Your Digital Council

This Digital Strategy sets out our vision for putting technology at the forefront of our journey to become a modern, high performing local authority. It explains how we will develop and harness new approaches that champion partnership working and excellent customer service, support organisation-wide change and deliver **outstanding** technology services to front line staff. The strategy recognises what digital can do for Rotherham; bringing communities together, strengthening relationships between the Council and its customers and, through improved efficiency and customer intelligence, ensuring more money is **focused on the front-line services**, in the areas that need it most.

In acknowledgement of the strategic importance of closer working between Health and Social Care, the Digital Council Strategy has a strong focus on projects which **will facilitate Health and Social Care integration**.

Digital Collaboration

Digital Customer Service

Digital Workforce

Digital Place

There is a deliberate overlap between the Digital Council Strategy and the **NHS' Local Digital Roadmap** strategy – which was co-authored with RMBC. All of the RMBC projects listed in the NHS' Local Digital Roadmap are included the Digital Council Strategy.

Businesses and public services are moving quickly to digital delivery where possible because it is proven to improve

customer service as well as reducing cost. This strategy highlights the continuing importance of a digital infrastructure in Rotherham – broadband, online services, access and skills. It describes opportunities which digital offers and the dependencies that exist between a strong economy, social well-being and modernised public services.

Rotherham Metropolitan Borough Council (RMBC) seeks to continue to make the most of these opportunities in the way the Council designs and delivers its services, helping to ensure that everyone who wants to has the chance to benefit from these changes.

Where Are We Now?

We're not starting from scratch - this document describes the continuation of a digital journey and we have already made great progress. RMBC has a **mature, sophisticated ICT infrastructure**. Investment in technology has been used strategically to create a modern set of systems and processes:

- We have a highly **secure and resilient** ICT infrastructure;
- Our new **Social Care** case management system will bring a range of process improvements for Adult's and Children's social care;
- The first phase of **YourAccount** is live with 33,000 registered users, 8,306 log-ins per month;
- Through YourAccount our customers can access **their details** for a range of Council services including Council tax, library accounts, business rates, benefits and landlord accounts;
- 12,500 of our customers have chosen **eBilling** over paper Council tax bills;
- Online **self-service** has already resulted in 11% reduction in demand via telephone/face to face;
- We have **refreshed our website** to make it cleaner and easier to use regardless of the device our customers are using;
- We are helping to promote **digital inclusion** by providing **free citizen wifi** in all libraries, customer service centres, the Town Hall and museum;
- Technology is used to facilitate the co-location with partners such as the **NHS and Police** in Council buildings;

- All our employees have the ability to **work from any location** and this has allowed us to make significant savings by rationalising our property estate;
- A number of our systems are hosted externally under a 'Software as a Service' (SaaS) or **'cloud computing'** model. This brings cost, efficiency and business continuity benefits. In having systems externally hosted we can drastically reduce the impact of any local incident which might otherwise have disrupted our access to these critical systems;
- In partnership with the other South Yorkshire councils we have created the **Superfast South Yorkshire** project which has already made great progress in delivering fast broadband to more areas of Rotherham.

Our Digital Priorities for the Short Term – Being Brilliant at the Basics: A Foundation for Transformation

Our immediate priority is to become 'brilliant at the basics' – we will build upon the things we've already achieved to deliver an excellent ICT infrastructure which is design to support our **transformation aspirations**.

Brilliant at the Basics...

We have produced a 'single version of the truth' application portfolio that identifies all applications used across the business. For each application the portfolio identifies business and information owners, procurement and licencing details and categorises the applications as **Platinum, Gold, Silver or Bronze** depending on the application's relative strategic importance.

This portfolio will be at the heart of our strategy – underpinning, as it does, the service catalogue, resilience plan and the ICT procurement plan. This will help us to ensure that all applications meet the needs of the business and having a holistic view across all systems assists us in seeking opportunities to **consolidate and rationalise** where possible.

In order to maintain the Council's digital infrastructure it is necessary to invest in our hardware and software through a rolling refresh and renewal programme. During the lifetime of this strategy around 30 of the Council's larger software applications, services or licencing contracts will need to be upgraded or replaced. In each case we will need to test the market or conduct full re-procurement exercises. As part of the **Council's 5 Year Capital Strategy and Capital Programme** we have taken a hierarchical approach in prioritising this work, starting with our most important assets. Projects that are scheduled for the early part of this Strategy include:

- Complete the implementation of our **Housing** and **Social Care** systems – implementing platforms to support service transformation;
- **YourAccount Upgrades** – making it easier for citizens to self-serve online;
- **Modernisation of our network and server infrastructure** to support flexible, multi-agency working;
- **Telephony and Contact Centre** - we will replace our ageing telephone systems with a new platform which will also include tools to allow better social media engagement;
- **Migration to cloud-based office productivity tools** - for word processing, spreadsheets etc. This will bring efficiency benefits, enable better collaboration and make it easier for staff to work from any device - including those not owned by the Council;
- Adoption of resilient and reliable **unified communications tools** such as instant messaging, soft phones, video conferencing and presence awareness;
- **Device Refresh** - we will provide staff with the appropriate, fit for purpose, tools they need to do their jobs from any location – increasing our employee's flexibility and mobility.

The Longer Term: Our Digital Priorities for the Years Ahead

To deliver our longer-term aspirations, the strategy is focussed around **4 interlinking themes** – Digital Collaboration, Digital Customer Service, Digital Place and Digital Workforce. These are summarised in the table below.

| Priority	What it means
Digital Collaboration	**"Digital technology will enable the Council and its partners to tackle complex issues and work together seamlessly."** This means using digital technology to work with our partners to deliver the outcomes we both desire and incorporates aspects of **Digital Customer Service**, **Digital Workforce** and **Digital Place**.
Digital Customer Service	**"Enabling Rotherham's citizens to get the services and information they need online."** This means providing services and information online to residents and businesses in a user-friendly way that encourages take up.
Digital Place	**"Equipping Rotherham's residents and businesses with the digital skills and technology they need to enhance their lives."** This means enabling residents and businesses in the borough to use digital technology to improve their lives, providing them with access to devices and the internet as well as developing their digital skills, from the children and young people in our schools to our elderly residents.
Digital Workforce	**"Staff will have the digital tools and skills required to deliver services effectively and efficiently."** This means delivering positive outcomes for Rotherham's residents by giving staff access to the data they need and appropriate technology, ensuring they have the skills to use it effectively.

We will now look at some of the principles that make up each **priority theme**. At the appendix to this document we go into more detail about the **projects** that underpin the themes.

Digital Collaboration

 "Digital technology will enable the Council and its partners to tackle complex issues and work together seamlessly"

Austerity, shrinking funding, fewer resources and the rising demands of social care, which threaten to engulf local authority budgets, have increased Council focus on partnership working and sharing resources – aiming to **allow citizens to be more self-reliant**, reduce costs, jointly procure services and share expertise. Data, whether open data or data shared within relevant public sector organisations, is central to redesigning service delivery.

It is arguably Health and Social Care integration which more than any other area will define and shape the future of digital public services. The key challenges do not lie in the technology, but in truly placing the individual service user at the heart of service design, dealing with the cultural and governance implications of this. The service user needs to be more in control – of their data and how it is collected and shared and of how services are linked to reflect individual needs and preferences.
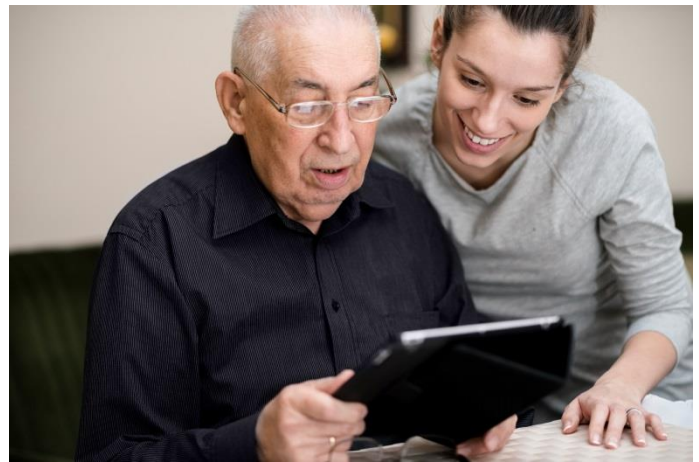
Integration of health and social care is one of the Government's major programmes of reform. At its heart, it is about ensuring that everyone can get the right care and support, whatever their needs, at every point in their care journey. But it is also about efficient, joined-up and digital services. The demand for a closer integration of health and social care is providing an opportunity for a radical redesign of the appropriate services.
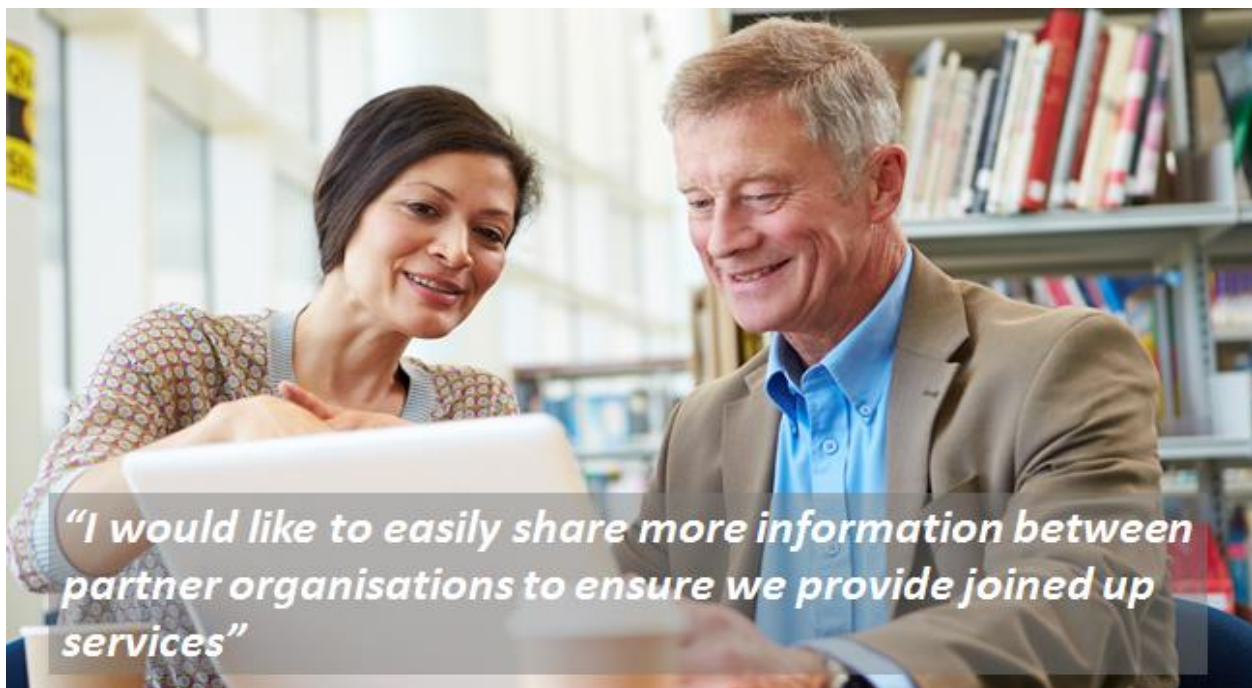
One important way in which partnership working will be enabled is through RMBC playing a key role in the NHS' **Local Digital Roadmap (LDR)**, which was co-authored by the Council**.** The goal of the LDR is to ensure that all electronic health and social care records will be fully interoperable so that patient records become **paperless**. The Council has already set out its aspiration in delivering several key improvements as part of the Local Digital Roadmap and the wider Health and Social Care integration agenda. Examples of these initiatives include:

- A new RMBC system for Adult's and Children's social care which will bring a range of efficiency benefits and improvements to processes within social care;
- Important national initiatives such as **Better Care** and the **Child Protection Information Sharing** project;
- Progressing efforts to create common sets of standards allowing the **sharing of data** and integration of systems across local services. This will be enhanced by the adoption of a common identifiers such as **NHS numbers** and unique property reference numbers;
- Delivery of a NHS web portal, known as '**The Rotherham Care Portal**', that allows the multiple data sources to be interrogated from one location by Health and Social Care practitioners;
- Development of **shared infrastructure, shared Wi-Fi and mobile working solutions** to allow practitioners to work seamlessly from all Health and Social Care settings across Rotherham and then wider across the NHS Sustainability and Transformation Plan (STP) footprint – which includes South Yorkshire and Bassetlaw (SYB).
- The aspiration to develop a South Yorkshire shared care record joining up the information across all providers in the SYB footprint;
- Automated electronic notifications to Social Care to alert the Council when one of our clients leaves acute care;
- The removal of fax as a communication mechanism between Health and Social Care and the **removal of all paper** from the process as far as is practicable;

- Using **Big Data** and associated **Business Intelligence** evidence to better understand our customers and inform decisions. In particular we will seek to generate customer insight by sharing and analysing data held by the Council and the local NHS community. By developing a better understanding of customer data we can transform it into business intelligence and use it to inform service planning and policy development - this will allow us to **target our services where they are needed the most** and intervene early where appropriate. We will explore the potential of engaging a local academic institution to assist us with this complex analysis.

"I would like to easily share more information between partner organisations to ensure we provide joined up services"

In addition to using technology to foster closer working between Health and Social care we will also exploit technology to encourage **digital confidence and self-reliance** in our citizens. Some of these initiatives are listed below:

- We will continue to promote **Assistive Technology** to support self-care in the home as part of our agenda to encourage early prevention of health problems. Assistive Technologies cover a huge range of tools and services and include devices such as **sensors in the home** to detect falls and unusual patterns of movement, wearable devices and mobile apps allow

citizens, organisations and families to monitor the health of those in receipt of social care whilst interactive pill dispensers assist in reminding clients to take their medication. **QR codes** can be placed around the home and these, when scanned from a phone or tablet, will **guide dementia sufferers through everyday tasks** such as making a cup of tea. These are just a few examples from a rapidly developing area – we will continue to monitor new assistive technology developments and exploit them where appropriate;

- **Social media** and other communication tools will be used to engage with the next generation and exploit the opportunities offered by the commercial technology market. This will include tools which automatically trigger **video calls with families** and carers when a client's behaviour appears to be unusual;

- We will seek to further encourage the provision of **electronic client monitoring** and smart care-visit rostering by stipulating their use in to the contracts which we let with service providers such as Domiciliary Care and Residential Provision. Through better use of these technologies we can reduce the cost of the services we commission whilst increasing the ability of our clients to remain self-reliant;

- We will foster **digital confidence** amongst our social care clients through expanding the network of free, citizen Wi-Fi and equipping our care practitioners with devices such as tablets to engage citizens and assist them in getting online;

- Through the use of online support tools we will promote our personalisation agenda and allow the citizen to engage with care professionals and describe their own requirements for their **personalised support;**

- We will provide online information on **accessibility to community buildings** and other establishments within Rotherham;

- We will ensure the **engagement of children and young people** through digital solutions to improve a child's involvement in their assessment, reviews, case conferences and have their wishes and feelings heard.
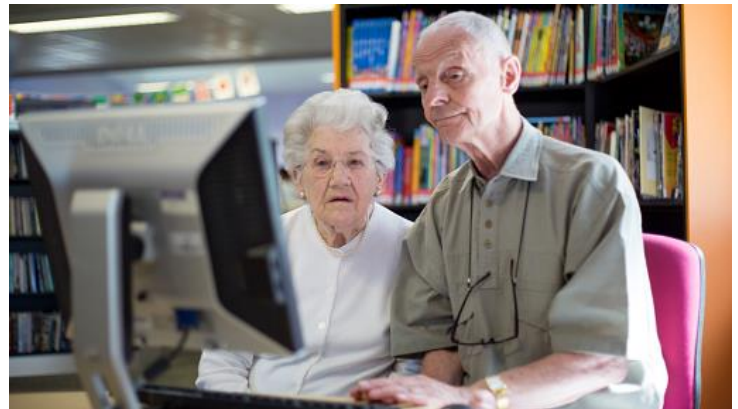
A final set of priorities within the scope of the **Digital Collaboration** work-stream relates to the way in which we aspire to use data and technology to join-up with the wider partnership community including the Police, Voluntary Groups, Schools, Citizens and Businesses:

- Providing real-time access so that practitioners from partner organisations such as the **NHS and Police** can access the Council's client data where it is appropriate and legal to do so. Similarly Council staff will be able to access partner systems and we will thereby work towards a **single view of the citizen**;
- We will work with partners across all sectors – including the voluntary sector – to develop multi-agency services. An example of this is our continuing work with **Voluntary Action Rotherham** to further develop the GISMO tool (Group Information Services Maintained Online) to direct customers to a wealth of information about organisations and services which exist to offer support and guidance;
- Working towards having all publishable data sets available on our website, with our communities engaged and able to use our data to solve problems, create jobs and encourage enterprise;
- Having **real-time access** to internal integrated data by liberating information from departmental silos;
- Supporting the development and promotion of a common form of **ID assurance**;
- Supporting the principle of **'Government as a platform'** – whereby the technology is standardised across the public sector in order to create a fertile area for collaboration between public sector bodies and citizens – making use of freely available data presented in a consistent and accessible format;
- Promoting **financial inclusion** by delivering on our Universal Credit online self-service obligations;
- Providing consistent **access to management information** wherever systems allow, and ensure that new systems are built or procured with this in mind;
- Continuing our successful **shared services** work which is underpinned by technology;
- Continuing to deliver appropriate support and services to schools via the **Schools Connect** service to ensure safe and secure ICT facilities.

Digital Customer Service

"Enabling Rotherham's citizens to get the services and information they need online."

If everyone conducted all their Council business face to face, the Council would be unable to afford to provide the services at their current level. Costs have been progressively reduced through **Channel Shift** – shifting contact firstly to phones and now online, the least costly interaction method of all.

We will continue to support the wider digital agenda by further increasing the number and range of transactional services available through our website, and enabling the further delivery of website services on tablet and smartphone platforms. Developing and promoting digital access channels will reduce transactional costs and improve service availability. We will achieve this by:

- Supporting the development of more **transactional services** being made available **online**;
- Promoting the use of a **YourAccount** to make it easy for customers to go to one place to get their services delivered securely online 24/7 and with minimum fuss;
- Reviewing our **Contact Centre** systems to ensure fit for purpose;
- Develop a better understanding of **customer data**, allowing us to transform it into business intelligence and use it to inform service planning and policy development;
- Promoting customer **self-service** as the preferred channel of choice;
- Deploying technology to allow customers to **book service appointments online**, for a range of RMBC services;
- Design our services so that customers only need to 'Tell Us Once' about a change in circumstances that might affect service delivery across a number of areas'

Digital Place

"Equipping Rotherham's residents and businesses with the digital skills and technology they need to enhance their lives."

While we wish to maximise take-up of all digital access channels we cannot leave behind those who are unable or unwilling to make the change. Our residents will be affected by Central Government's digitisation agenda (for example in relation to Universal Credit) and they should not be disadvantaged.

We need to ensure that as many citizens as possible choose to prefer digital channels over any other in order to bridge the digital divide. To address this we will:

- Support **Digital Leadership** within the Council to advocate and promote the wider adoption of digital throughout our services;
- Develop a programme of **assisted digital** that will target the excluded;
- Support measures to change attitudes by encouraging the adoption of **social media** and its use to reach out to customers in the format with which they feel most comfortable;
- Work with education and voluntary sectors to facilitate, support and develop training to encourage citizens to build their **digital skills**;
- Further provisioning and promoting free public Wi-Fi connectivity in more Council buildings as well as investigating the feasibility of deploying **free public Wi-Fi in Rotherham Town Centre**;
- Ensure that residents and businesses know where to access training to positively impact their lives and be motivated to use **online channels**;

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- Recognising that smartphones are the most likely digital device of choice for the digitally unenthusiastic, emphasise **responsive websites** during new service design so that the services are easy to use regardless of the device in use by the customer.

Economic development is crucial to Rotherham as economic development leads to the creation of wealth, which benefits Rotherham citizens generally. The Government's devolution agenda opens the door to further economic development in conjunction with our regional partners in the **Sheffield City Region**, allowing us more opportunities to attract the national and European funding this region needs.

"My preferred way of doing business with the Council is online – it's quick and easy and can be done at a time to suit me. I look forward to more services being moved online"

The Council is playing a major role in securing economic success though key strands relating to internet provision. We will:

- Continue to support **BDUK Superfast Broadband** as locally expressed by the **Superfast South Yorkshire**, which aims to make available a superfast broadband infrastructure to at least 95% of Rotherham residents and businesses by 2017. Already many Rotherham businesses have made large savings by using the broadband voucher scheme to buy Superfast connections to the internet;
- Continue to promote take up through programmes designed to boost business demand for superfast broadband. Greater availability of faster broadband encourages **digital take-up** and promotes digital inclusion and encourages greater independent provision of internet access;

- Encourage small and medium enterprises (SMEs) to make good use of **regional funding** and training opportunities around broadband infrastructure/connectivity and digital skills, which will help further our economic objectives;
- Engage with **Sheffield City Region** and other opportunities to build, promote and exploit **digital provision** in Rotherham;
- Further promote **Wi-Fi** deployment by working in collaboration with public sector partners, where there is an appropriate business case to do so. The use of Wi-Fi is becoming increasingly important as the actual point of access for the internet;
- Rotherham Council already provides Wi-Fi for Public use in buildings it owns such as libraries and customer service centres. This will be extended where funding allows;
- Continue to provide, and expand if necessary, **access points to the internet** in our libraries and via kiosks where there is sufficient demand and where there is a business case to do.

Digital Workforce

"Staff will have the digital tools and skills required to deliver services effectively and efficiently."

The Council uses appropriate technology (infrastructure, software) to support its wide range of business requirements. We welcome and evaluate new developments and exploit them as we renew and refresh our technology to meet future demands and expectations.

- Digital technology and the opportunities it provides will become a key consideration in **service planning** and policy development across the Council.
- Directors will review and lead on the delivery of digital technology across the Council and councillors will be kept informed of digital developments on a regular basis.
- The technology our workforce uses will more closely reflect that currently being used successfully in private sector organisations and by **staff at home**;
- We will encourage piloting of new technologies at small cost and scale to test new ideas, working with our public sector partners and private sector companies.

- Develop innovative, lean and efficient **ICT infrastructure** capable of delivering Council and customer requirements, using technologies that will enhance service delivery, simplify access and improve the customer experience – making internal and external services simple, easy and pleasurable to use;

- Continue to exploit **hybrid cloud** options where they can be shown to enhance resilience and flexibility, with an aim of ensuring the most cost-effective and secure solutions that will also support the principles of maximising availability;

- We will continue on our journey towards **becoming a paperless organisation** by extending the use of our existing Electronic Document Records Management Systems (EDRMS) to more areas of the Council - including an ePost facility.

- Continue to support the **Public Sector Network (PSN)** initiative as part of promoting shared infrastructures and networks and sharing information/accessing systems securely;

- Explore the possibilities of developing an **Open Technology Platform** ('Government as a Platform');

- Maintain and review our **Information Asset Register** to facilitate an understanding of the Council's digital assets, which are central to service delivery, sharing and using information effectively;

- Build in flexibility into service development by promoting the use of **Agile** (collaborative and incremental) development techniques;

- Promote the adoption of common **information exchange** formats in order to link existing systems to each other;

- Take advantage of the **emerging technologies** to redesign smarter public services around Rotherham's citizens and businesses;

- Take advantage of the emerging **'Internet of things'** to redesign smarter public services around Rotherham's citizens and businesses;
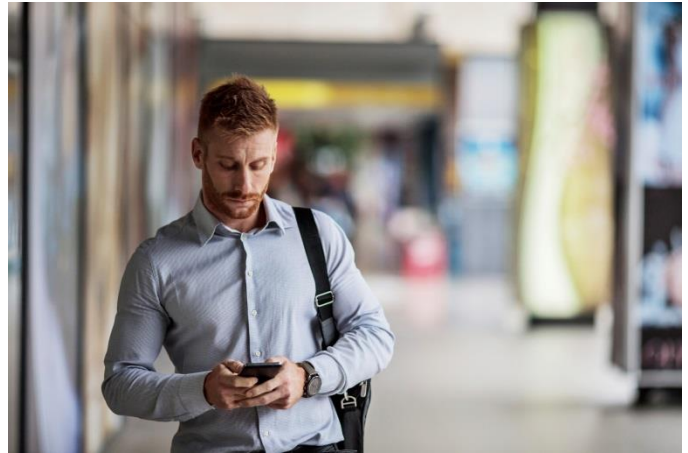
- Undertake regular and routine reviews of third party software contracts, assessing them for their suitability for **self-service**, accessibility, their focus on the customer journey and integration with existing software; to continually demonstrate **best value** and fitness for purpose;
- Ensure our systems are appropriately resilient and that there are robust arrangements and procedures in place to ensure **service continuity** in the event of a failure;
- When commissioning, procuring or redesigning for online transactional services, ensure that new systems are sourced through Government Frameworks where appropriate, use **open formats for storage and retrieval** and comply with **Digital by Design** and **Open by Default** standards

Council colleagues and Elected Members will be encouraged to develop their digital skills. We will ensure that colleagues have the right skills, capabilities and technical tools. We will:

- Foster and support the development of **Digital Literacy** at all levels of the organisation and among our customers;
- Continue the desktop transformation project to replace PCs / other client devices with up to date technology;
- Ensure that new and redesigned **transactional services** are operated and improved by skilled and experienced managers, with clear accountability for quality and take up;
- Embed **digital skills** throughout the organisation, from hiring, induction and beyond;
- Review how we **share information** internally.

The Golden Rules - Our Digital Principles

This Strategy is based upon a number of key principles or 'golden rules' which will provide a framework within which the Council will work. These guiding principles form a broad 'constitution' and can be applied to the myriad of tasks, processes and projects for which the Customer, Information and Digital Services function is responsible.

- **Secure by design:** The security of our systems and data is of paramount importance. Security will continue to be built in to our processes, procurements and developments at all levels. We will continue to commission annual third-party security assessments and tests.

information security will be designed in to all our systems, changes and processes right from start and throughout;

- **Information, not Infrastructure:** Whilst the information we create and use is of ever growing strategic importance we can be less concerned about the infrastructure. We will continue to minimise our local infrastructure through a preference that systems will be vendor/cloud hosted where cost effective;

- **Information as a corporate resource:** We will combine and analyse the data we hold to allow us to plan for, and provide, better services. The Council and its partners need to address the real concerns that citizens have regarding data security, as creating and maintaining trust is crucial to the effective unlocking of data;

- **All investment decisions to be managed through the Gateway process:** there will be a business case associated with everything we do. In the interest of ensuring strong governance and oversight, all investment decisions will be co-ordinated by and taken through the Council's 'Gateway Process' and Digital Council Board;

- **Open Standards and open data:** the use of published, open, standards for data exchange will continue to be pursued. We will publish our data openly, online, for reuse by citizens, the private sector and other public sector organisations. If data is private or confidential, whether to an individual or an organisation, it should remain so; otherwise the presumption should be to publish it. Our priority will be to focus on the areas of greatest demand and where publication can alleviate the pressure on resources devoted to Freedom of Information and routine enquiries.;

- **Standard Unique Identifiers:** The NHS number has become the de facto unique key across Health and Social Care. We will hold the citizen's NHS number in any system for which it is legal and appropriate to do so. Similarly, the Unique Property Number (UPRN) from the Local Land and Property Gazetteer (LLPG) will be held in any system that holds property data. Standardising on these unique keys will make integration (both internally and between organisations) and data analysis much quicker and easier.

- **Share and reuse:** most Local Authorities do the same things in the same ways – this includes IT. This approach has resulted in an enormous duplication of effort and investment across the sector. We

will always seek to join up with others and share services and our aspiration is to move away from each Council having its own IT department. We will learn from others and reuse existing software, processes and ideas;

- **Browser delivered and browser agnostic:** the web browser is already the *de facto* standard application delivery interface. All our web delivered software will be responsive by design so it works well on mobile devices as well as desktop;
- **Any device, anywhere, any time:** the traditional model of only being able to access RMBC applications from RMBC owned devices connected to the RMBC network is long gone. We will configure our network such that we can allow access from any device to authorised content whilst maintaining strong security;
- **Buy, don't build:** RMBC's default approach is to buy 'off the shelf' software (rented where possible) rather than designed in-house. We will only develop bespoke 'in house' software as a last resort;
- **Best of breed:** Local Authorities are some of the most complex and diverse organisations in the world. The wide range of services we deliver means that 'one size fits all' is never appropriate in the IT sense. We will take software procurement on a case by case basis whilst seeking to consolidate and rationalise solutions where practicable.
- **Integration and APIs (Application Programme Interfaces):** regardless of where the systems we use are hosted we will always work to ensure that the systems can 'talk to each other' and are integrated. This will allow RMBC to move away from the traditional silo approach and give us a holistic view of the data we hold. Where systems are provided by a third party we will insist that APIs (application programming interfaces) are available and provided.
- **Server virtualisation:** physical infrastructure will be minimised through the use of cheaper, greener, more energy efficient virtualised servers. This allows us to extend the life of hardware and reduce the investment required in servers
- **Rent, don't own:** where possible and cost-effective we will lease licences and hardware rather than buying assets outright. This allows us to respond more quickly to changing demands and removes the inertia that can come with sunk investment in assets.
- **Vanilla by default:** Large scale or complex customisations to exactly meet business requirements will be avoided wherever possible; rather the expectation will be that business processes will be modified to meet the procured software's approach to a process.

This will significantly reduce the whole life cost of the software and enable the timely upgrade to new versions;

- **Current version or current version minus 1:** Running old versions of software causes security and supportability issues and can mean that RMBC fails to take advantage of new functionality and performance improvements that have been incorporate in newer versions. RMBC will continue with the policy of always running the most recent version or the most recent version -1 of any software.
- **Minimum viable product:** regardless of whether we are buying a product or building something ourselves we will adhere to the 'minimum viable product' principle (MVP). Rather than buying/building huge, complex unwieldy applications we will start small and move quickly. A MVP is the most pared down version of a product that can still be used and be useful.
- **Technology confidence in the wider workforce:** we will create a skilled, technology-confident workforce through investing in learning, development and training opportunities for our own staff. We will, through training, enable staff to get the most benefit from our investment in technology;
- **Open source software:** procurement of open source software will always be considered; Open source products are rarely 'free' as there are usually support and productivity costs but it will always be considered.

Measuring Success

The **Government Digital Strategy** suggests these measures to assess the success of digital service provision:

- Transaction costs
- Transaction completion rates
- Online service take-up levels
- User satisfaction

We will review and develop appropriate performance indicators to support our digital work.
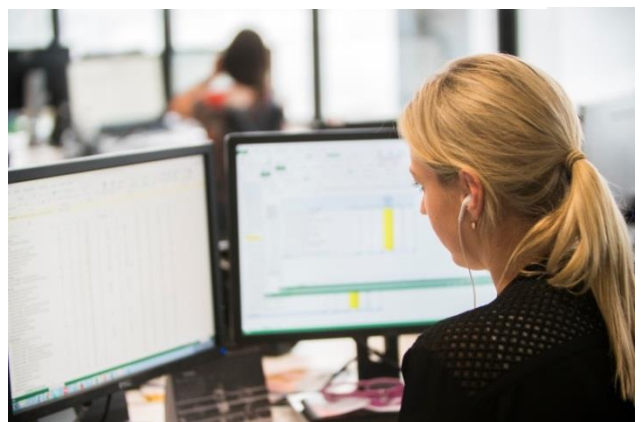
In addition to the above, these will include measures of our success in delivering the best possible viable services for our communities within the constraints of existing and future budgets.

Conclusion and Next Steps

The vision we have laid out is ambitious and will require a significant change in approach and culture within the Council regarding digital technology. There is enormous potential for digital technology to transform the way we work and deliver services in Rotherham but, in order to realise this potential, we need to embed the priorities and principles laid out in this strategy across the Council.

This means improving our online offer, up-skilling our workforce, improving access to technology and the skills required to use it among our residents and harnessing technology to **collaborate effectively with our partners**. In the current financial climate this represents a significant challenge, but it is one that we need to overcome in order to deliver a high level of service for Rotherham's residents over the coming years and to ensure we are not left behind by the digital revolution that is under way.

The Digital Council Programme 2016 to 2019

In order to deliver on the ambitions set out in the Digital Council Strategy we will need to create a **detailed delivery plan** which lists the projects which make up this strategy along with resource requirements and deployment dates.

We have created a small **Digital Change Team** which will analyse each of the candidate projects and produce detailed business cases and project plans for presentation to the Council's leadership for approval as a comprehensive Digital Council Programme. This strategy is a living document which we will revisit and refine over the months and years to come.