

**Digital one:
Transforming the way
we work as a council**

Wigan Council has developed a way of carrying out public services known as The Deal. The principles and the intent of the Deal are simple but have had a profound impact on how we work and on the approach and behaviours of our workforce.

In the simplest terms, The Deal is about seeing the human being behind the statistic or assessment, unlocking deep insight through a different conversation that is asset based, not focused on what people can't do and connecting residents and businesses to the thriving assets we have in our communities. For our workforce, The Deal means being encouraged to innovate, to share ideas and to implement them bravely.

To demonstrate our behaviours of being positive, accountable, courageous and kind, we will listen carefully to what our residents, businesses and communities value and work alongside them to protect and enhance our wonderful borough.

Our Deal 2030 strategy and the ideas and priorities that our residents shared through our Big Listening Project have shaped this Digital Strategy and the priorities within it.

The GM Digital Blueprint also provides us with a clear direction to place residents at the heart of our plans and our strategy supports the ambitions of the city region.

To be successful, Digital Wigan will enhance the impact of The Deal and further the ambition and intent that we have been developing here for many years now. A new and sharper focus on Community Wealth and Health is also a key factor in this digital strategy as we transform how we work in this organisation.

To deliver the Digital Strategy, our Digital & ICT Services will support and lead our workforce and partners along their service transformation journeys providing business related digital and systems guidance, technical understanding, and user centered design of systems and processes. Working collaboratively across the council to deliver outcomes which improve efficiency, maximise capacity and bring together reliable data to drive forward our 2030 ambitions.



100% Digitally Enabled

As many of our services and ways of working have embraced digital technologies over the years, the ways in which large parts of our workforce engage with the organisation have become digital also. Having a single digital identity as an employee makes it easier to book leave, report absence, access employee benefits and engage with important digital communications.

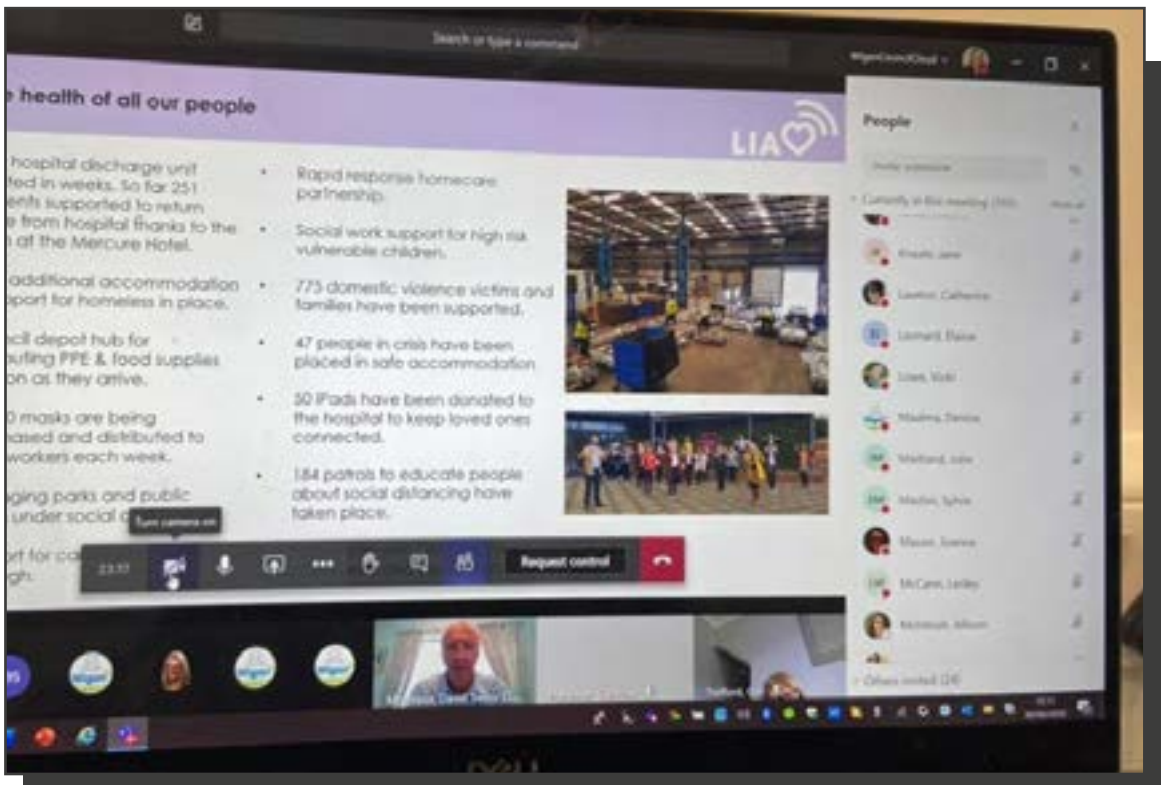
For many years we've had regular and successful engagement for our workforce, to hear from, ask questions of and share ideas with senior leaders including the Chief Executive and Leader of the Council. During the pandemic, these sessions evolved to become entirely digital and have proven to be an excellent way of staying connected.

Our workforce have overwhelmingly embraced the new digital format in which we engage with them. However, we still have

large parts of our operational workforce in Environmental Services and Adult Services who do not have a single digital identity.

During our first year of this strategy, we will ensure the entire workforce is provided with a single digital identity and remove the less timely, more expensive and bureaucratic ways of carrying out these activities and engaging with the organisation.

As our staff gain their digital identity, we will ensure they have access to learning and resources to grow and develop digital confidence. We will create access to a variety of resources and pathways to allow learning to become user driven whilst aligned to career and organisational ambitions. In doing this we will become a truly digitally enabled workforce and organisation with our own pipeline of talent locally.



Digital Workforce

Our workforce carry out critical services for our residents and businesses, and as such we spend a significant amount of money on devices such as laptops and mobile phones for our staff. Whilst we use established procurement frameworks to ensure good value for money and internal controls to monitor and control spend, the benefits from this spend fall largely outside of our borough.

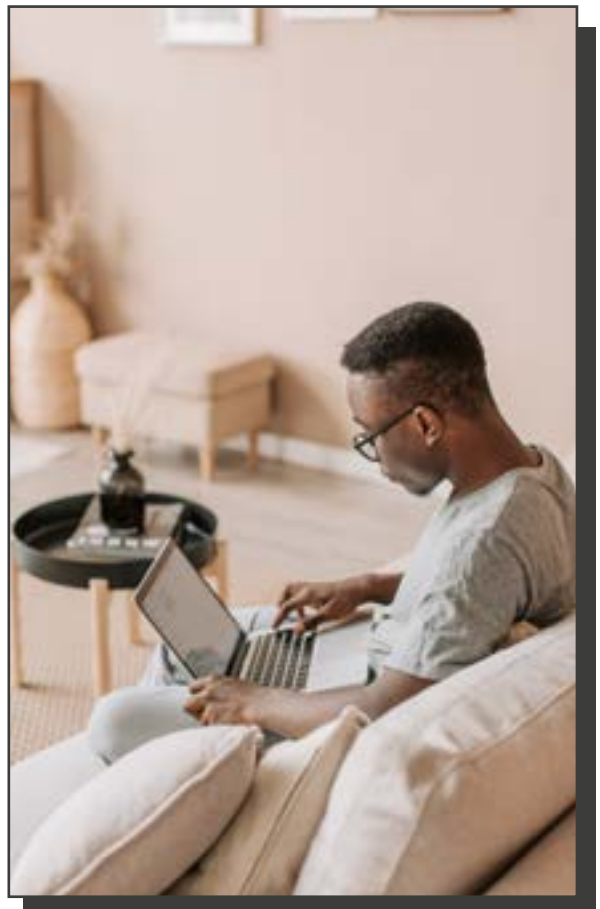
As a key principle of our Community Wealth Building ambitions, we must move to a position where the majority of digital devices for staff are purchased from local businesses and suppliers. But we can go even further. Significant work to strengthen the resilience of our digital infrastructure meant that we could move all our staff to remote home working at the onset of the pandemic. To facilitate that we asked the workforce to use their own devices through our already established Bring Your Own Device (BYOD) processes wherever possible.

As we adjust to our new future as an organisation, we believe that BYOD and Choose Your Own Device (CYOD) will become the norm for the duration of this digital strategy. These approaches provide more flexibility for our workforce who do not want to be constrained with council standard devices but prefer to use their own equipment – many with unlimited data bundles.

We believe that our workforce would want to help prioritise council spend on essential services where possible and have demonstrated their willingness to use their own devices to support that. We want to make that easier to do and to ensure staff are not adversely affected in any way including financially, by doing so. So rather than

the council purchasing and replacing vast amounts of digital kit for staff, we will serve up digital resources, systems and services safely and securely to the workforces' own devices.

We will support our workforce to move to a flexible sustainable model, by trialling CYOD – where staff receive an allowance to purchase devices (and can top up from the standard allowance themselves). We believe that by the end of the period covered by this digital strategy, the requirement for a good internet connection and a device will become as standard a requirement as a full clean UK driving licence.



Working Differently

We have encouraged flexible and remote working for some time as an organisation. This has enabled our facilities management strategy to reduce the number of administrative buildings we have, contributing to significant financial savings. But there hasn't been a fundamental shift in the way we work of this size since the introduction of email.

The experience of working through the global pandemic has facilitated that fundamental shift and our workforce have expressed their

hope that we retain many of the benefits of working in this new way - less wasted time commuting, better work life balance, increased focus and productivity, finding better ways of doing things and the benefits to the environment – whilst finding a way to safely and effectively reintroduce things that we have missed such as direct personal contact with colleagues.

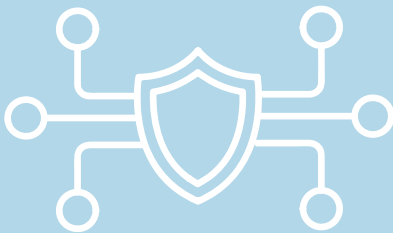
The graphics below are based on data collected between March and December 2020.



Over **100,000** MS Teams meetings facilitated



Over **9,000** virus attacks blocked.



More than **5 million** emails sent out and over **14 million** received.



Support provided for over **2,400** laptops and phones across the workforce.



Online booking system for targeted testing developed with over **900** bookings in the first month.

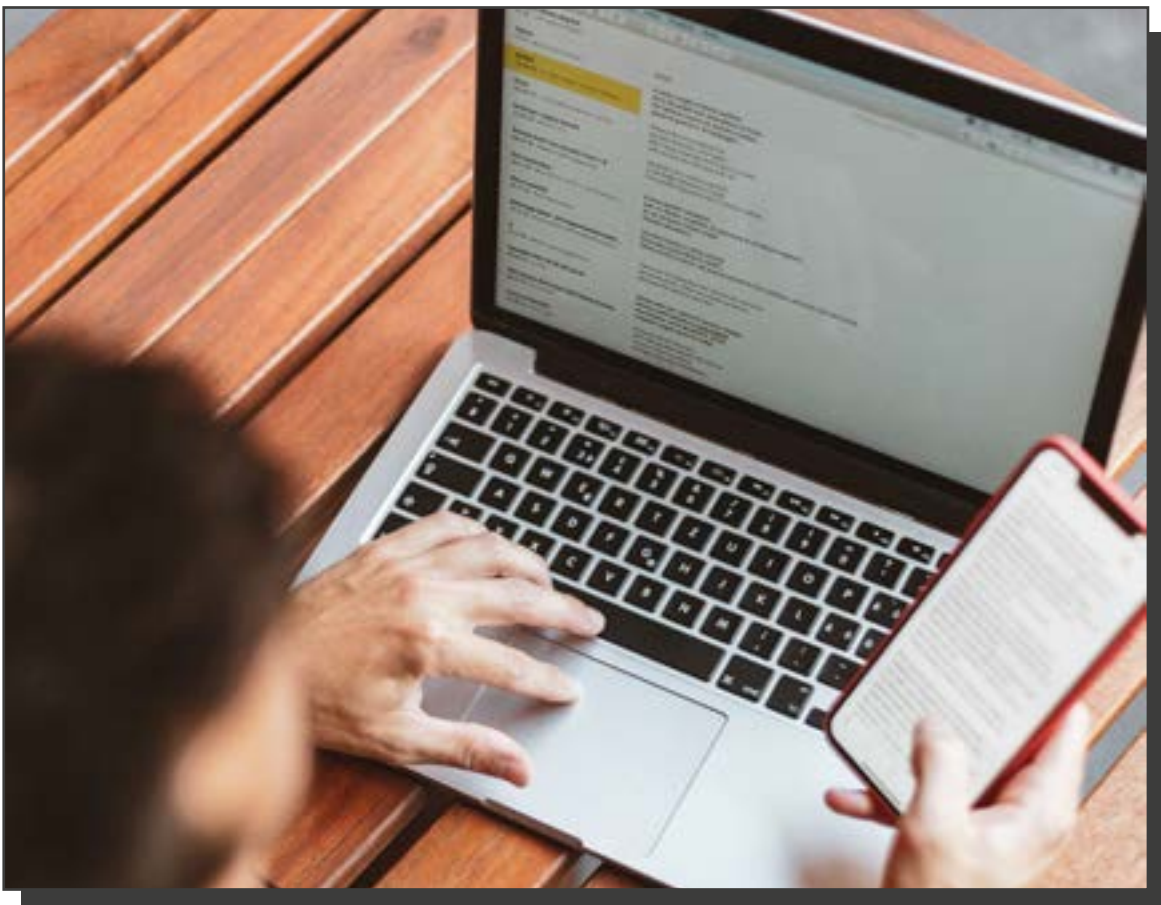
Working differently is here for everyone and is not just a short-term measure in response to the pandemic or recovery phase - it's our way of working for the long term! We believe it is about being thoughtful about the tasks we need to achieve every day. It's about doing our work in the most effective way; to achieve the best possible outcomes for the people we serve, whilst making the best use of public money.

It isn't just about working from home or desk sharing...It is....

- Thinking about how we can all use the resources and space around us to work in the best way possible

- Considering how to achieve the best outcomes for our residents and customers.
- Using other buildings and facilities that may be closer to our customers and partners.
- Trying out new digital technology
- Saving time and travel across the borough
- Making new connections

Colleagues are developing our working differently approach based on our vision to create space within offices and place-based areas that are re-purposed for conversational connections and touch down bases where collaboration, networking, partnership working, and development can take place.



Flexibility will be key in our new way of working, adopting a blended approach whether that be at home (**my place**), office buildings (**our place**) and within the community (**your place**) or a mixture. We will be asking staff to consider a digital first approach in the first instance.

A behaviour change programme will support staff and teams to think about their roles and associated activities and consider the best place and way to work that will deliver the best outcomes. It is about working in the right place, whether that be working from:

- **My Place** – Supporting individuals to work from home.
- **Our Place**- Enabling individuals to work from council buildings.
- **Your Place** – Working within the community

We know that work can be more productively achieved at home and elsewhere in a way that promotes our environmental ambitions.

During 2020 we have worked very closely with our Elected Members to ensure that we have been able to deliver our full council meetings online and via video conferencing as well as creating a new virtual court room.

Microsoft Teams is our preferred video conferencing technology and has been positively embraced by Councillors and our workforce and will become our approach for internal and external telephony (supported by wi-fi calling for mobiles) during the period of this digital strategy, removing the need for desk-based phones.

Attending conferences or collaborative sector meetings is something we value due to the opportunities this offers to network, gain valuable insight and share learning with peers. Before lockdown and the pandemic, this would only happen with a physical presence, so if travel was not feasible then attendance was not always possible. Due to the wide adoption of remote and virtual meetings and conferences by sector partners, our policy is to attend and be more present via remote access through digital technology.

Through our hybrid approach and investment in digital technologies, we will sustain this level of saving and help to protect the environmental impact long into the future.

We will actively reduce the number of printers in our buildings and encourage a zero- printing culture.



My place



Our place



Your place

Our key service systems

Secure and effective systems are vital to our critical public services running effectively. At Wigan we take system resilience, user and data security very seriously.

Our Digital Strategy and delivery aligns closely to our Chief Technical Officer (CTO) ICT Partnership strategy, which supports and develops our technical infrastructure and governance, ensuring that all technical solutions which are adopted and deployed across the authority are robust, resilient and secure.

This programme has responsibility to carry out due diligence and assess new systems, hardware, technologies to make sure we are implementing the most suitable solution in the soundest way which fits our organisational needs.

Our ICT Service Delivery team, work to keep

the lights on 24/7, making sure all systems are online and data is backed up and secure. They also handle any work which needs technical support relating to our infrastructure.

We will continue to ensure we have the best-in-class systems for our key services. We are committed to a full and regular audit of our systems and their suitability to how we want to work.

Over recent years we have seen a small number of multi-national companies controlling the market for a number of these key and critical service areas.

We want to be agile and flexible to ensure the design of our services and the digital systems that support them are always fit for the internet age.



Future of Data

Data and intelligence are vital to achieving our ambitions in Deal 2030 and they are critical to reshaping and remodelling the delivery of high quality, preventative and targeted services.

We hold and safely control a significant amount of information relating to our communities, residents and businesses. Often this information is in multiple systems as individuals and businesses utilise and engage with our services at different parts of their user journey. Bringing this information together to get a rounded and as full a picture as possible and utilising analytical tools will contribute to significant savings through more effective and preventative support as well as tackling fraud and making effective business decisions.

Over the next 5 years we are committed to designing and building a fully connected

data 'warehouse' which will link together our disconnected systems and business areas, allowing information to be analysed across the place, with the capacity and capability to predict future design and delivery models. We have already started this work to help support our Covid-19 response and supporting our communities, which quickly demonstrated the need to formalise this across the council.

We are an enthusiastic signatory to the Open Data Manchester Declaration for Responsible Data Practice and we have pledged to 'Do Data Better' for local people by 2025. We recognise that we are the custodians of personal data that we collect and process and therefore have a moral and ethical duty of care in its handling. We will conduct a full review of our data use, collection, processing and retention approach to guarantee we meet the pledges of the declaration by the end of the framework for this strategy, 2025.



Together We Will:

Key Pledges	Timeline
<p>Review our printing and telephony strategies for the organisation to enable reduction of our carbon footprint further and increase saving potential around these areas.</p>	2021
<p>Provide all employees with their own single digital identity to enable access to all digital engagement and employee toolkits.</p>	By early 2022
<p>Create a Workforce Digital Experience which provides all the essential information our teams need to adopt a digital first approach and use digital ways of working to meet our organisational goals.</p>	By 2022
<p>Continue to develop and create an organisational wide data warehouse, with access to real time business intelligence and data insight across multiple systems and areas.</p>	By end of 2022
<p>Ensure a minimum 15% of the council digital device spend benefits local businesses and suppliers which supports our Community Wealth Building policy.</p>	By 2025