



# DIGITAL STRATEGY

## Version Control

<b>Title</b>	The Digital Strategy
<b>Purpose</b>	To set the direction and governance framework for digitisation
<b>Owner</b>	Sian Hayward
<b>Approved by</b>	
<b>Date</b>	18.05.23
<b>Version Number</b>	2
<b>Status</b>	Draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	18.05.21
<b>Consultation</b>	SLT. E&D Select

## Contents

Contents.....	3
Foreword .....	4
Executive summary.....	5
Our Foundation: Purpose, Values & Design .....	7
1. An Introduction to the Digital Strategy .....	11
2. Our Digital Vision.....	12
3. The Key Themes of the Digital Strategy .....	13
4. How will this strategy be delivered amongst others within the Councils’ Strategic Framework?16	
4.2 How will this strategy be delivered in an external context?.....	19
5. The Current Situation .....	20
6. Funding the Strategy.....	30
7. The Governance Arrangements.....	32
8. The Performance Arrangements .....	34
How we will Evaluate Progress .....	42
Performance Indicators .....	43
Risks .....	45
Appendix - National Policy Context .....	47
Appendix – Local Policy context.....	49

## Foreword

---

There is no way of escaping the global impact of the digital revolution and its effect on the way we live and work. We can do things today that were unthinkable several years ago, and the pace of innovation and change in the digital world has opened up opportunities for us to harness the benefits of emerging technologies to improve customer interactions, increase efficiency and deliver savings.



Digitisation enables us to automate much of the routine administrative workloads and interactions with our customers, freeing up our employees to do the valuable brain work that machines can't. It also enables our customers to self-serve and engage with us in a way that's useful and convenient to them, not for us. This digital strategy is more about people than technology, and how we make digital services more human and simple to use in order that our communities won't avoid engaging with us digitally.

This strategy sets out our digital vision. It concentrates on improving our digital maturity as an organisation to enable us to capture the wider benefits for the people who live, learn, visit and work in Monmouthshire and at the same time stimulate Monmouthshire's digital economy.

This is far wider than technology and equipment; it's about enabling us to change and improve the way we work and do business using digitisation in the same way that it has changed our home lives. It's about identifying the potential of new emerging technologies such as Robotics, Machine Learning, Artificial

Intelligence, enabling us to engage with communities and customers in a more efficient and effective way. It's about using digital data and evidence to capture insights into the way people want to interact with us and about the services they need in order to change our service re-design options. It's about ensuring that our colleagues can use and share data and information to work effectively in our communities – at the same time as protecting our valuable data resource. It's about putting the human into digital.

Councillor Phil Murphy

Cabinet Member for Resources

## Executive summary

---

MCC's first digital strategy, iCounty, was implemented in July 2014 and was based on three pillars of:

- Improving internal services, data delivery and infrastructure
- Digitally enabled, inclusive and connected communities
- Creating products and commercial assets

In 2017 we established the Digital Programme Office whose purpose is to organise, simplify and join up our council services and information so that users can find and understand what they need, in whichever way suits them best. We currently do this via our web site, GIS, email and customer service apps. We can't stand still though, we need to grow, flex and change the way we do business using whatever technology comes along in the future.

We are very aware that by sorting out the basics we can make our services understandable for humans and machines alike, and we can build on this to make it easy for people to do business with us without too much effort on our part. There have been significant developments in technology in the last 4 years, and the potential to use the emerging technologies of machine learning and artificial intelligence for the benefit of our business and customers is vast.

To reap that potential we know our workforce need to have the digital knowledge and skills to build in end-to-end automated customer services and streamline business processes. We need to reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions. Tapping the potential of digitisation will bring efficiencies and real budgetary savings across the organisation.

This strategy is based on a significant amount of data and evidence collated from customer insights as well as through knowledge, learning and experience gained through working in the centre of the business and collaborating with partners and other organisations to ensure the strategy is robust and sustainable.

The strategy is based on 7 key themes that together will improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The themes are:

- i. **Building a digitally skilled and enabled workforce** – We need a workforce with the digital skills to do their jobs in a digital world. We need leaders who understand digitisation, its potential and its benefits to users. They need to know what's possible in a digital world and how harness it to improve services and the lives of people in our communities. We need system administrators who know the potential of business systems and how to 'sweat' these assets to get every inch of value out of them.

- ii. **Digital Customer Services** – Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn't want to do it any other way. Digital design involves us walking in our customer's shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device
- iii. **Business Digital Capacity and Automation** – Our most successful digital projects are the ones where the business has worked its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. We need to find ways to automate and deliver their business more effectively and economically through digital innovation and design.
- iv. **Technology** – Customers should be able to access our digital services through any type of device, be it voice activated, chat or through customer service apps. We must design our digital offering to be incredibly simple so they won't want to do it any other way. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly wherever they need to work. To do this we need a robust technical infrastructure to support everything we do.
- v. **Data and evidence** – In order to be a data-led organization we need to gather and use evidence of what works, and cut out the things that don't. We need data with integrity in order for us to open it up without us having to manually manipulate it first.
- vi. **Digital Platforms and Standards** – We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed.
- vii. **Protecting our Digital Assets and Security** – We are well aware that cybercrime is on the increase, and that we need to secure our information at the same time as ensuring the right people can access it.

This strategy centres around people, and helping them to discover how digitisation can transform the way they work and free them up to do the rewarding and interesting parts of their jobs within the community rather than the routine tasks that can be automated. This isn't a static document. The nature and pace of change in a digital world will mean we will need to flex and change, using data and evidence to support our change in direction.

Delivery of the Digital Strategy is not just about the technical ICT infrastructure that we have in the machine rooms in SRS and our buildings. It is more about how we capture the benefits of digitisation to connect people, make work and life easier, and reap the efficiency and budgetary bonuses that it can bring. Putting people at the heart of the Digital Strategy means that our customer's needs and business redesign comes first, and we can use technology as an enabler to make things simpler, faster and cheaper.

The strategy identifies how it links in with the council's governance structures and other key enabling strategies. It describes how we use a digital maturity model to monitor progress and performance. Finally, it details the key actions we need to take over the next 3 years to implement it.

## Our Foundation: Purpose, Values & Design

---

Monmouthshire County Council has a strong sense of character and purpose. We shape this in line with the goals and ambitions of our partners in other public services in the county such as the NHS, Police, Public Health, housing associations and Fire and Rescue Service. These and many more organisations are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important for the next four years, taking us up to the end of the political term in 2022.

### Purpose

***We want to help build sustainable and resilient communities that support the well-being of current and future generations.***

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver our well-being objectives set in the corporate plan.

### Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important for the next four years, taking us up to the end of the political term in 2022. The plan sets out our five Organisational Goals (incorporating well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. The Plan is underpinned by a clear policy framework that sets out in more detail our work in areas such as social justice and safeguarding (see appendix).

Purpose: Building Sustainable and Resilient Communities	
<b>Public Service Board Well-being Objectives</b>	<b>Monmouthshire County Council Goals &amp; Well-being Objectives</b>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

## Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.




**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.





**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

### Incorporating the Well-being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, appendix 1 provides more information on the Act. We have applied the 5 ways of working set out in the act when developing our policy, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the Strategy
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The digital world is moving at pace and is the future of everything we do. This strategy will ensure we reap the benefits of digitisation to capture short term economic and efficiency benefits as well as support investments in emerging and innovative technologies to reap the long term benefits globally, for our local communities and the Council.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>MCC works in collaboration with its partners in the Shared Resource Service as well as other public and private industries to deliver technology platforms and apps as well as the cultural changes to thrive in a digital world. The strategy also supports partnership working through, for example, crowd funding projects to capture the benefits of emerging new technologies like Block Chain and machine learning. Our partners also include existing technology suppliers who work on bespoke requirements for us to make the most of our technology apps and platforms.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Our stakeholders include our communities, local businesses, schools, suppliers and employees of MCC. We also have wider stakeholders in supporting central government policy decisions for digitisation. In devising this digital and technology strategy we have gathered evidence from all groups to support our direction of travel and what is important for them in the digital world.</p>

Sustainable Development Principle	How have these principles driven the development of the Strategy
 <p data-bbox="197 432 286 451">Prevention</p> <p data-bbox="322 280 757 352">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="831 264 2036 435">Implementation of this strategy will ensure we keep pace with industry standards and emerging new technologies in order to build sustainable digital solutions to assist the business and community to grow. There will be a need for investment in some key areas, though in the digital world the majority of investments reap both economic and efficiency rewards to offset the costs involved. Resources will be assessed on a business case by business case basis.</p>
 <p data-bbox="197 655 282 675">Integration</p> <p data-bbox="322 539 741 611">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="831 472 2024 711">Technology is a vital part of living, learning and working. Implementing the strategy and planning for the next 3 years on a rolling basis will stimulate the digital economy and jobs market at the same time as providing electronic information and services. Many digital technologies are targeted at wellbeing issues, from making the most of apps that measure health issues to using AI to assist the most vulnerable to stay in their own homes, or simply for people to access services online. Every aspect of digitisation is intended to assist the wellbeing of our communities; improving inclusion and helping them access the facilities of the council.</p>

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
<b>Building a digitally skilled and enabled workforce</b>	√	√			√		√
<b>Digital Customer Services</b>	√	√		√	√		√
<b>Business Digital Capacity and Automation</b>	√	√		√	√		√
<b>Technology</b>	√	√					

<b>Data and Evidence</b>	√	√	√				√
<b>Digital Platforms and Standards</b>		√					
<b>Protecting our digital assets and Security</b>		√					

## 1. An Introduction to the Digital Strategy

---

1.1 The first iteration of the Digital Strategy ‘iCounty’ was introduced 4 years ago, with a focus on improving connectivity, systems and software as well as arranging our technical systems architecture to support digital services and transformation. It was expected that our I.T. infrastructure could be used by public and businesses alike, and the digital skills of our workforce could be used in the community to help people become more digitally enabled.

1.2 Since then, our customer needs and community demands have changed alongside technological advances. With austerity and economic pressures we need to think about how services can be redesigned so that they are integrated, smarter and simple for our customers to access, saving us money in the process. We need more automation and intuitive, digital customer self-service channels so we can free up colleagues to make more complex decisions and emotional responses. This is not simply delivering services through digital channels, but instead applying the culture, practices and processes of the internet era to change the customer experience.

1.3 Delivering digital services ultimately requires a shift in cultural mind-set and a review of the digital capabilities of our colleagues as well as improving our technology capacity in line with digital advancements that are fast becoming the norm. It is clear that more focus is required on the human aspect of digitisation, and describes how we improve digital maturity across the whole organisation embracing new ways of working and digital service redesign making sure that we have the technology to support this direction. It isn’t about the technology itself.

### 1.2. What did we learn from iCounty?

1.2.1 During implementation of iCounty we learned that the most successful solutions followed a very human process of identifying a problem, scrutinising current practices and processes with a degree of digital curiosity and competence, and applying the

technologies of the internet era to solve the residual problem. This worked particularly well with the introduction of our Social Care app and the Connected Worker apps used by our front line workforce.

1.2.2 Where digital competence and confidence is lacking there has been a tendency to seek a technology ‘magic wand’ solution without looking at our existing technologies and infrastructure, let alone assess the rapidly changing needs of the rapidly changing needs, habits and expectations of our customers and communities.

1.2.3 There are pockets of real digital excellence and leadership amongst our colleagues. Some services have raised the bar and persevered with the introduction of modular, integrated and collaborative systems such as the My Monmouthshire app which focusses on putting the customer at the heart of business. We have responded to the need to keep pace with customer and community demands for end-to-end service delivery and automated workflow to improve the efficiency of our workforce. We are not there yet but we can build on this.

1.2.4 We have also learned that there is a need to raise the level of digital competence and maturity amongst our colleagues. We hear the phrase ‘I’m hopeless with technology.’ Or ‘I don’t do computers’. We need these colleagues to incorporate digital competency into their lives with the same vigour that they give to their continued professional development. We have taken time to understand this behaviour. We now know that a change in emphasis and direction is needed, with digitally savvy leaders taking responsibility for making changes to our digital structures, culture and working practices.

1.2.5 The network of 88 Digital Champions has proved its worth as the digital eyes and ears on the ground, helping to trouble shoot and to support and build the skills of our colleagues. This day to day operational support needs to be extended and supplemented with digital assessments to measure the degree of digital maturity within service areas, and help develop and grow digital leadership.

## 2. Our Digital Vision

---

2.1 We can’t be excellent at digital enablement unless we are brilliant at the basic building blocks. Overall, we need to stop thinking about ‘doing digital’ and start thinking about designing better business services first, with better digital delivery as a result.

'Going digital' isn't the responsibility of a single individual in the organisation - it needs to be part of everyone's DNA, and must be accompanied by strong digital leadership and maturity.

2.2 There are many drivers for change and improvement, but the most notable ones are:

- The digital landscape is constantly changing and the expectations, needs and habits of our digitally savvy customers are evolving with responsive digital services becoming the new norm. We need to respond to that change.
- We need to put the customer at the heart of everything we do, making digital so easy that they wouldn't want to do it any other way, freeing up our colleagues to do the brain work and releasing cashable savings.
- The way we work is changing and there are additional pressures on our workforce to do more with less and reduce demand. The use of digital technologies can make the impossible possible through automation, self-service, Machine Learning and Artificial Intelligence.
- Better digital services are critical for the reduction in costs across the council, and will provide the foundations for future efficiencies.
- Designing the council of the future requires us to have flexible digital systems that new service configurations can simply plug into, and out of, with speed. This means a standard suite of inter-operable technology platforms is an essential requirement.
- The value of data and evidence for decision making isn't understood, and we need to replace untested perceptions and beliefs with sound data insights.
- People are unable to extract, work with, or act on data insights because of slow, outdated technology and hidden data sets. We need to improve data storage and management to enable the data to be open and usable.
- Automation within service areas is more easily achieved with web-based, modular platforms and interfaces, releasing the workforce to do the things that technology can't.
- National and global policy drivers require us to think about the wider use of digitisation to reduce the environmental and sustainability impacts upon our natural resources. We also need to improve accessibility to information and services for vulnerable people, sharing data with other organisations in order to have a joined up and cohesive approach to service delivery.

### **3. The Key Themes of the Digital Strategy**

---

3.1 The core business of the Digital Programme Office is to organise, simplify and join up our council services and information so that users can find and understand what they need, in whichever way suits them best. We currently do this via our web site, GIS,

email and customer service apps. We can't stand still though, we need to grow, flex and change the way we do business using whatever technology comes along in the future.

3.2 We are very aware that by sorting out the basics we can make our services understandable for humans and machines alike, and we can build on this to make it easy for people to do business with us without too much effort on our part. We have worked with our customers, employees, the SRS, other government agencies and wider stakeholders to find out what matters to them and to identify the key areas for improvement. There are 7 themes that we want to focus on to ensure we build solid digital foundations that enable us to flex and change future service configurations with speed and ease, and improve the digital maturity of the organisation. These themes are -

- viii. **Building a digitally skilled and enabled workforce – ‘This isn’t about technology, it’s about working in the new norm’.** We need service managers who understand what digital really means, its potential and its users. They need to know how our customers, the community and the workforce use digital technology and how to capture its potential. We need to make sure that the workforce is learning digital skills that they can pass on to the community, rather than teach them how to use proprietary software packages. They need to know what’s possible in a digital world in terms of capturing new and innovative technologies to improve services and the lives of people in our communities. It’s no longer possible or acceptable to stand still and avoid being part of the digital culture. This isn’t about equipment or wires, its recognising that digital is the new cultural norm for the way people work and live. We need to help our workforce design simple digital systems and processes that free people to do the more creative and interesting work.
- ix. **Digital Customer Services – ‘When people deal with MCC we don’t want their hearts to sink’.** Customers are often required to be switched-on when trying to access our services and find information. They have to wade through our forms and documents, and self-service facilities are difficult to find and use. Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn’t want to do it any other way. Digital design involves us walking in our customer’s shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device. It involves us putting ourselves in our customer's shoes and using their language to communicate with them, making it so simple to do things digitally that it will be their first choice. And when we talk of customers we include our internal customers, our colleagues, who deserve the same simplicity and effectiveness from internal systems that we afford our external customers.
- x. **Business Digital Capacity and Automation – ‘We don’t need a digital strategy, what we really need is a business strategy and culture in a digital world’.** Our most successful digital projects are the ones where the business has worked

its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. This is where the Digital Programme Office steps in to provide the human touch, working with people to find ways to automate and deliver their business more effectively and economically through digital innovation and design. Doing this will help reduce the number of people who need to be involved at each stage, leaving them to focus on more complicated areas of the business that technology can't help them with.

- xi.* **Technology – ‘Smart devices connected to the internet will be the main way to interact’** Customers should be able to access our digital services through any type of SMART device. We must design our digital offering to be incredibly simple and using the internet and as the main vehicle. Wearable technology, Machine Learning and Artificial Intelligence are rapidly forming the backbone of current and future technology platforms and apps. This will be a real bonus for us to interact with our communities at the same time as freeing up our staff to do the human emotional intelligence work. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly. This access needs to be unhindered by effective security and data governance systems working seamlessly in the background. We know there is a digital skills gap in our workforce that causes frustration and stress when their kit ‘doesn’t work’, when most often it’s simply that they have never been shown how to use it and get the most out of it.
- xii.* **Data and evidence – ‘It’s no good making decisions based on false information’** Current decision making is sometimes not supported by robust evidence. It doesn’t always consider what our customers are trying to tell us and the evidence that we gather whilst delivering services. In order to be a data-led organization we need to harvest and use evidence of what works, and cut out the rubbish that doesn’t. We should ask ourselves if the data we keep follows the golden rules of being necessary, useful, readable, easy to find and accurate. We need to structure our data content in a way that supports service re-design and allows SMART devices such as Alexa to understand a series of voice commands. If we sort out the basics first we can make it far easier for people and machines to understand what we do in the council, and make it easier for us to automate our work. We need data that’s fit for people to use without us having to manually manipulate it first. This relies as much on our users adopting data-led culture as much as having excellent digital systems to manage, record and display it. Better use of spatial data will allow us to plan and target infrastructure investment where it will have the greatest impact. Opening-up data and incentivising developers to create products that will add civic value will create job opportunities in technology. We will link datasets and use it to forecast demand, identify correlations and opportunities and take a more targeted and preventative approach.

- xiii. **Digital Platforms and Standards – ‘Technology is the 4<sup>th</sup> utility. It should be like turning the light on’.** We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed. The main vehicle for this is the internet, with web based systems allowing us to connect through SMART devices wherever we may be located. We need to be able to depend on the data we use too, so will require some basic standards and design principles for our digital platforms. We will plan for changing our legacy systems and larger software applications in collaboration with other organisations and partners to make the best of economies of scale and creating a unified back office across Greater Gwent and beyond, and where this aligns with our own digital aspirations. We will work with the SRS to deliver robust, secure, infrastructure and networks. Our workforce shouldn’t have to think about what underpins the technology any more than they think about what underpins the National Grid. We can’t forget our colleagues who manage business applications on a day to day basis either. We need them to see the art of the possible from existing apps and to visualise what they would like to see in the future to make our business easier and cheaper and our customers satisfied.
- xiv. **Protecting our Digital Assets and Security – ‘The key to business continuity and safeguarding our vulnerable people is ensuring the right data is with the right person at the right time’.** We are well aware that cybercrime is on the increase, and that we need to secure our information at the same time as ensuring the right people can access it. We can’t let the business grind to a halt because data and information is so locked down we are unable to access it to keep the business going. This critical to the success of the digital strategy. It’s a juggling act on occasions, but one that digitisation of data can help us manage effectively with seamless security systems operating in the background.

#### **4. How will this strategy be delivered amongst others within the Councils’ Strategic Framework?**

---

4.1 The establishment of the Digital Programme Office was agreed by Cabinet and set up in April 2017. The business plan is directly aligned to the delivery of the Digital Strategy and in particular the 7 key themes described in part 3. There are a number of other strategies with a digital theme threaded through them, and Monmouthshire’s Strategic Framework has a suite of strategies linked together under a single umbrella. The following shows how the overall strategy suite links and works together.

- i. The vision and priorities for the council is set out in the **Corporate Plan**. The Digital Strategy is a supporting and enabling strategy that underpins the themes of the Corporate Plan in the following areas –



- a. *Education and skills* – The Digital Strategy will ensure the digital and technology offered in our schools is future ready, and can assist with teaching and learning as well as equip our young people with the skills required for the future jobs market
  - b. *Social care and health* - Automating our administration will free our colleagues to do their professional and ‘emotional intelligence’ work that machines can’t do. Digital products can also help vulnerable people access services and enable them to live safely in their own homes, with wearable technology and SMART devices at the forefront.
  - c. *Enterprise and Job Creation* – The speed of technology change means some of tomorrow’s jobs haven’t been invented yet. We can prepare young people to thrive and expand in a digital world by equipping our schools with technology rich capabilities allowing them to make the most of their natural curiosity and innovation to grow and learn. We can also ensure our employees and the community are equipped with the digital tools and skills to thrive in a digital commercial world
  - d. *Rural Communities* – We can equip our workforce with the tools, skills and knowledge to access real time information to do their jobs effectively whilst out in the community
  - e. *Locally accessible services* – We can enable people to self-serve information and services from within the community rather than expecting them to come to us.
- ii. It is critical that we get more for less in the current economic climate, and digitisation plays a major part in reducing demand by automating transactional services and providing the right information to the right person at the right time. Digital technologies can replace manual drudgery and free people to do the rewarding ‘human’ work. There is no doubt that this will require investment, but the financial and efficiency rewards arising from this investment will far exceed the up-front funding. The pipeline of digital projects will be prioritised to maximise the financial and efficiency benefits using data and evidence in properly costed business cases. These investments will feed into the **Medium Term Financial Plan** with a reduction in ongoing revenue and capital resources.
- iii. The digital strategy has less to do with equipment and technology than it does with shifting the cultural norm away from thinking we know best about our customer’s needs, and towards enabling customers to let us know how they want to interact with us and what they need from us. This in turn reduces the culture of dependency on public services and towards self-help. It’s key to sustainable services. The success of this strategy relies as much on human behaviour as it does on the underpinning technologies. We know there is a critical link with the **People Strategy** in establishing a digitally capable and mature organisation with a customer-led approach to business delivery. The way we work will change with the introduction of new digital capabilities and our people need to be supported through this change, with digitisation becoming the norm for

service re-design and delivery. This will be a major cultural shift for the organisation which will need to be managed through simple performance management, training and coaching.

- iv. An essential part of equipping our workforce with the tools to do their job is providing a technology infrastructure across the MCC estate that lets them work in a flexible, nimble and agile way. We also need our schools to be technology enabled in order to deliver digital teaching and learning and digital competency standards for education. This is where the **Asset Management Strategy** links into the digital strategy, providing physical technology infrastructure across the MCC estate as well as 'soft' facilities such as excellent office accommodation and meeting space equipped with effective digital communications systems that will increase our commercial opportunities.
- v. Data and information are the lifeblood of the organisation, and the 3 elements of i) Information Governance, ii) Data Use and iii) Digital Data management are included in the **Information Strategy**. Digitising, categorising, verifying, tagging, storing and retrieving information and data is the first step towards opening up our data for use by the right person at the right time in the right place. Electronic Data Recording and Management Systems (EDRMS) will ensure we can interrogate, analyse and manage our data at the touch of a button to use for decision making, compliance and policy making. It will also enable our depersonalised data to be presented and used by anyone who needs it, turning off demand and informing our service users. Putting the digital underpinning in place will enable us to collect, analyse and understand our data insights, turning us into a true data-led organisation.
- vi. Digitisation doesn't happen in isolation. This isn't just about looking inwards, but about casting a wider net to the benefit of Monmouthshire's communities. The digital maturity and capacity within Monmouth shire's County Council is linked to the opportunities provided by the Cardiff Capital Region City Deal (CCRC), Smart Cities, 5G testbeds, Superfast Broadband and Smart Rural programmes in line with **Monmouthshire Business and Enterprise Strategy**. All of these initiatives will stimulate commercialisation and competition within the private sector whilst benefitting Monmouthshire's rural communities who currently are being left behind in 'not spot areas' resulting in digital deprivation and isolation.
- vii. Developing commercial activities will require us to invest in automation to enable us to compete in the commercial world. Our tourism and leisure facilities rely on digitisation to make it easy for people to access facilities in a culture that expects a digital experience, Wi-Fi and 24/7 services as the norm. There is also a need for digitised data to inform commercial decisions in a fast paced competitive market. We can add value to our buildings by equipping them with modern digital facilities in order to

reap the benefits of increased rental income as well as sales valuations. The **Commercialisation Strategy** has a direct link into this digital strategy.

- viii. An emerging strategy seeks to place social justice at the heart of the organisation. It builds a framework within which the community can develop its own capacity, networks and resilience. We can support the **Social Justice Strategy** using digital technologies to improve customer access and provide essential information via the web site to help communities with their decision making. We can also use technology to help vulnerable people access services online as well as assist them to live in their own homes using wearable technology and voice activated SMART devices to keep in touch.

## 4.2 How will this strategy be delivered in an external context?

---

4.2.1 This strategy also has external drivers globally, nationally and locally within Wales. In order to support the global drivers for sustainability and protecting the environment we need to reduce the use of fossil fuels through clean travel and working. We need to introduce digital technologies throughout our estate to reduce our environmental impact. This strategy also supports specific local strategies as follows:

4.2.2 The **Digital Wales Strategy** describes how Digital technologies and online services have changed how we live and play a big part in our lives. By ensuring that everyone in Wales has access to digital technologies, we are working to achieve a smarter, better connected society and economy.

This is not just about improving physical access to the internet. It is also about:

- ensuring everyone has the skills to use digital technology
- improving online public services
- providing faster internet connectivity
- improving mobile coverage

Monmouth shire's Digital Strategy aligns with this national strategy.

4.2.3 The **Digital Competence Framework** (DCF) is the first element of the new curriculum for Wales. Digital competence is the set of skills, knowledge and attitudes that enable the confident, creative and critical use of technologies and systems by our young people. It is essential for learners if they are to be informed, capable and have the potential to be successful in today's digital society. Monmouthshire's Digital strategy supports this framework with the recent technical investment in our schools which has enabled the right technical infrastructure for Wi-Fi, broadband capacity, equipment and a safe, secure systems architecture located within the SRS.

4.2.4 The Minimum Cyber Security Standards have been published and can be read [here](#) . This minimum standard is good practice, and MCC are working towards adopting these standards across the council, with our external security advisors, our partners and the SRS.

## 5. The Current Situation

---

5.1 We have had a digital strategy, iCounty for the last 4 years. In January 2017 a Digital Programme Office (DPO) was established with the core business to deliver iCounty by organising, simplifying and joining up our council services and information so that users can find and understand what they need, in whichever way suits them best. We want to improve the overall digital maturity of MCC, creating solid foundations for workforce digital competence and turning it into excellent digital customer service delivery. We want to ensure that our technology supports our digital vision whilst recognising that this plan isn't about delivering technology but about working in the new digital norm. We want people to be able to access services from our website, customer apps, email, voice or whatever technology comes next making us future ready to deliver in a digital world. We need to understand the purpose and functionality of our core corporate systems and platforms, and have service leads that understand the potential of the systems and will actively seek to improve processes and improve efficiency through the systems.

5.2 We have a DPO business plan that supports our vision in the 7 themes of the new digital strategy. Though our technology infrastructure provides a platform for digitisation, it is essentially separate from digitisation itself. Technology is the enabler to digitise business processes, whereas digitisation is something that involves people having the vision and mind set to identify opportunities for automation and self- service to free them up to do the brain work. We have already made inroads across the 7 themes in the DPO business plan, and have some further developments in the pipeline which are described below-

### i. **Building a digitally skilled and enabled workforce –**

With global digitisation becoming the new norm in people's personal and work lives there is a requirement for all of our employees to have a good level of digital literacy and competency for their everyday work duties. People use the internet and social networking as a matter of course in their daily lives, but often fear digitisation in the workplace. We aren't talking about competencies in the use of proprietary systems e.g. Word, Excel or Business Apps, but using the modern communications systems like Outlook, Skype, the Internet and social communications sites like Twitter and Facebook. Digitisation is revolutionising traditional working practices, and many of our employees will need to re-skill for different types of roles. We don't want them to be left behind, so digital skills and culture are absolutely critical to our business operations.

The DPO work closely with all teams across the council and through Digital Assessments, and have identified a variation in digital competencies between individuals and teams. We have put together specific training events via self-help learning, videos and e-learning as well as more formal training to plug this gap.

### **What have we done so far...?**

- Created a digital induction checklist for all new starters, which doubles up as a training document giving people the digital tools they need on their first day at work.
- Provided specific training induction for all Members in how to use their equipment as well as how to capture the potential of digital communications. Members have also received information on the benefits of using the 'My Monmouthshire' app to assist with the management of customer contacts in their wards.
- Created digital skills videos and online training for our core digital platforms and business tools such as O365, My Monmouthshire and SharePoint
- Created a digital champions network to be our eyes and ears on the ground in the business areas. We have skilled up all 88 of them to provide 'digital first aid' as well as prepare them for the introduction of new digital initiatives, existing business tools, problem resolution and escalation routes, changes in security requirements and basic digital inventory management.
- Identified digital skills gaps through the digital assessments, enabling our Training Unit and digital training resource to prepare new training events to plug the gaps
- Have provided help and guidance for significant number of colleagues on how to use everyday digital business tools e.g. Skype, email, SharePoint and 'My Monmouthshire'

### **What's next over the next 3 years?**

- We will help the service leads and systems administrators to understand the core systems and platforms they have responsibility for, and how they impact on internal customers as well as external ones. We will build their capacity to understand how the system works and what is possible, and will actively look to improve processes and capture efficiencies as a result.
- We will extend the digital checklist training for all existing employees as a mandatory requirement for digital skills and abilities
- We will provide specific 'training bites' where we have identified specific skills gap for individuals
- We will extend the number of Digital Champions to ensure all employees have a really good standard of digital literacy for their everyday work - We have a vision that every employee needs the same skills as a Digital Champion
- We will invest our e-learning and video capabilities to provide specific and targeted training to plug skills gaps

## ii. **Digital Customer Services –**

We recognize that engaging with our customers in their way, not ours, is key to success. Our customers expect to transact with us with the same ease they transact with banks or retailers. If we don't make it easy for them to deal with us we run the risk of creating an industry dedicated to serving customer 'failure demand'. We know that we can reap significant economic, and customer relation benefits from digitisation. We can also gather information to guide our service re-design offerings. New voice activated SMART devices like Alexa can enable people to interact with us without having to log on to a computer to get to us. The potential to smarten up the way we deal with customers is limitless and we need to capture this market.

We have internal customers too, using the core business apps for finance, payroll and electronic storage. Sometimes the focus is on transactional efficiency and we miss the effect of the intense frustration and inefficiency arising from apps that aren't intuitive, or are cumbersome to navigate and use.

### **What have we done?**

- We have assigned a member of the Digital Programme Office to be a Digital Customer Service specialist
- We have introduced the 'My Monmouthshire' app to manage our customer service contacts, using e-forms for end-to-end service requests that get back to the customer when we have completed the service. The use and benefits of this app have exceeded our expectations, and there is untapped potential still to come. Here are some stats for you –
  - We currently have over 30,000 users signed up to 'My Monmouthshire' out of a total population of 90,000

- 10,000 of these users are self-serving. That's 10,000 less people contacting the council by telephone or face to face.
- Over 3,000 residents have signed up for event notifications e.g. jobs
- We have end-to-end processes for Fly Tipping with turnaround falling from 30 days to 5 days.
- We have continued to generate income and manage the green garden waste via self-serve facilities – over 45% of customers have chosen this option
- Abandoned calls to the contact centre have dropped by a third
- Total calls to the contact centre have dropped by 20%
- We have gathered a significant amount of customer insights to inform our service delivery choices
- We have over 60 e-forms in the 'My Monmouthshire' suite, automating diverse services such as Council Tax, Benefits, Highways and Transport and Social Services
- We have procured a service to build a Chat Bot to automate some of the top FAQ's, starting with Waste and Highways

### **And what's happening over the next 3 years?**

- We will be further developing the Chat Bot and other voice activated SMART devices to automate responses to all our FAQ's
- We will extend the end-to-end capabilities across all customer facing services through the My Monmouthshire app, helping to automate back-office functions at the same time.
- We will enter into the voice activated customer support market
- We are providing more online payment options for council services via a 'basket of goods' within our new payment app.
- We will actively pursue new advancements in verification and security systems to reduce fraud and protect customer data
- We will work with our internal customers to understand where we can help automate their back-office functions through core corporate apps.

### **iii. Business Digital Capacity and Automation –**

The Council consists of a number of different services or 'businesses', with many of them being customer facing. We also have a number of support functions dealing with high volumes of routine transactions. All services have completed a digital assessment identifying their potential for digitisation of business processes and we are actively planning a pipeline of digital projects to do so. Over the last 5 years we have made big leaps in modernizing the way we work by introducing Agile Working and enabling our workforce to work in the community rather than fixed in a building. This has given us a solid platform to further improve our service delivery options using technology as enabler to automate our work and free employees to do their professional 'brain work'.

## What have we achieved?

- We have completed a digital assessment with all Heads Of Service and next line reports for 37 services, identifying their visions for the future in a digital world, opportunities for automation, gaps in digital skills and knowledge, the need for the right digital tools to get the job done and how they may use their data and evidence to inform service re-design options. All have a digital action plan aligned with their Business Plans
- We have built a 'systems architecture list' to identify opportunities for joining up databases and replacing old and outdated business systems
- We have used 'My Monmouthshire' to create business automation and take manual drudgery out of the system. Check out what we mean [here](#).
- We have worked with teams to identify the very best 'tools to do the job', with our outside workforce using tablets, handheld devices and web based apps
- We have automated routine admin processes within our intranet –The Hub - for management of equipment, phones, office stationery etc.
- We have enabled self-service and self-help tools, most notably by building the Digital Hub and People Services Hub where we have provided video help and guidance on how to use the tech tools and where to find policies and guidance
- We have introduced Skype meetings for Cabinet, enabling remote attendance for our councilors and helping people with work and caring commitments to still take an active part in debates.

## What's next over the next 3 years?

- We will continue to review and monitor the Digital Assessments to ensure continual digital improvement in the business
- We will extend Skype Meeting Broadcast with automated minute taking for all of our council meetings
- We will enable the public to attend our council meeting remotely
- We will extend business process automation and efficiency via the Office 365 suite of products, using:
  - Flow – saving email to a dedicated SharePoint site
  - Use of 'Planner' to manage our business projects e.g. with our operations department where they are collating projects
  - Use of Delve to help us find information across SharePoint sites that's pertinent to your own personal use profiles



- Sway for presenting information in an easy to see and use format
- We will actively pursue every opportunity to automate business processes, taking down costs and improving efficiency

#### **iv. Technology –**

‘Technology’ and ‘digital’ are not the same things. Technology relates to the underpinning mechanics, equipment and infrastructure that enables us to access the internet and all of the services it brings. Digital is the way we use underpinning technology to support the way we work and live. It essentially enables us to speed-up and automate the things we used to do manually, helps us to communicate using business and social media, and gives us access to a vast amount of online services and information. MCC has a partnership with 3 other Local Authorities and a Police Authority to provide our technology services called the Shared Resource Service (SRS), and we collaborate together to provide new integrated technology platforms and networks.

#### **What have we achieved to date?**

- We have partnered with 4 other Local Authorities to create a Shared Resource Service (SRS) providing our technology infrastructure and desktop service. This has enabled us to share a single technology infrastructure, increase resilience, apply common standards to equipment and applications and give us better procurement power.
- We have equipped our employees with the right ‘tools to do the job’ based on job roles and mobility rather than the size of their budgets or seniority in the organisation
- We have ‘remotely enabled’ all of our employees in order that they can work anywhere they need to deliver their service. All employees have the ability to Skype from a mobile device, can access business applications from anywhere, and login to workstation facilities at any MCC building. This has improved business continuity as none of our employees are tied to an office base.
- We have refreshed the infrastructure throughout all our schools, including a Wi-Fi upgrade, equipment refresh, broadband at 100mb (1gb in comprehensive schools) and moving all servers to the SRS for security and resilience
- We have tested and standardized on 3 mobile devices. Allocation of these devices is dependent upon the job role and the need to use all of the functionality as opposed to wanting a ‘new device’

#### **What next?**

- We will be further rolling out video conference facilities into all MCC office buildings, reducing the costs and wasted travel time for meetings, improving communications and improving business continuity
- We will be unifying our communications networks through the One Wales platform, realizing efficiency savings and making it possible to 'see' individuals in our partner organization as if they were in MCC
- We will be implementing the .gov.uk Wi-Fi access, meaning we can use any Wi-Fi services provided by any organization with a .gov.uk email address
- We will further rollout of mobile technology for our frontline operatives
- We will invest in an upgrade of the IT infrastructure and equipment in King Henry and Chepstow schools to move towards a standard consistent with the two new schools of Monmouth and Caldicot

#### **v. Data and evidence –**

We know that information is the lifeblood of the organisation, and we also have the added governance driver of GDPR relating to the management and security of our information. Good governance of our information will not only ensure its security and relevance but will also enable us to shape it to provide speedy, accurate, relevant and consistent data and evidence to inform our business decisions as well as open it up for anyone else to use freely and with confidence. In July last year we introduced a new Information Strategy and action plan and a more recent decision has been move towards the establishment of a Data Office to get maximum benefit from our information. We mustn't lose sight of the fact that we still keep paper records, and for business continuity and to support our remote working arrangements we will need to digitise them.

We can't provide good data and evidence if our information isn't stored and tagged in such a way that we can retrieve it and analyse it. Getting the basics of information management right will help us to capture the benefits of emerging voice activated technologies to provide information to our customers in a way that they expect in their daily digital lives. It requires a cultural shift that recognizes the value of information as a business and efficiency tool.

#### **What have we achieved so far?**

- We have implemented SharePoint as our Electronic Data Records Management System (EDRMS), building a number of Team Sites for sharing of information with team colleagues

- We have built an intranet upon SharePoint that integrates seamlessly with data stored on our network drives and within SharePoint itself. It hosts the People Hub, the Digital Hub and the Information Hub as well giving access to 'help' tools
- We have implemented an information strategy and action plan for the management of digital data
- We have collected customer insights from the My Monmouthshire App and will use this data to automate customer contact and also to inform service redesign options
- We have identified the location of information contained in applications, databases, spreadsheets, network drives, SharePoint and any other electronic storage device.

### **And what will we do next?**

- We will integrate, co-ordinate, organize and manage the disparate data-sets and data registers to better enable decision making and policy design
- We will implement SharePoint Online as the councils main Electronic Data Records Management System (EDRMS), replacing 'on premise' network drive storage and enable us to organize share and present our data externally
- We will collaborate with our SRS partners to strengthen our GIS service, enabling us to present and share our data in a much more useful format
- We will identify and prioritise the paper records that require digitisation first
- We will review and organize our digital data to ensure it is accurate, clean, and a 'single version of the truth' in order to present it in a useful format to whomever needs to use it
- We will refresh our suite of digital information policies
- We will surface the My Monmouthshire data to enable the organisation to make better service re-design choices.
- We will work within service areas to help them understand the importance of data, and how it can be collected, stored and managed in such a way that analysis and Business Intelligence can be found at the touch of a button.

### **vi. Digital Platforms and Standards –**

We recognize the value of having interoperable and connected digital platforms that seamlessly work together sharing information. It makes us more efficient and effective as a business. We have a number of legacy systems that are getting the job done but in a cumbersome way, and they require upgrading or replacement. We can't do everything at once so we are prioritising the upgrade

and renewal of our systems architecture based on efficiency benefits to both the business and the customer rather than on licence costs alone. We are also ensuring that we use 'future ready' applications that will encompass the emerging technologies of Machine Learning and Artificial Intelligence.

Some of our core corporate systems such as Payroll, HR and Finance are not there simply to churn through transactions for the convenience of the support service using them. They are there as a business tools for the whole organisation. We can waste money and precious time if we don't sweat every feature and module of the system to automate processes and simplify administration across our internal users. It's just as important to make them so simple for our customers to use that they will make them a channel of choice. We aren't there yet on both a cultural and practical level.

### **What have we have achieved?**

- We have adopted a 'cloud first' strategy with our partners in the SRS to reduce reliance on 'on premise' data storage
- The systems architecture is documented and shared with our SRS partners to identify common systems with associated contract renewal dates and costs. This will enable us to manage our systems architecture replacement in collaboration with or SRS partners
- We have jointly contracted with our SRS partners for our CRM solution, My Monmouthshire (My Council Services)
- We have adopted a set of Digital Principles that cover our approach to the development, integration, replacement of our platforms and applications.
- We have collaborated with our SRS partners on the provision of the web based CRM system 'My Council Services', sharing innovation and expertise
- Introduced O365 and Skype in accordance with the 'cloud first' strategy.

### **And what will we do next?**

- We will work with systems administrators and service leads to understand our core systems and platforms, how the system works and the modules we use (or don't use). We will actively look to improve processes and improve efficiencies and identify the potential of our systems to enable this to happen.

- We will clearly define a System Administrators role, responsibilities, expectations and accountability towards internal and external customers. People responsible for a core business system that spans the organisation will be guided to know what it is capable of, what the business needs from it and how improvements can be introduced. It is a continuous improvement of approach.
- We will 'sweat' every system to ensure it is being used to its fullest potential and reduce the number of 'workarounds' in place that circumvent our core systems, resulting in incomplete data.
- We will implement SharePoint Online with all of the benefits that will bring in server space along with added value products
- We will jointly contract with our SRS partners for the replacement of legacy systems with cloud based, modular inter-operable applications, prioritizing the Payroll/HR system and GIS apps
- We will seek to replace our reliance on 'on premise' storage at the SRS with web based and SAS (software as a Service) systems and storage

#### **vii. Protecting our Digital Assets and Security –**

There is a very real threat to the safety and security of our digital data and services through cyber-crime and accidental data loss, as well as through insecure storage of data. We have recognised this risk and mitigated against it in the Councils risk register.

#### **What have we achieved so far?**

- Set up an 'on-premise' EDRMS through SharePoint, with team sites and an intranet for our employees to share and store their information
- Re-drafted the information strategy and associated policies and guidelines
- Created an information and GDPR site on the Intranet for staff training and development as well as for policies and guidance to ensure compliance with legislation
- Commissioned a Digital Security Service to independently review and monitor the security arrangements within the SRS, and to provide advice and guidance to MCC on good practice arrangements.
- Introduced Multi factor Authentication for remote access to our business and information systems
- Ensured the SRS have appropriate security arrangements for the infrastructure and back-up arrangements for our data
- Implemented security polices, guidance and training

## What are we doing next?

- Moving to SharePoint online as our EDRMS to better manage and access our data and share it safely with the right person in the right place at the right time whilst working remotely
- Introducing enhanced security with Enterprise Mobility Licences for our very mobile workers, protecting our data from access by the wrong people whilst working in the community
- Providing mandatory cyber security and awareness training, with ongoing updates

## 6. Funding the Strategy

---

6.1 There is no doubt that implementing self-service and automation will result in business efficiency and economies, especially in transactional processes such as paying for, booking, finding information and reporting things. In fact, there is an expectation from our customers that these should be available 24/7 via the web using all manner of mobile and SMART devices. The underpinning technology is available to enable us to reap the economic benefits of reducing demand and speeding up transactional services.

6.2 MCC has made significant customer services advances in the last 18 months by investing in a web-based modular customer services app that enables us to automate many of the most frequently requested transactions, meaning that customers can use mobile devices to do business with us at a time and place that suits them. The supporting technology is not a 'digital magic wand' in itself, as there is a requirement for us to evaluate and change our supporting business processes, as well as to design and present the customer facing e-forms and information so simply that customers wouldn't want to interact with us in any other way. There is a significant need for support to make this happen, both in skills and expertise as well as project management support. There is a cost to this support expertise.

6.3 There is also a need to interface with our back-office business apps, many of them of which were built before the digital age kicked in and will need replacement with more web based modular apps that we can plug into or out of at speed as our service configuration changes. The older systems are funded in two ways, 1) with licence costs to operate the system and 2) by the physical servers that the systems sit on. We can't ignore the fact that many of the older systems use technology that's almost obsolete as well as being unable to 'talk' to our other systems meaning that we have to manually sort, collate and integrate data to make it useful.

- 6.4 So, implementing the strategy will require investment in several areas –
- a. In project and change management support to help our colleagues modernize and automate their business processes
  - b. In updating the supporting business systems architecture used by our colleagues and partners to make the very best of the efficiencies brought by new emerging technologies
  - c. In changing the technology model away from a capital model of physical, on-premise servers located in a data hall that need replacement, maintenance and support to annual revenue charges for Software as Service models which take the guess work out of supporting them.
  - d. In updating the supporting communications technology infrastructure and networks provided by the SRS
- 6.5 In order to make the very most of the return on investment in digital services we will require every project to have a business case detailing the investment cost of a-d above as well as the anticipated efficiency and real cash savings we can reap as a result. Projects will be supported and prioritized by the Digital Programme Board, with investments being funded either through revenue budget savings or through the ICT investment reserve by agreement of Cabinet.

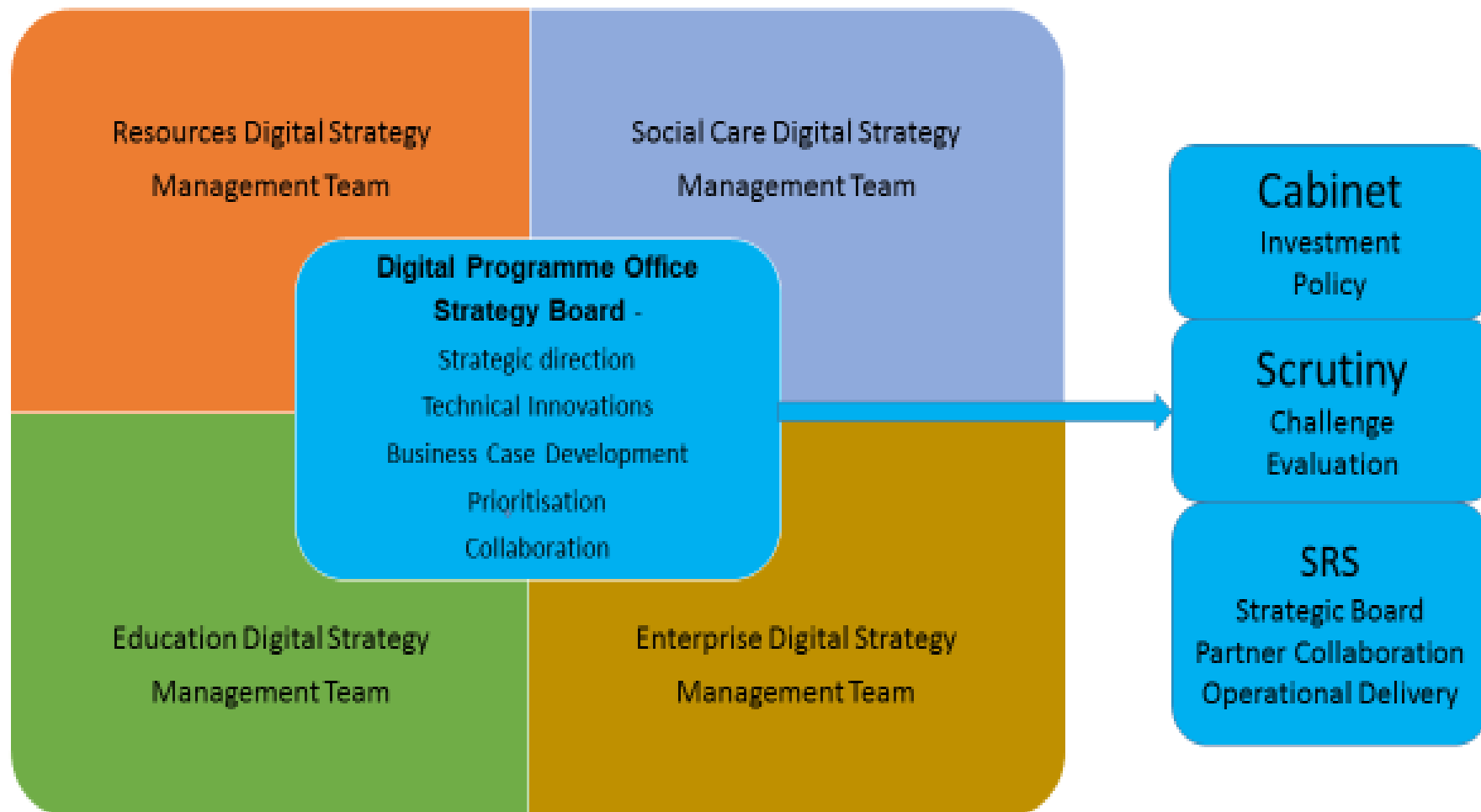
## 7. The Governance Arrangements

---

7.1 The Digital Programme Office is aligned to all of the key strategies. It is also aligned to the operational needs of our service area to enable them to reduce demand and support automation and self-service as well as to re-design service offerings. This is effected through the Directorate Digital Strategy Teams headed up by respective Chief Officers. This ensures that any investment in employee and financial resources is prioritised and targeted to get the maximum return on investment, not just within Directorates but across the whole council and into communities.

7.2 The Digital Programme Office manages a pipeline of digital projects which are prioritised by the DPO Strategy Board chaired by the Chief Executive and attended by the DPO and the Chief Officer Resources. The DPO feed into Cabinet and Scrutiny for investment, challenge and policy. Our Cabinet member is the chair of the SRS board alongside our Chief Executive, the Section 151 Officer sits on the SRS Finance Board and the Head of Digital sits on the SRS Operational Boards managing partner collaboration and operational delivery.





7.

## 8. The Performance Arrangements

---

8.1 The digital strategy describes our vision for a new mind set with digitisation becoming part of everyday work and life. Its main focus is putting the human into digital, with technology as an enabler rather than the other way around. Historically our performance has been measured through outputs e.g. the number of digital training courses provided, the number of apps we use, the annual revenue cost of our systems architecture, the number of laptops issued etc. Measures of this sort miss the point as they don't account for the cultural shift in mind set required from our workforce to operate in a digital world as a cultural norm.

8.2 For this reason we will measure our performance against this strategy based on a digital maturity model. Digital maturity assessments are being undertaken across the council, starting with Digital Leadership and progressing down to operational levels. The assessments are undertaken alongside the service teams who agree an action plan which can be used to measure their performance and growth through the digital maturity model.

8.3 The assessment will identify where each service sits on a number of fronts –

- Digital leadership and forward thinking
- Digital knowledge and skills
- Keeping and using our data resource
- Automation and self service
- Tools and Equipment

8.4 The assessment seeks to gain an understanding of the drivers for digitisation, through government policy, economic drivers and most importantly through the expectation and demands of our customers and stakeholders at any level. The service is expected to take ownership and responsibility for digitisation. They are the experts in their service and it's in their gift to drive their

own digital journey. The DPO are there to provide digital expertise and knowledge and assist with project planning and business case development. The service area will report their story and progress through their business plans.

## The Digital Maturity Model



## Action Plan

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
<p><b>Building a digitally skilled and enabled workforce.</b></p> <p>Incorporating digital capabilities into Job Descriptions for all employees</p> <p>Designing digital training programmes tailored to MCC specific skills gaps identified in digital assessments</p> <p>Incorporating digital checklists and skills into corporate induction</p> <p>We will help the service leads and systems administrators to understand the core systems and platforms they have responsibility for, and how they impact on internal customers as well as external ones. We will build their capacity to understand how the system works and what is possible, and will actively look to improve processes and capture efficiencies as a result.</p> <p>We will extend the digital checklist training for all existing employees as a mandatory requirement for digital skills and abilities</p> <p>We will provide specific ‘training bites’ where we have identified specific skills gap for</p>	<p>It will give our workforce the knowledge, skills and digital culture to design ‘Future Ready’ services that meet the expectations of a digital world.</p> <p>It will mean that our people can be digital catalysts to pass on their knowledge to friends, family and the community helping them to become more connected.</p> <p>It will enable our schools and teachers to provide digital teaching and learning facilities, helping our young people to build digital capabilities for the future work opportunities in a digital world.</p>	<p>Lifelong well-being.</p> <p>Thriving and well-connected county.</p> <p>Future - focussed Council.</p> <p>Corporate plan.</p> <p>People strategy.</p> <p>PSB wellbeing plan</p> <p>Provide young people with a good start in life</p>	<p>Increasing the digital maturity score for each service for digital knowledge and skills</p>	<p>Sian Hayward</p>

<p>individuals</p> <p>We will extend the number of Digital Champions to ensure all employees have a really good standard of digital literacy for their everyday work - We have a vision that every employee needs the same skills as a Digital Champion</p> <p>We will invest our e-learning and video capabilities to provide specific and targeted training to plug skills gaps</p>				
<p><b>Digital Customer Services</b></p> <p>Identifying through digital assessments through key customer facing processes for 'end to end' digitisation within the My Monmouthshire app.</p> <p>We will be further developing the Chat Bot and other voice activated SMART devices to automate responses to all our FAQ's</p> <p>We will extend the end-to-end capabilities across all customer facing services, utilizing the My Monmouthshire app</p> <p>We will enter into the voice activated customer support market</p> <p>We are providing more online payment options for council services via a 'basket of goods' within our new payment app.</p>	<p>It will enable our customers to transact with the council with the same ease that they transact with banks and retailers.</p> <p>It will enable us to automate self-service and routine transactions, reducing demand and saving money. It will also free up our employees to do the things that machines can't.</p> <p>It will enable us to gain valuable digital customer insights to inform future decision making.</p> <p>Our customers will be able to help themselves without having to transact with us during office hours.</p>	<p>Thriving and well-connected county.</p> <p>MTFP</p> <p>PSB Wellbeing plan</p> <p>Protect and enhance the resilience of our natural environment</p> <p>Future focussed council</p>	<p>Identifying financial savings related to digitisation.</p> <p>A reduction in customer contact and failure demand as measured by the contact centre and customer insights from My Monmouthshire.</p>	<p>Emma Jackson</p>

<p>We will actively pursue new advancements in verification and security systems to reduce fraud and protect customer data</p>				
<p><b>Business Digital Capacity and Automation</b></p> <p>Use digital assessments to identify areas where digitisation and automation will release service benefits.</p> <p>Working with service areas to identify the benefits of digitisation and support the development of business cases</p> <p>Work with service areas to develop action plans enabling automation and digitisation and releasing the economic and efficiency benefits.</p>	<p>Digitisation will give us the service insights and data/evidence to inform service re-design options.</p> <p>It will help us to scope and design the digital solutions we need to solve to residual business problems rather than be sold a digital solution to a problem we don't have.</p> <p>It will put the human touch into digital, finding ways to automate and deliver our business more effectively and economically through really good digital design incorporating artificial intelligence and machine learning.</p> <p>It will free up our employees to apply their professional judgement to non-routine business problems. It will free our people up to do the brain work and provide emotional responses that machines can't.</p> <p>We will be able to provide services without the need for our employees or customers to travel to an office base.</p> <p>Our carer's and operational employees will be able to work effectively in the community using digital apps to optimise route planning and access real time information.</p>	<p>MTFP</p> <p>Thriving and well connected county</p> <p>People strategy.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating against climate change</p>	<p>Monitoring the number of digital projects coming through the pipeline along with the ROI in financial and efficiency terms.</p>	<p>DPO officer responsible for the directorate support.</p>

<p><b>Digital platforms and standards</b></p> <p>Work with the SRS and partners to collaborate on the procurement of common interoperable digital platforms and standards, reducing costs, increasing efficiency and limiting support and maintenance commitments.</p> <p>Adopt a 'cloud first' principle, reducing the reliance on physical data halls and increasing the resilience of the application through SAS (software as a service)</p> <p>Ensuring that all applications are procured with the customer at the heart of the specification, and utilizing 'future ready' technologies of AI, Machine learning and emerging technologies of Block Chain.</p> <p>We will work with systems administrators and service leads to understand our core systems and platforms, how the system works and the modules we use (or don't use). We will actively look to improve processes and improve efficiencies and identify the potential of our systems to enable this to happen.</p> <p>We will clearly define a System Administrators role, responsibilities, expectations and accountability towards internal and external customers. People responsible for a core business system that spans the organisation will be guided to know what it is capable of, what the</p>	<p>It will equip our workforce with simple, effective and reliable 'tools to do the job' without having to worry about the underpinning security and networks sitting behind their smart devices.</p> <p>It will give us resilient and robust infrastructure and communications networks that are safe and secure from data loss and cyber-attack</p> <p>We will have interoperable standard platforms that people can plug into at speed and that require very little expertise to use, support and maintain.</p> <p>We will reduce the need for physical data halls that require technician support and maintenance, replacing them with cloud based SAS systems.</p> <p>Our workforce won't have to think about what underpins the technology any more than they think about what underpins the national grid.</p> <p>We will be able to 'sweat' our digital assets, making the most economical of them in preference to having a suite of discrete and non-integrated applications. In particular, we will use all of the added value products included in our Microsoft Enterprise agreement, making the most of this investment to improve business practices.</p> <p>We will be able to collaborate with other partners to release economies of scale, buying power and expertise.</p> <p>We will be able to maximize the engagement with our communities through simple and intuitive digital</p>	<p>People Strategy</p> <p>MTFP</p> <p>Thriving and well connected county</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating against climate change.</p>	<p>The number and quality of new applications and standards measured by realisation of the ROI from business cases</p>	<p>Sian Hayward</p>
--	---	---	--	---------------------

<p>business needs from it and how improvements can be introduced. It is a continuous improvement of approach.</p> <p>We will 'sweat' every system to ensure it is being used to its fullest potential and reduce the number of 'workarounds' in place that circumvent our core systems, resulting in incomplete data.</p> <p>We will implement SharePoint Online with all of the benefits that will bring in server space along with added value products</p> <p>We will jointly contract with our SRS partners for the replacement of legacy systems with cloud based, modular inter-operable applications, prioritizing the Payroll/HR system and GIS apps</p> <p>We will seek to replace our reliance on 'on premise' storage at the SRS with web based and SAS (software as a Service) systems and storage</p>	<p>products.</p>			
<p><b>Data and Evidence</b></p> <p>Developing a rigorous approach to data governance policies, ensuring that our data is correctly categorized, tagged, and stored with appropriate retention guidelines applied</p>	<p>It will give us reliable data and evidence to underpin business decisions and service re-configuration, ensuring we make the best use of our resources.</p> <p>We will comply with legislation and have accurate, reliable, usable, accessible data and records.</p>	<p>MTFP</p> <p>Thriving and well connected county</p>	<p>Percentage introduction of the EDRMS throughout service areas</p>	<p>Sian Hayward</p>



<p>We will integrate, co-ordinate, organize and manage the disparate data-sets and data registers to better enable decision making and policy design</p> <p>We will implement SharePoint Online as the councils main Electronic Data Records Management System (EDRMS), replacing 'on premise' network drive storage and enable us to organize share and present our data externally</p> <p>We will collaborate with our SRS partners to strengthen our GIS service, enabling us to present and share our data in a much more useful format</p> <p>We will identify and prioritise the paper records that require digitisation first</p> <p>We will review and organize our digital data to ensure it is accurate, clean, and a 'single version of the truth' in order to present it in a useful format to whomever needs to use it</p> <p>We will refresh our suite of digital information policies</p> <p>We will surface the My Monmouthshire data to enable the organisation to make better service re-design choices.</p> <p>We will work within service areas to help</p>	<p>It will enable us to safeguard and protect vulnerable people by sharing data with other government agencies such as health and police.</p> <p>We will be able to open up our de-personalised data to the world without having to manually manipulate and cleanse it first.</p>			
---	---	--	--	--

them understand the importance of data, and how it can be collected, stored and managed in such a way that analysis and Business Intelligence can be found at the touch of a button.				
--	--	--	--	--

## How we will Evaluate Progress

---

Performance Management is about ensuring a shared understanding of what needs to be achieved and the steps needed to make sure that it happens. This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

The Progress will be evaluated by –

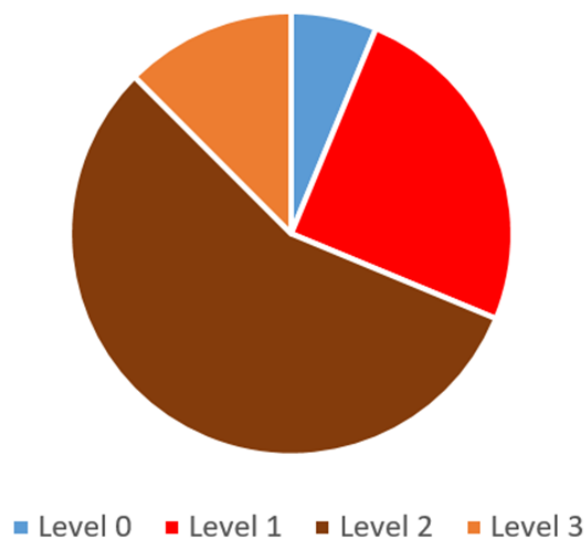
- Through the digital assessments and monitoring of the associated action plan progress
- Through the bi-monthly Directorate Digital Strategy Team meetings
- Through monthly progress meetings of the Digital Board
- Reported quarterly through the Business Plan
- Progress reporting and scrutiny of major corporate projects to the Economy and Development Select Committee

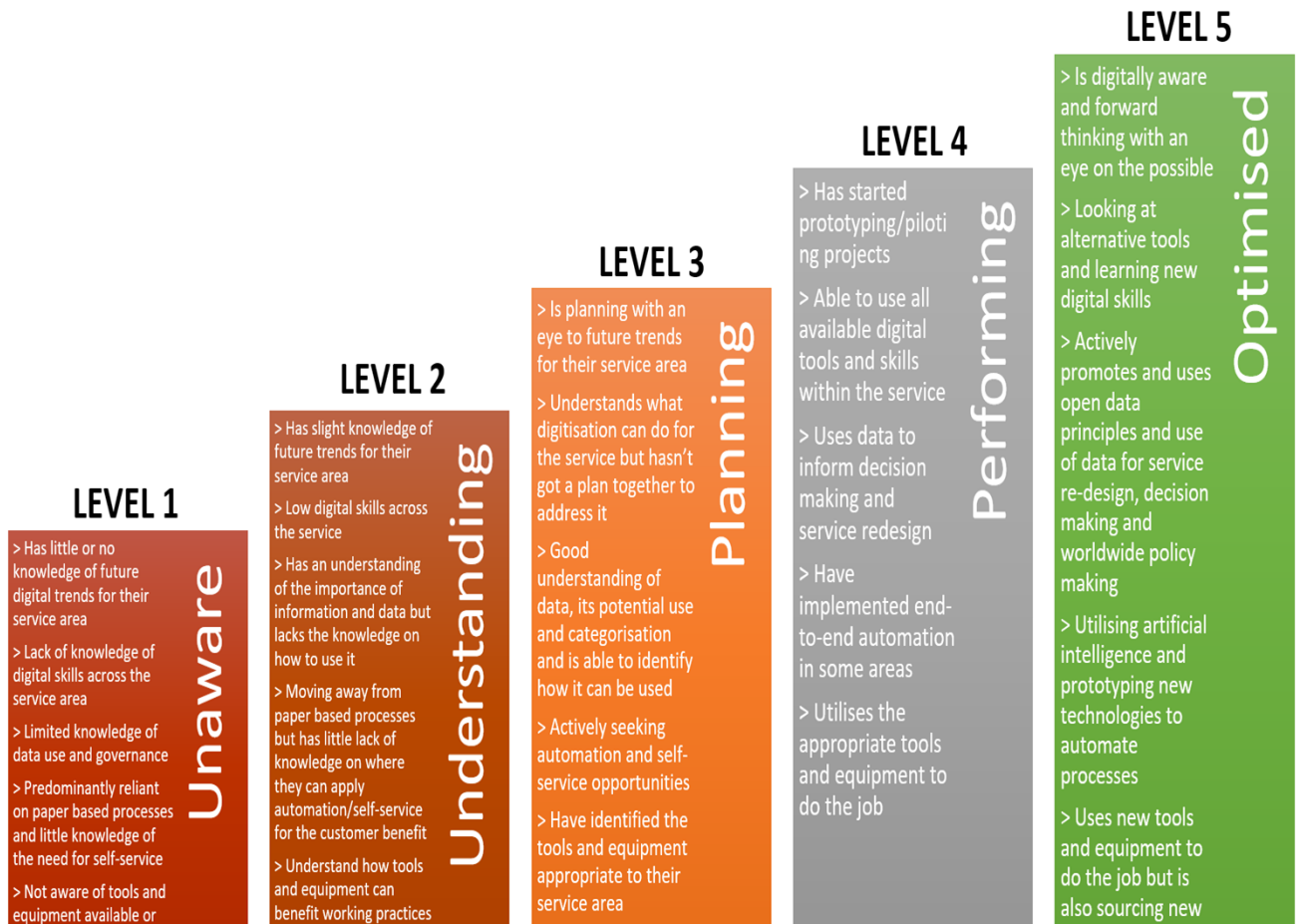
## Performance Indicators

Delivery of this strategy is via the Digital Business Plan which has the targets set out below. The pie chart shows the actual performance for 207/18

Indicator	Actual 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
<b>Overall Leadership Digital Assessment Levels (1-5)</b>	Level 2	2.5	3	3.5
<b>Digital vision and future thinking</b>	Level 2	2.5	3	3.5
<b>Digital Knowledge and Skills</b>	Level 2	2.5	3	3.5
<b>Information and Data</b>	Level 2	2.5	3	3.5
<b>Automation</b>	Level 2	2.5	3	3.5
<b>Digital Tools</b>	Level 2	2.5	3	3.5

Overall Score





## Risks

Corporate governance sets out, co-ordinates and aligns the organisational processes and frameworks that will need to come together to deliver this plan at a whole-council level. There will be risks attached to this and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan and mitigating actions have been identified:

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Imp-act	Risk Level		Year	Likelihood	Imp-act	Risk Level
<b>That we are unable to deliver at a speed to enable major service redesign in time to achieve budget and efficiency gains.</b>	Digital Assessments have identified a pipeline of work for automation and the need for new integrated platforms and applications. The volume of work has impacted on the ability of the DPO and the SRS to respond within its current resource and funding packages.	18/19	Likely	Major	Medium	That we use data and evidence to evaluate the business needs, enabling SLT SMT to focus on the most important and cost effective solutions first.  Assist service areas to identify business benefits and build business cases for investment using good data and evidence to support the business case and realise a return on investment.	18/19	Possible	Major	Medium
		19/20					19/20			
		20/21					20/21			
<b>That services are not able to identify areas for digitisation and automation and hence reap the business benefits.</b>	There is evidence through Digital Assessments that services are not actively evaluating their existing processes to find opportunities to reap the benefits of digitisation. There is also evidence that there is	18/19	Likely	Low	Low		18/19			
		19/20					19/20			
		20/21					20/21			

	a lack of overall digital vision and leadership.									
<b>That we are not able to find the capacity and expertise to implement the EDRMS in time to realise the business benefits of good data to support service redesign and policy making.</b>	The current network drive storage is basic and doesn't include the features to automatically categorise and tag data with retention guidelines. The network drives need a considerable amount of manual sorting and management meaning that our data can be duplicated with several versions of 'the truth'. The accuracy of the data is in doubt and it is not easily turned into useful data for decision making.	18/19 19/20 20/21	likely	Major	Major	Develop a business case for investment in the project management skills to implement and administer the EDRMS across the council.	18/19 19/20 20/21	Possible	Major	L

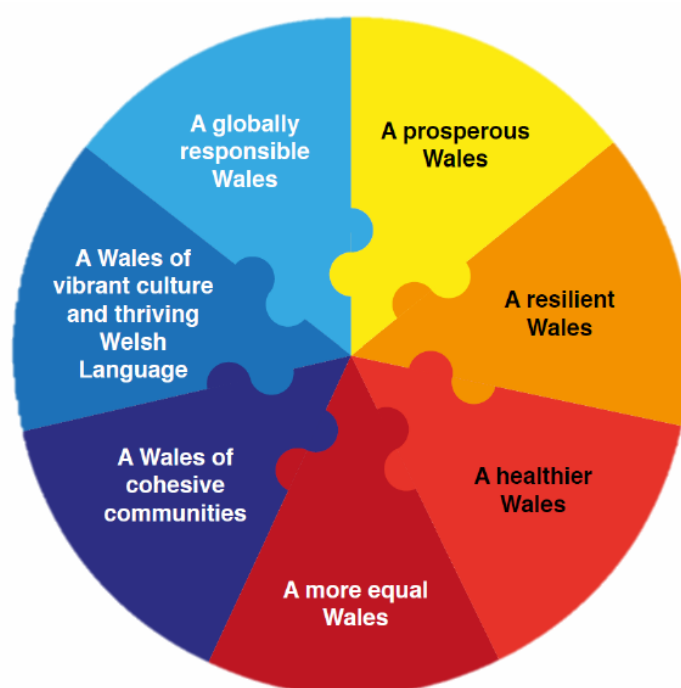
## Appendix - National Policy Context

---

Put some of the national standards in here i.e. the Digital standards, the WG digital strategy.

### The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan.



The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below,

In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision-making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and considering their views.
- Working in collaboration with others.
- Putting resources into preventing problems

All the current decisions made by the council and its cabinet are assessed using a Future Generations Evaluation which ensures equality and sustainable development are considered fully in the decisions we take. The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

All of the 7 segments of the Wellbeing of Future Generations Act are covered by this digital strategy. We are committed to using digitisation to reduce the impact on the environment, to enable our communities to be connected, to prosper in a digital world through digitised access to services and information, to improve digital skills and abilities in order to connect and use sustainable services.

We also have national policies and strategies in the Digital World as follows;

Local Government digital standards <https://localgov.digital/service-standard>

UK Government digital strategy <https://www.gov.uk/government/publications/uk-digital-strategy>

Wales Digital Strategy <https://gov.wales/topics/science-and-technology/digital/?lang=en>

Education Digital competence standards <http://learning.gov.wales/resources/browse-all/digital-competence-framework/?lang=en>



## Appendix – Local Policy context

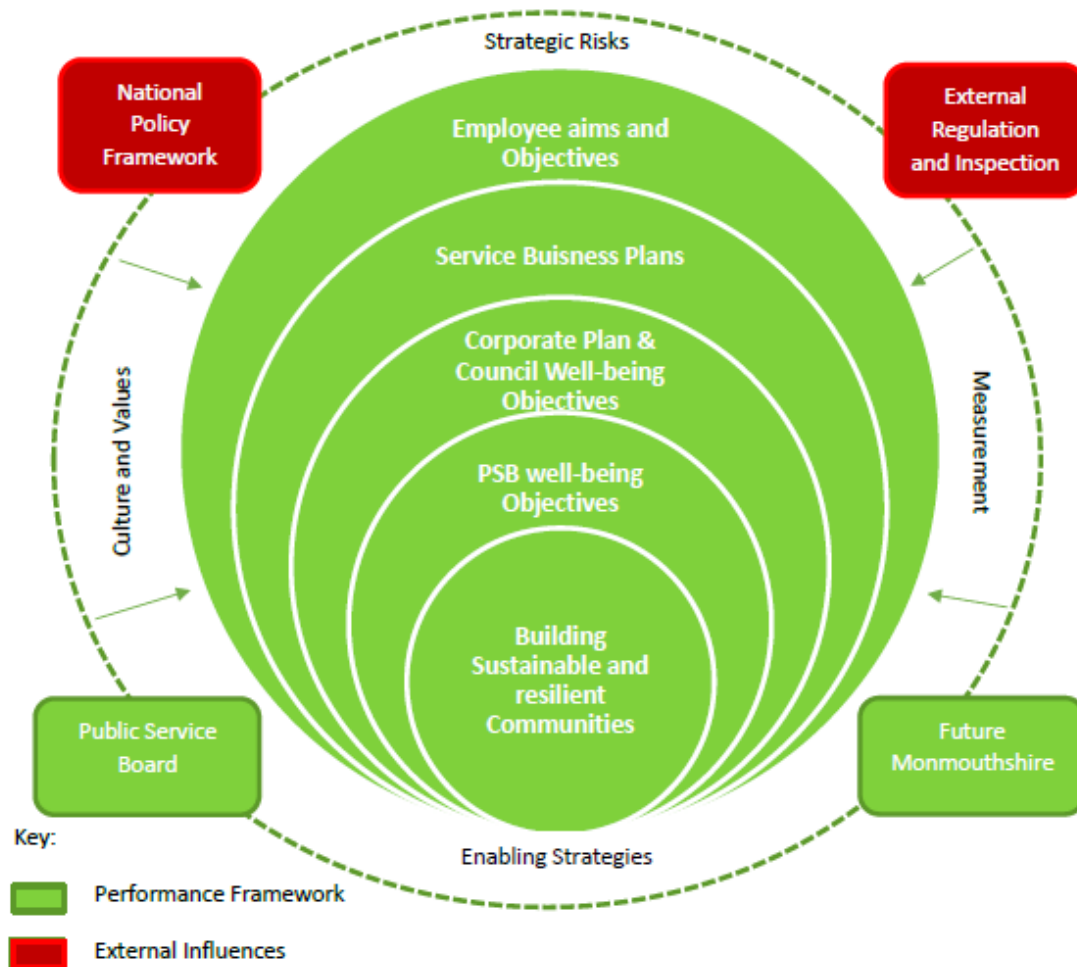
---

Our Improvement Framework is supported by a range of plans as part of our Policy Framework” that guide our actions to improve services.

### **Performance Management Framework**

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council’s own well-being objectives are set by councilors based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
<b>Vision</b>	<p>The Public Service Board Well-Being Plan</p> <p>The Public Service Board will produce a local well-being plan in 2018</p>	
<b>Plan</b>	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
<b>Strategy</b>	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face &amp; how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>

	<p><b>Local Development Plan</b></p> <p>Our proposals and policies for future development and use of land</p>	<p><b>Economy and Enterprise Strategy</b></p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
	<p><b>Social Justice</b></p> <p>Our commitment as a Council to Social Justice setting out our purpose, our intentions and activities</p>	
<b>Delivery</b>	<p><b>Service business plans</b></p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p><b>Employee Aims and Objectives</b></p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
<b>Evaluation &amp; Risks</b>	<p><b>Evaluation</b></p> <p>Evaluates performance, plans &amp; metrics to monitor performance.</p>	<p><b>Strategic Risk Assessment</b></p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>