RADICALLY DIGITAL STOCKPORT: DEVELOPING OUR STRATEGY

Report of the Cabinet Member for Citizen Focus

1.   SUMMARY / MATTER FOR CONSIDERATION

1.1   The world is changing at an ever-increasing pace, with accelerated technological change and the data-driven capabilities this enables, transforming our lives. This brings both opportunities and challenges for Stockport's citizens, the council, local businesses and partner organisations. Citizens are becoming increasingly empowered by, and dependent on, digital technology. As a council we need, and will be expected, to make the most of the possibilities digital brings us, changing how we operate, engaging with citizens and partners in new ways, facilitating the conditions for new emerging digital markets and delivering innovative services at least cost to the taxpayer.

1.2   Over the past two years, the Covid-19 pandemic has only further emphasised the importance of digital, increasing the pace of digital change and increasing citizen expectations. Digital technologies has helped people to communicate, collaborate and solve problems in exciting and innovative ways. However, the pandemic has also exacerbated inequality and poverty, so we must ensure that we use the opportunities digital brings to benefit everyone.

1.3   Our response to the pandemic and our success to date shows we are well placed to both tackle the challenges and realise the potential that digital brings us. We are an award-winning digital Council [i] with the ambition to be a radically digital borough, working in partnership with other organisations in Stockport and beyond to improve lives.

1.4   This report outlines how we are developing our ambitions for the next phase of our digital journey, including an overview of our priorities for the year ahead and how we intend to approach develop an inclusive, robust and ambitious digital strategy.

2.   OUR DIGITAL JOURNEY

2.1   When we describe digital, we understand that there are many, and varying, different interpretations. For the purposes of this report and the Radically Digital Stockport, we look to the definition provided by Tom Loosemore (Former Government Digital Services Deputy Director):

"Applying the culture, practices, processes & technologies of the Internet-era to respond to people's raised expectations"[ii]

2.2   With this definition of digital in mind we launched our Digital by Design programme in 2015, with phase one investment of £7m identified to support

key digital priorities, including: modernising our website, building new reusable technical capabilities and developing a new data warehouse to better join up the data and insight we hold as a Council[iii]. This was further built upon through phase 2 and a focus on a 2:1 investment proposition to support transformation across Children and CSS services – including review of fostering services and revs and bens amongst others[iv]. This was accompanied by the launch of DigiKnow, Stockport's Digital Inclusion Alliance[v] – aimed at ensuring no-one got left behind and the signing of the [Local Digital Declaration](), a public pledge along with hundreds of other councils to meet high standards for our technology and digital services and adopt digital culture and ways of working[vi].

2.3   This work left the Council in a strong position with the onset of the Covid-19 pandemic. We were able to use our digital capabilities, skills and working practices to develop new digital services and products at speed. This included creating new services to support both residents and businesses by providing efficient access to vital support grants, organising and tracking Covid case management, monitoring personal protective equipment (PPE) stocks and blending multiple datasets to help support residents identified as clinically extremely vulnerable. This was accompanied by the important work of the DigiKnow alliance, including the distribution of devices to residents to help them learn or stay connected. This work continued into 2021, using the scalable and reusable capabilities to achieve more success and progress.

2.4   Our investment in digital so far means that in the last few years we have been able to:

Build new scalable capabilities
- develop a suite of digital products (such as our website, personalised customer portal, booking system and formbuilder)[vii]

Develop new ways of working and introduce new skills within the organisation, including:
- adopt new agile ways of working to enable us to build our own technical solutions and work cross-functionally.[viii]
- Develop new design skills and capabilities[ix]
- design reusable service and design patterns that are accessible and improve customer experience.[x]

Invest in digital inclusion and accessibility
- ensure our website is accessible and responsive to residents needs[xi]
- work alongside our partners and Good Things Foundation to develop our DigiKnow network, working to support people in their communities to gain digital skills and confidence[xii]
- with funding from Stockport Local Fund, supplemented by additional funding from GMCA, work with Starting Point to develop the DigiKnow Device lending Library, supporting people who cannot afford access to devices or data[xiii]

- Collaborate with local charity Renewal Northwest to support the Community Computers recycling scheme, providing low-cost devices for people on lower incomes, and maintenance of the DigiKnow device library[xiv]

Adapt to new hybrid working arrangements
- move to a hybrid use of public and private cloud with a new state of the art hyperconverged datacentre
- rollout Office 365 across the organisation supporting our home working and staff flexibility[xv]
- adopt of new collaborative digital ways of working remotely to enable us to continue to design and test our new digital products and services[xvi]
- introduce mobile working technologies, devices and processes for employees that are not usually desk based, such as social workers who often visit families in the home[xvii]

Develop new services to support Stockport's Covid response
- assist with the Council's Covid response, blending data form multiple sources, using dashboards and our CRM system to support the Shielding/Clinically Extremely Vulnerable programme at speed.[xviii]
- develop a number of efficient digital services to schemes that have awarded circa £111 million to support business in Stockport during the pandemic.

Be more data driven
- develop our data warehouse to bring together data from a variety of different systems, generating insight to support planning and decision making[xix]

Continue to innovate
- monitor residents as they were released from hospital and back into their homes or care homes by the use of the Dignio app, (Mastercall), reducing hospital admissions by 44% since using the technology.[xx]
- create 'Signposts' for our children and family services - a bespoke, open source, single view tool to improve triage, referral and response [xxi]
- install Open Plus Technology to 9 of our libraries, enabling people to use the library on a self-service basis without the need for staff to be present[xxii]
- build an end-to-end digital application process for Stockport Local Fund, minimising the administrative overhead by collating information and simultaneously integrating it into our case management system, enable community investment at scale[xxiii]
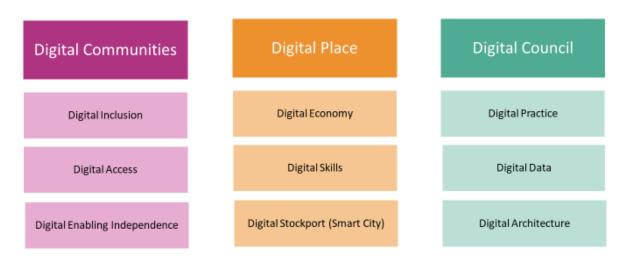
Digital employment and skills
- collaborate with our deliver partners MadLab to host a free training programme for young people in Stockport and Greater Manchester to learn the skills to secure a role working in digital.[xxiv]
- Stockport Jobs Match continues to grow - 55,000 jobs advertised since August 2021 and 1,500 new jobseekers registered in November. Successful

virtual career event - more people accessing the online content (5,000 views) than would normally attend Ballroom events

3.   EMERGING SHAPE OF OUR STRATEGY

3.1   The fourth industrial revolution, a digital revolution evolving at an exponential pace, requires an integrated and comprehensive response from us to ensure the best outcome for Stockport, citizens and service users. We need to fuse technology, data and design practice to drive transformation, more efficient public services and better customer experience.

3.2   There is now a timely opportunity to reflect and build upon the progress made collectively so far and shape our digital aspirations for the future in line with our new Borough Plan and key partnership delivery plans such as Health and Care plan, CAN, Stockport Family strategy and the emerging Economic Plan.

3.3   Given this, the draft strategy is framed around three interdependent pillars (outlined in figure 2 below) – bringing even closer together our work across the organisation and borough around digital skills, economy, inclusion, tele-care and independence, data, robust technical architecture and 21st century customer expectations.

Fig.1: Draft Radically Digital Stockport framework

Digital Communities	Digital Place	Digital Council
Digital Inclusion	Digital Economy	Digital Practice
Digital Access	Digital Skills	Digital Data
Digital Enabling Independence	Digital Stockport (Smart City)	Digital Architecture

3.4   An overview of each of the pillars is described below. These will be developed further based on wider engagement (as outlined in section 5) and be underpinned by tangible actions and measures (aligned to the Borough Plan outcomes framework and Council Plan). Examples of these actions and measures are included below as well as in the tables in appendix.1:

3.4.1 ***Digital Communities*** recognises that whilst digital technologies enable us to implement new, innovative and accessible services to citizens - we also need to ensure that no-one gets left behind and that people have the skills, confidence and capabilities to make the most of the opportunities of a digital age. It's about providing the necessary information for citizens, in the right place, at the right time and in the right format, to make informed decisions and prevent escalation. It's delivering technology enabled living, using the assets available to increase independence. The type of outcomes this pillar seeks to achieve includes:

3.4.2 ***Digital Place*** is about ensuring we are building the right infrastructure, skills and networks to help nurture a resilient, thriving and green local economy. It's providing the framework to support our Stockport CAN ambitions, using digital to monitor and lower carbon emissions. It's about making the most of the technology and data to create an interconnected, smart town improving the lives of Stockport citizens and ensuring that Stockport continues to be a hub for entrepreneurialism in a digital age. The type of outcomes this pillar seeks to achieve includes:

3.4.3 We know that ever developing new technologies, as well as changes to how people interact, mean we need to ensure we have the right foundations and skills as a ***Digital Council***. This pillar recognises that being radically digital is also a mind set and a way of operating. It isn't about doing the same things better and faster, it's grasping the opportunities to transform how we operate such as embedding more digital and agile practice to support greater collaboration, innovation and human centred design. This must sit upon a solid and robust technical architecture that enables digital transformation at pace As well as a secure and trusted data foundation, managing and connecting our data to generate insight while also enabling new service opportunities. The type of outcomes this pillar seeks to achieve includes:

3.5 Further detail on these proposed pillars is outlined within appendix.1

4. PRIORITIES

4.1 While we continue to develop our strategy, there are some clear priorities for the year ahead which build on the work we have been progressing during and prior to the pandemic. These immediate priorities are comprised of tangible actions and deliverables which will support us in achieving our wider digital ambitions. Further information is outlined below:

Digital Communities

Robotic Process Automation (RPA)

4.2 RPA has enormous potential to transform how we operate, building on in-house automation to deploy robots and streamline services. We plan to establish a pilot, in early 2022, to inform development of an internal "automation foundry" to tackle a prioritised list of tasks, aligned to transformation priorities and our medium-term financial plan.

Family Context – next phase

4.3 We will continue to develop the open-source tool (functionality, style and content) and develop options for rolling it out to other local authorities, working closely with central government colleagues and others to do this. As part of the next phase we will roll out the tool to all social workers in Stockport whilst, at the same time, expand the number of datasets available based on feedback received in the pilot evaluation alongside data ethics and information governance considerations. We will also consider how we can re-purpose the tool to solve problems in other service areas – this includes both the front-end user interface and the underlying data matching platform.

All age prospectus – Tech enabled living

4.4 Continuing to progress the ambitious all age prospectus and innovate site at St Thomas' and the Academy of Living Well. We will next move to planning the digital infrastructure for the Academy and development of a digital health hub. This will utilise commercial and consumer tech that supports prevention and rehabilitation (e.g. Telecare). The hub will include the creation of a tech lab and shop to show case technologies and provide opportunities for rapid testing and development of new tech interventions in care. Complementing this work we will also be using digital to support the workforce to deliver practical care and delivering a social care workforce career academy.

Digital inclusion

4.5 Within its 2021/22 budget the Cabinet invested a further £0.5m for digital and financial inclusion. A proportion of this investment (£0.33m) will support the continuation of the Digiknow programme, working with our lead partner (StartingPoint alongside other members of the DigiKnow alliance) including:
- Digiknow Helpline – a 5-day week phone support
- Digiknow Training – weekly drop ins / zooms
- Digiknow Lending Library – tech and data loan scheme
- Digital Champions – training, development and support
- Digital Inclusion Alliance – consortium of local agencies working together on the Digital Inclusion Agenda

Alongside the above we will also planning a range of projects covering, but not limited to;
- Digital Skills
- Targeted themed support for citizen groups
- Council support review looking at where community digital support can aid people to access council services digitally
- Focused community group support including looking at digital accessibility of community buildings

Digital Place

Digital Economy

4.6 Work in this area will be strongly informed by the development of Stockport's Economic Plan (shared elsewhere on this Cabinet agenda) and in particular emerging priorities around digital and creative industries and furthering our understanding of the practical measures and space needed to support digital start-ups.

4.7 More immediately we will be focussing upon on bringing digital skills and employment opportunities closer together. On a practical basis this includes merging Stockport Jobs Match and Gander, a site that joins up colleges with employers, to provide online content to support with career planning and finding employment.

GM One Network

4.8 Completing the procurement and build of a world leading, regional software network. This is cutting edge technology and will place Stockport at the forefront of global digital networked city regions. Stockport has led the way within GM in the development and procurement.

Digital Council

Single view of data

4.9 Through the Family Context project we have developed a scalable master data management solution that can match data from multiple systems. This can be expanded to enable the creation of single views, such as debt, properties or citizen to help target fraud, support citizens in debt or supporting all age priorities. We are identifying a number of projects for prioritisation in early 2022.

Humanising our data

4.10 Building resident voice and insight in our intelligence through the development of our borough plan outcomes framework and alongside the ongoing Integrated Care System development. We are working across the partnership to explore opportunities for a borough survey, citizen panels as part of our "Data Centre of Excellence" plans. This work will be complemented by the continued roll out of our interactive, self-serve dashboards based on a needs assessment to services, and dashboard of dashboards.

Agile and design

4.11 As we progress our One Stockport One Team programme – adopting new ways of working which have learnt from the Council's experience of hybrid and home working over the past two years – we will be focussing on developing digital skills, practice and tools to support colleagues to work effectively and flexibly. We will also continue to build on our design capabilities, applying a 'double diamond' approach to complex transformation programmes such as all age.

IT Security

4.12 2022 will see the launch of a new high tech 'Back Up and Disaster Recovery' service. Based both within the council and the Cloud. This will also provide the latest anti-Ransome ware technology.

5.   ENSURING OUR STRATEGY IS INCLUSIVE, ROBUST AND AMBITIOUS

5.1   To be a success we know our strategy needs to be easy to understand, accessible and reflect the ambitions and aspirations of local people and partners. We also want to challenge ourselves to be the best – understanding where we can and should go further; and, also where we need to adopt a different approach.

5.2   To this end, we welcome 'check and challenge' to ensure our Strategy is inclusive, robust and reflects the ambitions of our borough. This has, and will continue to, include a mixture of one-to-one discussions and facilitated conversations with the following groups:

- Stockport partners
- Tech leaders (community and business sector)
- GM and Local Authority peers
- Elected members (including this committee meeting)
- Equality, Diversity and Inclusion partners

5.3   These conversations will be framed around three core high level questions:
- Are we ambitious enough? Where should we be aiming higher?

- Are we inclusive? How do we ensure that nobody gets left behind?
- How do we work together to make this a success for Stockport?

5.4 We have already heard some valuable comments from residents, elected members, partners and council colleagues, this has included:
- Importance of ensuring that digital services and content is fully accessible to all members of the community;
- Understanding how we can better support people to access affordable digital devices and broadband;
- Ensuring the Council gets feedback on new digital services and our website(s) to improve ease of finding and understanding information
- Understanding what this may mean in the future for the different communication channels open to the Council
- Feedback on areas where our online offer can improve
- Continue to work and articulate what '100% digitally inclusive' means
- Recognising the breadth of digital skills we need to develop as a borough – from confidence to getting online to tech innovators.

5.5 Feedback from these discussions will continue to inform our strategy, equality and environmental impact assessments and the delivery plans and partnerships that sit underneath it.

6. RECOMMENDATIONS AND NEXT STEPS

6.1 We will continue to work with colleagues and partners in the development of the Radical Digital Stockport strategy and the delivery of priorities within it, with ongoing check and challenge. This will be an iterative document which will continue to develop – reflecting the fast pace of digital developments not just locally but globally. will now progress through a period of check and challenge (which includes the consideration at this committee meeting), as outlined in the previous section, before consideration for approval at Cabinet meeting in March.

6.2 Cabinet are asked to:
- Note the report and the updates provided within it;
- Comment upon the strategy pillars within section 3, 4 and appendix 1, including any feedback for consideration, and the planned next steps;

BACKGROUND PAPERS

There are none

Anyone wishing to inspect the above background papers or requiring further information should contact Holly Rae, Craig Hughes or Adrian Davies on telephone number 07800 617 550 or alternatively email on holly.rae@stockport.gov.uk / craig.hughes@stockport.gov.uk / Adrian.davies@stockport.gov.uk

Appendix.1 – draft strategy pillars, outcomes and deliverables

Digital Communities:

	Inclusion	Access	Enabling Independence
Outcomes	• Build residents digital confidence/skills to improve resilience and opportunities • Increase Digital Inclusion Alliance network membership, building support capacity • More digital champions to help people • Services accessible to all	• Increase self-service, building on lessons from pandemic, to target finite resources at those that need it most • Digital enabling greater responsiveness to citizen needs with a coherent One Stockport feel, improving experience	• Residents supported to manage their health through real time monitoring • Virtual tech improving access to health & social care professionals • Using tech to improve human connections, reducing social isolation • Information to support independence
How	• Volunteering opportunities • Training to support community groups • Digital inclusion pathway to signpost residents to the relevant support • Voluntary/community sector support to develop digital skills/infrastructure • More devices to children for education • Map free public wi-fi across the borough • Encourage businesses to open wi-fi • Enable more affordable wi-fi packages	• Consolidate websites, remove repetition and support ongoing improvements to accessibility • Further develop website, chatbot, online forms, automation and push notifications • Redesign our online referral routes for an all-age approach to information, advice and guidance • Review digital directories and co-produce improvements • Promote, enable and support projects that increase digital access	• Develop supplier relationships to increase range of smart home solutions • Promote range of digital products that support health and wellbeing • Research/ test tools, with communities, that improve quality of life and wellbeing • Develop digital strategy for care homes

Digital Place

	Economy	Skills	Stockport – Smart City
Outcomes	• More digital/ tech businesses, generating digital, well paid, productive employment • More digital start-ups, growing economy • Further variety and space for digital business to collaborate and drive innovation	• Young people interested in a career in digital sector, building pool of local talent • Young people have digital skills, helping to grow and achieve future success • Skilled workforce ready for digital roles, with improved career prospect and pay • Increased digital literacy to take advantage of benefits of digital inclusion	• Embed modern digital infrastructure throughout the Borough. • Scalable digital systems created to enable automation and data sensing processes across the Borough.
How	• Develop "digital hub" for Stockport • Support Stockport's Business and Innovation centres to have resources to host digital businesses • Leverage strategic partnerships across Greater Manchester • Further enable private investment in co-working, innovation space	• Better careers education and information, advice and guidance about pathway to digital jobs • Promote digital careers in schools • Showcase digital jobs via local job searches • Attend digital skills festivals, promoting Stockport • Digital training programmes • Support neighbourhood groups promoting digital skills	• Capitalising on Greater Manchester strategic partnerships • Building the technology foundations on which smart city services can be delivered. • Developing digital technology partnerships.

Digital Council

	Practice	Data	Architecture
Outcomes	• Embed agile practice and digital tools, improve process and citizen experience • Digitally confident colleagues, enabling services to deliver efficient, citizen focused support • Automation as standard, enabling better use of resources • Make the most of hybrid working to improve our offer to citizens	• More insight, readily available to better understand Stockport and citizen needs • Innovate, using data appropriately to solve problems, creating new services and capabilities, meeting ethical standards • Publish data to increase transparency, supporting partnership collaboration and innovation • Empower people to use data to improve planning and decision making	• Address information and IT security risks • Increase interconnectivity of systems to improve services • Use tech to improve collaboration • Reduce system maintenance and downtime, improving offer to customers • Enable Digital Stockport – Smart City workstream • Getting the right data to the right people wherever they are.
How	• Digital roadmaps with clear benefits • Roadmaps for digital platforms and capabilities • Training and development • Maximise use of available tools/tech • Robotic Process Automation (RPA) & low-code	• Data needs assessments to assess maturity • Single views of data (e.g. citizen, debt, property), with appropriate governance • Further open data portal development • Centre of excellence (systems, insight, information governance) • Upskilling and training opportunities, including awareness of data responsibilities • "Need to know" to "Need to share"	• Digital infrastructure planning and road mapping • Training and empowering highly skilled staff • Horizon scanning • Taking advantage of regional and national partnerships (such as: National Cyber Security Centre (NCSC); North West Alerting and Reporting (NWARP); and ongoing work with GMCA.

i Links to award announcements: Stockport wins iNetwork Innovation award 2016; Our digital strategy wins top Granicus award 2017; iNetwork Innovation Awards Winners 2017; LGC Business transformation Award 2018; DL100 Digital Council of the Year Finalists 2018; MJ Digital Transformation Award 2019; Digital Leaders 100 Smart City Finalists 2020; DigiKnow Alliance nominated for iNetwork Innovation Award 2021

ii Tom Loosemore, May 2016, https://twitter.com/tomskitomski/status/729974444794494976

iii Scrutiny report on DbD Phase 1: https://democracy.stockport.gov.uk/documents/s109217/170124%20DbD%20update%20to%20CRMG%20003.pdf

iv Scrutiny reports on DbD Phase 2: https://democracy.stockport.gov.uk/ieIssueDetails.aspx?IId=65278&Opt=3

v Scrutiny reporting updating on DigiKnow: https://democracy.stockport.gov.uk/mgConvert2PDF.aspx?ID=182035; Published updates on DigiKnow:
https://www.digitalstockport.info/digiknow-helps-stockport-residents-get-online/; https://www.digitalstockport.info/digital-skills-in-stockport/;
https://www.digitalstockport.info/new-digital-alliance-to-help-residents-across-stockport/ ;https://www.digitalstockport.info/digiknow-helping-stockport-residents-get-online/, https://www.digitalstockport.info/levelling-the-playing-field-together/; https://www.digitalstockport.info/digiknow-helps-over-5000-stockport-residents-get-online/;

vi Published updates on the Local Digital Declaration https://www.digitalstockport.info/why-we-signed-the-local-digital-declaration/;
https://www.digitalstockport.info/how-weve-responded-to-the-local-digital-declaration/

vii Reusable capabilities updates: https://www.digitalstockport.info/one-week-two-website-launches/; https://www.digitalstockport.info/my-account-launched-and-report-and-track-a-faulty-street-light-turned-on/; https://www.digitalstockport.info/events-calendar-goes-live/; https://www.digitalstockport.info/two-new-online-features-launched-by-digital-transactional-services/; https://www.digitalstockport.info/introducing-a-new-system-to-manage-customer-contacts/;
https://www.digitalstockport.info/announcing-more-new-features-on-my-account/; https://www.digitalstockport.info/automating-forms-benefits-residents-and-council/;
https://www.digitalstockport.info/formbuilder-an-agile-enabler/; https://www.digitalstockport.info/formbuilder-part-2/

viii Updates on agile working: https://www.digitalstockport.info/creating-a-culture-of-agility-at-stockport-council/; https://www.digitalstockport.info/changing-hearts-and-minds/; https://www.digitalstockport.info/our-digital-transformation/;
https://www.digitalstockport.info/how-to-be-agile/; https://www.digitalstockport.info/see-one-learn-one-do-one/

ix Updates on services design: https://www.digitalstockport.info/service-design-in-3-questions/; https://www.digitalstockport.info/helping-to-nurture-service-design/,
https://www.digitalstockport.info/gaining-insights-into-the-fostering-user-journey/; https://www.digitalstockport.info/a-new-discovery-for-adult-social-care/;
https://www.digitalstockport.info/user-experience-testing-guides-website-updates/, https://www.digitalstockport.info/guerrilla-testing-the-new-citizen-dashboard/

x Update on design patterns: https://www.digitalstockport.info/design-pattern-library-in-progress/

xi Updates on web accessibility and new online services: https://www.digitalstockport.info/the-power-of-the-web-is-in-its-universality/;
https://www.digitalstockport.info/we-need-to-talk-about-accessibility/; https://www.digitalstockport.info/reporting-a-change-of-address-has-become-miles-easier/;
https://www.digitalstockport.info/all-hail-our-new-online-taxi-driver-and-vehicle-licensing-processes/; https://www.digitalstockport.info/new-online-processes-for-dropped-kerbs-are-a-win-win/, https://www.digitalstockport.info/redesign-of-the-corporate-complaints-process/

xii Updates on DigiKnow: https://www.digitalstockport.info/same-support-different-digital-digiknow-during-covid-19/; https://www.digitalstockport.info/we-knew-digital-inclusion-was-important-now-its-essential/;https://www.digitalstockport.info/the-fibre-of-communities/; https://www.digitalstockport.info/for-your-information/

[xiii] Updates on Lending Library: https://www.digitalstockport.info/digiknow-device-library-in-full-swing/; https://www.digitalstockport.info/reporting-on-the-digiknow-device-library-during-lockdown/; https://www.digitalstockport.info/5-things-weve-learned-in-12-months-of-running-a-device-lending-library/

[xiv] Updates on Lending Library and Community Computers: https://www.digitalstockport.info/technology-recycling-will-help-to-get-more-families-online-in-stockport/; https://www.stockport.gov.uk/news/dont-waste-old-devices-donate-them-to-a-stockport-recycling-scheme

[xv] Updates on O365: https://www.digitalstockport.info/how-office-365-is-revolutionising-our-staff-rotas/

[xvi] Updates on collaborating remotely: https://www.digitalstockport.info/from-collaborating-face-to-face-to-now-in-a-new-virtual-space/; https://www.digitalstockport.info/conducting-remote-user-testing-for-the-report-a-flood-project-part-2/; https://www.digitalstockport.info/user-testing-during-lockdown/

[xvii] Updates on mobile working: https://www.digitalstockport.info/mobile-working/; https://www.digitalstockport.info/an-office-on-the-move/; https://www.digitalstockport.info/how-we-are-using-our-new-mobile-working-processes-in-stockport-family/

[xviii] Update on digital support during the pandemic: https://www.digitalstockport.info/how-is-digital-helping-stockport-during-coronavirus/

[xix] Updates on a data warehouse: https://www.digitalstockport.info/childrens-data-warehouse-up-and-running/; https://www.digitalstockport.info/new-dashboards-make-it-easier-to-access-data/; https://www.digitalstockport.info/the-big-stockport-picture/

[xx] A tech-first approach to fighting COVID-19 in Stockport

[xxi] Updates on Signposts; https://www.digitalstockport.info/signposts-point-to-improved-safeguarding/; https://www.digitalstockport.info/single-view-citizen/

[xxii] Updates on Open+: https://www.digitalstockport.info/open-technology-now-in-six-stockport-libraries/; https://www.digitalstockport.info/self-service-technology-extends-opening-hours-in-three-more-libraries/

[xxiii] Updates on Stockport Local Fund applications:https://www.digitalstockport.info/stockport-local-is-building-stronger-communities-together/; https://www.digitalstockport.info/stockport-local-fund-online-applications-proving-a-success/ ; https://www.digitalstockport.info/by-working-with-communities-we-are-shaping-better-solutions/

[xxiv] Update on ShiftClick: https://www.digitalstockport.info/shift-click-your-way-to-a-new-career-in-tech/