

# Thought Leadership 2016 programme

## Key Findings



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# Foreword

Since the advent of the internet, the last two decades have seen unprecedented advances in digital technologies and applications. As we strive to leverage these to benefit all in society, we recognise that the challenges are not only technical, but also affect our social norms, ways of governance, and ethical frameworks.

The 2016 Thought Leadership programme convened by Corsham Institute, in conjunction with RAND Europe and St George's House, examined a number of crucial dimensions of our connected society.

The programme facilitated the gathering of a diverse set of experts and influential leaders from various sectors to discuss challenges and opportunities, share experiences, and build a network. We were reassured that participants genuinely believed in the benefits of digital society and the importance of accessibility to digital technology to achieve greater inclusion and societal gain.

To give a brief glimpse of these discussions, we have produced this Key Findings report to provide participants, stakeholders and interested parties with a strong sense of both the subjects covered during our deliberations, as well as some of the issues, which still need to be tackled going forward.

We are grateful for the enthusiastic engagement of the subject matter experts who participated in the programme and trust that all will benefit from the collective wisdom and considered deliberations brought about by the 2016 Thought Leadership programme.



Jeffrey Thomas  
Chairman and Co-Founder,  
Corsham Institute



Hans Pung  
President, RAND Europe

A blue ink signature of Jeffrey Thomas, consisting of a stylized 'J' and 'T' followed by a horizontal line.

A blue ink signature of Hans Pung, consisting of a stylized 'H' and 'P' followed by a horizontal line.

# Introduction and Strategic Themes

To deepen our understanding of the impact of the digital presence in our lives, the Corsham Institute, in partnership with RAND Europe, designed and delivered the 2016 Thought Leadership programme at St George's House, Windsor, to explore the opportunities and challenges that digital technologies are creating within society. During individual, day-long sessions, participants, including senior figures from academia, industry, government and non-government organisations, examined four key topics. Summaries of each session are contained in this Key Findings report. The topics considered are:



**Digital Health**



**Cyber and Resilience**



**Digital Living**



**Trust and Ethics**

The consultations took place under the St George's House protocol and the Chatham House Rule, to afford participants the opportunity for robust debate, knowledge sharing and personal reflection. Adopting such an approach enabled new thinking and ideas to emerge on how everyone in society can benefit from the advantages created by digital technologies. Five strategic themes emerged from these discussions:



**1. Re-balance the control of data:** as personal data becomes an increasingly valuable resource, it is more and more difficult to track how such data is captured, stored, shared and analysed by third parties, leaving individuals feeling as if they have no control over its use. A new equilibrium is required to balance the needs of the individual whose data is being collected and the organisations that are processing such data, to unlock the value of the data and to build a sustained trust in digital.



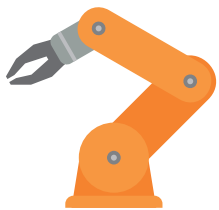
**2. Place equalities at the centre of future plans:** while digital has the potential for significant economic and social benefits, it can also magnify the gap between those elements of society that have connectivity and the means to access new services, and those that do not. An 'Equalities Impact Assessment' is needed to ensure that everyone in society can benefit from the opportunities that digital offers.



**3. Changes to work and skills:** the increasing use of digital technology in the workplace will see significant changes to modes and patterns of work. As digital becomes a stronger feature of the workplace, individuals will require new and different skill sets to remain economically active. Education and training policy needs to recognise this trend now, so that plans can be made to support individuals to think ahead and maximise the opportunities this offers.



**4. Awareness and behaviour change:** there is a need to raise awareness across society of the opportunities that digital can provide, while also educating people to the challenges and emerging risks. A new narrative is needed to communicate the benefits and at the same time make individuals more digital-savvy. Behavioural theory and sophisticated communications will help to bring about good digital citizenship in terms of knowing how to remain safe when carrying out digital transactions and understanding what informed consent really means.



**5. Increasing reliance on automation:** a key benefit of digital is the ability to assimilate multiple and diverse data sources and support more effective and automated decision-making. This change has seen an increased reliance on algorithms and, more recently, on the use of artificial intelligence in every aspect of digital, from selecting newsfeeds of interest through to supporting health diagnoses and prioritising public services. In many cases, decision-making is being automated without human oversight. The increasing use of such technology and processes has not been transparent, and there is a need to consider how such activities can be quality assured if we are to maintain public trust and confidence in digital technology.

In addition to the strategic themes, two additional ideas were consistently raised by participants. Firstly, the desire for a new narrative, capable of articulating the great opportunities that digital can deliver, but also highlighting the challenges we face as a highly connected society. To start this process, a summary of the salient points for a possible narrative is contained later in this document.

We also believe there is a need to prepare a Charter of Digital Rights and Responsibilities. Such a Charter will sit alongside the new narrative for digital, setting out in accessible language, the role and responsibilities that everyone needs to play if we are to create a more prosperous, inclusive, safe and equal digital society.

# Digital Health

## Digital's role in health and care

### Context

The UK's National Health Service (NHS) is reported to be at 'breaking point', with inadequate resources to manage the increasing levels of demand. Digital health and care extends the use of resources, through the use of technology, to improve the quality, affordability and accessibility of health and social care. This subject, the adoption of digital technologies in health systems, formed the basis of the discussion during the first session of the 2016 Thought Leadership programme.

### Key discussion points

#### *Is digital health going to disrupt existing health systems?*

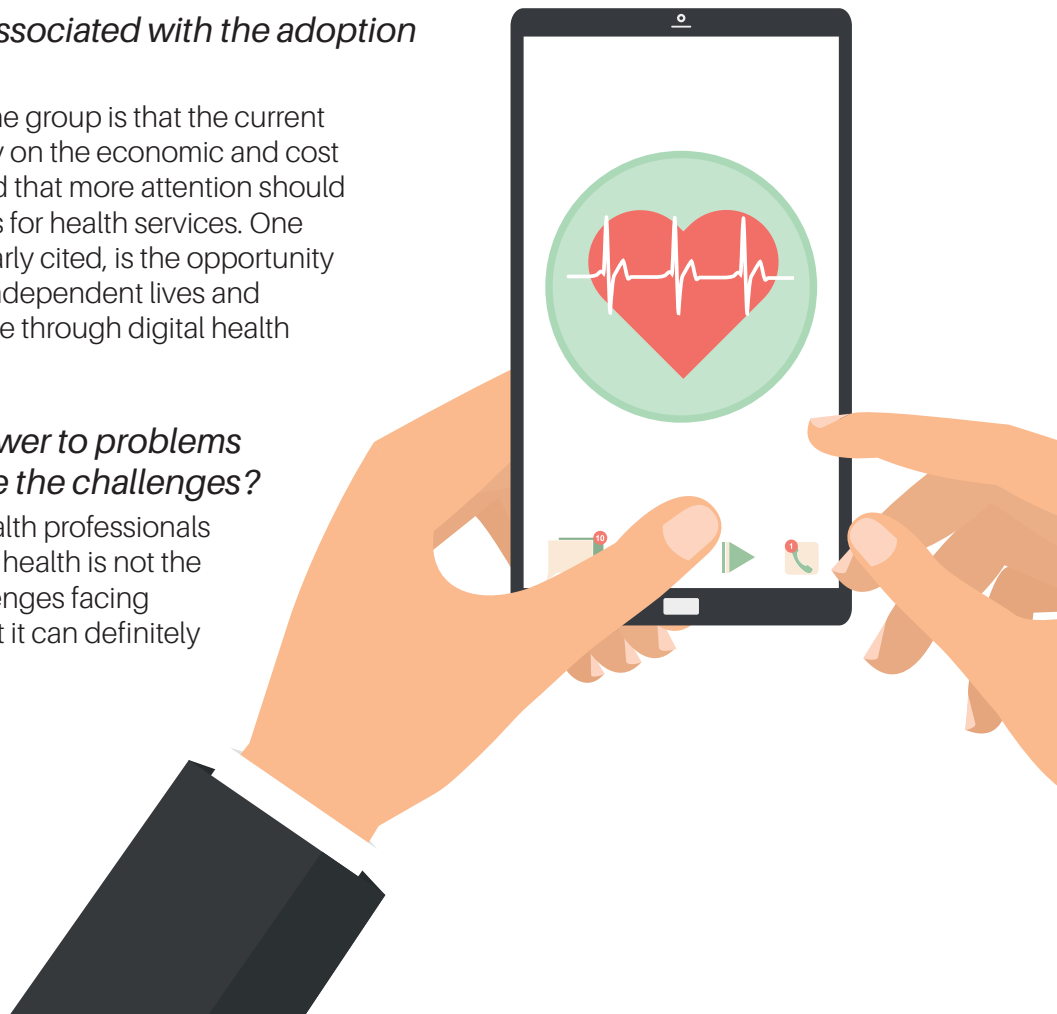
Digital health is not 're-inventing the wheel' for health systems. Many believe that digital health is a mechanism that can be integrated into current health systems, such as that of the UK, to deliver existing and new health and care services in a different, and hopefully more effective, manner.

#### *What are the benefits associated with the adoption of digital health?*

The general consensus of the group is that the current narrative focuses too heavily on the economic and cost benefits of digital health, and that more attention should be paid to the wider benefits for health services. One such benefit, which is regularly cited, is the opportunity for individuals to live more independent lives and manage their own healthcare through digital health technologies.

#### *Is digital health the answer to problems with the NHS? What are the challenges?*

Technology experts and health professionals are in agreement that digital health is not the 'silver bullet' for all the challenges facing health and care services, but it can definitely play an important role.





The group sees several challenges to the adoption and integration of digital health into health and care systems, which need to be addressed:

- The scale of the system. Scotland is cited as a good example of digital health being successfully integrated into health systems; its relatively small geographic size and population made this easier.
- The age of the system. Uptake can be slower where existing processes and systems are already in place.
- The public trust in digital technologies. There are concerns about privacy, organisations being able to access personal data and potential misuse of data.
- The attitude of healthcare professionals. Support needs to be given to healthcare professionals to adopt digital health technologies and understand their resistance to change.

## Next steps

An increased take up of digital health will require the public and health and care professionals to buy into it. Further research is needed to understand the attitudes of health and care professionals towards digital health, and how policymakers, the NHS and governments can address any concerns. Clear information and a greater level of transparency need to be established on the use of personal data, so individuals feel reassured that they have control over when, how and to what level of detail it can be accessed.

At the same time, policymakers and funders need to think of innovative ways to implement digital health within national health systems, ways that do not entail a high cost or disrupt current healthcare systems. Lessons can be learned from countries such as Scotland, Denmark and Estonia, where digital health has been successfully integrated into their health systems.

For further information see Corsham Institute (2016). Digital Health: The way forward for health and care? Windsor: St George's House  
<http://corshaminstitute.org/thought-leadership/digital-health-report-2016>

# Cyber and Resilience

## Digital's role in regaining resilience

### Context

Society's reliance on technology systems and processes makes it increasingly more vulnerable to the threat of cyber-attacks. Plenty of attention has been paid to the question of how to react to system-disrupting cyber-attacks as and when they occur. Far less attention, however, has been paid to the question of how to build resilience, which would mean that cyber-attacks are not able to disrupt systems to the same extent or that the systems are designed and constructed to be self healing. This is seen by many as one of the biggest challenges in the modern digital age. The topic, building a digital resilience to new and existing cyber-threats, formed the basis of the discussion during the second session of the 2016 Thought Leadership programme.

### Key discussion points

#### *What is resilience in the digital age?*

Discussion about the definition of resilience in the digital age focused on three key areas:

- The adaptability of technology systems to manage cyber-threats, while accepting that attacks will occur.
- Being alert to new cyber-threats, no matter how shocking and surprising they may be.
- The ability to continue to make significant technological developments and progress in spite of any cyber-threats.

#### *How can we build resilience?*

There is broad agreement that the internet is structured to be resilient. Its interconnected and redundant nature means that a cyber-attack will not affect the whole system, so individuals can continue to use it, albeit in a reduced capacity. The discussion explored the vision for digital resilience, which in some ways matches the very nature of the internet: adaptable and agile to new and existing cyber-threats.





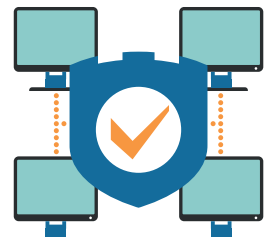
As part of this future vision, the group sees each stakeholder, such as government, non-government organisations, industry and civil society, having defined roles, rights and responsibilities to help build a digital resilience.

### *What are the barriers to realising this new vision?*

The main barrier highlighted in discussions is a lack of understanding and research around creating resilience in the modern digital age. As a result, there are insufficient skills to develop resilient infrastructure and manage the threat of cyber-attacks. The high pace of technological change and lack of societal investment are considerations to achieving effective digital resilience.

### **Next steps**

Increased awareness of digital resilience is needed at a political and societal level, as is a clear narrative about why it is important. This is an issue that transcends nation states and needs to be addressed at a supranational and global level. Individuals and institutions can help to build a digital resilience by being told in clear and practical terms what is expected of them when they are online and what they can do to be safe. This engagement can occur through a range of methods, such as in-house training for employees, outreach education for elderly or isolated groups of people, and tailored in-school provision for pupils. Overall there is a need for strong leadership from national governments, if a vision for digital resilience is to be realised. More research is also needed on how to build digital resilience; research has traditionally been focused on being reactive to cyber-threats, with minimal studies on how society can become proactive and resilient.



# Digital Living

## Getting the most out of digital society

### Context

Digital technologies are omnipresent, both in terms of where we are and what we do – in the workplace, at home, in the local community, when purchasing goods, when travelling and across different social interactions. Undoubtedly, these digital technologies are having a profound impact on wider society, as the public increasingly uses them as part of their day-to-day lives. However, it is important that these technologies are making a positive contribution to society and that any potential negative repercussions are identified and limited. The third session in the 2016 Thought Leadership programme examined the societal issues associated with the increasing take-up of new technologies.

### Key discussion points

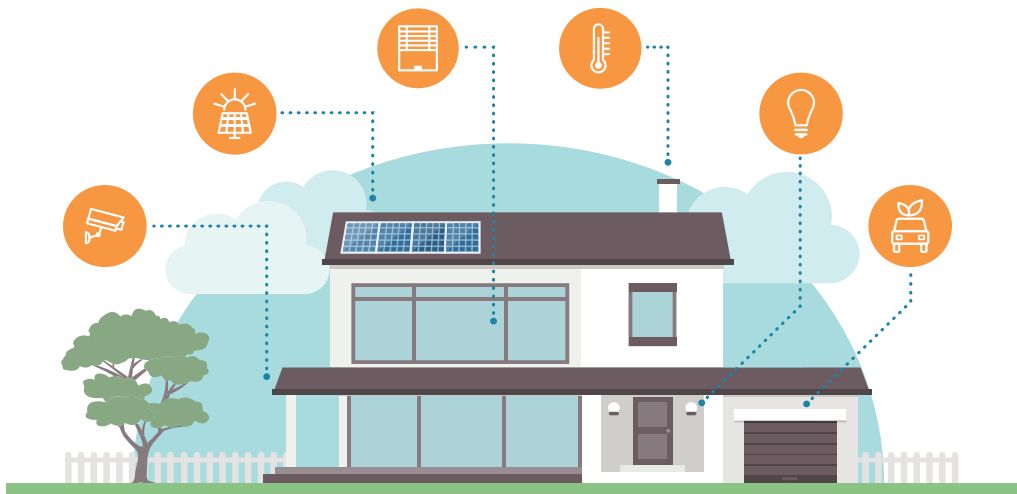
#### *How can new technologies provide the most positive benefits to society?*

There is broad agreement in the group that technologies have the potential to promote a more inclusive and equal society, provided that everyone has access to technologies and acquires the skills to use them. The economic benefits are also seen as being particularly exciting, with the potential for different types of work and additional incomes being accelerated by the growth of digital technologies. Other benefits cited are the potential to increase freedom, extend independence and reduce loneliness through far greater connectivity to the outside world.

#### *What are the concerns related to the increased adoption of technologies in society?*

Despite the potential for equality and inclusiveness, the lack of access to digital technologies is cited as a key concern to the group. This reflects three areas: affordability, as the cost of digital technologies may mean that they are unaffordable for sections





of the public; infrastructure, as those living in certain areas might not be able to access digital technologies, such as high-speed broadband; and skills, with certain individuals not having the digital knowledge required to do a job adequately. There are also potentially negative economic implications from the growth of digital technologies, with jobs being lost as tasks are carried out autonomously by machines. Privacy is another concern, with the group stating that many citizens are unclear about when they are providing data online and how it will be used.

### *How can we judge success in the digital society?*

There is broad agreement from the group that there needs to be a move away from judging success purely by economic profit, and that we need to start thinking about measuring success by societal benefits. There are many instances where the societal value of digital technologies could be more important than the economic benefits they bring to the private and public sector.

## Next steps

The inequality risks associated with digital technologies can be mitigated by creating access to them regardless of location, age, income, education or health (physical and mental). This could be done by making technologies affordable, putting in place the relevant infrastructure so everyone can have access, or reskilling and upskilling individuals to ensure they have the relevant knowledge to use technologies as part of their daily lives, either at home or in the workplace. The appropriate training and education needs to be delivered to all individuals across different ages and groups – from formal education in schools and workplace training, to public awareness campaigns, through television, news and social media.

For further information see Corsham Institute (2016). Digital Living: Getting the most out of digital society. Windsor: St George's House  
<http://corshaminstitute.org/thought-leadership/digital-living-report-2016>

# Trust and Ethics

## Building a more informed digital society

### Context

The majority of citizens are now purchasing goods and services online, while also providing information about themselves in order to access online services. Data is now becoming a significant economic resource for many organisations. However, it appears that the public remains unclear about the data they are giving away every time they make a transaction (financial or social) and how this data is subsequently used. In all online transactions, an acceptance of terms and conditions, which describe how your data will be used, is required, but most users typically accept such terms and conditions without fully understanding what they are actually consenting to.

In spite of these problems, there are many advantages to sharing personal data. Benefits range from allowing purchase preferences and product recommendations to be efficiently remembered when dealing regularly with a retail website, through to more strategic benefits such as using data to deliver better health outcomes and support policy development. This subject of trust and ethics in online transactions formed the basis of the discussion during the fourth session of the 2016 Thought Leadership programme.

### Key discussion points

#### *Is the public aware that it's giving away personal data?*

The term 'privacy paradox' emerged from the discussion. It refers to the public's habit of sharing more personal data, while simultaneously expressing concerns about the consequences of doing so. Most people instinctively want to keep their data as private and protected as possible, but when presented with opportunities to share data, many do so without thinking through the





implications and potential risks. Overall, the lack of transparency and understanding about how personal data is collected and used emerged as a key theme. This has profound implications, as the public's trust in the digital world could be significantly eroded as a result.

### *How is consent granted?*

Consent to use personal data is an ambiguous issue. Organisations are increasingly reliant on using assumed consent during online transactions, which allows them to use personal data for commercial purposes. Again, the lack of transparency emerges as a key theme, with the public not being aware that this is happening when they provide assumed consent during transactions.

### *Are there any other considerations?*

The group reflected on how the increasing use of digital technologies is changing ways of interaction and transaction within society. New behaviours are emerging through the increased use of digital technologies, and these are having an impact on the wider society. There needs to be consideration of what actions are acceptable or unacceptable in today's modern digital age – a new digital norm. The different perspectives across different generations also require further consideration. The situation appears to be more nuanced than a simple division between a younger generation that does not mind its data being shared and an older generation that does. Therefore, this area requires further research.

## **Next steps**

It is important to create a more enlightened and ethical digital society. To deliver this, there needs to be a public-led framework, written in accessible language, which helps the public understand the rights and responsibilities of different parties, such as individuals, corporations and governments, when using personal data. At the same time, social media, online retailers and other organisations need to be held to account to ensure that they are not misusing personal data and that there are clear and transparent terms and conditions. In addition, acceptable online behaviours need to be defined, so the public is aware of what acceptable online behaviour is and how they can be a good digital citizen. All of the above points could be addressed through a social contract to which all people, organisations and governments pledge, to ensure a common ethical purpose across all society.

For further information see Corsham Institute (2016). Trust and Ethics: How do we build trust in the digital society? Windsor: St George's House

<http://corshaminstitute.org/thought-leadership/trust-and-ethics-report-2016>



# Making Digital Work for All

A common thread emerging from our 2016 Thought Leadership programme is the need for a new narrative to describe the benefits and challenges facing society as it becomes more digital. Experts participating across all sessions agreed on this need. As a result, we have drafted the following salient points as a starting place for a possible narrative.

The rise in new digital-based technologies and systems is unprecedented. Over the last two decades, this level of growth has changed our society, and as digital technologies become more commonplace they are impacting on almost every aspect of people's lives. To keep pace with the unprecedented rate of change, there is a need to establish a way forward that is capable of:

- Demonstrating the core elements of digital citizenship, supporting and guiding individuals on how to interact online, while limiting the intentional and unintentional harm that could be caused.
- Building a new maturity and sophistication in our approach to digital technologies, maximising the benefits and minimizing the potential negative impacts.
- Creating a digital charter, capable of protecting human dignity and capturing societal benefit, whilst protecting individuals online.
- Developing stronger and shared models of ethical behaviour, providing individuals and organisations with clearer guidance on how to behave appropriately in a digital age.



# Acknowledgements and 2017 Programme

Corsham Institute and RAND Europe would like to thank all participants for stimulating and contributing to the discussions that took place. It is through the enthusiastic and forward-looking approach of participants that we have been able to generate new insight and ideas to tackle the challenges faced.

We look forward to building on the findings of the 2016 Thought Leadership programme and emergent themes, with a series of further events during 2017 that will focus on:



**Education**



**Open  
Science**



**Currency**



**Civic  
Engagement**

# Thought Leadership 2016 programme delivered by:

## Corsham Institute

<http://corshaminstitute.org>

Corsham Institute (Ci) is a not-for-profit organisation whose mission is to accelerate an inclusive digital society that is citizen centric and trusted. We do this by creating a physical and intellectual space to convene, connect, educate and innovate across sectors.

Ci was formed in 2013 to explore the opportunities and benefits of digital society, both social and economic, with particular focus on shaping a future where individuals can realise their potential in a highly connected world.

Our four key areas of work are promoting digital skills and education, driving research and thought leadership, powering enterprise and realising digital communities.

Our values are to work openly and collaboratively and to make a sustainable contribution to the economy for both national and commonwealth public good. We do this by imagineering, co-developing and sponsoring services for citizens and government where trust, ethics and informed consent come first.

## RAND Europe

<http://www.randeurope.org>

RAND Europe is a not-for-profit organisation, whose mission is to help improve policy and decision-making through research and analysis.

Part of The RAND Corporation, we were founded in 1992 to provide quality impartial research and rigorous fact-based analysis, and to serve the policy needs of EU institutions, governments, charities, foundations, universities and the private sector. Our work lies between that of universities and consultancies, combining academic rigour with a professional, impact-oriented approach. In other words, we operate as a research-focused business, using a professional services model within the context of a public good mission.

We combine deep subject knowledge across many policy areas – including health, science, innovation, defence and security, transport, infrastructure, criminal justice, education, employment and social policy – with proven methodological expertise in evaluation, impact measurement and choice modelling.

## St George's House

<http://www.stgeorghouse.org>

St George's House was founded in 1966 by HRH The Duke of Edinburgh and the then Dean of Windsor, Robin Woods, as a place where people of influence and responsibility can gather to grapple with significant issues facing contemporary society.

The House offers a safe physical and intellectual space, rooted in history but focused firmly on the future. The emphasis throughout our carefully-crafted consultations is on dialogue and discussion to encourage creative thinking, informed debate and sustained engagement. This is a place where participants can make a real contribution to society, where personal enrichment and social progress are mutually compatible, and where Wisdom is nurtured.

