



Aspiring to a Digital Business 2020

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1.0 Why would Swansea become a Digital Business?

1.1 The Digital Context for Swansea

Digital business strategy is a critical capability for organisations. It means they are more likely to thrive and survive in an increasingly digital world. This is true across all sectors including local government, particularly with the ever changing and increasing economic, technology, legal and social demands on the Council.

The scope for Swansea as a digital business is wide but also strategic. The strategy considers **the whole ecosystem** of opportunities and threats to enable strategic decisions. Digital is not applied to everything; digital and non-digital approaches are connected and not separate.

“By implementing the all-Wales Community Care Information System (CCIS) across Social Services and Health, social workers, health professionals and other partners will be able to wrap services easily around the needs of patients using technology. The digital approach enabled by the CCIS software and cloud infrastructure aims to primarily **improve the service and well-being of patients while better supporting staff, increasing pace and efficiency and also releasing savings.** Staff and managers will be able to access the system securely from anywhere using mobile devices, and schedule, plan, and deploy resources around the patient more effectively.”

The digital business approach can deliver a wide range of benefits, not only to people and businesses (Swansea residents and businesses, staff, partners, schools, visitors, suppliers and students), but also vital financial and process efficiencies. However the approach also means **transformation enabled by technology**. This is not about sticking with existing business processes or doing more with less. The digital business represents a whole Council approach to supporting residents of Swansea by delivering services differently and more efficiently.

There are a number of forces which inform the approach:

- **Mobile** working for staff and schools is becoming business critical and residents increasingly use mobile technology to access services
- **Social** use of digital channels is increasing therefore resident engagement via social media continues to increase and demand for **online services** is growing. In this context, Swansea Council staff and Councillors also bring their own digital business aspirations, based on personal interactions with other organisations
- **Information** sharing continues to be vital in supporting vulnerable people and enabling intelligent decisions in priority areas

- **Cloud** solutions are an innovative way to provide services, as they become more established they present an increasingly efficient and cost effective way to support all of the above.

The digital business approach enabled by technology can support services to deliver against the **corporate priorities and key policies**:

Corporate Priority	Examples of a Digital Business Approach
<p>Safeguarding vulnerable people</p> <p>Key Policy: Social Services and Well-Being (Wales) Act 2014</p>	<ul style="list-style-type: none"> ▪ People can be supported to live independently supported by digital solutions, e.g. The internet of Things (IoT) means wearable devices can sense issues and alert support services. ▪ Improving outcomes through joint working with health and other partners supported by CCIS / technology ▪ The Council is already leading the way with its legal portal for secure information sharing of legal cases with the courts, solicitors, barristers and other key stakeholders; increasing pace and reducing costs.
<p>Improving pupil attainment</p>	<ul style="list-style-type: none"> ▪ Virtual learning, teaching communities, online networks and development portals accessed via a range of devices, reducing the boundaries of where and when people learn. ▪ Business intelligence tools which join up information from a range of sources to support teachers, inform policy development, and decisions around resources.
<p>Creating a vibrant and viable city centre</p> <p>Key Policy: Swansea City Centre Strategic Framework Review</p>	<ul style="list-style-type: none"> ▪ Businesses and residents supported by a good Broadband infrastructure, both in rural areas and the city centre ▪ Residents and businesses quickly reporting issues through their device and receiving instant feedback via the IoT, e.g. Technology to automatically sense, track or log fly tipping, street lighting, assisted collections etc and support the workforce in effectively deploying resources.
<p>Tackling poverty</p>	<ul style="list-style-type: none"> ▪ Increasing digital skills and digital inclusion to improve people's access to employment and increase outcomes for young people.
<p>Building sustainable communities</p> <p>Key Policy: Well-Being of Future Generations (Wales) Bill</p>	<ul style="list-style-type: none"> ▪ Unlocking the potential within communities through online networks and social media as has been seen with crowdfunding and crowdsourcing ▪ Business and community growth supported by a good digital infrastructure ▪ A culture of digital communities, supporting Science, Technology, Engineering, Maths (STEM) subjects, technology apprenticeships, code clubs etc.
<p>All supported by an effective Business Intelligence ecosystem with tools to analyse data and information across the Council. This would inform deployment of resources, key decisions, policy making and predictive modelling around future demand</p>	

Customer contact and the digital strategy continue to be key planks of the Swansea digital business approach as current evidence shows a significant increase in these areas. Many residents are now using the automated telephone system for Council

Tax and online forms, across all services, to interact with the Council. However the digital business approach aims to take this further.

“Online chat will mean residents can get help, information, advice and guidance quickly and easily. This approach also enables staff to work from anywhere while reducing cost.”

The IT supply market has changed over recent years. More suppliers are offering affordable cloud solutions that will enable IT to develop systems quickly, and for services to get a single view of residents’ needs.

“With a small amount of training, services could automate their own manual processes without needing to involve IT, with more control around the pace of their own transformation. The benefit for residents means that services can spend more time on innovation and delivering the service rather than manual processing”.

1.2 Threats to becoming a Digital Business

1.2.1 The Importance of Digital inclusion

The Council recognises that not all residents have the means or skills to take-up digital. Therefore, as stated before, Digital is not applied to everything; digital and non-digital approaches are connected and not separate. In addition the Council aims to grow and develop its digital inclusion work to provide residents and staff with the skills and confidence in this area, for those people most likely to use and deliver Council services. Digital inclusion work will be equally important for young people, in ways that increase employment opportunity, life chances, and reduce poverty.

“Gwen Davies, who’s 53, took advantage of the free Digital Friday sessions along with the Council’s Get Swansea Online courses. She said she knew taking the opportunity to learn digital skills would help her with her future employment. “It’s part of the modern age,” Gwen said. “You just have to do it. You can’t just be dependent on people.”

1.3 Current capabilities and the gap

1.3.1 Current Traditional ICT

The ICT part of this strategy and plan is a vital but also invisible enabler of the digital business approach. After ten years, the ICT service is in its final phase of transferring in-house from a third party supplier. Very little investment was made in

staff development or innovative technologies during that period and the transferring ICT model is a traditional one. Skills gaps have been identified and joint working / training with Neath & Port Talbot Council is leveraging new capabilities. Software development between the two organisations is a strength and key capability. A culture of project management and agile is embedding in the new service. Key gaps identified include:

- Subject matter expertise on complex infrastructure configurations
- Resource configurations around the digital strategy
- Cultural change so that innovation can be achieved alongside day-to-day work and unplanned issues.

The current data centre has been updated as far as possible, however there is now a driver to review the data centre strategy with the sale of the Civic Centre. The hybrid data centre model identified in this strategy will enable new capabilities at cheaper cost to the current model.

Infrastructure capability: The Council recognises the importance of becoming a digital business and the current Administration has already invested £3m over three years on key projects, including the WiFi and broadband infrastructure across Swansea schools. Many other projects have involved major infrastructure and platform upgrades to enable the Council to now take the next step towards a digital business, e.g. cloud solutions.

1.3.2 Workforce Development

The digital take-up profile of the workforce is a mixed picture. Only 4,500 of 12,000 staff are currently using technology in their daily work and some of the current user base would like to increase their knowledge, skills and confidence in this area. A Council IT training unit provides both face-to-face and e-learning courses for staff and Councillors, whether that is new technology, major upgrades, or to help solve a problem.

However there is an inherent capability where some employees will own and operate a high-speed wireless network at home, and self-support devices. Apps and Web services will be ingrained in almost every aspect of their lives. All of this will be generally done with enthusiasm and skill, and with very little or no professional support. This capability needs to be leveraged in the move towards digital.

1.3.3 Culture and Transformation: “Sustainable Swansea: Fit for the Future”

Swansea’s change capability is encapsulated in its current transformation programme “Sustainable Swansea – Fit for the Future”. The Programme has four major cross-cutting workstreams to deliver different ways of working and release savings. The programme aims to mobilise staff at all levels of the Council and involves Councillors, trade unions and external partners in co-designing the new

approach. The approach is to also develop a culture of continuous improvement and the newly created Innovation Community has already delivered some positive outcomes.

This strategy supports the outcomes of the commissioning reviews which highlight the need for more investment and innovation in the digital business and ICT. Almost universally across the business ICT has been cited as the key enabler for transformation alongside new ways of working within Services. Culturally there is an appetite for change, although the pace of delivery is a challenge.

1.3.4 Information Management and Business Intelligence

Aside from its people, information is a key asset for Swansea Council. Currently a large amount of valuable data is held in separate systems and processed by individual departments so there is no 'one view' of residents and properties across Swansea. Business intelligence capability is recognised as low and growing slowly, however the ICT enablers in this strategy will increase the Council's ability to prioritise areas of demand and undertake predictive modelling.

1.4 Digital synergies: Collaboration and shared services

There are several all-Wales solutions in flight including: Superfast Cymru broadband, and single systems for: social services and health, libraries, building control, and land charges. There is a growing interest for shared services across Wales driven by: the need to make savings, current partnerships and collaborations and future potential local government re-organisation. Some collaboration work is driven by new Government policies, e.g. Social Services and Health as part of the Social Services and Well-being (Wales) Act which is being delivered by the Western Bay partnership.

Developing the digital infrastructure, skills, and digital culture of Swansea is being driven at regional level supported by all partners, including the Universities.

From an ICT perspective there are already well established local authority collaborations and partnerships at regional, South / West Wales and all-Wales levels.

“Swansea and Neath-Port-Talbot ICT Services are piloting collaboration within particular teams, with a plan to extend this further over the coming year. The aim is to leverage transformation in the longer term by aligning strategies, while maximising any short term savings and opportunities through shared resources.”

1.5 Opportunities to realise the Digital Business: Four Leadership Attributes

The strategy approach, in section two onwards, identifies the areas where ICT and Digital enablers will significantly improve outcomes for residents and the workforce while making important savings. However there are four areas of leadership, which if developed, could accelerate pace and impact:

1. **The Digital workforce:** "every employee is a digital employee". There are significant gains to engaging and empowering staff through digital technology. The approach to strategy implementation aims to harness those capabilities within the workforce to increase the pace of change.
2. **Deliver day-to-day and innovate in parallel.** For the large innovative solutions project teams will be required. However there would be benefits from embedding innovation alongside day-to-day work. The pace of change and delivery would increase for residents and the Council, with staff fully engaged and involved in delivery.
3. **Digital leadership:** Developing new management behaviours around digital so that people are courageous with technology, quick to adapt, and feel empowered to change existing ways of working.
4. **Fail early:** Develop many new ideas at once and fail early so that viable opportunities can be taken forward.

1.6 The Vision:

“To transform ourselves into a leaner digital business by 2020, ensuring the right Council services are Digital First while being universally accessible, especially for the most vulnerable”

2.0 Digital Business Strategy Approach and Implementation

2.1 Delivering the Vision: Four Layers

The vision around digital business will be delivered across four connected layers:

1. **People, communities, and businesses:** The first layer of this strategy concerns end customers: residents, businesses, communities, staff, visitors, students and Councillors – those setting the expectations for digitally-enabled services.
2. **Organisation and delivery:** At the organisation and delivery layer of this strategy, new, lighter-touch governance and assurance arrangements are required. These are a pre-requisite so that ICT and services can move quickly and respond flexibly to new areas of need and opportunity.
3. **Platforms and interfaces:** Creating an ecosystem comprising reusable technology components as well as a marketplace of open integration and innovative suppliers, expert within that platform environment to provide quick implementation.
4. **Infrastructure and technology:** Enables all the above by providing the computing power and networking capability to support appropriately flexible, scalable and elastic solutions.

2.1.1 *People, Communities, and Businesses*

Swansea residents and businesses will be able to do more online, quicker and with less effort. The aim is to improve people’s online experience while actively reducing the cost of providing these services.

Key digital functions	Customers will be able to...
Allow customers to transact	Access all customer services using a single login that will provide personalised and tailored information
	Access services effectively from device range of devices through a single portal
	Apply for services
	Assess eligibility
	Report issues
	Book resources
	Pay for services
	Provide feedback
	Interact with Council staff

Provide information	See all their information in one place
	See if a problem has already been reported
	Make use of mapping and post code based systems to see local services
	Access insight about their neighbourhood, including automated reporting from 'Internet of Things' connected street furniture, homecare devices and systems.
	Receive multi-channel communication via email, text and web chat
	Experience a consistent interface that maintains the Council's brand across systems
Using data intelligently	See personalised information based on location and other data shared under agreement
	Have forms pre-populated to reduce effort
	Use All-Wales systems to provide consistent information about and to customers

2.1.2 Organisation and Delivery

Building a Digital Workplace and utilising a Digital Workforce will enable Swansea Council services to increase the pace of change and transformation and realise savings. Key areas of change include:

Area of change	Change/Impact
Working smarter	More self-service reduces demand for support services – showing staff how a new generation of self-service digital tools can be used to create information management systems without the need for ICT service involvement.
	Universal communications enabling instant messaging, video meetings and voice over all devices enhancing agile working
	Less paper, documents stored electronically
	Cloud-based applications make agile working more accessible and cheaper
	Documents no longer shared on USB drives improving security
	Collaboration within and between teams is simplified

	Instant messaging reduces the email burden and leads to faster decision making
	More browser-based applications means reduced hardware costs
	Empower teams to be digital leaders and end-user developers
Improving front line services	Work from a single customer record utilising business intelligence principles.
	Use multi-channel communications including email, text messaging and online chat more
	Access to digital knowledgebase reduces training time and improves service
	Automate manual processes to allow focus on delivery
Reducing cost	Provide better value through bespoke software development
	Make systems' support more efficient through automation
	Rationalise applications used across the Council where there is duplication of function e.g. anti-virus, encryption, document management, case management tools
	Reduce printing and paper records through electronic document management

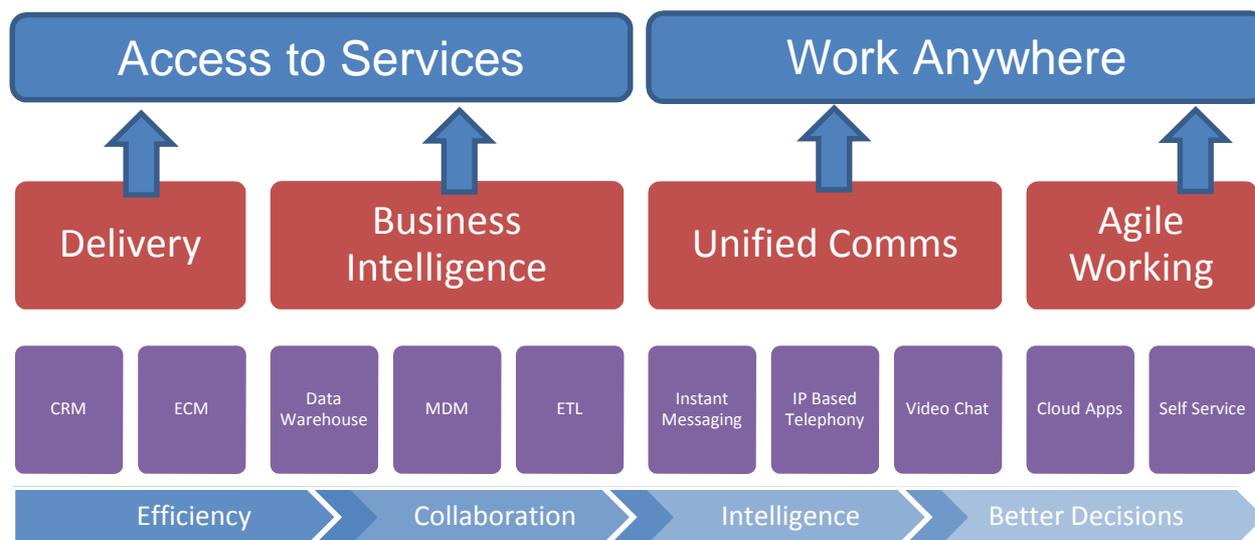
Skills and Training

As new tools and services are introduced, there will be an increased demand for training in ICT services. As well as investing in training service staff, there will also be a need to train ICT teams in new skills and technologies, and also to retrain them as the focus shifts from traditional IT to an era of cloud-based IT where management of physical hardware and systems is less of a requirement.

In order to support the introduction of so many new systems, a 'model office' will be created where staff and schools can drop in and see the new systems and technology in operation. This approach will provide hands on training in the use of the tools, but also support end-user development.

2.1.3 Platforms and Interfaces

A key element of this strategy is to try and provide a long term flexible solution. The architecture is therefore build around the concept of four core platforms:



Platform / Component	Change/Impact
Customer Relationship Management (CRM)	Holds the master customer record
	Allows case management tools to be rationalised
	Reduces the number of case management tools across the Council. Enabled by system rationalisation principles.
Enterprise Content Management (ECM)	Powers the single customer portal
	Allows collaboration within and between teams
	Allows knowledge to be shared through self-service wiki's, document libraries and databases
	Allows workflow to be built around documents and data
	Allows paper records to be digitised
	Allows for self-service control over permissions down to the document level
	Supports agile working
Business Intelligence	Allows digital transformation to occur within teams with little technical difficulty
	Allows reporting to be automated
	Provides new insight by linking previously separate data. This can improve safeguarding, reduce demand, and ensure resources are allocated more effectively

	Allows performance to be tracked automatically
	Creates a 'single view of the customer'
	Reduce instances of fraud
	Use Master Data Management (MDM) application to maintain a master or golden record of customer
Unified Communications	Full telephony solution that works effectively from anywhere with an internet connection on any device, removing the need for a traditional desk phone.
	Reduces cost of numerous separate telephony contracts
	Provides instant messaging that is integrated with telephony, email and calendar to maximise connectivity
Agile Working	Reduces staff carbon footprint by allowing more to work from home at lower cost than existing agile solutions
	Reduces burden on network infrastructure by accessing more services from the cloud
	Provides access to all required line of business applications for many users
	Use of resilient 'software as a service' systems reduces demand on support services
	Increasing customer service as information updated instantly on systems while staff out in the community
Systems Rationalisation & Innovation	Reduces the number of platforms that software applications are hosted on.
	Reduces ICT support costs as less range of platforms to support
	Enabling rapid application development as underpinned by infrastructure platform on offer.
	Leveraging the 'Internet of Things' to automatically identify needs

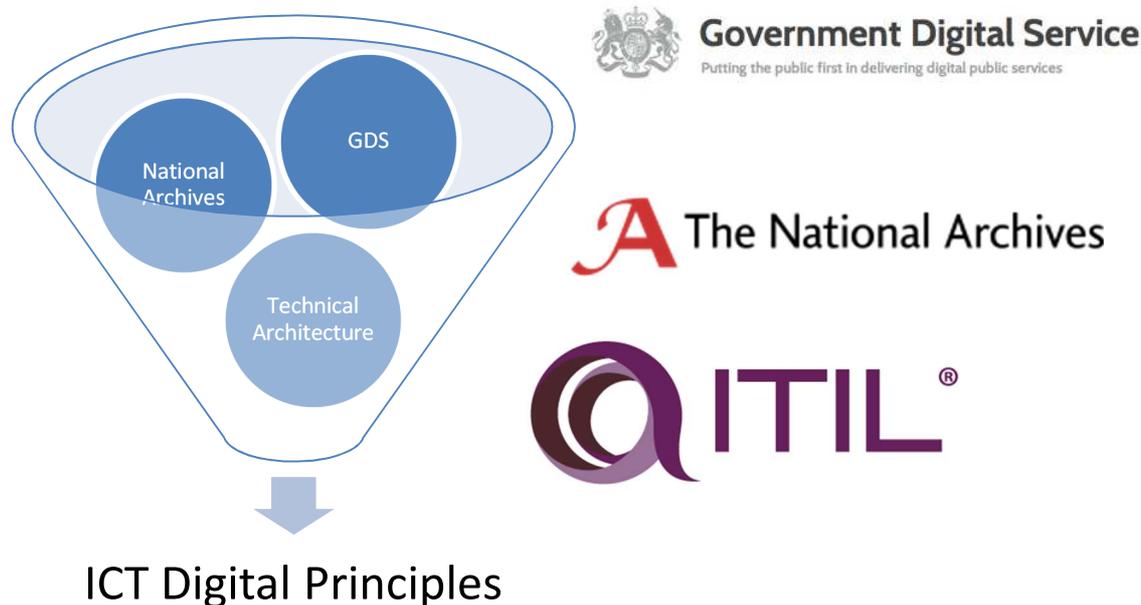
2.1.4 Infrastructure and Technology

In order to meet the changing needs of the Council, there needs to be further investment in new infrastructure that will maximise resilience, lower running costs and provide the ability to move the current data centre away from the Civic Centre without impacting continuity of service. In order to deliver the vision of a digital business, the Cloud will play a major part in reducing costs whilst increasing

resilience. Our cloud journey will include a hybrid model for transition, but also Infrastructure as a service (IaaS) Platform as a service (PaaS) and Software as a service (SaaS).

Infrastructure	Change/Impact
Relocation of physical hardware to an off-site data centre	Reduced cost versus existing data centre
	Improves resilience with more robust physical infrastructure
	Requires less staff intervention, focus on delivering change
Hybrid Cloud	Allows for transition into a cloud-model while minimising disruption
	Allows for further cost reduction
	Improved resilience
Infrastructure as a service	Elasticity - allows infrastructure to scale up as well as down in line with demand
	Provides greatest resilience
Platform as a service	Reduces need for expensive database clusters (SQL as a service)
	No hardware management means staff concentrate on delivery
	Allows bespoke applications to be shared regionally / nationally /globally providing commercial opportunities
Software as a service	No hardware or platform management means staff focus is completely on delivery and innovation
	Software is “ever green”, always up to date without the expense and burden of upgrades
	Incredibly resilient, and all backups are maintained by the supplier.
	Supports and simplifies agile working

2.2 Digital Design and Implementation Principles



The approach to deliver this strategy will be supported by a wide set of principles that ensures best practice and industry standards are adhered to at each level of delivery. There are three specific groups of principles employed in delivering the strategy:

1. Design and delivery of user-facing services
2. Management of data and information
3. Internal technical design and delivery

2.3 Principles for User Facing Services

All user facing services, whether for staff, citizens, visitors or businesses will be developed and delivered in accordance with the Government Digital Service (GDS) Design Principles, which are:

1. Start with needs (user needs, not organisation needs)
2. Do less (minimal and simple content with relevant links)
3. Design with data (informed by user insight)
4. Do the hard work to make it simple (easy-to-use)
5. Iterate. Then iterate again (constantly improve and develop)
6. Build for inclusion (a range of devices, accessibility and literacy)
7. Understand context (how people access services in the real world)
8. Build digital services, not websites (digital services which are flexible for future)
9. Be consistent, not uniform (consistent use of good practice principles)
10. Make things open: it makes things better (open, transparent and share)

2.4 Principles for Data and Information Management

The digital strategy revolves around building platforms that will meet Swansea residents' needs now, and in the future. One of the most significant platforms will be the data and information platform layer.

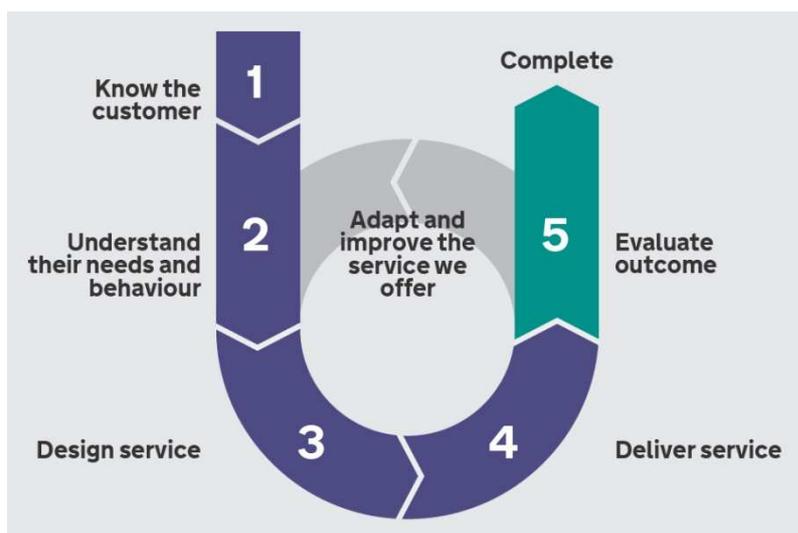
Swansea Council will apply the National Archive's Principles of Information, which provide high-level guidance for managing information within the public sector.

The protection of information assets will be appropriate and cost effective.

1. Information is a valued asset
2. Information is managed
3. Information is fit for purpose
4. Information is standardised and linkable
5. Information is reused
6. Information is published
7. Residents and businesses can access information about themselves

"The information principles enable organisations across the public sector to become increasingly aligned in their use and management of information (both structured and unstructured), drawing on their own local strategy and practices from a common set of principles and best practices." *(National Archives)*

2.5 Internal Technical Architecture Principles



Technical Architectural solutions within IT should be invisible. The platform that allows innovation, business processes and the day-to-day running of services should be accurately sized and made to a mature level of resilience. To achieve such a goal requires careful consideration and the complexity is

multiplied when trying to achieve an overall cost reduction alongside providing a new platform. The ICT service will adopt the overarching ITIL principle of continual service improvement into the delivery of future services.

To move at pace on implementation and introduce the innovation required to transform the business, we will adopt agile principles across all areas of ICT. Work will be delivered in sprints, keeping the focus on continual delivery and improvement. Internally developed applications will be developed in a way that creates a consistent user interface, and maintains consistency of brand.

3.0 Measuring Progress and Governance

Key metrics will be developed as part of implementation and delivery to demonstrate:

- Quantifiable changes, including.
 - Financial savings
 - % changes in demand around services
 - Efficiency in terms of staff time.
- Quality changes, including:
 - Benefits delivered to Swansea residents and businesses, staff, partners, schools, visitors, suppliers and students.
- Increased digital capabilities including Digital Leadership.

Specific customer stories will be gathered to demonstrate the impact and outcomes of implementing this strategy.

Governance will be important to ensure transparency around priorities, manage pace, and to support digital leadership across the organisation. A 'stage and gate' approach will be adopted with clear Business Cases for approval.

The strategy has been reviewed by external experts Gartner Inc. Gartner will continue to provide analyst support during the initial phases of implementation.

4.0 Implementation Plan

Phase	Project ID	Projects
1 Transformation	1001	Strategic Active Directory clean-up
	1002	Build new consolidated platform hosted on public cloud technology
	1003	Implement high-impact systems management
	1004	Complete feasibility study for in-house delivery of Oracle support
	1005	Implement sound security policies, governance and automation
	1006	Identify current services
	1007	Create service passports
	1008	Procure / establish new Data Centre location
	1009	Create federated hybrid Identity model
2 Service on-boarding	2001	Add services to the new platform
	2002	Procure / introduce a CRM system

Phase	Project ID	Projects
	2003	Procure / introduce a single document management solution
	2004	Procure / implement SaaS mail and office productivity suite
3 Stabilisation	3001	Implement an ITIL project management methodology within IT
	3002	Automation enhancements
4 Optimisation	4001	Procure and implement business intelligence solution
	4002	Exploitation of current license agreements
	4003	Procure and implement consolidated applications
	4004	Decommission high cost services and deliver services in a more cost effective way, if required at all
	4005	Implement systems and processes that lead to a single view of the customer
	4006	Implement open source website solution
	4007	Develop Customer Portal

5.0 Key Risks and Mitigations

Risk	Impact H/M/L	Probability H/M/L	Mitigations
1. With investment the ICT and digital enablers are straightforward. However there is a risk that significant benefits are not realised without the corresponding corporate change to processes and working practices	H	H	<ul style="list-style-type: none"> ▪ Embed as part of the current Sustainable Swansea roadmap ▪ Digital champions and model office aim to show the art of the possible
2. There is a risk that without corporate digital leadership at the top of the organisation the culture may not change	H	M	<ul style="list-style-type: none"> ▪ Identify a Chief Digital Officer and digital champions ▪ Incorporate competencies around skills and digital leadership into work reviews ▪ Encourage broad use of the model office
3. Introducing new ICT, digital channels, raising awareness and empowering teams with technology may cause demand to far outweigh capacity within the Web and ICT Services Teams	H	H	<ul style="list-style-type: none"> ▪ Use the ICT governance model to agree priorities across the Council and ensure greater transparency ▪ Empower services so that with some training they can start developing
4. There is a risk that projects dependant on collaboration with regional partners may be slowed by competing priorities	H	H	<ul style="list-style-type: none"> ▪ Formalise approach through memorandum of understanding and clear, transparent planning and governance
5. The digital business agenda is vast and the general prioritisation of this against other unplanned work may create tension and conflict in the system	H	H	<ul style="list-style-type: none"> ▪ Use the ICT governance model to prioritise, communicate and agree ▪ Embed a new approach so that innovation can be achieved alongside day-to-day work across the Council