

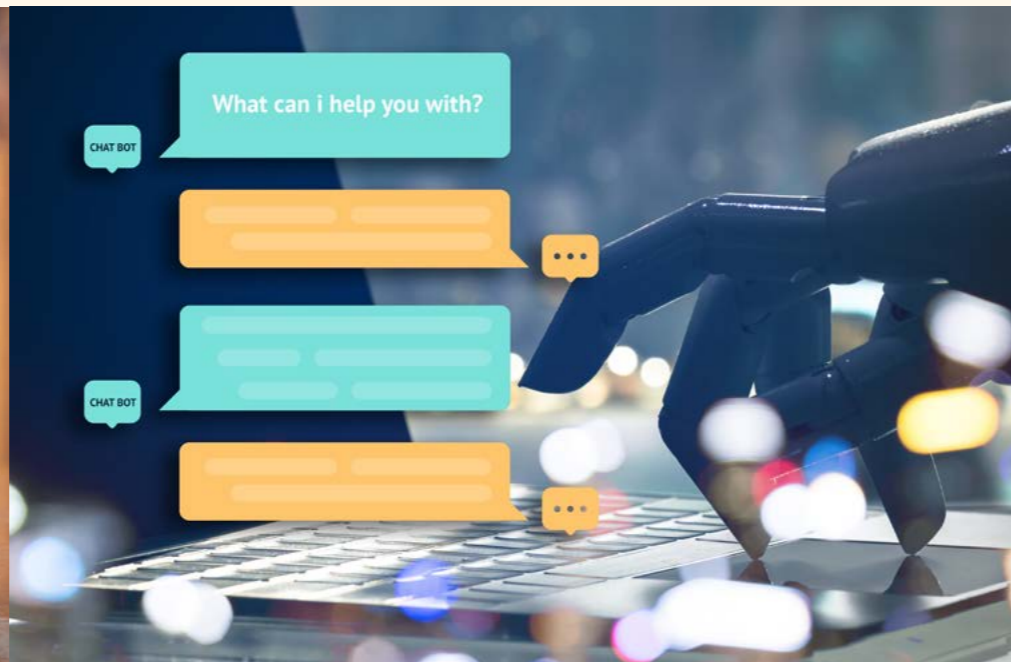
# Telford & Wrekin Council Digital Strategy



**Improving our Customer Experience**  
Our journey to excellence by 2023

Protect  
Care and Invest  
to create a  
better borough





## Foreword

We have made real progress this last year due to COVID-19 to further transform the digital delivery of council services, to help bridge the digital divide within our community and through supporting our local businesses and High Streets.

Our customers, who are made up of residents and stakeholders in the Borough, are at the heart of everything we do, and we want to make sure that we maximise the potential of digital technology in how we communicate and engage with our residents, customers and partner organisations through providing the right digital environment within communities.

We have learnt that the way our customers want to do business with us has changed and there is a preference to do more online, providing convenience and a faster way to interact.

We also recognise that digital can be challenging and we will make sure that those who don't have the access or the skills are not left behind.

We will continue to adopt and invest in modern cloud technology (e.g. computer system resources available over the internet) solutions to improve efficiency and productivity. This will support the council to secure data and reduce its own carbon footprint, providing our employees with technology equipment and services that enable us to work efficiently and to collaborate with partners.

Post-COVID recovery could see long term changes to working patterns, increasing the reliance on digital connectivity.

We have signed the [Local Digital Declaration](#) along with hundreds of other local authorities; a shared ambition for the future of local public services.

The Digital Strategy is supported by capital investment totalling £2 million between 2020/21 and 2023/24.

This Digital Strategy describes what we want to achieve to realise this vision and how we will deliver it through 4 digital themes.

**Digital Customers. Digital Communities. Digital Place. Digital Workforce.**



**Cllr Richard Overton** Deputy Leader and Cabinet Member for Enforcement, Community Safety and Customer Services



## 1. Digital Customers

In January 2021 we launched our Customer Strategy “Improving our Customer Experience – our Journey to excellence by 2025”. This strategy sets out our clear, ambitious vision for delivering a consistent and reliable customer experience across all sections of the organisation, no matter which contact or communication channel our customers choose to use.

We will ensure the option to do business online exists for every service or enquiry type in the Council and those digital services should be easy to use and reliable so they become the customer’s preferred method for communicating with us.

By making it easy and convenient for those customers who can engage with the council digitally to do so, it allows us to focus more resource on providing better services to support those customers who need to contact us using traditional contact methods.

## 2. Digital Communities

We will maximise the potential of digital technology in how we communicate and engage with our customers and partner organisations through providing the right digital environment within communities. Giving people the right digital access and skills so they can do more for themselves by encouraging and supporting digital inclusion, promoting accessibility and supporting new skills, thereby helping people live independently for longer.

## 3. Digital Place

We will support our high streets, SMEs and major employers across sectors to embrace new technology, diversify products and to connect the supply chain and grow. A key part of our business recovery and reform strategy is to ensure Telford can compete for new investment, which is essential to connecting communities to opportunity. We will work to enable the infrastructure in the borough to realise the potential of ‘Gigabit Telford’ to drive investment and growth, strengthen and bring

resilience to the skill base and raise aspiration and achievement across all our communities.

## 4. Digital Workforce

In recent years, modern technology has accelerated rapid change throughout all areas of our lives and now more than ever, it is critical that Telford & Wrekin Council’s workforce is provided with reliable, modern, flexible and secure ICT services.

Our workforce will have the skills and abilities to deliver our priorities and will have the opportunity to further develop. We will continue to adopt and invest in modern cloud technology solutions to improve efficiency and productivity throughout the council and to support the council to secure data and reduce its own carbon footprint.





## My Telford



**100+**  
services  
online

**60,776**  
MyTelford  
accounts  
created



**5,406,223**  
website visits



**162,962**  
Online  
transactions



**76,435**  
Online forms/enquires

## Telford online



**162,962**  
Online  
transactions

**77,036**  
Online  
payments



Funded &  
delivered...

Laptops for  
Learning =  
**726 devices**

Kindle  
Kindness =  
**262 devices**



**Chat Bot**  
on [telford.gov.uk](http://telford.gov.uk)  
24/7 365 days a year

**825**

Apply for  
free school meals  
per month

STRONG FOLLOWING  
ON SOCIAL MEDIA  
**33k Facebook**  
**23k Twitter**

Online Report



**104,758**  
residents signed up  
to GovDelivery



**98.5%**  
superfast  
broadband  
coverage

Online Booking

REGULAR  
E-NEWS UPDATES TO

**80k**  
subscribers  
(36-39% open rate)



**Web Chat**  
available on the home page

LIBRARIES  
Books, ebooks  
& magazines  
Scan Station

Apply Online



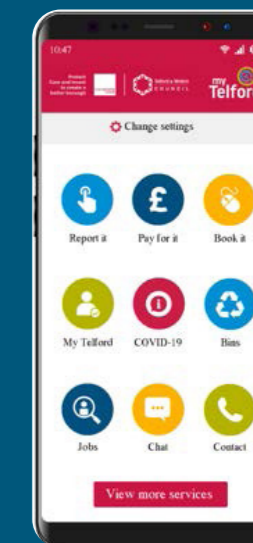
**My Telford  
App**

Top Online Services

TLC App

Leisure App

Schools App



## Vision

**Our vision is to create a better borough through digital innovation, providing seamless connectivity for all, encouraging more take-up of information and services online.**

The key aims of the Digital Strategy:

- Delivering a consistent and reliable customer experience across all sections of the organisation, no matter which contact or communication channel our customers choose to use.
- Ensuring the option to do business online exists for every service or enquiry type in the council and those digital services should be easy to use and reliable so they become the customer's preferred method for communicating with us.
- Creating and supporting a digitally skilled and confident community, who are able to access services and opportunities online, including jobs of the future.
- Giving people the right digital access so they can do more for themselves, encouraging inclusion, promoting accessibility and helping people live independently for longer.
- Supporting growth of the digital/tech sector and increasing digital skills and the use of technology to improve productivity and growth in businesses borough wide.
- Realising the potential of 'Gigabit Telford' to drive investment and productivity, strengthen and bring resilience to the skill base and raise aspiration and achievement across all our communities.
- Progressing plans for a 'digital street' which would see a range of smart infrastructure solutions deployed to reduce costs and proactively manage assets for a better customer experience.
- Providing the council, partners and customers with secure, reliable, resilient ICT infrastructure whilst reducing our own carbon footprint.
- Enabling our workforce to have the skills and abilities to deliver our priorities and to have the opportunity to further develop. Providing our employees with technology, equipment and services that enable us to work efficiently and to collaborate with partners.

digital innovation  
seamless connectivity  
encouraging take-up of information and services online



**Create a better borough through digital innovation**





# 1 Digital Customers





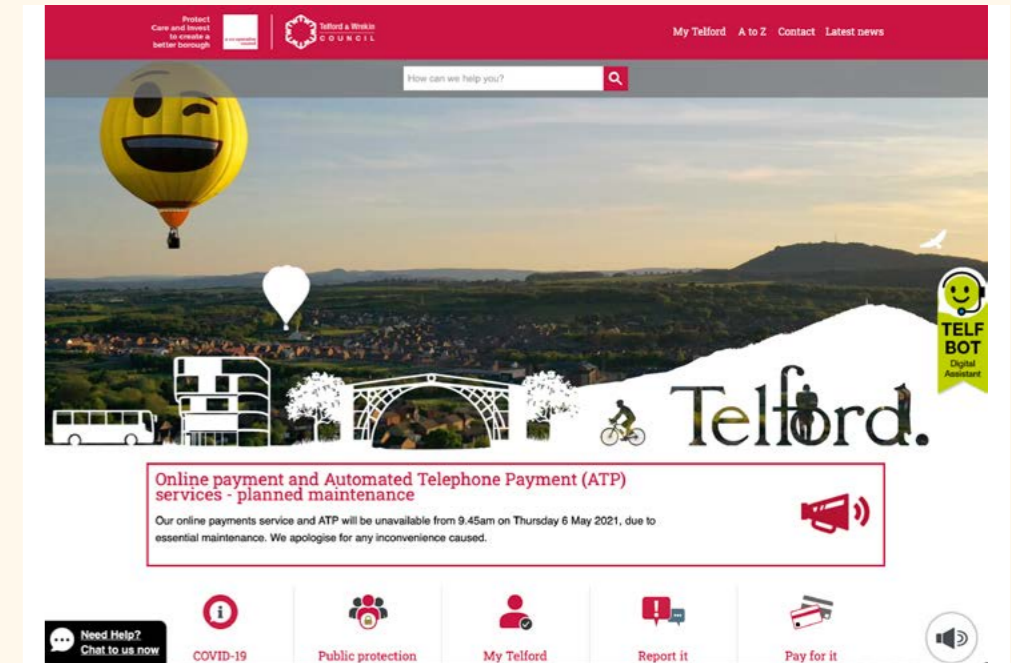
# 1. Digital Customers

## Our Journey so far:

- We currently provide over 100 services online and have recently launched our live Web Chat service on our home page.
- 35.7% of adult residents in Telford have a My Telford online account with over 130,000 transactions undertaken online in 2020/21 and over 5.4 million visits to our website per year.
- 95% reduction in customers needing a face to face appointment with a Customer Service Advisor in our main FirstPoint at Southwater One.
- Completed a comprehensive mapping of all of our online digital services available across the council to promote their usage to customers.
- We have identified gaps in provision where new online services need to be developed.
- Developing an online My Telford app for mobile devices with improved location mapping and full user account access to the most used online services (currently in customer testing).
- Automated call handling for many common enquiry types through use of detailed pre-recorded message options and intelligent voice recognition in corporate contact centre.
- Supporting customers to gain access to the skills and technology that will help them use online services, through making use of new technologies such as web-chat and artificial intelligence to respond to online enquiries as quickly and easily as possible.

- Involved customers in the design of services so that we better understand their needs and preferences to inform improvements and to shape services in the future. This is being done by undertaking a programme of customer insight reviews and development of methods for capturing quick customer satisfaction feedback at the point of interaction.
- We have started to involve customers in the design of services from the very start, so that we better understand their needs and preferences. Before we launch new services we will ask a sample of our residents to assist us with user testing and ensure we build in time to consider and act on the feedback we receive in the final design. This has been recently tried with the new Chatbot service which led to really useful customer feedback that was built into the service before it went live.
- We have also used our Mystery Customer programme to engage with our residents on their experience of accessing our services digitally, such as asking them to undertake reviews of website content and ease of use.
- We will ensure that the customers we engage with when developing and testing our digital services represent a wide demographic of users, including users with specific accessibility requirements and varying degrees of IT literacy.
- We recognise the importance of digital channels for communicating with its residents. Through a recent restructure, a new digital multidisciplinary communications team has been formed, demonstrating the council's commitment to investing and developing the digital offer.
- The new digital communications team brings together film making, animation, design, digital marketing and social media skills. The council wants to ensure that we take a digital first approach to our communications.

- We have grown our social media channels over the past 10 years and now have a combined following of just under 70k across all channels. The organisation also has an email database of just under 80k, covering a range of services that deliver regular, direct updates to a growing audience. The team actively encourages residents and visitors to converse and engage with the council's online channels.
- We have introduced a weekly e-newsletter from the council leader, delivered targeted communication campaigns to increase take-up of services and redesigned the council's website homepage. Completed reviews of the majority of web-pages in line with new accessibility requirements and created a new web-page with accessibility information for all our facilities.
- We have invited, listened to and acted on feedback from customers through a number of various channels, these include:
  - Completed 36 customer insight reviews, a mix of in-depth reviews, snapshot reviews (first impression assessments of visiting key council buildings) and web-page reviews.
  - Engaged with a range of local groups about our services, including the Young People's Forum, the Interfaith council, Carers Forum and Making it Real Board.
  - Asked customers to act as user testers to help develop new services, for example the new chat-bot and the virtual house.





## What will we do next?

### 2021

- Encourage the Chatbot service to be our customer choice of initial point of contact for online enquires and increase the number of questions the Chatbot can answer.
- Review channel options for each customer type to consider whether some should be moved to online only access. e.g. Business, Landlords, or Town and Parish Councils.
- Make further improvements to our apps, such as My Telford and creating a new Leisure app to complement the existing online Leisure services.
- Provide a single consistent brand for all online services from any device and platform.
- Improve the communication regarding completed jobs, by providing customers with a photograph of the completed works (e.g. a filled pothole) or details of the work carried out and enable customers to reopen a completed job if they are not satisfied with the work completed.



- The new digital communications team are keen to continue to explore new channels in order to communicate with new audiences and those who might not traditionally engage with the council, for example, working with the Youth Council and Young People's Forum to develop a Tik Tok profile.
- Ongoing investment into both training for communications staff and for equipment to ensure that we are best placed to create the best digital content we possibly can.
- We will ensure that the customers we engage with when developing and testing our digital services represent a wide demographic of users, including users with specific accessibility requirements and varying degrees of IT literacy.
- Review our corporate website and standalone websites to explore consolidation opportunities and ensure they meet accessibility standards, this will also include a review of the platform of the corporate web site to offer a more personal user experience.



### 2022

- Continue the development of our online customer portal to enable it to become the single gateway into all council online services. We will work with partners and communities to provide the technology and the skills to help people move to using online services.
- Further utilise social media to share information with our customers and embed it as a channel for receiving communication and feedback from our customers. Taking a digital first approach with the focus on converting more residents to opt into digital communications so that they can receive key information online instead of through the post.
- Develop a single sign-on process for customers so that more third-party online portals can be accessed through the My Telford account.
- Continue to explore and deploy the opportunities of AI in the provision of council services. Embrace voice assistant technology through services such as Alexa and Google Assist with integration into MyTelford services.



### 2023

- Review of the website platform in order to provide a more personalised customer experience and review the content management platform.
- Establish a studio location in the town centre as a base for filming and equipment, for use by the in-house digital communication team.
- Develop a Telford & Wrekin TV channel which will promote local content and engage with borough residents for broadcast across our emerging channels.





# 2. Digital Communities





## 2. Digital Communities

### Our Journey so far:

- **Live Well Telford** <https://livewell.telford.gov.uk> one stop website has been developed in partnership with professionals and residents, including an online directory for information and advice as well as community based services with a focus on health, social care and wellbeing. This enables and supports people in the local community to live independently and make life choices that will improve their health and wellbeing. The service has over 4,500 hits each month accessing over 1,600 services listed.
- Created the **Independent Living Centre (ILC) Technology showcase 'try before you buy' partnership with the voluntary sector**, health and social care partners and people with lived experience of care and support needs, working together to help residents to help themselves to live more independently using technology enabled care.
- Introduced regular Virtual and Physical Hubs offering 'drop in' and appointment services for information and advice to aid independent living supported by video consultation and digital platforms. Also, regular Virtual Multi-Disciplinary Teams meetings with partners and professionals.
- Implementation of an app to aid Mental Health professionals and booking Doctors (in partnership with CCG)
- Assistive Technology considered first when support planning with people with care and support needs.
- **My Options Connect Service - programme of virtual weekly support activities for people with Learning Disabilities**. Over 40 people are engaged in activities and over 10 sessions are being delivered every week. In addition My Options Stepping into Work

delivers a virtual programme of work based support to adults with learning disabilities over 6 sessions a week. We have provided iPads to enable people to engage in activities including religious ceremonies, therapeutic, physical activity, music, arts and culture. The iPads also enabled people to keep in contact with their families whilst visits to residential care homes were suspended.

- **Kindle Kindness provided 260 devices, giving residents in care homes and hospital patients tablet devices to enable contact with loved ones to reduce loneliness and isolation**, funded through a £20,000 fundraising campaign.
- Our digital library service includes eBooks, eAudio, eMagazines and provides 24/7 content for these devices and for all residents with a library card.
- Use of a **digital app as part of the LGA Social Care Digital Innovation Pilot to aid independent living and to prepare for work, for people with Learning Disabilities**, working with AutoNoMe and CC2i.
- Online referral into Family Connect safeguarding for professional partners to streamline and speed up the referral process
- Care Providers portal introduced, linking to our adult social care case and financial management system to reconcile and pay for care delivered.
- ActiVage, this project across Shropshire and Telford, is led by Samsung to support health and care needs of vulnerable people using everyday technology e.g. smart watches, phones and sensors.
- **Laptops for Learning provided through Members, Parish Councils and public donations bought 726 laptops to enable children to take part in online learning at home.**

- Learn Telford, providing a weekly Job Junction from Wellington Library for advice around employability skills, careers or learning advice, enabling use of the IT equipment in a supported environment.
- Continuing to work towards our ambition of encouraging schools and colleges more on their current use of digital and developing their own digital policies, recognising that the development of digital skills needs to start an early age and schools and colleges play a fundamental part.

### What will we do next?

#### 2021

- Implementation of eBrokerage to broker services online to meet individual's support plan requirements.
- Introduction of a **Virtual House, which is ground breaking for Adult Social Care. The development of a virtual tour of a house with tech enabled care options which are accessible online via Live Well Telford and via the Independent Living Centre.** <https://my.matterport.com/show/?m=qHk7tNdXbcB>.
- **Integrated Health and Social Care Record, partnership working to support the transformation of service delivery across the Local Health Economy through innovative use of digital technology, providing health and social care professionals with access to the information they need to deliver safe and efficient 'seamless' care**, whilst empowering people to control elements of their care.
- Pilot new options for customers without devices or access to the Internet through virtual hubs and devices on prescription.

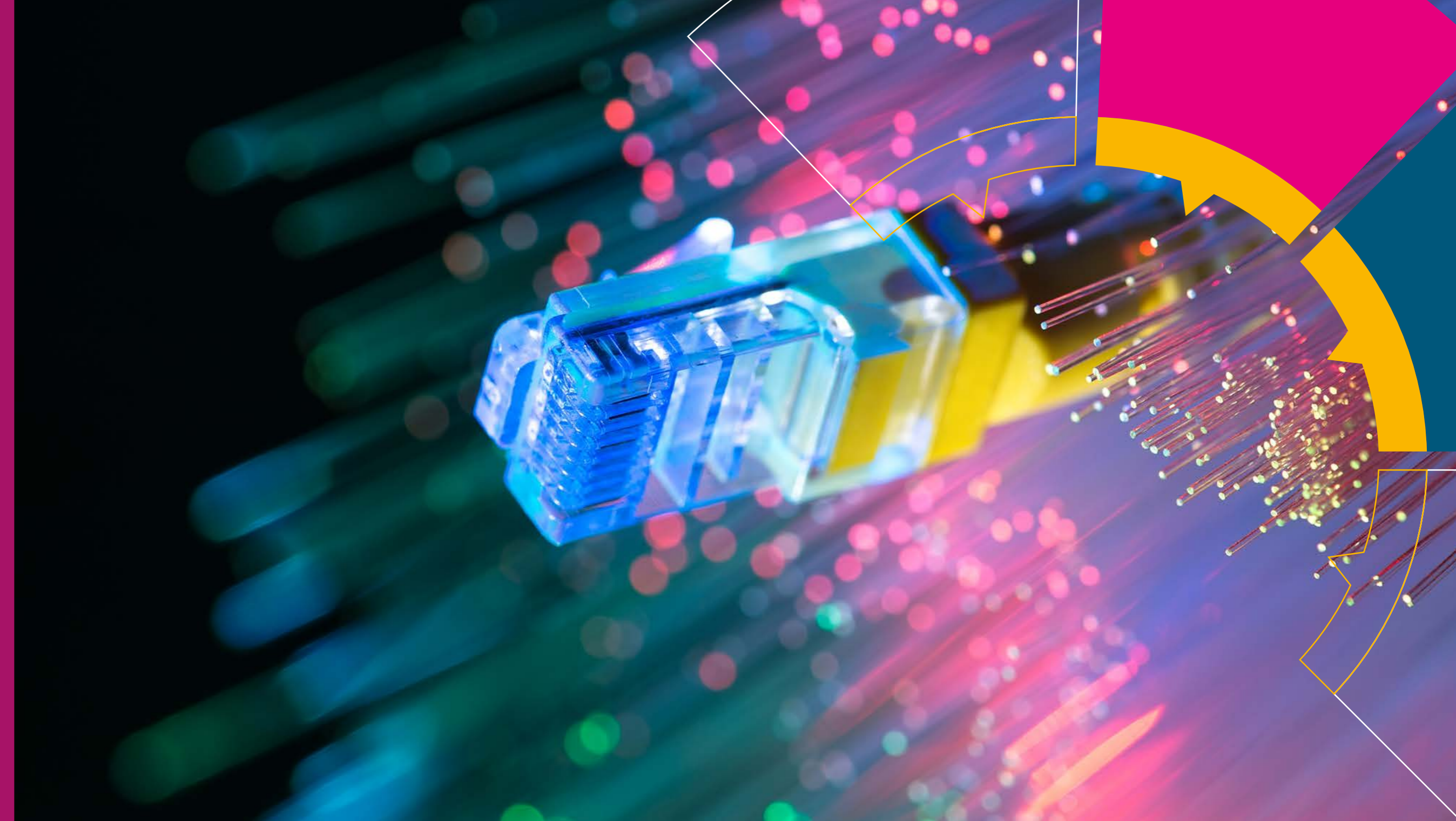
- Learn Telford to support those who require access to IT support and advice on CV construction, interview skills, and labour market information as we enter into COVID Recovery.
- We will support the digitally excluded who are unable to take advantage of new online services by upgrading our free to access PC's within our Libraries and providing one to one support across the communities.

#### 2022

- eBrokerage future user interface to be enhanced to allow people (both self-funders and those with a direct payment) to broker their own services.
- Further online self-service development across adult social care enabling access to information and advice, self-assessments, care accounts and financial assessments.
- Implementation of social care portals linked to case management system via Live Well Telford.
- Working with home care providers to implement Technology Enabled Care monitoring to complement physical visits.



# 3 Digital Place





### 3. Digital Place

#### Our Journey so far:

- We have launched Tech Telford, this is a support initiative for business that will showcase innovative digital and advanced tech businesses in the borough and will promote knowledge sharing between businesses and across sectors. Currently we are engaged with 150 local businesses. This is a joint initiative between Telford and Wrekin Council and University of Wolverhampton and is supported by Digital Champions in the private sector. This initiative will not only create high value jobs for the benefit of our local communities, it will also reinforce Telford's position as one of the Midlands' most successful new investment destinations. The recent pandemic has not only shown the challenges that businesses face, but also the opportunities that exist for innovation through the application of new tech and digital platforms.
- Continued with our Pride In Our High Street programme of digital transformation in the local centres, ensuring small high street businesses are equipped with the resources and have the training needed to be effective in the digital trading arena.
- We provide free Wi-Fi for public use in many council and community buildings.

- Telford has a history of innovation in digital technology and was one of the first towns in England to have a cable network. Building on this strength, and recent investment of £5.6m for Superfast Telford, the town has 98.5% superfast broadband coverage and take up from this project has now reached 76% on the cabinets upgraded and 49% for direct fibre to the home. We are currently undertaking a review and will be tendering to increase fibre connectivity throughout the Borough with relevant contracts and opportunities.
- The Business Support Service went online and virtual from March 2020:
  - processed 9,339 telephone/email enquiries from businesses, 2,338 of these occurring during the COVID peak last year.
  - 1,114 additional enquiries were processed and received through the website form with 398 Small Business Recovery Grant applications for business across the Marches through the ERDF Growth Hub Project managed by TWC all processed online.
  - 39 virtual events have been delivered, generating a total of 652 Eventbrite registrations which resulted in 447 participants attending, an average of 12 businesses per event.
  - Coronavirus business hub microsite was launched <https://coronavirus.enterprise-telford.co.uk> to ensure the very latest information was available to businesses 24/7.

- Currently reviewing the Local Plan which will include a refresh of the 'communications' policies that cover fibre. The plan currently requires developers to install the infrastructure including ducting to ensure that homes can be connected on occupation either via Open Reach or Virgin depending on the proximity of either network.
- Our all age employment support programme, Job Box moved its services to an online offer with a refreshed website, new graphics to be attractive to all ages and an online form that gets the information advisors need from customers and enables customers to book their own online Teams appointment [www.telfordjobbox.co.uk](http://www.telfordjobbox.co.uk). This new approach has seen 1,452 residents engage with the programme, 73% of those engaged were unemployed and required job search support and CV help. At the height of the pandemic Job Box website saw an increase in unique users by 46%. A range of videos are now available on the Job Box website offering self-help on topics such as writing a CV and preparing for interview.
- Job Box supported National Apprenticeship Week with a large and varied online campaign. A week of events was put on including Facebook live every morning sharing what else was available that day and videos and discussion sessions. Links were made to a range of online activities by other partners. 27 organisations supported the event and created a total of 47 different resources for the week, 28 timetabled sessions delivered throughout the week with online posts reaching 24,938.
- National Careers week was also celebrated with a week of Facebook live sessions, joined by 18 guests from local businesses, colleges and organisations to share details about the different careers opportunities available. This included digital content that can be watched at times that suit when people need it. These videos have reached over 9,500 people.





## What will we do next?

### 2021

- Continue to promote Tech Telford to encourage engagement across the borough with those businesses in the digital/tech sector and those that will benefit from becoming more digital or using tech to improve productivity and growth. Key to this are the funded projects and programmes in particular SOLVD (SOLVD - University of Wolverhampton ([wlv.ac.uk](http://wlv.ac.uk)) which supports SMEs in the adoption of digital technologies to improve productivity and profit, but also central government initiatives recently announced like [Made Smarter](#) UK Digital Manufacturing advice & innovation.
- Create a Supply Chain app to raise the profile of the Council as a leader in supporting digital solutions for business creating a strong platform from which to build business connections and partnerships.
- Continue to deliver **Pride In Our High Street ensuring small high street businesses are equipped with the resources and have the training needed to be effective in the digital trading arena.** Following the launch of My TLC app we will support high street businesses to maximise the benefit by providing training and online support including webinars and 1-2-1 follow up if needed. Potential for a new digital hardware grant as part of further PIOHS funding for investment in tech to support business productivity e.g. Point Of Sale Systems.
- The Business Support Service will continue to run a virtual service and when the timing is right integrate with the physical hub. The delivery model will be developed to incorporate more online engagement in those areas that it worked well with including events and 1-2-1 support but also acknowledging the benefit of having an online information portal for businesses to access 24/7.

This will complement the Marches Business Support website that is due to be launched having been refreshed and updated to reflect the needs of businesses now.

- Job Box will continue to use digital media for our services as a blended approach in the future based on what we have learnt during COVID continuing to build up self-help digital videos and content.
- Refreshed My TLC app, this app will support high street regeneration by encouraging the 'loyal to local' message. Backed up by a dedicated website, businesses can upload and manage their own content and users can select their favourite shopping area to benefit from targeted offers.

### 2022

- Through our Towns Fund £25m proposal submission we are seeking to bring forward a Destination Growth Fund, this will be a grant open to applications from strategic businesses in the arts, culture and leisure sectors in Telford. It is a capital fund that will pay for investment in buildings or digital assets that will help these businesses expand and diversify through the use of digital technology.
- The Local Plan will strengthen the policies to ensure that developers are working with a network provider as part of the development so connection to a premises can be achieved as soon as possible after first occupation.

### 2023

- Develop the Skills and Enterprise Hub which will be a key feature of the Station Quarter development in Telford Town Centre. Led

by a partnership between Telford College and University of Wolverhampton it will focus on Maths and Digital skills and will be designed around the needs of employer partners, playing a key role in levelling up and raising aspirations of disadvantaged students and will engage young people in research opportunities.

- Our borough is perfectly sized with the right mix of urban and rural areas to bring forward plans for a **'digital street' which would see a range of smart infrastructure solutions deployed** such as sensors to detect flooding, measure of grit in roadside bins and public waste bin fill levels in addition to traffic flow, footfall counters and smart street lighting. Areas could include district centres and destination sites such as Ironbridge, the Silkin Way cycle route along with others. Alongside this, planned expansion of the Council's current Intelligent Transport Systems will drive the need for additional digital connectivity, with plans to expand the number of Real-time Bus Information Displays, Information Totems and Variable Message Signage on key road routes amongst plans being considered.
- We have plans in place and investor interest in **delivering full fibre infrastructure capable of supporting 5G to realise the potential of 'Gigabit Telford'** to drive investment, productivity, strengthen and bring resilience to the skill base and raise aspiration and achievement across all our communities. We will seek to realise opportunities to access funding and work with businesses to encourage adoption or development of 5G.
- In addition, we continue to work with Department for Digital, Culture, Media and Sport (DCMS) and neighbouring local authorities to ensure that Telford & Wrekin is able to maximise the benefits from national investment in digital connectivity via initiatives such as the UK Gigabit programme, the Shared Rural Network (SRN) and the Gigabit Voucher scheme. As a

result of this engagement Telford & Wrekin has been announced as one of the early areas expected to benefit from the UK Gigabit programme (phase 1b.)





# 4. Digital Workforce





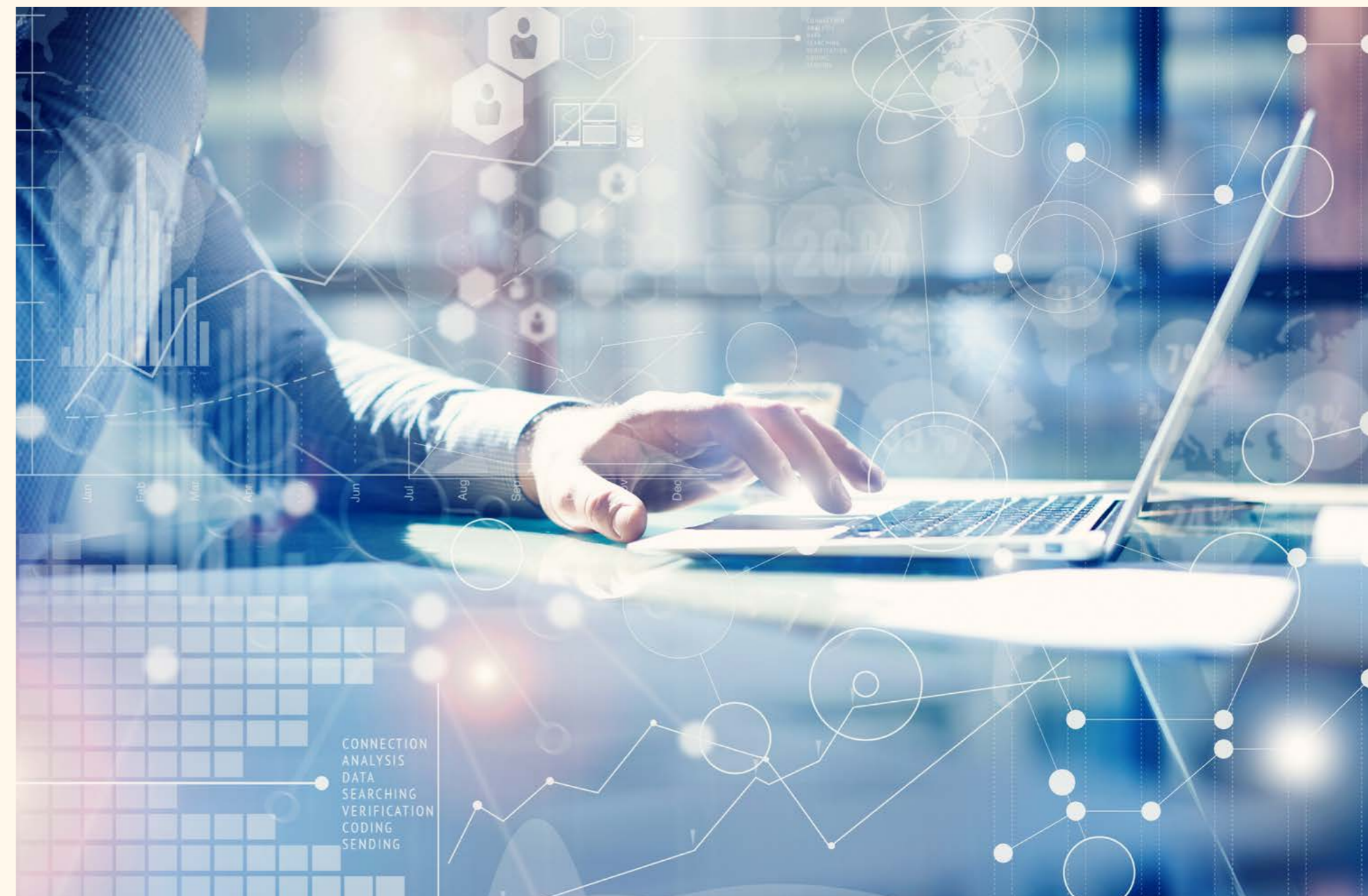
## 4. Digital Workforce

### Our Journey So Far

- Invested in modern virtualisation and cloud infrastructure to provide a reliable ICT service to employees and to enable anywhere-access to critical council business applications and services.
- Cyber Security has been at the forefront of our service delivery and design.
- Through the 'Desktop Refresh' project, provided laptops, Windows 10 and refresher training to employees to enable widespread remote working.
- **Introduced Office 365 throughout the council and schools to enable and support efficient, collaborative and remote working.**
- Transitioned telephony to soft phone and virtual applications to enable the contact centre and the workforce to access telephone services remotely wherever they are working.
- **Deployed Microsoft Teams throughout the council** – desktop, web and mobile app – to enable colleagues and external partners to call, meet, chat and collaborate using modern technology.
- Recognised technology as the enabler of business continuity in response to the changes brought about by Covid-19.
- Data is a key asset of this organisation and we are committed to turning this data into meaningful business intelligence to inform decision making. The council's commitment to evidence based decision making has seen the improvement to many data dashboards and the introduction of new reporting to provide intelligence to decision makers. We are in the process of modelling our data for reporting purposes so we collect data

once and use it many times, whilst also looking to automate reporting to create efficiencies and expanding the data available. We have invested in Power BI to better visualise our data, so decision makers can get an insight into the data and drill down into detail more easily, this is used extensively in some areas such as Public Health and we are beginning work to embed it across the council. This has helped us better understand service performance and get insight into the needs of our communities. Our response to Covid has been an example of the benefits of this investment in business intelligence, with detailed Power BI dashboards updated daily to ensure the council and partners have access to the most up to date intelligence, understand the latest situation, make focused and targeted decisions and communicate clearly with the public.

- Adopted Microsoft Teams and live streaming by Democratic Services to enable council and committee business and meetings to continue as planned.
- Continued development of bespoke applications and services to enable employees to simply access and submit information, e.g. the phonebook, ICT Self Service now achieving 75% of calls logged.
- Introduced bespoke ICT training opportunities to support employees to be highly capable and motivated by providing access to regular, up-to-date and high-quality information, training and self-service learning content.
- Delivering online training, consultations, and briefings through Microsoft Teams has meant we have been able to effectively deliver a number of key statutory services virtually throughout the pandemic. A huge benefit of working virtually has been the ability to get multiagency partners together both for systemic work and on an individual basis.





## What will we do next?

### 2021

- **Continue to provide an excellent digital service through consistent access to systems and information**, continually improve services and always implement best practices and procedures for our employees.
- Major ICT projects to be delivered include new Data Centre technology, new 3rd generation security firewall and upgrade to the IP Telephony System.
- **Embed the Digital Strategy throughout the council** by ensuring our workforce are aware of it and encouraging the adoption of its principles and standards.
- Develop a culture of 'Digital First'; establish a staff engagement group representative of the workforce that will work with the ICT team to innovate services delivered.
- Develop ICT-focused learning and development opportunities and promote these to employees, Microsoft Teams training will be offered first.
- We are investing further in business intelligence to drive evidence based decision making across the whole organisation, building further on a robust understanding of service performance and of

our communities and neighbourhoods. This will include services across the council making maximum use of their data in order to understand trends and see changes quickly, enabling us to make earlier interventions based on evidence. We will also use business intelligence to improve our understanding of the communities and neighbourhoods we serve, so that views and needs can shape the services that both the council and partners deliver. These projects will include linking data across systems, services and organisations to understand the demand on public sector services and will see outcomes including improved efficiency of services.

- Continue to maintain, further develop and improve internal communication systems such as the intranet and our internal Facebook group.
- Promote home working, remote meeting and 'getting the most from technology' guidance and best practices; work with other areas of the council to ensure consistency through technology such as Govroam.
- Continue to work closely with Information Governance to ensure digital data is processed appropriately and securely.
- Support adults and children's social care services and education and skills to further adopt modern and remote methods of working where appropriate, e.g. virtual meetings, app adoption, online referrals, integrated care records, speech-to-text case management, portals and the use of technology to reduce travel.
- Promote and embed the use of all Office 365 applications including Bookings, Delve, Forms, Lists, MyAnalytics, Planner, Power apps, Power Automate, Power BI, Stream, Sway and To Do.
- Support frontline workers and staff without devices to access required communications, information and systems



- Support new employees by providing an introductory 1:1 appointment to hand over ICT equipment.
- Use technology to reduce complexities, simplify processes and improve the accessibility of services provided to employees.
- Continue to adopt technology solutions in place of traditional functions, e.g. paperless council, continued soft phone transition, greater Microsoft Teams & SharePoint adoption for communication and collaboration and to promote modern methods of securing and sharing data, e.g. encrypted email, SharePoint sharing and where appropriate, automate administrative tasks and processes throughout the council to achieve greater efficiency, accuracy and output.
- Review our technical support service to better serve the requirements of a remote workforce; provide ICT support and advice via a highly customer focused, approachable and proactive team of skilled professionals.

### 2022

- Review or reduce the requirement for printing council-wide in line with the current print contract.
- Reduce our reliance on legacy hardware and infrastructure and continue to adopt and invest in modern virtualisation and cloud infrastructure, services and applications to improve services provided and to reduce the council's own carbon footprint.



## How will we know if we've succeeded?

We will monitor and report on our Key Performance Indicators (KPIs) three times a year. Our KPIs include:

- Number of online transactions (all services).
- % of online contacts/% telephone contacts in main Contact Centres.
- Customer satisfaction with key customer contact channels and council Website.
- Number of TWC services/enquiry types available online.
- Number of people following TWC on social media.
- Number people signed up for gov delivery updates and % open rate of gov delivery emails.
- % usage of available public access sessions in libraries.
- Number of Telford Online sessions.
- Number of businesses supported to use tech to drive productivity/growth.
- % service availability council services.
- Employee satisfaction with ICT.
- Cybersecurity protection.

We will evidence changes and improvements that have been made to digital services directly as a result of feedback from our customers and residents. We will also publish online any improvements we have made as a direct result of customer feedback.





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Protect  
Care and Invest  
to create a  
better borough



Telford & Wrekin  
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