



<u>Officer and Date</u>
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<u>Item</u>
<u>Public</u>

DIGITAL WORKFORCE STRATEGY & WORKFORCE STRATEGY

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1.0 Summary

Shropshire Council's new Digital Workforce Strategy for 2020 to 2021 (Appendix A) and Workforce Strategy for 2020/21 to 2022/23 (Appendix B) both align to the strategic priorities of the Council and give a foundation for staff to understand the art of the possible, with details of the opportunities being put in place to support them to work differently. The Workforce Strategy defines how staff and managers can be more flexible in the modern working world, detailing the opportunities available to everyone for instigating change in the modern workplace. The Workforce Digital Strategy is an ambitious plan for transforming the way staff work, Digital Transformation has delivered a wealth of tools – it's now our opportunity to fully use them, giving staff the chance to be curious, challenge how they work and have the tools to change.

2.0 Recommendations

- 2.1 To approve the Council's new Digital Workforce Strategy (2020/21) and Workforce Strategy (2020/23).

REPORT

3.0 Opportunities Appraisal and Risk Assessment

- 3.1 Failure to deliver the Digital Workforce Strategy and Workforce Strategy within agreed timescales and to levels approved by Council within the Financial Strategy prevents the Council from meeting savings targets and corporate outcomes.
- 3.2 A number of controls have been put in place to mitigate the strategic risks around workforce and our digital capabilities.
- 3.3 Improved skills and digital competencies allow us to develop commercial opportunities set out in the new commercial strategy as well as build on the experience and knowledge gained by officers over the last three years of our digital programme and provide even greater focus on innovation.

4.0 Targeted Outcomes – Digital Workforce Strategy

4.1 The purpose and key objectives of the new Digital Workforce Strategy are:

- Deliver service efficiencies and savings through the use of technology, particularly for collaboration and automation;
- Encourage staff to be curious, embracing what has been called a “curious culture”, where staff challenge inefficiency with the aim of improving process by adopting technology. This is in line with other private sector companies such as Microsoft and WD-40 who embraced learning as a way to ensure their organisations and products were the best they could be;
- Create Digital Champions for each team as true transformations require in-depth business knowledge.
- Create digital profiles for managers and staff. These profiles will detail how the individuals benefit from digital, demonstrating what is possible.
- Along with being curious, we need to support staff to learn the new tools. The strategy sets out ways in which we can do this effectively.
- IT support has become more responsive to the needs of the Council moving forward, this alongside the adoption of ITIL (the best practice IT management methodology) has delivered a host of new support solutions, most notably the introduction of ICT business partners. The strategy sets out all the support options for staff and how they might access them.
- The strategy also sets out a range of ambitious targets for delivering digital at Shropshire Council.

5.0 Targeted Outcomes – Workforce Strategy

5.1 The purpose and key objectives of the new Workforce Strategy are:

5.1.1 The Workforce Strategy links to and supports the Council’s strategic priorities by identifying what the workforce needs to look like and how it needs to operate to deliver outcomes for the residents of Shropshire. The strategy helps provide the direction and to ensure that we have the right people, with the right skills, in the right place, at the right level and at the right cost.

5.1.2 A talented and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives. Getting it right delivers significant improvements:

- value improvement and cost reduction – through ensuring the workforce is the right size.
- assurance that organisational objectives can be delivered
- better productivity – through workforce alignment to the operating model
- competitive advantage through a more skilled and innovative workforce that has the right skills, in the right place at the right time
- higher quality and timeliness of customer delivery, greater staff engagement and retention and lower levels of stress.

5.1.3 The priorities in the strategy are focussed on the key themes of:

- Supporting innovation and change

- Ensuring the business is fit for the future
- Supporting operations

6.0 Financial Implications

6.1 The Digital Workforce Strategy and the Workforce Strategy will support the existing savings targets defined in 9.4 of the financial strategy.

7.0 Climate Change Appraisal

7.1 Energy and fuel consumption. These strategies support a number of innovative programmes which seek to reduce energy use and fuel consumption and to be more efficient. Furthermore, by enabling staff to embrace technology and work where the work is, not at our buildings, we reduce travel time and energy usage. These efforts will clearly have a positive effect.

7.2 Renewable Energy Generation. These strategies do not directly make decisions on carbon offsetting or mitigation. Therefore, no effect.

7.3 Carbon offsetting or mitigation. As noted, the use of more efficient technology in our data centre reduces our carbon footprint. Furthermore, Microsoft have committed to a net Zero carbon objective and as we use their technology we too benefit from that (rather than emitting ourselves, as they can reduce it). Furthermore, going digital enables staff to reduce their need to travel, print and post – which all have associated costs.

7.4 Climate Change Adaption. These strategies do not directly make decisions on carbon offsetting or mitigation. Therefore, no effect.

8.0 Background

8.1 The Digital Workforce Strategy is a new document that builds on the 16-19 IT strategy and Digital Transformation plans.

8.2 The review of the Workforce strategy has taken stock of what has been achieved since that the first Strategy in 2016, where the organisation is now and where it needs to go (and how we get there).

8.3 Since 2016 the organisation has reduced the size of the workforce by 25% making the council a lean organisation. With developments in technology to improve the customer experience, support for staff to ensure they are fully equipped and upskilled to maximise the new technology available to us is essential.

8.4 The Workforce Strategy is closely aligned to the Digital Workforce Strategy as our digital capabilities are a key driver for change across the organisation.

9.0 Conclusions

- 9.1 The Workforce Digital Strategy and the Workforce Strategy set the ambition for the future in terms of a skilled and talented workforce who can exploit digital platforms to maximise return on investment and effective service delivery in ways that will set Shropshire Council further apart from other organisations across the UK in terms of technology. This ambition is important as the opportunity is undeniable, and the time is right.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Members:

Cllr Lee Chapman, Cabinet member for Transformation and Digital Infrastructure
Cllr David Minnery, Cabinet member for Finance and Corporate Support

Local Members:

All Members

Appendices:

Appendix A: Shropshire Council Digital Workforce Strategy 2020/21
Appendix B: Shropshire Council Workforce Strategy 2020/23