

STRATEGY SCOPING FRAMEWORK – April 2011

Title of the Strategy

Digital Economy and Inclusion Strategy

This strategy targets Next Generation Access (NGA) Broadband as a mechanism for driving economic development and social inclusion in Halton. New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life. And that doesn't just impact on individual lives but on families, communities, on political processes, democracy, public services and the economic and social health of the nation as a whole.

Purpose of the Strategy

The strategy consists of four elements -

1. Obtain Next Generation Access (NGA) Broadband for the Borough by driving demand for this utility (strategy elements 2,3,4)
2. Provide Businesses with the knowledge and skills to take advantage of NGA and related technology
3. Provide residents with the knowledge, skills and infrastructure for inclusion in the online world
4. Deliver more Council Services primarily online with backup via other channels.

Definition of NGA:

The term 'next-generation access' (NGA) refers to superfast broadband that is enabled by replacing current technology such as copper phone lines with new technology, such as fibre-optic cable (fibre) and the latest fixed and mobile wireless technologies.

(Source: NWDA, Strategic Framework: Making NGA a reality in the North West, July 2010)

Definition of Digital Exclusion:

Being prevented (by skills, equipment, motivation or some other factor) from going online and using new technologies.

Definition of Digital Inclusion:

The incorporation of information technologies into the community in order to promote education and improve quality of life.

Duration

Five Years

Stakeholders

Council – Building Schools for the Future, External Funding, ICT, Adult Learning, Education, Library Services, Town Planning, Building Control

Wider Public Sector – Halton Strategic Partnership, Health Sector, Police, Fire & Rescue, Chamber

Central Gov Departments e.g. BIS, CLG & national organisations e.g. Broadband Delivery UK.

Voluntary sector & Community groups

Universities / Colleges

Science / Technology / Creative / Media / Knowledge Industry & Commerce

Large landlords e.g. SOG @ Heath, Daresbury SIC, Registered Social Landlords, Peel Holdings

Scenarios

Describe three possible scenarios for how things might turn out.

Scenario 1: NGA (50-100Mbps) Boroughwide	Scenario 2: NGA (50-100Mbps) at Key Locations	Scenario 3: Standard 2Mbps Broadband Across Borough (Reflects current position of borough)
<ul style="list-style-type: none"> • Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws). • Key employment centres attract businesses dependent on NGA connectivity (who? what specifically do they want?). • Residents encouraged to be digitally active via 'open zones' in parks, public spaces and within range of public sector buildings. • Skills are available locally to service NGA infrastructure and take advantage of benefits (e.g. training courses). • Ability to reduce personal travel due to ability to video conferencing, 	<ul style="list-style-type: none"> • Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws). • NGA 'Hubs' at prime points of presence to appeal to knowledge, creative and other highly data intensive industries examples include Daresbury SIC, The Heath, and Manor Park in Runcorn plus Widnes Waterfront. • Residents encouraged to be digitally active via 'open zones' in parks, public spaces and within range of public sector buildings. • Schools and public sector estate connected via NGA to offer highest levels of education potential and 	<ul style="list-style-type: none"> • Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws). • Residents access and have improved knowledge of web benefits, for example – <ul style="list-style-type: none"> ▪ Online shopping ▪ Money saving benefits ▪ Education and training ▪ Health care ▪ Jobs and access to employment • Residents able to take advantage of web cams, VOIP communication. • Council delivers many services online.

<p>work from home via dependable and fast communications infrastructure.</p> <ul style="list-style-type: none">• Council delivers many services online.• Residents access and have improved knowledge of web benefits, for example –<ul style="list-style-type: none">▪ Online shopping▪ Money saving benefits▪ Education and training▪ Health care▪ Jobs and access to employment	<p>efficiency.</p> <ul style="list-style-type: none">• Council delivers many services online.• Residents access and have improved knowledge of web benefits, for example –<ul style="list-style-type: none">▪ Online shopping▪ Money saving benefits▪ Education and training▪ Health care▪ Jobs and access to employment	<ul style="list-style-type: none">• Service users can access services via multiple online channels including social networking sites and live chatrooms to obtain advice.• Internally, webcams are used to speak to colleagues, webcasts are standard practice to cascade information & briefings. Documents can be accessed and collaboratively produced with partners over the web.
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Vision and outcomes

Vision (A narrative summary of where this strategy is intended to lead)	Outcomes (A measurable or verifiable statement which unpacks the vision).
<p>By 2015 NGA broadband is deployed throughout the borough and accessible to both businesses and residents at an affordable rate.</p> <p>Employment sites in Halton are seen as desirable due to the advantage of readily available high capacity bandwidth.</p> <p>Residents and employees are skilled and knowledgeable about ICT and the Web and are able to take advantage of NGA benefits.</p> <p>The need to attend meetings in person is replaced by web cams, webcasts and personal video conferencing.</p> <p>Residents have access to low cost ICT equipment, training and technical support. A thriving third sector helps to provide this access and support.</p>	<p>Broadband Users</p> <ul style="list-style-type: none"> • 50% of residents use basic broadband by 2012 • 75% of residents use basic broadband by 2015 • 50% of businesses have access to NGA by 2012 • 100% of businesses have access to NGA by 2015 • 100% of public sector has access to NGA by 2012 <p>Health Care</p> <ul style="list-style-type: none"> • 50% of GPs offer online services for booking appointments by 2015. • 25% of GPs offer online services for health screening, health advice by 2015. • Access to healthcare – online service requests increase by 2015 • HBC Telecare Strategy is implemented to allow vulnerable adults to remain at home by 2015. <p>HPIJ and Job Centre Plus</p> <ul style="list-style-type: none"> • Dedicated job web portal • No. of jobs vacancies accessed online and applied for electronically increases to 80% by 2015 • Access to jobs – online applications and enquiries via HPIJ increase by 50% over 2010 baseline. <p>Employment & Entrepreneurialism</p> <ul style="list-style-type: none"> • Implement an Enterprise Fund in conjunction with industry to encourage business start ups with mentoring and grant funding • Social Enterprise offering services in Halton to move digital inclusion agenda forward.

<p>Many Council services are available online and the Council employs NGA advantages in service delivery e.g. online land charge service; telecare for vulnerable people.</p>	<p>Skills and Training in ICT Life Skills</p> <ul style="list-style-type: none"> • 5% increase in those enrolled on IT training for online users and web developers on an annual basis 2011 – 2015. • 30% increase in those enrolled on IT training from areas in top 10% IMD (Index of Multiple Deprivation) for online users and web developers on an annual basis 2011 - 2015. • Provide loan devices to allow connectivity to broadband • Provide free equipment to those in education supported by minimum income
	<p>Education</p> <ul style="list-style-type: none"> • Access to education – online applications for courses at all levels increase by 10%
	<p>Online Community</p> <ul style="list-style-type: none"> • Ability to take part in online society improves e.g. shopping, communicating, access to services. • Increase personal responsibility and erode the dependency culture • Community support and volunteer schemes to help implement and increase technology use amongst residents and businesses. • Halton’s public sector involve the community by online means. • Cheap / free equipment accessible to the community on a own / rent / loan basis.
	<p>Council Services</p> <ul style="list-style-type: none"> • Full online services available from all frontline, public facing services. • Increase number of residents wanting to do business via internet and e-mail to 50% from a baseline of 15% via internet & e-mail (78% via telephone) in 2010 • Informal contact available through social networking • Community engagement via Twitter / Facebook / Text Message, for example promoting consultations. • Telecare systems in place for social care and PCT providers to protect vulnerable people.

	<ul style="list-style-type: none">• Text message contacts during consultation and engagement exercises, allow consultees to 'opt out' of paper based channels.• Increase engagement and participation in public sector decisions through digital channels.• Digital advertising screens around Borough linked to network.• Extended CCTV coverage• Expansion of AIMES project to engage people in consultation, HPIJ, training via ICT systems.• Support given to the RACEonline2012 project• Make Halton an 'Intelligent Community'• ICT Life Skills Courses delivered in the community or via mobile training facility.• 'Smart Information' traffic signage, transportation signage to update travellers on journey information.
Assumptions and comments	

Analyse current reality

<p>Strengths</p> <ul style="list-style-type: none"> • Science offering at key locations e.g. Heath Business and Technical Park, Daresbury Science and Innovation Campus, Manor Park and Widnes Waterfront. • Halton has already experience of schemes to deploy ICT to community schemes. • Willingness within the Council to look at delivering services differently using online channels. • Well developed services in Library Service and Adult Learning ICT course provision. 	<p><u>Capitalizing...</u></p> <ul style="list-style-type: none"> • Continue to support the business partnerships and innovations in these geographic areas. • Pass on learning through new schemes in other vulnerable areas. • Prioritise services based on transaction volumes and suitability for online channels.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of funding available for all elements of NGA deployment i.e. infrastructure, technical support. NGA deployment heavily market led and may not penetrate the areas identified for growth. • Lack of overview with regard to needs of businesses in Halton. • Lack of overview with regard to level of training offered via education facilities in ICT skills. • Lack of ability within businesses to use ICT to drive their business. • Need to provide a 'talent pipeline' between schools / education facilities and work. People need to be prepared to work in a modern work environment. • High levels of unemployment and low ICT skill base of those not in employment. 	<p><u>Alleviate...</u></p> <ul style="list-style-type: none"> • Partnership approach with surrounding districts to increase economies of scale and business case for market intervention. • Seek advice from Halton Chamber of Commerce on businesses needs. • Explore support and strategies offered by public sector and partners in ICT education fields. • Find alternatives to direct funding e.g. gift redundant ICT assets from public sector to fund social enterprise.
<p>Opportunities</p> <ul style="list-style-type: none"> • Economy of North West to be based on knowledge, ideas and innovation. • Digital offers a 'green' way of doing business by reducing the need to travel. • Build upon the 'AIMES' Halton.Net deployment for ICT to residents in Windmill Hill area of Runcorn. • Provides access to untapped community potential through volunteering, technical support and ICT skills training. • NGA can become an enabling technology providing a route to new industries and jobs in Halton. • Need to maintain high quality built and green environment and social infrastructure 	<p><u>Capitalizing...</u></p> <ul style="list-style-type: none"> • Identify the location of these industries in Halton. Once identified, research their support needs. • Ensure links with low carbon and flexible working agendas. • Pass on learning through new schemes in other vulnerable areas. • Fully engage with business community and Regional Development Agency (NWDA) to deploy NGA to the right locations.

including leisure activities to attract and retain knowledge workers.	
Threats <ul style="list-style-type: none"> Industries to be attracted are relatively 'footloose' in nature. Knowledge, ideas and innovation are not geographically fixed. 	<u>Alleviate...</u> <ul style="list-style-type: none"> Make appropriate infrastructure provision now to secure business commitment to Halton.

Implicit strategy

What are the underlying beliefs and assumptions that got you to where you are now?

1. Recognition that ICT skills will make a difference to local people and improve the situation as regards poverty, social exclusion, access to health, education, and financial advice and benefits. Communities engaging in ICT and digital services available online will be able to close the health and economic inequalities gap between areas in Halton.
2. Strong need to support economic development in the Borough to tackle worklessness and the low wage economy.
3. Next Generation Access Broadband will attract new businesses into Halton and make existing businesses more competitive and ultimately successful. Superfast Broadband is understood to be a prime determinant influencing business location.
4. Need to be increasingly efficient in public service delivery. Need to provide quality services focussed on priorities of the local community. Online services are cheaper to provide than face to face, telephone, or postal options.
5. The convenience of 24/7 access to digital services allows residents and businesses to have the flexibility to request services at times convenient to them.
6. For many residents and communities in Halton the problem is not lack of connection to broadband opportunities but barriers such as lack of appropriate equipment, the skill and knowledge to use the equipment or financial barriers to obtaining connections.

Options

List options for achieving the outcomes grouped under broad headings (the main levers of change - if appropriate)

Level 1 – Obtain NGA	Level 2 – Up skill Businesses to take advantage of NGA	Level 3 – Residents have the resources for online inclusion	Level 4 – More Council Services Online
<p>Options</p> <ul style="list-style-type: none"> • Seek partnership / venture with infrastructure provider for the Borough • Develop infrastructure in key locations • Attract funding • Examine self funding • Draw on linkage with other locations and areas e.g. universities. • Prepare new developments to cater for NGA deployment e.g. ducting, optic fibre cables • Cut public sector network infrastructure costs, such as rentals and leases to free funding for NGA development. Reduce duplication. 	<p>Options</p> <ul style="list-style-type: none"> • Training / support packages for business. • Unlocking staff potential via - <ul style="list-style-type: none"> • School course • College courses • Adult education • Needs of employers identified and included into education system. • Raise awareness of the benefits of NGA. 	<p>Options</p> <ul style="list-style-type: none"> • 3rd Sector provision • Community led schemes • AIMES roll out in all deprived areas • RSL deployment in care facilities • Investigate web software and applications to provide online training. • Provide incentives to encourage communities to be digitally active • Take ICT Digital Skills teaching into the community to improve accessibility. 	<p>Options</p> <ul style="list-style-type: none"> • Online primary mechanism for delivery backed by other channels for non-online residents • Web chat facility for residents to contact HDL. • Telecare • Health Care • Text message consultation / service reminders. • Provide remote advertising hoardings for participation and engagement and communication. • Audit high volume interaction services to move service provision online e.g. licensing / land searches. • CCTV provision • Provide an online

<ul style="list-style-type: none">• Provide free access portals at key venues e.g. in parks on the back of public sector ICT networks			consultation database for public to manage their details and contact arrangements and subjects of interest.
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Detailed Actions / Options for Selection

Delivery Key: HBC=Halton Borough Council; LSP=Partnership; PPP= Public Private Partnership; SE= Social Enterprise

Output 1 –	Activities	When	Delivery Vehicle	Cost
Obtain Next Generation Access Broadband				
Output 1.1 Submit a bid for Halton to be a Broadband Delivery UK (BDUK) Superfast Broadband Pilot Area	1.1.1 Submit bid during August 2010 to the NWDA. (Note – This action has been completed – See supporting Evidence Paper) 1.1.2 Submit bid last quarter of 2011 to BDUK as part of Wave 2 ‘Local Broadband Plan’.	August 2010 Oct-Dec 2011	HBC PPP	Nil Nil
Output 1.2 Support the regional work ‘Making NGA a Reality in the North West: Strategic Framework’ Framework Priorities: <ul style="list-style-type: none"> • universal availability of NGA • a range of competitive retail service providers • networks that can sustain world-class applications • promotion of innovative services and applications. 	<i>(All activities from ‘Making NGA a Reality in the North West: Strategic Framework’ are reproduced here. Only those where the public sector has a key role are elaborated).</i> 1.2.1 Demand registration - Register existing demand for NGA and make this information available to all potential suppliers. This should categorise the type of demand, e.g. FTTP or FTTC, and identify clusters, e.g. of employment sites. Monitoring of actual take-up will be important as an input to the planning of further intervention activities, and as a tool for attracting private-sector suppliers to the region. 1.2.2 <i>Clarify the issue of business rates.</i> 1.2.3 Efficient processes for approving civil works - One barrier to the rapid and efficient deployment of NGA is the process of planning permission (e.g. for new cabinets) and gaining approval for road closures to deploy fibre infrastructure. Local authorities should work with telecoms operators to ensure that there is a clear and efficient process for such activities. 1.2.4 <i>Promote common standards for ducting.</i> 1.2.5 Ensure that NGA is in all areas of new build - It is much cheaper to	July 2012 July 2012 July	HBC HBC HBC	Nil Nil Nil

	install the infrastructure for NGA at the same time as other building works. All planning applications should therefore ensure that the current, or future, provision of NGA services is accounted for in any new building projects. Local planning authorities may wish to implement this activity by mandating certain obligations on property developers before planning permission is approved. The model planning obligation (section 106) agreement. The public sector should also consider making the provision of NGA a pre-requisite for any publicly funded building projects.	2011		
1.2.6	Invest in new networks where the private sector will not invest at all - the region could intervene by investing in new NGA networks. Investment should seek to leverage private-sector investment as much as possible, as discussed later.	July 2012	PPP	>£25k
1.2.7	Explore aggregating demand from multiple sectors - Local Authorities can work to aggregate demand from multiple public sector bodies in the area, and so provide an anchor tenancy that will improve the business case for NGA investment	July 2012	HBC	Nil?
1.2.8	Leverage existing network assets - There are existing fibre-optic network assets in the region. Of particular note are networks such as JANET and CLEO in the education sector. Use these existing assets to help increase the wider supply of NGA. Providing access to public sector land and buildings for deploying network equipment.	July 2012	HBC	<£20k
1.2.9	Share maps of NGA coverage and demand - A centralised view of NGA coverage (current and planned, and non coverage areas), and demand should be available.	Ongoing	HBC	Nil
1.2.10	If sufficient competition does not emerge, influence the regulator to increase competition - The region should monitor how the competitive situation evolves to ensure that a wide range of service providers emerges which have access to suitable products from network providers. If a suitably competitive market does not emerge, the region should seek to raise its concerns with Ofcom.	Ongoing	HBC	Nil
1.2.11	<i>Invest in open-access networks to ensure a more competitive environment.</i>			
1.2.12	Support independent local service providers - The region may wish to support the development of local service providers. However,	July 2012	HBC	<£5K

	<p>this is not expected to be a priority activity that involves significant levels of investment.</p> <p>1.2.13 <i>Promote common network standards.</i></p> <p>1.2.14 <i>Identify demand for FTTP services.</i></p> <p>1.2.15 Encourage the private sector to deploy higher-quality networks.</p> <p>1.2.16 Invest in higher-quality networks than the private sector has already deployed.</p> <p>1.2.17 Promote broadband take-up - Promote applications for current broadband and NGA to the digitally excluded so that they can see a reason to use broadband and NGA. Training and technical support measures are needed for the digitally excluded and for businesses, to encourage NGA take-up.</p> <p>1.2.18 Encourage broadband users to move to NGA - To make sure that as many people as possible use NGA, current broadband users must be fully aware of the additional benefits and services that NGA can deliver. To achieve this, the region should work with providers of NGA to ensure that the benefits to end users (e.g. new services and applications) are communicated clearly to businesses and consumers in a way they understand.</p> <p>1.2.19 Identify the next set of 'killer applications' - work in this area should also include identifying how the public sector can transform the way in which it delivers public services in areas such as healthcare and education.</p> <p>1.2.20 Ensure interfaces with non-NGA activities - Ensure that planning of NGA intervention activities is co-ordinated with other relevant objectives such as achieving a low carbon economy, rural communities initiatives and developing digital technology skills. It will be important to develop skills in the North West to establish, operate, maintain and exploit NGA. This could include education programmes, apprenticeships or NGA R&D programmes in the region's higher education institutions.</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>PPP PPP</p> <p>SE</p> <p>HBC / PPP / SE</p> <p>HBC</p> <p>PPP</p>	<p>Nil >£25K</p> <p><£5k</p> <p>Nil</p> <p>Nil-to >£25K</p> <p>Nil</p>
<p>Output 1.3</p> <p>Continue to promote Halton's interests at Liverpool City</p>	<p>1.3.1 Support work of Digital Connectivity in LCR Working Group.</p> <p>1.3.2 Support work of NGA Regional Advisory Group.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>HBC</p> <p>HBC</p>	<p>Nil</p> <p>Nil</p>

Region (LCR) and Regional working groups seeking to secure Next Generation Access (NGA) Broadband.				
Output 1.4 Establish a 'Horizon Scanning' working group to periodically test new technologies, innovate and exploit opportunities. This should include public sector, universities and private sector.	1.4.4 Establish an external partnership 'Horizon Scanning' Working Group. 1.4.2 Cascade learning to HBC Departments to incorporate into service planning (e.g. NGA benefits, consultation via text message).	July 2012 Ongoing	PPP HBC	Nil Nil
Output 2 – Upskill Businesses to take advantage of NGA	Activities	When	Delivery Vehicle	Cost
Output 2.1 Promoting digital and social inclusion through contracts, commissioning and grant aid	2.1.1 The authority and partners commission in a smart way e.g. contracting for outcomes, but also ensuring that all relevant contracts do not inadvertently deepen social and digital exclusion. 2.1.2 Put processes in place to ensure that: a) ICT or service contracts do not inadvertently lead to exclusion for individuals or communities b) Opportunities to enhance digital inclusion are built into contract. c) Follow good practice when working with the third sector – for example contracting for outcomes? d) Involve those affected by the procurement involved in the decision in some way e.g. residents / business.	Ongoing July 2012	LSP LSP	Nil Nil
Output 2.2 Apply for Halton to become an 'Intelligent Community' via the	2.2.1 http://www.intelligentcommunity.org/ 2.2.2 Complete application process for 2012 (process starts June 2011)	July 2011	HBC	Nil

Intelligent Communities' Forum (ICF).				
Output 2.3 Private Sector - Enhanced Partnership working in Halton to deliver digital inclusion	<p>2.3.1 Work closely with local and national businesses on digital and social inclusion initiatives for example: harnessing employee volunteering schemes, reusing infrastructure and spare capacity and recycling ICT equipment back into the community.</p> <p>2.3.2 Works with local business to reach out to digitally excluded employees and their families with equipment or training and support.</p> <p>2.3.3 Opportunities for the private sector to act as a delivery channel for public services are also explored.</p> <p>2.3.4 Embed within relevant ICT or service contracts with the private sector digital and social inclusion objectives or clauses.</p> <p>2.3.5 Develop working relationships with local communications companies to help to fill gaps in broadband, Wifi or other comms provision (notspots).</p> <p>2.3.6 Explore opportunities for the authority to make use of free national schemes provided by national businesses.</p> <p>2.3.7 Explore opportunities of working with local businesses / 3rd sector on recycling equipment or using spare capacity on networks for the community.</p> <p>2.3.8 Develop a social enterprise using local employee volunteers to assist helping people to use computers, recycle equipment or other digital inclusion initiatives.</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>PPP</p> <p>HBC</p> <p>PPP</p> <p>HBC</p> <p>PPP</p> <p>HBC</p> <p>HBC</p> <p>SE</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p><£5K</p>
Output 3 – Residents have the resources for online inclusion	Activities	When	Delivery Vehicle	Cost
Output 3.1 Implement Quick Wins List to Assist Residents to get Online.	3.1.1 Use Council's online channels to promote skill development. Some people may have Internet access but struggle to use the web effectively and could be referred to myguide which is designed specifically to help them build confidence in web use.	Ongoing	HBC	Nil

	<p>Many Council website users will be confident internet users and where they are using the most popular parts of your website they should be asked if they 'know someone who would also benefit from this service but isn't yet online, here's how you can help' and link to the Pass IT on website.</p> <p>3.1.2 Use Council's offline delivery channels effectively and not 'passively'. These need to be safety nets but not keep nets - they need to be actively used to promote what's available online and the digital inclusion support available for their clients. There is a very real risk that offline channels could inadvertently maintain the digital divide for their clients and deny them future jobs, savings, independent living etc. as a result. One-stop-shops should know where Halton's local UKOnline centres are and call centres can offer clients the free phone number (0800 77 1234) to find Halton's local centres. These channels should also be using the HBC website (and Directgov) as a knowledge resource.</p> <p>3.1.3 Use all our communication channels. Correspondence, publications, posters, newspapers, local radio, events (whether about inclusion or anything else) - all should be promoting what's available online and have a secondary call-to-action 'but if you're not yet online phone 0800 77 1234 to find ..'</p> <p>3.1.4 Using our mobile frontline and outreach staff (including third sector partners). Both to promote what's available and also to directly support inclusion; myguide is designed to be used in this way, for example it is used by some organisations in the homes of disabled people. Also using internal communications LA staff more generally could be asked to 'Pass IT on' to friends, family and neighbours.</p> <p>3.1.5 Support and use access initiatives. Check that Halton's local UK online centres are sustainable. Promote myguide, which can be used without the need for much if any dedicated staff. Make sure residents can benefit from the Home Access programme for disadvantaged households (obtain kit and connectivity packages). Other support and discount initiatives include the e-Learning Foundation schemes. Promote to parents the</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>HBC</p> <p>HBC</p> <p>HBC</p> <p>HBC</p>	<p>Nil</p> <p><£5K</p> <p>Nil</p> <p>Nil</p>
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	<p>availability of Home Access approved packages also for sale in their area. Support or initiate computer refurbishment schemes and ensure there is a skills and confidence building element such as myguide and UK online centres as this will attract significant software discounts from Microsoft.</p> <p>3.1.6 Get engaged in or adapt national inclusion campaigns. Council to enrol as partner in Martha Lane Fox's ongoing Race Online 2012. Library Services to support Age UK's Itea and Biscuits campaign. (Note – action 3.1.6 has been completed – Sept 10).</p>	Sept 2010	Complete	Nil
Output 3.2 Complete Digital Inclusion Beacon Checklist and incorporate recommendations into DEIS Strategy	3.2.1 Complete Beacon Checklist and implement appropriate actions. (Note – This action has been completed and the results of the checklist have been included in this strategy)	Sept 10	HBC	Nil
Output 3.3 Undertake community mapping and resident insight analysis	3.3.1 Take steps to research, profile and identify the specific needs of their most vulnerable customers. These are an established priority for improving services, providing support and increasing engagement.	Ongoing	HBC	Nil
Output 3.4 Assess the extent to which households in rural areas would be considered digitally excluded	3.4.1 Assess whether households in the Borough digitally or socially excluded. 3.4.2 If necessary consider the use of mobile equipment on buses to deliver services, and to demonstrate to remote communities the alternative approaches to accessing services. Permanent equipment could be installed in community locations and village halls for use by local residents. In other cases mobile equipment could be developed for communities to share. Shared services and partnering approaches have also been adopted to allow frontline staff on home visits to act as advocates to other services.	Ongoing July 2012	HBC PPP	nil >£25K
Output 3.5 Review Adult Learning, Library Services and Community	3.5.1: Review existing strategies to ensure: <ul style="list-style-type: none"> • Clear actions to improve the ICT related life skills of disadvantaged communities and residents? • Free, practical and informal ICT learning available for residents – 	Ongoing	HBC	Nil

<p>Development Strategies with a focus on embedding digital skills</p>	<p>were there is no obligation to take tests and exams?</p> <ul style="list-style-type: none"> • Are there clear pathways between informal and formal learning around ICT? • Is there training and awareness raising in place to support residents and communities accessing public and third sector services via ICT? • Actions to improve access to technology for disadvantaged residents both in the community and at home? <p>3.5.2 Provide in-community learning environments or mobile units to allow courses to be delivered in localities.</p>	<p>July 2012</p>	<p>PPP</p>	<p><20K</p>
<p>Output 3.6</p> <p>Supports the voluntary and community sector to use technology effectively.</p>	<p>3.6.1 Help the sector to improve the efficiency and effectiveness of their services to the most disadvantaged. It is recognised that the third sector can be a real driving force for innovation in service delivery. Options include:</p> <ul style="list-style-type: none"> • Identifying and equipping 'champions' within these groups with access to and the capability to use ICT. • Providing shared services such as web site design and hosting, and communications tools for the sector. 	<p>July 2012</p>	<p>LSP LSP</p>	<p>Nil Nil</p>
<p>Output 3.7</p> <p>Improvements in across boundary working to improve services for the most vulnerable</p>	<p>3.7.1 Consider establishing partnerships with neighbouring authorities specifically relating to serving vulnerable groups and preventing them falling between gaps in service provision. Provide technology to support these partnerships; results driven intervention.</p>	<p>July 2012</p>	<p>HBC</p>	<p>Nil</p>
<p>Output 3.8</p> <p>Public Sector - Enhanced Partnership working in Halton to deliver digital inclusion initiatives</p>	<p>3.8.1 Develop the remit of Halton Strategic Partnership and Children's Trust to include explicitly digital and social inclusion.</p> <p>3.8.2 Explore joint council/ RSL initiatives to tackle digital exclusion in the area.</p> <p>3.8.3 Consider working with sheltered housing for older people.</p> <p>3.8.4 Work with wider public organisations on digital and social inclusion initiatives (Primary Care Trusts, Police, Fire Service, Job Centre Plus, FE colleges, Schools, Connexions). Ensure that frontline workers in these wider public sector organisations understand the benefits of ICT, have the skills and simple tools to use it in their day job and are able to act as ICT advocates to the people and communities they work with.</p>	<p>Ongoing July 2012 July 2012 July 2012</p>	<p>HBC HBC HBC LSP/PPP</p>	<p>Nil Nil Nil Nil</p>

<p>Output 3.9</p> <p>Third Sector - Enhanced Partnership working in Halton to deliver digital inclusion</p>	<p>3.9.1 Work closely with the third sector on digital inclusion initiatives particularly to provide ICT access and training to disadvantaged groups.</p> <p>3.9.2 Frontline workers in these organisations understand the benefits of ICT and are able to act as ICT advocates to the people and communities they work with.</p>	<p>July 2012</p> <p>July 2012</p>	<p>HBC</p> <p>HBC</p>	<p>Nil</p> <p>Nil</p>
<p>Output 3.10</p> <p>Strengthen existing partnerships to deliver on all four digital strategy elements</p>	<p>3.10.1 Review the structure of existing partnerships to include digital and social inclusion responsibilities. Balance risk/ reward share within the partnership. Ensure partnerships are sustainable and not based on temporary goodwill.</p> <p>3.10.2 Put the right incentives in place for each partner to overcome the inevitable delivery obstacles and hurdles. Ensure success in all partners' interests.</p> <p>3.10.3 Revisit data sharing arrangements for partnerships, particularly Halton Strategic Partnership and Children's Trust.</p> <p>3.10.4 Enhance personal data sharing arrangements within strict protocol. Breakdown organisational and cultural barriers to data sharing. Develop data sharing policy, data sharing standards agreed at a technical level and clear protocols are agreed between partners. Train staff on data security and protocols, overcome culture of risk aversion to sharing data, collect data against the COUNT principle (collect once and use numerous times) between agencies.</p> <p>3.10.5 Prioritise learning from others (reuse of the successful and appropriate initiatives of others) over the development of new home-grown initiatives. Encourage innovation in the sharing of good practice – using a mix of 'market places', testimony from users, customer journeys, tours of initiatives and video.</p> <p>3.10.6 Demonstrate successes. How have actions improved the lives and life chances of the most socially excluded groups - the 5-10% hardest to reach in society and the 10% most deprived communities.</p> <p>3.10.7 Performance measures for the partnership. What activities have made a real difference to the socially excluded adults PSA target groups: care leavers, offenders, adults with learning disabilities, and adults accessing secondary mental health services? What activities have made a difference for domestic violence sufferers, families at risk, homeless, substance abusers and those not in education, employment or training</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p>

	(NEET), young carers? What activities have made a difference in communities that are in the top or second decile for deprivation in the country? What is the measured difference in qualitative or quantitative terms?			
Output 4 – More Council Services Online	Activities	When	Delivery Vehicle	Cost
Output 4.1 Enhanced Service Planning	<p>4.1.1 Incorporate online services delivery options into service planning process.</p> <p>4.1.2 Incorporate measures to further digital inclusion into the service planning process. This covers both the way the Council conducts its business and the services it offers to actively promote digital inclusion.</p> <p>4.1.3 Develop and undertake Social Exclusion Impact Assessment on strategies, policies, programmes and service transformation to ensure the outputs are digital exclusion proof.</p> <p>4.1.4 Establish a cross-discipline group to work closely to improve services and provide systemic opportunities for ICT to come together with frontline workers and services managers. Technology is seen as an effective lens through which to view social problems.</p> <p>4.1.5 Establish a virtual innovation centre to actively encourage, collect and consider suggestions from frontline staff workers. Forge strong relationships with universities and private sector to stimulate innovation and take advantage of technology transfer into the public sector.</p> <p>4.1.6 Customer centred service design. It encourages local participation in the way public and voluntary services are run and developed. It takes effective steps to understand and address the needs of citizens and communities, especially those who are vulnerable or socially excluded. Service users are involved in the service design process. This is facilitated by technology so that service users are able to participate in a way that is convenient to them.</p> <p>4.1.7 Contact channel strategies actively grasping the opportunities associated with technology and delivering better services to the digitally and socially excluded as well e.g. using intermediated access, home access, digital TV, games consoles, mobile service centres, kiosks and</p>	July 2012	HBC ↓	Nil ↓

	screens in key community locations etc.Ensure channels are accessible to those with specific disabilities or language needs. This includes traditional channels as well as electronic channels. Make use of simpler language and more easily recognised symbols and illustrations in communicating information and in the delivery of self-service applications			
Output 4.2 Performance Management	4.2.1 Clear goals and targets set for digital inclusion initiatives. 4.2.2 Clear evaluation framework for digital inclusion initiatives including quantitative and qualitative (via case study to capture 'softer' issues) measures	July 2012	HBC	Nil
Output 4.3 Change Management Processes	4.3.1 Establish a 'Digital Inclusion Workstream' to look at pushing more services online including enabling service users to continue to access online services. 4.3.2 Ensure business case preparation incorporates digital inclusion aspects where appropriate. This may be staff training or customer experience led.	Ongoing	HBC	Nil
Output 4.4 Citizen and Community Involvement	4.4.1 Technology used extensively to facilitate consultation and involvement, to demonstrate how community consultation has influenced decisions and to ensure the community is aware of the outcomes. 4.4.2 Online consultation database with the option for the user to login, update their contact details and select the topics of consultation that interest them. Users validate with council tax / business rates ref and address gazetteer (LLPG) looks up address.	Ongoing	HBC HBC	<£10K <£5K
Output 4.5 Digital Channel Evaluation	4.5.1 Review Halton Direct Link statistics for call centre service requests. Seek to migrate some of these service requests / service provision to the website. Examples include land charges where LLC1 and Con29 forms could be made available electronically via the web.	Ongoing	HBC	Nil

Priorities for Action (to be completed following consultation)

Priorities for action – narrative	Measurable goals	Outputs – key deliverables with dates
Priority 1		Output 1.1 Output 1.2 Output 1.3
Priority 2		Output 2.1 Output 2.2
Priority 3		Output 3.1 Output 3.2 Output 3.3
Priority 4		Output 4.1 Output 4.2 Output 4.3 Output 4.4

The learning loop (to be completed following consultation)

How will you communicate the strategy?

How will you monitor and evaluate your progress?

When will you review and revise the strategy?