

Task Name	Resource	Strategy Year	Status	2022 Update
Digital Customers				
2021 Actions				
Encourage the Chatbot service to be the initial point of customer contact and increase the number of questions the Chatbot can answer	Lee Higgins	2021	Complete	12,530 queries since go live, 98.5% customer satisfaction, 95% Bot efficiency, 33% queries out of hours Leisure and Theatre live with Tom located on Leisure websites including Ice Rink and Town Park 29.5% increase in queries Q1 22/22 compared with Q4 21/22. Next steps in developing Tom further - adding School Admissions to help with spikes of contact at school application and decision time, Passenger Transport/Dial a Ride.
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	Lee Higgins	2021	In Progress	As part of developing our channel strategy, we are collating TWC data and reviewing benchmarking data through the Institute of Customer Services on the trends in usage of different channels post covid. We already actively encourage these groups to use online channels, and this will be reinforced by the introduction of a new Parish Partnership Agreement (between TWC which includes a commitment for Town & Parish Councils to use digital services to report requests for action or to find information whenever possible, and also encourage and support residents to do business online
Make further improvements to our apps, such as My Telford	Kirsty King, Lee Higgins	2021	Complete	MyTelford App has now been downloaded 5756 times on IOS and Android. New improvements will be constantly updated.
Make further improvements to our apps, such as creating a new leisure app to complement the existing online Leisure services	Kirsty King	2021	On Hold	The development of the Leisure app remains a priority, however this is currently on hold due to the need to first replace the Leisure system, which will significantly improve the customer experience. This is in progress with procurement of the new system complete, with a target go live date of February 2023
Provide a single consistent brand for all online services from any device and platform	Sarah James	2021	In Progress	Updated brand guidelines created and approved, Web audit complete (scoping our web presence outside of the TWC corporate site)
Improve the communication regarding completed jobs, by providing customers with a photograph of the completed works or details of the work carried out and enable customers to reopen a completed job if they are not satisfied with the work completed.	Lee Higgins	2021	In Progress	Closing the loop by providing updates and closure information to customers in the form of photographic imagery if appropriate is still work in progress. This is delayed due to resource pressures. Photographic evidence is already supplied on bins.
New digital comms team are keen to explore new channels in order to communicate with new audiences for example working with the youth council and young peoples forum to develop a Tik Tok profile	Sarah James	2021	In Progress	The council now uses NextDoor to target community minded residents down to neighbourhood level at no cost The use and performance of the council's Instagram account engagement rates are improving considerably. A new Tik Tok account has been launched and is being tested. A draft social media strategy has been written setting out next steps in the development of our social media presence
Ongoing investment into both training for communications staff and for equipment to ensure that we are best placed to create the best digital content	Sarah James	2021	In Progress	Training has been delivered focussed on social media best practice and fed into the development of our draft social media strategy. Mobile phones used to enable in the moment content capture and posting. Invested in new camera equipment, an autocue and a multi-functional studio space to support video capture Photography/videography storage software has been procured and will be in place in the next couple of months.

Ensure customers we engage with when developing and testing our digital services represent a wide demographic of users, including users with specific accessibility requirements	Lee Higgins	2021	Complete	This has now been implemented with both Ask Tom and the My Telford app being tested by a range of users before launch, with feedback received leading to changes to the final platforms. We will continue to do this.
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	Kirsty King, Sarah James	2021	Complete	The review is complete. Consideration is now being given to the future requirements for the council's Content Management System.
2022 Actions				
Continue the development of our online customer portal to enable it to become the single gateway to all council online services. Work with partners and communities to provide the technology and the skills to help people to move to online services	Kirsty King	2022	In Progress	This is continuing, the team are currently working on the following major changes:- 1. - Authenticate customer records using Dynamics 365, enabling us to move away from CRM2013, using the functionality available in Dynamics and its associated products such as Power Platform to automate both customer and back end processes. 2. Change the map layers to use our Esri mapping instead of Google maps. This work is almost at the testing stage which will start late August 22. Once this work has been completed, we will then be able to present our map layers to the customers enabling them to plot their map pin on an actual item rather than just in the vicinity and we can potentially pull the asset details back into CRM and pass them to Back Office systems. 3. - Closing the loop by providing updates and closure information to customers in the form of photographic imagery if appropriate
Further utilise social media to share information with our customers and embed it as a channel for receiving communication and feedback from our customers.	Sarah James	2022	Complete	Social media continues to be used to share information with residents using both organic and paid for content Social media polls have been used to gather in the moment feedback from residents e.g. council tax proposals Informal feedback is also shared with services where trends arise e.g. comments around play equipment for disabled children and our play area investment. Customer services use the social media management tool Orlo to respond to customers who contact us via our corporate social media channels ensuring they don't have to be moved from their channel of choice
Develop a single sign-on process for customers so that more third-party online portals can be accessed through the My Telford account.	Kirsty King	2022	In Progress	We are planning to work with a 3rd party provider to look at the costs of limiting multiple customer logins.
Continue to explore and deploy the opportunities of AI in the provision of council services	Kirsty King	2022	In Progress	We have devolved the AI with the Chatbot to assist further with enquires and route through to human interaction, we will be looking at the opportunities to develop this AI integration further with Dynamics 365 and the new CMS system.
2023 Actions				
Review of the website platform in order to provide a more personalised customer experience and review the content management platform	Kirsty King, Sarah James, Lisa Carruthers	2023	In Progress	This has commenced with the creation of a Business Case to review the major Content Management Systems used in Local Government to enable a decision to be made.
Establish a studio location in the town centre as a base for filming and equipment, for use by the in-house digital communication team	Sarah James	2023	In Progress	A temporary studio space has been set up in Addenbrooke House in view of the accommodation review.

Develop a Telford & Wrekin TV channel which will promote local content and engage with borough residents for broadcast across our emerging channels	Sarah James	2023	In Progress	Still planned 2023.
Digital Communities				
2021 Actions				
Implementation of brokerage to broker services online to meet individuals service plan requirements	Sarah Bass	2021	Complete	Brokerage Portal now up and running, providers are bidding via the portal to obtain person centred care packages.
Introduction of the Virtual House	Clare Hall Salter	2021	Complete	Complete and fully accessible via Live Well Telford: 'Welcome to our virtual house! An interactive tour showing examples of Occupational Therapy, Assistive Technology and Sensory aids, equipment and solutions that may be helpful to you or a family member to do daily activities around the home.' 4,212 visits in last 6 months 1,671 visits last month.
Integrated Health and Social Care Record (Adults)	Clare Hall Salter	2021	Complete	Complete and used by professionals across health and social care. Children's data and usage implementation in progress
Pilot new options for customers without devices or access to the internet through virtual hubs and devices on prescription	Jolene Dawes	2021	Complete	A new library service iPad lending scheme, aimed at those who are digitally excluded and do not have access to a device to get online, will launch on Thursday 28 th July.
Learn Telford to support those who require access to IT support and advice on CV construction	Sue Marston	2021	Complete	Learn Telford and wider job box service continue to promote the use of IT resources that are available in the borough through public access at local libraries. Learn Telford now has an on line directory with its courses supporting self help and reducing phone calls. Waiting lists for courses are a feature which helps with planning to meet course demand.
Support the digitally excluded	Jolene Dawes	2021	In Progress	Funding from the project has enabled existing schemes to expand and new schemes to be developed, working with Age UK, Stay, Hub on the Hill, CVS and PODS. A digital directory has been created to capture anything digital, hosted on the Live Well Telford site (still under development). Access to the internet & devices in Telford Live Well Telford Phase 2 consists of analysing acorn data to determine the digital poverty areas and the barriers, from this we will engage with residents to identify requirements and potential solutions. A grant scheme is to be established to enable opportunity for delivery of digital inclusion projects in the community. We are also collaborating with NHS and Shropshire Council to identify potential projects we can work together on relating to the Digital inclusion theme.
2022 Actions				
eBrokerage future user interface to be enhanced, Additional portal for residential and ALD	Sarah Bass	2022	Complete	Residential and ALD DPS Portal will go live in September 2022
Further online self-service development across adult social care	Clare Hall Salter	2022	In Progress	In progress, including a full review of ASC Website and Live Well Telford, on line financial assessment development on line care self assessment, implementation of portals linked to case and financial management systems
Implementation of social care portals linked to case management system via Live Well Telford - Online Financial Assessment	Clare Hall Salter	2022	In Progress	In progress – On line financial assessment currently in test phase prior to going live
Implementation of social care portals linked to case management system via Live Well Telford - Autonomy Portals	Clare Hall Salter	2022	In Progress	Autonomy portals (adults portal and delegation portal) – currently in test phase prior to going live

Working with home care providers to implement Technology Enabled Care Monitoring to complement physical visits	Clare Hall Salter, Sarah Bass	2022	In Progress	Ethel Care smart hub procured. Supreme Homecare provider working with TWC to deliver virtual care calls to complement physical care calls. Staff trained and processes mapped. Currently identifying clients who would benefit from smart hub as part of enablement (up to six weeks care). Procuring Wi-Fi and SIM cards for those clients who don't currently have this set up in their own homes.
Digital Place				
2021 Actions				
Continue to promote Tech Telford	Kathy Mullholland	2021	On Hold	European funded digital support programmes have now closed but businesses continue to be supported by the team to access national tech support programmes. Our Tech Telford microsite will be amalgamated into the new Invest Telford website which is under development. The Council has been allocated £5.8m under the government's UK Shared Prosperity Fund initiative which will include grant support for businesses for tech related projects.
Create a Supply Chain app to raise the profile of the Council	Kathy Mullholland	2021	In Progress	Hello Telford was launched at the end of July and already has 98 business signed up, exceeding our targets. We will be working to increase sign ups, encourage opportunities to be posted and interactions between businesses.
Continue to deliver Pride In Our High Street	Kathy Mullholland	2021	In Progress	Pride in Our High Street grants are being reviewed to extend the reach of the eco grant to support businesses through the energy crisis.
The Business Support service will continue to run a virtual service and when timing is right integrate with the physical hub	Kathy Mullholland	2021	Complete	One to many support continues online with a programme of events and workshops with two physical events taking place each year (most recently in June for 40 start-ups and new businesses). Online support is being developed as part of the new Invest Telford website.
Job Box will continue to use digital media for our services as a blended approach in the future	Sue Marston	2021	Complete	Job box teams continue to use a blended approach to delivery with access by web form, telephone as well as drop in face to face. One to one sessions can be by teams to assist those who cannot travel or live some distance away.
Refreshed My TLC app	Kathy Mullholland	2021	Complete	A 'how to use video' has been released to help businesses understand how to use offers to boost sales. A communications campaign is starting on the 22 nd September targeted at users. MyTLC has been downloaded 7062 times on Android and IOS, with 163 Business sign ups.
2022 Actions				
The Local Plan will strengthen the policies to ensure that developers are working with a network provider	Val Hume/Hannah Post	2022	In Progress	Through the Local Plan Review process we will be engaging with telecoms infrastructure providers to ensure that proposed planning policies are robust and ensure that where new development is planned this delivers broadband (fibre network or wireless) infrastructure that meets the future needs of residents and businesses. As part of its commitment to tackling climate change the Council recognise that connectivity to the internet is a key means of supporting home working, which will help to reduce car use and carbon emissions.
2023 Actions				

Develop the Skills & Enterprise Hub	Jo Middleton/ Kathy Mullholland	2023	In Progress	RIBA Stage 3 of the Digital Skill & Enterprise Hub, located at the heart of the Station Quarter masterplan, is wrapping up, with the developed designs being incorporated into a wider Station Quarter planning application, due for submission Autumn 22. Technical designs will be developed over the coming months, with the target programme including works starting on site early 2023 following a series of site wide enabling works being carried out Winter-22. The building will be the first operational building of Station Quarter's Phase 1 developments, opening for the Sep-24 academic year, and comprising a circa 4,000sqm, 5 floor building, with a ground floor café, higher and further education provision, and start-up business/enterprise space. As part of the UKSPF Investment Plan, there are proposals to fit out two floors of incubation/accelerator space within the new Skills and Enterprise Hub. This will focus on office space for high growth potential new business start-ups and there will be a programme of university delivered growth support delivered on site.
Bring forward plans for a digital street which would see a range of smart infrastructure solutions deployed	Kirsty King,Dean Sargent	2023	In Progress	This is on target for 2023.
Deliver full fibre infrastructure capable of supporting 5G to realise the potential of 'Gigabit Telford'	Kirsty King	2023	In Progress	This is on target, the tender has been awarded to Virgin Media O2, Site surveys have commenced.
Maximise the benefits from national investment in digital connectivity via initiatives such as the UK Gigabit programme	Kirsty King	2023	In Progress	The DPS Invitation to Tender (ITT) for both of the Shropshire Type As (Lots 25.01 and 25.02) are now live and suppliers successfully admitted to the DPS will be eligible to bid. Tender closes Jan 2023
Digital Workforce				
2021 Actions				
Continue to provide an excellent digital service through consistent access to systems and information	Lee Higgins	2021	Complete	This has been delivered with an infrastructure uptime of 99.92%
Major ICT projects to be delivered include new data centre technology. New 3rd Generation security firewall and upgrade to the IP telephony system.	Kirsty King	2021	In Progress	The Firewall project is progressing well, with tender awarded and planning meetings progressing, however both data centre and telephony project are on hold due to a hardware shortage in Europe of key networking equipment, this has caused an 8 month delay. Expected completion is by the end of the year 2022.
Embed the Digital Strategy throughout the council by ensuring our workforce are aware of it and encouraging the adoption of its principles and standards.	Fliss Mercer	2021	Complete	The Digital Strategy went to SMT and Cabinet in June 2021, and was cascaded through the organisation at that time. As actions have been delivered, these have been communicated internally, for example when the new MyTelford app launched.
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.	Kirsty King/Josh Bilton	2021	In Progress	IDT have created a Digital Working Group, and its objective is to co-ordinate and see through to completion tasks and workstreams relating to the modernisation of IT services provided at the Council; apps, systems, and processes of new and improved value, and the retirement of legacy systems in favour of cloud services will form much of this work.
Develop ICT-focused learning and development opportunities	Josh Bilton	2021	In Progress	In addition to core and scheduled IT training available via the Ollie LMS, the IDT trainer spends more than 50% of each week consulting with and delivering bespoke training to various colleagues, teams, and business areas throughout the Council, often in response to development and improvement requests made during core training sessions, or at the request of colleagues and managers looking for ways to improve existing processes through the utilisation of new and modern technologies.

Invest further in business intelligence	Helen Potter	2021	In Progress	Significant investment has been made in Power BI to enable greater accessibility and visualisation of data to support evidence based decision making. This introducing many new dashboards across the authority to make data more accessible to staff. Data models and new processes have been introduced to create more efficiencies in the processing of data for reporting purposes. Plans for the coming 12 months include launching a new 'facts and figures' website with Power BI interactivity, detailed and interactive Census dashboards available to residents and a number of performance and activity dashboards to be implemented across the Council and for partnerships.
Continue to maintain, further develop and improve internal comms	Sarah James	2021	In Progress	This is progressing well.
Promote home working, remote working and 'getting the most from technology	Kirsty King	2021	In Progress	This has continued to progress well with hybrid working.
Continue to work closely with Information Governance to ensure digital data is processed appropriately and securely	Kirsty King, Andy Carpendale	2021	In Progress	This has continued to progress well with many joint initiatives such as the launch of our phishing/suspicious emails reporting tool, and reminders on FRED.
Support adults and children's social care services education and skills	Kirsty King, Claire Hall-Salter	2021	In Progress	This is ongoing with no issues.
Promote and embed the use of all Office 365 applications	Kirsty King/Josh Bilton	2021	In Progress	In general, Microsoft's Office 365 suite of applications and services is very well embedded throughout Telford and Wrekin Council. IDT will continue to promote the benefits of, and deliver training for, Office 365 and Microsoft's Modern Workplace approach throughout the Council, and will continue to work with colleagues, teams, and business areas to see in all of it's potential, to ensure that all work carried out throughout the Council is as efficient and effective as it can be.
Support frontline workers and staff without devices to access required communications, information and systems	Kirsty King, Sarah James	2021	In Progress	Still planned, but no additional work started on this, apart from the existing disseminating of information through managers. There is already the option for staff without access to email to have an account in order to receive key messages. We have also encouraged people to join a new corporate FB page and to provide a personal email address where possible.
Support new employees by providing an introductory 1:1 appointment to hand over ICT equipment	Kirsty King, Matthew Bates	2021	Complete	This process is followed and in action.
Use technology to reduce complexities, simplify processes and improve accessibility of services provided to employees	Kirsty King	2021	In Progress	This is in progress, we use an online Project Mandate system to capture all IT projects within the Council. Our Project Managers have had additional training for Business Analysis work, to enable the investigation of improving and simplifying processes. Adoption of the Power Platform is likely to rise rapidly throughout the Council over the next few years

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.	Kirsty King	2021	In Progress	IDT continue to communicate with key stakeholders throughout business areas of the Council to advertise new and available apps and solutions that could assist them to achieve greater efficiency, accuracy and output; shared between systems is more accurate and becomes accessible more quickly.
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.	Kirsty King	2021	In Progress	Due to the new hybrid working pattern, we have established a flexible appointment based system; allowing our customers to visit us to have their issue looked at a day/ time to suit them. We continue to review and amend processes/ procedures to support new ways of working and changing requirements of our customer base.
2022 Actions				
Review or reduce the requirement for printing council-wide in line with the current print project	Kirsty King	2022	In Progress	The fleet has already been reduced by 10 devices. We are due to procure again in Q4 2022. The accommodation strategy feeds into this and we are working with Print to come up with a corporate print strategy for both MFDs and Print Room equipment which is suitable for the new way in which the council is working
Reduce our reliance on legacy hardware and infrastructure	Kirsty King	2022	In Progress	Reduction in the number of legacy servers from around 250 to 70 Forward planning to reduce the number of servers on infrastructure that goes out of support in 2023.