

Carmarthenshire County Council

Digital Transformation Strategy

2017-2020



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Foreword from the Chief Executive of Council

Welcome to Carmarthenshire County Council's Digital Transformation Strategy 2017-2020. This digital strategy sets out the Council's ambitious approach to transform the way we deliver our services to the residents of Carmarthenshire.

We continue to face some tough challenges ahead against a backdrop of on-going austerity and it is essential we maximise the use of the very latest digital innovations to ensure Council services are financially sustainable into the future.

An enhanced digital infrastructure with inward investment from the Swansea Bay City Deal will allow us to work with partners from across the Region to deliver more effective, efficient services and transform the local economy ensuring it can compete on the global stage.

The Digital Transformation Strategy will be reviewed annually and we will report our progress in delivering on our key projects in our Annual Report.



Mark James
Chief Executive

Our vision for Carmarthenshire

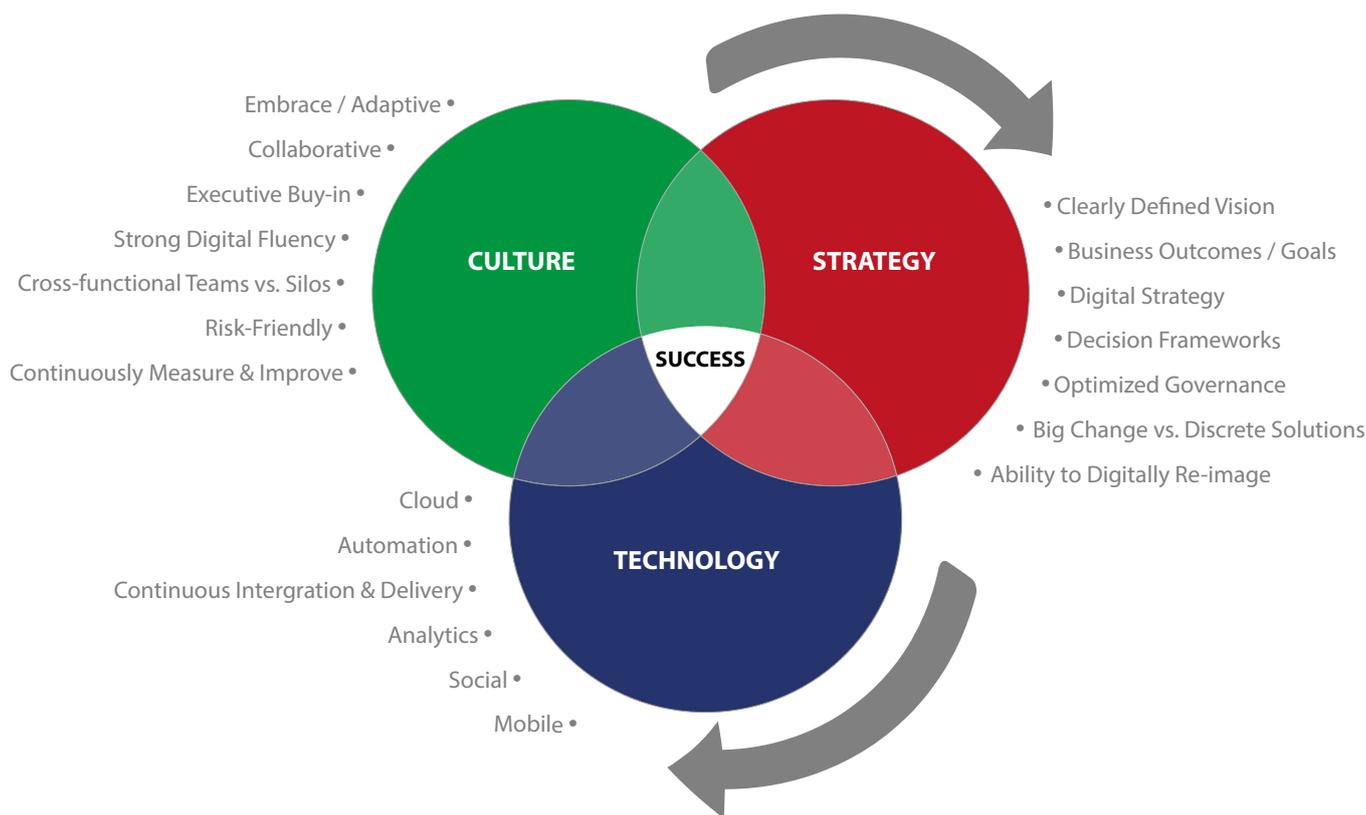
“A Digitally enabled Carmarthenshire”

To achieve this bold vision we must:

- Provide transactional services and information online in a user-friendly and inclusive way.
- Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our residents.
- Create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery.
- Support our residents to use digital technology and enable access to technology for those that do not have it.
- Support our businesses to compete in the digital economy.
- Use digital technology to work and collaborate with our partners seamlessly, including the effective sharing and use of data.

What is a Digital Transformation Strategy?

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire. Technology is becoming increasingly pervasive across all sectors and becoming integrated in many aspects of our lives. Carmarthenshire County Council needs a digital transformation strategy because digital technology has the potential to transform the County and the lives of residents while generating long-term savings for the Council.



The Council through the Transformation Innovation and Change (TIC) team are driving forward transformational service change projects – Agile Working and Channel Shift. A Digital Transformation Steering Group has been established that will monitor delivery of the key projects identified within this strategy and all relevant work streams established will report to this steering group. To fully realise the benefits that digital technology can deliver and ensure Council services are financially sustainable into the future we need to dramatically increase the scope and, in some areas, the pace of our work around digital technology.

Digital transformation challenges and improves how things are done today. Carmarthenshire County Council will continue to embrace change and this will be achieved with greater use of digital technology and social media channels.

We recognise that schools have extraordinary ICT needs, and to provide greater focus, an Education ICT Strategy will be developed and aligned to Welsh Governments Digital Competence Framework.

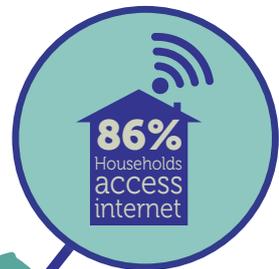
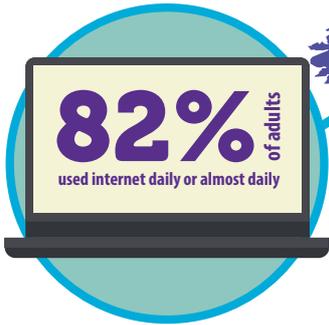
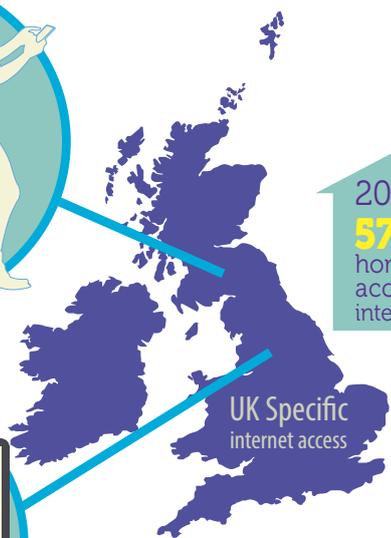
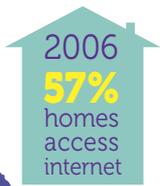
Building the Digital Foundations in Carmarthenshire

Carmarthenshire is the third largest county in Wales covering some 2,365 square kilometres. Carmarthenshire is a county of contrasts. The agricultural economy and landscape of rural Carmarthenshire is side by side with the urban and industrial south-eastern area. The county is developing into a modern economy that includes light engineering, new technological and service industries with other business enterprises.

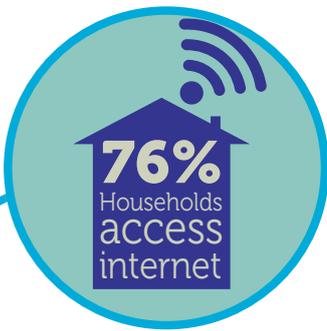
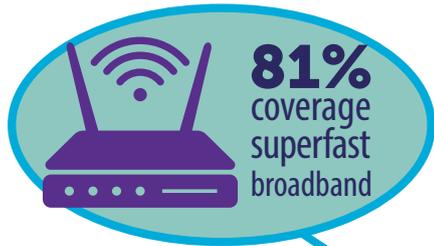


The Swansea Bay City Region's Deal proposal aims to put the region at the forefront of the digital age, focusing on developing Next Generation digital infrastructure including improvements to expand the provision of fixed ultra fast broadband , 4G and WiFi capabilities to benefit both rural and urban areas of the region. An enhanced digital infrastructure will enable the region to innovate, trial and globally commercialise smart internet based solutions that will transform the economy in areas such as energy, manufacturing and life sciences. This will effectively support large-scale home working, improve access to jobs, raise productivity levels within the local economy, help address local congestion issues as well as support mainstream delivery improvements/innovations. This inward investment will improve digital connectivity in the rural areas of the County.

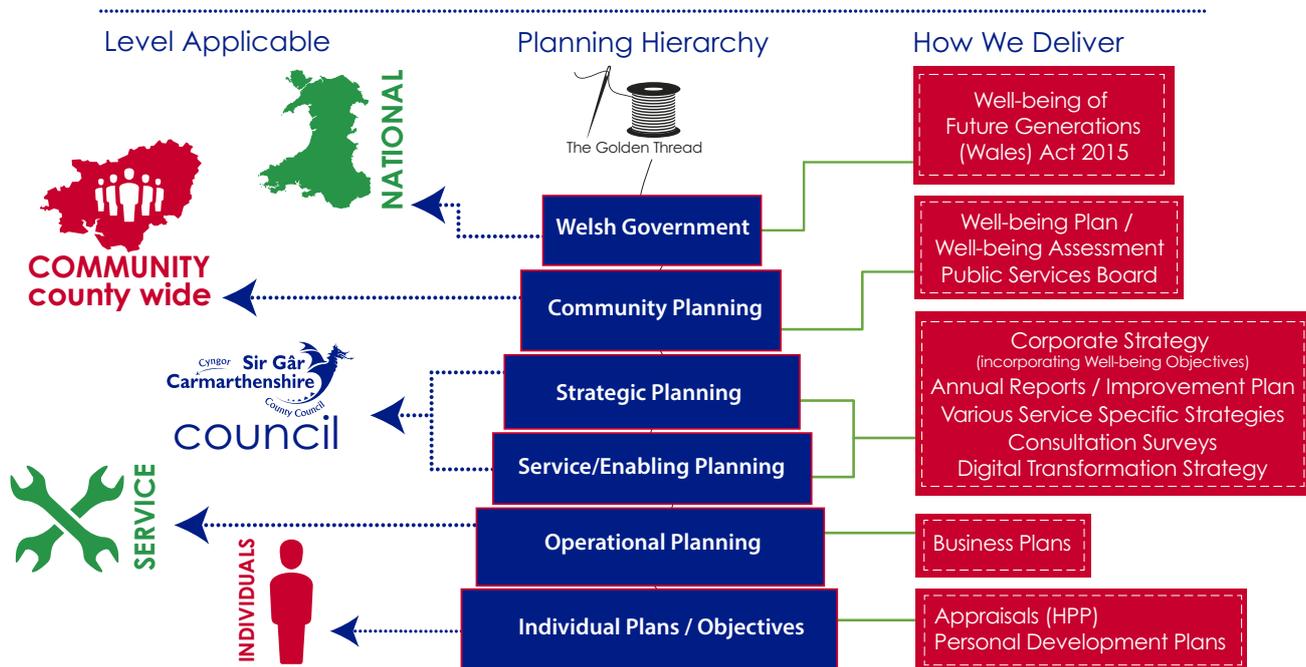
The Welsh language in Carmarthenshire plays a key role in our everyday lives with 43.9% of the population over the age of 3 being Welsh speakers. Our online services have to be provided bilingually.



three devices most commonly used to access the internet

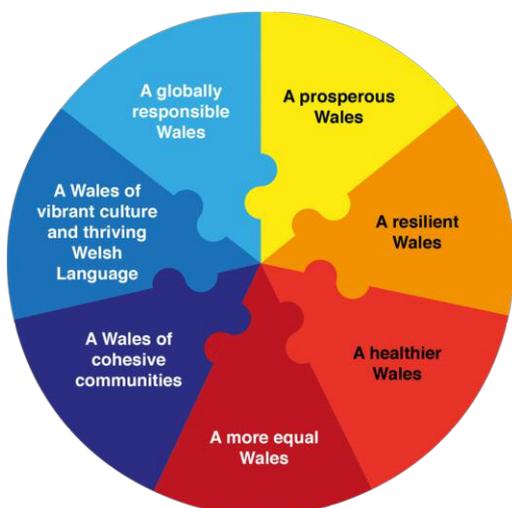


How plans are made - The planning cascade - “The Wedding Cake & Golden Thread”

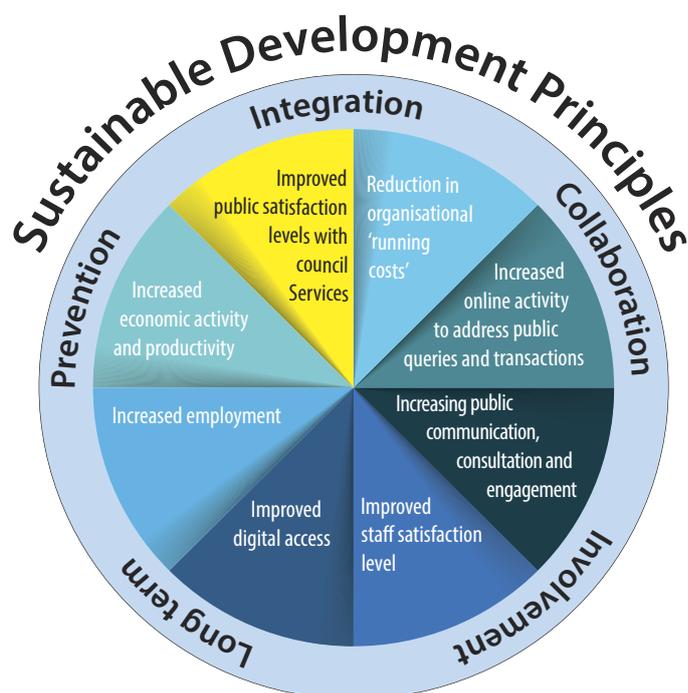


The Digital Transformation Strategy will ensure a number of the expected outcomes identified within the Council's Corporate Strategy 2015-2020 can be achieved which in turn will underpin the delivery of our Well-being Goals. Action plans will be developed to deliver the key projects identified and these will be monitored via PIMS and reported annually.

Seven Well-being Goals of the Future Generations Act



Outcomes within Corporate Strategy:



Digital Transformation Strategy - Key Priority Areas

There are four key priority areas that will enable us to achieve our over-arching vision.



Resources Required

The authority is investing a significant amount of resource to ensure it delivers the key priorities and outcomes of the Digital Transformation Strategy 2017-2020.

- An investment fund will be established to support the Agile working agenda that will in return deliver even greater savings for the Authority.
- £400k to transform the way we deliver our services online
- £450k invested to replace an ageing technology infrastructure to support a digital workplace.
- £50k to counter the risks from Cyber crime and enhance online security.
- Training for staff to ensure they can exploit the latest technologies
- £30k for the provision of Citizen Wi-Fi to improve accessibility to online services.

As part of the Swansea Bay City Deal we will have two major projects in Carmarthenshire:-

- At the Creative Digital Cluster at Yr Egin a total project cost worth £24M (£5m City Deal+£16M Public Sector £3M Private) will be delivered creating 200+ jobs over the next 15 years.
- At the Life Science & Well-being Village project, a total project cost of £200M (£40M City Deal, £32M Public Sector Funding and £127M Private Sector) will create 1800+ jobs over the next 15 years.

Digital Customer Services

“Enabling citizens to get the services and information they need online”



What it means

- Providing high quality user friendly services and information online to residents.
- Providing increased 24/7 digital access to services that are bilingual and customer friendly.
- To provide a personal digital service and respond to customer needs

Why is it Important?

- To meet customer demands and respond to rising customer expectations.
- To improve customer engagement with access to personalised information and services
- With greater use of mobile technology, provision access to online services at the customers convenience; 'anytime, anywhere'

How will we achieve Digital Customer Services

- We will modernise service delivery by using new technology to deliver online services.
- We will continue to enhance the Council website ensuring full accessibility to Council services on all mobile devices.
- Improve the way we design and build IT systems putting the customer's needs and experience at the heart of how new systems will operate and work.
- We will develop a better understanding of customers preferred digital channels of communication with the Council.
- We will deliver robust information security to protect our citizen and business data from misuse and cyber threats and digital identities protected.
- We will ensure Council services are re-designed and digital by default.



You can view our Live Online Case Study to gain a better understanding of how Digital Customer Services can work for you.

Key Projects	Key Outcomes	2017	2018	2019	2020	
Develop an online 'MyAccount' for customers.	Customers will access Council services through one central personalised point of access available 24/7 which is simple to use.					
Delivery of Transactional Services e.g <ul style="list-style-type: none"> • Appointments booking for Registrars and Customer Service Centres. • School meals payment. • Housing Repairs Reporting 	Increased provision of online services for customers. <ul style="list-style-type: none"> • Ability to make appointments with the Council 24/7 • Cashless catering for schools with parents making online payments. • Tenants can report all repairs online 24/7 					
Develop a Mobile Responsive Website	An excellent digital service that adapts to their device regardless of whether they are using a smartphone, tablet or computer					

Digital Workforce

“ Carmarthenshire will aim to support its staff in adopting working practices with maximum flexibility and minimum constraints in to order to optimise their performance in the delivery of quality and cost effective services ”



What it means

- A digital workforce is responsive and flexible.
- Being responsive to the needs of our citizens by providing good public services and being flexible about where work is carried out.
- Flexibility for our staff is being able to work from different locations, at different times and use the most effective technology.

Why is it Important?

- Agility and mobility brings efficiencies and increased productivity through better ways of working.
- It increases our ability to ensure a healthy and mutually beneficial work life balance for our work force. This increases our ability to attract the necessary skills and knowledge for our workforce.
- It allows us to vastly improve processes, procedures and work flows, eliminating waste and exploiting efficiencies through good use of data and analytics.

How will we achieve a Digital Workforce ?

- Senior management across the Authority will embrace the digital transformation agenda.
- Staff and managers will be encouraged and supported to work in an agile manner that supports the delivery of improved services.
- We will create a truly digital workforce with agile workspaces, ensuring the right applications and information are with the right user, on the right devices, at the right time and location.
- We will develop the digital skills and confidence of our workforce so they are equipped to productively and proactively apply technology to drive better ways of delivering public services.
- We will ensuring our key policies and strategies are integrated with our digital ambition particularly in the areas of service planning, procurement, economic growth and commissioning;
- We will develop digital champions within every service area to promote and support digital developments including channel shift and service improvement.



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Key Projects	Key Outcomes	2017	2018	2019	2020
Upgrade and replace an ageing ICT infrastructure	Ensure that we have a robust and stable ICT infrastructure environment to support a digital workforce.	➔			
Implement Agile working for staff : • Achieve a 70% flex, 20% fixed and 10% field workforce. • Increase agile workspaces and reduce fixed office accommodation.	Enable Council staff to operate efficiently from any location and on the move using the right device. Significant cost savings on buildings and a more productive happier workforce.	➔			
Develop a digital learning framework for the staff.	A workforce confident of embracing and exploiting new digital technology.	➔			
Implementation of Cloud based solutions to exploit Office 365 and Share-point	Greater flexibility for staff in accessing key software solutions.	➔			
Recruitment and sickness absence	Rationalise / automation of processes and forms	➔			

Digital Communities & Business

“Enable residents and businesses in the County to use digital technology to enhance their lives”



What it means

- Ensure that residents and businesses exploit the latest digital technology to improve their lives.
- Developing the digital skills of our residents from children to our elderly.
- High speed connectivity for every business so that they can compete in a global economy.
- Enable business to make use of 'cloud computing'. Cloud computing can accelerate time to value, drive higher adoption of new technologies, and connect the services offered in real time.
- Digitally transform Council business operations to make them more efficient.

Why is it Important?

- A digital Carmarthenshire will encourage new business to invest in Carmarthenshire to support the local economy and attract sustainable employment
- Ensure that our children live in digitally connected communities and have the latest digital technologies available to give them best possible start in life.
- Every resident of Carmarthenshire should have the ability to access 'on-line' services which can be used to improve their 'quality of live'.

How will we achieve Digital Communities and Business

- We will create an open and flexible environment for digital innovation that crosses borders and boosts economic growth for the region.
- As a part of the Swansea Bay City Deal we will benefit from significant inward investment to create 'The Internet Coast'.
- We will Invest in our communities to ensure sustainable neighbourhoods by improving access to digital technology in areas where it is most needed.
- We will develop improved digital skills and confidence amongst our vulnerable groups and those aged over 65.
- We will aim to access funding to develop sustainable digital activities in Carmarthenshire to reach those who have the most to gain from the digital world.



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Key Projects	Key Outcomes	2017	2018	2019	2020
Improve broadband connectivity across the County for residents.	Essential for residents to benefit from digital innovation.				
Accelerate the deployment of high speed Wi-Fi into areas of high footfall and designated priority areas.	Easier accessibility to online services – anytime & anywhere.				
Increase high speed broadband coverage in Carmarthenshire and : <ul style="list-style-type: none"> Identify businesses that are not online and where feasible, organise support to get them online so they can benefit from doing business electronically. Support local businesses and SMEs that are already online to increase the speed and quality of existing broadband connections. 	Allow all business to exploit the latest digital technology and boost economic growth.				
Accessibility for All	Improve the accessibility of council services for disabled and vulnerable groups by harnessing advances in technology.				
Develop digital skills and confidence in our communities and businesses through partnership with Coleg Sir Gar and 3rd sector.	Enhance opportunities for communities to benefit from sustainable digital activities.				

Digital Collaboration

“ Innovative digital solutions will enable increased collaboration and facilitate organisations to work seamlessly together ”



What it means

- Improved information sharing with other organisations and partners.
- Increase sharing of software and hardware platforms across the region

Why is it Important?

- Digital collaboration underpins 'Digital Customer Service', the 'Digital Workforce' and 'Digital Communities and Business'.
- Helps foster cohesion in teams. This is especially relevant to teams that are dispersed as cohesive teams are far more productive.
- Creates an atmosphere of openness as staff are up to date with and able to access the very latest news and information.
- Simplifies the way that we share data with other organisations and partners making everyone feel like part of a single team working on common objectives.
- Is a catalyst for cultural cohesion enabling departments to focus on putting the citizen at the heart of what they do.

How will we achieve Digital Collaboration

- We will ensure staff are provided with the necessary collaboration tools to improve productivity and well-being.
- We will protect privacy through effective information management as well as ensuring appropriate data sharing arrangements are in place with all organisations and partners.
- We will fully exploit new technologies and ways of working including open source solutions
- We will be flexible with of our physical locations and create an environment that fosters collaboration and creativity.
- We will develop new solutions with partners using digital technology to integrate services across functional and geographical boundaries so they are more efficient in sharing information.
- We will collaborate regionally and nationally on the procurement of software and cloud based services to achieve better value for money and a greater variety of solutions.



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Key Projects	Key Outcomes	2017	2018	2019	2020
Implementation of Welsh Community Care Information System (WCCIS)	The Welsh Community Care Information System (WCCIS) will integrate Health and Social Care and enable safe sharing of information and help to deliver improved care and support for people across Carmarthenshire				
Rationalise the number and complexity of existing ICT systems used across the Business	Enable services to streamline processes and share data efficiently whilst also reducing annual maintenance costs.				
<p>Carmarthenshire's will deliver the following City Deal projects:</p> <ul style="list-style-type: none"> • Creative Digital Cluster- Yr Egin - by creating a new infrastructure to attract SMEs to start up or expand. • Life Science & Wellbeing Village - by the integration of business development, education, wellness initiatives, research & development and healthcare initiatives. • We will also deliver a regional skills and talent initiative on behalf of the Swansea Bay Region. 	<p>Create more growth and jobs throughout the County</p> <p>Collaborate with health and third sector partners to transform mental health services and improve access to information, advice, preventive and crisis services in Carmarthenshire.</p>				