Trafford's Digital Strategy 2020-23

Trafford Council, NHS Trafford CCG and locality partners

Trafford Background and Context

Digital Opportunities and Background

Digital has been an important part of people's working lives for several years and is essential for many businesses. It has also become an important aspect of our home life and how we socialise, with many people now seeing digital as a core component of their personal lives.

The Covid Pandemic in 2020 led to a rapid increase in digital use, as people were forced to look at alternative ways in which to work, shop and socialise. It is expected that much of this forced change is likely to remain as our communities recover and restrictions ease. The digital community rallied around the challenge by rapidly providing solutions to new problems and expediting planned work. While the pandemic has helped with increased digital adoption, there remains a significant challenge in the coming years to stabilise the rapidly deployed digital solutions and build new solutions for the ways in which we wish to work and consume services in the future.

Trafford's Priorities

Trafford's priorities are being refreshed by the Council and public sector partners to reflect the impact of the Covid pandemic and plans for recovery. While Digital is not identified as a specific priority, it is an enabler that underpins each of the priorities. Digital will perform an important role in supporting Trafford Council, people, communities and the local economy to recover following the Covid pandemic. It will also contribute to addressing health inequalities within the borough and the delivery of the Trafford Health and Care locality Plan. Digital is a vitally important component of the delivery plans and other corporate strategies, such as the Workforce Strategy and Estates Strategy. This Digital Strategy explains how the borough's public sector organisations plan to work together to delivery a comprehensive programme in support of the Trafford priorities.

Trafford's Priorities

Children and Young People · Health and Wellbeing · Successful and Thriving Places · Green and Connected · Pride In Our Area · Building Quality, Affordable and Social Housing · Targeted Support

Trafford's Digital Strategy underpins two modernisation principles:

1. A Delivery Model for the Future
- Self sufficient communities using digital services.
- Well designed online services built around customer journeys.
- Modern public sector/health services which releases capacity to support those with complex needs.
- Use data and intelligence to inform planning, decisions and delivery of outcomes.

2. Transforming Trafford's Services
- Collaborative service re-design with representatives from the business, IT and citizens.
- Use digital solutions and techniques to support new ways of working, process improvement and increased automation.

Trafford Partnership
This strategy covers the ambition and plans for digital across Trafford public services. It is a locality strategy that incorporates the requirements from the Trafford Locality Plan and the Trafford Partnership. It also covers the specific strategy and plans for Trafford Council and NHS Trafford CCG. Each of the Trafford partners will have their own organisational strategies and plans. Some cover multiple localities, so will need to be aligned with other localities. This strategy sets out the ambition for increased collaborative working across partners and more alignment of individual organisational priorities and plans with those for the borough. This requires a higher level of engagement and input into the Trafford Digital Strategy and plans, to ensure there is greater commitment to shared goals that reflect all partners' needs.

Greater Manchester and national collaboration
It's recognised that our citizens don't access and consume services within locality boundaries so public services need to be aligned and joined with other localities. Trafford is one of the 10 Greater Manchester boroughs and works collaboratively with regional partners to standardise and align where practical. Trafford is an active contributor to the GM digital engagement and governance. Trafford's Digital Strategy aligns with regional and national strategies where appropriate. This includes the GMCA Digital Blueprint, the GM Industrial Strategy and the GM Health and Social Care Partnership Digital Strategy and Framework. It also includes sector digital strategies such as the GM Primary Care Strategy and GM Urgent Care Strategy.

Trafford's Digital Vision and themes

Trafford's Digital Vision is to:

'Enhance and modernise services through the use of digital approaches and solutions'

The Trafford Digital Vision will be delivered through five themes:

DIGITAL BOROUGH

Enhance the digital skills, access and confidence of those digitally excluded within Trafford. Work with partners and industry to improve the digital infrastructure within Trafford and explore opportunities for economic growth linked to digital.

DIGITAL SERVICES

Provide a wider range of high quality digital services built around the patient experience. Ensure that online content is clearly written and accessible. Explore opportunities to automate processes.

DIGITAL WORKFORCE

Provide employees with modern digital tools so they can work more flexibly and can collaborate across different organisations. Provide training and business change support on the new tools.

DIGITAL ORGANISATIONS

Provide modern digital infrastructure and systems to support new ways of working. Ensure the organisations' data and systems are well protected from cyber threats. Align systems and infrastructure across partners.

DIGITAL SUPPORT

Provide improved digital services and support from the Trafford providers' IT and Digital Teams. Enhance self-service provision and automation of support processes. Ensure support teams are sufficiently trained.

Five Digital themes

Five Digital Themes

Digital Borough

Trafford is an appealing location for people to live and work, with a diverse range of town centres and communities. It borders with city living in the north and the beautiful countryside in the south, providing the people of Trafford with the best of both worlds. There is also a vibrant business community; and good sports and leisure provision. Digital is an increasingly significant part of people's lives and how businesses operate, so digital support and investment needs to be prioritised. Trafford's public sector organisations are committed to directly supporting, and creating the environment for good digital access and opportunities within the borough.

Activities under the Digital Borough theme were originally phased to start in 2022-23 with immediate focus placed on the other themes within the strategy. The Covid pandemic, and the resultant increased reliance on digital for many people, means that some of the planned work under Digital Borough needs to be brought forward and enhanced. Specifically, Digital Inclusion has been prioritised for 2021-22.

Digital Services

We are living in an increasingly digital world and Trafford's citizens, patients and businesses require easy to use and accessible digital services built around their needs. The move to digital can help the Council and CCG to reduce costs while improving the customer experience. It also enables Trafford to redirect resources to support those who are most in need and require more complex direct support. The people of Trafford want to transact and engage with the Council and CCG via digital channels but expect a good quality experience akin to those provided by banks, supermarkets and shopping sites.

Digital Workforce

Public service has changed and adapted significantly over the last decade through the use of technology. Trafford has not kept pace with this change, which has restricted adoption of new ways of working. Trafford's multi-agency workforce struggles to share information and collaborate across organisations. Remote working has rapidly increased due to Covid, and is set to remain for many. Existing IT solutions are insufficient and do not meet the requirements of a modern smart worker. New technology based tools for the workforce will allow employees to maximise their potential and work more efficiently. Automating mundane and repetitive tasks will free employees' time to focus on valuable and productive work.

Five Digital Themes

Digital Organisation

IT and Digital is a core component of how Trafford public services operate and deliver services. The technical solutions are increasing in complexity and there is a greater need to develop a joined up view of people and communities by bridging organisational silos. Improved digital infrastructure and systems integration will: provide a much richer source of data and intelligence; deliver efficiencies; and link different organisational approaches to support whole system care and support across the Borough. The increased dependence on IT systems and data means that effective cyber protection and appropriate business continuity processes are essential.

The response to Covid-19 saw an increase in collaboration with partners and the VCSE sector working together to support communities through the pandemic. This accelerated the need to join IT systems and bring data together from disparate sources to provide better direct care, and to enable research to respond to the pandemic. Digital infrastructure and systems need to be adapted to meet the changing needs of organisations with the rapid and permanent increase in home and remote working.

Digital Support Services

The Trafford IT Service has encountered years of under-investment and limited leadership support over a prolonged period. As a result, the IT Service was predominantly inwardly focussed on maintaining core IT operations and provided minimal support to the Council's directorates to modernise. Some investments were made in tools to improve the management and operations within IT, but these were only partially implemented due to insufficient resources. Trafford committed to invest in its IT and Digital resources in 2018 and created a new IT leadership function that was jointly funded by the Council and CCG. The Digital leadership function is responsible for providing IT support to Trafford Council and CCG; Primary Care IT commissioning and relationship management; and Digital leadership and relationship management for Trafford health and care provider organisations. The need to transform the IT and Digital Service, and improve processes and tools, remains a priority as recovery progresses and business as usual activities recommence.

Challenges and Priorities for the next three years

Challenges and Priorities

Digital Borough

1. All Trafford citizens and communities should have the skills, confidence and access to digital equipment in order to interact with modern society. There needs to be specific focus on reaching an agreed base level to ensure people are able to make the most of digital opportunities, should they choose to do so, to reduce social exclusion.

2. Trafford's business and voluntary, community and social enterprise (VCSE) organisations should be digitally proficient and able to adopt digital approaches.

3. Work with the private sector and promote investment in the Borough to improve digital infrastructure; including ultrafast internet, access to Wi-Fi and mobile network connectivity.

4. Work with the business community and education establishments to grow digital job opportunities within the Borough and provide a pipeline of local talent for digital, data and technology careers.

Digital Workforce

1. Current digital tools don't support teams to work collaboratively, leading to siloed working or laborious workarounds to facilitate sharing. Communication across departments and in multi-agency teams is difficult. Working concurrently on documents is not possible, often resulting in duplicated effort or multiple versions of the truth.
2. There is an over reliance on face to face meetings as there is no video conference facilities with the ability to share screens, chat, share documents or collaborate on a whiteboard. Current digital tools don't enable colleagues to access information and documents easily while working across the Borough, or while working from home. The office accommodation and meeting rooms don't support modern smart work styles.
3. Communication tends to be one way with an over-reliance on e-mail. There is very little interactive chat or ongoing dialogue.
4. Many employees are using slow and unreliable devices, which causes frustration and will reduces productivity.
5. There has been limited training and support with the introduction of new systems. Many employees are not getting the best from the investment in digital and have not adapted to new ways of working that digital can facilitate. There is also extra pressure put on the IT service desk with knowledge gaps.

Challenges and Opportunities

Digital Services

1. There has been minimal transformation of the full end-to-end processes and customer journeys when moving services and advice online. This has resulted in a poor and inconsistent citizen's online experience. This is particularly apparent when a citizen's digital experience spans a range of departments or local, regional and national elements. Citizens don't use poorly designed digital services so improved customer journeys are necessary to increase uptake. Trafford public sector organisations' websites are inconsistent from a resident's perspective leading to a poor online experience when navigating services that span organisational boundaries.

2. Individual departments are responsible for their own content and digital service delivery. Online content is created by a large number of people across Trafford organisations; most of which are experienced within their profession, but not experienced digital content writers. The content writers have limited experience and training in modern digital content writing and website design. They have minimal User Experience skills, nor understanding of the Government Digital Services (GDS) Principles. There are no agreed principles that shape Trafford's online content and services. Maintaining digital content and services is often deprioritised as there is a focus on frontline service delivery. The officers perform their roles to the best of their ability but this approach is often ineffective and inadequate as many parts of the website quickly become out of date or not used.

3. The pace of improving Trafford's digital services has been slow as there has been limited dedicated resource or focus. Work on automating manual processes and better integration between on-line forms and supporting systems has been limited.

4. There is currently no dedicated resources to undertake digital service and online content improvement work. Subsequently, there is no process of prioritising and managing the improvements.

Challenges and Opportunities

Digital Organisation

1. The Council, and Trafford partners, do not currently have a thorough holistic understanding of IT systems, data and infrastructure. This leads to limited alignment and re-use of digital investments across the Borough. It is difficult for IT to respond quickly to new requirements and to deliver modern digital and online services without this holistic overview, and due to the existing in-flexibility with digital infrastructure and systems. New business cases and investment decisions are difficult to assess without an organisational view of the existing architecture and desired future state.

2. It's difficult to share information between systems as there is currently limited integration. This leads to inefficient manual processes, and an impact on service quality.

3. Cyber Security, IT Disaster Recovery and Business Continuity processes and solutions need enhancing to reflect the increased dependence on IT and Digital, and increased complexity of the IT environment.

Digital Support Services

1. The IT Service and Service Desk are not adequately resourced to support the organisation's increased dependence on IT and Digital. The current basic IT service doesn't provide the flexibility Council services needed to modernise. Improvements are needed with the IT processes and the incumbent IT Service Management Tool does not provide the functionality and flexibility needed to enable the planned improvements. The IT service does not have capacity to develop its own self-service and digital services, so a lot of the interaction with IT is manual and time consuming.

2. Demand for IT support and digital transformation is growing, but the demand is not being effectively managed and prioritised. The Request for Change process helps assess and prioritise some demand but does not cover all of the work undertaken by the IT and Digital Service. The IT Teams are often overwhelmed, and some work is progressed in an uncoordinated manner.

3. A comprehensive rewrite of several IT policies is necessary, but the service does not have the resources and skills to quickly complete this work.

4. There is considerable variance in the scope and quality of service provided to Trafford's IT customers, which is delivered via a range of providers. Improvements are required to how the various IT Services work together to provide support to customers when it involves input from more than one provider.

Digital Priorities and Planned Activities 2020-22

Digital Priorities and Planned Activities

Digital Borough

1. **Device Loan Scheme for the public** - launch a device loan scheme to provide laptops and tablets with 4G connectivity to residents who are unable to access online services. Service will be delivered via Trafford's libraries.

2. **Digital Champions –** implement a team of digital champions to provide support and guidance to Trafford citizens who are less able to use new technology. The champions will operating out of the libraries.

3. **Laptop for Learners** – provided donated laptops to Trafford disadvantaged school children ensure they continued to participate in remote delivery of their education.

4. **Digital Inclusion Grants** – launch a grant scheme for VCSE organisations and community projects to enable improved digital inclusion for Trafford residents and businesses.

5. **Signposting to Digital Resources and Support** – provide online and physical materials to raise awareness and signpost people to digital support resources throughout the borough.

6. **Digital Skills Maturity Mapping** – map digital skills and digital inclusion indicators for each of the Trafford neighbourhoods to help inform targeted digital inclusion interventions and support.

7. **Local Full Fibre Network Programme (Greater Manchester)** – Implement a public sector dark fibre network across the borough and Greater Manchester region. The fibre network will provide the fibre backbone on which the commercial sector can extend fibre to households and businesses throughout the borough.

Digital Priorities and Planned Activities

Digital Services

1. **Creation of a Digital Modernisation Team –** create a new Digital Modernisation Team to support Council business areas to modernise their processes and services, utilising technology. Train the team in new modernisation techniques (in conjunction with the Modernisation Team) to support business areas with process redesign and business change. Design and delivery methodologies will be aligned to the Government Digital Services (GDS) principles and approaches set out in the Local Digital Declaration. Recruit to new posts to fill skills gaps and to create capacity to undertake the improvement work.

2. **Website Design and Content -** a fundamental overhaul of the Trafford website and digital content will be running alongside the digital modernisation of prioritised services. New, Trafford Digital Principles, will be developed that will ensure Trafford citizens receive a good and consistent online experience. The new approach will include a more robust gatekeeper approach, and content writers will be trained and supported with adopting the new principles. New legislative requirements for accessibility will be factored into the redesign and update of the website content.

3. **Digital Development Tools** – complete a baseline assessment of existing digital development tools used across Trafford. Identify where tools can be reused and where additional tools are required. Known gaps exist with Low-Code and Robot Process Automation (RPA); so soft market testing will be undertaken ahead of procuring these solutions. An implementation partner will assist with skills transfer and bedding in the new approaches in Trafford.

4. **Digital Services Improvement Programme –** a pipeline of planned improvement work will be agreed, which will incorporate requirements emerging from the Council Modernisation Programme, Recovery Plan, Locality Plan and other digital opportunities. Services will be prioritised where there is significant opportunity to improve the Citizen's digital experience, opportunities to delivery efficiencies and other prioritisation principles.

5. **Exchequer Services Digital Improvements** – the Digital Modernisation Team will support Exchequer Services with identifying and delivering digital improvements. This will be an opportunity to develop, and test, new skills ahead of formalising the Digital Services Improvement Programme. Initial focus will be on improving the Verification of Earnings and Pensions (VEP) process and Adult Social Care New Referrals.

Digital Priorities and Planned Activities

Digital Services

6. **GM Early Years Digital Solution** – implement the GM Early Years application, which delivers digitisation of the Early Years paper based processes. Work with Trafford locality partners in health visiting and early years to improve how information is shared between professionals and cross-sector organisations.

7. **Digital Sign In - Sign Out Solution** – implement a digital solution to record and manage employee access to key sites. This is to help with the Council's recovery and a managed return to employees to office settings.

8. **Digital Primary Care –** improve patient access to primary care support via online consultations, video consultations, enhanced websites and modern agile processes within the practices.

9. **Deliver IT and Digital requirements within the Locality Plan** – a comprehensive programme of IT and Digital work to support Trafford's Living Well at Home Plan and the output from the Strategic Design Groups.

Digital Priorities and Planned Activities

Digital Workforce

1. **Microsoft 365 for Council and CCG** – the most significant enabler for the digital workforce will be the implementation of the Microsoft M365 platform. This is the cloud hosted version of the Microsoft Office and Windows platform. The programme will consist of:

    i. *Technical Implementation* – prepare the technical environment and infrastructure for the migration to M365. Includes resolving the Trafford Domain name issue; implementing Microsoft Intune for managing devices builds; building new Azure Active Directory environment; Exchange migration.

    ii. *Governance and Security* – design and build a secure M365 cloud environment to ensure documents are stored securely and efficiently. Enable streamlined processes to facilitate controlled creation of Teams environments, while allowing sufficient flexibility for employees and services.

    iii. *Provision of new tools* – in addition to the core M365 applications (apps for enterprise) and the Teams/SharePoint Platform, rollout additional tools such as Yammer (communication tool); White Board (collaboration tool); One Note + Planner + To Do List (productivity tools).

    iv. *User Adoption, Business Change and Training* - provide comprehensive training and change support on new technology for staff to enable flexible working, help staff adapt to new technology and new ways of working, and to maximise investments in IT. Create a champions network across the organisation to provide peer-to-peer support on the new technology and to help services explore new ways of working using the new technology.

    v. *New Intranet* – migrate and update the Council and CCG intranet sites to the M365 SharePoint platform.

    vi. *Migrate Data and Documents to M365* – tidy documents and data stored on personal drives and network drives ahead of migrating to the M365 Platform. Network drives (r drives) will be replaced by SharePoint with a new structure based on the Local Government Functional Classification Scheme. Personal Drives (h drives) will be replaced by OneDrive.

2. **Windows 10 Replacement and device refresh** – with increased agile and home working desktop PCs will be replaced with a mobile device, and an enhanced home working package (monitors, laptop risers) where appropriate, to support more flexible working. All Windows 7.0 and 8.1 installations will be upgraded to Windows 10.

Digital Priorities and Planned Activities

Digital Workforce

3. **Adapt Workspaces and Meeting Rooms -** with an increase in home and remote working the current workspaces will need to be adapted. It is expected that there will be an overall reduction in employee accommodation and that the remaining space will need to change. The Digital Team will work with Estates colleagues to provide the appropriate technology for reconfigured workspaces. There will be less face to face meetings which should result in some of the existing space being re-used. Where face-to-face meetings continue, some are likely to involve a combination of physical presence and remote video conference presence, so new technology will be required to facilitate this. There will be an increase in collaboration space and drop-in facilities as we move away from dedicated desks.

4. **Increase Automation -** there is a significant level of manual processing across the workforce. We will take the opportunity to automate mundane and repetitive tasks as part of service and process reviews, so that colleagues can focus on value adding work. The M365 platform will provide tools to achieve this (Power Apps and Flow) and additional tools will be sourced. Robot Process Automation (RPA) will be considered to automate manual processing tasks.

5. **General Practice Clinical Spaces –** discovery work will be undertaken to better understand the future requirements for clinical spaces as more agile working is introduced, and increased digital interaction with patients.

6. **Upgrade Primary Care devices and practice equipment –** replace or upgrade Primary Care devices to support new ways of working and operating models.

Digital Priorities and Planned Activities

Digital Organisation

1. **Disaster Recovery Provision –** update Disaster Recovery planning and provision to reflect changing business requirements (potentially more dependence on IT and Digital) and to accommodate increased use of cloud solutions (including M365). Include recommendations from the internal audit on Business Continuity and references in the Corporate Risk Register.

2. **Enterprise Architecture** – develop and implement a light approach to Enterprise Architecture for Trafford based on a Wardley Mapping approach (incorporating cloud strategy). To include:

   - IT and Digital Framework upon which proposals for new systems or changes are evaluated.
   - Visibility of supplier solutions and a strategy to consolidate and re-use existing solutions.
   - Ensure IT and Digital are effectively meeting business requirements and are prioritising effectively.
   - Better understanding of the cost and efficiency of Trafford's IT and Digital services.
   - Ensure future investments are fully considered and align with longer term ambitions.
   - Build a more flexible platform so that IT and Digital can respond to business needs and changing priorities.
   - Input into the Business Intelligence re-design programme and building a data warehouse capability.

3. **Network Infrastructure** – manage Virgin Media's installation of fibre in 74 Trafford sites under the GM LFFN Programme. Procure a new supplier to run the Council's and Schools' network over the new GM Fibre, as an interim solution and forerunner to joining the GM One Network at the appropriate stage. Increase capacity of internet feeds and Virtual Private Networks (VPN) to support the rapid increase in home working and ensure connections are stable. Install an additional internet link at Sale Waterside which provides improved network resilience. Deliver IT Infrastructure and Services for new Council/CCG sites including network connectivity, desk based devices, Wi-Fi. Active projects cover Hale Library and Timperley Library.

4. **Upgrade or replace telephony for contact with the public** - a software based telephony system will be provided to compliment the features provided within M365 to ensure that colleagues who interact with the public are able to remain in contact when working from home. Headsets will be provided to colleagues who need one to support the new telephony system and for video conferencing.

Digital Priorities and Planned Activities

Digital Organisation

5. **Telephone System (Unified Communications) Review** – undertake a full review of future telephony needs (soft phone, desktop phone, mobile phone) and build the business case for a new solution. The new solution will better supports future ways of working and will utilise many of the communication features within M365.

6. **PSN (Public Services Network) and DSP Toolkit (Data Security Protection) Remedial Action Plan** – implement the recommendations from the annual PSN penetration test and DSP Toolkit assessment to maintain effective cyber and data security.

7. **Implement Internal Audits Recommendations** – action recommendations from the following internal audits:- Asset Management, Cyber Security, Incident Management, IT Service Desk, Schools IT, IT Service Management Processes.

8. **Provide better devices and connectivity in Care Homes -** roll out tablet devices to care homes to support video conferencing with clinicians and to record patient data thus improving care. Facilitate improvements to Wi-Fi in nursing and care homes to support visiting clinicians and enable improved connectivity for video consultations.

9. **GM Care Record and Care Plan** – implemented the Trafford Adults and Children's Social Care data feeds into the GMCR (Graphnet) solution. Increase adoption across Trafford partners through a communications and engagement programme. Implement and activate the GMMH, MFT and TLCO feeds for Trafford. Implement the Integrated Care Plan across Multidisciplinary Teams within Trafford.

10. **Sharing Health and Care Information across Trafford Partners** – enable data sharing, where appropriate, between Trafford partners to facilitate improved health and care support.

Digital Priorities and Planned Activities

Digital Support Services

1. **IT Service Improvement Plan** – an improvement plan has been developed following the 2020 internal audit review of IT Service Management processes using the ITIL Best Practice Framework. Significant changes will be co-designed and implemented by the IT and Digital team. To include:

    i.   ***New IT Service Management System*** – procure and implement the new Freshservice Service Management Tool to better manage support requests.

    ii.   ***Increase Self-Service and Digital Access to IT Support*** – build an improved customer portal and self-service offering for the IT Service, and promote uptake with customers.

    iii. ***Improved IT Processes***– re-design IT processes using the ITIL Best Practice Framework. Phase One to consist of Incident, Change and Problem management. Running in parallel is work to better record and control IT assets. The new processes will be built within the new Freshservice system.

    iv.   ***Drop in Facility*** - a bookable drop in facility within the Town Hall will be implemented to better provide face-to-face support where necessary.

    v.   ***Service Desk Institute Accreditation*** – undertake the Service Desk Certification (SDC) programme. This is a standard based accreditation programme designed specifically to certify service desk quality.

    vi.   ***Customer Charter*** - there will be a refocus on providing good quality customer care, and monitoring performance, through regular customer engagement (business partner, surveys). A customer charter will be developed to frame the commitment and monitor achievement of a responsive, professional, transparent and secure IT Service.

2. **Service re-design and culture change for IT Service** – redesign the IT and Digital service to ensure the service and team structures, and individual's roles, are configured to provide optimum support to the organisation. A culture and business change support theme, aligned to the EPIC values, will run in parallel, to provide individuals with necessary support and guidance through the period of change. Build on the existing IT Service Improvement Group's activity and delivery of the EPIC employee survey improvement plan.

3. **IT Policies** - implement an updated suite of IT and Digital related policies. Provide effective training and raise awareness of security threats. A partner will be procured to provide capacity and expertise to expedite this important project.

Digital Priorities and Planned Activities

Digital Support Services

4. **Project Management and Resource Management** – implement and embed an approach, to effectively manage projects as well as Business As Usual activities. To include resource management and capacity planning, prioritisation. There will be some modifications to the existing Request for Change Process and the Digital Board which oversees Trafford's digital governance and performance.

5. **Support Services to Schools** – Reshape the range of IT services currently provided to schools to reflect their changing requirements and new digital opportunities. Improve the Schools' support processes and offer a revised SLA and pricing.

6. **Support Services to Trafford CCG** – provide IT and Digital operational and programme support to Trafford CCG. Update the Service Level Agreement to reflect changing requirements, and to accommodate necessary changes with the transition to the Integrated Care System.

7. **Creation of the Integrated Care System (ICS)** – adapt the existing Digital Leadership function to incorporate new requirements and expectations as the ICS is formed. To include: formalising provider collaborative digital engagement; new governance and communication approaches to better align the Trafford IT Service provision; Trafford engagement with the GM Digital Office.

8. **Digital Maturity** – facilitate capturing the digital maturity of each of the Trafford Health and Care IT service providers. Use this as a baseline for improvement planning and investment, aligning with planned GM/ICS approaches.