

BRIDGEND COUNTY BOROUGH COUNCIL

Digital strategy



**DIGITAL
CITIZEN**



**DIGITAL
COUNCIL**



**DIGITAL
PLACE**

bridgend.gov.uk



2020 | 2024

Cyngor Bwrdeistref Sirol



Foreword



Our Corporate Plan for Bridgend County Borough 2018-2022, recently reviewed for 2020-2021, outlines an ambitious list of wellbeing objectives to deliver more efficient, effective and accessible services to citizens in Bridgend County Borough.

In that plan, we define how we will adopt new approaches, with residents and local services at the heart of how we deliver. Embracing technology is a key factor in that plan.

As the internet continues to change the world around us at an ever-accelerating pace, our population is growing rapidly, at a time when central government funding for local authorities is decreasing. We face increasing challenges and urgency around environmental sustainability, and we cannot afford to stand still as we work towards our vision of becoming a digitally connected county borough, fit for the 21st century.

It is clear that such a radical new approach, and the future economic growth of our county borough rely on us making better use of both the existing and emerging opportunities that digital, data and technology can provide. This is why this Digital Strategy is a crucial enabler in supporting us to deliver our Corporate Plan. Local authorities have a duty to provide effective and efficient services in a way compatible to the changing demographics and increasing demands faced by our citizens and partners.

The key aim for the council is to continue to improve and modernise the services it provides, responding positively to opportunities, expectations and challenges posed by the ever-changing digital marketplace.

We have listened to our residents who expect efficient, high quality, online ways of communicating and transacting with us on a 24/7 basis that fits into their lifestyle, not our working patterns.

This ambitious four year Digital Strategy sets out how we will make the most of the opportunities digital presents us. It has been divided into three main themes:



Underpinning each theme is a programme of works to deliver our goals by 2024. Setting out a clear vision of how we aim to streamline routine and repetitive processes, delivering end-to-end connections to back office systems, with the ambition of delivering efficiencies through automated digital services.

The council's Digital Principles have been developed to underpin the foundations of the Five Ways of Working within the Well-being of Future Generations (Wales) Act, aligning a 'Digital First' approach to the national digital landscape.

We are defining what citizens, schools, businesses and visitors can expect and achieve from our digital services and how we will support our staff to work in a more agile way, assisted by the best technology.

In recent years, we have made good progress through the introduction of a citizen platform supporting online transactional services, improving the accessibility of our website and new methods of communicating e.g. Chatbot. We have streamlined HR processes and invested in technology to enable staff to work in a more mobile and flexible way.

I am pleased to endorse this new strategy. It sets a clear path for the next four years, to maximise the opportunities of digital technologies to improve the services you use, the places where you live and work, and how efficiently the council functions, in order to provide the best services and best value to citizens.

Mark Shephard
Chief Executive

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The National Agenda

Both the Welsh Government (WG) and Central Government have published their digital strategies that set out expectation and guidance for local government delivery of digital services.

The Government's Digital Service has shown how the application of digital culture, practice and technologies to central government can make government work better for users. These principles have been recognised and included throughout this strategy.

The Welsh Government's long-term strategy, 'Digital Wales' is aimed at making Wales a truly digital nation. It sets out five key objectives:

- 1. To tackle the digital divide;**
- 2. To improve digital skills;**
- 3. To grow our digital economy;**
- 4. To deliver faster broadband across Wales;**
- 5. To provide better online public services.**

'Digital First', a strategy issued by the Welsh Government to enhance objective five, seeks to develop the infrastructure required to support digital service delivery throughout Wales.

As part of this ambition, WG have invested in the Superfast Cymru Public Sector Broadband Aggregation (PSBA) infrastructure, which allows public services to deliver digital services to our communities via a secure and quick network that also supports public service partnerships across Wales. It is also the goal of Digital First that the .cymru and .wales domains will be used by all public sectors to create a national identity and be the default route for accessing public services.

The Department for Digital, Culture, Media and Sport have also outlined their ambition to provide a nationwide fibre network by 2033 of which Bridgend is supporting the 'street works' campaign. Their Digital Strategy in conjunction with the Future Telecoms Infrastructure Review plans for local authorities to realise their 5G ambitions, by having a sufficient fibre network to underpin emerging wireless technology.

To harness developments in the digital landscape, we have collaborated with the Cardiff Capital Region City Deal to maximise the opportunities and benefits of having a full connection of digital innovative networks, to assess good practice and learn lessons from other members. We are already linking with the Welsh Government's programme of Taking Wales Forward, a strategy to improve mobile networks, ensuring our citizens, staff, business and visitors benefit from wider coverage.

The Welsh public sector spends approximately £400million per annum on technology. The National Procurement Service for Wales has recently announced the Agile Digital and ICT Resource Agreement (ADIRA), an all-Wales framework providing a fast, compliant and cost-effective method for local authorities to find the right supplier, while contributing to a Prosperous Wales.



Wellbeing Of Future Generations (Wales) Act 2015

The Wellbeing of Future Generations (Wales) Act 2015 was introduced in 2016, which created seven goals for public bodies to work towards to improve the wellbeing of their area and sets out the sustainable development principle. The five ways of working towards the sustainable development principles have been referenced throughout the strategy reflecting our ambition to meet the obligations upon us to improve our long-term social, cultural, environmental and economic wellbeing both now and for future generations.

Some examples of how the strategy is taking forward the Wellbeing of Future Generations Act:

Long term	Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given to supporting those more in need of support. Recognising the threat of climate change, more flexible working practices mean less journeys impacting on Co2 emissions and air quality.
Preventative	Easy access to information and ability to easily manage day-to-day tasks digitally can help people to be self-reliant and prevent loss of independence.
Involvement	Consultation results have underpinned the strategy and ongoing programmes of learning from feedback from citizens and users will inform future development.
Integration	Benefits across the wellbeing goals from improved digital services e.g. an equal Wales. Working with our partners to deliver digital services that enable Health and Social Care Integration e.g. All Wales Community Care Information System (WCCIS).
Collaboration	21st century schools to ensure children are equipped to the latest industry standards. Working with other partners through Cardiff Regional City Deal. Collaborate with the Energy Technologies Institute and Energy Systems Catapult on the Smart Systems and Caerau Heat programme.



Wellbeing Of Future Generations (Wales) Act 2015

A prosperous Wales	Improving local infrastructure to support developing businesses. Helping local people gaining relevant skills.
A resilient Wales	Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long-term.
A healthier Wales	Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.
A more equal Wales	Flexible services, responsive to the needs of the most vulnerable.
A Wales of Cohesive communities	Supporting superfast internet connectivity so that information is easily and reliably available to enable all communities to be well-connected, informed and involved in decisions about their local area.
A Wales of vibrant culture and thriving	Ensuring all services and information are provided bilingually.
A globally responsive Wales	More digital services reduces the need for journeys and resources such as fuel and paper, reducing Co2 emissions and use of resources.



Introduction

Bridgend County Borough Council's Digital Strategy outlines how we aim to achieve a Digital Council by 2024 that recognises and aligns with the ambition of the Welsh Government 'Digital First' strategy and the UK Government Transformation Strategy; getting smarter by understanding challenges; using resources more effectively, develop integrated solutions and plan future developments based on better evidence. Welsh Government state that 'good digital' is about providing what users expect – modern, efficient, easy to use, satisfying services, online services.

Bridgend's Corporate Wellbeing Objectives are embedded within the aims and objectives of the Digital Strategy. End-to-end integrated digital services will be built around the people who use them, meeting our priority of helping people and communities to be more healthy and resilient. It is not wholly about designing processes for our convenience or around our internal structures but focusses on being truly citizen-centric, efficient and fit-for-purpose, making smarter use of resources through transformation aided by technology. The availability and progression to excellent digital connectivity is also a major draw in attracting businesses to the county borough to provide sustainable, high wage jobs and therefore supporting a successful sustainable economy.

In line with 'Digital First', Bridgend Council 'first and foremost, wants to meet the needs of our customers'. Citizen demand for digital is growing and as they become more digitally sophisticated, expectations are rising for government services to meet this demand. Completing transactions online has become second nature, with more and more of us going online for shopping, banking, information and entertainment.

Why? Because online services tend to be quicker, convenient, available 24/7 and cheaper to use.

We have involved and acted upon the feedback from Bridgend's Budget Consultation, that 87% of Bridgend citizens want more council services online. According to the Office of National Statistics (ONS), 85% of Bridgend citizens have access to the internet and preference the convenience of online transactions. Therefore better, modern online functionality, that supports channel shift to self-serve facilities will meet this demand. In 2018, Bridgend went live with a single digital platform (My Account) for citizens to interact with us online for key services. As well as developing the new digital platform, a new, responsive website was released, which allowed citizens to seamlessly interact with the My Account functionality while browsing the various other services the council offers.

We know that digital technology, when harnessed and introduced in a diligent, timely and strategic way, can help us add value to service effectiveness and efficiency; achieve richer citizen and staff engagement; make better informed choices; demand analysis and risk mitigation; whilst providing the platform for further future proofing and modernisation. We want to make it as easy as possible to transact, communicate, report, self-assess and self-refer with the council through online channels.

We will not abandon conventional ways of contact e.g. telephone for those who still require them, as we recognise long-term trends of an aging population, our diverse communities and single occupant households. We will promote our digital services through marketing campaigns and training our communities to use them therefore increasing digital skills in line with Bridgend's Public Service Board Wellbeing Plan.

We aim to use good information by involving our communities to inform our decisions on how to meet future demand and improve our services either independently or in conjunction with our partners. With secure data transmission capabilities, excellence in Cyber Security, Government Roam roll out, Analytics, and the Public Sector Broadband Aggregation (PSBA) already available, there is no major technological barrier in using our data for closer collaboration with our partners to best deliver services and efficiencies. The all Wales Community Care Information System (WCCIS) for example is an integrated platform, which enables both health and social services to co-ordinate, share and deliver joined up services to our citizens.

We will ensure that the journey to being a Digital Council will be inclusive and driven by the need to improve services, build a richer understanding of citizen's needs, preferences and capabilities, address problems and create opportunities for our communities and our staff. We will work as 'One Council' and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches. The successful implementation will lead to improved services, embedded community benefits, integration with wellbeing goals, citizen satisfaction and reduced service costs in times of unprecedented financial challenges.

Vision

The Digital Strategy supports Bridgend's Corporate Vision which is 'One council working together to improve lives' **supporting communities to create their own solutions and reduce dependency on the council** in a time of continued budget cuts, growing citizen expectations and recognising a longer term shift in the political and demographic landscape.

These factors are driving the transformation of our services. The council has to do better with less and focus resources on communities and individuals with the greatest need. It requires a complete rethink of the way we do business, with technology playing an integral role in improving service delivery.

It is our vision to become a more resilient, innovative and transformational council by listening and responding to our communities, businesses and staff and identifying new opportunities in the digital marketplace that enhances our service provision.

With the emergence of new technologies such as cloud services, chatbots (AI), robotic process automation (RPA), and Internet of Things (IoT) e.g. Alexa, we will assess how these technologies can assist us in helping our communities be more self-sufficient, live independently for longer whilst also enabling us to become a more digitally mature organisation, forward thinking and transformative.

To succeed in moving to a digitally mature council then we need to be ambitious, willing and innovative in our approach to developing solutions. We will **transform our services and in doing so, deliver opportunities for financial reductions as well as improving our services** in line with our corporate principles.



Level 2

Some digital services, but often of limited quality. Digital teams in place but tend to be silo'ed in business units or service/programme teams and have limited budget and remit. Senior (board level) digital management not in place.

Level 3

Senior management in place with a remit to set targets, develop over-arching vision and plan, and develop necessary capability and culture. Digital is seen as a key transformation and advocacy is strong at key parts of the organisation.

Level 4

Senior management have made significant progress in delivering vision and plan, implementing new capability and trialling it successfully by re-engineering a range of services to be digital by default.

Level 5

Digital is at the heart of policy and strategy. Services are digital by default. Digital culture is strong: agile, user-centred, innovative, responsive.

Aims

The council's ambition is to harness digital technologies to help us deliver services that are streamlined and integrated, keeping the citizen at the heart of what we do.

Bridgend's corporate values are referenced throughout every part of the digital journey:

- Fair - taking into account everyone's needs and situation.
- Ambitious - always trying to improve what we do and aiming for excellence.
- Citizen-focused - remembering that we are here to serve our local communities.
- Efficient - delivering services that are value for money.

Our digital aims and ambition will be a 'golden thread' throughout Bridgend's corporate and strategic plans, connecting our services and driving the necessary culture changes at all levels.

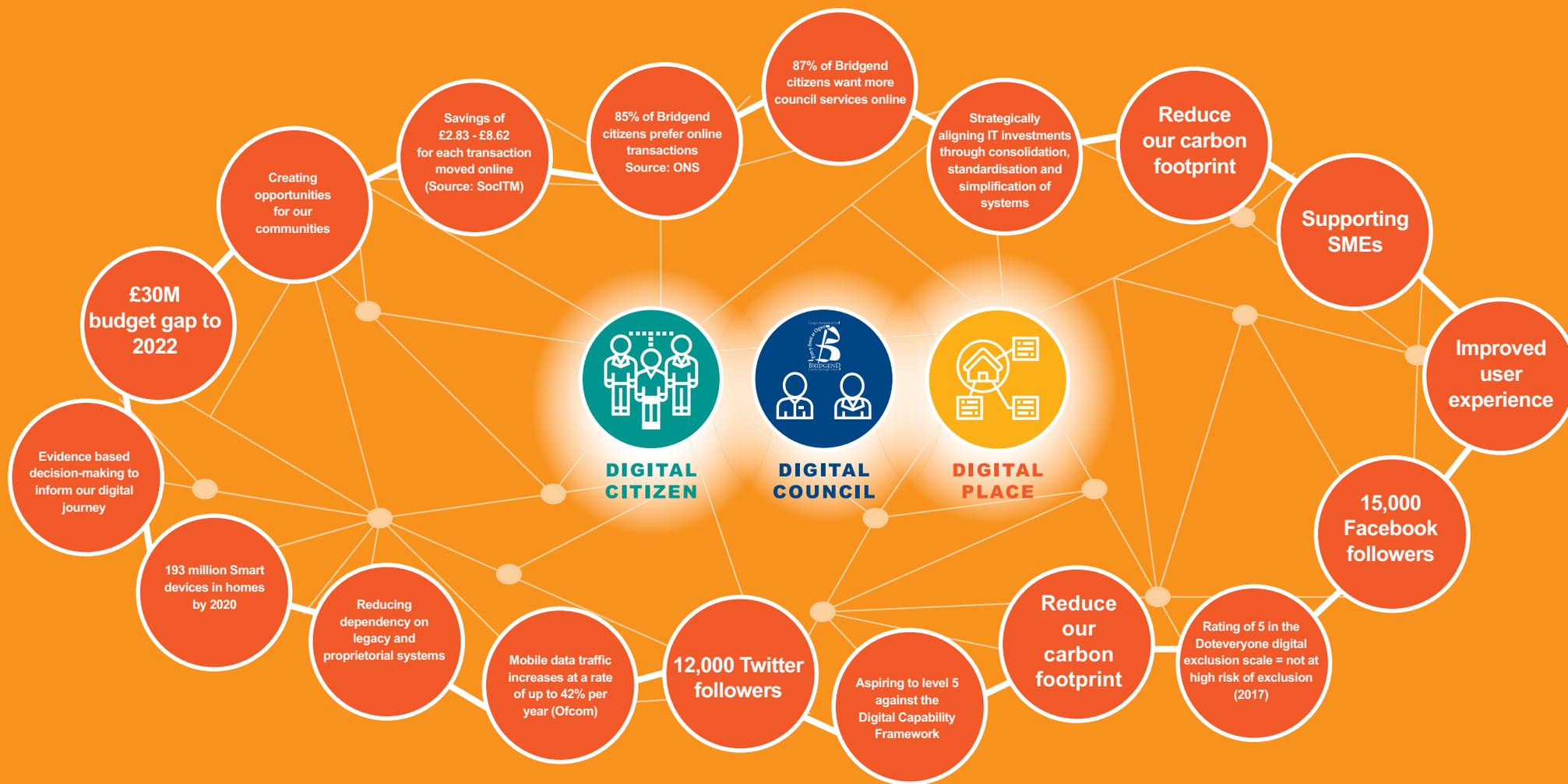
The aims of Bridgend, as a digitally mature council will be to:

- Integrate systems, reducing duplication and minimising manual input aspiring to ensure citizens tell us their story only 'once'.
- Provide clear and intuitive self-serve digital functionality via My Account that's available 24/7 with staff involvement only when it is needed by the user or where it adds true value.
- Ensure citizens are better equipped to manage situations themselves, releasing our staff to concentrate on those in greatest need.

- Provide our staff with the right tools to enable real time updating of information and connectivity required for true agile working.
- Identify long-term, future trends and challenges and be digitally ready and enabled to meet these challenges.
- Embrace cloud services which will provide a more resilient infrastructure future proofing our operations.
- Achieve end-to-end service re-design with emphasis on citizen needs, embedding community benefits and communicating these as we progress.
- Integrate systems ensuring that they 'talk' to each other, reducing duplication and minimising manual input through automation where possible.
- Work as 'One council' and discourage different parts of the organisation from developing multiple processes or unnecessary silos.
- Test the digital market to procure the emerging technology and services that are needed to become a digitally mature council.
- Deliver value for money by making smarter use of resources.
- Set clear, ambitious targets for the delivery of digital work streams.



Why digital?



Principles

Our Digital Principles have been developed to underpin the foundations of the Five Ways of Working within the Wellbeing of Future Generations (Wales) Act, aligning a 'Digital First' approach and encapsulating the good practice principles identified by SocITM.

Our digital services will therefore:

- Be designed around the people who are going to use them, across the whole sphere of service delivery. This covers a range of people across Bridgend from citizens to businesses, visitors to employees.
- Be integrated where possible to deliver seamless connectivity and be simple and intuitive so that the user experience is positive, right first time and able to move easily between functions.
- Be quick, reliable and efficient using the provision of superfast broadband and internet connectivity.
- Be designed so we can safely and usefully share information with our partners, to better support the most vulnerable in our communities, and to target our limited resources more effectively based on demand.

- Demonstrate digital leadership, creating the conditions for genuine channel shift.
- Rise above traditional ways of working and challenge the status quo to ensure we are working smarter.
- Ensure that our workforce is empowered to share knowledge and ideas throughout the digital journey and upskilled to utilise the right tools to aid their roles and responsibilities.
- Ensure critical systems that support our vulnerable citizens are sufficiently utilised, resourced and supported – All Wales Community Care Information System (WCCIS).
- Contribute to the reduction of Bridgend's carbon footprint through energy efficient technology including smart meters for our properties and smarter agile working leading to decreased time spent travelling and subsequent overheads.



Digital citizen



DIGITAL
CITIZEN

DIGITAL CITIZEN

- Self-serve when required
- Choice of communication channels
- Digital skills and inclusivity



DIGITAL
COUNCIL

DIGITAL COUNCIL

- Transformation of services
- Innovative digital solutions
- Joined-up data
- Citizen centric



DIGITAL
PLACE

DIGITAL PLACE

- Widely connected
- Community focussed
- Forward thinking
- Economically attractive



DIGITAL
CITIZEN

Our communities, schools and businesses are becoming increasingly digitally astute. Expectations on access to digital services 24/7 is increasing. The focus of the Digital Citizen theme is to implement an easy to use, reliable, digital solution that works across multiple device types allowing 24/7 access to council services therefore maximising self-service, preventing loss of independence and empowering our citizens to make an informed choice about how they communicate and interact with us.

We will ensure that investment in digital is driven by listening to the needs of the citizen rather than procuring what we 'think' they need. Investment will be based on evidence-based analysis of what our citizens tell us they need to secure their well-being aspirations in the short and long term.

To ensure the growth of our communities and economy, we must ensure that our citizens, workforce and learners are suitably skilled to keep up with the pace of digital trends and contributing to a more prosperous Wales. We are building platforms to guarantee our learners are sufficiently skilled as they progress through the curriculum, paving the path for future digital leaders.

No-one will be left behind, we will ensure digital inclusion by working with communities to upskill citizens in the use of technology ensuring they achieve the most out of our digital services.



DIGITAL CITIZEN

What we are doing:

- Developing a single digital platform (My Account) of targeted service information, reporting tools and routine transactions that are accessible with a single log on; delivering a seamless, automated, end-to-end customer journey that encourages and supports independence and convenience.
- Providing a user friendly bi-lingual DAC (Digital Accessibility Centre) accredited website that is easy to navigate that markets our vibrant culture and provides links to relevant sites maintained by our partners.
- Ensuring our digital solutions are not reactive and stand-alone but holistic, sustainable and forward thinking, using evidence-based analysis of our citizen's needs and supporting the business processes behind our decision making and delivery mechanism.
- Delivering the mechanisms for channel shift by offering a choice of modern, on-line communication tools. We will ensure that we can provide the most convenient and cost effective service provision to meet the needs of all our citizens.
- Communicating through social media channels to engage, share targeted messages and promote digital services and using feedback to inform us where we need to focus our resources.
- Utilising technology to remove routine tasks from customer advisors to support a more efficient and effective 'corporate front door' into council services, creating the capacity to focus time and resources on the most vulnerable citizens with multiple, complex needs recognising a changing population and long term population trends.
- Providing county borough wide Adult Community Learning sessions to train and upskill our communities on using our digital services, enhancing digital competency and ensuring good digital inclusion rates are maintained to support a prosperous Wales, economic growth, productivity and social mobility.
- Providing more online services to help mitigate citizens and council employees having to make the journey into our offices contributing to reducing Co2 emissions and therefore a globally responsible Wales.

Digital citizen



DIGITAL CITIZEN

What we will do:

- Provide online access to information that supports citizen's decisions to improve health, wellbeing, prosperity and promoting equality in line with our ambition to help people become more self-reliant.
- Create a Citizen Hub and provide self-serve facilities to ensure none of our citizens are disadvantaged when seeking the opportunities they need to find work, pay bills, report a problem. Ensuring everyone has the equal opportunity to receive welfare, housing, educational or social services assistance contributing to a healthier Wales.
- Offer more online appointment booking functionality for council services such as registrars mitigating queues, wasted time and inconvenience.
- Provide informed and timely feedback to citizens who report, transact and communicate with us, enhancing the end to end customer journey resulting in a right first time approach and improved satisfaction.
- Ensure no one is excluded through continuing to provide conventional customer service channels such as telephony realising the long term trend of an aging population.
- Consult with our citizens to establish how we can adapt current processes, aided where appropriate by technology, in order to meet their needs, goals and service requirements and aligning our digital journey with these.
- Publish an online suite of council information including mapping functionalities, making Open Data readily available in compliance with the Data Protection Act 2018 and Freedom of Information Act 2000.
- Deliver services that are 'secured by design' from the outset maintaining the relevant standards with regards cyber security principles, to reassure our citizens that their data is safe.
- Deliver digital solutions that are fully cognisant of the Wellbeing of Future Generations Act; that can be accessed and used by all communities and enhances their immediate and future wellbeing goals and requirements.
- Ensure all our services are bilingual in accordance with the Welsh Language Standards Regulations 2015 further promoting our vibrant culture.
- Provide training and employment opportunities throughout the county borough through partnership approaches contributing to a more prosperous Wales with equal opportunities for our citizens.

Our contribution to the following well-being goals:



Digital council



DIGITAL COUNCIL

- Transformation of services
- Innovative digital solutions
- Joined-up data
- Citizen centric



DIGITAL COUNCIL

What we are doing:

- Ensuring visible, ambitious leadership throughout the council that champions digital skills from the Chief Executive down.
- Providing training for our staff where required, to ensure they are able to use the new technologies introduced to deliver and enhance services.
- Identifying areas of our services where the introduction of technology could free up our staff to deliver high value direct intervention in priority areas for our most vulnerable citizens.
- Ensuring we procure our technology that is 'right first time' and fit-for-purpose, seeking economies of scale where possible using National Procurement Services such as G-Cloud and supporting local SMEs in maximising their abilities to thrive commercially.
- Supporting agile working through access to Cloud services, Public Sector Broadband Aggregation (PSBA) and Government Roaming capability (Gov Roam), using fit-for-purpose mobile devices allowing our staff to provide resilient and flexible services for our citizens also demonstrating our ambition to be globally responsible by reducing our Co2 emissions.
- Introducing digital interactive meeting spaces mitigating the need for people to travel to meetings reducing our Co2 emissions.
- Continuing to move to paperless working, reducing print and postage outputs, in turn reducing transport and resources contributing to our global responsibilities.
- Developing a core set of managerial activities with the intention of streamlining and automating where possible.



DIGITAL CITIZEN

- Self-serve when required
- Choice of communication channels
- Digital skills and inclusivity



DIGITAL PLACE

- Widely connected
- Community focussed
- Forward thinking
- Economically attractive



DIGITAL COUNCIL

What we will do:

- Explore the 'Internet of Things' e.g. Alexa for technology which improves citizen's wellbeing and safety in their homes e.g. personal alarms, voice recognition technology contributing to a more equal Wales, preventing loss of independence and enabling communities to become more resilient.
- Streamline our routine and repetitive processes, delivering end-to-end connections to back office systems with the ambition of delivering efficiencies through digital automation.
- Test the digital market place to ensure there is no procurement of inflexible and expensive technology that does not join up effectively.
- Develop an ICT action plan based on the principles and aims of the Digital Strategy, continually reviewing the ICT infrastructure to ensure there is the capacity and capability for introducing and developing new platforms and facilitating new ways of working.
- Enable managers to use a range of online resources to fulfil their managerial responsibilities.
- Provide appropriate hand-held technology to frontline staff allowing real time updating of information leading to improved end-to-end services for our citizens.
- Continue to roll out self-serve functions, including performance and appraisal modules, within the HR and payroll system.
- Explore the wider opportunities of working collaboratively with partners, including formal integration of back office functions to improve services and cohesion.
- Review opportunities to digitise the Council chamber allowing citizens better, real time interaction with members during public meetings and involving them in the democratic processes and ensuring a more cohesive community.

Our contribution to the following well-being goals:



Digital place



DIGITAL PLACE

DIGITAL PLACE

- Widely connected
- Community focussed
- Forward thinking
- Economically attractive



DIGITAL COUNCIL

DIGITAL COUNCIL

- Transformation of services
- Innovative digital solutions
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DIGITAL CITIZEN

DIGITAL CITIZEN

- Self-serve when required
- Choice of communication channels
- Digital skills and inclusivity



DIGITAL PLACE

What we are doing:

- Collaborating with partners in the Cardiff Capital Region City Deal and delivering digital opportunities arising from the national digital agenda.
- Liaising with the Welsh Government's Business Wales service and other business support organisations including the Superfast Business Wales and Bridgend Business Forum to share business ideas and innovation supporting a successful sustainable economy and a prosperous Wales.
- Supporting our businesses by signposting queries to appropriate trusted partners, assist in grant applications, apprentice schemes and communicating through the website.
- Delivering the 21st century schools strategic capital investment programme with the aim of creating a generation of modern schools in Wales. Digital technology will have a key part to play in the programme, ensuring our pupils are able to harness the skills to help them succeed.
- Working with schools to ensure technology is a tool for education and not a barrier.
- Promoting Bridgend County Borough and attracting visitors through a dedicated website and social media channel outlining why Bridgend is a good place to visit and live.

Digital place



DIGITAL PLACE

What we will do:

- Support the Superfast Cymru programme ensuring mobile connectivity is excellent throughout the area.
- Collaborate with the Energy Technologies Institute and Energy Systems Catapult on the Smart Systems and Caerau Heat programme, a collaborative, pioneering project exploring heating technology innovations in the north of Bridgend.
- Liaise with technology providers and government bodies to ensure Bridgend is at the forefront of technology advances and ensuring our communities have equal digital possibilities as any other area.
- Implement the Education Digital Standards that will assist schools to effectively manage and implement their digital environment, either by themselves or through their technology providers.
- Ensure that our schools have excellent digital infrastructure ensuring high digital competency in line with the curriculum giving our children the best start in life and developing their long term opportunities.
- Encourage close relationships between businesses and schools to ensure our learners leave education with the skills required for employment and a positive future.



Our contribution to the following well-being goals:



Governance

Good governance arrangements are essential to ensure that the vision and aims of the Strategy are upheld throughout the journey. The Digital strategy will be governed as follows:

- Chief Executive Officer and the Corporate Management Board will be responsible for the Digital Transformation Strategy, supported by the Digital Transformation Project Board.
 - The Digital Transformation Project Board will oversee and monitor the delivery of the implementation plan and report directly to the Corporate Management Board.
 - The Digital Transformation Project Board will comprise of Chief Officers, senior users and project management will provide governance for those organisational risks as well as govern from business case sign off through to delivery of the project and its business benefits.
 - The strategy will be revised annually, in line with the Corporate Plan and MTF5, by the Digital Transformation Project Board to reflect any change in circumstances and altered ambition.
- Bids for digital developments will be based upon business cases that align with corporate objectives outlining a clear return on investment. Each will be evaluated and by the Digital Transformation Project Board and endorsed by the Chief Executive and the Corporate Management Board.
 - External consultation will take place to give our citizens the opportunity to tell us what they would like from our services and suggest improvements.
 - Risks associated with the strategy are managed and embedded in project risk management arrangements with responsibility and accountability allocated to the Senior Responsible Officer.
 - Standards and policies are agreed, documented and owned by senior managers and not by the ICT service.
 - Progress will be reported through the annual plan.





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