CYNGOR SIR CEREDIGION COUNTY COUNCIL

Report to: Corporate Resources & Scrutiny Committee

Date of meeting: 12/03/24

Title: **Digital Strategy**

Purpose of the report: **To introduce new Digital Strategy 2024-2030**

Reason Scrutiny have requested the information:
To review new strategy

Background
The Customer Contact, ICT and Digital service have developed a new digital strategy following the expiry of the 2018 ICT and Digital Strategy.

As part of the process of preparing this strategy we have carried out discussions across the authority, a Digital maturity workshop supported by WLGA and a Data Driven organisation carried out by a consultancy and Wales Audit have carried out an audit into our Digital Strategy thinking which has helped shape requirements. We have also taken into account core strategies across Wales.

The strategy is long term and looks to deliver three bi-annual digital plans which can deliver the strategic outcomes outlined withing the strategy.

The strategy seeks to deliver a "Digitally Confident Ceredigion a county which is confident to develop, innovate and deliver digital services in partnership with our communities. Communities which are connected, engaged and ready to benefit from them".
The strategy aims to deliver these outcomes under three strategic pillars:

1. Digital Organisation
2. Digital Residents
3. Digital Communities

The strategy is designed to support the national digital missions and to support Ceredigion to deliver on our 4 corporate objectives.

- Boosting the economy, supporting businesses, and enabling employment
- Creating caring and healthy communities
- Providing the best start in life and enabling learning at all ages
- Creating sustainable, green, and well-connected communities

The strategy will see digital embedded across all services and strategies to ensure we can provide innovative and efficient services for all. We will deliver the following aims:

- Develop a digitally skilled, confident workforce with the capacity and skills to adapt and innovate.
- Support the community to be digitally confident, able to access and benefit from digital services.
- Support delivery of digital connectivity improvements for the whole county.
- Provide the council and its partners with sustainable, resilient, and secure ICT services.
- Support the development and delivery of a socially prescribed model which creates caring and innovative communities.
- Support the delivery of Technology Enable Care solutions which enable independence.
- Develop Digital leadership skills across the workforce.
- Provide our staff with the tools and systems to work efficiently and effectively.
- Deliver digitally mature services which reduce bureaucracy, improve efficiency to deliver real financial benefits.
- Deliver digital solutions which support the delivery of Net Zero.
- Work to ensure security and resilience underpins all we do.
- Make better use of data to support decisions and become a data driven organisation.
- Provide citizens with 24/7 access to services via a My Account and online services.

Wellbeing of Future Generations:
Has an Integrated Impact Assessment been completed? If, not, please state why.
Yes

Summary of Integrated Impact Assessment:

Long term: The strategy will deliver digital improvements across all areas of Ceredigion over the long term and is planned over the next 6 years.

Collaboration: The strategy looks to deliver service improvement with the collaboration of all services, key partners and clearly outlines the expectations of citizen involvement too.

Involvement: Public consultation will be undertaken and citizen involvement in developments sought.

Prevention: The aim of the strategy is to support improved service delivery across the organisation and to offer better more efficient services long term.

Integration: Through implementation of the strategy and the biannual strategic plans all services, and partners will be involved in delivering integrated solutions.

Recommendation(s):
- To recommend the approval of the Digital Strategy 2024 -2030 by Cabinet
- To recommend the strategy for public consultation.

Reasons for decision:
INSERT TEXT

Contact Name: Alan Morris

Designation: Corporate Lead Officer – Customer Contact, ICT and Digital

Date of Report: 12/03/2024

Acronyms:
ICT – Information Communications and Technology

![Cyngor Sir CEREDIGION County Council]

Digital Strategy
2024-2030

"A digitally confident Ceredigion"

DYSGU PERTHYN LLWYDDO BYW
LEARN BELONG SUCCEED LIVE

Document control

Version History

Alan Morris	First Draft	26/10/2023
Alan Morris	Redraft following feedback	10/01/2024
Alan Morris	Final draft	23/02/2024

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Foreword

Mae Ceredigion bob amser yn darparu gwasanaethau gydag ethos gynhwysol. Mae'r strategaeth newydd hon yn canolbwyntio ar gyflwyno datblygiad digidol cynaliadwy, hirdymor ar draws yr holl wasanaethau. Bydd yn annog arweinyddiaeth ddigidol ac yn galluogi'r cyngor i barhau i ddarparu gwasanaethau rhagorol i bobl Ceredigion."

Ceredigion consistently provides services with an inclusive ethos. This new strategy focuses on delivering sustainable, long-term digital development across all services. It will encourage digital leadership and enable the council to continue to provide excellent services to the people of Ceredigion."

Councillor Catrin M S Davies, Ceredigion County Council Cabinet Member responsible for Customer Contact, ICT and Digital

Councillor Catrin M S Davies

The National Agenda and External Drivers

This strategy has been developed with wide range of external and internal influences. We have carried out analysis of our strengths and weaknesses, external reviews and investigated our maturity in data and digital technology. We have considered national and local strategies and polled the opinions and advice of partner organisations.

We have learnt from the guidance and discovery work from organisations such as SOCITM, WLGA, GDS and CDPS amongst others, but we must also accept the difficult financial challenges and limited resources available to deliver change.

We will seek formal feedback though public consultation to help ensure we are considering the whole community needs.

The Growing Mid Wales Board's vision for Mid Wales is to become:

'An enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity, and more productive jobs supporting prosperous and bilingual communities.

Key driving policies which have influenced this strategy include:

- Ceredigion Council Strategy 2022-2027
- Welsh Digital Strategy and the 6 Missions
    - digital services
    - digital inclusion
    - digital skills
    - digital economy
    - digital connectivity
    - data and collaboration
- Wellbeing and Future Generations
- The Government Digital Service (GDS)
- TEC Strategy
- Hywel Dda Digital Strategy

"A digitally confident Ceredigion"

Our vision sees a county which is confident to develop, innovate and deliver digital services in partnership with our communities, who are connected, engaged and ready to benefit from them.

Our strategy is designed to deliver this vision statement and to support the national digital missions and to support Ceredigion to deliver on our 4 corporate objectives.

- Boosting the economy, supporting businesses, and enabling employment
- Creating caring and healthy communities
- Providing the best start in life and enabling learning at all ages
- Creating sustainable, green, and well-connected communities

Our vision will see digital embedded across all services and strategies to ensure we can provide innovative and efficient services for all. We will deliver the following aims:

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- Support the development and delivery of a socially prescribed model which creates caring and innovative communities.
- Support the delivery of Technology Enable Care solutions which enable independence.
- Develop Digital leadership skills across the workforce.
- Provide our staff with the tools and systems to work efficiently and effectively.
- Deliver digitally mature services which reduce bureaucracy, improve efficiency to deliver real financial benefits.
- Deliver digital solutions which support the delivery of Net Zero.
- Work to ensure security and resilience underpins all we do.
- Make better use of data to support decisions and become a data driven organisation.
- Provide citizens with 24/7 access to services via a My Account and online services.

Strategy construction

To offer long term strategy in the IT & digital field can be a difficult challenge, the speed of development and new opportunities mean we need to be reactive and flexible to change. Our strategy must consider future needs and meet the sustainable development principles and the five ways of working.

To achieve this, we have built a long-term strategy based on pillars and principles supported with bi-annual plans and a review process to reflect and develop ongoing plans within the timeframe of the strategy.

It is vital in a fast-moving landscape such as digital that we embed review processes to ensure the organisation can adjust to embrace new trends and technologies as they come to market.

For this strategy we are considering a long-term view of 6 years but will underpin this with the first 2 years of plans to support delivery of the aims.

STRATEGY 2024 -2030

Years 1&2 → Years 3 & 4 → Years 5 & 6

Bi-annual review process and report

Our Strategic pillars

We have broken our strategy into 3 core pillars, outlining priority areas to support.

Digital Organisation
- Our organisation will embrace digital. We will confidently develop, use and support digital projects. We will work with stakeholders to seek continous improvement and delivery of sustainable, secure and efficient processes and systems.

Digital Residents
- Our citizens should be connected to modern, simple and efficient digital services which they feel confident to use. Citizens with special requirements or without the access or skills should not be excluded.

Digital Communities
- Our services will support and enhance smart digital communities to support and benefit all ages to to be resilient and independent. Systems and data should feed in quality data to improve service deliviery and citizen focused services.
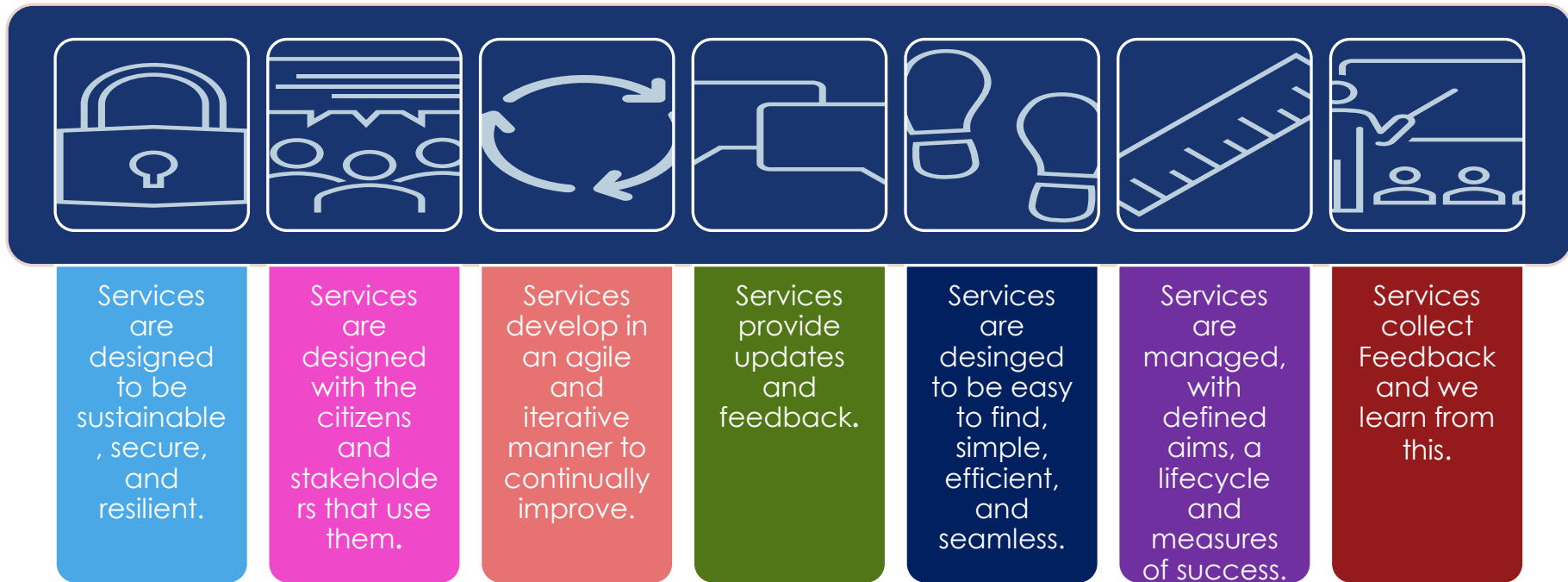
We deliver Services.

A service is something that helps someone do something.

As a council most of our work is delivering services to citizens and we must ensure these develop with the needs of the community and the technology of the time. Continual service improvement is essential if we are to take advantage of digital technologies to improve performance and deliver more efficient services to citizens. Improving the digital confidence of staff is essential so that they can improve process design and efficiency within their own teams.

When developing digital services and solutions, we will ensure they are designed around these seven principles.

| Services are designed to be sustainable, secure, and resilient. | Services are designed with the citizens and stakeholders that use them. | Services develop in an agile and iterative manner to continually improve. | Services provide updates and feedback. | Services are desinged to be easy to find, simple, efficient, and seamless. | Services are managed, with defined aims, a lifecycle and measures of success. | Services collect Feedback and we learn from this. |

Digital Organisation

How does Ceredigion become a more confident digital organisation? An organisation able to lead and deliver digital projects and better support the citizens and communities of Ceredigion and Mid Wales.

Through research and engagement with stakeholders we have identified the following strategic outcomes to deliver.

Strategy Outcomes	How do we measure progress?
Staff Development and Structure We need trained and digitally skilled staff to design and maintain digital services.	
• Staff have confidence in their skills and use of technology. • Increased number of dedicated digital roles support digital project delivery and ensure projects are managed effectively. • Workforce resources are adjusted to ensure technology can be embraced to support a productive workforce. • Organisational barriers do not create siloed services and instead support the "Team Ceredigion" ethos. • Services are designed around the user and consider user feedback.	• Digital Confidence survey • Digital Staff training events attended. • Feedback from Events • Training Budget • Digital maturity of services • Digital Skills audit
ICT Foundations Maintain and develop ICT foundations to support digital delivery	
• ICT systems and infrastructure are reviewed and monitored to ensure it remains appropriate for demand. • Computer hardware has a managed refresh programme to ensure all staff have the right tools to do the job. • Systems are fit for purpose to allow staff to work digitally with efficiency. • Opportunities to converge technologies are sought to reduce duplication and streamline our technology estate. • Information and records are stored and managed securely and in line with information governance regulations.	• Service desk calls • Secure Score • Exposure score • User survey results

- Vulnerability management is proactive with software vulnerabilities managed and patched in line with industry standards.
- ICT services are resilient, reliable and have capacity to support a productive workforce.
- Servers and infrastructure are maintained, and the cloud is utilised pragmatically.
- ICT supports the digital agenda with clear planned developments.

Data Driven Organisation

Our organisation should develop a data driven culture, where decisions are based on strong data. Data should drive decision making, strategy and improve performance and satisfaction.

- Performance metrics are carefully set to drive performance and improvement. - Leadership sets expectations that decisions are anchored by data. - Data dashboard and analysis can be developed quickly and meet service needs. - Data Silos have been broken down to ensure data across the organisation can be used. - Key identifiers link most major systems so that core data can be trusted and data quality improved. - Data quality is managed and there are accurate records of data processing leading to improved data governance. - Our workforce has Power Bi Skills and can utilise Dashboards for all key business areas. - Data specialists can access defined, trusted data sets to support rapid development. - Open Data is routinely published for wider reuse and reduces FOI burden. - Data pipelines (automation) are created to maintain clear, timely and accurate core data sets for accurate analysis. - Procurement of new systems support open standards. Systems support secure API standards, hold key identifiers which will improve collaborative working and sharing of data.	- A data dashboard available for every service - Data quality indicators for every core system - Number of data sources defined and available as open data. - Number of defined core data fact - Range of data quality indicators - FOIs directed to open data. - Number of validated customer accounts - Number of validated accounts cross referenced to other accounts.

Digital Leadership and Skills

Digital leadership is about mastering technology, delivering change and being aware of possibilities.	
- Technical vision, strategy, oversight, and governance is delivered from the centre allowing leaders across services develop and deliver independently within those boundaries. - A Digital project board monitors and approves delivery of technical projects. - Leaders are confident in their role to deliver digital projects and innovate. - Leaders can demonstrate business analysis skills and have a holistic view of the organisation and have the opportunities and confidence to seek change. - Leaders have data skills which allow them to access analysis and make data informed decisions. - Leaders are product rather than project centric, focusing on long term development of products which evolve as technology does. - Leaders can design and implement strategies which are citizen focused. - Staffing structures and capacity support the digital agenda to improve services and outcomes. - Leaders understand and consider Service Design principles. - Leaders review processes and seek efficiency and continuous improvement. - Leaders use consistent high-quality communications and Social Media posts to improve communication with service users.	- FTE Staff with digital roles - Range of feedback - Newsletter registrations - Engagement registrations - Number of newsletters and social media posts - Project performance data - Digital embedded in strategies
Cyber Security and resilience Digital security is fundamental to the trust and reputation of an organisation and must be defended.	
The Cyber Assessment Framework(CAF) is being prepared as the default standard for Government. We will work with the Welsh and UK government to implement the CAF as the standard as it evolves to suit local government needs. - Security Event and Incident Management (SEIM) in place - Automated monitoring and remediation for simple events with reporting measures in place. - Playbooks are in place to support responses on expected events. - Improved security posture supporting current threat levels and reduced risk from non-state actors.	- CAF scoring - Core Policies and procedures in place and audited. - Microsoft Secure & Exposure scores - Security Operation Centre (SOC) measures

• Resilience planning and response measures are evidenced with robust processes and governance arrangements. • All suppliers & contracts routinely vetted to ensure resilience and ongoing security.	

Net Zero Support
Wales has committed to reaching net zero carbon emissions by 2050. The digital strategy will support our drive to Net Zero.

• Reduced Incoming and outgoing post through improved digital channels. • Reduced travelling through improved digital channels, communication, and hybrid meeting options. • Monitor and decrease energy use in the running of building, systems, data centres and equipment. • Reduce energy usage through Increased use of IOT, Data monitoring and analysis to detect issues and highlight usage.	• Incoming and Outgoing mail • Data centre energy use • Energy metrics & reporting • Milage Claims • Digital maturity of all services

Digital Service Maturity
Ceredigion offers citizens hundreds of different services, most of which have a digital option and need to be continually improved to meet expectations, reduce complexity, and improve efficiency.

• Service managers are clear over the services they offer and carry our digital maturity assessments to support a continued improvement plan. • Services users are consulted, and good service design principles are followed. • Selected Citizens attend Citizen workshops to help shape service delivery. • Feedback is collected from all services and analysed. • Digital leaders are aware of the design service work of GDS, WLGA Digital and CDPS. Leaders ensure consistency and plan to services standards. • Digital Staff training ensures core digital staff can undertake Accessibility. UX & CX design and consultation effectively. • Leaders discuss the ethical and data protection considerations as technology evolves and processes change.	• Service register • Digital Maturity Matrix • User Feedback scores • Number of Citizen workshops

Customer Contact

Search engines are the front door to most services, but our website will be the first stop for information, guidance whether delivered directly, via AI assistants or search engines.

- Citizens can access all services which are inclusive and bilingual.
- Increased number and quality of channels for customers to interact with us.
- Information and guidance content is designed for humans, search engines and AI tools to digest.
- Services are designed to suit the user, easy to find and easy understand.
- Identity is managed to ensure secure sharing of information and improved communication.
- Face to face customer service staff are available to support those digitally excluded or who need support to access digital services.
- Citizens can book an appointment to meet with service support staff online to discuss their issues and get support.

- Customer Complaints and compliments
- Enquiry Satisfaction
- Newsletter readership
- Social Media analytics
- Website Analytics
- My Account usage
- Face to Face metrics

Digital Resident

How do residents engage and collaborate with a digital organisation? How do we support the citizens of Ceredigion to access our services digitally?

Strategy Outcomes	Measures
Digital Self Service A secure personal portal should allow communication and access to backend services 24/7	
- My Account is iteratively developed, and the corporate website supports ongoing opportunities to self-support and interact with services 24/7 - Number of citizens interacting with the council via MyAccount increased. - Large number of useful services available via My Account (For example, Council Tax statement, apply for council tax reduction, join a library, or update foster care record, parental portal and more.) - Digital connectors support citizens to gain confidence accessing services online. - Libraries can support the public with basic digital queries. - Most council services have a mature digital service allowing self-service and electronic communications.	- My Account registered users % of Ceredigion Adults with a MyAccount - Number of enquires recorded via MyAccount. - Number of logins per Month
Channel Shift Most customer contacts are via Telephone and Email. We want citizens to use a variety of channels and will see an Increased range and split of communication via different channels.	
Additional channels including AI Chatbots will be explored as technology improves. - Chat channel on Website and MyAccount to allow easy access to support online. - Video call appointments for Customer service or contact with back-office staff can be booked and managed online. - Chatbot and AI tools to help signpost to digital resources and provide out of hours support are available. - New technology to improve customer interaction is investigated and assessed.	- Percentage of enquiries per channel - Customer satisfaction % of enquiries closed on first contact

• Reduced percentage of enquiries to telephone channel has given contact staff time back to support citizens in new ways.	

Newsletter and Engagement
Proactively keeping Citizens informed about new services, service changes and ways to support themselves is key to driving our corporate strategy forward.

• Citizens can sign up and receive regular newsletters and service updates. • Citizens are effectively encouraged to partake in local democracy and engagement opportunities. • Local democracy is strengthened through opportunities to attend committee meetings virtually, view streams of the meetings after the event, and to follow the democratic process. • There is a clear and consistent Digital Brand across all communications and social media which drives engagement. • The Council website is modern, engaging, accessible and promotes our corporate values and strategy.	• Newsletters delivered. • Social Media followers • Engagement Responses • Website Views and analysis

Citizen involvement in Design of services
All service should meet users' needs and be designed for them not our internal services.

Citizen involvement is essential when seeking to improve public services, expand community engagement, and increase the level of public confidence in local government. • Digital staff champion user focused design • User feedback is routinely collected and analysed. • Users are invited to Citizen workshops to help design new services. • Accessibility testing is standard practice with services. • The corporate website maintains compliance with latest web accessibility standards.	• User focus sessions and feedback • User feedback • Survey Responses

Electronic payments

Processing Cash digitally improves security and the speed and back-office processes for reconciliation

• All services designed to be cashless by default. • Increased direct debit payments. • Cheques are no longer accepted. • Cash payment options remain for those unable to pay via other methods.	• Cash income values • Cheque payment values • Direct Debit payment values

Digital Community

How does the community benefit from improved digital collaboration? How do we develop initiatives to better develop and support our wider community to be more resilient?

Strategy Outcomes	Measures
Supporting the wider community Connectivity underpins everything digital.	
We will support and collaborate with the Growing Mid Wales Growth Deal to: • Increased percentage of properties able to receive ultrafast / superfast broadband. • Increased coverage and usability of 4G and 5G mobile networks. • Increased coverage and greater use of IOT and Low power wide area networks (LPWAN) across the county. • Increased coverage from Public Wi-Fi	• % of Ceredigion properties with access to super-fast broadband • % of Ceredigion landmass with 4G or better coverage • GMW Digital targets
Support for businesses We aim to boost the economy in Ceredigion and need to support workstreams which develop Ceredigion for businesses and community groups.	
• Services to business are available via business functions on My Account. • My Account Business functions support integration with partners such as health, police, and other support agencies. • Business confidence in the use of digital technology is improved. • Business support is managed via dedicated CRM features which allow customer service staff to support businesses more effectively. • Businesses are involved in the redesign of business focused services to meet their needs and reduce bureaucracy. • The council has improved data and analysis to help support our business sector.	• Number of businesses registered with Clic. • Feedback from businesses on support services. • Analysis of business data • Number of My Account Business users • Analysis of survey responses

• Bi-Annual business digital survey to understand evolving business needs over the course of the strategy.	

Health and Social Care Record
Support services are improved when we know the clients record and history. This understanding speeds up process and supports better decision making.

Support the Through age Wellbeing strategy though ensuring: • Data quality across systems is measured and improved to allow the sharing of data across health and social care. • There is interoperability between systems, supporting API access to enable collaboration and better data analysis across all services. • Support for a Wales wide Health and Social care record is in place. • All social care involvements are tracked and monitored corporately and recorded in core systems to allow sharing.	• Percentage of Client records with matched NHS Number • Data Quality metrics • Percentage of CRM records matched with back-office systems.

Socially prescribed model
Non-medical factors are reported to account for 80% of health outcomes.

Addressing non-medical needs is increasingly recognised as important to support health and wellbeing and reduce burden on health and social care. • Digital tools are used to signpost citizens to support services. • Data analysis help identify early opportunities to support citizens. • Digital connectors support citizens to access services digitally. • Data analysis helps identify opportunities for micro business development and to improve support for service users.	• Number of citizens accessing signposted services

Technology Enabled Care (TEC)
Technology across the care sector can improve performance and support citizens to have a better quality of life and remain independent.

• Independent living centre showroom supports and assists the public with digital signposting TEC devices and solutions which can support citizens.	• Visitors and clients supported. • Number of Items sold and distributed to users.

• Telecare services in Ceredigion are fully 'digitally enabled' ahead of the 2025 deadline. • Trails with new technology are carried out routinely and where appropriate are show cased and / or distributed from TEC showroom. • Technology Enabled Care Services and Equipment deliver consistent business intelligence data to support measurable outcomes. • Business Intelligence tracks and improves citizen care outcomes.	• Feedback from service users and families • Data analysis from sensor and equipment data

Education
Continue build on and support the All-Wales Hwb Programme and ensure resilient and sustainable ICT provision across schools

Support all schools across the region through our ICT support and development SLA. • All SLA schools have a sustainable ICT Development Plan • Schools' connectivity capacity is suitable and supports ongoing digital learning needs. • The new curriculum is effectively supported with ICT and Digital resources and skills.	• Percentage of Development plans in place • Connectivity / Capacity figures

Digital Inclusion
Ensuring the public are not digitally excluded.

Citizens can be excluded from digital services for many reasons, reducing exclusion from digital services will be targeted with the following actions. • Increased range and quantity of ICT Equipment in libraries. • Increased coverage of free Wi-Fi in town and community centres. • Digital services meet accessibility standards. • Adult learning / community connector agents support those to increase digital confidence. • Library and customer contact staff can support citizens with basic digital tasks. • Development of Open Access Agreements • Processes improved to support faster delivery of new connectivity projects from Mobile Network Operators or connectivity providers. • Consideration of all service users are considered when developing services with Integrated Impact Assessments undertaken where appropriate.	• Town Wi-Fi Coverage • Wi-Fi connection counts • Accessibility score • Number of Open Access agreement Nodes in place. • Connectivity coverage metrics

Proposed Governance & Delivery

This Digital Strategy will be overseen by the New Ways of Working (NWOW) project board, which will include a "Digital Champion" from each of the 13 Service areas. The chair of the NWOW Project board, with the support of a project manager, will oversee the delivery of the strategy and ensure that progress against the strategy and underlying service delivery plans is reported to the Leadership Group and Corporate Performance Board.

The delivery of the strategy will require all services to continue to iterate and develop their service delivery as part of business as usual. Digital maturity of existing services will be developed over time, but all new services should be digitally mature from outset. All services will need to ensure staff are skilled and capable to support citizens and deliver modern, efficient, and joined up services with SMART measures.

Leadership group will be responsible for:

- Agreeing the strategy, prior to submitting for the Political approval and consultation.
- Agreeing the strategy action plan and ensuring a bounded portfolio for the term.
- Agreeing individual service digital plans.
- Ensuring all services have a Digital Champion in place.
- Monitor and challenge progress, ensuring corporate needs are being met.
- Agree and allocate adequate resources to ensure the strategy, and plans are delivered effectively.
- Agree and allocate funds from the earmarked digital reserve fund.

New Ways of Working project board will be responsible for:

- Prioritising projects held within biannual plans.
- Approving service delivery plans and submitting to Leadership group.
- Coordinate and progress/pause projects prioritising those with greatest impact/return and in accordance with the resources available.
- Ensuring that Service areas have the skills and the authority to deliver process and service improvements.
- Regularly review the Strategy delivery plan in line with the Council's requirements, changes in technology and value for money.
- Regularly review Service digital plans to ensure progress is in line with the Strategy and Council requirements.
- Monitor and drive progress, ensuring all required metrics are automatically collected and reported quarterly to Leadership Group and Corporate Performance Board.

- Coordination of bi-annual plans.

CLO for Customer Contact, ICT and Digital will be responsible for:

- Ensuring technical vision, strategy, consistency and oversight of digital products and projects.
- Collate and maintain Strategy Implementation plans agreed at New Ways of Working Board.
- Monitoring service maturity
- Ensuring the links to technical architecture and customer support wrap around for projects are appropriate.
- Working with services to capture and tailor plan requirements to align with strategic objectives.

CLO for Policy and Performance

- Ensuring progress reports and measures are reflected automatically in performance board and business plans.
- Ensure that leadership group can effectively monitor delivery progress.
- Support the scrutiny of progress through performance board.

Contribution to key strategies

Priority	Outcome	Ceredigion Strategy				Welsh Government Digital Strategy					5 Ways of Working				
		Boosting the economy	Caring and healthy communities	Providing the best start in life	Sustainable, green communities	Digital Services	Digital Inclusion	Digital Skills	The Digital Economy	Data and Collaboration	Long term	Prevention	Integration	Collaboration	Involvement
Digital Organisation	Staff development & structure	✓	✓			✓	✓	✓		✓	✓	✓		✓	
	ICT Foundations		✓	✓		✓			✓	✓	✓	✓	✓		
	Data driven organisation	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓	
	Digital Leadership and Skills		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
	Cyber Security and resilience			✓	✓	✓			✓	✓		✓	✓		
	Net Zero support		✓		✓	✓				✓	✓	✓			
	Digital service maturity		✓		✓	✓	✓		✓	✓	✓		✓	✓	✓
	Customer contact		✓			✓	✓			✓	✓	✓	✓		
Digital Resident	My account		✓		✓	✓			✓					✓	✓
	Channel shift		✓		✓	✓		✓			✓		✓	✓	✓
	Newsletter and engagement		✓		✓	✓									✓
	Involvement in design of services				✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
	Electronic payments	✓				✓			✓				✓		
Digital Community	Supporting the wider community	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	
	Support for businesses	✓			✓	✓			✓					✓	✓
	Health and social care Record		✓	✓		✓	✓			✓		✓	✓	✓	
	Socially Prescribed Model		✓		✓	✓	✓			✓	✓	✓		✓	✓
	Technology enabled care		✓		✓	✓				✓		✓	✓	✓	✓
	Education			✓		✓		✓	✓		✓	✓		✓	
	Digital inclusion	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	