Our digital strategy needs to make our citizens more connected, well informed and able to share their experiences effectively, becoming fully engaged in their communities and empowered to take social action.

A cutting edge digital infrastructure will be needed to encourage and support our citizens and partners in building networks.

www.digitalstaffordshire.gov.uk
Digital Context

Our digital strategy needs to make our citizens more connected, well informed and able to share their experiences effectively, becoming fully engaged in their communities and empowered to take social action.

A cutting edge digital infrastructure will be needed to encourage and support our citizens and partners in building networks. We need to support businesses to start and grow to create jobs by making Staffordshire a digital centre which is an even greater place to invest.

We can help create a Staffordshire digital economy by supporting the development of proven economic drivers, business clusters and shared spaces; areas of activity where businesses can meet, collaborate, share and grow.

A digital economy will need to be underpinned by an effective transport system. We can support this by encouraging investment in projects such as Heineken, including the digital monitoring of town centre activity, so traffic plans can be built around need and adjusted to counter sudden spikes in demand.

Investing in these areas will help support and create a positive economic climate. By communicating this vision effectively, we can attract business and investment, creating job opportunities and economic benefits for all our citizens.

Key Objectives

- We are exploring how digital technology can support every area of our work to become agile, manage demand and achieve better results.
- New technologies can improve the local economy and support better health and wellbeing.
- Taking a digital approach is fundamental to promoting self-management and encouraging social action.
- Using data to inform how we deliver services and achieve prevention.

The people of Staffordshire will:

- Be able to access more good jobs and feel the benefits of economic growth.
- Be healthier and more independent.
- Feel safer, happier and more supported in and by their community.
The 5 Digital Pillars

**Digital Citizen**
- myStaffs mobile app
- User focused digital platform
- Re-designed website
- People helping people
- Crowdfund Staffordshire

**Digital Council**
- Moving to cloud technologies
  - Microsoft Cloud Navigator
  - Microsoft Office 365
- Service area digital transformation
  - Smart Working /Smart People
- Digital leadership

**Data**
- Data strategy
  - Data visualisation using Power BI
  - Data utilisation for service delivery using Experian
- Data in Health and Care - single view of need/multi agency

**Digital Health**
- Using mobile apps to support the citizen
  - Adult social care information advice and guidance
  - Children’s information advice and guidance
  - Smart homes
  - Assistive technology
  - Staffordshire Connects Central Hub

**Smart County**
- Building the digital economy
- Superfast Staffordshire
- Microsoft digital skills programme with Stoke-on-Trent and Staffordshire Enterprise Partnership
- Staffordshire University deal
- Staffordshire digital innovation partnerships
- Keele University deal
**Digital Economy**

Be able to access more good jobs and feel the benefits of economic growth.

The digital economy is composed of all computing technologies which enable work, leisure and services of the 21st century. They enable new business models to flourish, like the Gig economy; they change how consumers order goods and services through apps; they change how government decisions are made through analytics; and they personalize health care by allowing patients to take greater responsibility.

Some newer digital industries only exist in a digital world such as e-trading (Amazon, eBay), sharing economy (Uber, Airbnb), smart meters and energy (Hive, Nest) and smart cities (e-democracy, integrated public services, sensor networks). There are producers, wholesalers and retailers within a digital economy too and a market places for digital services and data.

The UK digital economy has grown two and a half times as fast as the regular economy between the years 2003 and 2013, and the UK has the largest levels of individual internet use of all the G7 economies (BIS, 2016). The digital economy has grown 32% faster than the rest of the UK economy between 2010-2014, turning over £161 billion and servicing 156 million jobs (Nesta, 2016).

**The challenge for Staffordshire is to use the momentum and technologies of the digital economy to meet our three priority outcomes.**

- Generating business, innovation, skills, and improving health, connectivity and closer communities, a digital infrastructure is an investment in a stronger Staffordshire future.
- The Nesta Tech Nation report (2015) identifies that the demand for digital jobs will rise by 5.4% by 2020 which will be higher than total jobs growth within the UK. An infrastructure needs to be in place which supports this growth and maximises opportunity for our citizens.

**4th Industrial Revolution**

The World Economic Forum has argued that the 4th industrial revolution requires a balancing between automation of services and manufacturing, and the effects this will have on the human workforce.

As more services become available via increasingly sophisticated online platforms, the supply of services becomes increasingly disrupted. People can now purchase what they want, from where they want at any time, and from anywhere. This leaves traditional jobs which have previously used face-to-face contact to broker supply "at risk".

The UK Government has highlighted the need to close an impending digital skills gap within the UK, so the current workforce, and wider population, can benefit from the move to AI driven platforms which supply goods and services.

This means actively providing and encouraging education and training in digital which reaches into communities and equips them for future employment opportunities, and the ability to engage with the wider benefits of the 4th industrial revolution.

**Opportunities for growth**

- The Centre for Economic and Business Research estimates that ‘big data’ alone will create 58,000 jobs over the period 2012-17.
- Staffordshire is uniquely situated with cost effective office space (vs. Manchester, Birmingham and London) but close links and the ability to service these markets.
- Excellent universities with desire and capability to stimulate the local economy. Keele University specialises in robotics and the largest computer science school in the country is provided by Staffordshire University. Wolverhampton University does a co-location space in Stafford.
- The Heineken project was a successful Innovate UK funded consortium project to collate all open geographic, transport and utility data in Staffordshire to improve road works. Which has resulted in collaborative data sharing and the establishment of a library of open data.

The Government Digital Strategy describes the Digital Economy as:

‘Many jobs have a digital element, and it is predicted that within 20 years 90% of all jobs will require some element of digital skills’.

90%
Tech City UK identify 8 key investments to driving and funding growth for a local digital economy:

1. Strong skills base
2. Access to advice and mentorship
3. Fast and accessible broadband
4. Available property
5. Access to finance
6. Good transport infrastructure
7. Positive economic climate
8. Positive perception of the region

The Heineken project was an externally funded initiative set up to reduce the impact of roadworks in Staffordshire. Together with Amey, Coop, Elgin, Staffordshire University, Future Cities Catapult and Tenshi Partners; Staffordshire County Council received funding from Innovate UK to develop a smart city platform to transform the performance and maintenance of the highways network in Staffordshire.

The funding enabled an 18 month project which streamlined the way highways works are planned. By combining maintenance programmes from Staffordshire Highways, utility providers and telecommunications companies, the project promoted new ways of working to reduce the total cost of the highways network, reduce the impact on the environment and local economy and minimise disruptions and inconvenience to residents.

The project delivered an OmniLocation mapping tool that mapped all planned roadworks across Staffordshire and identified potential joint working opportunities. It also produced a detailed business case outlining the benefits of joint or collaborative working both to those undertaking the work and the citizens of Staffordshire. An Economic White Paper was also produced, proposing changes to legislation to promote collaborative working.

Since its closure in March and the dissemination of the work the project has captured the attention of the highways industry, and of regulatory and government bodies across highways, telecommunications and utilities, at a national level.

In addition to the presentations the team has been invited to give at CIHT, the DfT, HAUC and VentureFest, the project has now also been nominated for two prestigious awards, the Real IT “Service Improvement Award” in the technology industry; and the ACE “Collaboration Champion of the Year” award in the engineering industry.

Subject: Digital - Heineken

Connected Roadworks

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To transform the performance and maintenance of the highways network in Staffordshire. Reducing costs and impact on the environment and local economy, minimising disruptions and inconvenience to residents.
Digital enabling the future

Be healthier and independent.

Keeping our citizen’s healthy and connected is an essential part of creating and building. A great Digital Staffordshire can and will play a key role in delivering a county where citizens are healthier and more independent.

The UK Government Office for Life Sciences (2015) identify digital health as having a vital future role in the improvement and delivery of UK health. Increasing demand for health and social care is creating a significant challenge for national and local services. Digital applications represent not only an opportunity to meet this challenge, but an opportunity to ensure that our citizens remain healthier and manage their own health.

Digital health can be used to improve a citizen’s ability to self-manage and become more independent. For example, digital devices can be used by a citizen to alert health professionals of changes in their condition to manage long term health conditions and treatment management. Digital can make a citizen an active partner in their health, allowing them to make decisions for themselves rather than just receive prescribed services.

To deliver this we need to encourage innovation from the private sectors to design new technologies, which allow our services to work smarter with our citizens and increasingly variable and complex needs. This will be supported by the Government intention to invest £1.1 million through the NHS on projects to support digital inclusion. This will help the most excluded groups to develop their digital skills so they can feel confident using online tools to manage their health.

In Staffordshire we have been running innovation challenges to look for digital providers for health checks and funding opportunities to improve and extend Telehealth.

Increasing demand for health & social care is creating a significant challenge for national & local services.

This will be supported by the Government intention to invest £1.1 million through the NHS on projects to support digital inclusion.

Digital can make a citizen an active partner in their health.

Digital devices can be used by a citizen to alert health professionals.

Digital can and will play a key role in delivering a county where citizens are healthier and more independent.
Digital enabling residents
Feel safer, happier and more supported in and by their communities

Nesta (2016) identified that social action transforms lives, helping students who have fallen behind at school to catch up, job seekers to find work, isolated older people to feel connected and less lonely amongst many other benefits. Social action has also made huge impacts in how public services are delivered, making them better able to meet new and increased citizen demand. All the advantages of communities coming together and taking social action have been clearly laid by the Cabinet Office (Centre for Social Action Innovation Fund). Our digital infrastructure can help release this potential in our own communities.

The Cabinet Office have highlighted that research suggests that social action, driven by communities, is the future of public services, but are still thought of as “nice to have” as opposed to core parts of strategy. Implementing proven community building digital initiatives such as remote volunteering and data donation through Staffordshire’s digital infrastructure can make community first a core part of strategic action.

Building community capacity/social action is a key enabler for the council’s business plan and strategy for the next 5 years. Taking into consideration the challenges facing local government, it is imperative that we work with our partners to fundamentally re-frame the relationship between the public sector and our communities.

Developing community capacity and enabling social action is defined as the following:

- Encouraging and enabling communities to be self-sufficient and resilient
- Locally lead solutions where necessary, co-produced with partners and communities
- An effective and well-networked Voluntary, Community and Social Enterprise (VCSE) sector that underpins the above to promote and support independence

With the scale of challenge facing public services over the coming years, developing social action must now go beyond specific pieces of work. If we are to continue improving outcomes for communities in a sustainable way, we must work with our partners to embed social action in all we do as a fundamental part of re-framing the relationship between communities and the public sector in Staffordshire.

Digital will be a key enabler when delivering on these principles, supporting innovation and building digital communities.

People helping people is a new approach to how we all need to work.

How can we complement what the community can do providing services?

Our role is now about making the most of the strengths of communities so they can make a difference themselves.

Everyone needs to think community first in their job - how can you encourage communities to help themselves?

Digital technology innovation is a key aspect of this agenda.

Digital can support the timely provision of information, advice and guidance as well as alternative service delivery methods and processes. Using hack days and developing community digital champions.

www.crowdfunder.co.uk/funds/crowdfund-staffordshire
The Digital Infrastructure

A digital infrastructure can be used throughout the county partnership, business and citizen network to achieve the priority areas for themselves, each other and the wider community.

Smart places for more sustainable energy.

Stronger communities through digital access to more streamlined public services.

Smart movement to improve access, speed and convenience.

Greater connectivity through super-fast broadband.

Smart economy through digital infrastructure and well educated citizens.

Be healthier through access to better data and self-management.

Economic growth & good jobs, healthier & more independent citizens, stronger, safer & happier communities.

Data

The importance of data

We recognise that data is a critical part of our region’s future and managing it appropriately will allow us to have one of the most enabling regional digital infrastructures in the UK.

The new Government Transformation Strategy states an intention to serve the citizens and businesses of the UK with a better, more coherent experience when using government services online - one that meets the raised expectations set by the many other digital services and tools they use every day.

The transformation strategy clearly outlines how important building trust and confidence is between citizens and state. We will outline the enabling potential of data to deliver the digital ambition of SCC. We will look at how we can activate our data to achieve our priority outcomes.

To develop our information strategy, we will focus on 3 main strands:

- Strategic Insight to support the organisation to make the right decisions
- Operational Insight to monitor the effectiveness of the organisation enabling senior leadership to see how the organisation is progressing (Total Performance Management for example)
- Customer Insight completes the triangle by ensuring data relating to the organisations target audience is available in a form that it can support the outcome and vision (Working with Experian)

We have delivered Power BI as a data visualisation tool, one aspect to be developed is how and where we store our data. We will look at the possibilities of shared data platforms aligned with Smart Staffordshire.

Improve trust between citizens and state, giving citizens confidence that their personal data is secure and being used in ways they expect, while making government activity more transparent and making publicly-owned, non-personal data available for reuse where appropriate.
The journey so far
Digital Citizen Programme

Staffordshire’s customer centric digital programme has resulted in a reduction of 200,000 telephone contacts whilst increasing the web / mobile and app contact.

Digital is now at the forefront of all projects and 87% of all contact to the county council is via a digital channel. This is a result of having a mobile first customer access strategy and improved access to transactions online via the following:

- Mobile responsive website
- myStaffs app
- Web chat
- Transactional website
- Customer alerts/push notifications
- eNewsletters
- Use of social media
- Out of hours chat bots

Working with partners through the Staffordshire Public Sector Partnership (SPSP), the focus has been efficiency, transformation and developing new ways of working. This has included procurement and development of ICT systems, promoting a shared services approach, joint working, improving customer access and reducing demand.

The Staffordshire mobile responsive website is rated as the top county council for visitor satisfaction for both desktop and mobile devices by the Society for IT Management.

MyStaffs App
All your council services on the move

MyStaffs app is a collaborative digital solution for Staffordshire residents offering access to Staffordshire County Council and all district councils and Staffordshire Police. The functionality of the app is to provide one access point to the two tier council services in a more convenient way whilst promoting self-service and signposting away from key services.

This is the first app in the country that enables citizens to complete transactions across county, district and police services and has been endorsed as a blueprint for best practice by both the Local Government Association and Institute of Customer Services for Digital Transformation.

Blue print
Enabling transformation

Many departments have started to transform how they deliver services. This has improved citizens’ experience of a significant number of services, but in many cases it has not changed the way government organisations operate to deliver them.

It has meant that organisations without public-facing services have not benefited from the same degree of focus on digital transformation.

The next stage of digitally enabled transformation has 3 broad components, which together form the scope of this strategy:

- Transforming whole citizen-facing services - to continue to improve the experience for citizens, businesses and users within the public sector
- Full department transformation - affecting complete organisations to deliver policy objectives in a flexible way, improve citizen service across channels and improve efficiency
- Internal government transformation, which might not directly change policy outcomes or citizen-facing services but which is vital if government is to collaborate better and deliver digitally enabled change more effectively

Areas of transformation need to be identified in order to complete this circle of review.
Staffordshire County Council

#Digital Staffordshire

www.digitalstaffordshire.gov.uk