SMART CITIES AND THE DIGITAL TRANSFORMATION OF LOCAL GOVERNMENT 2019

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iGOV SURVEY

Introduction

Local authorities continue to search for ways to improve society – to increase economic growth and social mobility, and to address environmental goals through the regeneration of town centres and regions. Technology, as ever, undoubtedly plays a role in this transformation, but creating the 'smart city' of the future is more than simply adopting digital; at its core, a smart city uses technology to solve problems and improve citizen experiences.

Global 'smart city' revenue is expected to grow to $88.7bn[1] and, with its ability to deliver better public services, efficiently and sustainably, it's no wonder. The economic impact of smart cities cannot be understated and, as the UK continues to tackle the uncertainty of its departure from the European Union (EU), it is critical that the needs of business are met. "Businesses need smart cities, or the innovation they represent, to thrive in a world where traditional industries are getting disrupted every day."[2] To facilitate this, it is vital that local authorities can ensure that their infrastructure is ready to support the cities of the future.

Yet research conducted by the Economic and Social Research Council highlights a number of challenges that local authorities must be able to overcome to successfully embrace smart cities. They point to missed opportunities for improved sustainability by modelling initiatives solely for the purpose of cost efficiencies, and warn that "badly planned implementation of smart city initiatives can cause societal harm – including technological exclusion of people without ICT access, misuse of sensitive data, violation of citizens' privacy rights, and business interests being prioritised above social and environmental issues."[1]

Moreover, it is just as critical for local authorities to consider the role of digital transformation in rural areas across the country. Where smart city strategies are not as applicable, the citizen experience remains at the heart of service delivery. To ensure that citizens receive a modern, high standard of service, authorities must ensure that they are prepared for and able to embrace improved digital solutions that deliver top-quality services to meet citizen demand.

With this in mind, we partnered with digital leaders, Virgin Media Business (VMB), to examine how local authorities view and approach smart cities, and how digital transformation is changing the face of public service delivery. In particular, the study explores:

- the critical considerations authorities must take into account when putting citizens at the heart of an improved service delivery;
- the impact of environmental goals, sustainability drives and the so-called 'skills gap' across the public sector; and
- the challenges and barriers standing in the way to successful transformation.

[1] https://esrc.ukri.org/news-events-and-publications/evidence-briefings/smart-cities-and-sustainability /?_ga=2.83782166.1446705511.1556704912-1649486114.1556704912
[2] https://www.information-age.com/smart-cities-iot-ctos-123474110/

About our survey partner

This survey has been commissioned by Virgin Media Business, which has over 20 years' experience helping the public sector to share information, achieve efficiencies and use best practices to provide citizens with a better experience.

Survey methodologies and respondents' profile

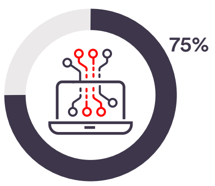
This survey was conducted by iGov Survey in partnership with Virgin Media Business. The project ran from Tuesday 19 February 2019 to Tuesday 26 March 2019.

Survey respondents represented a broad cross-section of roles across the public sector. This included: Administration, Audit, Business Development, Business Management, Chief Executive/Deputy, Contract Services, Corporate Services , Customer Services, Digital, Energy, Environment, Facilities & Estates, Finance Management, Fundraising, General Manager, Information, IT Management, Marketing Communications, Modernisation, Organisational Planning, Performance, Planning, Policy, Procurement/ Purchasing, Programme Management, Project, Property, Regeneration, Senior Manager, Service Delivery, Strategy, Sustainability, Sustainable Communities, Technical Services, and Transformation & Change Management.

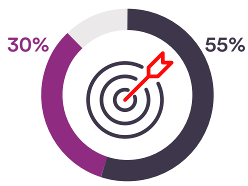
133 individuals took part in our survey, representing 102 unique organisations across the public sector. There was no inducement to take part in the survey, and Virgin Media Business was not introduced as the survey partner.

The results displayed throughout this report are based on those who fully completed the questionnaire and are displayed as a percentage of this group, unless explicitly stated otherwise.

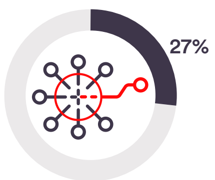
Smart cities



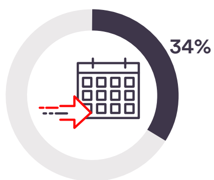
75% of local authorities surveyed have a defined smart city strategy or digital agenda



It's great to see that over half (55%) have already implemented one or more projects within this strategy, and a further 30% of participants are in the early planning stages



Of those who don't have a strategy, over a quarter (27%) state they need more support in building a strategy or agenda



Within this group, it is encouraging to see that 34% are looking to develop a strategy in the next year

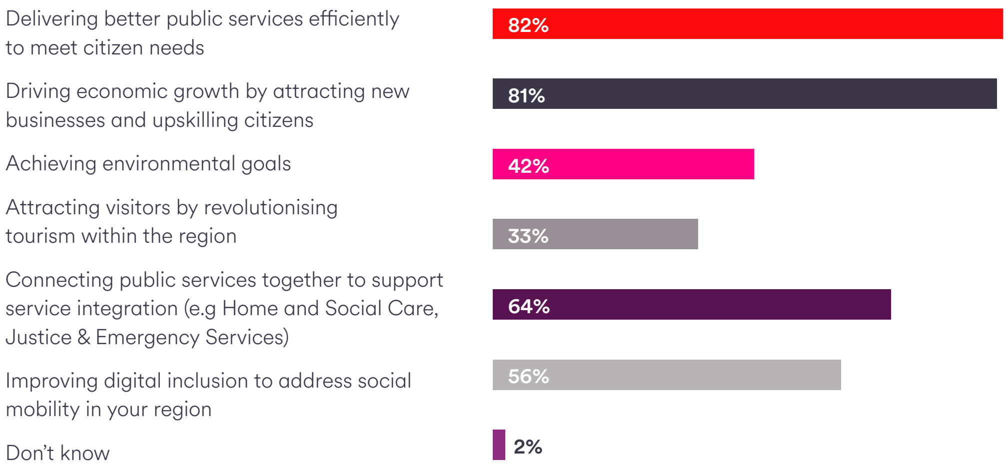
Key findings

1

Delivering better public services and driving economic growth are the top priorities for local authorities developing their city strategies

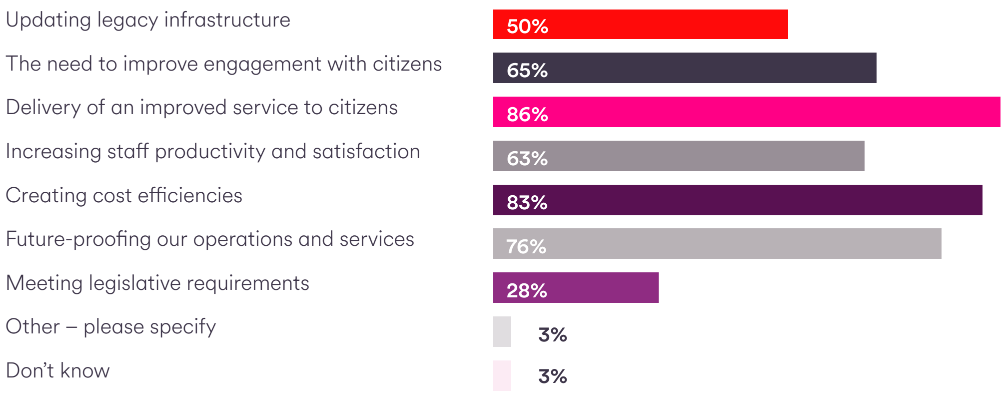
Citizens and the end-user experience are now at the heart of service delivery, with 82% reporting that efficiently meeting citizen needs is a major driver for their digital strategy, alongside driving economic growth to attract new business and upskill citizens (81%). It is also encouraging to see that over half are looking to improve social mobility in their region by better enabling digital inclusion (56%), and that environmental goals are becoming a more significant priority (42%).

FIGURE 1: As local authorities look to drive economic growth and social mobility whilst addressing environmental goals, which would you identify as the most important factors driving the need to develop a digital strategy for your city?



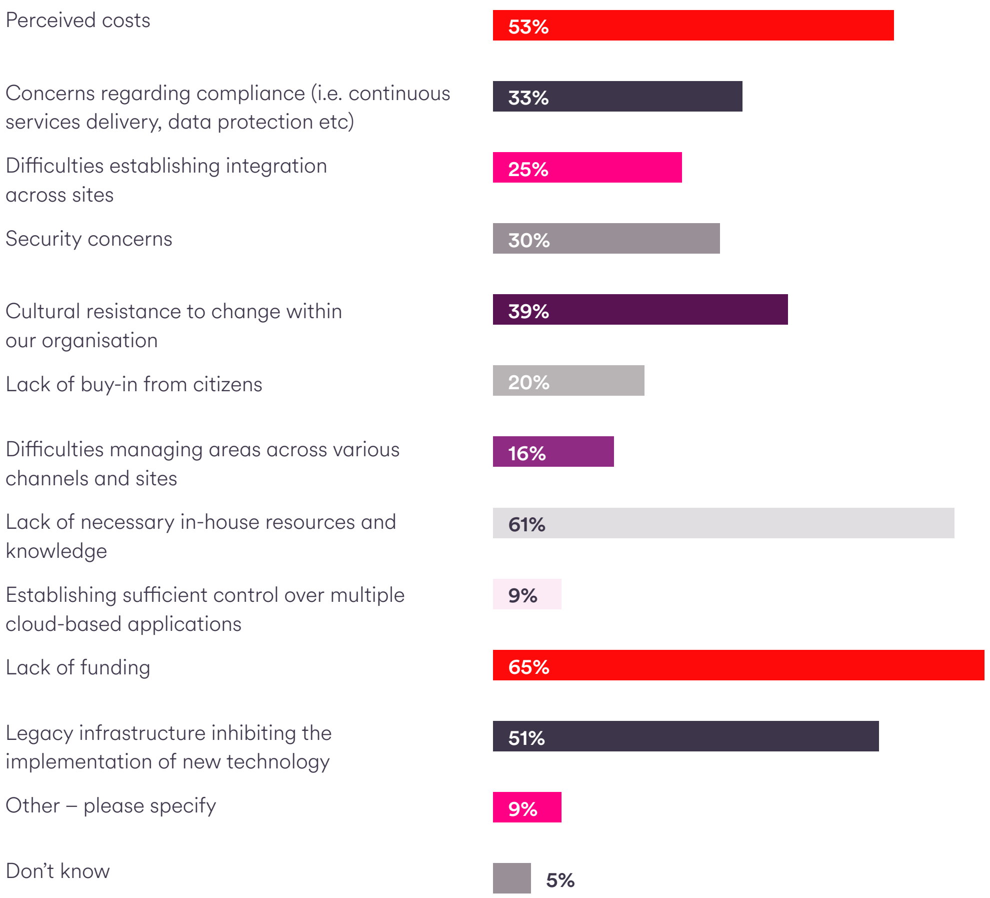
The growing focus on placing citizens at the heart of service delivery is also reflected when it comes to the biggest drivers for digital transformation strategies. Delivering an improved service to citizens is a driver for 86% of participants, and a further three-quarters (76%) recognise the need to future-proof their operations and services. However, predictably, creating cost efficiencies also ranks highly (83%) and it is encouraging to see that improving staff satisfaction and productivity is also a concern (63%).

FIGURE 2: In your opinion, what are the biggest drivers for your digital transformation strategy?



In contrast to this, when it comes to challenges for digital strategies, it is no surprise that perceived cost of transformation (53%) and a lack of funding (65%) are among the biggest barriers. Moreover, legacy infrastructure continues to present an issue (51%) and a lack of necessary in-house resources or knowledge (61%) suggests local authorities face a crucial skills gap. This could point to a significant concern: without the resources and skills required, authorities across the country are likely to fall short of true digital transformation.

FIGURE 3: In contrast, what do you believe are the most challenging aspects of your strategy?

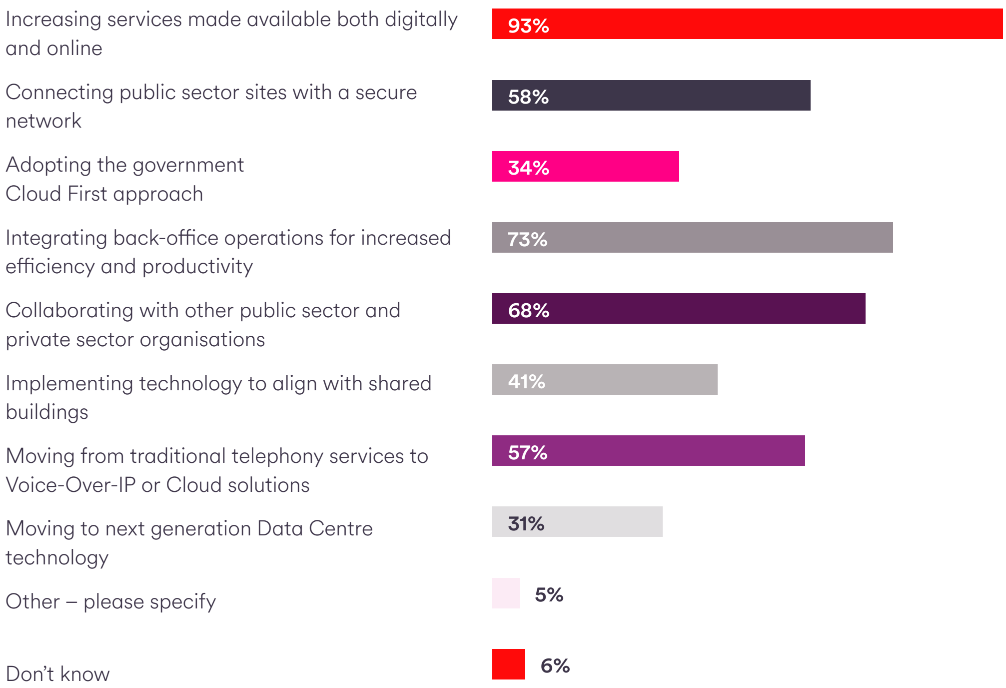


2

The most common approach to digital transformation is increasing the number of services made available, digitally and online (93%)

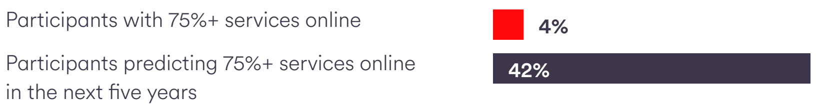
Integration is once again highlighted as a focus, with nearly three-quarters (73%) stating they are integrating back-office operations to improve efficiency and productivity. It is also worth noting that there is a recognition that collaboration is key, as over two-thirds (68%) report collaborating with public or private sector organisations is a significant approach.

FIGURE 4: How is your organisation currently approaching digital transformation?



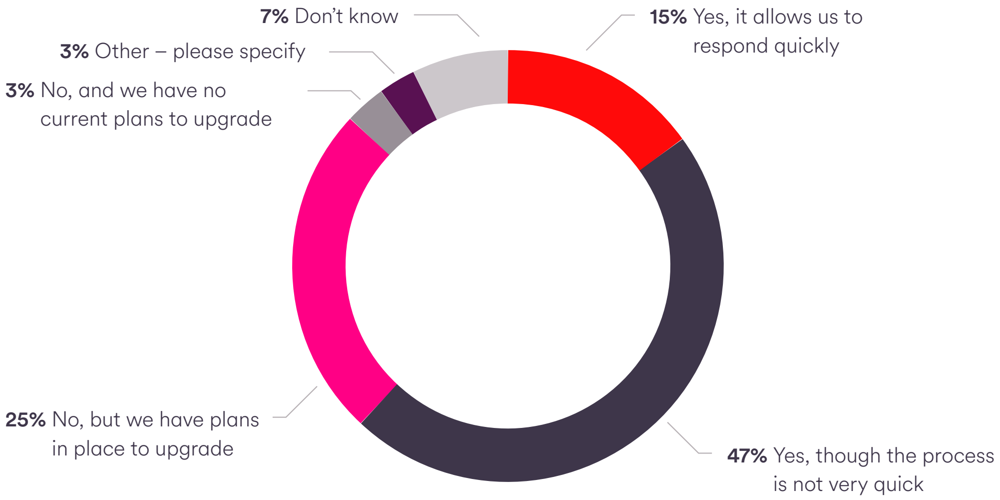
Interestingly, just 4% of survey participants believe that over 75% of their services are currently delivered online; yet, when asked about their expectation within the next five years, this increases dramatically to 42%. This suggests an expectation across the sector of significant growth in digital services, matched with a rapid pace of change.

FIGURE 5: Currently, roughly what percentage of public services are delivered online and how do you expect this to change in the future?



Keeping this in mind, it is worth noting that just 15% are confident that their organisation's infrastructure can react quickly and effectively to changes in working processes and organisational needs. Three-quarters of respondents suggest that their infrastructure means they are slow to respond, or not able to respond at all. This is critical: legacy infrastructure can inhibit progress, as it wasn't designed to support new technologies, particularly in the face of rising cloud adoption. To achieve their goals, authorities need to ensure they start transformation with a strong foundation.

FIGURE 6: Do you believe your organisation's digital infrastructure allows you to react effectively to change in working processes and organisational needs?

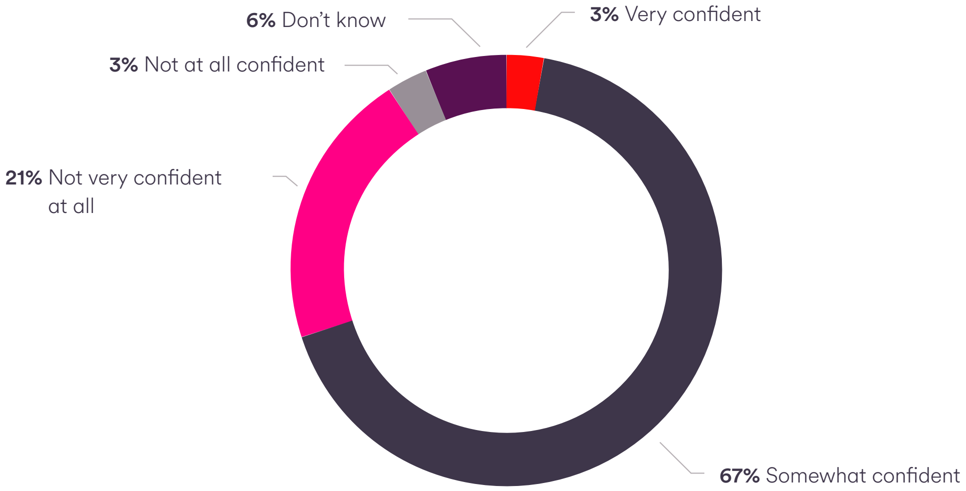


3

Just 3% of participants say they are very confident that they have the skills and experience available in-house to deliver their plan

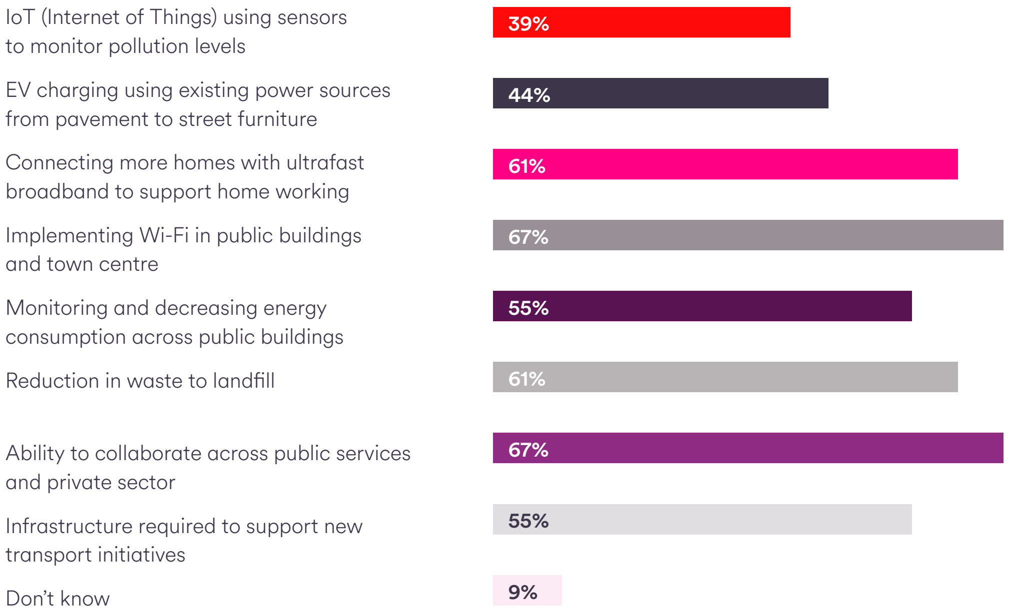
Two-thirds (67%) report that they are somewhat confident that this is the case, revealing there is still much work to be done by organisation to ensure they are able to take full advantage of digital technology and modernisation.

FIGURE 7: How confident are you that your organisation currently has the required skills and experience available in-house to deliver against your strategy?



Looking at the plans which organisations have in place to address environmental goals, over two-thirds are looking at implementing Wi-Fi in public buildings, and the same percentage are looking at developing the ability to collaborate across public services and private sector (67%). Furthermore, 61% said they are looking to connect more homes with ultrafast broadband to support home working, and just over half (55%) said that they are considering the infrastructure required to support new transport initiatives. It is also good to see that EV charging is a growing area of interest in local government, with nearly half of respondents planning to introduce this, using existing power sources from pavement to street furniture (44%).

FIGURE 8: Do you currently have plans to introduce any of the following to address environmental goals?

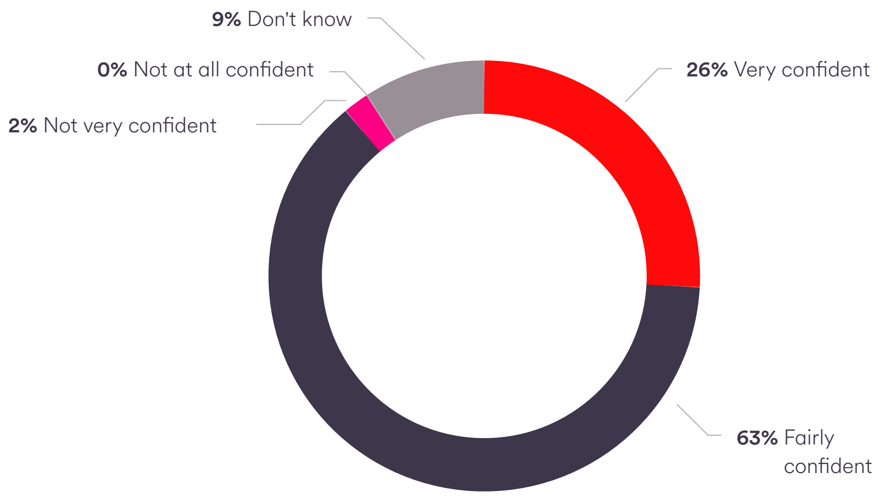


4

Just over a quarter (26%) are very confident in their organisation's ability to secure their network

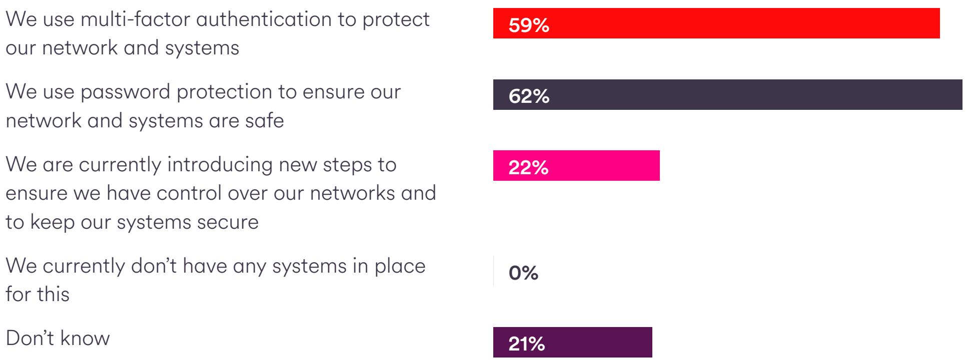
As local authorities continue to migrate to new technologies, managing and keeping control of security can be difficult. This is particularly prevalent in local government, where vast amounts of sensitive data – including social and demographic information and financial records – are collected every day. Moreover, with respondents suggesting the rise of a skills gap across the sector, it is essential that security is prioritised. The further digital transformation is embraced, the more specialised this area becomes, and it is crucial organisations can get this right.

FIGURE 9: How confident are you that your organisation's network is secure?



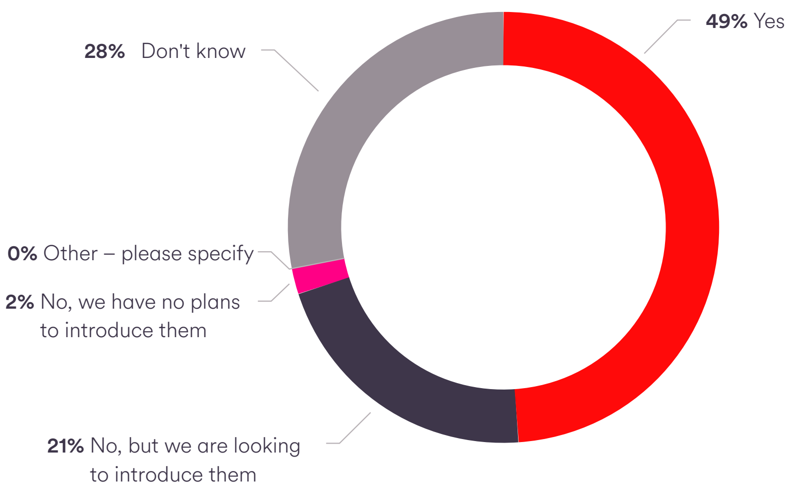
When we consider the steps organisations are taking to secure their systems, password protection is the most common approach (62%), closely followed by over half who use multi-factor authentication (MFA) to protect themselves.

FIGURE 10: What steps are you taking to ensure your systems are secure, and ensure you have control over your network?



Thinking about the role of cloud technology, half of our survey respondents state that they use multiple applications in the cloud, with just over a fifth (21%) saying they are looking to introduce them in the future. While it is good to see that local authorities are embracing new and more advanced technologies, this presents new challenges for areas such as security, and requires organisations to review legacy infrastructure to support the move.

FIGURE 11: Currently, does your organisation use multiple applications in the cloud?

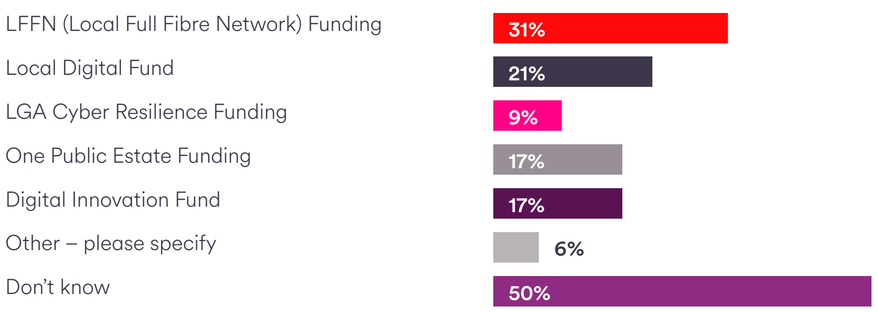


5

Local authorities are accessing a wide range of funding options, with the Local Full Fibre Network (LFFN) ranked as the most common (31%)

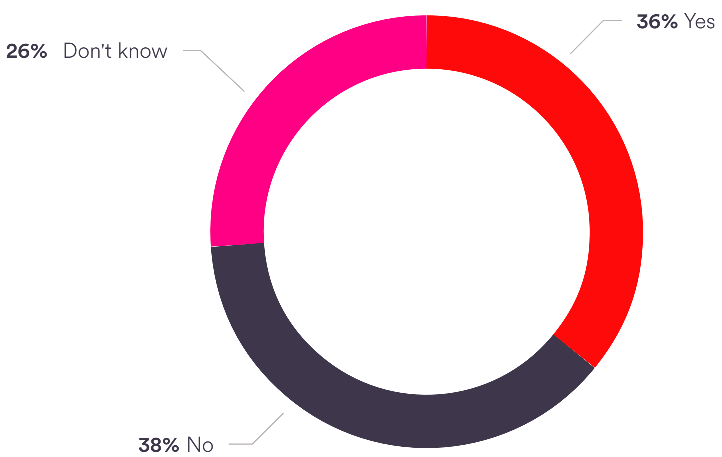
It is encouraging to see organisations are aware of the many available options for them when it comes to funding their digital agenda, with a fifth (21%) also accessing the Local Digital Fund, and 17% accessing the One Public Estate Funding and/or the Digital Innovation Fund.

FIGURE 12: With regard to government funding available to support your digital agenda, which of the following have you applied for or been allocated?



Interestingly, just 36% of authorities are currently working with a technology provider in a strategic partnership, with 38% stating this is not currently the case. Given the growing skills gap across the sector and the acknowledgement of the need for support with their digital strategy, this is an area that organisations should review.

FIGURE 13: In order to implement your smart city strategy or digital agenda, are you currently working in a strategic partnership with a technology provider?



Regional analysis

1. Local authorities across the country must be ready to adapt and embrace smart cities and digital transformation, yet this appears to vary significantly across regions

When asked how prepared they felt their organisation's infrastructure was to react effectively to changes in processes and organisational needs, just over half of authorities in London and its outskirts (55%) report that they are able to do this, but not quickly. No authorities believed this process was rapidly adaptable.

In comparison, 62% of authorities in Yorkshire and the Humber responded in a similar manner, with 8% stating they are able to conduct this work rapidly. And percentages increase among authorities in the North and South West – in the South, 15% are able to adapt quickly, whilst in the North, this rises to 19%, almost a fifth of all authorities.

2. Moreover, our research suggests that the North West is also more likely to identify more drivers steering their digital cities and transformation agendas

In London and its outskirts, authorities identified the need to deliver better public services for citizens (100%) and connecting public services together to support service integration (such as health and social care, and justice and emergency services) (91%) as the biggest drivers behind a digital strategy for their cities. Thinking about digital transformation, they also identified cost efficiencies (91%) and the need to increase citizen engagement (82%) and future-proof services (82%) as key factors.

The South West reports similar drivers, with the exception of an increased focus on driving economic growth in their cities (77%) and a lesser focus on connecting public services (38%). This is also reflected in drivers amongst Yorkshire and Humber, where economic growth (71%) and meeting citizen needs with improved services (69%) are identified as key drivers for city strategies.

Yet it is the North West authorities that identify the most varied range of drivers for strategies and transformation agendas. In terms of digital strategies for cities, driving economic growth is the top driver (94%), followed by delivering better services, connecting services together, and improving digital inclusion, all at 69%. Looking at digital transformation, 88% report cost efficiencies and future-proofing operations are key factors, while a further 81% report the need to improve engagement with citizens, delivery of an improved service to citizens, and increasing staff productivity and satisfaction.

3. Yorkshire and Humber and the North West are currently lagging behind in terms of services already delivered online or digitally

Moreover, expectations of change over the next five years vary greatly from region to region. In London and the outskirts, 9% of authorities report that 75%+ services in their region are delivered online or digitally – and 64% expect this to be the case in five years' time.

And, while Yorkshire and Humber and the North West are lagging behind currently – with no authorities currently reporting a wide uptake of online or digital services – expectations of change remain high. 46% of Yorkshire and Humber authorities believe 75%+ of their services will be delivered in this way in five years, whilst this is true of 38% of North West authorities.

However, in the South West, expectations are more conservative. 8% of authorities currently report a majority of services delivered online or digitally, yet this is expected to increase only to 23% in the coming years.

4. Authorities in the Yorkshire and the Humber region, as well as the North West, are more likely to access a wider range of funding options.

Funding access appears to be limited in London and its outskirts, with authorities reporting the application for, or allocation of funds from, the Local Full Fibre Network (LFFN) fund (27%) and the Local Digital Fund (27%). Just 9% also accessed the Digital Innovation Fund.

Authorities in the South West region report accessing more funding options, including the prevalent use of the One Public Estate Funding (31%), alongside the LFFN (23%), the Digital Innovation Fund (23%) and the Local Digital Fund (15%).

This becomes more varied again across Yorkshire and the Humber, where alongside the common accessed funds already mentioned, a quarter (25%) have accessed the LGA Cyber Resilience Funding. And it's a similar picture on the North West, where authorities are more likely to access a range of funds. Almost half (44%) have accessed the LFFN fund, 38% selected the Local Digital Fund, 31% cite the One Public Estate Funding, 25% accessed the Cyber Resilience Fund, and 19% accessed the Digital Innovation Fund.

> **"I am delighted with the number of senior managers in local government who have taken the time to provide us with the insight contained in this report. It is encouraging to see the increasing adoption of innovative technology across regions, supporting better outcomes for citizens. Our team of regional public-sector experts are partnering closely with government organisations every day as they embark on their journey of digital transformation. We are excited to join them on this journey as they create our future smart cities."**

Martin McFadyen, Head of Public Sector at Virgin Media Business

Conclusion

By Rob Orr, Executive Director, Commercial Marketing at Virgin Media Business
Citizen Experience: The Driver Behind Smart Cities and Digital Transformation

Virgin Media Business has been partnering with public sector organisations for over 20 years, leveraging technology to enable wider collaboration, improved services for citizens and increased employee productivity, all whist driving cost efficiencies.

At the heart of our public sector strategy is regional engagement, with over 40 local offices, PSN networks and local investment programmes. We believe in listening to the views of those commissioning, managing and using our services, and leveraging this insight to provide technology solutions that deliver meaningful outcomes for communities.

With the rise of smart city strategies and the adoption of online public services, Virgin Media Business partnered with iGov Survey to create a report, highlighting the outcomes, drivers and barriers behind digital transformation in local government. The report is based on responses from local authorities of all sizes across the UK, and we are delighted with the number of senior level directors that took the time to respond.

Whether we look at the wider digital transformation of public services or specific smart city strategies, it is clear that citizen experience is at the heart of the digital agenda. For digital transformation, cost efficiency is still a priority (83%). However, citizen experience ranked higher (86%), and it was also the top driver for smart cities (82%).

Within their smart city strategy, many local authorities have a desire to utilise innovative technology to support environmental goals, whether this is implementing WiFi in public buildings (67%), providing charging points for electric vehicles (44%) or leveraging IoT (Internet of Things) to monitor pollution levels (39%). All of these demand specialist knowledge and skills and a need to collaborate with other public and private sector organisations.

In addition, over half of organisations have already adopted new voice technology to replace legacy telephony systems (57%) and moved to cloud-based applications (49%) in order to create efficiencies and provide a better experience for their citizens.

However, there are still a number of barriers to overcome in order to achieve their desired outcomes.

Challenges and barriers to digital transformation in local government

Respondents identified perceived cost of digital transformation (53%) and a lack of funding (65%) as key barriers to change. However, they acknowledged that legacy infrastructure (51%) together with a lack of in-house skills and resources (61%) are also hampering progress, with few participants very confident that they currently have the right in-house skills to deliver their plan (3%).

With lack of funding a clear challenge, many respondents have applied for or been allocated government funding from a variety of different initiatives, ranging from LFFN (31%) to LGA Cyber resilience (9%). Therefore, it is important for organisations to focus on the outcomes they are looking to achieve through technology, and to identify holistic solutions that will meet multiple objectives, allowing them to invest to save.

Many local authorities are still working with legacy infrastructure, which was not designed to support the level of digital transformation they are implementing today. This is supported by respondents' confidence in the ability of their current infrastructure to respond quickly to changing organisational needs (15%).

Another challenge is security, as local authorities look to adopt new technologies, move to cloud-based applications, and support remote use of devices. Just over a quarter of local authorities stated that they are very confident in the security of their networks.

With the above in mind, it is interesting to note that just 36% of local authorities are currently working with a technology partner to support their smart city or digital strategy.

A regional view of digital transformation

Looking at the results of the survey with a regional lens, there are some noticeable differences.

For example, the North West identified a more varied range of drivers behind its digital strategy than other regions; with driving economic growth at the top of the list (94%). In London and its outskirts, connecting public services was seen as the key driver (91%); whereas in the South West, although overall drivers were similar, economic growth in the region's cities (77%) ranked higher than connecting public services (38%).

When it comes to accessing funding options, the majority of respondents in London identified LFFN funding (23%) and the Digital Innovation Fund as the key options, with the South West utilising a wider range of funds such as One Public Estate (31%). However, local authorities in the Yorkshire and Humber region and in the North West are more likely to access the widest range of funding.

In summary

In conclusion, our report shows that there is a real desire in local government organisations to leverage funding and adopt new technology as an enabler, to deliver a better experience for the citizens they serve.

There are similarities in their goals and the vision for their communities; however, there are also subtle differences in the priorities and challenges in different regions. There are also a number of shared barriers impeding progress that need to be overcome.

Working with the right technology partner and addressing the outcomes, rather than looking at technology in siloes, is the key to successful digital transformation.

Virgin Media Business acts as a co-pilot with local authorities across the UK, helping them develop their digital roadmap and providing a range of solutions and services to support the themes identified in this report.

With our regional focus, we are large enough to rely upon, but we also act as a local partner, with regional experts and local insight. We understand the subtle differences, and we can partner with local authorities to achieve the right outcomes.

Digital transformation isn't just a tantalising prospect that remains beyond reach. It's achievable. In fact, we are helping government organisations do it every day.

If you would like more information, please get in touch.

Visit: www.virginmedia business.co.uk

Email: publicsector@virginmedia.co.uk

Appendix one: Survey questions

QUESTION: As local authorities look to drive economic growth and social mobility whilst addressing environmental goals, which would you identify as the most important factors driving the need to develop a digital strategy for your city? Please tick all that apply.

Answer	Percentage
Delivering better public services efficiently to meet citizen needs	82%
Driving economic growth by attracting new businesses and upskilling citizens	81%
Achieving environmental goals	42%
Attracting visitors by revolutionising tourism within the region	33%
Connecting public services together to support service integration (e.g. Home & Social Care, Justice & Emergency Services)	64%
Improving digital inclusion to address social mobility in your region	56%
Don't know	2%

QUESTION: Do you currently have plans to introduce any of the following to address environmental goals? Please tick all that apply.

Answer	Percentage
IoT (Internet of Things) using sensors to monitor pollution levels	39%
EV charging using existing power sources from pavement to street furniture	44%
Connecting more homes with ultrafast broadband to support home working	61%
Implementing WiFi in public buildings and town centres	67%
Monitoring and decreasing energy consumption across public buildings	55%
Reduction in waste to landfill	61%
Ability to collaborate across public services and private sector	67%
Infrastructure required to support new transport initiatives	55%
Don't know	9%

QUESTION: When looking to implement a smart city strategy or digital agenda, what are the key barriers and obstacles that you have encountered? Please tick all that apply

Answer	Percentage
Lack of connectivity in region (number of premises not connected)	39%
Slow internet speeds or insufficient bandwidth	41%
Slow development of new technologies such as 5G or public WiFi	35%
Lack of funding to take advantage of new technology	69%
Lack of citizen engagement or opposition	19%
Difficulty enabling effective collaboration across public services and private sector	40%
Infrastructure required to support new transport initiatives	40%
No clear use/lack of perceived benefits	15%
Other – please specify	9%
Don't know	8%

QUESTION: How is your organisation currently approaching digital transformation? Please tick all that apply.

Answer	Percentage
Increasing services made available both digitally and online	93%
Connecting public sector sites with a secure network	58%
Adopting the government Cloud First approach	34%
Integrating back-office operations for increased efficiency and productivity	73%
Collaborating with other public sector and private sector organisations	68%
Implementing technology to align with shared buildings	41%
Moving from traditional telephony services to Voice-Over-IP or cloud solutions	57%
Moving to next generation Data Centre technology	31%
Other – please specify	5%
Don't know	6%

QUESTION: In your opinion, what are the biggest drivers for your digital transformation strategy? Please tick all that apply.

Answer	Percentage
Updating legacy infrastructure	50%
The need to improve engagement with citizens	65%
Delivery of an improved service to citizens	86%
Increasing staff productivity and satisfaction	63%
Creating cost efficiencies	83%
Future-proofing our operations and services	76%
Meeting legislative requirements	28%
Other – please specify	3%
Don't know	3%

QUESTION: In contrast, what do you believe are the most challenging aspects of your strategy? Please tick all that apply.

Answer	Percentage
Perceived costs	53%
Concerns regarding compliance (i.e. continuous services delivery, data protection, etc)	33%
Difficulties establishing integration across sites	25%
Security concerns	30%
Cultural resistance to change within our organisation	39%
Lack of buy-in from citizens	20%
Difficulties managing areas across various channels and sites	16%
Lack of necessary in-house resources or knowledge	61%
Establishing sufficient control over multiple cloud-based applications	9%
Lack of funding	65%
Legacy infrastructure inhibiting the implementation of new technology	51%
Other – please specify	9%
Don't know	5%

QUESTION: How confident are you that your organisation currently has the required skills and experience available in-house to deliver against your strategy?

Answer	Percentage
Very confident	3%
Somewhat confident	67%
Not very confident	21%
Not at all confident	3%
Don't know	6%

GRID QUESTION: Currently, roughly what percentage of public services are delivered online and how do you expect this to change in the future?

Services currently online

Answer	Percentage
1 to 10%	7%
11 to 25%	20%
26 to 50%	25%
51 to 74%	21%
75%+	4%
Don't know	23%

Services predicted to be online in the next five years

Answer	Percentage
1 to 10%	2%
11 to 25%	3%
26 to 50%	11%
51 to 74%	20%
75%+	42%
Don't know	22%

QUESTION: Do you believe your organisation's digital infrastructure allows you to react effectively to change in working processes and organisational needs?

Answer	Percentage
Yes, it allows us to respond quickly	15%
Yes, though the process is not very quick	47%
No, but we have plans in place to upgrade	25%
No, and we have no current no plans to upgrade	3%
Other – please specify	3%
Don't know	7%

QUESTION: What steps are you taking to ensure your systems are secure, and ensure you have control over your network? Please tick all that apply.

Answer	Percentage
We use multi-factor authentication to protect our network and systems	59%
We use password protection to ensure our network and systems are safe	62%
We are currently introducing new steps to ensure we have control over our networks and to keep our systems secure	22%
We currently do not have any systems in place for this	0%
Other – please specify	5%
Don't know	21%

QUESTION: How confident are you that your organisation's network is secure?

Answer	Percentage
Very confident	26%
Fairly confident	63%
Not very confident	2%
Not at all confident	0%
Don't know	9%

QUESTION: Currently, does your organisation use multiple applications in the cloud?

Answer	Percentage
Yes	49%
No, but we are looking to introduce them	21%
No, we have no plans to introduce them	2%
Other – please specify	0%
Don't know	28%

QUESTION: Do you believe that your telephony and voice services are fit for the facilities you want to deliver?

Answer	Percentage
Yes	49%
No	37%
Don't know	14%

QUESTION: Which of the following solutions do you currently use? Please tick all that apply.

Answer	Percentage
Traditional landlines	61%
Mobile phones	95%
Voice over internet	67%
Skype for Business	74%
WebEx	17%
GoToMeeting	21%
Call Centre system	62%
Other – please specify	9%
Don't know	3%

QUESTION: Do you have plans to introduce new services?

Answer	Percentage
Yes, within 3 to 6 months	27%
Yes, within 6 to 12 months	43%
Yes, post 12 months	16%
Don't know	14%

QUESTION: With regard to government funding available to support your digital agenda, which of the following have you applied for or been allocated? Please tick all that apply.

Answer	Percentage
LFFN (Local Full Fibre Network) Funding	31%
Local Digital Fund	21%
LGA Cyber Resilience Funding	9%
One Public Estate Funding	17%
Digital Innovation Fund	17%
Other – please specify	6%
Don't know	50%

QUESTION: In order to implement your smart city strategy or digital agenda, are you currently working in strategic partnership with a technology provider?

Answer	Percentage
Yes	36%
No	38%
Don't know	26%

Appendix two: Participating organisations

Aberdeen City Council
Aberdeenshire Council
Angus Council
Ashford Borough Council
Bath and North East Somerset Council
Belfast City Council
Birmingham City Council
Black Country Consortium Limited
Blackburn with Darwen Borough Council
Blaenau Gwent County Borough Council
Borough Council of King's Lynn and West Norfolk
Borough of Poole
Bournemouth Borough Council
Brent Council
Buckinghamshire Thames Valley LEP
Cambridge City Council
Cambridgeshire County Council
Cardiff Council
Causeway Coast and Glens District Council
Central Bedfordshire Council
Chelmsford City Council
Cheshire & Warrington LEP
Cheshire East Council
Cheshire West and Chester Council
Chorley Council
City of London Corporation
City of York Council
Conwy County Borough Council
Coventry City Council
Darlington Borough Council
Daventry District Council
Devon County Council
Doncaster Metropolitan Borough Council
Dorset County Council
Dover District Council
Dudley Metropolitan Borough Council
Dumfries and Galloway Council
East Hampshire District Council
East Lothian Council
East Riding of Yorkshire Council
Epping Forest District Council
Essex County Council
Fife Council
Folkestone & Hythe District Council
Gloucestershire County Council
Guildford Borough Council
Halton Borough Council
Hampshire County Council
Hastings Borough Council
Hyndburn Borough Council
Inverclyde Council
Isle of Wight Council
Kirklees Council
Knowsley Council
Lancaster City Council
Liverpool City Council
London Borough of Hounslow
Mansfield District Council
Medway Council
Mid and East Antrim Borough Council
Milton Keynes Council
Newcastle City Council
Newcastle Under Lyme Borough Council
Newham Council
North Devon Council
North Lanarkshire Council
North Lincolnshire Council
North West Leicestershire District Council
Northampton Borough Council
Northamptonshire County Council

Oxford City Council

Plymouth City Council

Portsmouth City Council

Reading Borough Council

Royal Borough of Kensington and Chelsea

Scarborough Borough Council

Sedgemoor District Council

Selby District Council

Somerset County Council

South Kesteven District Council

South Norfolk Council

South Tyneside Council

Southend on Sea Borough Council

Stockport Metropolitan Borough Council

Surrey County Council

Swindon Borough Council

Thurrock Council

Tower Hamlets Council

Trafford Council

Tyne and Wear Passenger Transport Executive (Nexus)

Wakefield Council

Watford Borough Council

Wealden District Council

West Lindsey District Council

West of England Combined Authority

Wigan Council

Wiltshire Council

Wirral Council

Worcester City Council

Worcestershire County Council

Wrexham County Borough Council

Wycombe District Council

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