & Voluntary Sector (CVS) – liaise, plan, co-produce
- Deployment of 1 Gbps (speed of data transfer) full fibre network across the borough to be marketed and extended initially to businesses
- Use of Radio Frequency (RF) Mesh network to be extended to include environmental monitoring
- Wi Fi Mesh network to be deployed across the borough (potentially for support of IoT deployments)
- Free (commercialised) Public WiFi to be deployed in areas of high footfall across the borough
- Free Public Wi Fi to be extended into SEH Tower blocks and SBC Community Centres through the social value clause in the concession agreement bridge the 'digital divide'
- Continued commercialisation of the Council owned assets below, on and above the round
- Intelligence Hub / Operations Centre to be built at Tickfield; co locate all 24/7 monitoring solutions within this location
- Data Warehouse to be specified and, subject to affordability, created
- 'Open Data' to be published
- Progress proof of concept SMART solutions for
 - enhanced community safety (through re-provision of the Council's CCTV estate)
 - traffic flow and parking management
 - independent living; prevention support for care homes and the aims of the STP
 - environmental monitoring and management
 - energy management
- Explore the potential benefit from the deployment of assistive living technology or social media to address social isolation and loneliness
- Specify the 'technology layer' integral to the build of the new Queensway development
- Creation of a Local Authority Trading Company (LATC) entitled 'Southend Digital Futures' which provides WAN, LAN Storage and Compute functionality for the council but capable of trading on Council owned assets, capacity and capabilities
- Income generation – task the new trading company with income generation

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Place the citizen and businesses at the heart of our digital ambitions – consult to determine the ambitions of - the digital citizen / digital communities - the digital economy Co-design solutions					
Creation of the ‘quadruple helix’ a forum within which public bodies, academics, local businesses and CVS liaise and plan Co-design digital solutions					
Deployment of 1 Gbps (speed of data transfer) full fibre network across the borough to be marketed and extended					
Use of Radio Frequency (RF) Mesh network to be extended to include environmental monitoring					
Wi Fi Mesh network to be deployed across the borough (potentially for support of IoT deployments)					
Free (commercialised) Public WiFi to be deployed in areas of high footfall across the borough					
Free Public Wi Fi to be extended into SEH Tower blocks and SBC Community Centres through the social value clause in the concession agreement					
Continued commercialisation of the Council owned assets below, on and above the ground					
On-line access to be extended in 23 SEH sheltered housing blocks as part of the dark fibre deployment					
Intelligence Hub / Operations Centre to be built at Tickfield; co-locate all 24/7 monitoring solutions within this location					
Data Warehouse to be specified and, subject to affordability, created for ‘Big Data’ an in depth analytics					
‘Open Data’ to be published to stimulate creativity, innovation and problem solving					

<p>Proof of concept solutions for</p> <ul style="list-style-type: none"> - enhanced community safety (through re-provision of the Council's CCTV estate) - traffic flow and parking management - independent living through prevention, care homes support and support for the STP - environmental monitoring and management - energy management 					
<p>Specify the 'technology layer' integral to the build of the new Queensway development</p>					
<p>Creation of a Local Authority Trading Company (LATC) entitled 'Southend Digital Futures' which provides WAN, LAN Storage and Compute functionality for the council but capable of trading on Council owned assets, capacity and capabilities</p>					
<p>Income generation – task the new trading company with income generation</p>					

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