



Revolutionising the use of technologies and data

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Challenges – location related

- Post-Covid recovery including community regeneration
 - Secure connected places
 - Community cohesion; collaboration, building effective and trusted strategic partnerships across place
 - Local democracy and leadership
 - Preventative interventions, practices and processes (left shift) to transform business model
 - Sustainability
- 





Challenges – capability related

- Diminishing budgets
 - Cultural transformation and digital leadership
 - Public sector digital workforce deficit – recruitment, retention, competence, skills and CPD focus
 - Exploiting technology investments to improve outcomes
 - Using data insights to make informed decisions
 - Security
 - Standardisation
 - Replicability, adaption, adoption and scalability
- 



Revolutionising public services – reality and challenge

Today's reality:

“Instead of digital becoming integral to policy making, it's largely used to automate the status quo. Digital teams are left outside the political tent to work on front end website services in the hope this will somehow magically transform the wider policies, organisations and processes behind them.

But it hasn't and it won't.”



Today's challenge:

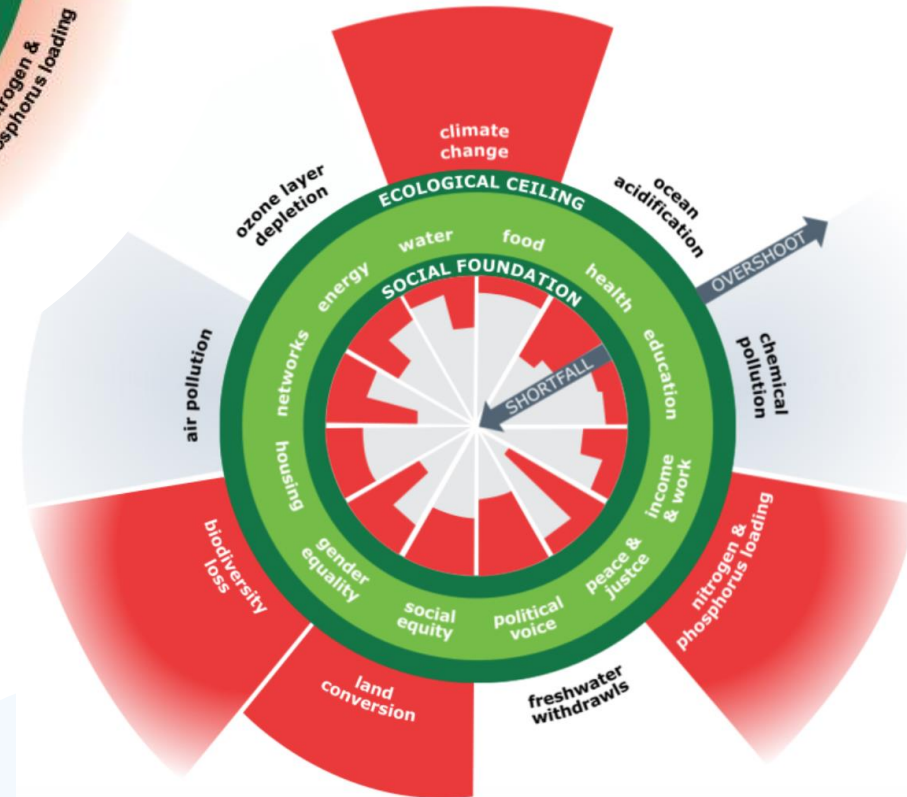
“Radical improvements will only materialise when governments understand and adopt digital practices and cultures: citizen participation in the design of policies and processes; continuous feedback and data to inform and update policy making; rapid experimentation to learn and adapt faster; improved organisation design; and cross-government systems for efficiency, agility and scale.”

Fracture: the collision between technology and democracy—and how we fix it by Jerry Fishenden (2023)

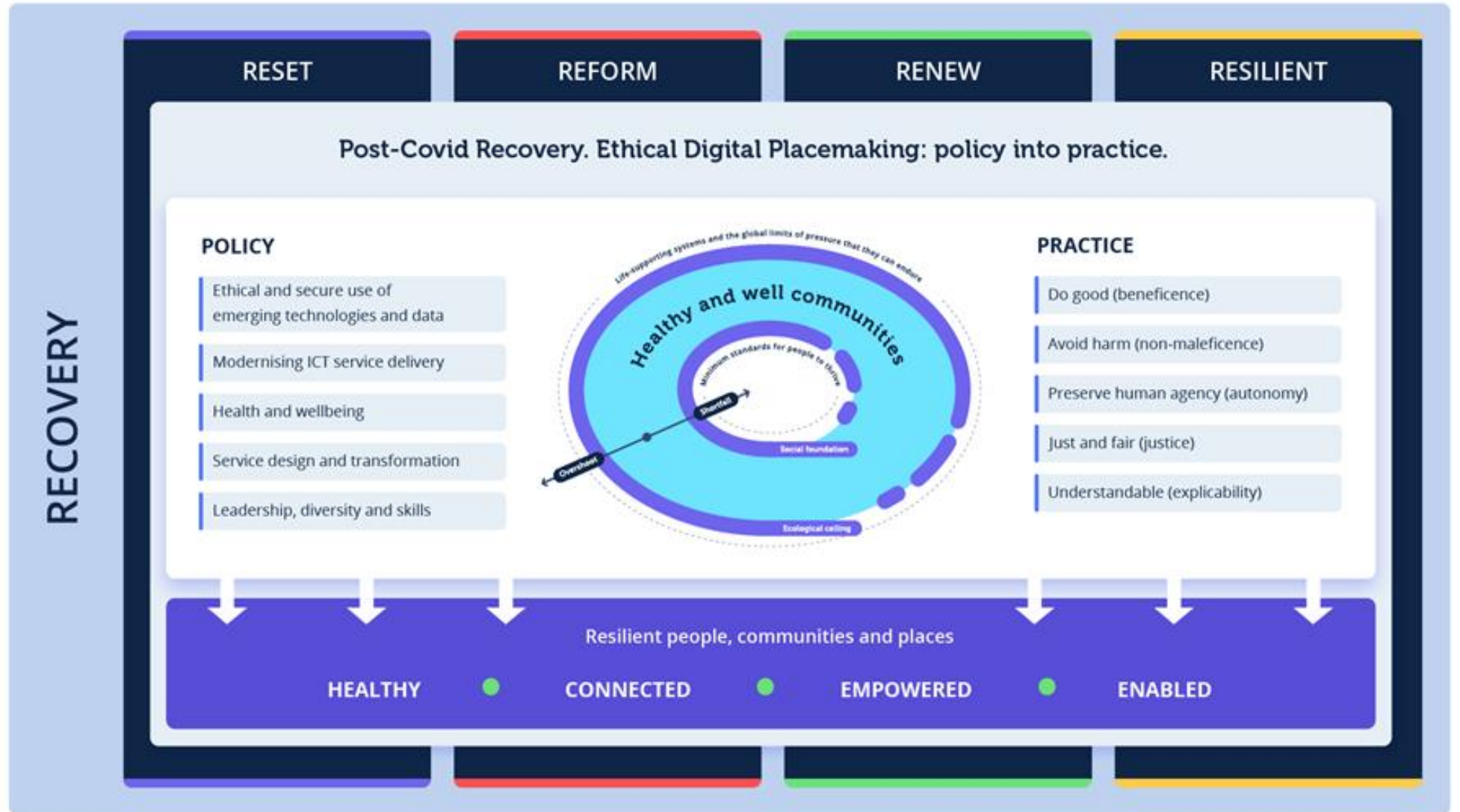


Doughnut Economics:

- social and economic inequality
- environmental breakdown



Post-Covid recovery



Research and resources: [Digital trends](#) | [Covid-19 Digital and ICT impact](#) | [Planting the flag #2](#) | [Resource hub collections](#)



Championing digital, ethical practice



Developing tools and resources to help embed the five key principles of ethical practice – beneficence, non-maleficence, autonomy, justice and explicability – in support of people and their communities and places

Briefings and guidance around:

- Ethical principles, frameworks and standards
- Ethical attributes – principles into ethical practice
- Ethical placemaking for people and communities
- Essential ethical resources
- Ethical professionalism – for leaders, policymakers and practitioners



Socitm Connects – Resilient people, communities and places

- Building on the phenomenal response of local authorities and the wider public sector to Covid-19
- Sustaining the step changes that local public service providers have taken
- Harnessing digital – cultures, capabilities, technologies and data – to enhance the resilience of people, communities, organisations and places.



Our unique, place-based, public sector perspective



Championing place-based regeneration, sustainability and connectivity by embedding local public sector innovation, technology and modernisation at the heart of post-Covid recovery:



Regenerating social and economic wealth



Increasing the health and wellbeing of all



Improving productivity and employment



Establishing resilient, connected, sustainable, socially just and ecologically safe places in which people and communities can thrive



Local government digitalisation outcomes



Connectivity

Residents, council officers and organisations can access both the internet and council services uninterrupted, wherever they are in the community.



Data

The council's data practices are focussed on improving services, facilitating innovation and informing policy making. The council uses recognised data standards, meets data security requirements, protect residents' rights and ethically manages data as it works toward more efficient and effective data collection, access, use and reuse, sharing and linking, and maintenance.



Democracy

The council makes maximum use of digital technology to improve councillor attendance, increase community engagement and collaboration, improve transparency, and optimise democratic decision making.



Ethics

The council uses digital technology in pursuit of the common good and does no harm; it preserves human agency, is fair, transparent, and environmentally friendly.



Inclusion

The benefits of the internet, digital technologies and digital services are available and accessible to everyone.



Leadership

The council's leaders drive the use of digital technology to achieve both strategic and operational goals, create conditions which facilitate organisational transformation, and are mindful of the opportunities and risks that digital technology brings. They lead an organisational culture that is open, digitally aware, and resident focussed.

Local government digitalisation outcomes (continued)



Local productivity

The council supports the use of digital technology by local businesses, partners and third sector organisations, and ensures they can access the internet and the capability to benefit from the engagement it enables.



Organisational capability

The council puts digital technologies at the heart of the way it works and trains its workforce in how to use them. It has a culture that values, incentivises, and expects digital ways of working from every member of its workforce. It actively develops its workforce's expertise within the digital, data, technology and cyber professions and has talent pipelines to benefit retention and relieve pressure on recruitment.



Partnership

The council works with public, private and third sector partners to ensure an integrated, cohesive, and resident focussed approach to public sector digital transformation and digital service provision.



Security and resilience

Cyber security risk is minimised, and the council is resilient to cyber attack. The council's networks, infrastructure and services are as secure as possible from the moment of first implementation to decommission. The information and data on them, and located elsewhere, is appropriately confidential, available and of sufficient integrity, and the public can use the council's digital services with confidence and trust.



Services

The council's services are designed around the needs of residents and users, and prioritise them over professional, organisational and technological silos. Services are guided by the government's ten design principles, the Service Standard, and the Technology Code of Practice.



Value

The council targets its resources effectively. It harnesses the opportunity of digital, data and technology solutions to ensure they provide efficiencies and savings for local people and public sector budgets.



Why digital?



Remove silos and
bureaucracy



Empower the
workforce with
digital tools



Integrate insights
for proactive and
evidence-based
decision making



Innovate to improve
accountability
and trust



Transformative technologies



The Cloud



Internet of Things



Big data and analytics



Cyber security



Digital identity



AI and cognitive services



Mobility and connectivity



Gaming, mixed and virtual reality



Low/no code platforms



Blockchain



Quantum computing

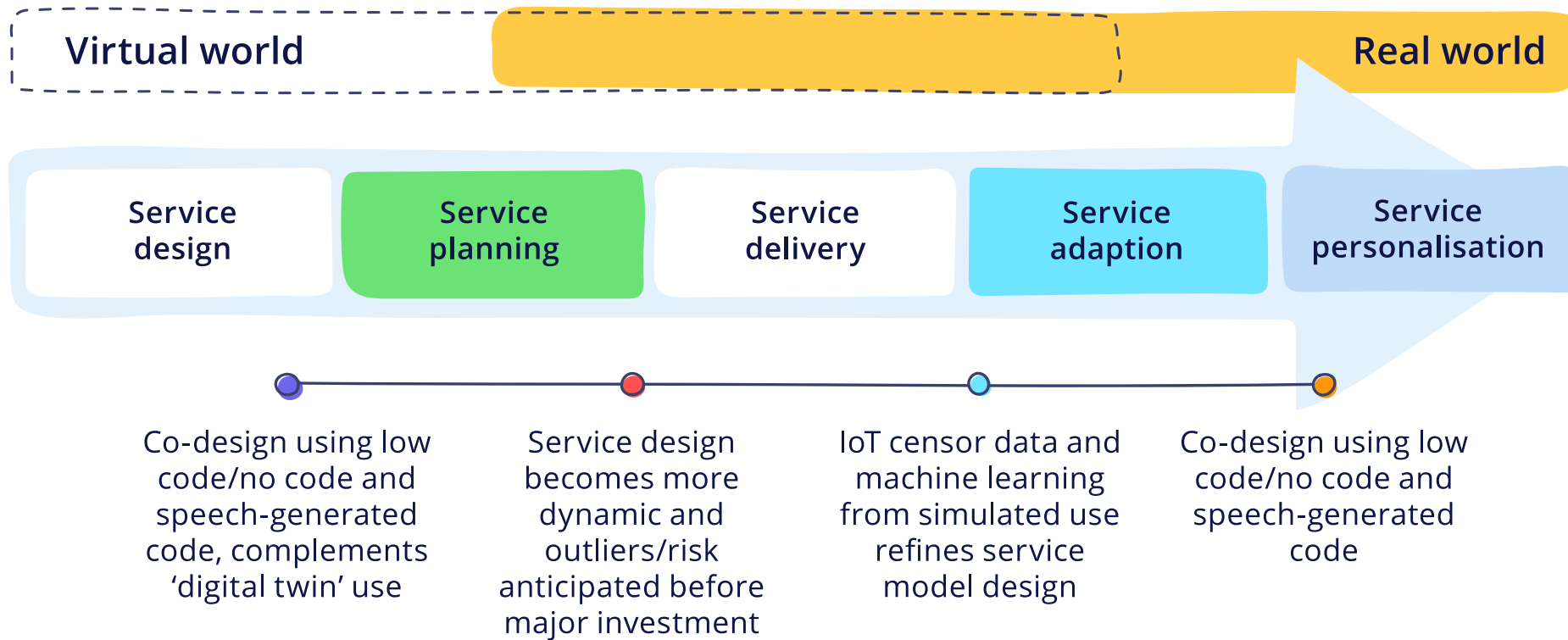


Platform capabilities



'Virtual' and 'real' begin to merge

Gamification and virtualisation tools allow real life to be simulated:

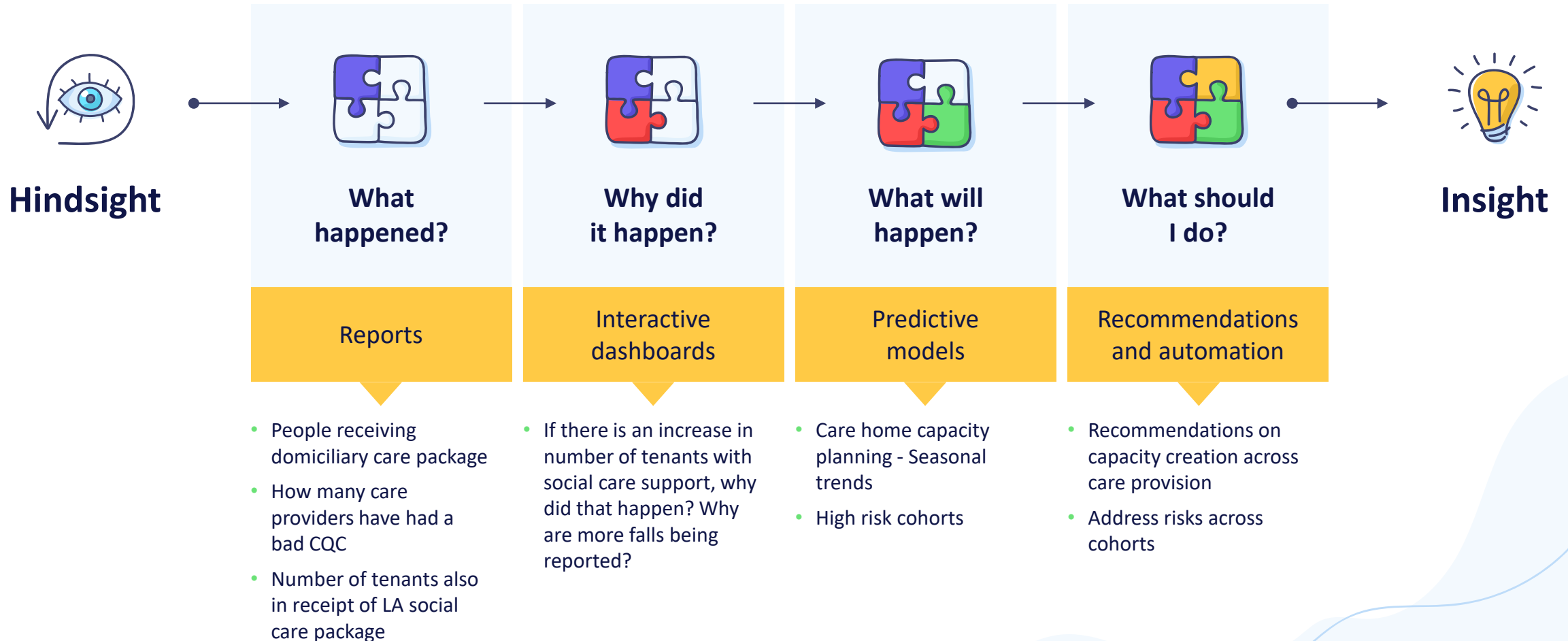


Cyber risks, readiness and governance remain on high alert

Cyber protection must be holistic to be effective:



It's all about the data: Hindsight to insight – for social care





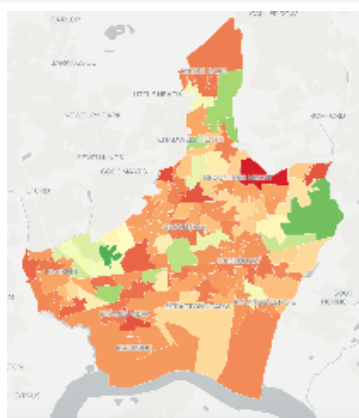
Data and tools

Social Progress Index

Client:
Strategy and Programmes

Objective:
Implement first SPI in a London Borough

Techniques:
Microdata Collection
Principal components analysis
Mapping



Social Progress Index 37.13 Rank: 16/17
Household Income £26,574 Rank: 6/17

Abbey

Progress since 2016
 Ward Name
 Abbey

	Score	Rank		Score	Rank		Score	Rank
Basic Human Needs	26.36	17	Foundations of Wellbeing	44.41	1	Opportunity	43.73	13
Nutrition and Basic Medical Care	60.89	2	Access to Basic Knowledge	55.73	6	Personal Rights	27.26	16
Premature mortality (per 100,000 pop)	83.90	1	Key Stage 2 attainment per pupil	39.51	13	Households who own their property (%)	9.07	16
Death rate (standardised mortality ratio)	42.55	6	Key Stage 2 gap FSM/non-FSM pupils (%)	68.97	6	Voter registration (%)	58.38	16
Foodbank users (per 1,000 pop)	47.98	9	Key Stage 4 attainment per pupil	15.30	8	Voter turnout (%)	17.56	6
Water and Sanitation	17.27	17	Key Stage 4 gap FSM/non-FSM pupils (%)	64.07	10	Personal Freedom and Choice	70.12	2
Overcrowding (per 1,000 hholds)	15.29	16	Schools judged as outstanding/good (%)	100.00	1	Teenage pregnancy (%)	70.70	9
Food hygiene (improvement needed, %)	31.65	13	Persistent absentees (%)	73.72	4	Youth unemployment gap (%)	73.03	10
Pest control visits (per 1,000 hholds)	3.77	16	Access to Information and Communications	71.94	1	Public transport accessibility	100.00	1
Shelter	19.43	17	Average broadband speed (Mbps)	21.16	17	Pension Credit claimants (per 1,000 pop)	15.47	16
Homelessness (per 1,000 hholds)	0.00	17	My Account users (per 1,000 pop)	67.27	2	Longterm JSA claimants	56.60	3
Households in fuel poverty (%)	0.00	17	Registered library users (per 1,000 pop)	76.54	1	Inclusiveness	41.95	15
Housing affordability (house price ratio)	59.84	1	Residents without internet access (%)	89.52	1	Learning disabled ppl in employment (%)	0.00	11
Housing benefits (hholds %)	24.67	9	Health and Wellness	48.33	1	Learning disabled ppl living independ. (%)	83.99	11
Non-decent homes (%)	67.63	14	Excess weight in adults (%)	49.67	1	Perceived community harmony (%)	51.36	6
Personal Safety	23.64	17	Female life expectancy	40.52	6	Racist hate crime (per 1,000 pop)	20.93	17
Crime rate (per 1,000 pop)	0.00	17	Male life expectancy	54.45	1	Volunteering residents (%)	38.98	6
Domestic abuse (per 1,000 pop)	13.05	17	Obesity amongst children in Reception (%)	56.62	3	Access to Advanced Education	45.62	13
Domestic violence (per 1,000 pop)	12.57	16	Obesity amongst children in Year 6 (%)	37.24	5	Adults with no qualifications (%)	10.26	16
Road accidents casualties (per 10,000 pop)	55.96	14	Environmental Quality	20.07	17	Sustained education after key stage 4 (%)	32.28	16
Serious youth violence (per 1,000 pop)	54.55	13	Access to parks and open space (%)	51.17	10	Youth in employment with training (%)	51.07	7
			Air pollution - NO2 exposure	4.50	16	Youth not in educ., empl. or training (%)	74.40	4
			Air pollution - PM10 exposure	0.00	16			
			Fly-tipping (per 1,000 hholds)	72.99	12			
			Noise complaints (per 1,000 hholds)	20.56	17			

Strengths and weaknesses are calculated relative to 5 wards of similar median household income: River, Chadwell Heath, Valence, Becontree, Mayesbrook.

Scores are scaled 0-100, where 0 signifies worst and 100 best performance.

Overperforming
 Performing within expectations
 Underperforming

Progress over time reflects the ward's annual change in Social Progress Index score.

Deterioration
 Stagnation
 Steady improvement
 Significant improvement



Public Sector Digital Trends 2023 - our unique perspective – impact on local public services and their outcomes



“Socitm sees cause for optimism in public sector digital outlook”

Mark Say, UKAuthority.com



Cyber, data and digital identity at forefront of 2023 public sector digital trends

Christine Horton, THINK Digital Partners



What we've delivered

Infographic

Public sector digital trends 2023

External drivers

- Environmental breakdown, climate change and net zero targets
- New models of working and underused office space
- Pay restraints, recruitment and retention pressures, and disrupted labour markets
- Energy costs, inflation and global economic downturn
- Post-Covid legacy costs, rationalisation, and disrupted markets and supply chains
- Changing expectations and demands from citizens
- Social and digital exclusion
- War in Ukraine, Brexit (in the UK) and other unforeseen events

Digital trends

- Cyber resilience** – collaboration across connected places and communities
- Data explodes silos** – breaking the 'public policy impasse' over deep-seated local problems
- Connected places** – using systems thinking to develop new digital services that cross boundaries of related public services in an area becomes a central strategic focus
- Customer service** – exploiting digital possibilities and connections to address more complex service needs
- Digital, data and technology skills** – data leadership and management, merging of CIO and CDO roles, and recruitment and retention of skills
- Digital health** – part of an ecosystem of local public services enabled by significant advances in digital innovation
- Inclusivity and equality** – an explosion of digital services that risks worsening digital exclusion and inequality
- Market disruption** – recessionary and inflationary pressures, acquisitions, scaling-back and collapse of IT/digital suppliers
- Faster development** – new methods, tools and technologies, such as low-code, tackling legacy barriers and outdated policies, practices and governance
- Digital identity** – easy access for citizens, linking systems and related services, and privacy and security protection
- Hybrid working** – blended working styles, locations and technologies that support smarter use of physical building assets
- Green and sustainable** – harnessing digital to combat climate change, accelerate towards net zero and reduce its own carbon footprint

Technology enablers

- Applied artificial intelligence and automation
- Augmented reality and 'digital twins'
- Internet of things (IoT) everywhere
- Apps multiply and mature
- Tackling IT
- IT infrastructure

Resource hub collection

Socitm Join Services Policy

Designing out of difficult times - the 2023 trends that will make a difference in your communities

Introduction: breaking new ground with digital

Instead of replicating commercial examples, the distinctive role of 'digital' in the public sector needs to recognise the symbiotic relationship between the wellbeing of people, communities and places, and the delivery of public services that enables them to thrive and play their part in society...

[Read the introduction](#)

Digital trends

- [Cyber resilience a top priority](#)
- [Data explodes silos](#)
- [Emerging 'Connected Places'](#)
- [Looking afresh at customer services](#)
- [Digital, data and technology skills](#)
- [A renewed focus for digital health](#)
- [Inclusivity and equality – a changing dynamic](#)
- [Market disruption brings new challenges](#)
- [Faster development](#)
- [Digital identity](#)
- [Hybrid working matures](#)
- [Green and sustainable](#)

Technology trends

- [Trends reshaping the use of technology](#)
- [Applied artificial intelligence and automation](#)
- [Augmented reality and digital twins](#)
- [Tackling IT legacy](#)
- [Pressures on technology infrastructure](#)
- [Internet of Things \(IoT\) everywhere](#)
- [Apps multiply and mature](#)

Summary guide

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Guide

Public sector digital trends 2023

Summary

January 2023

Socitm Digital Cities Programme LOLA | Department of Communities and Local Government



Public sector digital trends 2023

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Digital trends

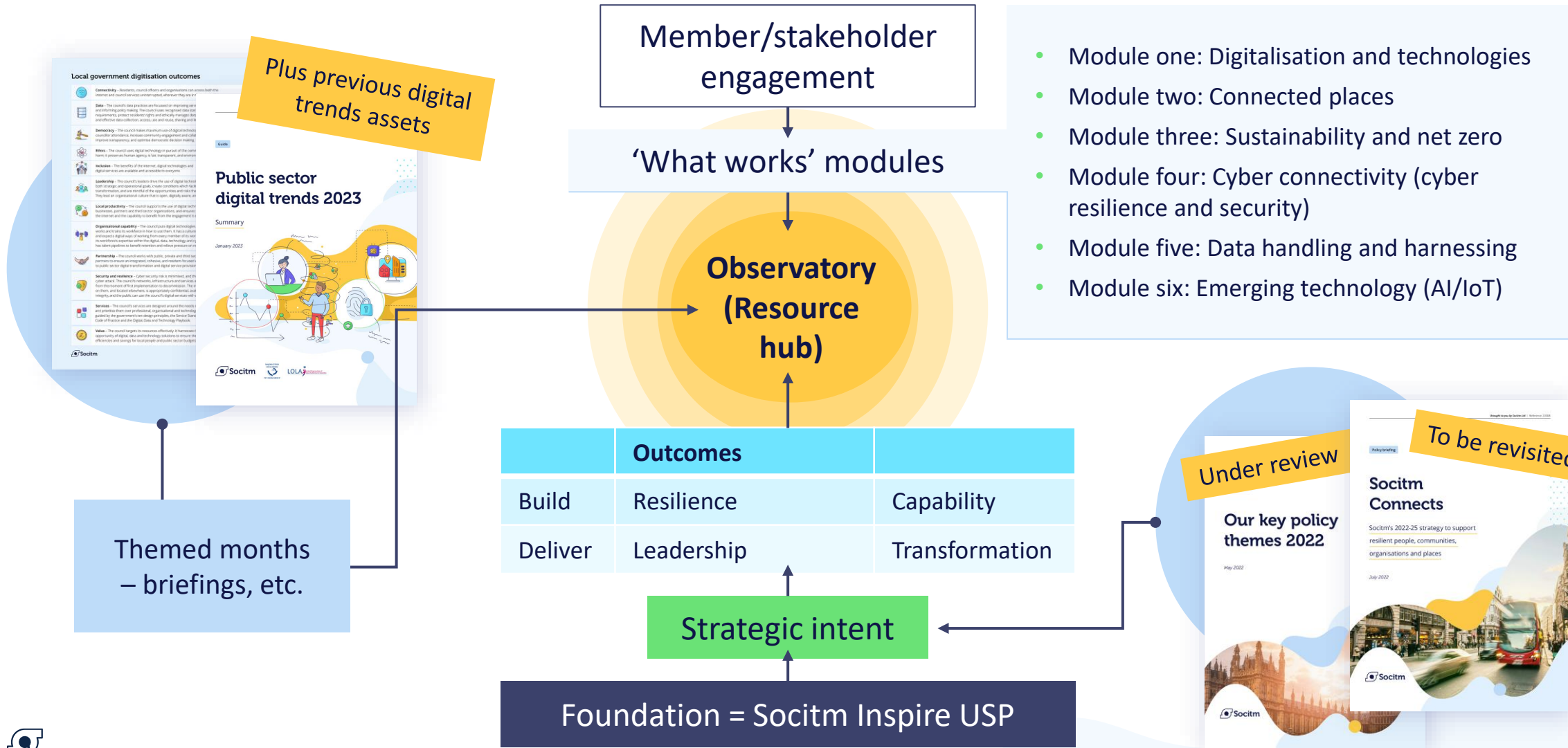
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-  **IT infrastructure pressures**

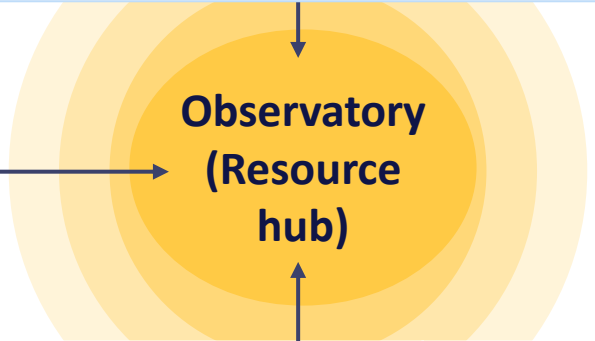


Socitm Inspire Observatory



Member/stakeholder engagement

'What works' modules



- Module one: Digitalisation and technologies
- Module two: Connected places
- Module three: Sustainability and net zero
- Module four: Cyber connectivity (cyber resilience and security)
- Module five: Data handling and harnessing
- Module six: Emerging technology (AI/IoT)

Plus previous digital trends assets

Local government digitisation outcomes

Public sector digital trends 2023
Summary
January 2023

Socitm

Themed months – briefings, etc.

	Outcomes	
Build	Resilience	Capability
Deliver	Leadership	Transformation

Strategic intent

Foundation = Socitm Inspire USP

Under review

To be revisited

Our key policy themes 2022
May 2022

Socitm Connects
Socitm's 2022-25 strategy to support resilient people, communities, organisations and places
July 2022

Socitm





Digital Trends – themed months – up to President’s Conference

Drawing on digital trends in 2023 collection and linking to Local Digitalisation Outcomes Almanac:

- Briefings, videos, blogs, etc.
- Featured case studies
- Working with partners
- Webinars
- Socitm Share conferences
- External events

- **January 2023 – Skills, recruitment and retention** (Steven Mathieson currently in progress)
 - **February 2023 – Cyber:** cyber resilience with Jisc (currently under development)
 - **March 2023 – Connected places:** new briefing paper/observatory outline
 - **April 2023 – Meeting Sustainability Challenges –** University of Exeter framework and wider Doughnut Economics outputs
 - **May 2023 – Leadership in turbulent times:** policy and collaborative leadership focus (Change Agent etc.)
 - **June 2023 – Revolutionising use of technologies and data:** responsible use/transformational design
- 





Digital Trends – themed months – President’s Conference and beyond

Outline themes – from Digital Trends

- **July/August 2023 – Enabling local digital outcomes:** the frontline technology enablers and the role of IOT and AI
- **September 2023 – Responsible and secure:** widening place-based opportunities with LOLA Cyber SAFARI and DCMS Secure Connected Places
- **October 2023 – Devolution and connected places:** digital to support Devolution Deals, examples such as the South London Partnership, the ALGIM New Zealand model for building digital capability
- **November 2023 – Green and sustainable:** harnessing digital to combat climate change, acceleration towards net zero and reduce IT’s own carbon footprint – IGEL and Px3 What Works Net Zero Centre
- **December 2023 – Data enabled leadership:** how data can explode silos - breaking the ‘public policy impasse’ over deep-seated local problems





Revolutionising public services - strategic priorities:

The need to build upon the phenomenal response of local authorities and the wider public sector to Covid-19.

The need to sustain the step changes that local public service providers have taken.

The need to harness digital – cultures, capabilities, technologies and data – to enhance the resilience of people, communities, organisations and places.

