

The Vale of Glamorgan Council

Cabinet Meeting: 31 July, 2017

Report of the Leader

Digital Strategy 2017-2020

Purpose of the Report

1. To seek Cabinet approval for the Council's Digital Strategy 2017-2020.

Recommendations

1. That Cabinet note the content of this report.
2. That Cabinet approve the Digital Strategy 2017-2020 attached at [Appendix A](#) to this report.

Reasons for the Recommendations

1. To enable Cabinet to consider the way in which digital services will contribute to the delivery of the Council's vision of "strong communities with a bright future".
2. To enable the Council to put in place a Digital Strategy to support the delivery of the Council's priorities.

Background

2. The Council has a strong history in the use of technology to drive transformational change. The Council's previous transformational change programme, OneVale, successfully harnessed technology to make significant changes to the way the Council manages core business processes in finance, HR and procurement. OneVale also led the way in developing the Council's corporate customer contact centre, Contact OneVale.
3. The need for a digital strategy was identified as part of the Corporate Assessment process undertaken by the Wales Audit Office in 2016. The WAO concluded that "the Council sees ICT and digital technology as a key means of reshaping services and there is a strong expectation that it will deliver cost savings and improvements to services". This was further developed during the Reshaping Services Baseline Assessment Update project that was undertaken in late 2016 in order to identify future projects to progress the Reshaping Services Programme. Following completion of the Baseline Assessment Update project, "Digital Vale" has been included in the Reshaping Services programme and saving targets of £250K and £500K for 2018/19 and 2019/20 respectively have been established in the Council's budget.

4. As a way of initiating the delivery of this work, the Digital Strategy has been prepared in order to ensure a clear vision and consistency in the way future activity is managed. The Digital Strategy will complement the Council's newly revised ICT Strategy (approved April 2017 and subject to further review in light of the Digital Strategy) and other corporate strategies which underpin the delivery of the Council's Corporate Plan. The Digital Strategy can be found in [Appendix A](#).

Relevant Issues and Options

5. The Council is facing challenging financial circumstances over the period covered by the Digital Strategy and one of the main challenges will be how to harness the potential of digital technology to help maintain priority services and enable changes to service delivery all within the context of reducing financial and staffing resources. The contribution digital will make to these endeavours is set out in the Digital Strategy and will be delivered through the strategic actions contained in it.
6. The Digital Strategy comprises the following sections:
 - An **introduction** to the Digital Strategy from the Leader of the Council.
 - **Background** information, relating to the external and internal drivers for digital working and the efforts that are underway currently within the Council in this area. Reference is made here to the strategy's contribution to the Council's overall integrated planning framework which supports the delivery of the Corporate Plan and the contribution to the Well-being of Future Generations Act.
 - The **Developing & Delivering Our Digital Strategy** section describes the strategic framework for digital and sets out the four themes of the Digital Strategy along with a range of support activities.
 - The **Delivering Our Vision** section sets out for each of the four themes in turn, what the Council's objective is in pursuing the strategy, what current activity is underway, the outcomes the Council wishes to deliver and the strategic actions that will be taken to deliver the strategy.
 - The way in which the strategy will be monitored in terms of **delivery and progress**.
 - [Appendix A](#) to the strategy includes further information relating to Digital Design Principles that will be adopted to guide the way in which work is undertaken when developing new digital services.
7. In order to provide a framework within which the varied and extensive work associated with the digital strategy can be delivered (and to ensure appropriate linkages are made between this activity), the Council has identified four interrelated themes that, when progressed together, will enable us to achieve our vision of a digital Vale. These are complemented by three support activities which are contained in the "Delivering Our Vision" section of the strategy and described in the following paragraphs.
8. **Theme One: Digital Customer Service - Enabling citizens to get the services and information they need digitally by default.** This means embracing technology to re-design our services and the way they are provided to customers. Starting with a digital solution as the default solution, we will work to redefine the relationship with our

customers, responding to their increasing expectations and experiences of the best services provided by both public and private sectors.

9. **Theme Two: Digital Workforce - Enabling staff with the digital tools and skills required to deliver services effectively and efficiently.** This means delivering positive outcomes for our residents by giving staff access to the data they need and the best of available technology, ensuring they have the skills to use it effectively. Council staff will be given access to multiple sources of data and the relevant training to enable decision making to be based on business intelligence that will underpin the way in which all services are designed.
10. **Theme Three: Digital Place - Equipping residents and businesses with the digital skills and technology they need to enhance their lives.** This means working with others to enable residents and businesses in the area to use digital technology to improve their lives, providing them with access to devices and the internet as well as developing their digital skills, from the children and young people in our schools to our elderly residents. It is our ambition that all of our residents and businesses will be able to quickly and easily access digital technology and the internet throughout the Vale of Glamorgan and will be equipped with the digital skills required to improve their lives from an early age. This will require us to work with others to enable the infrastructure and support is available throughout the county. We will increasingly be perceived as a digital authority, gaining a reputation for the council as being a hub of digital technology. Communities, businesses and our partners will work alongside the council to design and develop technological solutions to problems.
11. **Theme 4: Digital Collaboration - Enabling the council and its partners to tackle complex issues and work together seamlessly.** This means using digital technology to work with our partners to deliver the outcomes we both desire. We will streamline data sharing processes to facilitate simple and secure data sharing with our partners where agreed and appropriate, allowing for a far better picture of multi-disciplinary issues. We will work with our partners in an integrated way, enabling us to work together to identify solutions to issues, provide efficient and effective services and develop well-informed organisational strategies.
12. Supporting activities are described in the Digital Strategy to ensure the consistency in the way it is delivered and to ensure the most appropriate support, training and infrastructure is in place.

Resource Implications (Financial and Employment)

13. The delivery of the Digital strategy will have implications for the way in which the Council develops, uses and supports digital services.
14. It is proposed that a Digital Vale programme will be established within the Reshaping Services Programme portfolio. The programme sponsor will be the Managing Director, with nominated project leads responsible for overseeing the development of projects under each theme and a programme manager responsible for the overall coordination of the interrelated workstreams.
15. Theme leads will bring together the relevant mix of colleagues in project teams and be responsible for coordinating the overall delivery of activity for that theme, adopting the matrix management approach in operation to deliver the Council's Well-being Objectives.
16. A programme team will be established to comprise the sponsor, theme leads and programme manager. This group is proposed to meet regularly to coordinate the

overall programme, reporting progress to the Reshaping Services Programme Board and Cabinet as appropriate.

17. The Digital Vale Programme team will consider the resources required for individual projects, including liaising with Council managers to prioritise the work required, in recognition of the competing demands on the time of Council teams.
18. It is likely that there will be a need to invest in some areas in order to deliver the Digital Strategy, for example in the development of systems, equipment and training. It is proposed that the Council's standard approach to resourcing projects will be maintained for the Digital Programme (i.e. in house delivery will be complemented as required with any external resource required for capacity or specialism reasons). Any developments requiring funding will be the subject of business cases to ensure any Council resources are invested prudently and are funded from the most appropriate sources, such as the Reshaping Services reserve.
19. During the summer of 2017, it is the intention that a draft action plan will be compiled by individual project leads and reported back via the Reshaping Services Programme Board. This action plan will breakdown the strategic actions contained in the strategy and enable an overall programme plan to be developed. As individual schemes are developed, these will be reported to Cabinet as required.
20. An draft timeline of activity required to progress the strategy is provided below:

Report to Cabinet	July 2017
Translation and publication	August 2017
Programme governance and project teams established	August 2017
Review and update ICT Strategy	September 2017
Detailed action plans developed, identifying resourcing and savings targets	October 2017
Delivery	October 2017 onwards
Review of other corporate strategies to reflect the appropriate digital elements	October 2017 onwards

21. The Digital Strategy has identified savings targets within the Reshaping Services programme as illustrated below. Work to identify the contribution of individual projects to these targets will be undertaken in the coming months.

2017/18 (£)	2018/19 (£)	2019/20	Total (£)
0	250,000	500,000	750,000

22. There are no direct employment implications associated with this report. However, there may be implications associated with the individual projects associated with the implementation of the Digital Strategy. As projects develop, any specific employment implications will be identified and managed in accordance with the Council's relevant policies and procedures.

Sustainability and Climate Change Implications

23. The Digital Strategy has been developed as part of the Council's integrated planning activity which is consistent with the Well-being of Future Generations (Wales) Act. The Act requires the Council to contribute to the national Well-being Goals and to work in line with the sustainable development principle. Digital Services will contribute to the delivery of the Council's Corporate Plan, including the four well-being outcomes and corporate health activity. The proposed strategy has been developed to include consideration of the five ways of working which support the sustainable development principle, including the potential for collaboration, long-term decision making, and supporting the integration of services.

Legal Implications (to Include Human Rights Implications)

24. There are no direct legal implications arising from this report.

Crime and Disorder Implications

25. There are no direct crime and disorder implications associated with this report.

Equal Opportunities Implications (to include Welsh Language issues)

26. There are no direct equalities implications arising from this report. An initial equalities impact assessment has been completed for the Digital Strategy.

27. Equalities Impact Assessments will be developed as individual projects are scoped to ensure that equalities considerations are considered from the outset and built into solutions by design.

Corporate/Service Objectives

28. The Digital Services strategy is an enabling strategy that will assist in the delivery of the Council's Corporate Plan. The use of Digital is an element contained in Service Plans and these actions have informed the development of this strategy and the ICT strategy.

Policy Framework and Budget

29. This is a matter for Executive decision by Cabinet.

Consultation (including Ward Member Consultation)

30. Due to the corporate nature of this report, no consultation with Members has been undertaken. The Strategy has been considered by the Council's Corporate Management Team.

Relevant Scrutiny Committee

31. Corporate Performance and Resources Scrutiny Committee.

Background Papers

Cabinet, 3rd April 2017, ICT Strategy

http://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2017/17-04-03/Reports/ICT-Strategy-Final-Report.pdf

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Officers Consulted

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