

# Workforce Digital Strategy 2020 – 2021



## Foreword

“We are on the cusp of a digital revolution in Shropshire, with services going digital as a way of reducing pressures in the system. That final word is important, as we truly wish to make things better for the whole health and social care system, for our businesses and customers, alongside our staff and colleagues.

“Digital can be an enabler and instigator of great change and we are looking for our staff to step up and be the leaders this county needs to deliver the best, most sustainable and transformational services we can offer. This document defines the art of the possible, demonstrating the opportunity to be a council who embraces and leads change by empowering our staff to define their digital futures.

“So please, read this strategy, use it to support your digital journey, start along your path, get help from our experts and deliver our collective digital future. This is our chance to do things differently and the opportunity is more evident than ever, so let’s make a difference to the lives of those we serve.”

**Lee Chapman** – Cabinet member for organisational transformation and digital infrastructure

*“To ensure those we serve benefit from digital technology in an ethical and inclusive way.”*

## What is digital?

By digital we mean technology: it’s the Internet, computers, tablets, smartphones, automation, artificial intelligence, video, augmented reality and myriad other things. Digital is a broad word that encompasses many tools and technologies but, essentially, it’s when an action is supported by a computed process.

## Who is this strategy for?

This strategy sets out Shropshire Council’s plans for staff to fully utilise digital technology. This should be read by those who need to understand or agree the approach. It is important to note, we all must change the way we work – whether it be officers, senior managers or councillors – if we wish to truly go digital.

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## Introduction

Welcome to Shropshire Council's Workforce Digital Strategy, an overview of how we'll be working, changing and evolving over the next two years.

You may be thinking, "Why do we need to work differently?" The reality is that Shropshire Council faces significant financial pressure and we must all do our bit to help address the issues at hand. Going digital is a relatively easy way to save money as it can help you reduce travel, print and postage costs, alongside the greater benefit of automating tasks to save time.

### So why digital?

Going digital is a significant help to counties like Shropshire because of our wonderful rurality, as the environment and vast area make it difficult to provide some services.

Digital isn't the answer to all our problems, but it is a significant enabler to change. It's worth noting, many sectors of our world have completely changed with the advent of digital – such as banking and retail – so local government, the NHS and other public sector bodies are simply catching up.

### How is digital driving change?

This question would be more easily answered in reverse, asking what is digital not changing? For many of us, particularly those we serve, our lives are unimaginable without technology. For some, however, their working lives and the way in which people work has not moved for some time, so this strategy is about empowering everyone to find out how digital can benefit them and work towards a digital future.

### What does it mean for me?

That really depends on your role. For many people, adopting some of the tools will regain significant amounts of time to do other things. This might be through automation, better tools for working collaboratively, stopping printing or simply avoiding travel and meetings by working in different ways.

Whatever the case – there are a few things every team needs to do. Every team will need a digital champion who will be trained to understand the opportunities. Your digital champion will be your team's digital hero, creating a two-way flow of information about new technology and the problems you and your colleagues are having. We will also be asking staff to be curious, taking time to learn with our digital hours and embracing change for the good of the whole Council and particularly those we serve.

### What else do I need to know?

This document is an overview of everything we have planned but it does not go into detail about the tools at our disposal, we've kept that separate. This document has been positioned for managers and decision makers to read, agree and understand. Once approved, this document is the start of a myriad of changes, services and solutions to help teams go digital – this is the start of something great, so thanks for being part of our collective Transformation.

## Digital vision and objectives

### Corporate vision –

*“To ensure those we serve benefit from digital technology in an ethical and inclusive way.”*

In delivering this vision ICT Services will contribute to all the key values set out in the Corporate Plan.

### Our commitments

1. Use technology to improve our services for everyone, making digital the preferred way to operate, communicate and transact with our customers, colleagues and partners.
2. Digitise all our data, records and reports to enable agile working, transparency and slicker decision-making, whilst reducing our need for physical assets for work and storage.
3. We will greatly increase the use our data to promote better business efficiency and improved customer service.
4. Develop technology (as well as public spaces and workforce) that enable us to be agile, flexible, adaptable and responsive to change.
5. Instill a ‘curious’ culture that values, incentivises and expects continuous service improvement and digital ways of working from every member of staff.
6. Develop and train the next generation of technology users – both the general workforce and the staff that support and maintain digital services - reducing our reliance on external consultants.

### Delivering our vision – priority actions and targets

To deliver our vision we have five priority actions:

1. Demonstrate the art of the possible
2. Support everyone with these changes, however they need help
3. Deliver services that help our customers deliver their business outcomes
4. Innovate and automate, to get maximum value from technology
5. Promote our services to be there for people, when they need us.

## What do we expect?

In reading this document you have taken a step towards transforming the way you work. We hope that you understand that every member of staff can benefit from digital, but in order to do so, we all need to change. As with any change effort, half the battle is agreeing the benefits and understanding where we're heading; which is particularly difficult in a council due to the breadth of services offered. To help, we've defined some key expectations.

### We expect staff to:

**Strive to make things better** – Commit to the targets

**Be open to change** – Work towards the deadlines

**Be open to challenge** – Share their experience – helping others learn along the way

**Be willing to learn** – Get excited as our working lives are going to be better

## What's our commitment?

Our commitment is simple – we'll be here when you need us for every step of your digital journey. We recognise that change can be daunting, so we've mobilised staff to help. You'll find a whole section of this document on the support available and a glossary of additional help and support towards the end of this document.



## Digital Declaration

In 2019, Shropshire Council signed up to the Government's Digital Declaration. The declaration sets out principles and guidelines to help organisations on their digital journeys. The following are the guiding principles:

- We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
- We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the ICT we rely on, and open standards to give a common structure to the data we create.
- We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
- We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this local Digital Declaration.
- We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

**To find out more visit - <https://localdigital.gov.uk/declaration/>**

## What does this mean for Shropshire?

The Digital Declaration is not just a set of great rules to abide by, it's also a bit of a club of like-minded public bodies. As a member of the club we're able to work with other organisations who have similar problems and often solutions, driving down the cost of digital service delivery through collaboration.

This approach of collaboration is something we're keen on in Shropshire and hope to replicate locally, with staff sharing best practice across the organisation. We hope to learn from the best of digital in the UK and deliver that for those we serve, making things better one outcome at a time.

## What does success look like and the objectives?

These are clear, tangible targets that we hope to achieve through our collective digital journey. In terms of a transformation, that is only as good as the sum of its parts, we all have to play a part in achieving these.

### Objectives in detail:

## Commitment 1 – To use technology to improve our services for everyone, making digital the preferred way to operate, communicate and transact with our customers, colleagues and partners.

ICT will deliver tools and services to support the ambitions of this strategy, working with colleagues from across the council whilst accessing support from partners wherever necessary.

### Objectives

- I. ICT will use the best practice of ITIL for ICT service management, including the provision of dedicated support in the form of Business Partners to each service area.
- II. ICT will propose at least two new services or technologies to customers each year that align with their strategic objectives.
- III. ICT will increase our customer feedback activities to ensure services align with customer strategies.
- IV. ICT will increase the training resources available to staff and councillors.
- V. ICT will implement Service Level Agreements (SLAs) for customers across the council, helping to align service provisions with strategic requirements.
- VI. ICT will arrange/host at least one “partnership event” annually for ICT colleagues from local organisations to meet and discuss new working practices and technologies.
- VII. We will adopt modern commercial technology approaches to deliver quality, efficient services.

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We will provide staff with training, resources and time so that they can promote the use of digital technologies in their business areas. We will promote and encourage staff to take time out of their week to develop their skills and understanding.

### Objectives

- I. We will increase the number of Internet-delivered services in use by our citizens, such as our provision of online forms.
- II. We will reduce the number of non-digital communications made, such as items posted.
- III. We will increase the percentage of customer interactions via the Internet using tools such as webchat and online forms.
- IV. We will reduce the number of contact phone numbers for the council to help residents receive the services they require at the first point of contact wherever possible.
- V. We will increase the functionality of the Customer Service Centre (CSC) to ensure residents are served as quickly as possible by the first person they speak to.
- VI. 100% of O365 users will have taken the E-Learning ICT literacy Level 1 module.
- VII. 80% of O365 users will have taken the E-Learning ICT literacy Level 2 module.



- VIII. 50% of users will have taken the E-Learning ICT literacy Level 3 module.
- IX. Staff uptake of technology continues to improve – with other previously noted Key Performance Indicators coming down (such as print, post and travel costs) – this will deliver efficiencies and service improvements as a result of the time taken to develop digital skills.

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We will work to the recommendations detailed in the Digital Declaration whilst recognising that not all citizens are willing or able to access services digitally. Provision will be made to support and upskill residents if they wish to utilise digital tools, but essential services will still be available by other means.

### Objectives

- I. We will collectively deliver over 50 case studies or examples of true transformation in services – these will be a collection of blog posts and true case studies for external parties.
- II. We will collect customer feedback on our provision of online services, utilising this to improve the council's service offering to its residents.
- III. We will arrange/support local initiatives to support Shropshire residents to utilise online services.
- IV. We will support the provision of online customer access points in key locations throughout the county, enabling anyone who does not have direct computer access to utilise our online services.
- V. 100% of senior managers complete their Digital Profiles to demonstrate what is possible at the top of each service area.
- VI. 60% of direct reports to senior managers complete their Digital Profiles to demonstrate what is possible to their staff.

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**Our workforce will collaborate digitally by default**

### Objectives

- I. Over 60% of the workforce with access to O365 utilise Yammer as a communications tool.
- II. Over 50% of the workforce with access to O365 utilise Microsoft Teams as a communications tool.
- III. We will begin collaborating using MS Teams with key strategic partners in the Sustainability and Transformation Partnership.
- IV. Wherever feasible, meetings should have Teams/Skype attend options.
- V. We will upgrade key council assets with new voice and video collaboration equipment to allow staff to avoid lengthy journeys for meetings.
- VI. We will see a 20% reduction in mileage claims from staff due to them utilising digital solutions where appropriate.
- VII. We will ensure that all council staff (with the exception of staff whose duties require them to be office-based) have the ability to Smart work.
- VIII. We will ensure that wifi and network speeds are appropriate for all working locations, not just Shirehall.
- IX. We will see a 20% reduction in costs for venues as staff are able to work digitally and utilise existing space across Shropshire Council's estate.

**Commitment 2 – Digitise our data, records and reports to enable agile working, transparency and quicker decision-making, whilst reducing our need for physical assets for work and storage.**

New ways of working and the digitisation of records will make services more efficient. Staff find themselves in a Catch 22, they do not have time to learn how to save time... We need to break this cycle with a 'curious' culture looking at what we can do differently to improve services and save time. We will promote a 'Work is what you do, not a place' ethos, enabling staff to work efficiently wherever they have connectivity.

**Objectives**

- I. Although there are a range of gauges for this, we will be looking for the following to demonstrate this:
  - a. an increase in virtual meetings.
  - b. a reduction in travel costs.
- II. Staff utilise O365 tools to save time, such as document retention policies, collaboration on documents and Forms for gaining data – this will be identified by a reduction in internal documents being shared, showing an increase in the use of cloud tools for the sharing of data.
- III. Ensure records and information can be findable, readable, usable and trustworthy despite obsolescence.

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Physical documents will be scanned and digitised, making them available and secure.

**Objectives**

- I. A 50% reduction in physical file stores at Shirehall, freeing up much needed office space and reducing the fire risk for vital hard copy records not placed and stored with the Records Management Service.
- II. These files will be stored in SharePoint as the cloud solution of choice and retention policies applied to library structures for digitised records to 100%.
- III. Training will be provided for staff who need to work digitally rather than with physical copies in a variety of formats, using video, e-learning and in person.
- IV. All scanned files and documentation will be accessible to staff electronically from any council-managed device.
- V. Ensure that scanned records meet with the code of practice for the legal admissibility and evidential weight of information stored electronically (British Standard 10008).
- VI. Develop a Digital Archive Repository, to ensure the long-term preservation and accessibility of key archive data sources.

Barriers to digital working will be reduced and Smart Working utilised.

## Objectives

- I. We will significantly reduce the use of file shares for team resources, with all documentation moving to our cloud solution of SharePoint – aiming for 90% migration over the next two years.
- II. We will increase the number of staff working regularly in an agile and mobile manner – measured with utilisation of Skype and MS Teams for meetings; alongside other tools such as whiteboard.
- III. 100% of council staff with access to O365 utilise the cloud (OneDrive) for their personal (non-Team) documentation.
- IV. All council systems will be accessible for remote working, removing the need to be in office-based locations to access solutions.
- V. All software/solutions procurements will be required to include the provision for remote working capability.
- VI. An annual Equipment Replacement Programme scheme will be established to ensure staff have appropriate, functional equipment available for their use.
- VII. At least 90% of all purchased computer equipment will be optimised for Smart Working.
- VIII. A further £165,000 annual cost reduction in printing – in the 2016-17 financial year we spent £349,000 on printing at Shropshire Council. Our Digital Transformation Programme efforts brought this down to £307,000 in the 2017-18 financial year and £215,000 for 2018-19. Now, we should go even further and aim to get to below £115,000 by October 2021.



**Commitment 3 – We will greatly increase the use of our data assets to promote better business efficiency and improved customer services.**

We will use our data to inform decisions, making it available to those who can benefit ethically.

**Objectives**

- I. Over 40% of key Line of Business systems will be accessible by data tools for reporting purposes.
- II. All staff will have access to Power Bi dashboards.
- III. Key decision makers will be supported to better understand the data they have and how it could be used to inform decisions in their own and other areas of the council.
- IV. Data accessibility and reporting will form a key consideration in all future system procurement activities the council undertakes.
- V. Within data protection legislation we will ensure all council data is available to all decision makers, not just data asset owners.

We will classify and identify our information as we migrate from file shares to SharePoint, adding retention policies to file structures and records, educating teams and supporting them to better understand the role of the Information Asset Owner (IAO).

**Objectives**

- I. Over 60% of files will have retention policies added on SharePoint (as some will not require retention but simply review).
- II. SharePoint training will be put in place in a range of formats including classroom, e-learning, video, and documented to support staff with the technology.
- III. 100% of staff who handle Private Impact Assessment will undertake the E-Learning Data training.

We will provide quality data query tools for our staff to access data assets. We will further develop our use of data query tools such as Power Bi to help improve our data reporting infrastructure, helping staff to drive efficiencies as we gain a better understanding of the organisation.

**Objectives**

- I. To ensure that the quality of the data meets our business needs and prevents wasted resources.
- II. The business needs for Shropshire Council are sustainable with continued improvement of data quality to achieve its data quality objectives.
- III. Engagement with data stakeholders across the council is critical to build sustainable data quality management.
- IV. All staff need to work in a framework where they are respected, recognised for their efforts and empowered to raise issues of poor data quality.

- V. A successful data quality management program will acquire, produce, maintain, transform, disseminate and destroy data.
- VI. An excellent understanding of how these processes relate to each other and what results they produce, will enable the council to reach its outcomes.
- VII. Successful data quality management has an ongoing focus on improvement.

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We will identify and adopt automation and automated intelligence tools that promote and support services. We will use automated intelligence coupled with our improving data management culture to gain business insight and learning that we would not achieve by other means.

### Objectives

- I. To ensure legacy data and processes are evaluated and transformed.
- II. To help users access documents at their desktop in the office or working remotely.
- III. To ensure that Shropshire Council's governance, retention and compliance processes can be automated, keeping information about customers and staff up to date and protected.

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Our decision making is informed by data.

### Objectives

- I. We will significantly increase the number of non-confidential core datasets available for use in decision-making.
- II. We will enable staff to analyse and learn from our data to support better decision-making – giving everyone access to data tools such as Power Bi.
- III. We will achieve a basis for Single Customer View (SCV) around the properties in Shropshire, delivering a solid foundation for future data ambitions. This will include the matching of our core Line of Business systems datasets.

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We will improve the quality of our data to provide a single version of the truth about citizens and services that can be trusted and utilised.

### Objectives

- I. Identify the key data sources that the council hold and improve the quality of that data.
- II. Use those key data sources together to define a golden record or single view of the truth for our services, citizens, community and county.
- III. Robustly protect these key elements of information to ensure that they continue to provide business value in the future.
- IV. Data quality will be taught and recognised as everyone's responsibility.
- V. We will be creative and open around the use of our data assets to ensure we maximise their use whilst protecting the rights of the individual.

## **Commitment 4 – Instil a ‘curious’ culture that values, incentivises and expects continuous service improvement and digital ways of working from every member of staff.**

All staff will benefit from the ‘curious’ culture, with learning opportunities available to support them to be digitally able.

### **Objectives**

- I. Staff will have access to a range of learning materials that work for them, including face-to-face, E-Learning, video and documented tutorials on a range of topics to support them to benefit from digital.
- II. The learning opportunities will be made available across Shropshire Council’s estate, regardless of geography or locality.
- III. ICT services will deliver ways to review learning opportunities, continuously improving the materials available based on feedback.

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The council will recognise that staff need time to learn new tools and embed our ambition into everything we do. Managers support staff to develop their digital skills, ensure they take part in the training, digital hours and continuous development.

### **Objectives**

- I. Over 60% of staff will regularly have a digital hour, at least once a month.
- II. All managers will include a review of staff digital training and uptake as part of annual reviews.
- III. We will see a continued upward curve of adoption as staff continue to learn tools and utilise them.

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We will lead by example at all levels of the organisation. Senior staff will adopt, support and be open about their adoption of new technology and services.

### **Objectives**

- I. The council will attend national and regional meetings to promote our work and learn from others, avoiding the duplication of effort across the public sector.
- II. 100% of senior managers should develop and deliver a Digital Profile (document how they work for others to learn from and be inspired by).
- III. Technology will play a part in more meetings, such as the use of Power Bi for presenting data, Microsoft Teams/Rooms for collaboration and Whiteboard for sharing of information.

We will demonstrate good practice internally and externally, supporting staff with digitally native communities of best practice, using the tools at our disposal to drive further improvements.

### Objectives

- I. Over 60% of staff with access to O365 will use Yammer.
- II. 100% of staff with access to O365 should be given access to community space for collaboration, such as Microsoft Teams, SharePoint and Yammer.
- III. 20% of advanced users will actively engage with and contribute to digital communities focusses on the advancement of applications used by the council.

We will promote a challenge culture that accepts criticism of existing ways of working. This will support our efforts to move to a model of Continuous Service Improvement (CSI), with decisions about the use of technology driven by data – creating a cycle of improvement. This concept of supporting one another to be better has been somewhat alien to some, but in tech communities it is very normal, so we should encourage directorates to work together and deliver better services for those we serve.

### Objectives

- I. An increase in the number of processes changed.
- II. By challenging one another to improve, we should see some of the more niche technologies used that serve specific purposes – such as Microsoft Shifts for managing work patterns. This will be measured by an increase in the use of Shifts, Power Automate and PowerApps.



**Commitment 5 – Develop and train the next generation of technology users – both the general workforce and the staff that support and maintain digital services - reducing our reliance on external consultants.**

We will provide learning and develop opportunities for existing technical staff, Digital Champions and digital staff of the future.

**Objectives**

- I. At least 40 Digital Champions will be trained from across the council.
- II. We will provide a digital network of support to all ICT staff, Digital Champions and interested parties to collectively develop our digital skills.
- III. A cohort of trainees and apprentices will be recruited into ICT, with at least four members of the team beginning apprenticeships each year to develop our collective skills.

ICT services will work to the ICT Service Management Methodology of ITIL, moving the council as a whole to a model of Continuous Service Improvement (CSI) in relation to appropriate digital assets.

**Objectives**

- I. ICT will continue its ambitions to fully utilise the best practice ICT management methodology of ITIL, ensuring at least 80% of the ICT workforce are trained to a foundation level.
- II. ICT will work to train over 60% of the senior (ICT) management team in ITIL best practice to ensure the methodology is implemented to best use.
- III. ICT will seek ISO accreditation to demonstrate capability.

We will ensure our core digital enabling staff are trained to the highest levels. We will recognise that ICT-related skills are ever changing and that we must commit to continued investment in staff training to keep Shropshire Council at the forefront of technology and fully support our digital vision.

**Objectives**

- I. ICT will start at least three members of staff on apprenticeships each year, with a rolling trainee programme to deliver the council’s ICT staff of the future and support for local industries.
- II. Training requirements of staff will be reviewed annually to ensure the skills being developed now, will be fit for the future.
- III. All ICT staff will continue to undertake Microsoft accreditations, as our main supplier of technology, undertaking at least one Microsoft accredited module each year.



## **Commitment 6 – Develop technology (as well as public spaces and workforce) that enable us to be agile, flexible, adaptable and responsive to change.**

Continue to develop and promote the Smart Working culture.

### **Objectives**

- I. ICT services will review existing services annually and work to introduce new services that support Smart Working regularly, with a documented review taking place at least quarterly to identify opportunities.
- II. New technologies will be introduced to staff using the best practice methodology (Service Pipeline), with a planned implementation including training to ensure they are adopted wherever appropriate.
- III. New technology will be fully tested for compliance and security before it is released as part of Service Pipeline.
- IV. Provide the ability to share digital data with external stakeholders when required.

Adopt cloud where appropriate technologies, such as tools to work collaboratively in Teams and SharePoint.

### **Objectives**

- I. Tenders for new, or re-procurements of, major Line of Business systems will be flexible enough to allow for on-premise or cloud solutions. This will ensure the best and most appropriate solutions are acquired.
- II. All staff will be taught about the cloud and the benefits it offers through the ICT training sessions.
  - a. 60% of staff with access to O365 will have taken the ICT training for all initial session.
  - b. 40% of staff with access to O365 will have taken the ICT training for all intermediate session.
- III. 100% of staff will undertake the E-Learning Internet Security ICT literacy.

Staff have no barriers, technical or cultural to working in a mobile and agile way.

### **Objectives**

- I. Over 60% of staff feel able to work in a mobile and agile way – to be measured in the staff survey.
- II. 80% of staff discuss Smart Working as part of their Personal Development Plans.
- III. 80% of staff discuss their digital training attainments as part of their Personal Development Plans.

Align our services to modern commercial delivery approaches to improve service and efficiency. Use technology and information to adopt commercial approaches to service delivery and management.

### **Objectives**

- I. We will learn from commercial models of service delivery to adopt best of breed methods and technology.
- II. We will benchmark ourselves against industry leading organisations to challenge improvements in our adoption and use of technology.

## Budget and resourcing

As a council we want to 'innovate to thrive'. This vision for our working lives gives a clear opportunity for Digital, as innovation drives that world whilst enabling others.

This document details the ambitions to digitise records, print less, post less, automate where possible and work towards a more efficient method for offering customer service. All of these initiatives offer benefits that will be difficult to quantify as the financial game is twofold, in the actual saving of external spend (such as for paper or post) alongside the efficiency of working differently and the time saved.

As part of the Financial Strategy a number of savings targets have been put forwards, of which this strategy will support their enablement:

**£60,000 reduction in printing** – achievable by working in new ways, utilising cloud technologies for document storage which enables the sharing of documents digitally.

**£50,000 reduction in post** – achievable by enabling residents and businesses to access services online, thus not necessarily needing hard copies.

**£40,000 reduction in mobile phone costs** – achieved by changing the way we work, with more calls over the Internet and better use of Instant Messaging.

**£200,000** – changes to the way we manage our IT infrastructure across Shropshire – enabled as technology has advanced beyond previous iterations, allowing the highly skilled IT staff to re-imagine what's possible and bring down costs.

**£1,181,000** – Lean review of Shropshire Council structures and processes linked to Transformation, single front door and digital enabling technologies. The Workforce Digital Strategy will support teams to define what's possible with technology, then help with the delivery of services that will transform the way they work.

**Total planned: £1,541,000**

These savings are just the beginning; there are many opportunities to change the way we work and the IT Business Partners are noting new opportunities regularly. The opportunities to transform should be more forthcoming with the introduction of Digital Champions, as their dual role of understanding their service combined with the training planned to upskill them digitally will put them in a unique position.

## The transformation of services – how will we change?

Having the technology to change is one thing but instigating change is another. To support staff to go digital the following pages detail a range of services, tools and working practices that will help us go digital.

### Defining digital ability

Understanding where an individual or team might improve is a challenge, particularly with digital skills as they can be far removed from our normal working lives. To help, we have a range of tools for staff and managers to better understand where they might want to focus their efforts.

1. E-Learning on Leap into Learning:
  - a. **Levels 1, 2 and 3 ICT Literacy** – these are internal assessments that managers can request staff undertake, to ensure they are practicing at a level appropriate to their roles.
  - b. **Internet security training** – a new package that focusses on practical security tips and practices.
  - c. **Information governance training** – A new data protection training course is available for staff to use.
2. We are working with our partners in health to develop and deliver a digital skills tool that will help upskill our entire workforce as a collective, recognising that our future will require far more collaboration. This tool will gauge staff's digital skills based on six specific metrics, such as digital communication skills. It will also look to the future, having been influenced by the NHS's Topol Review – arguably the most important document when considering the digital future of the NHS.

## Developing skills and learning

**A 'curious' culture** – we need to instil a culture of curiosity into our working days, weeks, months and years – as the best way to improve is to upskill and look to others to learn. Many successful organisations have taken this approach, so it's an exciting opportunity for all of us to give and be given permission to be curious, even making dedicated time in your diary to learn new things and ask questions.

**Community supported learning** – using tools like Yammer and Microsoft Teams, we hope to enable all staff with an interest in technology to come together in digital communities. This is a core part of our participation in the Digital Declaration but similarly entirely logical, as we should be benefitting from our combined digital assets, in terms of technology and ability.

**Digital Champions** – as we evolve our services it is becoming increasingly difficult for ICT to accommodate all the requests received to help with technical solutions. To help, we are starting a Digital Champions course to give teams a specific go-to person that can help them with their O365 queries. This work will see staff trained thoroughly on everything Microsoft, with dedicated support available after from their ICT Business Partners and the Helpdesk. The Champions will also have access to a virtual community, offering a community of support on specific tools and applications.

**Digital hours** – a lack of time is often put forward as the reason for not going digital, yet it's known to save time when people do... Setting aside one hour each week to learn a new tool, either individually or with colleagues, will help staff to improve services whilst making them more sustainable. Digital hours will work alongside the curious culture as we should be asking, "is there a better way to do this?"

**Digital profiles** – we'll be publishing digital profiles of staff across Shropshire Council to demonstrate what's possible, with senior managers preparing and publishing theirs by January 2020. A digital profile is a breakdown of how someone benefits from digital technology in their working life; they will demonstrate what's possible and give people an idea of how far others have gone.

**ICT lessons for all** – in early 2019 a request was made for dedicated ICT lessons, teaching staff how to get the most from the technology they have. The sessions are split into two main groups, the first being an introduction to O365 and then an extension of this to look at more complex tools. Feedback from the ICT lessons has been extremely positive with staff reporting, on average, an increase of 24% in confidence when using the technology.

**Leap into Learning** – this is our online learning platform which records and creates certificates of your learning journey. Leap has been developed over the past two years and has a set of engaging and useful modules that staff can undertake in their own time. This starts with staff induction but evolves into a range of offerings for staff to digest when needed. On Leap, you'll find digital literacy Levels 1-3 which help staff to further gauge their technical abilities. This will be an indicator as to the kind of training that might be of benefit, if any.

**Levels of ICT literacy** – in 2018, staff were able to gauge themselves on the levels of ICT literacy. We'll be expanding this further and soon you'll be able to gauge your skills on Levels 1-3, with levels 4/5 being classroom-based.

**The intranet** – The intranet is a good place to look for information on all things digital and often signposts to other sources. If you're stuck, it's always worth a look.

**Tips, tricks and features updates** – want to learn more? Sign up to our digital tips and tricks Yammer group, showing how to do new things with the applications you have, learn about new features and generally keep on top of the transformation possibilities.

**Yammer** – Since 2017 the council has been using Yammer to discuss transformation, with the aim of getting staff used to using the tool. Yammer is an online collaboration space, where staff can post comments, questions and answers. Posts on Yammer frequently see over 1,000 people read them, and there is a significant number of staff who regularly contribute.



## Getting help to transform

With most change efforts staff will likely need some help and there are a range of services to offer support. Once your team has a Digital Champion in place, they'll be your go-to person for most digital questions. If they can't help, you can contact your ICT Business Partner who should be able to assist.

**Digital Champions** – our ambition is to have a digital champion in every team to provide support. The aim is to train Digital Champions to understand the technology available to them, as this will help identify opportunities to improve services. The Digital Champions support will bolster that of the newly appointed ICT Business Partners to focus on new services, with the ICT Helpdesk still available as always for troubleshooting.

The likelihood is that every team will already have a go-to person for advice with digital tools. If that person were to then be trained as a champion, they'd gain access to extra support, digital community groups, tools and technology – all whilst understanding how their service runs, with the new knowledge of how technology can help.

**ICT Business Partners (BPs)** – these are newly appointed posts who spend their time helping teams adopt technology; the BPs do this by gaining an understanding of what's possible and required, then delivering technology that fixes a problem or improves a service. Their roles are about identifying any opportunity to make things better and then putting it in place, either on their own or with support from others.

The BPs can also help a team access Business Analyst or ICT project support (detailed below). These two services will only be required if the project or scope of work needs additional resource, but the help is there.

**Business Analysts** – another resource that's worth knowing about are our Business Analysts (BAs). Although we only have a few, they are fantastic at helping you define the outcomes you want to achieve using technology. It will be your Business Partner who accesses the support of the BAs; just discuss the outcomes with your ICT Business Partner and we'll help.

**ICT projects** – there will be times when the outcome your service area is trying to achieve is too big or complex for the ICT Business Partners to deliver alone. In ICT, we are fortunate to have an excellent ICT Projects Team who ensure our work is delivered in a structured and logical way, with appropriate governance. We can support your ICT projects if such support is required and your BP will work with you to access the help.

**Leadership qualifications** – it's worth mentioning that the council offers a range of leadership qualifications, which are particularly important when leading change, such as the adoption of new digital services. You can find more information on this in the Workforce Strategy.

## A modern ICT service for a Digital future

A modern ICT service is constantly evolving. Gone are the days when a core set of enabling services could allow customers to fully utilise the technology at their disposal; instead, we find ourselves driven to use more tools and work in an increasingly automated world.

Shropshire Council is fortunate to have a vast array of technology and skills that have developed over the past decade. To capitalise on these assets, Shropshire ICT have been working to adopt the best practice ICT management methodology of ITIL. This chapter of the Workforce Digital Strategy sets out the importance of ITIL and how it will drive digital now and forever, as we move to a model of Continuous Service Improvement (CSI).

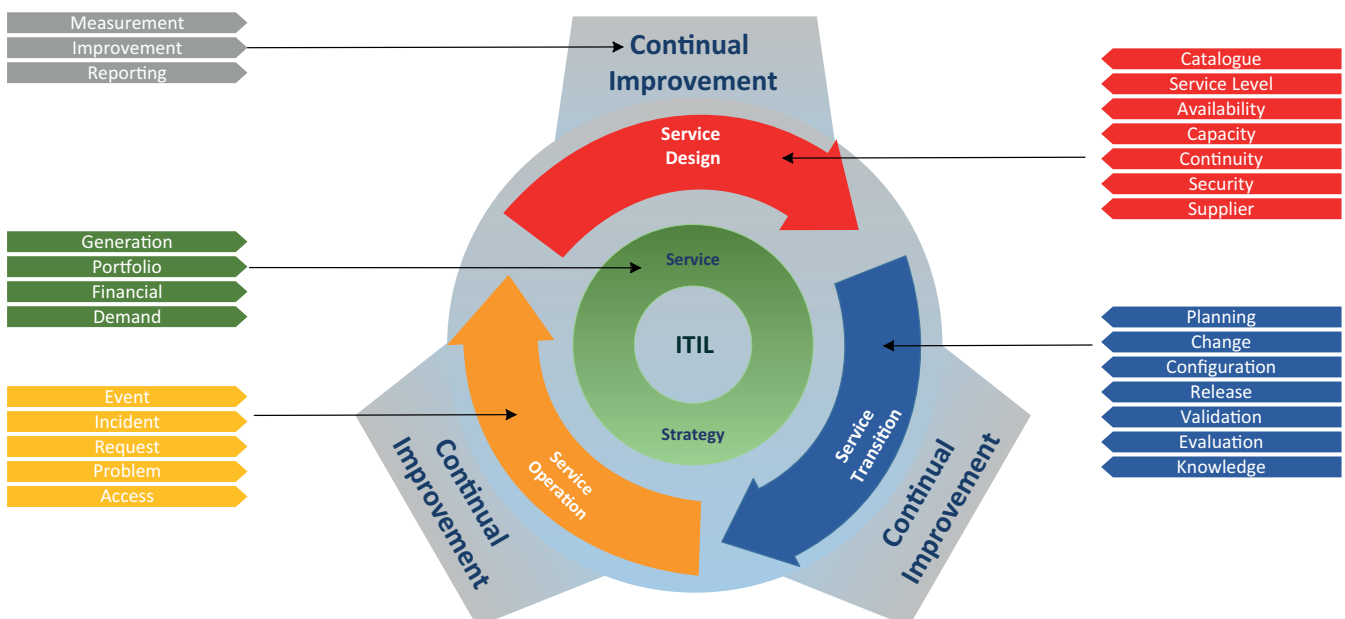
### ITIL – the best practice ICT management methodology

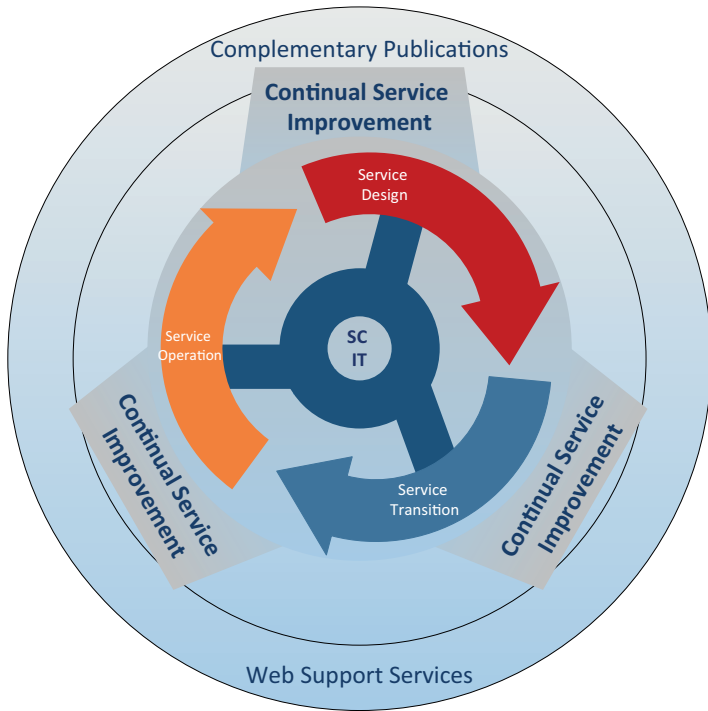
ITIL is an ICT management methodology that has been developed over many years involving thousands of organisations and ICT professionals from across the globe. It is owned by the British Government and renowned across the world as the go-to ICT service management methodology. Shropshire Council has benefitted from ITIL’s teachings for a long time but in 2017 the service began a full adoption programme.

Amongst many benefits, ITIL delivers a defined set of practices and processes for running an ICT service. This common approach offers structure to what can be a very diverse service offering, particularly in local government and the many types of services required.

### What is ITIL?

ITIL is a set of best-practice processes for delivering ICT services. Based around five Lifecycle stages of Service Strategy, Design, Transition, Operation and Continuous Service Improvement (CSI), ITIL offers a framework for delivering ICT Services that is truly the best practice.





## Continuous Service Improvement (CSI)

A major factor of the ITIL adoption is the notion of CSI, which is the idea that every service should be re-visited and improvements sought.

This is important for Shropshire Council as we deliver many tens of services, with new ones always in development and the old being retired.

By adopting a strategy of CSI, we can work to avoid single major points of investment and instead work to always improve the services on offer.

Essentially, CSI puts processes in place that helps ICT to check that service offerings align with the needs of the business and they are as good as they can be.

## What does ITIL mean for customers?

In the world of ITIL customers are those we serve, in this instance the rest of Shropshire Council outside of ICT and the many external customers the team have. Fundamentally, ITIL means an improvement to service but there are some key changes to note.

- We have introduced Business Partners – (Business Relationship Managers in ITIL) to ensure our services meet the needs of our customers;
- We will be using Service Level Agreements (SLAs) to document the needs of our customers and agree how we'll support them;
- To underpin the SLAs, we will monitor Critical Success Factors (CSFs) and Key Performance Indicators (KPIs);
- We will present our service catalogue to all customers, showing the breadth of services available.

All these changes will make the ICT service more transparent and open to improvement, as we want to be the best we can be.



## Stories – what could a digital future look like?

To help understand what's possible we've written three stories to demonstrate the journey someone might take when going digital. These are also available as Sway presentations, which is one of the many tools staff have available to them.



**A Curious Team** – Mike's digital journey 2019 – 2021 – this story looks at how adopting a curious culture, despite being sceptical about digital, can help us change the way we work.

Mike and his colleagues read the Workforce Digital Strategy with some pessimism and a desire for it to not affect their world. The effects of the council's Digital Transformation Programme had been on the periphery of their working lives, which suited Mike and his team as they had work to do and savings targets to achieve.

Although sceptical, Mike's team adopted the curious culture and put an hour aside each week to look at the tools and work out how they might benefit from them and their service. They even put a colleague forward to be a Digital Champion who undertook the training, then led the digital hour each week.

Six months into their digital journey and Mike's team had embraced digital. Each week their whole team got together to be curious, offering tips and tricks they have learnt and getting some training from their Digital Champion. They had been spurred on by their line manager, head of service and director, who all shared their digital profiles which showed it was OK to take the plunge, use the tools and have time to learn.

The return on investment came quickly, first by stopping printing for meetings, then through a reduction in travel costs thanks to collaboration, and finally a significant administration time saving thanks to automation.

There were also specific outcomes Mike's team were supported with. For instance, Mike's team receive a lot of FOI requests each week and the IT Business Partners assisted them with the production of a series of online dashboards displaying the most commonly requested data. They also had a lot of internal forms that took time to send out and collate, all of which are now digitised and automated – improving their service whilst saving a considerable amount of time.

Mike could not believe the difference six months made and wished they'd begun their digital journeys sooner. The team are now more efficient and happier, knowing they've achieved their savings targets by changing how they work.

The team embraced their curiosity, continue to hold their weekly digital hour and share their experience with others, even training up another Digital Champion to have a spare if one's off!



**Working Smart** – Jane's digital journey 2019-2021 – this story looks at someone's journey to being a digital champion and how they become a crucial part of their team, enabling change and saving time.

Jane works in a small team at Shropshire Council who coordinate a team of fieldworkers, who visit residents all day delivering a range of services. Jane was tired of working longer hours than she might like; it was also difficult to find time to speak with her colleagues about service improvements, and some of her colleagues had started to look for other jobs.

Jane did not want her colleagues to leave, she liked her team and valued the friendships. Jane remembered a time when they met weekly, to plan and improve services, but those times seem like a distant memory.

One of Jane's colleagues had started using Yammer, the council's internal social media, Jane found lots of discussions taking place about working differently, council services, all sorts of stuff. What she found was a community of colleagues, with many of them having similar issues to her.

Jane read about how some of those giving answers on Yammer had been trained as Digital Champions and she decided to put herself forward for the course.

The first session introduced Jane to a host of tools she had but did not know how to use, such as OneNote, To Do, OneDrive and Teams. Jane learnt these easily, enjoying the sessions and the opportunity to work with colleagues in similar situations. Jane joined the Digital Champions Microsoft Teams site and worked with her new colleagues digitally, which helped her develop the skills she'd learnt. The homework after the first session was to practice using the tools, identify any problems or opportunities.

The second session taught more tools, such as Sway, Forms and Delve, and went over some of the issues Jane had raised. The IT Business Partners also gave out some training materials that Jane could use to help teach her colleagues the basics, with the option for them to attend more courses if they wished. Jane learnt a lot in the second session and she documented some specific benefits she'd like to explore, such as using Microsoft Forms to gather data from potential customers and using Microsoft Teams to coordinate staff time.

In the third session they covered some really advanced features, giving Jane an overview of Power Bi, PowerApps and Flow. These sessions were there to demonstrate the potential, not strictly how to do it, which gave Jane lots of ideas for changing the way her service operated to save time.

Fast forward three months and Jane has transformed her colleagues' working lives. They now have meetings every Friday to discuss service improvements, which is great as it's allowed them to be more competitive and take on more work. They have digitised processes, slashed travel and printing costs and have become involved in a project to further automate some of their work, meaning they can spend more time with customers – not doing admin.

Jane still works with her Digital Champion colleagues in their virtual group on Teams. Jane also has special access to updates on specific pieces of software, the same updates that IT staff share with one another to keep up-to-date with new features and functionality. Jane has also documented her journey for others to follow as it's transformed her working life to be more like it used to be in terms of team morale and philosophy, just with a lot more technology. Now that she's trained, Jane even advises people on Yammer to become a Digital Champion, something she's proud to have done and would advise anyone to try – as it's scary, but better to be in control of your destiny.



**Adopting Artificial Intelligence (AI)** – Edward’s journey 2019-2021 – this story looks at how AI will likely be changing our world in the next few years.

Edward (Ed) works with data, he spends his days scrutinising changes and assessing what it might mean. Ed enjoys his work, it’s been a lifelong fascination and now he gets to spend his days looking for patterns, issues or anomalies to ensure the data is correct.

After reading the Digital Strategy Ed considered that he was already curious but decided to adopt the Digital Hour. He also looked up his manager’s Digital Profiles for inspiration.

As part of the Transformation programme, all the data Ed oversaw on spreadsheets has been moved to the cloud. With this transition a host of new tools became available. Ed had been aware of the potential power of Artificial Intelligence and was keen to learn what it could or could not do, so he set about scrutinising the data in new ways.

After just a few weeks, Ed had automated his role – with the technology alerting him to changes he would otherwise be searching for, triggers in place for other occurrences and the complete automation of the dashboards Ed used to profile. This was a big change for Ed but an incredibly exciting one, as now Ed had time...

Six months later Ed has become the council’s AI guru, supporting teams to better utilise the power of the cloud and AI. Projects to date include developing a machine learning process to automate the production and digitisation of invoices – which saved several teams many months of hard work. Ed had also instigated a fascinating piece where one of his AI-driven projects scrutinised hundreds of years of archived data – translating written text and generating tables of data that reveal trends in how our ancestors lived, worked and were supported.

Ed didn’t stop there. Using the data gathered from the services searched for in Shropshire, the actual services used, health and location data, Ed was able to begin predicting with a remarkable level of accuracy the type of services people were keen to access. This helped in a number of ways, particularly with planning of services and communications – as we could promote services before people asked for them.

Soon, others joined Ed in his work and the Transformation of Shropshire Council snowballed, supporting other local public sector bodies to be different. Ed remained curious and continued to have a digital hour, during which he mainly supported others to learn about his work and AI. Ed loves his job, he’s at the forefront of a revolution that he helped shape.

## Tools to enable change – our transformation toolkit

Shropshire Council is fortunate to have an array of technology that can be utilised in our efforts to work differently. The technology ranges from old favourites that have new functions, such as collaborative working in Word and Excel; through to the complex capabilities of Dynamics 365 – which is a very adaptable Microsoft product. Whatever the need from the business, the likelihood is that we now have a tool to achieve the desired outcome.

To find out more about the tools we have at our disposal, please attend the Introduction to O365 course, speak to your Digital Champion or ICT Business Partner.



## Some key pieces of work

There are some major digitally-focused pieces of work underway across Shropshire Council, some of which have been very public and others less so. This section of the strategy sets out some of the work to ensure our efforts are aligned with the desires of the council.

**AI** – Artificial Intelligence is not about computers pretending to be or supplanting human beings. Modern AI is used to provide several things, primarily reducing the need for people to perform mundane decision-making tasks so that they can get on with dealing with the important and more complex issues of their job. AI can be used to examine a set of data and decide or carry out an action based on the rules it has been given to apply to that data. As an example, an AI system might wait for a set of key words in an email to appear and then send a request for a service based on that email. It might examine a set of real time statistics to determine whether a customer service is able to operate efficiently with the current staff resource available. More advanced AI systems can machine learn based on how previous decisions have been made or data received. These systems have complex internal rules that uses previous actions or decisions to better improve its decision-making. The more it operates the better it gets and often this technology is seen in Bots.

**Bots** – A bot in this context is a piece of software that can interact with its surroundings, often external customers via live chat facilities. Customer engagement Bots are a form of AI as they examine the information they receive to respond to queries. Many use free text input to look for keywords to direct customers to the right area or to provide answers to queries or requests for help. If you have used webchat on a website, you might receive the ‘Was the answer useful?’ prompt. Some bot systems will use this response to automatically improve its service based on the feedback. This is a form of AI.

**What does the future hold for AI and Bots at Shropshire Council?** We will use advanced AI to help determine trends in council data and automatically highlight areas of concern or opportunity. We will use smart Bots to engage with customers so that they learn to signpost to support. We will also use Bots to automate mundane tasks, improving efficiency and freeing staff time for more critical workloads. This is not a distant vision but a reality that will be in place by the time this strategy is formally reviewed in 2021.

**Citizen digital skills** – Helping our residents and businesses to use technology is important and we’ve been working with other likeminded organisations to do just that. The digital skills programme aims to empower residents to use technology to improve their lives, in many of the ways detailed in this strategy.

**Cloud Strategy** – Cloud has been at the forefront of ICT thinking for some years and provides opportunities to improve or re-design service delivery. Cloud solutions can reduce risk or mitigate resource restrictions, as the responsibility for the delivery of a service transfers to the provider from the customer. As an ICT service we have explored these services and watch them develop into secure and reliable products over many years. Our cloud strategy is to leverage the most appropriate cloud technology and combine it with local services so that we can provide the best value solutions. We believe this is the right direction, as a one size fits all approach either on premise or in the cloud cannot provide sufficient flexibility or realise the specific benefits of either technological approach.

**Connecting Shropshire** – working digitally internally is one thing, providing services externally is another and we need those we serve to have connectivity to enable that. Connecting Shropshire has been organising and lobbying Internet providers to deliver better connectivity for Shropshire and will continue to do so for the foreseeable future.

**Data and analytics** – better use of our data and the introduction of analytics, such as Power Bi detailed below, was a key driver for Transformation. A dedicated team have been delivering a range of tools to help us harness and utilise the power of data, whether it be Master Data Management (MDM) or tools for managing governance. We will continue to support the development of proper data handling and management and promote the use of the council's data assets to help transform service delivery.

**Data centre refresh** – in 2019 Shropshire Council invested in a new data centre solution, to support our ICT infrastructure. This has helped drive down costs in some areas and keep costs low in others. This is important as we can host your ICT solutions, such as software, websites or data, ourselves – giving flexibility when procuring solutions.

**Directory of services** – for many years Shropshire Council had several directories, containing a range of services from ourselves, partner agencies, the third sector and individuals – these are now being transitioned into a single source, helping those we serve find the information they need.

**Equitrac deployment** – Equitrac is the council's chosen 'pull-print' or 'follow-me-printing' solution. It enables all of us to print to a single print queue and then collect the print, if we need to print at all, from any device.

**Events management** – Shropshire Council host and support myriad events each year. These events are largely to spread information, gain feedback and involvement or collaborate but they all have the same framework. To support this, we have set up a digital events management service where staff can access tools to help with your event, such as websites, social media, e-ticket solutions, document templates, apps for on the day and feedback tools.

**Identity management** – Identity management is quite simply our ability to manage our identities in terms of what we can access digitally, such as applications or data. We have invested in technologies that allow us to manage staff and residents' access in a more modern way, giving people the ability to sign into applications using a single method.

**ITIL** – ITIL is an ICT management methodology. It is a set of practices, principles and processes based on the learning of thousands of ICT Services from across the globe. Shropshire’s adoption of ITIL is important as it is helping us to be better, by providing services our customers need and reviewing these regularly.

**Legacy systems** – Review and replace historic systems, Access databases etc to reduce cost, improve functionality, reduce risk and improve connectivity of systems.

**Machine learning** - Identify active and inactive datasets, move content, identify records with longevity and archive status and keep their metadata. Clarify collections and preservation requirements.

**Power Bi** – in 2017 we started using Power Bi, which is the most advanced business intelligence tool in the market, as it forms part of our Microsoft package of services. In 2019 we introduced this service to others and have worked with a range of colleagues to produce beautiful, interactive and automated dashboards (displays) of information. This is a key tool in our ambitions to Transform, as it enables us to view data in new ways, automatically.

**Project Control** – this tool is a good place to look as if you’re thinking of starting a project. You can search through existing projects, closed projects and proposed projects to see the kind of work being undertaken.

**SharePoint migration** –this is a really important piece of work for Shropshire as there are many benefits to moving away from the shared drives. We have set a target of 2021 to have achieved this, so please access the services detailed throughout this document to learn how you can make the move to SharePoint.

**SOCITM** – SOCITM is the Society of ICT Management and has a long history of supporting public ICT services. Its main goal is to promote collaboration, best practice, influence government ICT policy and generally represent ICT services within the public sector. We will continue to develop our relationship with SOCITM to support our drive for best practice, keep updated with sector trends and to promote Shropshire Council as an organisation. Sharing experience amongst peers is an extremely useful avenue when considering new services, adopting new technologies, assessing suppliers or identifying trends. Being an active member of SOCITM supports this activity.

**Smart Working** – often referred to as working in a mobile or agile way, Smart Working is the idea that we should be able to carry out our roles in the most appropriate places, not just the office. This Digital Strategy defines some of the tools that will help make this happen, with the Workforce Strategy and Smart Working Handbook giving you more information.

## Digital Transformation timeline – what's left to do?

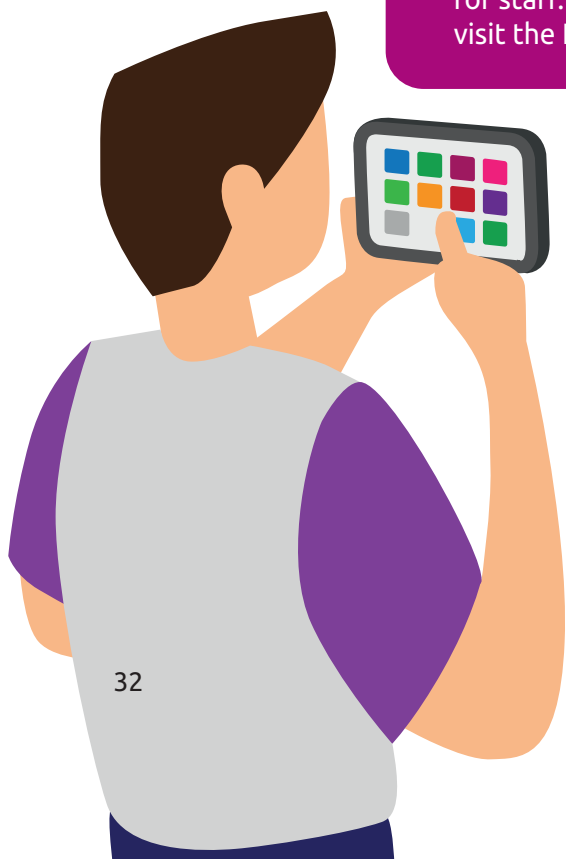
Digital Transformation has been underway since 2016 and we're now coming to the final elements of the programme, with responsibility for the software moving to ICT and control of future changes being taken on by service areas, teams and individuals. This page details the remaining plans and work packages to be delivered.

Although this is prone to change, this is accurate at the time of this Digital Strategy's publication and will be updated throughout the life of the document.

**1. ICT Support** is always accessible, you can contact the ICT service desk on 01743 252200 or via email to [its.helpdesk@shropshire.gov.uk](mailto:its.helpdesk@shropshire.gov.uk). Alternatively, for queries about working differently, contact your ICT Business Partner – speak to your line manager for more info.

**2. MyShropshire updates** – over the next two years there are a number of planned releases to continue our migration of services to the Internet. These are scheduled for March 2020, July 2020 and November 2020 – with ambitions to do the same the following year in the same months.

**3. ICT Training** – throughout the year, ICT training is available for staff. You can find details of this on Leap into Learning, visit the ICT training for all pages.





**January 2020** – Strategy signed off, implementation and communication begins.

February 2020 – First cohort of Digital Champions to be trained.

March 2020 – Senior Managers Digital Profiles released.

April 2020 – Staff and managers begin reviewing staff digital plans as part of Performance Development Reviews.

May 2020 – Second cohort of Digital Champions trained.

June 2020 – All staff should have access to and be using Equitrac for printing.

July 2020 – Third cohort of Digital Champions trained.

August 2020 – All staff should have migrated their personal documents to the cloud (OneDrive).

September 2020 – Next round of staff digital profiles released.

October 2020 – G drive turned off.

November 2020 – Fourth cohort of Digital Champions trained.

December 2020 – 30% of files migrated to SharePoint.

**January 2021** – Strategy progress reviewed.

February 2021 – More sessions with staff to review progress and help with barriers to change.

March 2021 – Fifth cohort of Digital Champions trained.

April 2021 – Digital Champions refresher courses as technology moves fast.

May 2021 – 40% of files migrated to SharePoint.

June 2021 – Next round of digital profiles released.

July 2021 – Sixth cohort of Digital Champions trained.

August 2021 – £80,000 reduction in print achieved.

September 2021 – £100,000 reduction in post costs achieved.

October 2021 – Significant reduction in travel costs achieved.

November 2021 – 80% of files migrated to SharePoint.

December 2021 – Strategy refreshed for the following years with new aims and ambitions.

## Partnership working – creating a better system for everyone

Shropshire Council is proud to be part of the Shropshire Telford and Wrekin Sustainability and Transformation Partnership (STP). The STPs are tasked with improving health and social care services, and members include the hospitals, NHS services and councils. This page briefly details some of the work we're undertaking, as it's important to know that digital is a key driver in working more collaboratively with our colleagues in health.

Shropshire Council's ICT team is a key contributor to the STP's digital group, which is a collection of senior ICT staff from across the STP.

The Digital Enabling Group's (DEG) vision is to make:

*The right information available to the right people at the right time, in the right place; to enable the best possible care.*

Working in collaboration across the health and social care systems can deliver significant benefits for residents, with access to information a major driver for change. The collaboration might be something simple, such as enabling staff from any public sector organisation to automatically access each other’s WiFi (The GovRoam project); or a more complicated ambition to have a resource demonstrating the different datasets we collectively have – whatever the ambition, the DEG have defined four priorities:

Priority	Description and benefits for Shropshire Council staff
<p><b>Integrated Care Record (ICR)</b></p>	<p>The Integrated Care Record project aims to provide NHS patient data in a single place. The ICR will combine data in a legal and compliant manner, with patients retaining all the normal data protection rights, whilst allowing health and social care professionals to improve services using data to drive change and when the patient needs support from any entity.</p>
<p><b>One approach to information governance and data sharing</b></p>	<p>All members of the Shropshire health and social care region comply with UK and European data legislation. As our worlds are increasingly driven by data, we aim to find a common approach to data sharing and governance. Finding a sustainable set of standards that all bodies can use and adopt will aid with compliant data sharing, control and visibility.</p>
<p><b>Power BI/ data sharing, system-wide view</b></p>	<p>The organisations in the Shropshire STP have a variety of data that can help transform and improve services in ways that are often unimaginable. This stream will identify key data sources, implement modern data solutions and promote the use of data for service transformation.</p>
<p><b>System-wide approach to infrastructure and security</b></p>	<p>The fourth stream promotes best practice, common standards and approaches for ICT networking, security, servers, cloud, communication and device management. A consistent approach allows better collaboration, utilising the skills of all the specialist technical areas to better understand each other’s organisations and those we serve.</p>

## A glimpse of the future...

We are faced with plugging a significant gap in spending, and digital should be the first port of call for anyone looking to work in a new way. This might be as simple as reducing a team's print, post or travel costs; or more complex changes such as automating the collection and presentation of data; or even the adoption of AI to process invoices. Whatever the problem, it can likely be solved, or at least helped, with digital.

By embracing a 'curious culture' and agreeing to ask "why?" we can begin to drive out inefficiencies in our working worlds, delivering better and more sustainable services for those we serve. In being curious we will likely challenge the way our teams or those we work with operate and this should be encouraged, as we often find ourselves too close to a situation to see the opportunity staring us in the face.

The encouragement to take our digital hours and try new things will be helped with a greater understanding of how others work, which can be gained from the digital profiles. This openness to change and honesty about how we work can be the spark that ignites significant digital change for everyone, giving permission to work differently.

We are fortunate to stand on the cusp of something new, an organisation driven by data to constantly improve for those we serve. It is a scary, daunting time but no more so than the for any organisation – we simply have more technology to gain from and greater opportunity to change.

The role of the Digital Champions in instigating this level of change cannot be underestimated as they will be the ones who understand each team's needs and can support their colleagues in ways a centralised team cannot. Then, with the support of the ICT Business Partners, they can begin making significant inroads into evolving the way we work and find savings in places currently hidden by policy and process.

Our digital futures are there to be pursued and we should move as a collective, encouraging everyone, being curious and looking to be better – as we have the tools to transform and it's time to do just that.

## Glossary of help and support

We offer a range of IT support across the council, whether it's help with something that you already use or if you want to do things differently.

### General

ICT.Support@shropshire.gov.uk or call 01743 252200 – Contact this team for general ICT queries or if you're not sure who to go to.

Web.Support@shropshire.gov.uk – for anything website, social media or newsletter related

### Specific system support

BusinessWorld@shropshire.gov.uk – Enterprise Resource Planning (ERP) system queries

SS-InfosystemsHelpdesk@shropshire.gov.uk – Adult Social Care's Liquid Logic

LCSHelp@shropshire.gov.uk – Children's Services Liquid Logic

csc.administrator@shropshire.gov.uk – Customer Relationship Management (CRM) queries

### IT training

You can book IT lessons using Leap into Learning, simply visit the "IT Training for all" section to book onto the courses now.

You can also ask for broad help and assistance on Yammer, particularly in the Transformation group, as this community approach to support is beneficial.

### Business Partners

Within ICT we have four Business Partners who will work with our staff to help them adopt new technologies and transform how services are provided. This can be relatively simple work such as moving to virtual meetings to reduce travel and print costs, or helping to capture requirements to develop new applications, which can then be developed by the wider team. The Business Partners are there to support council staff in accessing ICT Services and ensuring that the work and support we provide are meeting your requirements.

If you want to get in touch with your Business Partner please contact the Service Desk on ICT.Support@shropshire.gov.uk

## Digital checklist – what do you need to do?

Everyone will have different benefits from utilising digital. Some people will find processes can be automated, others that it saves them travel time or print costs. Whatever the benefit, there are some broad things we all need to get through to start identifying the big opportunities.

It's important to remember you can always contact us in ICT and we'll assist you with this work. This is a collaboration, we're in this change together.

Things to do:

- Read the Work Place Digital Strategy. Well done, you've started!
- Start to plan your digital journey by reading this guide. Think about:
  - What do you want to achieve with digital?
  - Which technology might benefit you or your team?
  - How can you find out more?
  - Who can help you understand or achieve your objectives?
- Work out who will be your team's Digital Champion, and get them trained
- Attend the two introductory ICT sessions – (book them on Leap)
- Plan when you'll move to the cloud – training on how to use cloud storage is given in the training. Your Digital Champion and Business Partner can also support you:
  - In October 2020, G drive is being retired so you'll need to move your documents to OneDrive.
  - All the shared drives are being retired over the coming years so you'll need to have moved your team documents onto SharePoint.
- Keep reviewing and learning
  - Keep reviewing what you have achieved and what more can be achieved.
  - There is always more to know and learn so keep up to date.
  - Challenge yourself and your team to continually improve.

Notes

# Workforce Digital Strategy 2020 – 2021

