



Our Council Scrutiny Panel

Wednesday, 25 November 2020

Dear Councillor

OUR COUNCIL SCRUTINY PANEL - WEDNESDAY, 25TH NOVEMBER, 2020

I am now able to enclose, for consideration at next Wednesday, 25th November, 2020 meeting of the Our Council Scrutiny Panel, the following report that was unavailable when the agenda was printed.

Agenda No	Item
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|---|--|
| 8 | <u>Harnessing the power of digital for the future and agile working (report to follow) (Pages 3 - 22)</u> |
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[Charlotte Johns, Director of Strategy, to present report]

If you have any queries about this meeting, please contact the Scrutiny Team:

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Councillor Miles

Cabinet Member for Resources

Agile working is about bringing people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working to carry out a particular task

Key questions for Scrutiny

- The Our Council Scrutiny Panel are asked to:-
 - consider the lessons learnt from the use of agile working and harnessing the power of digital in the government mandated lock down
 - scrutinise the emerging agile framework
 - provide feedback on the short, medium and long term priorities for the council on agile working and harnessing the power of digital

Lessons learnt from the use of agile working and harnessing the power of digital in the government mandated lock down

Agile working and use of digital during Covid

- Rapid mobilisation of agile working to meet government mandated lock down
 - Robust testing of mobile working technology in advance of formal lock down
 - Microsoft Teams (from 300 to 3700 users)
 - Provision of appropriate devices and equipment
- Delivered new developments to support Covid response e.g. Stay Safe Be Kind hotline
- Maintaining safety and securing including achievement of Cyber Essentials Plus
- Rolling out of key digital infrastructure such as Local Full Fibre Network
- Ongoing ICT and digital improvements e.g. Eclipse go live

Agile working and use of digital during Covid

Citizens and businesses



Employees



Environment



- **Continued delivery of services to the public**
- Citizen Panel feedback – **flexible** in our approach
- Criticality of **digital inclusion**

- **Life in Lock down** survey of 1270 employees – challenging period, 83% supportive of more flexible working, increasing productivity and wellbeing
- **Offline employee communications**
 - 70 emails sent
 - average subscribers 1,882
 - average open rate 54%
 - (top internal comms 20% accounts achieve 41%, medium reach 31%)

- 26 tonnes of **carbon saved** a week from staff travel

Looking to the future – agile working and harnessing the power of digital

RELIGHTING OUR CITY

Support
people who
need us most

Create more
opportunities
for young people

Generate more
jobs and learning
opportunities

Grow our
vital local
businesses

Stimulate vibrant
high streets and
communities

COUNCIL PLAN

Wulfrunians live longer, healthier and more fulfilling lives

VISION 2030

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OUR PRINCIPLES

We will underpin our work with the following key principles;



CLIMATE FOCUSED

This recovery commitment is aligned to our climate change strategy 'Future Generations' and our target to make the City of Wolverhampton Council carbon – neutral by 2028. We are committed to delivering on the recommendations of our Climate Citizen Assembly and to upholding the promises we made when the Council declared a climate emergency in July 2019.



DRIVEN BY DIGITAL

The city is at the forefront of digital infrastructure and innovation, Wolverhampton will be one of the first cities in the world to host a 5G accelerator hub making us truly a world leader in emerging technology. Now more than ever digital skills and connectivity are vital to ensure our residents can access services, interact with friends and family, and enter the job market.



FAIR AND INCLUSIVE

We will continue to tackle the inequalities in our communities which impact on the opportunities of local people. The Council's 'Excellent' rated equalities framework is at the heart of our recovery commitment. No community will be left behind as we transform our city together.

Implications for 'Our Council'

Considering lessons learnt from Covid lock down, and delivering 'Relight'

System redesign

- How we deliver services – thinking about systems, redesigning what and how we deliver the best outcomes for all local people

Flexibility and agility

- Bringing people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working

Our Council Programme

- Implications for how each part of the Our Council Programme supports this

Our Council Programme



Our Assets



Our Data



Our Digital



Our Money



Our People

Relighting our Council – key principles

In order to deliver our 'Relighting Our City' recovery commitment, we know we need to consider what we do and how we do it as a Council. We will:

- Work to Public Health guidance
- **Engage** and **co-produce** with our citizens, ensuring they are at the heart of all we do
- Act as '**one council**' to deliver priorities in a restorative way, that builds social capital
- Be **fair** and **inclusive** in our approach
- Recognise the importance of **digital**, ensuring all staff and citizens have **equality of access – digital inclusion is critical**
- Use the **right buildings** to meet our citizens needs
- Provide **value for money**, ensuring cost effective service delivery
- Reduce the impact on the **environment** from our operations

National Context

- Due to Covid and mandated lockdowns there has been a huge escalation in remote working in every sector
- Shifting business models that encourage flexibility, supporting efficiency and effectiveness
- Impacting all types of organisations, how and what they deliver, and on their employees
- Key IT/digital trends in this space include:

- Growth of Mobile Work
- Social Networks
- Enterprise Innovation
- Evolution of Technology
Tools inc. AI, chat bots
- Cost Containment/Efficiency
- Demand for Sustainable
Architecture
- Consumerisation of
Devices/IT
- Customer demand for
improved services

Agile Working Group

Looking at agility and flexibility in the round to deliver 'Relight'

- Taking key message on flexibility from citizens and employees, consider what implications this has on our operating model
- Being agile and flexible in the broadest sense to make sure we can deliver the best outcomes for all local people
- Not just technology focus, not about office vs home working
- Civic Centre will remain our Corporate Headquarters and a significant employee base serving our communities and customers

Agile working group

Focussed on three key elements:

- Better outcomes for citizens
- Better operational agility
- Better connected employees

Looking at:

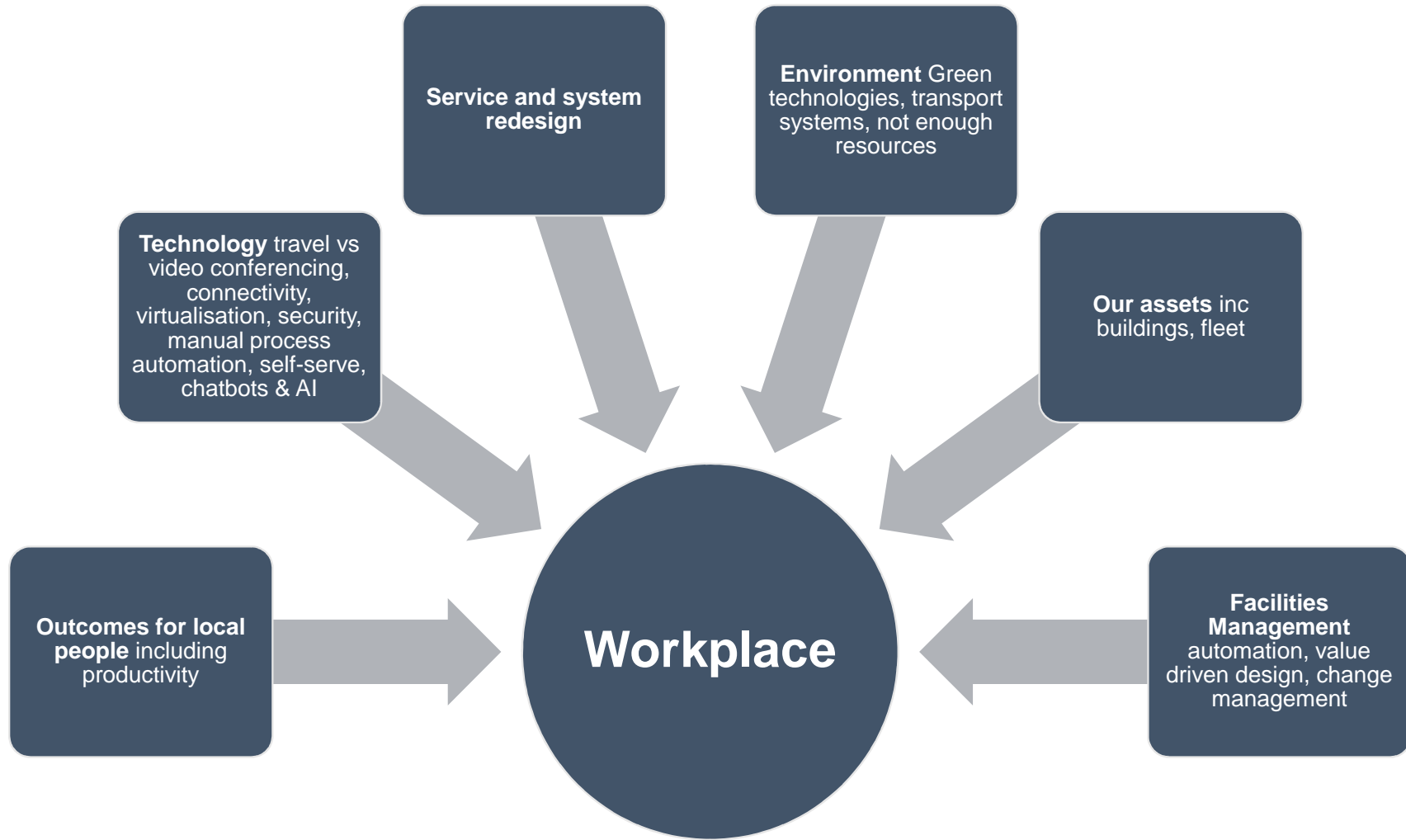
- Technology and digital requirements
- HR and People implications
- Process and policy frameworks
- Space and assets – making links to the Our Assets programme

Implications on activity considering:

- Workforce, workplaces and a smart city









Workforce

Short Term

(3 – 6 months)

- Employee Survey/Feedback
- Consultation Forums – Trade Unions/Employees/Managers
- Review of linked policies and guidance
- Health and wellbeing programme
- Provision of appropriate kit
- Driving Diversity & Equalities Agenda including EDI Impact Assessment
- Skills and training

Medium Term

(6 – 12 months)

- HR policy and governance frameworks updated
- Skills and training offer aligned
- Management and leadership
- Managing cultural change

Long Term

(12+ months)

- Advanced skills matrix data
- Recruitment practice
- Continued culture change
- Review & Reflect Lessons learned

Workplace

Short Term

(3 – 6 months)

- ICT Equipment
- Track & Trace On-line
- Desk Booking System
- Smart Lockers
- Room Booking System
- Video Conferencing connectivity
- Security
- Telephony

Medium Term

(6 – 12 months)

- New Digital Strategy adopted
- Automation & Self Serve
- Chatbot
- Artificial Intelligence (AI)
- Infrastructure developments
- Local Full Fibre Network completed

Long Term

(12+ months)

- Digital Service Redesign
- Standardise Digital Tools
- Data and Advanced Analytics
- Robotics Process Automation (RPA)
- Access to Information – data strategy
- Reduce Carbon Footprint

Smart City

Short Term

(3 – 6 months)

- Lowered carbon footprint emissions
- Digital inclusion work
- Improved and resilient digital infrastructure – LFFN, 5G

Medium Term

(6 – 12 months)

- Improved and resilient digital infrastructure
- Competitive connectivity across City businesses & residents
- Digital inclusion
- Improved transport links and connectivity
- Safer City- CCTV

Long Term

(12+ months)

- Improved and resilient digital infrastructure
- Competitive connectivity across City businesses & residents
- Digital inclusion
- Improved transport links and connectivity
- Safer City- CCTV
- Future Council Operating Model

Key questions for Scrutiny

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