

# Tameside Digital Strategy 2020-2025

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## FOREWORD: EXECUTIVE LEADER, COUNCILLOR BRENDA WARRINGTON



The impact of the COVID-19 pandemic has been profound and in a few months, the world has changed. The pace of change has been dramatic and technology is now at the heart of how we work, how we socialise, shop and entertain ourselves.

Not so long ago “Inter Have’s” and “Inter Not’s” was common parlance to describe the difference between younger generations who had grown up with Internet access being the norm – the “Have’s” - and the rest of us who were having to come to terms with this digital revolution – the “Not’s”.

Thanks in small part to COVID-19 this distinction has almost completely disappeared. Whether we realise it or not the technology and the Internet are playing an ever-increasing role in all of our daily lives.

In our homes more and more of us stream music and live sports, watch catch-up and on-demand TV all delivered through the internet. Many of us have lights connected to our home Wi-Fi, door bells, plugs, CCTV cameras, alarms systems, speakers, cars and all manner of other devices all monitored and controlled via the Internet.

This “Internet of things” is rapidly growing and more and more of our everyday life and the things we things use and depend on are now connected

As we contemplate and plan for what living with COVID-19 will be like in the coming months and years there is no doubt that the advancement in the use of technology will play a key role. Like it or loath in a short period of time things like the use of social media and video conferencing have become a normal part of the daily and working lives for large and growing sections of society.

We will continue to invest to create world class enterprise digital infrastructure which will keeping our data safe, our services resilient and support collaborative working across the sector.

**We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.**

Internet connectivity is becoming an increasingly important factor for businesses. Fast, affordable and reliable internet connectivity is a must for the digital, media and creative sectors, but it’s now also vital for every other sector. Whether it’s for advanced manufacturing and engineering or exploiting Artificial Intelligence those local economies with world class connectivity will prosper and those without will fall behind.



**We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure.**

Through the delivery of this Digital Strategy and the Inclusive Investment Strategy we will make Tameside the place in Greater Manchester to come and do businesses, a place where the local economy is prospering, a place where the adoption and exploitation of digital technologies is widespread and successful, and place where St Petersfield Digital Quarter is recognised as the thriving destination of choice for technology companies.

**We will create the right environment where our digital and wider economy can thrive and grow, we will brand Tameside as the digital destination of choice, a place recognised as leader in the use of digital technologies.**

The Digital revolution also offers Public Services with a huge opportunity to transform the way it works. We can use technology to empower our workforce and improve our efficiency, helping them to work more flexibly and using technology to improve quality, outcomes and save money.

**We will have a workforce that equipped, confident and competent to use technology to deliver new services that are more efficient, more inclusive and more convenient.**

To support this transformation in the way we work, and ensure that the services we deliver are reliable, secure and robust the Council will also invest in its core IT infrastructure to keep it fit for purpose. We will invest time and resources to ensure we have the right technology platforms in place, and through ongoing research and development keep abreast of emerging technologies and the opportunities it can bring.

**We will continue to invest to create world class enterprise digital infrastructure which will keeping our data safe and our services make our resilient and support collaborative working across the sector.**

We can also use Digital to better join up the way we work with our partners as well as change the way we deliver services to the public making them easier and more convenient to access.

**We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.**



**Core Themes**

**Foundations**

**Priorities**

**DIGITAL PUBLIC SERVICES**

**1**

**At the forefront of responsive and ubiquitous high quality digital public services.**

- 1.1 Single economy wide digital front door offering public services that are joined up, user-friendly and make sense.
- 1.2 Using technology and Artificial Intelligence to deliver better services and smarter, tailored digital interactions.
- 1.3 World class accessible, engaging and targeted digital communication channels.
- 1.4 Sharing and using open data to improve and develop services.
- 1.5 Empowering Citizens to access and manage the information that is held about them.
- 1.6 Smart health and social care.

**DIGITAL ENABLED WORKFORCE**

**2**

**Highly skilled and agile workforce confident in using technology.**

- 2.1 IT literate, self-sufficient workforce, confident (comfortable?) in their use of technology through access to effective training and online support.
- 2.2 Using artificial intelligence and automation technologies to enable smarter interactions.
- 2.3 Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.
- 2.4 Using common approach to transformation (Squad based).
- 2.5 Using sound business intelligence/predictive analytics to share data intelligently, inform service delivery and support transformation.
- 2.6 Network of super users and Digital Champions.

**DIGITAL ECONOMY**

**3**

**Strong and sustainable economy maximising digital opportunities.**

- 3.1 Supportive environment and culture to attract and grow digital businesses.
- 3.2 Tameside businesses adopting and exploiting digital solutions.
- 3.3 Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing.
- 3.4 Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities.
- 3.5 e-commerce support and advice for local businesses.
- 3.6 Support businesses to up-skill their workforce where needed.

**DIGITAL FOUNDATIONS**

**4**

**Sustainable digital eco system which provides the building blocks for transformation.**

- 4.1 Robust, resilient & secure enterprise infrastructure.
- 4.2 Well-designed integrated systems that make use of artificial intelligence, automation/workflow and joined up data.
- 4.3 Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.
- 4.4 Reduce the creation, processing and storage of paper.
- 4.5 Collaborative, secure and fully integrated information storage and sharing across the economy.
- 4.6 Investment in R&D in order to actively exploit emerging technologies.

**DIGITAL SKILLS, TALENT AND INCLUSION**

**5**

**Opportunities for people and business to fulfil their potential through technology.**

- 5.1 Strengthening our Digital Talent pipeline.
- 5.2 Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line.
- 5.3 Diverse learning opportunities for digital skills for all.
- 5.4 Giving children the best start through digital innovation.
- 5.5 Digital accessibility and engagement for all.
- 5.6 Helping communities to support each other through superior on-line support and use of social media.

**DIGITAL INFRASTRUCTURE**

**6**

**Fast resilient digital infrastructure connecting all communities.**

- 6.1 Single digital infrastructure available for all public sector bodies including schools and colleges.
- 6.2 Competitive and world class digital infrastructure.
- 6.3 Fast and affordable internet access for all.
- 6.4 Expand free wifi across all communities and be at the forefront of 5g rollout.
- 6.5 Widespread availability of information/service access points/terminals in public spaces.
- 6.6 Using technology to make our communities safer.

**Cyber Safe and Secure with full GDPR compliance and Information Governance**  
Guarantee security and privacy of the systems that hold public data – people should have absolute confidence in what's happening to their information.

# Core Themes



**DIGITAL PUBLIC SERVICES**

**1**

At the forefront of responsive and ubiquitous high quality digital public services.



**DIGITAL ENABLED WORKFORCE**

**2**

Highly skilled and agile workforce confident in using technology.



**DIGITAL ECONOMY**

**3**

Strong and sustainable economy maximising digital opportunities.





## At the forefront of responsive and ubiquitous high quality digital public services.

We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.

1

1

**Priority** - Single economy wide front door offering public services that are joined up, user-friendly and make sense.  
**Action** - A new OnePlace website bringing together Tameside online public services into one place will be developed.  
**Outcome** - OnePlace becomes the website of choice for residents to go to and access online public services in Tameside.

2

**Priority** - Using technology and Artificial Intelligence to delivery better services and smarter, tailored digital interactions.  
**Action** - Projects such as Early Years Digitization will improve efficiency and help provide residents with better access to information.  
**Outcome** - All early years home visits recorded online with online parental access to the information on their child.

3

**Priority** - World class accessible, engaging and targeted digital communication channels.  
**Action** - A new single Call Centre for all Council Services will be introduced with new features such as webchat and automation.  
**Outcome** - All customer contact to back office services delivered through the new corporate call centre service.

4

**Priority** - Sharing and using open data to improve public services  
**Action** - Make non-personal data open by default where it is of value to the people of Tameside and GM  
**Outcome** - The development of new and innovative applications using open datasets to add value to public services, resident and businesses

5

**Priority** - Empowering Citizens to access and manage the information that is held about them.  
**Action** - Widen the use of the NHS App enabling people to access to their medical information and book appointments with their GP Online  
**Outcome** - Increased number of residents using the NHS App and reduction in GP appointment calls

6

**Priority** - Smart Health and Social Care  
**Action** - Implement mobile working for Community Response Service.  
**Outcome** - More vulnerable elderly people living longer independently at home.



## Highly skilled and agile workforce confident in using technology.

We will have a workforce that is equipped, confident and competent to use data and technology to deliver services that are more efficient, more inclusive and more convenient.

1

**Priority** - IT literate, self-sufficient workforce, confident & comfortable in their use of technology through access to effective training & online support.  
**Action** - Intuitive, integrated and automated support solutions enabling users to obtain superior tailored support and become more self-sufficient.  
**Outcome** - Comprehensive engaging training programme and technologies that support the 'Develop' aim of the People Plan.

2

**Priority** - Using artificial intelligence and automation technologies to enable smarter interactions.  
**Action** - Exploit existing, or invest in new, technologies to give the workforce the capability to transform, streamline and automate service interactions/processes and create new delivery mechanisms  
**Outcome** - Increased efficiency and greater productivity

3

**Priority** - Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.  
**Action** - Ongoing provision of modern and accessible computing equipment for users  
**Outcome** - Intuitive collaboration and productivity tools and Improved, extended Wi-Fi network.

4

**Priority** - Using common approach to transformation.  
**Action** - Creation of Digital Squads to drive the Strategy  
**Outcome** - Greater staff involvement and ownership of IT related projects and decision making.

5

**Priority** - Using sound business intelligence/predictive analytics to share data intelligently inform service delivery and support transformation.  
**Action** - Technologies to securely connect, analyse, interpret and present data to provide significant insights.  
**Outcome** - Maximise the use and value of our data assets, both within and beyond the organisation.

6

**Priority** - Network of super users and Digital Champions  
**Action** - Development of a network of service based users that have enhanced knowledge  
**Outcome** - Better use of technology across services and more local problem solving.



## Strong and sustainable economy maximising digital opportunities.

We will create the right environment where our digital and wider economy can thrive and grow, we will brand Tameside as the digital destination of choice, a place recognised as leader in the use of digital technologies

1

**Priority** - Supportive environment and culture to attract and grow digital businesses.

**Action** - Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full St. Petersfield Masterplan developing our digital and creative quarter.

**Outcome** - St. Petersfield rebranded as a creative digital and tech quarter and increased inward investment from knowledge intensive businesses.

2

**Priority** - Tameside businesses adopting and exploiting digital solutions.

**Action** - Increase the productivity of businesses based in the borough by supporting them to access funding and support to invest in new machinery and skills and to develop new business models and products with a focus on digitally enabled productivity in advanced manufacturing

**Outcome** - Increased numbers of grants and loans from schemes such as Made Smarter accessed by Tameside Businesses, Increased no. of L3+ Apprenticeship starts.

3

**Priority** - Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.

**Action** - Ongoing provision of modern and accessible computing equipment for users

**Outcome** - Intuitive collaboration and productivity tools and Improved, extended Wi-Fi network.

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**Outcome** - Better use of technology across services and more local problem solving.



# Foundations



**DIGITAL FOUNDATIONS**

**4**

Sustainable digital eco system which provides the building blocks for transformation.



**DIGITAL SKILLS, TALENT AND INCLUSION**

**5**

Opportunities for people and business to fulfil their potential through technology.



**DIGITAL INFRASTRUCTURE**

**6**

Fast resilient digital infrastructure connecting all communities.





## Sustainable digital eco system which provides the building blocks for transformation..

4

1

**Priority** - Robust, resilient & secure enterprise infrastructure.

**Action** - Commission new Data Centre, Disaster Recovery Site and replacement backup and recovery solution.

**Outcome** - Resilience, robust and secure infrastructure.

2

**Priority** - Well-designed integrated systems that make use of artificial intelligence, automation, workflow and joined up data.

**Action** - Implement use of AI including Bots in Call Centre environment.

**Outcome** - Reduction in calls being handled by Call Centre agents.

3

**Priority** - Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.

**Action** - Adopt industry standard processes in relation to lifecycle management and work with finance to deliver a financial plan that supports that.

**Outcome** -Corporate strategic and sustainable approach to acquisition and management of digital solutions.

4

**Priority** - Reduce the creation, processing and storage of paper.

**Action** - Digitisation of paper records programme including children's ISCAN, fostering and conference & review records.

**Outcome** - Widespread adoption of existing technologies such as hybrid mail and MFD workflow/ automation.

5

**Priority** - Collaborative, secure and fully integrated information storage and sharing across the economy.

**Action** - A safe and secure system for Council and key partners including NHS to share data and information

**Outcome** - Improved efficiency of joint teams and exchange of key business information between organisations

6

**Priority** - Investment in R&D in order to actively exploit emerging technologies.

**Action** - Development of research programme based on organisation's ambitions and other strands of the Digital Strategy

**Outcome** - Council and CCG remain in a good position to adopt new technology as it emerges and matures and when appropriate for the organisations.

We will continue to invest to create world class enterprise digital infrastructure which will keep our data safe and ensure that our systems are fit for purpose and appropriately managed throughout their lifecycle.



## Opportunities for people and business to fulfil their potential through technology..

**We will ensure that every resident has free access to high quality internet services through our libraries and our SWIFT public Wi-Fi network and can access training to improve their digital skills and develop our digital talent.**

1

**Priority** - Delivery of high quality office buildings on plots 1 and 3 in St. Petersfield, to kick start the delivery of the full St. Petersfield Masterplan developing our digital and creative quarter.

**Action** - Increase aspirations, employment, pay, digital skills and health across our whole population.

**Outcome** - Percentage of population with at least level 3 skills 47.5% to 54.9% by 2025. Increase median annual income from £24,405 to £27,492 by 2025

2

**Priority** - Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line

**Action** - Deliver a suite of training opportunities for public through Libraries and Digital Eagles.

**Outcome** - Increasingly confident and competent population using the Internet.

3

**Priority** - Diverse learning opportunities for digital skills for all

**Action** - Enable residents of all ages to improve their digital skills and computer literacy through the Inspiring Digital Enterprise Award (IDEA).

**Outcome** - Tameside residents will have achieved more than 50,000 badges by 2025.

4

**Priority** - Giving children the best start through digital innovation

**Action** - Continue and grow the Tameside Hack and CoderDojo schemes for young people aged between 7-18.

**Outcome** - More young people choosing a technology subjects in their next stages of education.

5

**Priority** - Digital accessibility and engagement for all

**Action** - Invest and upgrade the computer and IT facilities in public libraries, expand SWIFT free public Wi-Fi into rural Village centres and work with communities to crowd fund fibre internet connectivity into rural and urban areas.

**Outcome** - Better connected homes, libraries and Town and village centres.

6

**Priority** - Investment in R&D in order to actively exploit emerging technologies

**Action** - Work with key technology sectors such as Fixed and Mobile telecommunications industries to best place Tameside for future investment.

**Outcome** - Private investment in Tameside telecommunications infrastructure and early adopted and roll-out of new services such as 5G.



## Fast resilient digital infrastructure connecting all communities.

**We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure**

1

**Priority** - Single digital infrastructure available for all public sector bodies including schools and colleges.

**Action** - Continue to develop and expand the Tameside dark fibre network with partners from across the public and private sector, including completion of DCMS Wave 2 LFFN works

**Outcome** - Additional 20km of ducting extending the digital infrastructure across Tameside and Glossop and 40% of all business and residents within 200m of fibre network by 2022..

2

**Priority** - Competitive and world class digital infrastructure.

**Action** - Continue to support the Digital Cooperative and the commercial roll-out of internet services that its members are delivering.

**Outcome** - Increase fibre coverage to residential and commercial premises to 80% by 2025.

3

**Priority** - Fast and affordable internet access for all.

**Action** - Provide high quality, high speed access to the Internet from Tameside Public Libraries, including free to use Wi-Fi in each centre.

**Outcome** - Increased Library visitors and people using the ICT suite.

4

**Priority** - Expand free Wi-Fi across all communities and be at the forefront of 5g rollout

**Action** - Continue to develop and expand SWIFT Wi-Fi coverage to outlying Towns and Villages, parks& open using the fibre infrastructure.

**Outcome** - Increase the number of residents and visitors to Tameside using the service.

5

**Priority** - Widespread availability of information/service access points/ terminals in public spaces.

**Action** - Develop a network of public access terminals with public sector partners giving access to services and delivered through the new OnePlace website.

**Outcome** - Increased self-service and reduction in face to face customer service visits

6

**Priority** - Using technology to make our communities safe.

**Action** - Using HD quality digital cameras and the borough wide fibre network provide a state-of-the-art and comprehensive CCTV service for all areas of Tameside.

**Outcome** - Decrease in crime and anti-social behaviour, and increase in residents feeling safe and secure in the borough.

# Cross Cutting Themes



CYBER SECURITY

Cyber safe & secure with full GDPR compliance and information Governance.



MARKETING & COMMS





## Cyber Safe & Security with full GDPR compliance and information governance

We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.

1

**Priority** - Guarantee the security and privacy of our systems that hold public information  
**Action** - Adoption of new Cyber Security Strategy for Tameside.  
**Outcome** - An comprehensive framework of measures and controls to manage cyber threats to the Council

2

**Priority** - Provide assurance to Council that Cyber threat is being appropriately managed.  
**Action** - Accreditation to the IASME Cyber Security standard.  
**Outcome** - Highest standards of cyber security and best practice in operation across the Council and CCG.

3

**Priority** - Ensure all staff have the skills and awareness to identify and avoid cyber threats and keep information safe.  
**Action** - Mandatory Cyber awareness and Information governance training to all Council and CCG staff.  
**Outcome** - A workforce confident in using and sharing information and accessing the internet but aware and alert to potential risks and threats.

4

**Priority** - Provide residents, including young and old with training opportunities and information to help them keep safe when using Social Media and the Internet.  
**Action** - Develop a programme of activities including working with existing schemes such a Barclays Digital Eagles, and partners including our colleges and schools to raise awareness of risks and how to keep safe.  
**Outcome** - A local population confident and safe when using the on-line services and Social Media.

5

**Priority** - Provide opportunities for local businesses across Tameside to improve their cyber awareness and skills.  
**Action** - Through the Prosperous Board develop a range of cyber focused briefing events.  
**Outcome** - Higher business confidence when using the Internet.

6

**Priority** - Raise awareness of Cyber Best Practice within local business community.  
**Action** - New award within the Pride of Tameside business awards recognising a local business  
**Outcome** - Local business more aware of cyber threats.



## Marketing and Communications

**We will ensure that our employees, residents and businesses understand both the benefits and risk or the Internet and how to keep themselves safe.**

1

**Priority** - Brand and market Tameside's digital vision/ambition including the St Petersfield Digital Quarter.

**Action** - Develop digital brand a marketing campaign that sets Tameside aside from other areas.

**Outcome** - Tameside is recognised as the GM destination of choice for digital and tech sector

2

**Priority** - Cross economy marketing of single digital front door for Tameside public services.

**Action** - Develop a brand and marketing campaign for OnePlace website.

**Outcome** - OnePlace website becomes the "defacto" place for people to access any public services in Tameside.

3

**Priority** - Branding and Marketing for Live, Work, Invest website.

**Action** - Re-develop, re-design and re-launch the Live, work, Invest website in conjunction with the Prosperous Board.

**Outcome** - Live, Work, Invest becomes an effective and engaging website for local Businesses to interact with the Council, Chamber & other organisations.

4

**Priority** - Digital engagement and communication with local businesses across all sectors raising awareness of digital opportunity and cyber threat.

**Action** - Development of a series of business briefing sessions using industry experts to help raise awareness of key technology challenges and opportunities.

**Outcome** - Local businesses more informed and prepared for the digital opportunities, risks & benefits

5

**Priority** - On-going Internal staff awareness raising of cyber risks and individual responsibilities

**Action** - Mandatory cyber and Information governance training to be backed up by ongoing marketing and information on cyber threats and personal responsibilities.

**Outcome** - Higher staff awareness of threats, and reducing organisation risk to major cyber incident and/or data loss.

6

**Priority** - Raise awareness of cyber risks and sign posting to how residents can keep safe on-line and on social media.

**Action** - NMarketing campaign to support the public facing digital skills agenda.

**Outcome** - Public more aware of opportunities to raise their digital skills and more aware of the potential risks.

St. Petersfield