



GOVERNMENT OF BERMUDA



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# Digital Transformation Strategic Framework 2024–2027

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## EXECUTIVE SUMMARY

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The Digital Transformation Strategic Framework 2024–2027 establishes the Government of Bermuda's strategic approach for advancing digital government services in alignment with the Public Service Strategic Plan (PSSP) 2024–2027. The Framework provides a clear and coordinated direction for how Government will modernize public service delivery through practical, sustainable, and citizen-focused digital transformation initiatives. The Framework supports the Government's broader modernization agenda by:

- Improving access to public services
- Reducing reliance on manual and paper-based processes
- Strengthening operational efficiency
- Improving digital accessibility and user experience
- Building sustainable internal capability across Government

The Framework recognizes that digital transformation is not solely a technology initiative. Successful transformation requires:

- Governance
- Workforce readiness
- Sustainable operating models
- Interdepartmental coordination
- Realistic sequencing
- Long-term ownership of digital services

The Framework therefore establishes a phased and sustainable approach that balances delivery ambition with operational readiness and organizational capacity.

This Framework is supported through annual implementation plans that define yearly priorities, sequencing, and delivery activities.

## STRATEGIC CONTEXT

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The Public Service Strategic Plan (PSSP) 2024–2027 establishes digital transformation as a key Government priority aimed at improving the accessibility, efficiency, and effectiveness of public services. The Digital Transformation Strategic Framework operationalizes these strategic objectives by establishing:

- Strategic priorities
- Governance principles
- Delivery approach
- Sustainability considerations
- Operating model alignment

The Framework recognizes that Government operates within a complex environment that includes:

- Legacy systems

- Fragmented workflows
- Varied departmental readiness
- Resource constraints
- Evolving citizen expectations
- Growing digital service demands

Government has already undertaken significant foundational work to support modernization efforts, including:

- Establishment of digital transformation governance arrangements
- Digitization initiatives across departments
- Onboarding of priority services
- Cloud and integration planning activities
- Initial platform and architecture assessments
- Development of strategic partnerships

The focus for the 2024–2027 period is therefore not only the delivery of digital services, but also the establishment of sustainable foundations that support long-term modernization and continuous improvement.

## FRAMEWORK PURPOSE

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This Framework is intended to:

- Align digital transformation activities with the Public Service Strategic Plan
- Provide strategic direction for digital transformation delivery
- Support coordinated decision-making across Government
- Establish a sustainable operating model for digital services
- Guide annual implementation planning and prioritization
- Strengthen accountability and governance
- Support rationalization and governance of digital platforms and enterprise technology solutions
- Support long-term Government ownership of digital capabilities

The Framework complements the Public Service Strategic Plan, supporting the implementation of Government's approved modernization objectives through a coordinated digital transformation approach.

## STRATEGIC PRIORITIES 2024–2027

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The Government's digital transformation activities during 2024–2027 will focus on four interconnected strategic priorities aligned to the Public Service Strategic Plan.

### PRIORITY 1 – ONE STOP SHOP FOR GOVERNMENT TRANSACTIONS

#### **Strategic Objective**

Improve access to Government services through modern, user-friendly, and coordinated digital service delivery.

### **Strategic Approach**

Government will continue enhancing digital service delivery through a coordinated approach that:

- Simplifies access to services
- Improves service consistency
- Supports online transactions
- Reduces reliance on manual and paper-based processes
- Improves accessibility and user experience

The One Stop Shop will support citizens and businesses in accessing Government services through more streamlined and coordinated digital journeys.

Implementation sequencing will prioritize:

- High-impact services
- Operational readiness
- Integration feasibility
- Sustainability considerations

### **Strategic Outcomes**

By 2027, Government aims to:

- Improve access to online public services
- Reduce service fragmentation
- Improve customer experience and usability
- Improve service processing efficiency
- Increase adoption of digital services

### **Success Indicators**

- Increase in services available online
- Increased digital service usage
- Improved customer satisfaction
- Reduction in manual service delivery processes
- Improved service completion rates

## PRIORITY 2 – UNIFIED PAYMENT CAPABILITY

### **Strategic Objective**

Establish a centralized and reusable payment capability that supports consistent and efficient digital transactions across Government.

### **Strategic Approach**

Government will continue developing a coordinated payment capability that:

- Supports online transactions
- Improves reconciliation and reporting
- Reduces duplication of payment processes
- Supports scalability across departments
- Improves user experience for digital transactions

The approach will focus on:

- Standardization
- Governance
- Phased onboarding
- Operational sustainability

### **Strategic Outcomes**

By 2027, Government aims to:

- Increase the proportion of digital transactions processed online
- Improve reconciliation capability and oversight
- Reduce fragmented payment processes
- Support more efficient onboarding of transactional services

### **Success Indicators**

- Increased use of online payment services
- Improved reconciliation accuracy and timeliness
- Reduction in duplicate payment processes
- Improved user transaction experience

## PRIORITY 3 – AI-ENABLED SERVICE IMPROVEMENT

### **Strategic Objective**

Introduce practical and responsible AI-enabled capabilities that support operational efficiency and improved service delivery.

### **Strategic Approach**

Government recognizes AI as a longer-term strategic capability that must be implemented in a controlled and sustainable manner.

AI implementation activities during the Framework period will focus on:

- Practical and low-risk use cases
- Operational efficiency improvements
- Workflow support and automation
- Customer service enhancement opportunities
- Workforce readiness and governance awareness

The Framework recognizes that successful AI implementation depends on:

- Data readiness
- Governance maturity
- Workforce capability
- Operational oversight
- Integration readiness

AI implementation will therefore be sequenced in alignment with broader digital transformation maturity and operational readiness.

### **Strategic Outcomes**

By 2027, Government aims to:

- Improve efficiency through selective AI-enabled automation
- Improve customer support capabilities
- Increase understanding of AI opportunities and risks
- Strengthen internal capability for responsible AI adoption

### **Success Indicators**

- Successful completion of AI pilot initiatives
- Reduction in manual processing activities
- Improved operational efficiency and sustainable management of AI-enabled services
- Increased workforce understanding of AI-enabled tools

## PRIORITY 4 – PREPARE THE WORKFORCE FOR THE DIGITAL FUTURE

### **Strategic Objective**

Strengthen workforce capability, readiness, and confidence to support sustainable digital government delivery.

### **Strategic Approach**

Government recognizes that digital transformation requires workforce readiness and organizational capability in addition to technology implementation.

The Framework therefore prioritizes:

- Targeted digital skills development
- Change management support
- Knowledge transfer
- Workforce engagement
- Capability development
- Operational readiness

The approach will support both:

- Internal delivery capability; and
- Long-term sustainability of digital services

### **Strategic Outcomes**

By 2027, Government aims to:

- Improve workforce digital literacy and confidence
- Strengthen internal digital capability
- Reduce dependency on external support over time
- Improve adoption of digital tools and workflows

### **Success Indicators**

- Increased workforce participation in digital training
- Improved staff confidence in digital services
- Increased internal capability and ownership
- Improved adoption of digital tools and workflows

## OPERATING MODEL

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Digital transformation delivery will operate through a collaborative model involving:

- The Digital Transformation Team (DTT)
- Department of Information and Digital Technologies (IDT)
- Government Departments
- Strategic Partner

The operating model is intended to support:

- Coordinated delivery
- Operational alignment
- Sustainability
- Governance oversight
- Shared accountability

### **Digital Transformation Team (DTT)**

The Digital Transformation Team will lead:

- Service transformation activities
- Workflow redesign
- Departmental engagement
- Delivery coordination
- Prioritization activities
- Digital service improvement initiatives

The DTT will also support:

- Implementation alignment
- Operational coordination
- Service onboarding
- Capability development activities

### **Information and Digital Technologies (IDT)**

IDT will provide:

- Enterprise oversight
- Infrastructure and security support
- Cloud governance
- Enterprise integration support
- Portal and enterprise digital platform support
- Operational standards
- Sustainability oversight

IDT will also support:

- Enterprise architecture alignment
- Identity and access management

- Operational support coordination
- Enterprise technology governance

### **Government Departments**

Departments will:

- Provide subject matter expertise
- Support process redesign activities
- Participate in implementation activities
- Support operational readiness
- Assist with adoption and change management

Departments remain responsible for ownership of business processes and operational approvals.

### **Strategic Partner**

The Strategic Partner will provide:

- Specialized technical expertise
- Implementation support
- Knowledge transfer
- Platform and integration support
- Technical advisory services

The Strategic Partner will operate within Government-approved governance and delivery structures.

## **GOVERNANCE AND DELIVERY PRINCIPLES**

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The Framework establishes a lightweight and practical governance model that supports:

- a. Accountability
- b. Coordination
- c. Operational alignment
- d. Controlled delivery
- e. Sustainability

Governance activities will support:

- Prioritization and sequencing
- Implementation oversight
- Dependency management
- Risk escalation
- Reporting and accountability
- Alignment with approved Statement of Work (SOW)

The governance approach recognizes:

- Organizational capacity limitations

- The importance of realistic delivery sequencing
- The need for operational flexibility as implementation evolves

## SUSTAINABILITY AND CAPABILITY DEVELOPMENT

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Long-term sustainability is a core principle of this Framework. Government recognizes that digital transformation must establish not only digital services, but also:

- Sustainable operating models
- Internal capability
- Governance maturity
- Operational support structures
- Long-term ownership of digital services

The Framework therefore supports a hybrid capability model that combines:

- Government ownership and oversight
- Strategic hiring and capability development
- Managed operational services where appropriate
- Targeted use of specialized external expertise

This approach supports:

- Scalability
- Operational resilience
- Reduced long-term vendor dependency
- Continuity of service delivery

Government will continue strengthening:

- Internal delivery capability
- Enterprise governance
- Workforce readiness
- Digital service ownership
- Operational coordination

## KEY RISKS AND STRATEGIC CONSIDERATIONS

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Government recognizes that digital transformation activities operate within a complex and evolving environment. Key strategic considerations include:

- Capacity constraints
- Pace of technological change and risk of platform or vendor obsolescence
- Operational readiness
- Integration complexity
- Evolving business requirements
- Change management needs
- Governance maturity
- Dependency management
- Sustainability and support requirements

The Framework therefore supports:

- Phased delivery
- Realistic sequencing
- Controlled implementation
- Operational flexibility
- Ongoing refinement and continuous improvement

## SUCCESS MEASURES

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Progress during the Framework period will be measured through:

- Increase in services available online
- Reduction in manual processing activities
- Improved digital transaction completion rates
- Increased digital service adoption
- Improved customer satisfaction
- Improved operational coordination
- Improved workforce digital capability
- Strengthened governance and operational maturity

Success will be defined not only by technology implementation, but by measurable improvements in:

- Public service delivery
- Operational efficiency
- Accessibility
- Workforce capability
- Long-term sustainability

## ANNUAL IMPLEMENTATION PLANNING

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This Framework will be supported through annual implementation plans that define:

- Yearly priorities
- Implementation sequencing
- Operational activities
- Delivery responsibilities
- Risks and dependencies
- Annual performance measures

Annual implementation plans will allow Government to:

- Adjust delivery sequencing as required
- Respond to operational realities
- Align activities with evolving Statements of Work
- Maintain flexibility while preserving strategic direction

## CONCLUSION

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The Digital Transformation Strategic Framework 2024–2027 establishes a coordinated and sustainable approach for advancing Government's digital transformation agenda.

The Framework aligns directly with the Public Service Strategic Plan and supports the modernization of public services through practical, phased, and citizen-focused implementation activities.

By focusing on governance, sustainability, workforce capability, and operational alignment, Government will continue progressing toward a more modern, accessible, secure, and efficient digital operating environment.

The Framework provides the strategic direction necessary to support coordinated execution while allowing annual implementation planning to remain flexible, practical, and responsive to operational realities.

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