

## Organisational response

**Report title:** Review of Digital Strategy – Cyngor Gwynedd

**Completion date:** October 2023

**Document reference:** 3729A2023

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><b>Strengthening the evidence base</b></p> <p>R1 To help ensure that its next digital strategy is well informed and that its resources are effectively targeted, in developing its strategy the Council should draw on evidence from a wide range of sources, including;</p> <ul style="list-style-type: none"> <li>- involving stakeholders with an interest in the digital strategy as well as drawing on</li> </ul>	<p><b>The Digital Plan has been extensively shared for comments as well as proposals to collaborate, including with Wales’ local governments, the digital office of the WLGA, CDPS, Betsi Cadwaladr University Health Board, the North Wales Fire and Rescue Service, and Bangor University.</b></p> <p><b>Extensive engagement has taken place internally within the Council, including</b></p>	<p><b>Complete ready for the presentation of the Digital Plan (07/11/23).</b></p> <p><b>An ongoing task to keep the Plan up to date.</b></p>	<p><b>Assistant Head of Finance (Information Technology).</b></p>

the views of stakeholders from existing sources

- the objectives and strategies of other public bodies, and identifying opportunities to collaborate

- analysis of current and future trends (see our audit criteria for Q.1.1 and Q1.2 in Appendix 1 for some examples of what this might include)

**holding a prioritisation workshop and new content suggestions with the Corporate Management Team, Assistant Heads and the Managers' Network.**

**The Digital Plan was presented to the Education and Economy Committee on 14/09/23 to seek opinion before being finally presented to the Cabinet. The Plan was warmly welcomed, and valid and useful comments were fed back into the Plan before it continued its journey to the Cabinet.**

**Numerous sources were used in the preparation of the Digital Plan, approved by the Council's Cabinet on November 7<sup>th</sup>, 2023, including developments in the digital field, service trends, environmental implications, prospective investments on infrastructure by the North Wales Ambition Board, and digital strategies of other organisations, including the Welsh Government.**

**Having been presented to the Cabinet on November 7<sup>th</sup>, 2023, there will be an ongoing review of the Plan with technology changes, financial climate and the needs of our services being considered, which may lead to the introduction of changes, as confirmed in the comments of the Chief Finance Officer:**

***'The Digital Plan will be under ongoing review, and I am satisfied that the adoption of the Plan would not prejudice the bidding arrangements. Should a shortage of funding***

		<i>mean that some of the bids are unsuccessful we will re-prioritise the content of the Plan as necessary.'</i>		
R2	<p><b>Identifying resource implications</b></p> <p>R2 To help ensure that its next digital strategy is deliverable the Council should identify the short- and long- term resources implications of delivering it together with any intended efficiency savings.</p>	<p>A full analysis has been carried out regarding the resources needed to realise the vision of the Digital Plan, along with identifying opportunities for efficiency savings. The projects and the request for additional resource support were submitted to the corporate bid procedure, in accordance with the plans identified in the report which supported the Digital Plan on its presentation to the Council's Cabinet for approval on November 7<sup>th</sup>, 2023:</p> <p><i>'Detailed work has been made in relation to the initial costs of putting the Plan into action. The identified costs are a combination of capital and one-off revenue costs, and permanent revenue. A specific fund has been earmarked for some time for one-off costs, and it will be possible to realise many elements of the projects in question by using this financial resource. However, there will be a need to consider the permanent revenue implications within the corporate bidding system annually.'</i></p> <p>Furthermore, the Chief Finance Officer's comment states:</p> <p><i>'Every single project in the Digital Plan has been costed, and as noted those costs are a combination of permanent revenue, one-time</i></p>	Already completed (07/11/23).	Assistant Head of Finance (Information Technology).

		<p>revenue and capital. One-time resources have been earmarked for the Digital Plan in the form of a fund, and I can confirm that bids for permanent revenue have been submitted in accordance with the Council's normal arrangements.'</p>		
R3	<p><b>Arrangements for monitoring value for money</b></p> <p>R3 To be able to monitor the value for money of its next digital strategy, the Council should strengthen its arrangements for monitoring both its progress and impact over the short, medium and longer term.</p>	<p>Arrangements for monitoring progress are set out in the report presented to the Council's Cabinet on November 7<sup>th</sup>, 2023, stating:</p> <p><i>'The governance arrangements for realising and monitoring the work programme is as follows. The Finance and Information Technology Department are responsible for realising the Digital Plan in the Council's Plan, and the Assistant Head of that department is the Project Manager. The Digital Transformation Board has been established to keep an overview on the work programme's progress and to offer challenge and support, in addition to the usual performance challenge and support arrangements – this to acknowledge how important the development of the digital field is to our ability as a Council to provide services towards the future.'</i></p> <p>Further reference to the monitoring arrangements can be found in the body of the Digital Plan, with the Corporate Director stating:</p>	<p>Already completed (07/11/23).</p>	<p>Assistant Head of Finance (Information Technology).</p>

*'A comprehensive annual review together with regular progress reports will allow us to monitor the contribution of the individual projects to the broader vision, accepting that, given the constant advancements in digital technology, the priorities will require some adjusting, even within the lifetime of the Plan.'*

**A full record of the governance arrangements appears in the last chapter of the Plan, entitled "Governance Arrangements."**