

CYNGOR SIR CEREDIGION COUNTY COUNCIL



Information Communication Technology and Digital Strategy

2018-2022

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Introduction

The purpose of this Strategy is to detail the high level strategic direction and plans for the full range of Information and Communications Technology (ICT) and Digital Delivery for the next five years (2018-2022).

The strategy will outline a Digital Delivery plan on how the Council will interact with its customers to deliver services electronically where possible, allowing customers to pay using credit/debit cards, request a service through an electronic form and converse through digital platforms (Social Media, Email, instant messaging etc.).

The Strategy demonstrates the role of ICT as one of the management tools in enabling the achievement of the Council's vision through the successful delivery of the Council Corporate Strategy and Well Being Objectives.

ICT underpins the capability of the Council to deliver successfully against its Transformation agenda. Furthermore, making more services available digitally will help the Council to be more efficient and give more opportunities for the public to transact electronically which will reduce costs and thus contribute towards meeting the savings targets identified in the Medium Term Financial Strategy.

External Drivers

The external drivers that have a direct influence on the delivery of the ICT and Digital Strategy are:

- **Well-being and Future Generations Act 2015**
 - Improving the social, economic, environmental and cultural well-being of Wales.
- **Digital Competence Framework**
 - Digital competence skills play a powerful role in the lives of children and young people. Competent and creative application of these skills is essential to life, learning and work.
- **Delivering a Digital Wales framework**
 - Digital technologies and online services have changed how we live and play a big part in our lives. By ensuring that everyone in Wales has access to digital technologies, we are working to achieve a smarter, better connected society and economy.
 - This is not just about improving physical access to the internet. It is also about:
 - ensuring everyone has the skills to use digital technology
 - improving online public services
 - providing faster internet connectivity
 - improving mobile coverage
- **Information Management Acts**
 - General Data Protection Regulation (GDPR)
 - Freedom of Information (FOI)

Internal Drivers

The Internal drivers that will have a direct influence on the delivery of the Strategy are:

The Corporate Priorities for Ceredigion are:

1. Boosting the Economy
 - A vibrant local authority with an agile, multi-skilled local authority workforce.
 - Increasingly become an economically successful vibrant area with a highly skilled bilingual workforce, and increased high quality employment opportunities
 - Increased personal prosperity from employment earnings
 - Close working relationships between public and private sectors.
 - Direct employment paths between Higher Education (HE) establishments and the Council.
 - Ceredigion will have the infrastructure to support a growing economy
2. Investing in People's Futures
 - A sustainable population age profile
 - Ceredigion citizens will have more opportunities to develop their physical, intellectual and social skills to lead active and healthy lives.
 - Ceredigion citizens will be equipped to realise their potential in the economic and social life of the County.
 - Continue to be a vibrant home for the Welsh language and culture
 - All Ceredigion citizens will have access to a range of health related programmes and interventions for all sectors of our communities, targeting those at greatest risk.
3. Enabling Individual and Family Resilience
 - Citizens of all ages will have an improved quality of life
 - Improved support networks for families and those in need across the County.
 - Improved well-being and health by adopting effective interventions.
 - There will be well established networks of community and voluntary groups throughout the County providing strategic preventative support thus increasing community resilience and sustainable social care.
 - Improved choice and quality of local housing.
4. Promoting Environmental and Community Resilience

- High standard of environmental and biodiversity stewardship.
- Positive contribution towards tackling the causes and mitigating the effects of climate change and environment harm.
- Ceredigion communities will show improved resilience in the face of environmental and social challenges.
- We will ensure the continued safety of the residents in coastal areas through securing further investment.

Cross cutting themes:

As a Council we are fully committed to the delivery of a range of cross cutting themes that will enhance performance and quality of delivery of service.

- Bilingualism – We ensure all service areas provide a completely bilingual service and all staff are encouraged to develop their linguistic skills in both languages.
- Fit for purpose – Our staffing structures are lean and cost effective. However, we will continue with the corporate re-design programme to centralise all support service teams.
- Sustainability – The success of the previous five years has ensured the Council is a sector leader in Carbon Management and recycling. It is our intention to continue our efforts to be a clean, green authority that provides our residents with an environment that is both attractive and inviting to the tourism industry.
- Engagement – Our policies for the future will encourage collaboration and partnership working with all interested stakeholders. We consider effective interaction with our communities as an essential component to securing a healthy and vibrant society.
- Equality – Ensuring that everyone has equal opportunities to contribute to making Ceredigion a better place to live, work and enjoy.

The ICT & Digital Strategy 2018-2022 will respond to the following Key Objectives to ensure effective and efficient use of the Council's technological resources to:

- Digital Transactions
- Digital Partnership
- Smart Data
- Customer Oriented Design
- Digital Inclusion
- Digital Staff
- Digital Technology

ICT will be an enabler in delivering digital business services across the Council and will provide technical solutions that meet the business needs.

Each of the objectives for the delivery of an effective ICT & Digital strategy is detailed with recommendations which are included as actions.

Key Objectives

Digital Transactions

The extent to which citizens can request services from the local authority website.

Aims

- To transform transactional services to more efficient, self-service, digital channels.
- Provide increased 24/7 bilingual digital access to services.
- To improve customer engagement through access to personalised information and services
- Provide a fully bilingual service

Objectives

- To enable council services to be accessed digitally when possible
- To enhance the Council website for all services, making it accessible for mobile devices and comply with Disability Discrimination Act (DDA) where required
- Provide our customers with an easy, accessible portal that can be personalised to suit their needs
- Improve the customer experience through a more effective and efficient service request process that is available 24/7.
- Ensure that the customer information processing is carried out within all the legal requirements of GDPR.
- To target 70% of all transactions being fully digital across Council services in the next 5 years.

Actions

- Map all service business processes to enable digital transactions, where possible
- Provide a web portal for users to manage their request and interact with the council services digitally
- Integrate the Customer system with the Backoffice systems to enable complete digital journey for all service requests, where possible.
- Deliver digital payment service across the Council to reduce manual cash handling
- Enable the customer to request all services through a bilingual (Welsh/English) DDA compliant website

Benefits

- Reduce Backoffice resources by reducing manual intervention through digital processing, thus providing improved efficiencies for service delivery.
- Improve first point of contact through a 24/7 service
- Reduce customer contact costs through digital delivery.

- Reduce payment charges

Digital Partnership

The level in which digital is embedded as a golden thread within corporate/strategic plans to enable partnership working.

Aims

- The delivery of an improved, joined up, customer centric service, ensuring seamless delivery of services requests across all partner organisations
- To work regionally and nationally to exploit opportunities for collaborative digital service delivery.
- To enable simple and secure information sharing with all partners.

Objectives

- Developing new solutions that integrate services across geographical boundaries rather than restrict to local reach.
- Working with SME, voluntary and support sector to harness opportunities for partnership working to deliver digital services.
- Engage more effectively using appropriate technologies to identify the customers' needs and priorities.
- Support communities to develop and implement digital services and skills through effective partnership working.

Actions

- Engage with our residents and business to ensure that we deliver, where possible what the customer needs and not what we think they want.
- Ensure staff are provided with the necessary collaborative tools to improve productivity and partnership working.
- Fully exploit new technologies and ways of working that includes open source solutions and cloud delivery where appropriate.
- Protect privacy through effective information management and have robust sharing arrangements with all partners and external organisations.
- Work regionally and nationally on the procurement of software and cloud based services to achieve better value for money.

Benefits

- Use of regional and national software solutions that enable better and secure information sharing and better value for money for service delivery.
- Foster cohesion in service delivery, making the customer experience a seamless delivery across all partners involved.

Smart Data

Collecting the right data in an accessible way and making informed decisions with it. Making open data available to citizens and businesses to consume.

Aims

- Treat information from interpreted data as a key corporate asset that will enable improved decision making and resource allocation
- Ensure compliance with our legal obligations under information management (General Data Protection Regulation, Freedom of Information Act etc.)
- To promote openness and transparency by making public information and data sets available.

Objectives

- Ensure compliancy for information sharing as part of open data and compliance to the statutory regulations
- To eradicate duplication and inconsistency of data to ensure confidence and accuracy of information used to deliver services.
- Provide information regarding Council performance to relevant stakeholders.
- To continue to support collaboration and shared services through robust data sharing agreements

Actions

- Continue to develop and migrate all unstructured data to the corporate Electronic Document Records Management system and publish public information via the Council website
- Ensure strong and robust information management and sharing policies and protocols.
- Ensure that all our ICT systems comply with General Data Protection Regulation.
- Continue to develop technical solutions to enable safe sharing of information to support shared services and public sector collaboration
- Provide performance information via information dashboards
- To support the digital agenda by scanning all paper records at source, thus enabling electronic life management of all records.

Benefits

- Quality data that can be used to make informed decisions on future service delivery
- Comply with information regulations and reduce the risk of mismanagement of our customer information, reduce data breaches and potential fines.
- Reduce paper storage, thus reducing physical modern records storage needs.

Customer Oriented Design

Putting the citizen at the heart of digital design through working closely with citizens to redesign business process and online services. Using citizen data to drive service design.

Aims

- Provide a digital service that meets user needs and not what we think they need.
- Provide a digital service that have social media and other related digital techniques embedded into the design
- To follow the principle of 'Design once, Use many times'. Ensure that common service tasks are re-used where possible

Objectives

- Use intelligence from social media and other source of information to inform us of digital design of services.
- Re-design the whole service delivery process to make it simple and easy to deliver. Don't accept "It's always been delivered that way." as a response when re-designing digital services.
- Use same language and same design patterns to ensure the customer is familiar with consistent approach of service delivery.

Actions

- Engage with citizens through consultation to design services they require and will engage with for future needs.
- Use all citizen data sources to prioritise transformation of a service to a digital delivery.
- Use standard digital tools to develop service delivery modules and re-use where possible.
- Develop tools that enable intelligence gathering and interaction through all forms of social media.

Benefits

- Simple and common service delivery methods allow better customer experience and increase use of digital services.
- Delivering what the customer needs will provide efficiencies by prioritising and targeting funds to the appropriate services
- Improves customer satisfaction level and provides efficiencies.

Digital Inclusion

Ensuring citizens and businesses can access digital services.

Aims

- Ensure residents and business are able to access digital services
- Developing digital skills for children and adults
- Working with technology providers to improve digital availability across the County
- Provide all schools and adult learning centres effective digital infrastructure to support delivery of their core education.

Objectives

- Provide a platform for delivery of the Digital Competency Framework to all learners to develop digital skills
- Engage with our customers through social media to encourage digital transactional conversations
- Work with technology providers to improve digital connectivity throughout the County

Actions

- Provide technical support to both Economic Development projects that improve mobile and superfast connectivity for the County
- Continue to improve ICT infrastructure in schools and adult learning centres
- Support digital curriculum delivery through development of national education services such as HWB
- Provide public access computers in all libraries and customer centres to enable all to access digital services through the internet.
- Continue to deliver and increase the availability of free WiFi hotspots in council buildings for public use

Benefits

- Enable all citizens to access digital services
- Ensuring sustainable communities through better access to digital services
- Enabling the next generation to have the right digital skills.

Digital Staff

Providing digital mobile devices and flexible ways of working to staff to maximise efficiency. Implementation of automated digital back office process and work flow.

Aims

- To enable a digital workforce that is responsive and flexible in how they work
- Up-skill the workforce to work digitally.

Objectives

- Staff will have the digital tools and skills required to deliver services efficiently and effectively.
- Continued development of a flexible workforce that will bring service improvements and allow further rationalisations of buildings and Backoffice functions.
- Accelerate the move towards Digital by Default delivery where possible.

Actions

- Equip the staff with the appropriate tools to enable agile/mobile working, where a business case will show effective and efficient business process delivery.
- Continue to re-design business process that will allow digital working for all service delivery processes.
- Invest in security measures to ensure data security and compliance to information regulations
- Continue to provide ICT skills training to enable staff to benefit from flexible/mobile working

Benefits

- Flexibility and mobility brings efficiencies and increased productivity through better ways of working
- To ensure a healthy and mutually beneficial work life balance to our workforce
- Reduce travelling and accommodation costs

Digital Technology

Providing digital platform to deliver council services efficiently either through local delivery or cloud services.

Aims

- Standardise ICT infrastructure technology
- Deliver Business Applications either locally or via cloud service that best fits the business needs
- Continue to invest in ICT Technology to enable further Digital delivery and efficiencies

Objectives

- Provide ICT Infrastructure that fits the needs of the service
- Rationalise and make better use of Application software across many service areas
- Use open standards and open source software when developing new applications
- Ensure that all ICT solutions are appropriate for their needs
- Maintain high level of security for access and data usage

Actions

- Rationalise the number of Application Software used by the service areas
- Approve all Application Software development/procurement and ensure it meets all technical standards of the ICT service.
- Ensure that, where possible, mobile delivery solutions are device independent. Deliver the service through the most efficient and effective way either locally or via cloud service.
- Meet all Cyber Security to ISO 27001 standards and enforce local security measures to ensure data integrity.

Benefits

- Provide an efficient ICT delivery through standardisation and efficient use of application software
- ICT Service are professionally sourced by the central team, using methods that are compliant with procurement regulations and deliver best value for money.
- Provide a robust ICT service through standardisation and having a workforce that is fully trained in software/infrastructure used by the Authority.