

DIGITAL BY DESIGN PHASE II – BUILDING ON OUR NEW CAPABILITIES**Report of the Deputy Chief Executive****1. INTRODUCTION AND PURPOSE OF REPORT**

- 1.1. Two years ago to the day, the then Executive Committee considered and supported a proposal to invest in building new digital capabilities in order to support our growth and public service reform ambitions. Updates on the Digital by Design programme have been provided regularly throughout this period. The programme has also been supported by a cross-party Member Digital Group and has blogged publically about its work at www.digitalstockport.info. A summary video describing the programme is online at www.digitalstockport.info/digital-by-design/.
- 1.2. A full update on the programme was provided to the Corporate, Resource Management and Governance (CRMG) Committee in January 2017, showing that the work remains broadly on target and on budget and will deliver the majority of intended benefits working with agreed services by end of September 2017. A short update on what the programme has delivered since January is set out at Appendix 1 and a full programme account and close-down report will be brought in the Autumn.
- 1.3. In February 2017, the current Cabinet presented a Working Paper that set out the following basis on which further investments would be made to utilise these capabilities, and develop new ones, in order to support identified spending reductions over the medium-term. Specifically, the following assumptions were set out:
 - that the capabilities developed by the current DbD Programme can be applied to new service areas in ways that will lead to performance improvements and cost savings and/or additional income.
 - that a series of business cases will be based on modelled assumptions accepted by both service and digital leads.
 - the expectation of a cashable return on investment across the programme of at least of £2 for every £1 invested, over a five-year period.
 - that investment in identified service areas would only follow when an income or spending reductions plan is in place and jointly endorsed by the leadership of the service, the digital programme and Finance. These plans could be prioritised and sequenced to allow for investment in the Phase II programme to be released in tranches.
 - resourcing a future phase would be best done as an extension and / or continuation of existing DbD posts and processes in order to maximise efficiencies and ensure that the skills and knowledge acquired through the first phase are fully applied.

- 1.4. This report now sets out the broad scope of a second phase of the Digital by Design programme that will meet these expectations. In doing so the proposed work will lead to a range of improvements to how services are supported and delivered, and will reform working practices to facilitate recurrent annual reductions in revenue spending of £1.5m in Corporate and Support Services and a further £0.6m in Children's Services.
- 1.5. The report sets out details to inform a future Transformation Reserve Request, which would be aligned to capital and other funds as set out in section five below. This funding will be provided once detailed Delivery Plans have been agreed at a senior level as set out in Section 4.
- 1.6. The report was considered by both the CRMG and Children and Families Scrutiny Committees in July. Both Committees agreed to endorse the proposal and their comments are set out at Appendix 1.
- 1.7. The Cabinet are invited to
 - 1.7.1. discuss the issues raised in the report
 - 1.7.2. agree a further investment in a second phase Digital by Design programme
 - 1.7.3. ask the Deputy Chief Executive, by September, to agree the funding and delivery details of the second phase with the Cabinet Member for Reform and Governance in respect of Corporate and Support Services; and in addition the Cabinet Member for Children and Families and the Corporate Director, Services to People in respect of Stockport Family services.

2. BUILDING ON OUR NEW CAPABILITIES

- 2.1. At the heart of the first Digital by Design programme was a proposal to build, in-house, a suite of reusable technical and workforce capabilities. These capabilities have been built working closely with frontline services that were transforming through the period 2015-17, and were specifically designed to be shared more widely across the Council.
- 2.2. Technical capabilities developed through the programme, which will be re-used in the second phase, fall under the headings below.
 - A **publishing platform** that allows service users to easily find out what they need to know
 - **Transactional Services** to allow people to access Council services online. This includes an online account that allows for personalisation of services and information, as well as the tracking and escalation of queries
 - **Contact and Case Management** improvements to support teams to work more efficiently and with a more joined-up view of people and issues
 - **Business Intelligence** tools to better target and improve Council services
 - **Mobile Working** solutions to support teams to work out and about in the Borough while staying connected to the office

2.3. In addition, a number of non-technical capabilities have been developed that will bring additional value to a second phase of the programme. These include:

- The **Digiknow** brand and partnership to support people to access information and services online
- **Digital Workforce** skills to support rapid prioritisation, design, development and testing of new products; risk and resource management; and empowered multi-disciplinary teams to deliver this work
- A **Digital Academy** approach to recruitment and workforce support that ensures we are best able to identify, recruit and develop our digital workforce in a very competitive regional market
- A small **User Experience** team to deploy modern design and testing techniques that ensure digital products and services meet the needs of the people we want to use them
- A sophisticated **Benefits Realisation** framework to ensure we understand the impact and value over time of the investments being made

2.4. The specific products and capabilities created under each of these headings are set out in Appendix 2.

2.5. The first phase of Digital by design focused on creating these capabilities by working with small numbers of services where the most progress could be made. The second phase will increasingly focus on combining capabilities together within a service redesign exercise to achieve the step change in efficiency and productivity of teams necessary to in-part mitigate the reduction in capacity required by the financial case. The second phase will also continue to develop new capabilities in a number of areas.

3. SCOPE OF THE SECOND PHASE

3.1. The Cabinet in February published a Worknig Paper that described the 'discovery' process that was undertaken in late 2016 / early 2017. This process was open to all non-pooled budget Council services and consisted of 28 full-day workshops that explored how we might transform 29 internal and external services with a cash limit value of £51m. This work informed a three-tier business case model suggesting the different types of digital transformation we are able to undertake, from investment in shared corporate systems to full service redesign utilising cutting edge technology and research methods.

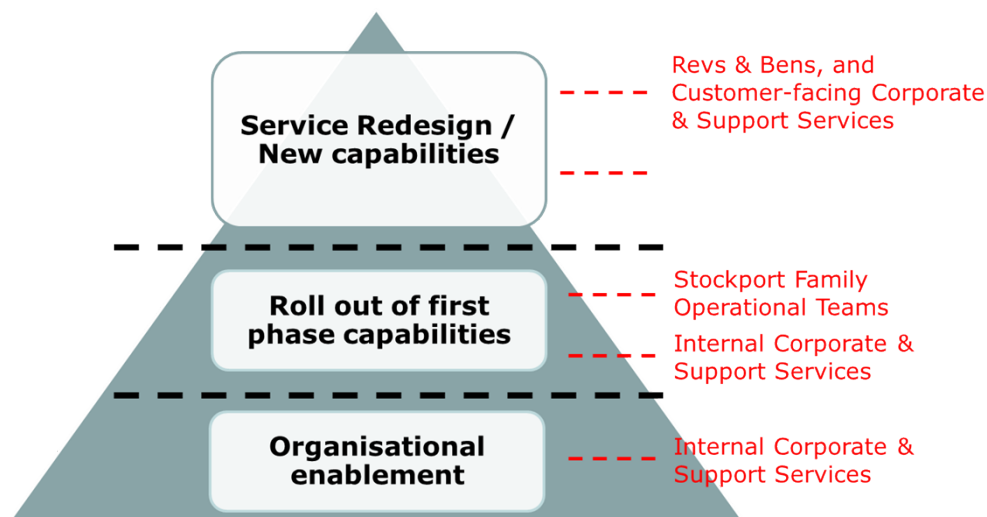
3.2. Broadly the scope of the second phase of the programme is defined as

- Corporate and Support Services (CSS), including Revenues & Benefits and Libraries, and
- Stockport Family, including Education, Public Health and support to extend the implementation of approaches developed through the Joined-up Local Services early adopter

3.3. Fig.1 below shows how these areas map onto the business case model published in February.

- 3.4. The first phase programme has allowed the Council to develop a high performing digital service that builds on and incorporates aspects of the established IT service. This capacity is though limited, in part by the availability of digital and design skills at a sustainable cost. This second phase proposal prioritises those parts of the Council that have progressed through the initial Discovery phase to identify areas for change that can deliver cashable savings to cash-limit budgets from 2018/19.
- 3.5. Other areas of the Council will continue to have access to mainstream IT and transformation support resources as provided for by cash limit budgets. These services will be fully able to apply the capabilities outlined in this report, though at a more restricted pace. It is proposed that further phases of the Digital by Design programme be brought forward in future years, working with other areas of the Council where the agreed return on investment model can be met.

Fig.1 – Alignment of Second Phase Scope with published business case model



CORPORATE AND SUPPORT SERVICES

- 3.6. An initial assessment of CSS systems and services was made in early 2015 when developing the business case for the first phase DbD Programme. Whilst some customer-facing corporate services, such as Registrars and Venue Management, and the Contact Centre, were supported as part of the first phase, the majority of investment was made to support frontline services. A substantial investment in Corporate and Support Services therefore forms a significant part of the proposed second phase programme.
- 3.7. Appendix 3 sets out in detail the areas of service that might be digitised, the priority order in which these would be approached and the anticipated benefit this would bring. These opportunities will be pursued in a range of services areas. Example projects identified include:

- Automated data handling in Revenues & Benefits
- Improved online transactions for internal services
- Integrated data management and workflow to link key IT, HR and Finance records and processes
- Digital receptions in libraries and other buildings
- Digital management of unstructured data such as voice and written text

3.8. User Stories that illustrate how services might change as a result of this work are set out in Appendix 4

STOCKPORT FAMILY

3.9. Stockport Family were in scope for the first phase of the Digital by Design programme and over the past 18 months have worked to establish a platform to support organisational change and improve efficiency across service areas.

3.10. Real progress has been made as a result of the Council's Digital by Design Programme in the following areas:

- **Single view solution** developed in-house which pulls data from various systems into a combined display on one screen - currently being used within the MASSH and Brinnington teams
- **Early Help Assessment** – new strengths based early help assessment process delivered to over 500 Stockport family staff and all schools to enable a more joined up and holistic response at the earliest opportunity.
- **Mobile working** trial with social workers and school age plus workers to reduce downtime, improve process and increase productivity in teams
- **Children's Social Care Dashboard** – operational management dashboard with automated Business Intelligence outputs providing near real-time management information and insight on service and staff performance
- Updated **web content** and the provision of high quality information, advice and signposting for families and professionals.
- **Agile service design** – staff are applying agile tools and ways of working to deliver service improvements in a more efficient and effective way.

3.11. Further investment through this second phase digital programme will enable Stockport Family to build on the capabilities already developed to provide a range of improvements. These are detailed in Appendix 5 and can be summarised as:

- a joined up view of customers and intelligence to allow us to provide the appropriate level of support at the right time
- the right support to families when they need it
- a mainstream mobile working solution to support a new way of 'on the move' working for professionals and an increase in productivity

- more detailed and complex advice and guidance in real time to professionals to assist them in carrying out their role
- wider access to real time management information to improve outcomes and staff performance
- the further integration of existing information and systems
- increase in efficiency and productivity leading to the achievement of year on year budget reductions

3.12. Investing in these initiatives should help to facilitate an improved early help offer. Stockport Family recognises that digital technologies are vital to transform the way in which services operate and to deliver the most effective service to our most vulnerable families. We know that if we can work with families as problems emerge this can result in less demand on services and achieve:

- Better outcomes for children and their families
- Increased family resilience
- Fewer family breakdowns

3.13. User Stories that illustrate how services might change as a result of this work are set out in Appendix 6

4. PROPOSED COSTS AND BENEFITS

4.1. Digital transformation has significant potential to mitigate the impact of workforce reductions by increasing productivity, automating processes and promoting self-service by residents and our workforce. The costs associated with deploying new technologies and ways of working can be significant. The first phase programme has however created the platform for reducing these costs within the Council in two key ways:

Workforce costs and skills

4.2. The first phase of Digital by Design facilitated a significant shift in the working practices, skills and culture of a range of IT and transformation related teams. Through the introduction of an innovative Digital Academy recruitment and workforce development approach, the programme successfully reduced the average running cost of a multi-disciplinary digital and design team whilst improving performance and quality.

4.3. The costs of this learning and development programme were fully met by the first phase budget, allowing the second phase to progress at an equal capacity and pace of development for an overall significantly reduced cost. The continual improvement ethos and tools deployed as part of the programme ensure that these teams are increasingly building the right products faster and providing better value.

Technical costs

4.4. The first phase programme brought new, modern development tools into the Council. This required some challenging changes to technical practice and

infrastructure that have now been accommodated. In addition, core technical components have been built to maximise the potential for them to be re-used at a lower cost.

- 4.5. A further investment in the Digital by Design programme therefore presents an opportunity to secure greater value from the initial funding provided in 2015. This focus on developing a platform for future transformation and related savings was one of the three core objectives of the first phase and has been successfully achieved.
- 4.6. Building on this platform, this report proposes making a further investment from a range of funding sources totalling £4.2m. This investment affords the resource for the established multi-disciplinary teams to work with in-scope services on the areas identified in Section 3 to release a range of benefits. The nature and scale of these benefits will be identified and monitored using the benefits framework and associated methods developed by the first phase programme, drawing on further improvements that were recently jointly agreed as part of an Internal Audit opinion of existing practice within the Digital Programme. This work will be reported to relevant Scrutiny Committees on an on-going basis.
- 4.7. In line with the published working papers, the steps necessary to accommodate these reductions will be set out in a Delivery Plan jointly endorsed by the leadership of the service and the digital programme. This Delivery Plan will be agreed before funding is released following the conclusion of the first phase programme on 30 September 2017, and will:
 - identify the range of improvements that will be made
 - set out the anticipated changed ways of working, and where and how spending or income will be affected as a result
- 4.8. Consultation on associated workforce reductions plans will be put in place following the approval of this Delivery Plan and will comply fully with existing policy.
- 4.9. A Programme Control Plan will be prepared alongside delivery plans. This will set out the programme, IT technical and design governance and support that will be put in place to ensure that investments made adhere to Digital by Design principles and standards.
- 4.10. Financial benefits will be realised through reductions in cash limit budgets in 2018/19 and 2019/20.
- 4.11. The cost and benefit profile for this second phase will be managed as a single programme envelope, as set out in the Programme Control Plan. Funding will be drawn down as it is incurred, in line with existing agreed financial management practices for the Digital by Design programme. A blended funding model will be used, which is expected to include:
 - use of Transformation Reserves

- capitalisation of appropriate costs
- deployment of capital receipts for revenue purposes using appropriate national flexibilities put in place for transformation programmes
- potentially other funds that become available over the period, such as regional or national transformation grants

5. NEXT STEPS

- 5.1. In line with the Agile delivery approach agreed for the first phase of Digital by Design, the discovery workshops established a prioritised list of digital improvements that could be made. These will be taken forward by multi-disciplinary design and development teams led by Managers from CSS and Stockport Family.
- 5.2. In line with our adopted Agile standards, delivery and risk will continue to be managed on a daily basis; goals will be set – and progress shared and reviewed – on a fortnightly basis; and performance, budget, benefits, communication and other key programme issues monitored jointly with services in a formal monthly Implementation Board. The Deputy Chief Executive will continue to act as Senior Responsible Officer for the programme, primarily discharging this role through regular briefings with the Strategic Head of Policy and Information Services and other relevant Senior Managers.
- 5.3. Detailed programme and budget updates will continue to be brought to CRMG, alongside reports about the benefits of the programme to mainstream services that will be reported to all Committees. Regular bite-sized briefings for Councillors will continue, and the Member Digital Group will be asked to consider how best it might continue to add insight and represent the interests of Members and residents.
- 5.4. Further work will begin to develop a fully prioritised scope set out within a Delivery Plan, to be agreed no later than the end of September 2017. Delivery of the second phase will begin in October 2017 upon completion of the first phase programme.

6. SUMMARY AND RECOMMENDATION

- 6.1. The first phase Digital by Design programme has established within the Council an industry-leading digital and design capability, which has already put in place a number of high quality digital services, tools and innovations.
- 6.2. This proposed second phase of work presents the opportunity to build on this platform to go further, achieving real benefits for residents and our workforce while making a significant contribution to meeting our medium-term financial challenges.
- 6.3. The Cabinet are invited to
 - 6.3.1. discuss the issues raised in the report

- 6.3.2. agree a further investment in a second phase Digital by Design programme
- 6.3.3. ask the Deputy Chief Executive, by September, to agree the funding and delivery details of the second phase with the Cabinet Member for Reform and Governance in respect of Corporate and Support Services; and in addition the Cabinet Member for Children and Families and the Corporate Director, Services to People in respect of Stockport Family services.

Comments of the Corporate, Resource Management and Governance Committee

The Deputy Chief Executive submitted a report (copies of which had been circulated) setting out the broad scope of the second phase of the Digital by Design programme. The proposed work would lead to a range of improvements to how services were supported and delivered, and would reform working practices to facilitate recurrent annual reductions in revenue spending of £1.5m in Corporate and Support Services and a further £0.6m in Children's Services.

The report also set out details that would inform a future Transformation Reserve Request, which would be aligned to capital and other funds as set out in section 5 of the report. This funding would be provided once detailed Delivery Plans had been agreed at a senior level as set out in Section 4 of the report.

The Cabinet Member for Reform & Governance (Councillor David Sedgwick) attended the meeting to answer members' questions.

The following comments were made/ issues raised:

- The Scrutiny Committee noted that the Digital Design Programme formed part of the implementation strategy for not only 'Stockport Family' but also 'Stockport Together' and the Council was working with the Stockport NHS Foundation Trust on the integration of systems between the various organisations.
- The Scrutiny Committee welcomed the initiative with the University of Manchester to support four apprenticeships within the Council.
- The use of case studies within the report was helpful.

RESOLVED – That the report be noted and the above comments be reported to the Cabinet when it receives the proposals for consideration and approval.

Comments of the Children and Families Committee

A representative of the Deputy Chief Executive submitted a report of the Cabinet Member for Reform and Governance (copies of which had been circulated) providing an update on investment in building new digital capabilities in order to support our growth and public service reform ambitions and setting out the broad scope of a second phase of the Digital by Design programme that will meet these expectations. In doing so the proposed work will lead to a range of improvements to how services are supported and delivered, and will reform working practices to facilitate recurrent annual reductions in revenue spending of £1.5m in Corporate and Support Services and a further £0.6m in Children's Services.

The following comments were made/issues raised:-

- Councillors asked for assurance that blind and visually impaired people who struggle to access Council website due to software problems would be given additional support – it was agreed that officers would meet with representatives of the disability forum to give this concern further consideration.
- Councillors welcomed the replacement of the Common Assessment Forms for collecting important data for early help assessment and saw the new way of working as a positive step and much more user friendly
- Councillors welcomed the work being undertaken and recognised the opportunities it creates for the future. They asked that regular updates on the project be brought to future meetings.

RESOLVED – That the report be noted and officers thanked for their presentation.

DIGITAL BY DESIGN - FIRST PHASE DELIVERY UPDATE

January to June 2017

7. INTRODUCTION AND PURPOSE OF REPORT

- 7.1. The Investing in Stockport (IIS) strategic framework was agreed by the Executive in July 2014. The Digital by Design programme finance was agreed in August 2015 and an implementation partner procured to develop detailed plans in December 2015.
- 7.2. The delivery phase of the programme began in April 2016 and updates on delivery between then and January 2017 are contained in the report to CRMG in February 2017. This report sets out delivery after this comprising outputs from January to the end of June 2017.

8. DELIVERABLES SUMMARY JANUARY TO JUNE 2017

- 8.1. The Events Directory for the borough was delivered in late January. This created the capability for all services to market events. This was quickly followed by the addition of groups and additional functionality to enable contact details and additional information to be added. Significant time and design effort is being spent on ensuring that this will be kept up to date and is owned by the community and meets their needs. This capability will be built on in the coming months to incorporate services and the ability to book and pay for services.
- 8.2. Single one off payments have been transferred from the old website improving stability of the new platform.
- 8.3. A number of new website pages and separate websites have been created using new user-led design approaches. These will, like the rest of the platform, be improved iteratively based on in-built analytics and user feedback. The sites created are 'Meet the Buyer', 'Adults Safeguarding Board', and the 'Have Your Say' consultation pages. The latter has the ability to use social media to create richer engagement with citizens around decision-making.
- 8.4. During February we held a month of digital activity including a Digital Festival at multiple sites across the borough. This was a great success with over 1000 people attending. An Assisted Digital roadshow supporting people to get online and access council services visited neighbourhoods across the borough complimenting a wider communication strategy encouraging the use of digital services.
- 8.5. The Council also launched its My Account in February. This personal account for citizens enables people to access council services with a single username and password. It now enables residents to view their council tax payments,

discounts, due date and outstanding balance. Those with benefits can also see their claim number, next payments and correspondence documents.

- 8.6. In the My Account citizens can also report and track faulty street lights and blocked grids and book an appointment to register a birth or death. These give us reusable organisational capability and we are working to develop further functionality around amending bookings and paying for services as well as adding additional services into the My Account.
- 8.7. We have worked with services across the Council to agree a simple and cost effective Case Management System. This is currently being implemented with all the services currently using the existing system and will provide them with cheap and easy to use case management to assist their productivity. This can be rolled out to other service from August.
- 8.8. A new reusable booking system has been developed. We have created online bookings capability to Registrars (also available in the My Account) and Local Advice Centres. A system for receptionists and officers to use to manage bookings and see who is waiting to be seen and not attended has been created. In addition a manger dashboard with KPIs has been delivered to support team management.
- 8.9. We have delivered a system to support the Children's Social Care Multi-Agency Safeguarding and Support Hub (MASSH) to triage referrals into Early Help and Prevention and Social Care Services in Stockport Family. The complex system pulls data from a range of sources in a way which complies with Informaiton Governance and Data Security requirements and enable the rapid understanding of what previous contacts a family has had with services. This system uses the data warehouse created as part of our work with the Business Intelligence service, delivering an automated warehouse of data accessible to the MASSH.
- 8.10. Social Care dashboards have been rolled out to all Stockport Family Social Work Team Managers. The dashboards are updated daily and provide information about case allocation and progress.
- 8.11. We created and launched the DigiKnown brand to use by SMBC and all partners involved with the Digital Inclusion agenda. It's designed to be a recognisable and trusted logo to let residents know where they can find help to get online and improve their digital skills.
- 8.12. We're looking at how best to progress the work of Stockport's Digital Inclusion Steering Group which we set up at the end of last year. 23 of our partners came to a workshop held in June to explore how we grow the network into an alliance. £100,000 of DbD money could be used to establish and coordinate a new alliance which would enable us as a collective group to level additional investment to make it sustainable.
- 8.13. We have delivered a new approach to the workforce to compliment the digital transformation occurring across the Council. After difficulty recruiting we

created a new approach to recruitment and moved to a model of looking to retrain people from within the council and the local area into digital careers. We have called this our Digital Academy. We have been successful in delivering using this new approach and are being recognised for this work both within the council and in Greater Manchester with people interested in and using this approach.

- 8.14. We are now working with Manchester University to take degree level computer science digital apprentices under the new Apprenticeship levy scheme and are co-developing a new service design and user experience design degree with them to begin in January. In addition we have created a new e-learning platform for the Council's digital roles and will expand this to services roles to complement our move over the next few months from building our initial platform to delivering end to end service design with services.

PRODUCTS AND CAPABILITIES

Heading	Product	Capability
Publishing Platform	Refresh of online content	<ul style="list-style-type: none"> External IAG
	Healthy Stockport Website	
	New Stockport.gov website	
	Better Off	
	Live Chat for Contact Centre	
	Groups Directory	<ul style="list-style-type: none"> External IAG Search for it Collaborate Communicate it
	Events Directory	<ul style="list-style-type: none"> External IAG Search for it Communicate it Assisted Digital
	Single Payments – enabling over 30 payments to be made online	<ul style="list-style-type: none"> Pay for it
	New WordPress websites – 'Meet the Buyer' for Place and 'Adults Safeguarding Board' for people	<ul style="list-style-type: none"> External IAG
Digital Transactions	My Account	<ul style="list-style-type: none"> Authenticate it
	Council Tax	<ul style="list-style-type: none"> View it
	Waste Collection	<ul style="list-style-type: none"> View it
	View Benefits	<ul style="list-style-type: none"> View it
	Street Lights	<ul style="list-style-type: none"> Search for it Report it View it Track it Subscribe to it Escalate it Measure it
	Blocked Grid	<ul style="list-style-type: none"> Search for it Report it View it Track it Subscribe to it Escalate it Measure it

	Register a Birth	<ul style="list-style-type: none"> • Book it • Measure it
	Register a Death	<ul style="list-style-type: none"> • Book it • Measure it
	Online Child Protection Form	<ul style="list-style-type: none"> • Report it • View it • Manage it
	Early Help Assessment	<ul style="list-style-type: none"> • Report it • View it • Track it • Manage it
	Flood Damage Grant Online Form	<ul style="list-style-type: none"> • Apply for it
Contact and Case Management	Case Management System for Public Health	<ul style="list-style-type: none"> • Report it • View it • Track it • Manage it • Measure it
	Online Booking system to Registrars	<ul style="list-style-type: none"> • Book it • View it • Manage it • Measure it
	Online Booking system to Local Advice Centres	<ul style="list-style-type: none"> • Book it • Manage it • Measure it
	Receptionist User Interface for Bookings	<ul style="list-style-type: none"> • View it • Manage it
	Verint Case Management System to Place (August)	<ul style="list-style-type: none"> • Report it • View it • Track it • Manage it • Measure it
	Verint Case Management System to People (August)	<ul style="list-style-type: none"> • Report it • View it • Track it • Manage it • Measure it
	Verint Case Management System to CSS (August)	<ul style="list-style-type: none"> • Report it • View it • Track it • Manage it • Measure it
	Fred Perry Reception	<ul style="list-style-type: none"> • Digital Access • Assisted Digital
	Proxy Click	<ul style="list-style-type: none"> • Digital Access • Assisted Digital
	SignPosts Safeguarding system	<ul style="list-style-type: none"> • Search for it • View it • Authenticate it • Secure it
Business Intelligence	Develop Data Warehouse	<ul style="list-style-type: none"> • Report on it • Measure it

	Children's Social Care Management Dashboard	<ul style="list-style-type: none"> • View it • Report on it • Measure it
Mobile Working	Mobile Working Infrastructure	<ul style="list-style-type: none"> • Digital workforce • Learn
Assisted Digital	Multi-agency Steering Group	<ul style="list-style-type: none"> • Assisted Digital
	DigiKnow brand	
	DigiFeb	
Digital Workforce	Agile service redesign toolkit	<ul style="list-style-type: none"> • Digital workforce
	Talent finder approach	
	Digital Academy	
	e-Learning tailored to job role	
	Digital Apprenticeship	
Information Governance	New online IG training module for staff	<ul style="list-style-type: none"> • Learn
	Compliant Organisational Privacy Notice	<ul style="list-style-type: none"> • Secure it