Embracing digital opportunities: A strategy to address digital transformation 2020 – 2023

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Embracing digital opportunities: A strategy to address digital transformation 2020 – 2023

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Contents

Section 1. Background and Vision

Background

Like all local authorities East Staffordshire Borough Council is facing different challenges to the way in which it delivers its public services. The availability of new technology is changing the expectations of customers, residents and businesses, and officers and members.

This digital transformation is changing the way that many people live their lives, from the way we purchase goods and services to the way we communicate with others. For local authorities, it represents an opportunity to shape new and emerging technologies to redesign public services in a way which meets the expectations of our stakeholders.

Over recent years the rapid development of new technology has transformed the way services are delivered. Our residents and businesses want to be able to interact and transact with the Council digitally and technology has enabled Council services to become much more efficient.

Access to digital services has changed. The number of people who have access to digital services is increasing. A study by the ONS highlights that in 2012, 77.9% of the West Midlands used the internet and in 2018 this has increased to 88.9%[1].

ONS data also shows that 96% of people have access to the internet in the UK and 89% of adults use the internet every day[2]. East Staffordshire Borough Council's website attracts over 30,000 users every month[3] the majority of whom use a mobile phone or tablet.

Whilst technology provides these opportunities there are still significant challenges for the Council. Like all local authorities, the Council is delivering its public services whilst facing significant financial pressures. As a public sector organisation there is a need to be transparent but also a requirement to adhere to strict data and security standards.

The Council has made significant investment in its ICT infrastructure to enable remote and home working, which has allowed the Council to rationalise office accommodation and have greater flexibility in how it manages its officers and assets. This has recently been demonstrated through the Council's response to the COVID-19 pandemic.

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[1]https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmedi ausage/datasets/internetaccesshouseholdsandindividualsreferencetables
[2]https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmedi ausage/articles/exploringtheuksdigitaldivide/2019-03-04#what-is-the-pattern-of-digital-exclusion-across-the-uk
[3] This figure only includes those visitors who have opted in to analytical cookies on our website. The figure is likely to be higher.

Vision

Digital in an organisation is more than just technology; it's ensuring that there is a clear strategic direction, that the correct process are in place, the right technology is used and that it is flexible to meet the changing requirements of stakeholders and the organisation.

Our vision has five integral themes which align themselves to the priorities of the Council. These are:
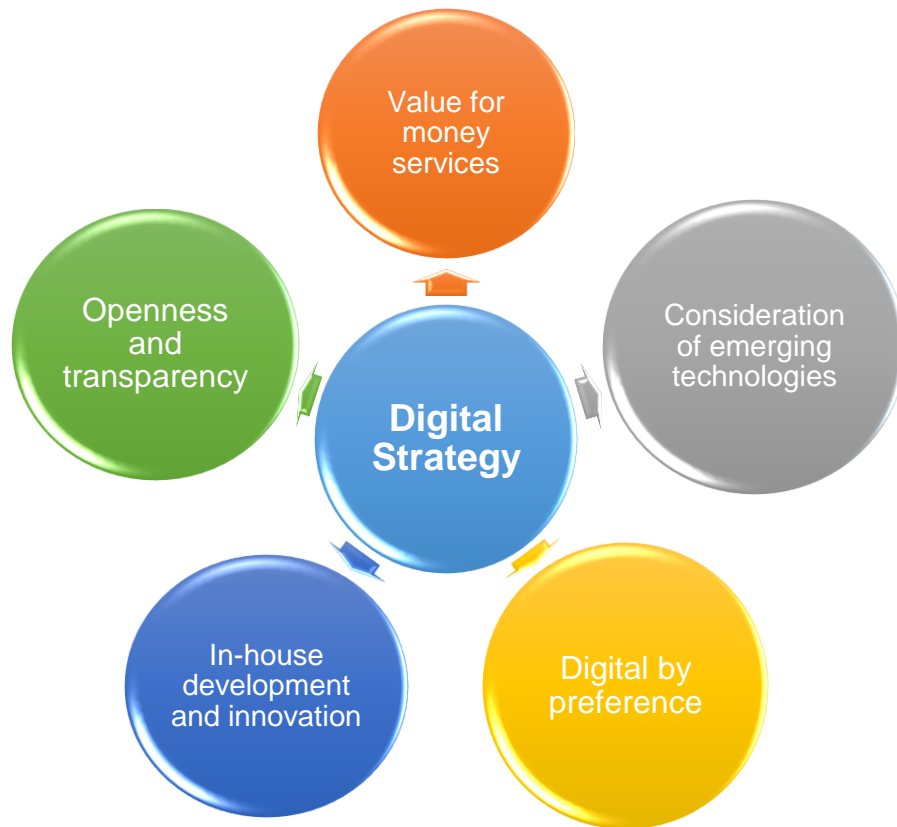
Figure 1. Vision of the strategy

This strategy will support the Council's approach to integrating digital within its services and ensuring that most effective processes are used. It will ensure that any financial investment in technology adds real added value or a return on its investment.

The document describes how the Council will be open and transparent and provide stakeholders with access to information and services. It describes how the strategy will be driven within the organisation, promoting in-house development and innovation.

The strategy outlines how the Council will continue to consider emerging technology to improve digital services and create efficiencies within the organisation whilst supporting digital enablement across the borough.

The strategy is a commitment to providing high quality digital customer services, making digital channels the preferred method of interaction with the Council. The strategy will also ensure technology can be used to enhance and support services that are delivered through traditional access channels.

Section 2. Influences on this strategy

Supporting the Delivery of the Corporate Plan

This strategy supports the delivery of the Council's Corporate Plan. At a general level, the Council's approach to digital assists in delivering a number of corporate objectives and supports the Council's priorities of:

- Value for Money Council
- Community Regeneration
- Environment and Health & Wellbeing

Internal Influences

The Council's ICT Framework is an integral component to the success of this strategy. Having a robust and secure service allows the Council to expand on its digital aspirations and create more public value through the services offered to residents.

The Procurement Policy details the procedure the Council must follow if any goods or services are to be procured. It's also important that in any future procurement activities that there is a consideration to digital.

The previous Digital Strategy, adopted in 2018, has provided the framework and the structures for outcomes proposed in this Digital Strategy.

The Council's Marcomms Strategy, adopted and delivered between 2012 - 2015, detailed how the Council would improve its digital presence including how the Council would use social media, ensuring the website was responsive to mobile and tablet devices and reducing the more traditional methods of communicating with the public where appropriate.

The Social Media Policy outlines how the Council will used social media to communicate with residents and its businesses.

In order to deliver its vision of in-house innovation it's important that the Council continues to support officers with their training needs.

Whilst there is no statutory requirement to include high speed broadband as part of new planning developments, a number of Neighbourhood Plans have policies requiring new developments to be connected to superfast broadband. Recent planning guidance suggests that planning policies and decisions should support the expansion of electronic communications networks and although not included in the current local plan, the Council may decide to include relevant policies, when the Council reviews the plan in the future.

<u>External Influences</u>

This document provides a long term strategic overview of the Council's approach to digital and will be used to help guide the Council in meeting various regulatory measures throughout the lifespan of the strategy.

The Government Digital Service (GDS) is part of the Cabinet Office and works for the digital transformation of government. The GDS provides guidance on building simple and effective public services and has a variety of platforms such as gov.uk verify and has a key influence on public open data.

Regulations such as the General Data Protection Regulation, EU Cookies Directive and Website Accessibility Regulations provide governance on how data should be managed and how online services must be accessible to all. For any projects that are considered to likely involve a high risk to people's personal information, the project or service manager will need to complete a Data Protection Impact Assessment.

Cyber security is an integral part of the Council's wider work to digitalise services and improve productivity. The Council must ensure that it protects its systems, the data on them and the services they provide from unauthorised access or misuse.

Building Digital UK, part of the Department for Digital, Culture, Media & Sport, is delivering broadband networks to the nation. The government is running a range of programmes to deliver broadband across the UK. Locally, Staffordshire County Council's Superfast Staffordshire Programme is investing in superfast broadband projects across the county.

Section 3. Why Digital?

Local government is facing increased demand and expectations from its stakeholders whilst managing significant financial challenges. In 2020, the coronavirus pandemic has placed further emphasis on the importance of providing a reliable digital services to stakeholders. An effective Digital Strategy provides an opportunity to improve our customer services, to create efficiencies within the Council, support wider digital enablement in the community and meet our Corporate Priorities.

Where are we now?

Over recent years the Council has made significant steps on its digital journey. Previous strategies and initiatives have delivered a number of key benefits which provide the foundations for this strategy.

The Council has a website that is accessible through multiple devices and offers a number of online self-service options for services across the organisation. The Council has also made significant developments across its back office systems, creating efficiencies and reducing reliance on third party systems.

The Council's digital work has been recognised by the National Digital Leaders awards. In 2017 and 2018 the Council was shortlisted in the Digital Council of the Year category and in 2020 it was shortlisted in the Digital Leaders Smart City category.

The table below provides an overview of the Council's progress to digital maturity. The table provides a summary of the Council's progress against five themes which can be considered as key to digital maturity.

Theme	Summary
Strategy	The Council has a digital vision and strategies have been implemented. This strategy will be adaptable and provide continued delivery through leadership and the services.
Technology	There are multiple online service channels available with some integration between systems. Many digital forms are integrated and some automation is in use.
People	There is specialists and general tech skills in the organisation. There is shared knowledge within teams and scope for innovation.
Process	There are links between services and technology and the process is part of service delivery mapping. This strategy will aim to further maximise the use of existing systems and ensure process are reviewed and optimised.
Security	Strong end to end authentication and encryption, systems acquisition based on identified needs, all software and systems kept up to date.

Figure 2 – Progress against digital maturity themes

Where do we want to be?

Our approach to Digital will align and enable the realisation of a number of the Council's strategies through the following themes:

- Digital Council
- Digital Services
- Digital Enablement

The key outcomes for each of these themes are summarised in the table below and expanded upon further in the subsequent sections of this strategy.

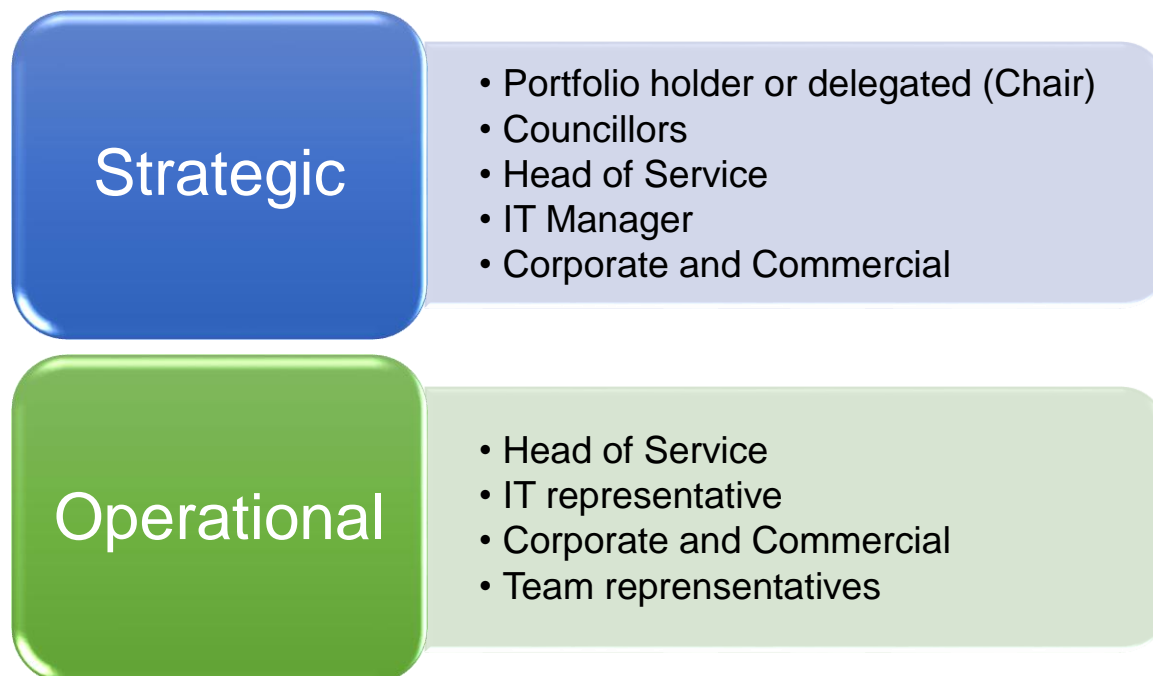| Digital Council	Digital Services	Digital Enablement
• Outcome 1: Digital Groups • Outcome 2: Continuous review of digital services • Outcome 3: Effective use of data and existing systems	• Outcome 1: Continuous improvement to digital services • Outcome 2: Effective digital communications with our stakeholders	• Outcome 1: Support digital enablement across the borough

Digital Council

If high quality online services are to be provided to customers, then it is vital that the Council's internal services and process are optimised. Digital must be driven through all levels of the organisation in order for the Council's objectives and vision to be realised.

Outcome 1: Digital Groups (DC1)

In order to ensure the vision and the outcomes outlined in this strategy are delivered and to drive digital across the organisation, the delivery of this strategy will be overseen by a strategic digital working group consisting of members and senior officers.

The strategic digital group will be supported by an operational digital group that will consist of representatives from across the Council and will assist in the delivery of the organisation's digital objectives. The operational digital group will provide a platform for officers to propose new digital solutions for their respective areas, which can be considered by the strategic digital working group.

The formation of the digital groups will establish the governance of digital across the organisation. It will provide a strategic mechanism to control the direction of digital within the authority and it will also provide officers with the opportunity to influence and contribute to the Council's digital approach.

Strategic
- Portfolio holder or delegated (Chair)
- Councillors
- Head of Service
- IT Manager
- Corporate and Commercial

Operational
- Head of Service
- IT representative
- Corporate and Commercial
- Team represnentatives

Outcome 2: Continuous review of digital processes (DC2)

Digital consists of technology, processes and people, all of which harmonise with each other to contribute to the delivery of a service or an outcome. Whist it is important that the most appropriate technology is used, it is vital that the correct process underpins that technology and the people who use it.

We will continue to enhance our technology and review our processes to ensure they are streamlined to deliver best the outcomes intended, whether that is an internal function or customer facing service. We will:

- Establish a process of reviewing digital services that begins by identifying the intended outcome, designing the process and considering the technology most suitable to deliver that outcome
- Consider the use of new and emerging technology where appropriate

Outcome 3: Effective use of data and existing systems (DC3)

Many teams across the Council use the same data for similar purposes but independently managing this data is not only resource intensive but it could lead to inconsistencies and errors. Similarly, some teams purchase and / or make use of isolated IT applications however many of these applications can be built using existing software within the Council's pool of IT applications, such as Microsoft Dynamics.

Throughout the lifecycle of the strategy we will:

- Identify areas of the Council that share or use common data
- Build processes to effectively share data between departments and systems
- Consider using existing applications when replacing standalone applications

Digital Services

There is an expectation that organisations will provide digital services to their users across multiple platforms and access channels. We will use a digital to allow our stakeholders to use our services and access our information, and strive to make continuous improvements to the user experience.

Outcome 1: Continuous improvement to digital services (DS1)

There are a variety of digital services available to stakeholders from across the organisation. These services are available through the website and can be used on multiple applications and devices. These services range from fully integrated self-service options, such as access to your Council Tax account, to a planning validation tool for prospective applicants.

The requirements of our users and the Council are constantly evolving and therefore the ways in which we provide our digital services must reflect these requirements. In order to continually improve our digital services we will:

- Provide information that is consistent, up-to-date and accessible
- Ensure that our services are available across digital platforms
- Increase the number of fully integrated self-service options available digitally
- Introduce mobile applications for Council services
- Explore the value of introducing customer accounts in order to provide information from different systems in one place
- Investigate the benefits of chatbots for popular queries
- Assess the possibilities of a headless approach to information management

When assessing the benefits and suitability of new software, we will undertake a cost and benefit analysis for each individual consideration.

Outcome 2: Effective digital communications with our stakeholders (DS2)

The Council has numerous stakeholders all of whom require different information from the Council. At present the Council communicates to the public on its website, social media channels and through e-newsletters in our cultural services, as well as through traditional media such as newspapers and radio.

As well providing digital services and information online, it is important that we reach out to the public directly. This will ensure that not only are our stakeholders more informed, but it will present the Council with an opportunity to promote online services directly to the users.

It's important that we provide tailored, relevant communications to the public in order for it to be effective. As part of this strategy we will:

- Build a database of contacts alongside with their preferences in order to communicate effectively
- Introduce regular e-newsletters to promote Council services, news and to share important messaging.
- Investigate alternative ways of communicating such as SMS, WhatsApp messaging
- Investigate how automated messaging services, such as gov.notify, can be integrated within our applications.

Digital Enablement

If the Council is going to provide digital services to its residents and businesses, it must support opportunities to strengthen digital enablement across the borough to create further opportunities for growth and better quality of life.

Outcome 1: Support digital enablement across the borough (DE1)

It is important that our residents have access to digital services and a digital infrastructure exits in order to attract investment into the borough. As part of our desire for digital enablement we will support national and local programmes that aim to deliver broadband to areas within our borough. This is includes schemes such as the Stoke-on-Trent and Staffordshire Local Industrial Strategy that seek to improve access to full fibre broadband and develop new 5G networks.

We will aim to improve the public realm through our town centre regeneration programmes exploring the use of innovations such as electric vehicle charging points and prepare guidance for developers in relation to broadband provision. We will work with local education establishments to enhance digital capacity and digital skills across the borough.

Throughout the lifecycle of the strategy the strategic and operational digital groups will engage with scrutiny committees where they wish to scrutinise and assess digital enablement across the borough.

We will continue to work closely with our partners to support and drive digital improvements in East Staffordshire.

Section 4. Programme Plan

This section outlines in more detail how the outcomes described within the themes in Section 3 will delivered.

- Digital Council
    - Outcome 1: Digital Groups (DC1)
    - Outcome 2: Continuous review of digital processes (DC2)
    - Outcome 3: Effective use of data and existing systems (DC3)
- Digital Services
    - Outcome 1: Continuous improvement to digital services (DS1)
    - Outcome 2: Effective digital communications with our stakeholders (DS2)
- Digital Enablement
    - Outcome 1: Support digital enablement across the borough (DE1)

This action plans describes a number of projects and initiatives that have been identified at the outset of the strategy. Naturally, the programme plan will evolve over the lifecycle of the strategy.

ESBC Digital Strategy – Digital Council		Expected Start:	Expected End:	Component Lead:		Link to Digital Outcome:
1. Effective use of the UPRN		2020	2023	Programmes and Transformation		DC3, DS1

Brief Description:

The majority of Council services deliver a product or a service to a property or a land parcel. In order to deliver those services each Council team will use an application that is address driven. As more digital applications have been introduced into the Council the ways in which an address is recorded has also increased. This often leads to conflicting versions of the same address, missing or incorrect address classification and a reasonable amount of resource is spent data matching to improve the accuracy of address data

Alongside these applications, the Council manages a Local Land and Property Gazetteer (LLPG) which holds the official addresses for all dwellings, businesses and land parcels in the borough. As well as the address and other data related to a building, the LLPG also stores a Unique Property Reference Number (UPRN).

The UPRN will be used as a single address identifier across address applications. This will not only significantly reduce the amount of data matching required across teams but a single address identifier used across the Council will underpin and provide the structure for any address based digital services we develop.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• LLPG to reach gold standard (March 2021) • LLPG resynchronisation (2021/22) • Data comparison with Revs and Bens (2021/22) • Establish a business process for address changes and notifications (2021/22) • Integrations with key applications (2022/2023)	• Internal efficiency gains • Customer service improvement	• Reach and maintain gold standard for the LLPG • Integration between LLPG and key applications achieved

Component Dependencies:	• Reliance on the Corporate & Commercial team maintaining an accurate LLPG system • Reliance on managers providing resource at different stages of the project
Contribution to Corporate Objectives:	• Value for Money Council

ESBC Digital Strategy – Digital Council	Expected Start:	Expected End:	Component Lead:	Link to Digital Outcome:
2. Emerging Technology and Artificial Intelligence	2021	2023	Programmes and Transformation	DC2, DS1

Brief Description:

It is anticipated that new and emerging technology could contribute to savings, internal efficiencies and improved customer service for local authorities. For example over recent years there has been greater use of Artificial Intelligence (AI) in and the Internet of Things in Local Government.

There are a number of technological opportunities that may present themselves to the Council ranging from the introduction of chatbots to the automation of low value tasks. Over the lifecycle of the strategy the Council will examine opportunities that may present themselves with regards to emerging technology to determine whether they are relevant or provide value for money. The Council will also work closely with current and future software suppliers to explore new opportunities through technology such as automation of processes.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
Chatbot Review (2022)	• Internal efficiency gains • Customer service improvement	• A review into Chatbots and their suitability to the Council undertaken by March 2022.
Component Dependencies:	Technology is deemed suitable and provides value for money to the Council In many instances there is a reliance on 3rd party software providers to offer AI in their products	
Contribution to Corporate Objectives:	• Value for Money Council	

ESBC Digital Strategy – Digital Council		Expected Start:	Expected End:	Component Lead:	Link to Digital Outcome:
3. Digital Groups		2020	2023	Programmes and Transformation	DC1, DS1

Brief Description:

In order to ensure the vision and the outcomes outlined in this strategy are delivered and to drive digital across the organisation, the delivery of this strategy will be overseen by a strategic digital working group consisting of members and senior officers.

The strategic digital group will be supported by an operational digital group that will consist of representatives from across the Council and will assist in the delivery of the organisation's digital objectives. The operational digital group will also provide a platform for officers to propose new digital solutions for their respective areas, which can be considered by the strategic digital working group.

The formation of the digital groups will establish governance of digital across the organisation. It will provide a strategic mechanism to control the direction of digital within the authority and it will also provide officers with the opportunity to influence and contribute to the Council's digital approach.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• Establish Strategic Digital Group (Q3 2020) • Establish Operational Digital Group (Q4 2020)	• Internal efficiency gains • Customer service improvement	• Strategic Digital Group is established and meets every six months • Operational Digital Group is established and meets every quarter

Component Dependencies:	Reliance on contributions and commitment from officers and members Reliance on managers providing resource to join the operational digital group
Contribution to Corporate Objectives:	All

ESBC Digital Strategy – Digital Council		Expected Start:	Expected End:	Component Lead:		Link to Digital Outcome:
4. Digital Process Review		2020	2023	Programmes and Transformation		DC2, DS1

Brief Description:

Digital consists of technology, processes and people, all of which harmonize with each other to contribute to the delivery of a service or an outcome. Whist it is important that the most appropriate technology is used, it is vital that the correct process underpins that technology and the people who use it.

We will continue to enhance our technology and review our process to ensure they are streamlined to deliver best the outcomes intended, whether that is an internal function or customer facing service.

We will establish a process of reviewing digital services that begins by identifying the intended outcome, designing the process and considering the technology most suitable to deliver that outcome.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• Baseline of digital services (Q4 2021) • Establish a method for designing digital services (2021/22)	• Internal efficiency gains • Customer service improvement • Digital by preference	• Method for designing digital services agreed • A baseline of the Council's digital services undertaken

Component Dependencies:	Reliance on the Corporate & Commercial team developing a process Reliance on managers providing resource at different stages of reviews
Contribution to Corporate Objectives:	• All

ESBC Digital Strategy – Digital Services		Expected Start:	Expected End:	Component Lead:		Link to Digital Outcome:
5. E-Services		2020	2023	Programmes and Transformation		DS1

Brief Description:

There are a variety of digital services from across the organisation available to the Council's stakeholders. These are accessible through the website and can be used on multiple applications and devices. These services range from fully integrated self-service options, such as access to Council Tax accounts, to a planning validation tool for prospective applicants.

Throughout this strategy the website will continue to be developed to ensure that it is accessible to all users across multiple devices and it will review whether to implement a headless approach to content management. The Council will continue to develop and launch more web forms which will integrate directly into our back office system. The Council will consider the most appropriate method of acquiring a mobile application and it will explore the possibility of introducing customer accounts to the website and chatbots for its most popular customer services.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• Investigate the possibility of introducing customer accounts (Q4 2020/21) • Develop a rolling plan to develop new self-service forms (Q2 2021/22) • Implement a mobile app (Q4 2021/22)	• Internal efficiency gains • Customer service improvement	• Implementation of a mobile app • Review of online my accounts undertaken • Plan on the development of new self-service forms developed and agreed

Component Dependencies:	Mobile application provides value for money or added public value Customer account package provides value for money or added public value Our architecture permits to development of these services.
Contribution to Corporate Objectives:	• Value for Money Council

ESBC Digital Strategy – Digital Services	Expected Start:	Expected End:	Component Lead:	Link to Digital Outcome:
6. Communications	2020	2021	Programmes and Transformation	DS1, DS2

Brief Description:

As well providing digital services and information online, it is important that we reach out to the public directly. This will ensure that not only are our stakeholders more informed but it presents the Council with an opportunity to promote our online services directly to the users.

As part of this strategy we will develop a method for capturing customer contacts, which is to be used at as many points of contact as possible, in order to store customer preferences and interests as well as their contact details. This information will be captured following GDPR protocols. This will allow the Council to communicate relevant information directly to the public. This data will be linked to the back office CRM system to further integrate our customer relationships.

Over the duration of this strategy we will develop an e-newsletter solution for communicating with our stakeholders and we will investigate alternative methods of communications using apps like WhatsApp and automated messaging services such as gov.notify.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
- Develop and implement a solution for capturing customer contacts (Q4 2020) - Identify a software solution for e-newsletters (Q4 2020) - Approval of a e-newsletter communication protocol (Q1 2021) - Implement e-newsletter solution (Q2 2021) - Investigate other methods communications and messaging (Q4 2021)	- Internal efficiency gains - Customer service improvement	- Solution for capturing customer contacts implemented - Launch an e-newsletter for the Council - Other methods of communications assessed and implemented where applicable
Component Dependencies:	Stakeholders submitting their contact details	
Contribution to Corporate Objectives:	All	

ESBC Digital Strategy – Digital Services	Expected Start:	Expected End:	Component Lead:	Link to Digital Outcome:
7. Planning Document Management System	2020	2021	Planning	DS1

Brief Description:

The Council will continue to develop smarter working practices in planning and as part of this objective, a value for money appraisal of an electronic document management system (DMS) will be undertaken in order to evaluate the cost/benefit of implementing such as a system.

A dedicated planning DMS can provide a much smarter and efficient way of storing and working on planning documents. In addition to the internal benefits, there is an opportunity to improve access to planning documents to developers and local residents.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• Appraisal of dedicated document management system (March 2021)	• Internal efficiency gains • Customer service improvement	• An appraisal of the costs and benefits associated with a planning DMS is undertaken • If applicable, a planning DMS is implemented.

Component Dependencies:	The cost/benefit analysis is favourable and there is agreement to purchase a DMS.
Contribution to Corporate Objectives:	• Value for Money Council

ESBC Digital Strategy – Digital Enablement	Expected Start:	Expected End:	Component Lead:	Link to Digital Outcome:
8. Support digital enablement across the borough	2020	2023	Programmes and Transformation	DE1

Brief Description:

The Council will not only seek to improve its digital services but it will support efforts to strengthen digital enablement across the borough to create further opportunities for growth and better quality of life.

By working with and supporting partners the Council will seek opportunities when they arise to ensure that our borough is digitally enabled.

Initial Milestones & Timescales:	Key Outcomes & Benefits:	Key Performance Measures:
• Digital Group to consider opportunities for supporting digital enablement (annually)	• Customer service improvement • Wider access to broadband • Digital skills development	• Digitally enablement opportunities are considered when they arise

Component Dependencies:	Appropriate digital opportunities are available through the lifecycle of the strategy

Contribution to Corporate Objectives:	• Community Regeneration • Environment and Health & Wellbeing

Section 5. Risk Management

A strategy such as this not only seeks to improve business processes and digital services but it also introduces risks into the authority both at an operational and strategic level. The key risks of this strategy have been identified and are listed below.

Strategic Risks

The table below describes a number of strategic risks, how they are to be mitigated, the likelihood of them occurring and the impact on the organisation. The quantification of the risk likelihood, impact and risk level are taken from the Council's Risk Management Strategy.

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level
Usability	Poor user interface/customer service design	All services to be thoroughly tested before they are implemented.	2	2	5
		Services to be carefully monitored when live and improvements made where necessary.			
ICT Security	Unintentional or intentional introduction of malware, resulting on an impact to service delivery and/or a breach of data protection.	ICT Security Policies	2	4	12
		Access controls and permissions within system applications			
		Regular patching and updating			
Access to services	Poor development and design prevents users accessing services due to: • Network connection • Accessibility issues	All services to be accessible to all by adhering to accessibility standards where possible.	2	1	4
		Digital services are not reliant on superfast broadband connections.			

Risk	Source of Risk	Treatment Description	Likelihood	Impact	Risk Level
Strategy 'buy in'	Key members of the organisation will not 'buy in' to the strategy meaning the intended outcomes will not be delivered.	Formation of strategic and operation digital groups which will ensure that our digital outcomes and priorities are delivered and communicated across the organisation.	2	2	5
Alignment to corporate priorities	Changing corporate priorities do not align with the Digital Strategy	Objectives in the strategy included in corporate planning. The formation of a strategic digital group will ensure that the digital objectives align with the priorities of the organisation.	2	2	5

Section 6. Further Information

If you want to know more about this strategy or want to know more about any of the ways that you can contribute to its success, please contact us.

Alternative formats of this publication are available on request. Please contact us to discuss an appropriate format.

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Digital Strategy 2020 - 2023