Theme 1:   Infrastructure

Objective
To provide the Council with up to date and fit for purpose ICT Infrastructure

Project	Area of Activity	Lead Officer	Timescale	Comments
Automation	Robotics: Implement, with Arvato, a number of robotic interventions to underpin and automate specific administrative heavy HR processes.	Sheenagh Rees	Year 1	
Automation	Artificial Intelligence: Investigate the availability of AI to interface with the Council's unified communications systems and wider application base.	David Giles	Year 2	
Automation	Chat Bots: Investigate and source a Chat Bot facility to embed into the Council's website and Intranet Services.	David Giles	Year 1	Services that have indicated that they could benefit from this include Customer Contact, HR, Parking and the ICT Service Desk. However, it is likely that all customer facing services could benefit from such a facility.
Automation	Auto-minute taking at meetings such that a full record of the meeting is produced by transcribing exactly what was said automatically into a document without the need for manual interaction.	Sheenagh Rees	Year 2	

Project	Area of Activity	Lead Officer	Timescale	Comments
Automation	Wearables: Investigate how wearable solutions could integrate with the Council's Community Alarms Service.	David Giles	Year 1	To enable Contact Centre monitoring of at risk individuals in their own homes.
Office 365	Migrate MS Exchange Server to the Cloud	Ian John	Year 1	
Office 365	Create an Active Directory (AD) in the Cloud and link to the on-premise version	Ian John	Year 1	
Office 365	Develop a cloud version of our existing ICT SharePoint site and migrate the document base	Ian Vaughan	Year 1	
Office 365	Develop a strategy for staff migration to O365	David Giles	Year 1	
Office 365	Plan and migrate staff to O365	Ian John	Year 1	
Skype	Implement Skype for all desk based Council Employees	Ian John	Year 1	
Unified Comms	Integrate Voice based Communications with Skype to provide a Unified Comms solution for all desk based Council staff.	Ian John	Year 1	
Mobility	Utilise the Council's desktop replacement programme to facilitate mobile working	David Giles	Year 1 but on-going	
Cloud	Determine and Implement a pilot programme to evaluate the pros and cons of Cloud Based Storage and Processing	David Giles	Year 2	
Open Source	Evaluate current development strategies to determine where and when Open Source solutions can be adopted.	Kevin Williams	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
I.O.T.	Work with WG and other partners to investigate the possibility of creating a County Borough wide network capable of supporting IOT devices with the intention of making NPT a location for the development and testing of Business solutions.	Adil Pirmohamed	Year 1	
Connectivity	Continue to develop mobile connectivity solutions that are flexible to use but also meet the security demands of the Council and its partners.	Ian John	On-going	
Cyber Security	Work in partnership with WG and the wider Public Sector partners to achieve CE+ accreditation and ensure trust for partners and citizens in doing business with the Council.	Ian John	Year 1	
Blockchain	To investigate and monitor the benefits of introducing Blockchain technologies into NPT services and processes.	David Giles	Year 2	
Document Storage & Management	Develop a strategy for the future storage and management of the Council's document base.	David Giles	Year 2	
TPMS Technology Refresh.	**Service:-** End of Life for Oracle Forms in December 2020. Ongoing Re-write	Kevin Williams	Year 1	

Theme 2:   Digital Inclusion

Objective
To Support the Citizens of Neath Port Talbot in accessing On-line Services and helping them to stay safe while using the Internet

Project	Area of Activity	Lead Officer	Timescale	Comments
Connectivity	Affordability. To investigate whether or not affordability is an issue in accessing Broadband facilities within the home.	T.B.D.	Year 1	
Connectivity	Take-Up. Identify areas of the County Borough where take up of Broadband services is perceived as low and try to determine the reasons for this.	T.B.D.	Year 1	
Connectivity	Availability. Understand the Broadband services available free to citizens within the County Borough and produce a communication plan to support their use.	T.B.D.	Year 1	
Connectivity	Skills. Identify the opportunities across the County Borough for citizens to improve their digital skills and understanding.	T.B.D.		
PSB Priorities	Work with PSB partners to understand their work programmes and priorities with a view to putting together a cohesive view of shared opportunities	T.B.D.	Year 1	
Digital Charter	Help/influence the PSB organisations to embrace the Digital Inclusion Charter.	T.B.D.	Year 1	
Citizen Support	Help build capacity and capability within the 3rd Sector.	T.B.D.	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
Cyber Crime Prevention	Work through the Community Safety Partnership to deliver Cyber Crime Prevention Programmes.	Sian Morris	Year 1	
Workforce Digital Literacy	Develop digital leadership and literacy across the Council's workforce.	Sheenagh Rees/ Lynne Doyle	Year 1 and on-going	
Non-Council Provision	Third Sector: Ensure that grant aid to this sector facilitates digital support for those digitally excluded.	Caryn Furlow	On-going	
Non-Council Provision	Consider how the provision of free Wi-Fi connectivity across NPT might be mapped and their access requirements documented.	T.B.D.	Year 1 and ongoing	
SME's	Work with the Economic Development Section to determine how the Business Support Office could address Digital risks and opportunities.	Simon Brennan/Dave Giles	Year 2	

Theme 3: Data

Objective
To Understand, Rationalise and Better Use Council and Partner Data

Project	Area of Activity	Lead Officer	Timescale	Comments
Open Data	Develop a pilot project aimed at understanding the use and benefit of a data sciences approach to understanding service demand.	Steff Griffiths	Year 1	
Behaviour Change	Develop an awareness programme aimed at highlighting the different approaches that staff can utilise to change citizen behaviour.	Anita James	Year 1	
Understand Demand	Re-enforce the need to fully understand the citizen viewpoint prior to service redesign and highlight how data collection and analysis can support this.	Steff Griffiths	On-going	
Insight	As above.			
Proof of Concept	See Open Data above			
Pilots and Prototypes	Produce a proof of concept concerning the F1000D project.	Steff Griffiths	Year 1	
Understand Data Holdings	Produce and maintain a catalogue of all major data holdings within the Council with particular reference to GDPR principles concerning their collection and use.	Craig Griffiths/David Giles	Year 1 and On-going	
Citizen Account	Produce an options appraisal highlighting creation, possible content and usage.	David Giles and Kevin Williams	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
Data Management	Develop and communicate a strategy that can support staff in collecting, using, sharing and disposing of the Council's data assets in line with the Digital Strategies principles.	Craig Griffiths	Year 1	
Understand Service Use	Utilise the output(s) from the "Understanding Data Holdings" project above to determine what services utilise what data and for what outcomes. Build on this to determine how data can be collected, held and utilised in a more cost effective way.	David Giles	Year 1	
Data Exploitation	Set up a Data Science Team capability.	Dave Giles/ Steff Griffiths	Year 1	

Theme 4:   Channel Shift

Objective
To Encourage Staff and Citizens to utilise On-line Services when engaging with the Council and Each Other

Project	Area of Activity	Lead Officer	Timescale	Comments
Improving	Ensure that the Council's on-line services are continually revisited to make certain that they meet citizen need both in function and availability	David Giles and Kevin Williams	On-going	
Improving	Introduce automation into the Council's on-line services wherever possible to ensure a true end to end experience.	David Giles and Kevin Williams	On-going	Achieving this will also remove unnecessary staff time and allow true 24/7 access to Council Services.
Device Agnostic	Use Web analytics to map trends and develop accordingly.	Steff Griffiths	On-going	
Democratic Process	e-Petitions	Caryn Furlow	Year 2	
Democratic Process	Broadcast Meetings	Caryn Furlow	Year 2	
Democratic Process	Facebook 'Live'	Caryn Furlow	Year 2	
New Services	Create a self-service portal whereby citizens and businesses can access information to satisfy their requests under the FOI Act.	Craig Griffiths	Year 2	Managers to be encouraged to place regularly requested information within the portal which in turn will reduce requests and save staff time.
Internal	Identify internal Council processes that can be redesigned around Digital Principles; removing waste and providing real cash savings.	Transformation Group	Year 1 and ongoing	

Project	Area of Activity	Lead Officer	Timescale	Comments
Citizen Account	Use heat maps and web analytics to determine what our citizens are using/looking for and utilise to instruct the development.	Steff Griffiths	On-going	
Design Principles and System Standards	Use the Consultation Exercise undertaken for the Digital Strategy to help determine future policy.	David Giles	Year 1 and on-going	Ensure all online development has a clear plan to meet customer objectives.
Parking	Queries, Appeals and Payments. Develop a channel shift strategy based on a self-service model	Steve Cook	Year 1	Plan to move customer contact to self-service from F2F and telephony; thereby freeing staff to undertake more value work that generates income.
Management of Potholes	**Channel Shift/Top 10/Consultation**: Update existing system to allow electronic mapping and reporting of pothole by staff and public	Steve Owen	Year 1	
Green Waste Service	**Channel Shift/Top 10/Consultation:** Create system to allow online ordering and payment of Green Bags for garden waste	Andrew Lewis	Year 1	
Gully Data Recording System	**Channel Shift/Top 10/Consultation:** Create an electronic system for recording and maintaining Gullies	Steve Owen	Year 2	
Playground Inspection System	**Channel Shift/Top 10/Consultation:** Create an electronic system to capture weekly and quarterly Playground inspection data	Andrew Lewis	Year 2	
Memorial Safety Inspection System	**Channel Shift/Top 10/Consultation:** Create an electronic system to capture inspections within Council owned Cemeteries	Andrew Lewis	Year 2	

Project	Area of Activity	Lead Officer	Timescale	Comments
Trade Waste Online System	**Channel Shift/Top 10/Consultation:** Create an online system to allow access for customers to check their trade accounts and contract details.	Andrew Lewis	Year 2	Possibly covered through O365/Sharepoint solution
Vehicle Crossover Online System	**Channel Shift/Top 10/Consultation:** Create an online system to allow the public to request and pay for Vehicle Crossovers.	Steve Owen	Year 1	
Burial Plans	**Channel Shift/Top 10/Consultation:** Create online system for Cemetery Staff to access Burial Plans	Andrew Lewis	Year 1	
Planning System	**Channel Shift/Top 10/Consultation:** Upgrade the existing Planning system to allow online access to staff and public	Nicola Pearce	Year 1	
Street Cleansing Inspections	**Channel Shift/Top 10/Consultation:** Create an electronic system to capture inspections undertaken by Street Cleaning Teams	Andrew Lewis	Year 2	
Agile Working Project	**Service/Channel Shift:** Various O365 and Mobile Apps as per the Project Specification	Nicola Pearce	Year 1	
Geo Fleet Systems	**Channel Shift/Service/Top 10:** Additional functionality relating to self-service geofences, reporting and optimisation.	Dave Griffiths	Year 1	

Theme 5: Workforce

Objective
To Develop and Support the Workforce in thinking Digital First

Project	Area of Activity	Lead Officer	Timescale	Comments
Management of Change	Identify staff who may be affected by the service change at the earliest stage and support them with a package of skills training that will allow them to be redeployed.	Transformation Group	On-going	
Management of Change	Staff displacement could occur as part of the Digital Programme Implementation but Managers and Staff will work together to avoid the need for Compulsory Redundancy.	Transformation Group	On-going	
Agile Working	Develop the programme with a particular emphasis on "Who, Where and What".	Transformation Group	Year 1	
Policies	Review policies to support changing staff working practices and different service delivery methods.	Sheenagh Rees	Year 1	
Accommodation	Review requirements as working practices and service delivery change.	Simon Brennan	Year 1	
Leadership	Develop and deliver a Senior Management support programme in partnership with SOCITM.	Sheenagh Rees	Year 1	
Service Change	Support Managers and Staff in applying Digital Thinking principles in the redesign of their services.	Transformation Group	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
Skills & Training	Build the necessary competencies into staff JDs and PSs and support existing staff in obtaining these skills.	Sheenagh Rees and Lynne Doyle	Year 1 and on-going	
Performance Management	Examine existing performance management systems for relevancy in the Digital World. Develop processes that can evaluate the business benefit of any change.	Transformation Group	Year 1 and on-going	
Culture	Encourage digital thinking in all staff and use consistent and regular communication as a means of changing workforce culture.	Transformation Group	Year 1 and on-going	

Theme 6: Regeneration and City Deal

Objective
To support the implementation of the City Deal and Regeneration Programmes

Project	Area of Activity	Lead Officer	Timescale	Comments
Communities				
Visibility of Plans				
Engagement				
Projects	LORAWAN	Adil Pirmohamed	Year 1	
Projects HAPS	To support the development of the Home as Power Stations programme	Simon Brennan		
Projects CENGS	To support the development of the Centre of Excellence for Next Generation Services	Simon Brennan		
Projects SMART TOWNS	To work with Flexis in the development of the Smart Towns Programme	Simon Brennan		
Valley Strategy				

Theme 7: Education

Objective
To support all aspects of the Council's Education Service in implementing Digital First

Project	Area of Activity	Lead Officer	Timescale	Comments
WGov Drivers	Specific Grants	Aled Evans	On-going	Ensure that the Council and its Schools are well placed to bid for and utilise any specific grant funding aimed at improving classroom delivery of a digital curriculum.
WGov Drivers	Support schools in understanding their responsibilities in designing and delivering the Digital Competency Framework.	Chris Millis and Darren Long	Year 1	
WGov Drivers	Ensure that all schools within NPT have sufficient network connectivity and suitable devices to undertake Online Testing as prescribed by WG.	Andrew Thomas	Year 1	Grant funding from WG has been received to help facilitate closing any gaps in provision.
Learners				
Teachers				
Community Engagement				
Visibility of Plans				

Theme 8: Comms and Marketing

Objective

To Support the Council and its Services in implementing Digital First

Project	Area of Activity	Lead Officer	Timescale	Comments
Behaviour Change	Nudge Theory			
Behaviour Change	Shove Theory			
Promotion of Digital	Develop a Comms and Engagement Strategy for the whole programme.	Anita James and Sylvia Griffiths		

Theme 9: Internal Service Improvements

Objective: To implement and benefit from the introduction of digital principles into internal facing Council Processes

Project	Area of Activity	Lead Officer	Timescale	Comments
Parking	Digital Permits: allowing for the removal of paper copies and access to real time data for Enforcement Officers and clients alike.	Steve Cook	Year 1	
Council Tax, NNDR and Benefits	Introduce E-Billing	Huw Jones	Year 2	
Staff Portal	Introduce further facilities.	Sheenagh Rees	Year 1	
PowerApps	Develop a series of electronic forms for Environmental Health and Trading Standards Officers.	Kevin Williams	Year 1	These forms will facilitate true mobile working, allowing forms to be completed while at the relevant premises with a real time update to the FLARE system.
Occ. Health	Further develop and roll out of the "OUCH" system allowing managers to self–serve the referral of staff into the Occ. Health Service and the subsequent management of the process thereafter.	Sheenagh Rees	Year 1	
Health and Safety	A self-service portal (OARS) allowing managers to record Accidents and Incidents that have occurred within the workplace.	Sheenagh Rees	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
Home to School Transport	Creation of an application that utilises the text sending facility of .GOV Service to update school bus and taxi operators when individual schools are closed due to adverse weather. Further developments under consideration.	Peter Jackson/Andrew Thomas	Year 1	Use of this facility will drastically reduce the amount of staff time required to inform operators, saving on wasted journeys and unnecessary costs.
Online Payments	Replace existing facility with the new Capita API.	Kevin Williams	Year 1 and ongoing	Use of this new facility will enable a smoother transaction for the citizen whilst allowing the Council full design capability; something that can help meet our Welsh Language obligations.
Registrar Service	Introduce a facility to allow for the online purchase of certificates.	Sharon Thomas/Craig Griffiths	Year 1	
Citizen Contact	Investigate the feasibility of allowing self-service reporting for citizens using Facebook and/or Twitter.	Chris Cole	Year 2	
Gnoll Park Season Tickets	**Channel Shift/Top 10/Consultation:** Gnoll Park Season Tickets online provision for the public	Steve Cook	Year 1	
Van Permit (Powys) System	**Channel Shift/Top 10/Consultation:** Creation on an electronic link to Powys CC to enable NPT residents access to Lower Cwmtwrch HWRC	Andrew Lewis	Year 1	
Additions to current NPT Van Permit System	**Service/Channel Shift:** Addition to the current Van Permits system limiting the number of permits allowed per person to 12 per annum	Andrew Lewis	Year 1	

Project	Area of Activity	Lead Officer	Timescale	Comments
In-Cab Reporting/ Communication System	**Service/Channel Shift:** Creation of vehicle in-cab reporting/communication system	Andrew Lewis	Year 2	
Additions to the current Online Recycling Equipment Ordering System	**Service:** Developments to limit the number of repeat bin requests**.**	Andrew Lewis	Year 1	
LSG App	**Service:** Required for submission and synchronisation of Gazetteers. Improvement to corporate key data sets.	S Owen	Year 1	
Online Approved Contractor List	**Service/Channel Shift:** Creation of online list of approved contractors.	S Owen	Year 1	