

## Organisational response

**Report title:** Digital Strategy Review

**Completion date:** October 2023

**Document reference:** 3877A2023

Ref	Recommendation	Organisational response Please set out here relevant commentary on the planned actions in response to the recommendations	Completion date Please set out by when the planned actions will be complete	Responsible officer (title)
R1	<p>If the Council continues with the approach of not stating a timeframe to deliver its Digital, Data and Technology strategy, it should put in place arrangements to:</p> <ul style="list-style-type: none"> <li>– clearly articulate its short, medium and long term outcomes and intended benefits;</li> <li>– cost its short, medium and long term ambitions and match them with available resources; and</li> <li>– assess if it is delivering the strategy and its intended outcomes at the intended pace.</li> </ul>	<p>The NPT Digital Data and Technology (DDaT) Strategy has intentionally not been time bound to a three or five year period.</p> <p>Given the considerable rate of change in DDaT, NPT have decided to embrace an Agile approach to the creation of the DDaT strategy, where we will regularly review and iterate the strategy to capitalise where appropriate on emerging opportunities for the Council.</p> <p>This approach will allow us to remain current and provide us with greater flexibility to adapt and update the strategy in line with the challenges and opportunities at the appropriate points.</p> <p>The Audit Wales findings highlighted that the Council is ‘developing comprehensive arrangements to assess and monitor the impact of its digital approach’.</p> <p>Following on from the adoption of the DDaT Strategy by Council, officers have now implemented comprehensive governance arrangements to assess and monitor the impact of our DDaT strategy.</p> <p>The robust governance arrangements address our ability to clearly articulate benefits, align</p>	<p><b>Annual Business plans</b></p> <ul style="list-style-type: none"> <li>• 2023 / 24 - complete</li> <li>• 2024 / 25 - in development</li> </ul> <p><b>Forward Budget Plans</b></p> <ul style="list-style-type: none"> <li>• 2023 / 24 – complete</li> <li>• 2024 / 25 - in development</li> </ul> <p><b>Medium term financial plan 23-28</b> – Full alignment from Digital Transformation Board / Pipeline</p> <p><b>Digital Transformation Board</b> – Cross organisation prioritisation of Digital programmes of work. Board established October 23 and monthly meetings taking place.</p> <p><b>Multi-year Digital Transformation Pipeline</b> – Established with an extensive programme of work resourced and timetabled. Regular review via bi-weekly team leader stand ups and monthly</p>	Chief Digital Officer

resources to our prioritised programmes of work, and to assess delivery against the overarching DDaT Strategy.

Specific arrangements include:

- Digital Transformation Board
- Prioritised multi-year digital pipeline
- Annual Business plans (aligned to fiscal year)
- Annual Budget plan
- Medium term financial plan alignment

Transformation Board reviews to track progress and risks.

#### **DDaT Strategy Progress Reporting and Scrutiny**

- Annual report to Cabinet (Policy and Resources) Sub Committee
- Quarterly reports to Corporate Directors Group
- Updates as required to Corporate Management Group
- Quarterly updates to Directorate Management Teams