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Digital Strategy
2023 – 2027

Introduction

The last three years has seen some of the biggest changes in society in how people interact with public services through digital technology. The increased pace of change, facilitated by digital solutions, has seen Newport City Council transform how office-based staff can work flexibly; at home, in the office and in person with the families and people in greatest need. The increase in demand for the council's online services is also changing the expectations of citizens and how they access the support and services when they need it most. It demonstrates how technology can assist people to remain living independently within their communities.

The last three years have also highlighted the inequalities amongst communities in access to digital technology and the necessary skills to use it effectively. For instance the importance of pupils having access to devices to participate in online learning, elderly people keeping in touch with family and friends or people being able to access key council services. It is important as a 21st Century organisation to provide a modern and inclusive approach to transform how we deliver our services, whilst providing value for money in a challenging economic environment for the council and society as whole.

Data is vital for the council to be able to operate effectively and efficiently to deliver the best possible service to residents, businesses and other public / third sector services. We have to ensure that we meet our legislative requirements to protect the data we hold, use it for agreed purposes and maintain measures to prevent cyber attacks. Therefore, it is important to provide up to date and effective digital systems, contribute to the council's net zero carbon 2030 target and ensure that residents and businesses have the best connectivity across Newport.

Newport and the south east Wales region is also positioning itself as a significant contributor towards supporting the global technology sector with major international and national organisations choosing to locate in the area. To support and encourage new, emerging digital markets it will be important for citizens in the city to have the necessary skills and provide support to Newport's schools, colleges and universities. It is also important to make a positive contribution to the digital infrastructure of the city.

This Digital Strategy sets out the Council's vision in how it will utilise technology to transform the delivery of services, support improving the well-being of residents, improve digital skills of its residents and enable businesses to thrive in Newport, supporting delivery of our well-being objectives as set out in the 2022-2027 Corporate Plan.

Background

This is the council's second digital strategy, developed at a time when digital technology is increasingly important to service delivery. It has been developed following extensive engagement with citizens, businesses, employees and members. This engagement has identified various common needs and aspirations. It recognises differences in how customers want to interact with the council given their level of digital skills and inclusion. The strategy builds on and develops activities commenced in the original digital strategy. The strategy sets the strategic direction for the council over the next five years.

Principles

The strategy is guided by important principles:-

- Innovative – embrace new ways of working and technology
- Data driven - decisions are made based on sound evidence
- User centred – users are at the centre of what we do
- Inclusive – services are available to meet individual needs
- Collaborative – collaboration internally and externally
- Secure – systems and data are protected
- Green – digital technology supports the council's net zero aspirations

These principles are closely aligned to the council's Corporate Plan principles of *Fair and Inclusive, Empowering, A listening council and Citizen Focussed*.

Themes

The strategy is based on four themes:

1. Digital Transformation

We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs

2. Digital Skills and Inclusion

We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology

3. Data and Collaboration

We will improve service delivery by better use of data and increased collaboration built on secure systems and processes

4. Digital Infrastructure and Connectivity

We will drive excellent digital infrastructure and connectivity for the city and for the council

Further details on these four themes are provided within this document. The strategy identifies what we will achieve and how we will do it. It will also highlight various activities that will support its delivery. These are primarily focused on the next two years but the themes of the strategy will drive future work. Progress against these activities will be managed and published both through service area updates, and an Annual Digital Report to Cabinet.

The themes of the Digital Strategy support the Well-being of Future Generations Act and the strategic priorities of the council.

[Wales National Well-being Goals](#)

The delivery of our well-being Objectives supports Wales' Well-being of Future Generations Act (the Well-being Act) which requires all public bodies in Wales to think about the long-term impact of our decisions and to work with our communities, people, and each other to prevent persistent problems such as poverty, health inequalities and climate change.

The Well-being Act has put in place seven well-being goals that all public-bodies, including Newport Council must work towards in this Corporate Plan:



A Prosperous Wales	A Wales of cohesive communities
A Resilient Wales	A Wales Vibrant Culture and thriving Welsh Language
A Healthier Wales	A Globally responsible Wales
A more Equal Wales	

In the delivery of our themes, we will need to work collaboratively, locally, regionally and nationally with other public sector bodies, not for profit organisations, charities, private sector, communities and representative groups. Over the next five years, Newport Council will be working with a range of partners including the Cardiff Capital Region (Corporate Joint Committee), Gwent Regional Public Services Board and Regional Partnership Board to deliver our Well-being Objectives and our strategic priorities.

Throughout the delivery of this strategy, we will ensure the decisions that we make consider five Ways of Working: Long Term, Integration, Involvement, Collaboration and Prevention. We will also ensure that the impacts of our decisions consider the socio-economic impacts on Newport’s communities, service users, and staff that work for Newport Council.

Corporate Plan 2022-27

The Corporate Plan sets out the long term priorities of Newport Council and the delivery of its services to communities, citizens, businesses, visitors of Newport. The Corporate Plan is focused on how to transform services to meet 21st Century demands of its residents, businesses and visitors. The Plan outlines how the council will become more inclusive and sustainable ensuring people will have access to the services they need.

Four well-being objectives have been developed that will prioritise our focus over the next five years and will support our longer-term vision for Newport:

1. Economy, Education and Skills - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Environment and Infrastructure – Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Quality Social Care and Community Services - Newport is a supportive city where communities and care are at the heart of what we do.
4. An Inclusive, Fair and Sustainable Council - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

Newport City Council Climate Change Plan 2022-27

To support the Welsh Government’s target for all public services to be net carbon zero by 2030, Newport City Council launched its Climate Change Plan that sets out how the council will achieve this target. The delivery of this strategy, action plan and projects will align and support the council’s Climate Change Plan and will consider the environmental impact on the council and communities.

Key Facts About Newport

<p>159,600</p> <p>Newport Resident population (9.5% growth since 2011 census)</p> <p>Census 2021</p>	<p>23</p> <p>Areas out of 100 areas in Newport living in 10% most deprived areas in Wales</p> <p>Welsh Index of Multiple Deprivation 2019</p>	<p>31,347 (19.7%)*</p> <p>Black Asian Minority Ethnic residents</p> <p>* Excluding White: English, Welsh, Scottish, Northern Irish or British</p> <p>Census 2021</p>
<p>Nearly 4 million</p> <p>Newport City Council website visits</p> <p>Newport City Council January – December 2022</p>	<p>79%</p> <p>Customer transactions completed online or self-service in Newport City Council</p> <p>Newport City Council Customer Services April – December 2022</p>	<p>Over 45,000</p> <p>Newport City Council social media followers</p> <p>Newport City Council - February 2023</p>
<p>7%</p> <p>Households in Newport without internet access</p> <p>National Survey for Wales - Welsh Government 2021/2022</p>	<p>83%</p> <p>Residents in Newport that accomplished 5 digital skills in the past 3 months</p> <p>National Survey for Wales - Welsh Government 2021/2022</p>	<p>62.5%</p> <p>Residents in Newport consider the cost of internet too high</p> <p>Newport City Council web site and bus Wi-Fi Public Survey 2021</p>
<p>97.5%</p> <p>of premises across the city that have Superfast Broadband (30Mbit/s or greater) coverage from fixed broadband</p> <p>Ofcom - Connected Nations 2022 report</p>	<p>99.5%</p> <p>of premises in Newport can receive 4G mobile services from all operators (outdoor)</p> <p>Ofcom - Connected Nations 2022 report</p>	<p>50+</p> <p>venues across the city providing free public Wi-Fi, together with free city centre and bus Wi-Fi</p> <p>Newport City Council 2023</p>

Theme 1 - Digital Transformation

Theme 1: Digital Transformation

We will transform services by the innovative use of digital technology that is effective, easy to use and designed around user needs.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Services transformed by the innovative use of digital technology 	<ul style="list-style-type: none"> Adopt a “Digital First” approach to drive transformation within the council – services are delivered digitally by design Develop a culture of collaboration and innovation within the council, embracing, trialling and implementing new technology Support the council’s Transformation programme embracing digital technologies as a key enabler Review and re-engineer service delivery in the light of new and existing digital technologies Develop the use of automation including opportunities for Robotic Process Automation (RPA) and Artificial Intelligence (AI) Work with the Shared Resource Service (SRS) as a key partner to deliver outcomes
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that are innovative, effective and easy to use 	<ul style="list-style-type: none"> Adopt a user centred design focus for all service delivery Development of effective and intuitive self-service facilities including “My Council Services” CRM system and mobile application Redevelop the council web site to provide a sustainability model Review major IT systems, their suitability, customer experience and self-service facilities on an ongoing basis
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that are available 24x7 from anywhere 	<ul style="list-style-type: none"> Development of effective and intuitive self-service facilities including “My Council Services” CRM system and mobile application Redevelop the council web site Support the council’s Transformation programme embracing digital technologies as a key enabler Continue to develop and deliver the council’s New Normal programme Increase the number of digital solutions delivered via cloud services to improve accessibility, availability, resilience and sustainability – “Cloud First”
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Digital solutions that meet design, accessibility, Welsh Language and other standards 	<ul style="list-style-type: none"> Improve the design and accessibility of council IT systems including its web site Improve the Welsh language facilities of council IT systems including its web site Development of standards around self-service facilities including “My Council Services” CRM system and mobile app Develop digital standards for major IT systems working with Procurement and customers/users

<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • A positive contribution to climate change and environmental targets including reduced travel, waste and energy consumption by the use of digital solutions 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Maximise the use of digital solutions to reduce paper usage including digitising paper records • Minimise data storage to reduce infrastructure requirements and reduce energy consumption. • Migrate to more energy efficient technology solutions including data centre and cloud provision • Embed reduce, reuse, recycle principles in digital policies and practices
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • The council's web site is the preferred channel for customers, together with council app, customer account facilities and other digital communication platforms such as social media 	<ul style="list-style-type: none"> • Adopt a "Digital First" approach to drive transformation within the council – services are delivered digitally by design • Redevelop the council web site • Information is customer focused accurate, up to date and consistent across delivery channels • Extend the use of digital communication platforms such as social media to engage with citizens and businesses • Actively promote and signpost residents to online services at every opportunity • Development of effective and intuitive self-service facilities including "My Council Services" CRM systems and mobile app
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Access channels that are joined up effectively, providing choice and consistency of service 	<ul style="list-style-type: none"> • Information is customer focused, accurate, up to date and consistent across delivery channels including social media communications • Redevelop the council web site • Development of effective and intuitive self-service facilities • IT systems are integrated wherever possible to provide more accurate information and reduce data entry
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Digital solutions that are effective and easy to use 	<ul style="list-style-type: none"> • Employees and members have access to the appropriate technology to perform their role effectively • Develop appropriate training for employees and members to support the effective use of digital technology • Adopt a "Digital First" approach to drive transformation within the council – services are delivered digitally by design • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Digital solutions that enable remote working and participation including hybrid meetings 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential • Deliver the council's New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)
<p><u>For employees and members:</u></p>	<ul style="list-style-type: none"> • IT systems are integrated wherever possible to provide more accurate information and reduce data entry

- Processes for employees are automated to reduce data entry in IT systems

- Develop the use of automation including opportunities for Robotic Process Automation (RPA) and Artificial Intelligence (AI)

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Theme 2 - Digital Skills and Inclusion

Theme 2: Digital Skills and Inclusion

We will develop the digital skills of our citizens, employees and members plus support improved access to digital technology.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital skills for citizens and businesses. 	<ul style="list-style-type: none"> Deliver a free digital skills training programme ranging from basic digital literacy to further education development opportunities, working in collaboration with partners including Digital Communities Wales Work in collaboration with educational partners and employers to ensure the availability of digital training Signpost citizens and businesses to training opportunities available to them
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion by providing access to devices. 	<ul style="list-style-type: none"> Introduce a tablet loan scheme within the city Support schools to maintain the local authority recommended number of digital devices so that learners have access to the devices they need Support to the use of community focused grant funding to widen access to digital resources
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion by providing free public Wi-Fi and signposting free data available 	<ul style="list-style-type: none"> Provide public Wi-Fi in community buildings, city centre and buses Work with the Digital Poverty Alliance to raise awareness and undertake signposting of free data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved digital inclusion driven by customer insight profiling. 	<ul style="list-style-type: none"> Work collaboratively with partners to undertake community profile mapping of which communities and areas are digitally excluded Review key demographic data to target support for digital inclusion
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Services that are joined up across partners. 	<ul style="list-style-type: none"> Publicise the digital inclusion work that NCC and partners are delivering across the city Work in collaboration with the Digital Inclusion Alliance Wales to deliver on our 6 pledges to eliminate digital exclusion
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> Improved digital skills for employees and members. 	<ul style="list-style-type: none"> Addresses the digital skills needs of employees and members as part of the People Plan and workforce planning Enhance the role of council digital champions to improve support for employees Signpost employees and members to relevant training and awareness raising activities
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> Improved access to devices and systems for employees currently without a device. 	<ul style="list-style-type: none"> Consider appropriate devices accessible by employees that currently do not have a device Consider suitable access for employees that currently do not have a work account

	<ul style="list-style-type: none"> • Deliver the council's New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Employees and members have access to equipment to work in an agile manner. 	<ul style="list-style-type: none"> • Employees and members have access to the appropriate technology to perform their role effectively • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Implement and develop Microsoft 365 solution to realise its potential • Deliver the council's New Normal programme including improved telephony and use of personal devices (Bring Your Own Device)

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Theme 3 - Data and Collaboration

Theme 3: Data and Collaboration

We will improve service delivery by better use of data and increased collaboration built on secure systems and processes.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • People have confidence in the council’s management of their data 	<ul style="list-style-type: none"> • Maintain accreditation to information security standards including Public Services Network (PSN) and Payment Card industry Data Security Standards (PCI – DSS) • Comply with Data Protection Act, Freedom of Information Act and other information legislation • Improve cyber resilience working with partners and groups such as Warning, Advice and Reporting Point (WARP) and National Cyber Security Centre (NCSC) • Manage information risks by appropriate governance structures and activities • Provide and monitor user awareness training including e-learning for employees and members • Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers • Ensure that effective data quality management processes are implemented across the organisation
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Data is shared appropriately to support partnership and collaborative working for improved service delivery 	<ul style="list-style-type: none"> • Comply with Data Protection Act, Freedom of Information Act and other information legislation to ensure information is shared appropriately • Formalise information sharing using the Wales Accord on Sharing of Personal Information (WASPI) framework • Ensure data is shared using secure and appropriate solutions • Develop the organisation’s use of data as an asset in conjunction with the Newport Intelligence Hub (NIH) • Carry out Data Protection Impact Assessments where appropriate
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Decision making, service delivery and planning is facilitated by better use of data 	<ul style="list-style-type: none"> • Ensure that services engage fully with their data to develop a better understanding of citizens and businesses for transformation and improved outcomes strategically, tactically and operationally • Develop the organisation’s use of data as an asset in conjunction with the Newport Intelligence Hub (NIH) • Gain an understanding of service demands by analysis and interpretation of complaints, compliments and other customer feedback • Ensure that benefits realised are effectively captured
<p><u>For citizens and businesses:</u></p>	<ul style="list-style-type: none"> • Improve cyber resilience working with partners and groups such as Warning, Advice and Reporting Point (WARP) and National Cyber Security Centre (NCSC)

<ul style="list-style-type: none"> Data protected against cyber attacks and other threats 	<ul style="list-style-type: none"> Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers Implement a Security Operations Centre (SOC) and Security Information and Event Management (SIEM) system Ensure effective management of the council's data centre to improve resilience Test cyber security and disaster recovery processes Manage information risks by appropriate governance structures and activities including incident management to minimise impacts Provide and monitor user awareness training including e-learning for employees and members
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Schools are supported in sound information management, cyber resilience and information security 	<ul style="list-style-type: none"> Continue to develop a strategic approach for school ICT Provide a schools Service Level Agreement (SLA) for information management service Provide schools with access to training and resources to support their cyber resilience and information security Implement a Security Operations Centre (SOC) and Security Information and Event Management (SIEM) system Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved business continuity by digital solutions that are resilient with high availability 	<ul style="list-style-type: none"> Ensure effective management of the council's data centre to improve resilience Support service development of business continuity plans Ensure technical security measures are managed, working with the Shared Resource Service (SRS), partners and suppliers Test cyber security and disaster recovery processes Increase the number of digital solutions delivered via cloud services where possible to improve accessibility, availability, resilience and sustainability – "Cloud First" Ensure cloud services meet National Cyber Security Centre (NCSC) cloud security principles
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Data from digital solutions such as sensor technology makes a positive contribution to climate change and environmental targets 	<ul style="list-style-type: none"> Investigate and pilot appropriate solutions to measure the impact of climate mitigation and climate adaptation measures Compare digital data with conventional data capture methods to identify suitable business cases for the deployment of sensor technologies Consider publication of validated and relevant environmental data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Up to date and meaningful information is available to citizens, businesses etc. 	<ul style="list-style-type: none"> Ensure a culture that recognises the importance of maintaining accurate, relevant and up to date information for the public Ensure the council's web site and other digital communication channels are up to date and consistent Development of effective and intuitive self-service facilities Continued development and use of online mapping portal and its associated data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> Improved transparency with council data made 	<ul style="list-style-type: none"> Ensure that services engage fully with their data to develop a better understanding of citizens and businesses for

<p>available that facilitates the use of data for public good in an open format where possible</p>	<p>transformation and improved outcomes strategically, tactically and operationally</p> <ul style="list-style-type: none"> • Develop the organisation's use of data as an asset through Newport Intelligence Hub (NIH) • Freedom of Information and related requests are processed effectively • We will continue to publish data in an open format at www.newport.gov.uk/transparency
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Demonstrate organisational commitment to processing customer requests for information such as Freedom of information and Subject Access Requests 	<ul style="list-style-type: none"> • Meet performance targets for Freedom of Information, Subject Access and other information requests
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • An improved understanding of the city, its citizens and businesses as a result of insight profiling, census and other data sources 	<ul style="list-style-type: none"> • Analysis of service interactions, predictive trend analytics and the use of the Census and other data to ensure that we target and respond according to needs

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Theme 4 - Digital Infrastructure and Connectivity

Theme 4: Digital Infrastructure and Connectivity

We will drive excellent digital infrastructure and connectivity for the City and for the council.

5 year Outcomes – What we will achieve:	To achieve this, we will...
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Excellent connectivity in the city due to increased inward investment in the city's digital infrastructure – broadband, Wi-Fi and mobile telecommunications including 5G 	<ul style="list-style-type: none"> • Support and participate in city infrastructure developments in collaboration with partners for broadband, Wi-Fi and mobile telecommunications • Develop a culture that recognises the benefits to citizens and businesses of digital infrastructure • Implement the Local Broadband Fund (LBF) project in council adult residential care homes • Bids for funding for solutions to improve connectivity in the city where opportunities arise • Exploit city centre digital infrastructure such as dark fibre to act as catalyst for digital developments, inward investment, regeneration and economic activity • Provide and develop public Wi-Fi in public buildings, city centre and buses
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Newport established as Wales' first data city 	<ul style="list-style-type: none"> • Work with Cardiff Capital Region, business, industry and FE and HE institutions to capture, sustain and grow our data capabilities and opportunities, including the delivery of a National Technology Institute in Newport.
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Council services are delivered by fast and reliable networks 	<ul style="list-style-type: none"> • Continue to review the digital infrastructure provision in council buildings • Increase the number of digital solutions delivered via cloud services where possible to improve accessibility, availability, resilience and sustainability – “Cloud First” • Review the existing Community Safety Network provision • Ensure effective management of the council's data centre to improve resilience • Migrate existing PSTN telephone network services to digital
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Smart place technology improves service delivery 	<ul style="list-style-type: none"> • Develop a culture of collaboration and innovation within the council, embracing, trialling and implementing new technology • Consider and implement smart place technologies where appropriate to capture, use and publish appropriate data
<p><u>For citizens and businesses:</u></p> <ul style="list-style-type: none"> • Digital infrastructure for the city considered in council buildings, planning, road infrastructure and assets 	<ul style="list-style-type: none"> • Develop a culture that recognises the benefits to citizens and businesses of digital infrastructure • Support and participate in city infrastructure developments in collaboration with partners for broadband, Wi-Fi and mobile telecommunications • Review the digital infrastructure provision in council assets such as roads and street furniture

<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Building infrastructure that supports a flexible and agile workforce 	<ul style="list-style-type: none"> • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device) • Continue to review the digital infrastructure provision in council buildings • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities
<p><u>For employees and members:</u></p> <ul style="list-style-type: none"> • Employees and members have access to systems irrespective of where they choose to work 	<ul style="list-style-type: none"> • Provide technology solutions that reduce the need for customers and staff to travel including collaboration, hybrid meeting facilities and self-service facilities • Deliver the council’s New Normal programme including improved telephony and use of personal devices (Bring Your Own Device) • Increase the number of digital solutions delivered via cloud services to improve accessibility, availability, resilience and sustainability – “Cloud First” • Implement and develop Microsoft 365 solution to realise its potential • Work with the Shared Resource Service (SRS) as a key partner to deliver outcomes

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Development of the Plan

The Digital themes have been developed in consultation with citizens and businesses to understand their future priorities, using a website survey and a paper alternative. Online surveys have also been conducted using the city's public Wi-Fi in buildings and on buses. Internal engagement has included working with senior managers, the officer Digital City Board and wider officer groups.

Scrutiny discussion in July 2022 supported the proposed themes and detailed aims and actions have now been developed following further engagement. The draft strategy has been developed to sit alongside the new Corporate Plan.

A Fairness and Equality Impact Assessment (FEIA) has been developed and this is published at www.newport.gov.uk/feia .

Performance and Reporting

A detailed action plan will be developed annually and reported through the Annual Report process. Performance is reviewed by means of the Annual Digital Report to Scrutiny Committee and Cabinet Member. Performance will also be monitored as part of the defined role of the council's digital programme board.