

# Digital Strategy Review – Powys County Council

Audit year: 2022-23

Date issued: October 2023

Document reference: 3882A2023

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# Report summary

## Report summary

### Exhibit 1: report summary

The exhibit below summarises the reason we undertook this audit, our key findings and recommendations for the Council.

#### Why a strategic approach to digital is important

- 1 Digital technology is key to delivering a wide range of council services in a more economic, efficient and effective way, is also an important means of councils delivering their wellbeing objectives and carrying out sustainable development.
- 2 Having a clearly articulated strategic approach to digital can bring several benefits such as:
  - establishing a common vision for use of digital and the intended outcomes for local communities linked to the council's strategic objectives;
  - helping to ensure that councils' use of digital technology is aligned with their key strategic objectives and other plans and strategies and is informed by a good understanding of current and future trends;
  - reducing the risk of duplication both within councils and with partners;
  - consideration of resourcing digital over the short, medium and longer term together; and
  - providing a framework against which to monitoring progress over the short, long and medium term.

#### The focus of our audit

- 3 We looked at the extent to which the Council's strategic approach to digital has been developed in accordance with the sustainable development principle and that it will help to secure value for money in the use of the Council's resources.

#### Our key findings

- 4 We found the Council has a clear, integrated and well-developed strategic approach to digital that is informed by a good understanding of its current situation and possible future trends. The Council has a good understanding of who is affected by its digital strategy. It has engaged with stakeholders to inform the strategy and collaborates with partners to deliver it. However, it does not routinely monitor the effectiveness of those partnerships. Monitoring the effectiveness of partnership arrangements is an important part of the Council's arrangements to assure itself that they are achieving value for money. We found strong evidence that the Council invests in its strategic digital approach, balancing short-term and long-term investments, and allocating resources to deliver better outcomes in the long term. The Council

has clear arrangements for measuring the progress of objectives, benefits, and savings achieved through its digital strategy. We also found the Council reviews the effectiveness of its digital strategy and shares the lessons it learns.

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### **Our recommendation for the Council**

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#### **Approach to collaboration**

- R1 To strengthen its arrangements to secure effectiveness, efficiency and economy through partnership working in delivering its digital strategy, the Council should develop arrangements to assess the effectiveness of its partnerships.

# Detailed report

## What we looked at and why – the scope of this audit

- 1 We reviewed the Council's strategic approach to digital, and specifically the extent to which this has been developed in accordance with the sustainable development principle; and that it will help to secure value for money in the use of the Council's resources.
- 2 Our findings are based on document reviews and interviews with a sample of cabinet members and senior officers. The evidence we have used to inform our findings is limited to these sources. We undertook this review between May and July 2023.
- 3 We set out to answer the question '**In developing its digital strategy has the Council acted in accordance with the sustainable development principle and put in place proper arrangements to secure value for money in the use of its resources?**' We did this by exploring the following questions:
  - Is the Council's digital strategy informed by a good understanding of current and future trends?
  - Does the Council have a clear vision of what it wants to achieve through the use of digital technology?
  - Is the Council working effectively with the right people and partners to design and deliver its digital strategy?
  - Has the Council resourced delivery of its digital strategy so it can deliver long-term/preventative benefits?
  - Is the Council monitoring and reviewing progress?
  - Is the Council learning lessons from how it works?
- 4 **Appendix 1** sets out the detailed questions we set out to answer along with the audit criteria we used to arrive at our findings.

## Why we undertook this audit

- 5 This audit was undertaken to help fulfil the Auditor General's duties under section 17 of the Public Audit (Wales) Act 2004 (the 2004 Act) and section 15 of the Well-being of Future Generations (Wales) Act 2015.
- 6 We sought to:
  - provide assurance that councils' digital strategies will help to deliver well-being objectives in a way that secures value for money in the use of resources;
  - provide assurance that councils are acting in accordance with the sustainable development principle in the design of their digital strategies;

- explain how councils are using/planning to use digital technology to meet people's needs and deliver better outcomes; and
- inspire and empower councils and other public sector bodies by identifying and sharing examples of notable practice/approaches where relevant.

## The Council's digital strategy

- 7 The Council's digital strategy, 'Digital Powys: A Digital Transformation Strategy', runs from 2019 to 2025. Digital Powys is one of eight strategic programmes in the Council's Transformation Programme, Vision 2025, which aims to secure the future sustainability of the Council and deliver improved outcomes for residents.
- 8 The Council's vision for Digital Powys is, 'embracing new technologies to improve our customers' experience'. The Strategy states that the vision will allow the Council to 'embark on ambitious projects to ensure residents who are able to access broadband or mobile signals can access information and services 24 hours a day'.
- 9 Digital Powys has four key guiding principles:
  - Customer centred digital solutions;
  - Digital first;
  - Safe and secure; and
  - Working with partners.
- 10 Digital Powys contains five workstreams:
  - Customer centred digital solutions;
  - Digital workforce;
  - Information excellence;
  - Digital infrastructure and systems; and
  - Digital places.
- 11 The Council's digital strategy is supported by a series of business cases. These itemise the amounts of money the Council is investing to deliver its digital strategy, and the amounts of savings the Council aims to generate by implementing the strategy.
  - the first business case, written in 2020, set out Phase 1 of the digital transformation programme for the first three-and-a-half years of the digital strategy from 2019 to 2022. It required an investment of £3.4million.
  - the second business case, written in 2021, set out Phase 2 of the programme. This required an investment of £1.9million over 2023-24 to 2024-25.
  - the third business case, written in early 2023, identifies the investment required over the next four years from 2023-24 to 2026-27. The total investment for this period is £3.9m.

## What we found: The Council has a clear and well-developed strategic approach to digital

### **The Council has a clear, integrated and well-developed digital strategy which is informed by a good understanding of its current situation and possible future trends**

- 12 The Council has a clear vision in place for what it wants to achieve through the use of digital technology. It has a clear, published strategy available in a range of formats, which is supported by roadmaps, Gantt charts and milestones. Digital Powys is one of eight strategic programmes in the Council's Transformation Programme, Vision 2025, which aims to secure the future sustainability of the Council and deliver improved outcomes for residents. The Transformation Programme clearly explains the aim of Digital Powys and what it will achieve. The strategy has been communicated clearly across the organisation and is well understood by the senior officers and councillors we spoke with as part of this review. This means there is a wide and common understanding of what the Council is trying to achieve.
- 13 The Council has thought about the wider impacts its digital strategy may have. The Council has considered how its strategy contributes to the Seven National Well-being Goals and itemises this thinking in its associated Impact Assessment. The Council has reviewed how its digital strategy impacts on the other things it is trying to achieve. There is strong evidence to show how the digital strategy aligns with the Council's other key strategies and goals. The Council has created its strategic approach to digital after consulting a range of national strategies and professional bodies. The Council has considered how its digital strategy impacts on what other public bodies are trying to achieve, including aligning to the Powys Public Services Board (PSB), Health Board and third sector organisations. Considering these wider impacts can help the Council to identify opportunities to deliver multiple benefits and reduce the risk of duplicating work both internally and across the public sector.
- 14 The Council is planning over an appropriate timescale. It has considered what long term means for its digital strategy and has adopted the six-year timeframe to reflect that digital technology is constantly changing at an ever-increasing pace. There are examples within the strategy of longer-term thinking where current projects lay the foundation for future development, such as delivering digital skills, improving digital infrastructure, and replacing legacy systems. The Council has produced a roadmap and Gantt charts with milestones which clearly outline the delivery of the projects within the strategy. The business cases which support the digital strategy explain how the strategy will be delivered in phases which provides the Council with short-term flexibility within the longer-term strategic approach.
- 15 The Council has drawn on a broad range of information, both internally and externally, to develop a thorough understanding of the current situation to inform its digital strategy. This understanding was informed by:



- a range of policies, national strategies, and collaborative fora.
  - a consideration of demographic trends, financial pressures, and service reviews.
  - a review of the key digital issues in Powys, Wales, and the UK.
  - the series of business cases which were developed after consultation with officers, a consideration of possible risks, and the identification of critical success factors to deliver the programme.
  - a scoping exercise looking at which digital services were most accessed by residents.
  - a process mapping exercise of demand issues in service areas to identify priorities for the Digital Team.
  - consultation with Council employees, local businesses, and residents.
  - a Social Services workshop to understand issues faced and identify possible digital solutions.
- 16 The Council identifies the long-term factors that may impact its digital strategy. It has used the Wellbeing Assessment to identify the future needs of the population. It has collaborated with the PSB to produce a Wellbeing Information Bank which provides automated insight and intelligence from Council data sets, as well as the Office of National Statistics and StatsWales. The digital strategy business cases identify possible future trends and comment on possible future risks and opportunities. Digital Powys 2019-25 contains a number of 'future aspirations' to show what life could be like when the Council has implemented the strategy. The Council's Digital Services Team works closely with services to understand their future direction, needs, and challenges. They hold regular away days to horizon scan and investigate how the Council could use digital technology and data to improve the customer experience.
- 17 Understanding its current situation and looking at possible future trends, makes the Council well placed to develop a strategic approach to digital that meets the needs of stakeholders and delivers value for money.

**The Council has engaged with stakeholders to inform its strategy and collaborates with partners to deliver it, but it does not routinely monitor the effectiveness of its partnerships**

- 18 The Council has a good understanding of who is affected by its digital strategy. The Council completed a stakeholder analysis for the Digital Powys Programme to understand who was affected by the digital strategy and to identify the various roles for the stakeholders involved.
- 19 The Council sought out the views of a range of people in developing its digital strategy and provided genuine opportunities for people to influence the design and delivery. It undertook in-depth engagement activity to inform its digital strategy, which involved partners (the PSB, the Regional Partnership Board (PSB), and the

Health Board), employees, and the public. The Council also presented its draft digital strategy to the Powys Association of Voluntary Organisations (PAVO) to get feedback from a range of partner organisations. It also included wider feedback from a range of other sources to supplement the consultation findings, such as a SOCITM survey on the Council's ICT Service, a regional economic survey, and housing tenant feedback. The Council ran engagement sessions with specific groups of people including the deaf and hard of hearing community, people with mobility issues, and young carers. The Council also completed targeted research looking at the challenges for older people in Powys to use digital solutions to connect to health and care solutions and local support. It ran consultation events in local supermarkets, village halls and libraries to reach as many people as possible. The Digital Strategy Group considered this feedback to develop Digital Powys 2019-25. By involving the full diversity of citizens in designing the strategy, the Council has reduced the risk of designing approaches that do not meet citizens' needs.

- 20 The Council works in partnership to deliver its digital strategic ambitions. The digital strategy identifies 'digital partners' as a key mechanism for delivering each of the workstreams, and every workstream contains elements of working with partners. The Council has produced a Digital Collaboration document which lists a set of collaboration principles with the aim facilitating collaboration with other local authorities on common areas of interest. The Digital Collaboration document also provides an update on the progress of the various digital activities the Council is collaborating on. The Council shares expertise and resources on a range of projects, such a joint working group with the PSB to improve digital connectivity; a partnership with Caerphilly Council to purchase IT equipment; and the creation of an online Digital Hub to share knowledge freely. The North Powys Project (another one of the Council's eight Transformation Projects) is a joint project between the Council and the Health Board. There is a digital element to this project and the two organisations are working on a joint action plan.
- 21 The Council collaborates with partners to share information. For example, Powys County Council is the lead organisation for Step 4 of the PSB Delivery Plan. The Council has also shared information and given demonstrations with Digital Public Services Wales to provide examples of good practice.
- 22 The Digital Team collaborates effectively with internal partners. For example, in response to the increasing demand faced by Social Services, the Digital Team ran an away day. The Team worked with social workers to understand the issues they were experiencing and then developed 40 alpha projects for prioritisation. This work has since become a workstream in Digital Powys 2019-25.
- 23 Working in partnership and sharing expertise, resources and information, can lead to better outcomes, whilst improving value for money. However, apart from the Digital Collaboration document, we found no evidence of how the Council formally monitors the effectiveness of its existing partnerships. Monitoring the effectiveness of partnership arrangements is an important part of the Council's arrangements to assure itself that they are achieving value for money.

## **The Council has resourced the delivery of its digital strategy to deliver long-term benefits**

- 24 We found strong evidence that the Council invests in its strategic digital approach, balancing short-term and long-term investments, and allocating resources to deliver better outcomes in the long term. The Council views digital as a pivotal enabler of change for driving transformational improvement to all services and has allocated significant funds via a phased approach to support digital transformation. The first two business cases to support the Council's digital strategy allocated over £5.2m for 2019 to 2025 and the third has secured £3.9million for the next four years. The Council has also identified the risks associated with resourcing its digital strategy. The business cases clearly set out the risks, as well as possible mitigating action. The Council plans to fund the investment requirements detailed in the business cases by using the Welsh Government Transformation Fund and the Council's own Transformation Fund (currently set at £1.2million each year). By allocating such funding and assessing resourcing risks the Council is increasing the likelihood of its digital strategy will be delivered.
- 25 The Council assesses the costs and benefits of using digital technology through its approach to developing business cases. The business cases clearly set out the financial case for delivering the relevant aspects of the digital strategy. They list the finding required for each workstream and provide a detailed assessment of costs and benefits. They detail the level of resource required, the intended benefits, and the savings and efficiencies the strategy will deliver. This demonstrates that the Council is considering value for money.
- 26 The Council has identified the savings it hopes to make by delivering its digital strategy. The business cases state that the Digital Transformation Programme has made over £1million of cashable, non-cashable, and cost avoidance savings since 2019. Update reports to the Executive Management Team also show the level of savings the Digital Transformation Programme has made. The identification of savings is an important aspect in the Council's arrangements to assure itself that the digital strategy is achieving value for money.
- 27 The Digital Services Team is aligning its people to deliver the digital strategy. For example, the Team has automated the front-end of the IT Helpdesk using a self-service portal built by Council officers. This means the Team need fewer traditional Helpdesk roles which has created capacity to recruit more developers. By aligning roles in this way, the Council is reducing the risk of not be able to resource its digital strategy.
- 28 Despite this positive picture on resourcing, it will be important that the Council continually reviews its ambition against available resources to ensure it can deliver its digital strategy.

## **The Council has strong arrangements for measuring the progress and impact of its digital strategy**

- 29 The Council has clear governance arrangements in place for monitoring the progress of the projects within its digital strategy. The Digital Powys Programme Board oversees the delivery of the digital strategy. This board reports to the Council's Transformation Board at a strategic level. At an operational level, the Digital Powys Delivery Group is responsible for delivering the five workstreams and reports to the Programme Board. The Digital Powys delivery Group produces quarterly highlight reports that show the progress of the projects contained in each of the digital workstreams within the overall strategy.
- 30 The Executive Management Team receive regular reports on the progress of Digital Powys 2019-25. These reports provide detail on the achievements of the programme, benefits realised, savings achieved (cashable, non-cashable, and cost avoidance), and any issues or challenges experienced.
- 31 The Council produces an end of year, self-evaluation report on all of the projects contained within the Transformation Programme. The section on Digital Powys explains what the project is trying to achieve and provides an update on progress by listing the achievements under each workstream. It also contains a brief section on lessons learned.
- 32 By having such clear governance arrangements in place, the Council is able to monitor and review the progress of its digital strategy effectively. These arrangements should help the Council to gain assurance as to whether its strategic digital approach is securing value for money.

## **The Council reviews the effectiveness of its digital strategy and shares lessons learned**

- 33 The Council has a process in place for reviewing its digital strategy. The business cases for the digital strategy include a review of what the strategy has achieved so far and identify lessons learned. These reviews have seen the original digital strategy adapted, with some workstreams ending and a brand-new one starting.
- 34 The Council has clear measures to monitor the effectiveness of its strategy - the digital strategy and associated business cases contain measures of success and a list of critical success factors for each workstream.
- 35 The Council has reflected on the impact of the Covid-19 pandemic on the delivery of its digital strategy. These lessons have been captured formally in the Council's business cases as well as with the PSB via recovery planning workshops. The Council has applied this learning to the future direction of its digital strategy, for example by identifying the need to be wary of digital exclusion.
- 36 The Council records lessons learned through a range of official logs, such as business cases and project closure reports. The Council's Transformation Approach clearly states lessons learned must be captured and recorded in formal

logs on all projects to help evaluate programmes. These logs enable the Council to identify areas of good practice and areas of opportunity to work upon.

- 37 The Council has shared key lessons learned with a range of partners using a variety of methods. For example, the Council presented a 'show and tell' event at the WLGA on its Information Excellence workstream. The Council maintains a log of Shared Learning which lists what it shared, with whom, and how. The Council's positive approach to sharing lessons learned provides opportunities for the Council to share good practice and to learn from others.

# Appendix 1

## Audit questions and audit criteria

Below are the questions we sought to answer in carrying out this audit, along with the audit criteria we used to arrive at our findings.

Main audit question: **In developing its digital strategy has the Council acted in accordance with the sustainable development principle and put in place proper arrangements to secure value for money in the use of its resources?**

### Exhibit 2: audit questions and audit criteria

Level 2 questions	Level 3 questions	Criteria
1. Is the Council's digital strategy informed by a good understanding of current and future trends?	1.1 Is there is a thorough understanding of the 'as is' (i.e., current demand/issues to be addressed) and the reasons why/underlying causes?	<ul style="list-style-type: none"> <li>• The Council has drawn on a broad range of information from internal and external sources to develop a thorough understanding of the 'as is' and how it is likely to change. This includes information (including data) relating to:               <ul style="list-style-type: none"> <li>– service sustainability/resilience and resourcing challenges.</li> <li>– the needs of citizens and communities.</li> <li>– the underlying causes of current demand/issues to be addressed.</li> <li>– analysis of future trends and how they might impact, e.g., social, economic/political, environmental, cultural or technological. They might include known trends e.g., ageing population, depleting natural resources and particularly technological advances. They might also include those with a higher level of uncertainty e.g., jobs and skills needed in the future.</li> </ul> </li> <li>• The analysis of the 'as is' and how it is likely to change is well informed by involvement activity, as appropriate, that reflects recognised good practice</li> </ul>
	1.2 Is there a thorough understanding of the long-term factors that will impact and the challenges and opportunities that may result (e.g., risks and opportunities)?	

Level 2 questions	Level 3 questions	Criteria
		<p>(e.g., <a href="#">National Principles for Public Engagement in Wales</a>, Future Generations Commissioner for Wales advice and guidance).</p> <ul style="list-style-type: none"> <li>• The Council uses its evidence base effectively to: <ul style="list-style-type: none"> <li>– identify actions in its strategic approach to digital that are likely to be most effective and why, including how they could address the root causes of problems;</li> <li>– inform decisions around its use of digital technology that seek to balance the need to meet short and longer-term objectives.</li> </ul> </li> </ul>
<p>2. Does the Council have a clear vision of what it wants to achieve through the use of digital technology?</p>	<p>2.1 Is the Council planning over an appropriate timescale?</p>	<ul style="list-style-type: none"> <li>• The Council has considered what long term means in planning its approach to digital – i.e., how far ahead it can/should plan and why (at least ten years with consideration of longer-term trends as appropriate).</li> <li>• The Council has considered how actions can deliver the best impact over that timeframe in terms of outcomes and most effective use of resources. This could include consideration of appropriate intervention points linked to the Commissioner’s definition of prevention. (More details can be found in: <a href="#">Taking account of the Well-being of Future Generations Act in the budget process – The Future Generations Commissioner for Wales</a>).</li> <li>• The Council has set out measures for its digital strategy that reflect short and long-term impacts and value for money, with milestones that reflect progress as appropriate.</li> <li>• The Council has set out how its digital strategy will be resourced over the longer term as far as is practical (see also criteria relating to integration).</li> </ul>
	<p>2.2 Has the Council thought about the wider impacts its</p>	<ul style="list-style-type: none"> <li>• The Council has considered how its digital strategy can make a contribution across the well-being goals.</li> </ul>

Level 2 questions	Level 3 questions	Criteria
	<p>digital strategy could have, including:</p> <ul style="list-style-type: none"> <li>• how it could contribute to each of the seven national well-being goals?</li> <li>• how delivery will impact on the other things it is trying to achieve (i.e., its well-being objectives and wider priorities)?</li> <li>• how delivery will impact on other what other public bodies are trying to achieve (i.e., their well-being objectives)?</li> </ul>	<ul style="list-style-type: none"> <li>• Staff developing the digital strategy understand what colleagues and partners do and how their work relates, and have sought to integrate their work with that of their colleagues from across the Council and with partner organisations.</li> <li>• Integration is evident in the alignment of the digital strategy with other key corporate strategies and service plans. For example medium-term financial plan, workforce plan, asset management strategies, well-being statement and carbon reduction plans.</li> <li>• The digital strategy is aligned with other strategic intents such as: <ul style="list-style-type: none"> <li>– customer experience;</li> <li>– management of demand/reductions in demand failure and prevention; and</li> <li>– design and implementation of new service delivery models.</li> </ul> </li> <li>• The Council's digital strategy aligns with the plans/strategies of local and national partners including the Welsh Government's Digital Strategy for Wales Digital strategy and well-being plans.</li> </ul>
	<p>2.3 Is there a wide and common understanding of what the Council is trying to achieve?</p>	<ul style="list-style-type: none"> <li>• Councillors and senior officers responsible for implementing the digital strategy have a common and clear understanding of what the Council is trying to achieve and the intended impact on service delivery.</li> <li>• The Council's digital strategy is clearly communicated to staff and partners who may help deliver it.</li> </ul>



Level 2 questions	Level 3 questions	Criteria
<p>3. Is the Council working effectively with the right people and partners to design and deliver its digital strategy</p>	<p>3.1 Has the Council identified who it needs to involve?</p>	<ul style="list-style-type: none"> <li>• The Council has a good understanding of who will be directly and indirectly affected by its digital strategy and who it needs to involve.</li> <li>• The Council has effectively involved the full diversity of views in developing its digital strategy, including from non-traditional sources and from those it may have previously failed to reach.</li> </ul>
	<p>3.2 Is the Council effectively involving the full diversity of people affected by its digital strategy?</p>	<ul style="list-style-type: none"> <li>• The Council has provided genuine opportunities for people to influence the design and delivery of its digital strategy from an early stage, including representatives of groups who share protected characteristics.</li> <li>• The Council has used the results of involvement to shape the design and delivery of its digital strategy.</li> </ul>
	<p>3.3 Is the Council collaborating effectively with the right partners?</p>	<ul style="list-style-type: none"> <li>• The Council is collaborating to ensure it delivers better outcomes and value for money through its digital strategy and has put appropriate arrangements in place to support this, for example for: <ul style="list-style-type: none"> <li>– sharing or pooling expertise and resources;</li> <li>– sharing information;</li> <li>– ensuring effective monitoring, evaluation and accountability including consideration of value for money.</li> </ul> </li> </ul>

Level 2 questions	Level 3 questions	Criteria
<p>4. Has the Council resourced delivery of its digital strategy so it can deliver long-term/preventative benefits?</p>	<p>4.1 Does the Council understand long-term resource implications?</p>	<ul style="list-style-type: none"> <li>• The Council has assessed the costs and benefits of using digital technology to invest in long-term, preventative approaches and the cost (both financial and in terms of outcomes) of not doing so.</li> <li>• The Council has thought about the resources it will need to deliver its digital strategy over the medium and longer term (whole life costs) and how it could manage risks/meet those costs including, for example, planned 'invest to save' initiatives and managed reductions in technical debt.</li> <li>• The Council has calculated and set out any savings it intends to make through implementing its digital strategy.</li> </ul>
	<p>4.2 Does the Council allocate resources to deliver better outcomes over the long-term?</p>	<ul style="list-style-type: none"> <li>• Action (including preventative action) that is likely to contribute to better outcomes and/or use of resources over the longer term is promoted and supported, even: <ul style="list-style-type: none"> <li>– where this may limit the ability to meet some short-term needs;</li> <li>– where the benefits are likely to be accrued by or attributed to another organisation.</li> </ul> </li> </ul>

Level 2 questions	Level 3 questions	Criteria
5. Is the Council monitoring and reviewing progress?	5.1 Is the Council monitoring and reviewing progress towards, short, medium and longer-term objectives?	<ul style="list-style-type: none"> <li>• The Council monitors the costs and benefits of delivering its digital strategy from a value for money perspective.</li> <li>• The Council is measuring the wider contribution the digital strategy is making across its own/partnership objectives.</li> <li>• Progress is measured against short, medium and long-term objectives.</li> </ul>
6. Is the Council learning lessons from how it works?	6.1 Does the Council review the effectiveness of its digital strategy?	<ul style="list-style-type: none"> <li>• The Council regularly reviews the effectiveness of its digital strategy including: <ul style="list-style-type: none"> <li>– effectiveness of its collaborative activity;</li> <li>– effectiveness of its involvement activity, including the impact of the strategy on service users including those who are digitally excluded;</li> <li>– the impact of the strategy on those who share protected characteristics;</li> <li>– the economy, efficiency and effectiveness of the digital strategy overall in helping the Council to achieve its strategic objectives.</li> </ul> </li> <li>• The Council has reviewed lessons learned from its response to the pandemic and is applying this learning to its digital strategy.</li> </ul>
	6.2 Does the Council share lessons learned from its approach to its digital strategy?	<ul style="list-style-type: none"> <li>• The Council shares and applies any lessons learned from the development and delivery of its digital strategy widely across the organisation, and with partners where relevant.</li> </ul>



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