



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH MAY 2019

SUBJECT: CUSTOMER AND DIGITAL STRATEGY AND STRATEGIC ACTION PLAN

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To present to Members of the Scrutiny Committee the draft Customer & Digital Strategy and associated Strategic Action Plan for Caerphilly CBC.
- 1.2 To seek the views from the Committee's Members on the draft Customer & Digital Strategy and associated Strategic Action Plan prior to submitting and presenting the information to Cabinet for endorsement.

2. SUMMARY

- 2.1 The Council's Customer & Digital Strategy ('the Strategy') is attached at Appendix 1 and the associated Strategic Action Plan ('the Action Plan') is attached at Appendix 2.
- 2.2 The Strategy sets out a proposed vision "Investing in our Future by Opening the Digital Front Door".
- 2.3 The Strategy includes a number of guiding principles and a narrative for #DigitalCaerphilly.
 - Caerphilly will connect with its Customers and staff via the "Digital Front Door"
 - Provide help and support to business by driving innovative solutions.
 - Embrace the wider Welsh agenda by adhering to digital principles and development of digital service standards.
 - Connect internally with a digital culture which will promote and support the use of modern day technology.
- 2.4 The Action Plan attached to the Strategy sets out a forward work plan and activities to deliver on the Key Objectives of the Strategy.
- 2.5 The Strategy sets the scene for future direction of travel for the service and the Council.

3. RECOMMENDATIONS

- 3.1 Members of the Scrutiny Committee are asked to consider and comment on the content of the Strategy and the Action Plan prior to submitting and presenting the information before its onward submission to Cabinet for endorsement.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To ensure that the views of the Scrutiny Committee Members are considered prior to the Strategy being submitted and presented to Cabinet.

5. THE REPORT

- 5.1 The appended Strategy has been under development since October 2018. Staff and key Officers have been instrumental in its development.
- 5.2 The proposed vision within the Strategy is described as follows: "Investing in our Future by Opening the Digital Front Door".
- 5.3 A set of strategic themes and guiding principles have been developed with the aim of transforming the Council and the way it delivers services to internal and external Customers.
- 5.4 The Strategy is an ambitious transformation programme, which will require senior executive leadership and scrutiny to remain engaged. It is proposed to introduce a Digital Leadership Group to oversee the implementation of the Strategy and the deployment of appropriate technology and systems within the Council. The Corporate Director for Education & Corporate Services will chair the group in order to challenge the Council's approach to digital.
- 5.5 In recognising the importance of Digital transformation, we also recognise the need to maintain an inclusive approach to customer interaction and provide equal access to all citizens. We will ensure that where we have digital services there will be face to face provision available should the customer wish to use it.
- 5.6 Members of the Digital Leadership Group are yet to be confirmed, however, it is envisaged that the Cabinet Member for Corporate Services will sit on the group along with the Head of Customer and Digital Services. Other representatives will be requested once the terms of reference are defined in draft.
- 5.7 #DigitalCaerphilly, sets out how we will embrace modern technology which is the approach that the Council intends to take in everything it will do to improve outcomes and customer service delivery.
- 5.8 The Strategy has 6 strategic themes which supports the Council's Wellbeing objectives and the wider Welsh agenda.
- Public Service by design
 - Leadership
 - Service Standards
 - Staffing, skills and development
 - Spend control
 - Timetable for change.
- 5.9 As a key Strategy for the Council there is a need for a flexible approach, therefore the Strategy and Action Plan will ensure we keep abreast of the evolving world of "digital" with our "how to find out more" page being continuously updated. It is envisaged that the primary source for the Strategy will be electronic, however, paper copies can be made available upon request.

Conclusion

- 5.10 The Strategy and Action Plan sets out the Council's plans for the delivery of its Customer and Digital Services. It is a bold and ambitious Strategy that puts the Customer at the heart of everything we do. It will provide the basis for embracing new technologies and innovation as we deliver citizen centric services.

- 5.11 With such a bold and ambitious Strategy the future delivery model for Customer & Digital Services must be established.
- 5.12 Over recent years the Council has explored a range of opportunities for developing and enhancing its ICT and Digital provision. Some of these have been through internal changes and some have been through collaborations with other local authorities.
- 5.13 As the Council begins the next phase of its transformational journey, it is considered vitally important that the ability to direct its own resources to the successful delivery of this Strategy is retained by the Council.
- 5.14 This by no means closes the door on future collaborations of ICT and digital provisions, but it does allow the Council to focus on the tasks in hand at a key time in the Council's transformation journey. Opportunities to collaborate will continue to be explored, indeed, opportunities may ultimately arise from aspects of the Strategy itself.
- 5.15 It is worth highlighting the fact that Customer and Digital Services contributed almost £420k to the Council's savings requirement for the 2018/19 financial year with a further £451k of savings also identified and approved for 2019/20.
- 5.16 While the service looks to achieve further savings over coming years, it should also be noted that the tools and structures are now very much in place to enable other Council functions to reduce expenditure and improve both productivity and the customer experience.

6. ASSUMPTIONS

- 6.1 All details within the report, strategy document and action plan are reflective of issues and technology as of May 2019. All financial information is reflective of costs in 2018/19. These may increase or decrease through the duration of the strategy. Any fluctuations in costs associated with the implementation of the strategy which is outside pre-established budget will be subject to the necessary approval process in line with the Authority's governance policy.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The Strategy is aligned to the Councils Corporate plan and 6 well-being objectives by providing a gateway to Council services and supporting citizen centric services. The Strategy will encourage and support communities to interact and use online solutions to deliver the services they require.

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 The Strategy is aligned to the Wellbeing of future Generations (Wales) Act 2015 as it sets out to improve the social, economic, environmental and cultural wellbeing of the people of Wales. The adoption of the Strategy will provide a long term joined up approach to the delivery of public services.
- 8.2 The Wellbeing and Future Generations Act calls for a massive step change in how organisations such as ourselves plan and deliver public services. Digital transformation will also require a different mind-set. Our Strategy is focused on "user need" and improved service delivery therefore providing opportunities for a prosperous and resilient Wales. Providing an equal opportunities to Council services which are safe and well connected.

9. EQUALITIES IMPLICATIONS

9.1 The Strategy supports:

Strategic Equality Objective 4-Improving Communication Access
Strategic Equality Objective 5- Inclusive Engagement and Participation
Strategic Equality Objective 6- Compliance with the Welsh Language Standards

9.2 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. There are no identified negative impacts on the target equality groups. The completed EIA is attached at Appendix 3.

10. FINANCIAL IMPLICATIONS

10.1 During the 2018/19 financial year Cabinet has already approved the setting aside of £600k to fund some of the key initial investments to support the Strategy. However, it is anticipated that further investments will be required moving forward and these will be subject to further Cabinet reports as matters progress.

11. PERSONNEL IMPLICATIONS

11.1 Currently there are no personnel implications to the adoption of the Strategy. Any changes that emerge beyond its adoption will be reported as required in line with corporate policies.

12. CONSULTATIONS

12.1 This report has been sent to the Consultees listed below and all comments received are reflected in this report.

13. STATUTORY POWER

13.1 The Local Government Acts 1998 and 2003.

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Consultees: Cllr, Colin Gordon, Cabinet Member for Corporate Services
Cabinet Members
Christina Harray, Interim Chief Executive
Corporate Management Team (CMT)
All Heads of Service.
Customer & Digital Services – Management team
Councillor James Pritchard – Chair of P&R Scrutiny
Councillor Gez Kirby – Vice Chair of P&R Scrutiny

Appendices:

Appendix 1 Customer and Digital Services Strategy ('the Strategy')
Appendix 2 Draft Customer and Digital Services Strategy Action Plan ('the Action Plan')
Appendix 3 Completed EIA

Caerphilly County Borough Council

CUSTOMER AND DIGITAL STRATEGY

Investing in our Digital Future

Connecting technology and knowledge to deliver excellent customer experience and opportunities through digital transformation.

2019-2023



TRAFODAETH CAERFFILI
THE CAERPHILLY CONVERSATION



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1 FOREWORD

As the council's Cabinet Member for Corporate Services, I'm delighted to be associated with this bold and ambitious strategy that will help transform the way we deliver digital services in the future.

Caerphilly council wants to be an innovative, forward looking local authority and we are committed to modernising our approach to service delivery, therefore our customer experience is of vital importance.

We also recognise that we need to take an inclusive approach to ensure that we provide equal access to our services for all sections of the community. Developing our digital offering to create a positive customer experience must be tempered with options of alternative service options for those who are not able or are yet to develop the ability to transact and communicate in a digital way.

Our digital transformation must start with a step change in our understanding and appreciation of the customer experience. Our customer is at the heart of everything that we do and we will be brave in embracing new technologies and innovation to deliver citizen centric services.

We will also embrace an agile, iterative approach to our work. Embracing digital as a core culture for the whole organisation, rather than just technology.



We will be bold in our approach, we will explore innovation and, if necessary, we will learn from our mistakes to ensure continuous improvement in delivering Digital Services that work for everyone within our communities.

Cllr Colin Gordon

Cabinet Member for Corporate Services

2 INTRODUCTION

In adopting this strategy the Council will set out its vision for developing and managing its interface with customers and its digital environment.

The Council will embrace digital as a culture rather than just technology. We will adopt a learning ethos which will allow us to be open and learn from our mistakes, challenging the status quo to bring about real value public services to our customers.

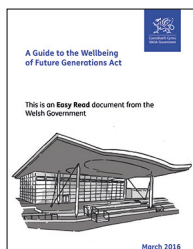
It is our aim to keep pace with the growing expectations from the Customer for sustainable, effective Public Services.

Caerphilly will become a Digital Organisation, with clear Leadership that will cultivate a “can do” attitude to support all of our stakeholders.

Digital in Caerphilly will be seen as a whole system approach which is stakeholder led so that we improve the customer experience and outcome of public services.

This strategy will evolve so that it continues to support national strategies and legislation such as:

1. Digital Vision for Wales
2. The Wales Digital First
3. The Digital Action Plan
4. The Future Generations Act
5. Cymraeg 2050 strategy



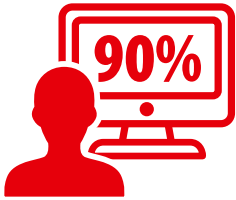
It will reflect on the System Reboot report from Lee Waters AM to ensure that the Council is at the forefront of Digital Transformation in Wales. Our Customer and Digital Strategy needs to be a living programme, flexible, adaptable and alive to the changing environment; modular in nature so that it is easy to review and update annually in line with developments in the Digital landscape. Our approach will be continuous improvement to bring about real change and to improve the lives of those who live and work within our borough. Where appropriate our interactions with our customers and wider stakeholders will be Digital by default.

The Council is committed to ensuring it achieves value for money from its Customer and Digital services. It also recognises the value of using Digital tools to support its wider Cultural, Social, Economic and Environmental objectives, in ways that offer real long-term benefits to the community it serves.

The Strategy will build on the Council’s success to meet the overarching Well-being objectives, our customer charter and our service standards.

- <https://gov.wales/docs/det/publications/111116dwexecutivesummaryen.pdf>
- <https://gov.wales/docs/det/publications/150421-digital-first-en.pdf>
- <https://gov.wales/docs/det/publications/171020-digital-action-plan-17-20-en.pdf>
- <https://gov.wales/docs/dsjlg/publications/160401-wfg-easy-read-en.pdf>
- <https://gov.wales/docs/dcells/publications/170711-welsh-language-strategy-eng.pdf>

3 CAERPHELLY CUSTOMERS AT THE HEART OF OUR BUSINESS



90% of jobs nationally require digital skills to some degree.



16k followers of the Council's Twitter account.



73% percentage of Welsh internet users who bought things online in the last 4 weeks.

26% of Welsh children use electronic devices for at least 2 hours on a weekday.



Overall take up of digital online public services in Wales could be as low as **18%**

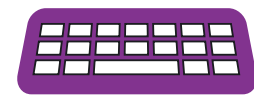


73% of people accessing the CCBC website are using a mobile or tablet device.

20k followers of the Council's Facebook page.

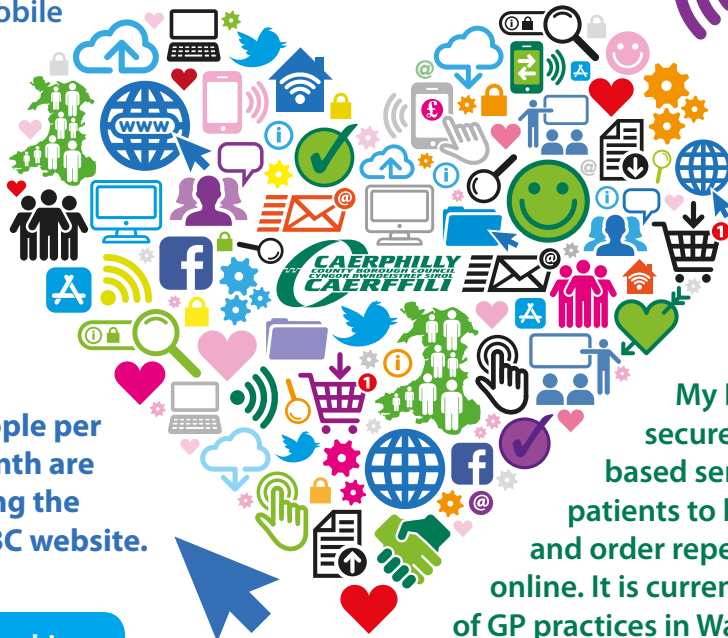


110+



110+ services which can be transacted online within the Caerphilly county borough.

Citizen Digital Exclusion level for CCBC - 9. Scale of 1-9 where 9 is highest likelihood of exclusion.



100k+ people per month are using the CCBC website.

My Health Online is a secure NHS Wales web-based service which enables patients to book appointments and order repeat prescriptions online. It is currently installed in **89%** of GP practices in Wales.

79% of the working age population who use the internet and are in employment visited public service websites, compared with **71%** of working age people who were economically inactive and **67%** who were unemployed.



6.5k Caerphilly Schools use 6.5k tablets and 12k computers.



85% of households in Wales access the internet. This has grown by **8%** in 7 years.



22% percentage of CCBC residents who pay their council tax manually with cash.



2,161

2,161 WIFI access points across Caerphilly county borough.

During a year the CCBC website has **189k** views of job adverts **34k** council tax payments **37k** planning application views **30k** bin collection day views.

4 OUR VISION

Investing in
our future by
opening the
digital front door.



5 OUR LEADERSHIP

Leader



Cllr Dave Poole

Chief Executive



Christina Harray

Cabinet



Cllr Sean Morgan



Cllr Barbara Jones



Cllr Colin Gordon



Cllr Eluned Stenner



Cllr Nigel George



Cllr Lisa Phipps



Cllr Carl Cuss



Cllr Philippa Marsden

Corporate Management Team



Richard Edmunds



Dave Street



Mark S Williams

Head of Customer & Digital Services



Liz Lucas

Customer & Digital Management Team



Ian Evans



Ruth Betty



Gwyn Williams

Customer and Digital Services within Caerphilly County Borough Council will have a Senior Executive Leadership. The Corporate Director for Education & Corporate Services will chair a Digital Leadership Group formed from the Council's leadership Team.

The Director for Education and Corporate Services will represent the Customer and Digital Services Management Team.

The Head of Customer and Digital Services will head the service and lead the transformation agenda.

The Council will embrace Collaboration when there is a compelling reason to do so.

We will strive to be the "best connected" Welsh Authority, delivering high-level customer services, technology driven educational opportunities and enabling internal council services.

Technology will be embraced to support and change links and strengthen our communities, which includes business.

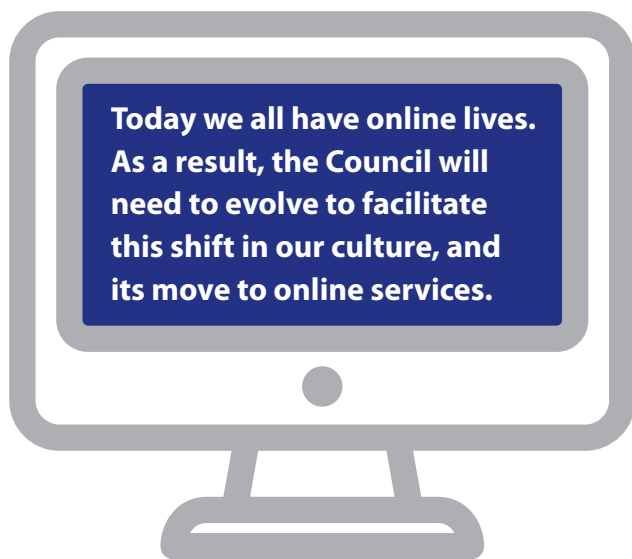
6 DIGITAL CAERPHILLY



It has been reported that Wales is riding high on a Digital Wave.

Caerphilly will become connected to:

- **The Citizen through the Digital front door**
- **Business by driving innovative solutions**
- **Public Bodies by adherence to Digital Principles and Service Standards**
- **Internally connected via a digital culture which promote the use of technology**



The Council will increase the opportunities for communities to interact and use online solutions to deliver and develop local services.

Using technology innovation to support vulnerable people more effectively.

Identifying and using data to improve all our services, have the ability to predict the services for the future, and use our data effectively to solve problems.



Protecting our data, information and services by the development of excellence in Cyber Security and Information management.



To enable the transformation of how people work productively and drive efficiency savings internally.

Put the citizens of Caerphilly at the heart of our business. Ensure that our digital solutions do not exclude sections of our communities through our approach.



The Council will use our digital solutions to enable, enhance and connect - offering greater opportunities to the citizens of Caerphilly and Wales as a whole.

The Council will invest in its digital infrastructure, solutions and skills to enable this strategy.



Investing in our digital future

7 OUR STRATEGIC PRINCIPLES

STRATEGIC THEME

PUBLIC SERVICE DESIGN

The Customer experience will come first in all that we aspire to do. It will be our aspiration to deliver an exceptional experience to all our customers through a range of different channels. Our customers and staff will be at the heart of our business. The approach to service will be Welcoming, providing a courteous, positive and lasting impact. Passionate in our aim to change our service for the better. Dependable by building long term relationships based on trust and transparency. We will strive to do the right thing and be fair in our approach. We will remain in touch being interactive and diverse in our communications. Our policies and systems will be citizen centric.

PRINCIPLES

- Customers are to be at the heart of our business
- Our policies and systems will be citizen centric
- Adopt a user first approach to delivery



LEADERSHIP

We will become a Digital Organisation through strong leadership. Our Culture will be shaped to embrace digital as the way of doing things not just about technology. We will adapt a multi discipline teams approach so that we see digital as a whole system issue. We will challenge our supply chains to bring innovation and value for money. We will protect our citizens privacy and security.

- Appoint a digital leader for Caerphilly County Borough Council
- Agree Customer and Digital Standard monitor process
- Develop Digital Leadership Group
- Lead a culture of Digital by default
- Promote the Customer and Digital strategy and adopt the correct level of security and privacy of Data
- Support the Welsh Agenda

STRATEGIC THEME

PRINCIPLES

SERVICE STANDARDS

Developing modern, fit-for-purpose technology that will be used to ensure efficiency whilst reducing our impact on the environment. We will develop a set of Digital service standards that will put the customer at the heart of our Business.

- Develop and embed Customer Service Standards. Ensure these are sustained through the lifetime of the Strategy
- Develop and embed Digital Service Standards. Ensure these are sustained through the lifetime of the Strategy
- Support the Welsh agenda

STAFFING, SKILLS AND DEVELOPMENT

Create value through our workforce by understanding exciting talent and future talent. We will invest in our people to deliver the very best Digital Authority.

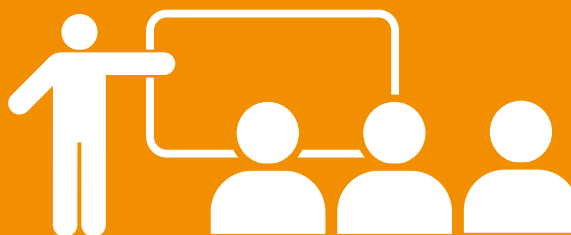


- Assess the skills required and develop a gap analysis
- Assess the capabilities required and develop a gap analysis
- Support the Welsh agenda
- Develop a pool of experts to support the Council on the delivery of Digital services
- Develop a people strategy

SPEND CONTROL

Our Digital Service will align with our digital principles and service standard. The Governance and Leadership will be overseen by the Digital Leadership Group. All future spend will be evaluated against our standards and endorsed by the Digital leadership Group. There will be a review of all ICT systems and infrastructure to ensure we eradicate duplication.

- Complete infrastructure review for corporate and schools
- Complete system and budget review
- Develop Digital capabilities of our Partners and Supply Chains



TIMETABLE FOR CHANGE

The Council will have a clear plan which will focus on the short term, within 18 months, the medium 3 years and longer term 5 years.

- Agree the strategy
- Agree the forward work plan



HOW TO FIND OUT MORE

- Visit the Caerphilly County Borough Council website at **www.caerphilly.gov.uk**
- To access the action plan which supports this strategy go to **www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Procurement-strategies-and-plans.aspx**
- For more information on this Strategy phone **01443 863161** or email **procurement@caerphilly.gov.uk**
Elizabeth Lucas, Head of Customer and Digital Services
Phone: **01443 863160**
Email: **lucasej@caerphilly.gov.uk**
- Caerphilly Customer Services: Service Standards
www.caerphilly.gov.uk/My-Council/Complaints-and-feedback/Customer-Services-Standards
- Welsh Government
Educational Digital Guidance for Schools
<https://gov.wales/education-digital-guidance>
- Key Performance Indicators
www.caerphilly.gov.uk



Caerphilly County Borough Council

Digital Action Plan

2019 -2023

Investing in our Digital Future

Connecting technology and knowledge to deliver excellent customer experience and opportunities through digital transformation.

TRAFODAETH CAERFFILI
THE CAERPHILLY CONVERSATION



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1. Introduction

The Caerphilly Council Digital Strategy has been published and can be found www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Procurement-strategies-and-plans.aspx

The strategy gives us our vision and strategic principles for a **#Digital Caerphilly**.

Supporting this strategy a series of more detailed actions have been developed and they are contained within this document. The Customer and Digital Services action plan will be a living document that will be updated and amended as the Service and Council transforms. The action plan will be reviewed on a regular basis via the Directorate performance assessment every quarter.

These actions will be delivered by the Caerphilly Customer and Digital Services team, and monitored and assured by the Caerphilly Digital Leadership Group. A set of Key Performance indicators will be developed over the life time of the strategy to ensure we continuously improve. These will be categorized into groups of indicators and reported on

Our vision being:

“Investing in our future by opening the digital front door”

2. Digital Action Plan

Strategic Theme – Public Service Design

The Customer experience will come first in all that we aspire to do. It will be our aspiration to deliver an exceptional experience to all our customer through a range of different channels. Our customers and staff will be at the heart of our business. The approach to service will be welcoming, providing a courteous, positive and lasting impact. Passionate in our aim to change our service for the better. Dependable by building long term relationships based on trust and transparency. We will strive to do the right thing and be fair in our approach. We will remain in touch being interactive and diverse in our communications. Our policies and systems will be citizen centric.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
PS D1	Customers are to be at the heart of our business	The Council will encourage its communities to interact and use online solutions to deliver and develop local services	Implementation of new digital platform for citizen transactions. My Council Services, includes citizen identity, a unified interface and standard consistent platform	Customer standards to be integrated into job descriptions and performance reviews.	Connected to our citizens through the digital front door with an increased trend of customer satisfaction	When Ongoing through lifetime of the strategy 2019-2021	KPI – Group 1 Customer satisfaction
			The Caerphilly Customer Charter has been implemented. Customer and digital services will adopt this charter in its customer service	The Customer Service Standards need to be embraced by all CCBC employees	Easy, user friendly interaction. With resolution at first point of contact.	Who Customer and Digital service team	
			Customer Service standards have been approved by Cabinet and launched across the Authority.	Customer service standards to be integrated within job descriptions and	Improved and consistent approach to customer services delivery and customer satisfaction		

				employee performance reviews.			
PS D2	Our policies and systems will be citizen centric	<p>Digital projects will have a positive impact on the customer experience.</p> <p>Whether we are delivering changes to customer facing processes or behind the scenes we will ensure that the current standard of customer experience is maintained or improved</p> <p>Develop formal customer and stakeholder engagement (internal, business, supplier, citizen) to ensure we have insight, intelligence and feedback on our digital strategy and services</p>	Investment in new digital platforms to support self-service and 24 hour on line services (currently on a phased implementation programme)	<p>Full implementation of:</p> <p>Scan Station The provision of software to enable customers to provide the Council documented evidence where required using self-service or supported service scanning solutions.</p> <p>My Council Services via the Abavus platform. The provision of a customer portal to enable online service delivery tailored to individual preferences. To give the ability for customers to have a holistic view of their online interactions.</p> <p>Capita 360 payments platform. The delivering of integrated payment</p>	<p>Improved accessibility and Customer Satisfaction.</p> <p>Overall transformation of back office support services to release resource to the front line of delivery.</p> <p>Ability for Customers to interact and make payments 24hours a day 365 days of the year.</p>	<p>When Projects to start April 2019. Full implementation over the next two years.</p> <p>Who Return on investment audit to be maintained by Head of Service – Customer and Digital Services.</p> <p>Strategic lead Digital Leadership Group.</p>	<p>KPI – Group 1 Customer Satisfaction</p> <p>KPI – Group 2 Channel shift</p> <p>KPI – Group 3 Return on investment</p>

				<p>function providing a quick and seamless payment experience</p> <p>Implementation of Thoughtonomy, an intelligent automation platform</p>	<p>Streamline back office functions and prioritization and release of resource to the front line of delivery.</p> <p>Ensure we deliver services that are important to us and our customers in an appropriate manner. Contribute to the Medium term financial plan through better resource allocation.</p>		
PS D3	<p>Adopt a user first approach to delivery</p>	<p>To deliver easy to use, efficient and attractive digital services that customers will choose to use. We refer to this as making our services “Digital by Default”</p> <p>We will design digital services so that the widest group of customers will be able to use them.</p>	<p>Online process for requesting resident and visitor parking permits as part of the Civil Enforcement initiative live. The process can be accessed in Customer service centres for those who choose not to interact digitally.</p>	<p>As listed above</p> <p>Ensure we maintain and evolve fit for purpose alternatives to on line digital services</p>	<p>Deployment of systems which supports the use both internally and externally, across various channels. Accessible 24 hours a day/365 days per year.</p> <p>To keep pace with the growing expectations from the Customer for</p>	<p>When - Throughout the lifetime of the strategy starting April 2019</p> <p>Who – Strategic lead Cabinet, Corporate</p>	<p>KPI – Group 1 Customer Satisfaction</p> <p>KPI – Group 2 Channel shift</p> <p>KPI – Group 3 Return on investment</p>

		<p>We will always ensure that there is an alternative solution for customers who are unable to use digital solutions</p> <p>Where appropriate we will share data across the organisation in support of improved service delivery.</p> <p>Ensure we engage with business through innovative solutions</p>	<p>Contact Centre and alternative face to face service provisions are available</p> <p>Supplier portal and end to end eProcurement</p>	<p>Develop authority wide data analytics policy and tools to support decision making. (ability to make decisions based on facts and data)</p> <p>Develop interactive business solutions</p>	<p>Sustainable, effective Public Services.</p> <p>Alternative service provision for those who need it. Inclusive authority.</p> <p>Allow business to work with the Authority in a streamline manner</p>	<p>Management team. Operational Digital leadership group and Customer and Digital Services team</p> <p>When: during period 2019/20 Who: Procurement and Information Manager</p>	<p>KPI – Group 3 Return on investment</p> <p>Strategy implementation review. Yearly</p>
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Strategic Theme – Leadership

We will become a Digital Organisation through strong leadership. Our Culture will be shaped to embrace digital as the way of doing things not just about technology. We will adapt a multi discipline teams approach so that we see digital as a whole system issue. We will challenge our supply chains to bring innovation and value for money.

We will protect our citizen’s privacy and security.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
L1	Appoint a digital leader for Caerphilly County Borough Council	<p>We wish to achieve an innovative progressive Authority with a modern approach to business and Customer Services</p> <p>Commitment to breakdown the silos within the Council to develop flexi work flows and delivery teams</p>	Cabinet Member for Corporate Services has Customer and Digital responsibility within his portfolio and will act as the Digital lead	<p>Identify a Digital Champion within Cabinet – to ensure all members embrace the Digital approach set out within the strategy and work in a digital way.</p> <p>Formulate a Digital Leadership Team. Obtain representation from each of the Directorates. The Corporate Director for Education & Corporate Services will chair</p> <p>Deployment of relevant technology to support cross functional working – such as Thoughtonomy and Abavus</p>	<p>Clear leadership and a development of a culture within the authority to embrace problem solving through innovation and appropriate technology.</p> <p>Continuous improvement through embracing change as a positive whereby technology is part of a solution not the totality.</p>	<p>When - June 2019</p> <p>Who - Cabinet and Corporate Management team</p>	KPI – Group 3 Return on investment

		Explore opportunities to work on a regional and national basis. Embrace collaboration on digital initiative and opportunities in the Cardiff Region City Deal.	Head of Service sits on the Cardiff region City Deal digital group.	Agreed strategy/policy for collaborative working	<p>The Council to be seen as leaders in Digital transformation and Service modernization.</p> <p>Ensuring value for money service solutions. All new deployments to demonstrate return on investment and contribution to MTFP</p> <p>Collaborative Council</p>	<p>When – Within 12 months starting June 2019</p> <p>Who - Cabinet and Corporate Management team</p>	
L2	Develop Digital Leadership Group	<p>Clear Leadership of Customer and Digital services within the Council</p> <p>Organisation transformation within the customer and digital</p>		Establishment of the Digital Leadership Team, Corporate Director for Education & Corporate Services will chair, Develop Terms of Reference for the group	<p>Corporate approach to Customer and Digital service delivery</p> <p>Rationalisation of products and services to support the</p>	<p>When- June 19</p> <p>Who – Director Education and Customer Services</p>	Strategy implementation review. Yearly

		services and business improvement functions			transformation programme and MTFP		
L3	Agree Customer and Digital standards monitoring process	Development of a Digital Culture to support digital services teams to promote flexibility, agility and leadership	Customer Service standard approved by Cabinet and currently in the process of being embedded into the organisation	Develop core set of Digital Service standards that will support the business transformation. Obtain approval of Digital Standards by Cabinet. Ensure Customer and Digital standards implementation is measured as part of the Performance monitoring framework	Standardization of Customer Service throughout the organisation. Standardization of Digital Service standards throughout the Organisation.	When – Within 12 months starting June 2019 Who - Cabinet and Corporate Management team	KPI – Group 1 Customer Satisfaction KPI – Group 2 Channel shift KPI – Group 3 Return on investment
L4	Lead a culture of Digital by default.	Focus on the culture of our digital services teams to promote flexibility, agility, leadership, confidence and support of our people.		People development programme developed to enable required skills, behaviours, leadership and responsibilities in the customer and digital services teams	People obtaining the correct support. An improving organisation whereby we embrace a culture of trying new things and growing in ability. Part of Caerphilly transformation programme	When – Within 12 months starting June 2019 Who - Cabinet and Corporate Management team	Strategy implementation review. Yearly
L5	Promote the Customer and Digital strategy and adopt the correct level of	Confidence from our customers and all other stakeholders that we “the Authority” understand the value of our data assets and that	ISO270001:2013 Public Services Network compliance Cyber Essentials Cyber Essentials Plus Payment Card Industry standards	Independent checks on our security readiness are performed annually by external organisation.	Protecting our data, information and services	When – throughout the lifetime of Strategy (to keep up with new	KPI – Group 4 Information Governance and Security

<p>security and privacy of Data.</p> <p>they feel is secure and used in an appropriate manner</p> <p>Look to integrate our customer data wherever possible to avoid data islands and to encourage data sharing whilst ensuring compliance with data protection legislation.</p> <p>We will implement standards around our</p>	<p>We use the National Cyber Security Centre recommendations as a baseline for our security readiness.</p> <p>ISO27001:2013 audits are performed bi-annually by external organisation.</p> <p>Monthly checks are performed across the infrastructure monthly using accredited security monitoring tools.</p> <p>Raise confidence of staff in sharing data when appropriate via training/coaching. Data protection impact assessments whenever new technology is implemented or new initiative are proposed</p> <p>Promote more “tell us once” services across the Authority.</p>	<p>Stakeholders trust Council to manage personal information appropriately. Stakeholders do not have to resubmit the same information to multiple service areas. Any requests to restrict or limit data use within the Council are recognised and handled in line with law</p>	<p>Cyber Crime coming forward) Who – Procurement and Information Manager supported by Information Governance Officer and Security Officer</p> <p>When – throughout the lifetime of Strategy Who – Procurement and Information Manager supported by Information Governance Officer</p>
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<p>data to support its creation, use, quality, how it is handled and timely disposal when it is no longer needed to reduce risks and comply with the Section 46 Statutory Code of Practice under the Freedom of Information Act.</p> <p>We will ensure compliance with information rights legislation such as Data Protection and Freedom of Information</p> <p>We will use data to improve performance reporting, corrective action, prediction/capacity management, and enhanced decision making.</p>	<p>Policies on records management, information risk management and data protection in place, together with associated guidance and training.</p> <p>Training for all staff on responsibilities as well as clear guidance and processes available.</p> <p>Predictive analytics and examples from NESTA report* communicated to CMT as part of presentation on making better use of Council's data. CMT supportive.</p>	<p>Expand methods of training and awareness raising e.g. eLearning and embed standards into working practice, including automatically via digital solutions where possible, address records backlogs</p> <p>Continue training and awareness raising. Scrutinise new proposals and audit existing work processes.</p> <p>Develop skills in predictive analytics</p>	<p>Data information will be proactively created, managed and used to support services. Minimal data stored in physical locations and electronics systems by correct implementations of retention periods.</p> <p>Data Protection Impact Assessments will be undertaken as early as possible whenever there is a new proposal. Information will be well managed so it is easy to locate for an information request.</p> <p>Services actively use Council data to inform service delivery.</p>	<p>When: Throughout the lifetime of the strategy Who: Information Governance Officer supported by Digital Services</p>
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		<p>We will look to share appropriate data through open data techniques to enable new opportunities for others to access, analyse and develop innovation by the use of our data.</p>	<p>Publication of datasets online to satisfy FOI requirements. Contribution to City Deal Open Data initiative. Information Asset Registers document all our information, so we can assess what is suitable for proactive publication. Corporate file plan developed that can be used to structure network drives open by default (permissions in sub-folders as necessary) (similar to WG practice).</p>	<p>Restructure network drives and address records backlogs to facilitate internal re-use through relevant data retention policies.</p> <p>Utilise Information Asset Registers to identify datasets that could be proactively published, working in conjunction with City Deal Open Data group.</p>	<p>All Council information open by default, to foster internal re-use. Council datasets proactively published externally, to benefit local economy.</p>		
L6	Support the Welsh Agenda.	<p>Caerphilly County Borough Council seen as a leader in Wales and support excellence in Customer and Digital Services</p> <p>Deliver customer centric services.</p> <p>Where appropriate align actions to the Future Generations Act.</p>	<p>Head of Service is an active member of Socitm and Cardiff region City Deal Digital Group.</p>	<p>Continue to develop relationships and support the Welsh agenda which appropriate to Caerphilly County Borough Council</p>	<p>Fit for Purpose Customer and Digital Services that is appropriate for wider Collaboration with Local Authorities and public sector in general</p> <p>To support national strategies and legislation such as: Digital Vision for Wales The Wales Digital First The Digital Action Plan</p>	<p>When – Throughout the lifetime of the strategy starting June 2019</p> <p>Who - Cabinet and Corporate Management team</p>	<p>Strategy implementation review. Yearly</p>

The Future
generations Act
Cymraeg 2050
strategy

*<https://www.nesta.org.uk/report/wise-council-insights-from-the-cutting-edge-of-data-driven-local-government/>

Strategic Theme – Service Standards

Developing modern, fit-for-purpose technology that will be used to ensure efficiency whilst reducing our impact on the environment. We will develop a set of Digital service standards that will put the customer at the heart of our Business.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
SS1	Develop and embed Customer Service Standards. Ensure these are sustained through the lifetime of the Strategy	Standard approach to Customer Services throughout the Council	Standards approved by Cabinet and currently being embedded into the organisation	Incorporate standards in to relevant HR policies where possible	A standard approach and good outcomes for the Customer	When: Through the lifetime of the Strategy. Agreed by Cabinet 2018 Who: Customer and Digital Services management team	KPI – Group 1 Customer satisfaction
SS2	Develop and embed Digital Service Standards. Ensure these are sustained through the lifetime of the Strategy	Standard approach to Digital Services Ensure the workforce has the appropriate technology to fulfil its role and deliver high quality service. Development of a Digital Culture to support digital services teams to promote flexibility, agility and leadership		Develop core set of Digital Services standard that will support the business transformation. Obtain approval of Digital Standards by Cabinet. Ensure Customer and Digital standards implementation is measured as part of the Performance monitoring framework	Increasingly agile workforce creating an environment of trust where empowerment improves effectiveness. Increased number of “hot desks” and shared accommodation.	When: Through the lifetime of the Strategy. Who: Customer and Digital Services management team	KPI – Group 1 Customer Satisfaction Strategy implementation review. Yearly

				Provide education materials that will promote the Digital Service Standard.			
SS3	Support the Welsh agenda	<p>Deliver customer centric services.</p> <p>Where appropriate align actions to the Future Generations Act.</p>		<p>Deployment of tools such as Abavus, Thoughtonomy, O365 and other public sector applications which will support the Welsh Agenda.</p> <p>Ensure senior staff are fully engaged with the Welsh Agenda.</p>	More collaborative organisation which has the ability to engage and interact in a collaborative manner with all public services.	<p>When: Lifetime of the Strategy as the Welsh agenda develops</p> <p>Who: Head of Customer & Digital Services</p>	<p>KPI – Group 1 Customer Satisfaction</p> <p>KPI – Group 2 Channel shift</p> <p>KPI – Group 3 Return on investment</p> <p>KPI – Group 4 Information Governance and Security</p> <p>Strategy implementation review. Yearly</p>

Strategic Theme – Staffing, Skills and Development

Create value through our workforce by understanding exciting talent and future talent. We will invest in our people to deliver the very best Digital Authority.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
SSD1	Assess the skills required and develop a gap analysis	A modern, flexible and innovative workforce that is supporting the authority's digital transformation	<p>Draft agile working principles in place.</p> <p>Draft Strategy developing through the governance process.</p> <p>Draft report on implementation of O365</p> <p>Draft report on products and applications for future use.</p>	<p>Development of user profile. Identify the profile for each role across the Authority to define technology requirements.</p> <p>Undertake review of products/applications in use now and proposal for the future. Undertake a skills audit which will identify skills gap.</p> <p>Develop training plan for skills development on key applications</p> <p>Agile working principles embedded</p> <p>Development of device strategy</p> <p>Development of digital self-help and learning</p>	<p>Continuous improvement and learning of our staff with a core digital culture.</p> <p>To develop a learning ethos which will allow us to be open and learn from our mistakes</p> <p>Service areas see the benefit of skilled workforce.</p> <p>Workforce confident to engage with citizens through technology.</p>	<p>Currently in development to be completed in 19/20 financial year</p> <p>Customer and Digital management team.</p> <p>All Heads of Services</p>	KPI – Group 5 Training & Development

				modules to support users.			
SSD2	Assess the capabilities required and develop a gap analysis	Work to improve levels of digital skills, digital culture and inclusion		<p>Develop digital skills and culture programme with a focus on digital adoption to focus on both authority and wider citizen skill development. To be co-ordinated across other stakeholders within public sector and wider organisations</p> <p>Review of digital tools that can be made available to citizens to support inclusion (e.g. devices in libraries, self-scan)</p>	<p>Develop a scorecard of current inclusion levels (both within the authority and with citizens) and measure trends.</p> <p>Trained and confident staff, increase range of customers and staff embracing digital services.</p> <p>Reduction in digital exclusion across communities where there is limited access to technology or accessibility issues.</p>	<p>When: Lifetime of the Strategy</p> <p>Who: Regeneration Social Services Education</p>	
SSD3	Support the Welsh agenda	Excellence in Digital across the Welsh Public Sector	Head of Customer & Digital currently engaged with regional and national working groups	More joined up approach across Wales	Shared resource, centres of excellence and collaborative council	<p>When: Lifetime of the Strategy as the Welsh agenda develops</p> <p>Who: Digital Leadership Group</p>	KPI – Group 5 Training & Development
SSD4	Develop a pool of experts to support	Team/Taskforce to support transformation		Development of the Core Team and deployment in to service reviews.	Digital transformation of the Authority and	<p>When: Lifetime of the Strategy as the</p>	KPI – Group 3 Return on investment

	<p>the Council on the delivery of Digital services</p>	<p>agenda and service reviews</p>			<p>return on investment on key applications.</p> <p>Develop new technologies that will showcase the possibilities available.</p> <p>Create team to promote strategy through delivery of technology.</p>	<p>2022 transformation agenda progresses</p> <p>Who: Head of Customer & Digital Services and Interim Head of Business Improvement Services</p>	<p>Strategy implementation review. Yearly</p>
<p>SSD5</p>	<p>Develop a workforce strategy</p>	<p>A working environment where staff feel secure with digital transformation</p>		<p>Development of the Workforce Strategy with appropriate policies to work in a digital way</p>	<p>Confident workforce in the digital age</p>	<p>When: By January 2020 - Lifetime of the Strategy</p> <p>Who: Head of People Services</p>	<p>Strategy implementation review. Yearly</p>

Strategic Theme – Spend Control

Our Digital Service will align with our digital principles and service standard. The Governance and Leadership will be over seen by the Digital Leadership Group. All future spend will be evaluated against our standards and authorized by the Digital leadership Group. There will be a review of all ICT systems and infrastructure to ensure we irradiate duplication.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
SC1	Complete infrastructure review for corporate and schools	<p>Robust infrastructure in Corporate services and Schools with adequate funding model to support future resilience.</p> <p>A infrastructure which allows collaboration and innovation</p>	<p>Limited investment</p> <p>On premise service</p> <p>WG created digital standards for schools.</p>	<p>Review current infrastructure and make recommendations to Cabinet.</p> <p>Inventory comparison with manufacturer's support schedules to define roadmap for change.</p> <p>Evaluate the best options of delivery in terms of on premise or cloud base technology.</p> <p>School proposals to reflect WG digital standards.</p> <p>Development of school and corporate infrastructure strategies.</p>	<p>Fit for purpose, cost effective and sustainable infrastructure in corporate and schools environment</p> <p>Resilient and cost effective infrastructure providing best applications to the Customer.</p> <p>Innovative technology and collaborative authority</p> <p>Fit for purpose and funded appropriately digital applications and infrastructure within schools</p>	<p>When: During 2019/20</p> <p>Who: Digital Manager</p> <p>When: Lifetime of Strategy</p> <p>Who: Digital Manager</p>	<p>Strategy implementation review. Yearly</p> <p>KPI – Group 3 Return on investment</p>

SC2	<p>Complete system/application and budget review</p>	<p>System/application Rationalisation programme which will support the best technology.</p> <p>We aim to use Cloud-based solutions wherever possible in order to reduce our reliance on physical hardware that must be maintained, repaired and replaced individual assessments will be made when evaluating new requirement and we expect to have a hybrid solution to allow flexibility</p>	<p>Development of Systems contracts register.</p>	<p>Develop a programme focused on reducing the portfolio of digital solutions/applications, supported and governed by the digital leadership group. Delivering proactive management of the digital estate, working collaboratively to find the right mixture of solutions and functionality.</p>	<p>Measure and reduce the digital portfolio of solutions</p> <p>Ensure true value is obtained from the digital estate.</p> <p>Ensure we allow innovation</p>	<p>Procurement and Information Manager/Digital Manager</p> <p>Report to be established prior to March 2020</p>	<p>Strategy implementation review. Yearly</p> <p>KPI – Group 3 Return on investment</p>
SC3	<p>Develop digital capabilities of our partners and supply chains.</p>	<p>Create an environment where transactions delivered via standard technology.</p>	<p>Initial contract review</p>	<p>Streamline of applications in use within the Authority. Support training and development to the supply chain and partners</p>	<p>Increased digital transactions with partners providing greater effectiveness and efficiencies.</p>	<p>When: By 2020/21 Who: Procurement & Information Manager</p>	<p>KPI – Group 3 Return on investment</p> <p>Strategy implementation review. Yearly</p>

Strategic Theme – Timetable for Change

The Council will have a clear plan which will focus on the short term, within 18 months the medium 3 years and longer term 5 years.

Ref	Key Principles	What we want to achieve	What has already been done?	What needs to be done? How will we achieve it?	What is the desired impact?	When/Who	Measurements
TFC 1	Agree the proposed Customer and Digital Strategy	Fit for purpose, customer and digital function which will enable the organisation to modernise and become more effective and efficient.	Customer and Digital Strategy in draft.	Governance framework to be followed. PDM – TBC P & R Scrutiny – 28 th May 2019 Cabinet – 12 th June 2019	Better outcomes for our customers and stakeholders	When: Start June 2019 Who: Head of Customer and Digital Services	Strategy implementation review. Yearly
TFC 2	Agree the proposed Action Plan 2019 - 2023	Fit for purpose, customer and digital function which will enable the organisation to modernise and become more effective and efficient.	Customer and Digital Strategy in draft.	Governance framework to be followed. PDM – TBC P & R Scrutiny – 28 th May 2019 Cabinet – 12 th June 2019	Better outcomes for our customers and stakeholders	When: Start June 2019 Who: Head of Customer and Digital Services	Strategy implementation review. Yearly

3. How to find out more

Visit the Caerphilly County Borough Council Website at: - www.caerphilly.gov.uk

To access the Customer and Digital Services Strategy document: -
www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Procurement-strategies-and-plans.aspx

For more information on this Strategy then you can telephone us on 01443 863161, or email us at procurement@caerphilly.gov.uk or contact the Head of Customer & Digital Services on:-

Elizabeth Lucas, Head of Customer & Digital Services
Tel: 01443 863160 or Email: lucasej@caerphilly.gov.uk

Caerphilly Customer Services Service Standards: -
www.caerphilly.gov.uk/mycouncil/complaints-and-feedback/customerservicestandards.

Welsh Government Educational Digital Guidance for Schools:
<http://gov.wales/education-digital-guidance>

Key performance indicators: - www.caerphilly.gov.uk

EQUALITY IMPACT ASSESSMENT FORM

October 2018

THE COUNCIL'S EQUALITIES STATEMENT

This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.

We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

The Council is required to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are:

- | | |
|----------------------------------|----------------------------------|
| • Age | • Race |
| • Disability | • Religion, Belief or Non-Belief |
| • Gender Re-assignment | • Sex |
| • Marriage and Civil Partnership | • Sexual Orientation |
| • Pregnancy and Maternity | • Welsh Language* |

* The Welsh language is not identified as a protected characteristic under the Equality Act 2010, however in Wales we also have to treat Welsh and English on an equal basis as well as promoting and facilitating the use of the Welsh language.

Further advice on completing impact assessments can be found on the equalities pages of Corporate Policy Unit Portal.

THE EQUALITY IMPACT ASSESSMENT

NAME OF NEW OR REVISED PROPOSAL*	Customer & Digital Strategy
DIRECTORATE	Education & Corporate Services
SERVICE AREA	Customer & Digital Services
CONTACT OFFICER	Liz Lucas Head of Customer & Digital Services
DATE FOR NEXT REVIEW OR REVISION	Yearly in line with Service Review

***Throughout this Equalities Impact Assessment Form, 'proposal' is used to refer to what is being assessed, and therefore includes policies, strategies, functions, procedures, practices, initiatives, projects and savings proposals.**

The aim of an Equality Impact Assessment (EIA) is to ensure that Equalities and Welsh Language issues have been proactively considered throughout the decision making processes governing work undertaken by every service area in the Council as well as work done at a corporate level.

The Council's work across Equalities, Welsh Language and Human Rights is covered in more detail through the [Equalities and Welsh Language Objectives and Action Plan 2016-2020](#).

When carrying out an EIA you should consider both the positive and negative consequences of your proposals. If a project is designed for a specific group e.g. disabled people, you also need to think about what potential effects it could have on other areas e.g. young people with a disability, BME people with a disability.

There are a number of supporting guidance documents available on the [Corporate Policy and Business Support Portal](#) and the Council's Equalities and Welsh Language team can provide advice as the EIA is being developed. Please note that the team does not write EIAs on behalf of service areas, the support offered is in the form of advice, suggestions and in effect, quality control.

Contact equalities@caerphilly.gov.uk for assistance.

PURPOSE OF THE PROPOSAL

1 What is the proposal intended to achieve?

(Please give a brief description and outline the purpose of the new or updated proposal by way of introduction.)

In adopting the Customer & Digital Strategy the Council will set out its vision for developing and managing its interface with customers, staff and its digital environment.

The Council will embrace digital as a culture rather than just technology. We will adopt a learning ethos which will allow us to be open and learn from our mistakes, challenging the status quo to bring about real value public services to our customers.

It is our aim to keep pace with the growing expectations from the Customer for sustainable, effective Public Services.

Caerphilly will become a Digital Organisation, with clear Leadership and support for a culture of “can do” to supporting all of our stakeholders.

Digital in Caerphilly will be seen as a whole system approach which is stakeholder led so that we improve the customer and staff experience and the outcome of public services.

This Digital strategy will be evolving so that it continues to support national strategies and legislation such as:

- Digital Vision for Wales
- Digital First: Delivering Welsh Public Services Online
- The Welsh Government Digital Action Plan
- The Well-being of Future Generations Act
- Towards a Million Welsh Speakers: Cymraeg 2050 Strategy
- The Equality Act

It will reflect on the System Reboot report from Lee Waters AM to ensure that the Council is at the forefront of Digital Transformation in Wales. Our Digital Strategy needs to be a living programme, flexible, adaptable and alive to the changing environment; modular in nature so that it is easy to review and update annually in line with developments in the Digital landscape. Our approach will be continuous improvement to bring about real change and to improve the lives of those who live and work within our borough. Where appropriate our interactions with our customers and wider stakeholders will be Digital by default.

The Council is committed to ensuring it achieves value for money from its Customer and Digital services. It also recognises the value of using Digital tools to support its wider Cultural, Social, Economic and Environmental objectives, in ways that offer real long-term benefits to the community it serves.

The Strategy will build on the Councils success to meet the overarching Well-being objectives, our customer charter and our service standards.

The overall Customer and Digital vision is 'investing in our future by opening the digital front door'.

2 Who are the service users affected by the proposal?

(Who will be affected by the delivery of this proposal? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people on benefits etc. Are there any data gaps?)

The Customer & Digital Strategy will affect CCBC employees, partners, residents, visitors, and businesses and suppliers within the County Borough and beyond. It will affect anyone who wishes to access the Council and its services.

IMPACT ON THE PUBLIC AND STAFF

3 Does the proposal ensure that everyone has an equal access to all the services available or proposed, or benefits equally from the proposed changes, or does not lose out in greater or more severe ways due to the proposals?

(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)

Developing our digital offering to create the best customer and staff experience possible will be supported with options of alternative service delivery channels for those who are not able or are yet to develop the ability to transact and communicate in a digital way. Our aim is to have an inclusive approach with equal access to services.

The strategy also supports the development of a bilingual offering to digital service delivery ensuring that compliance to the Welsh Language standards are further strengthened.

This will ensure that everyone has equal access to services by adding to the digital offering in addition to existing services and access channels.

4	Is your proposal going to affect any people or groups of people with protected characteristics? <i>(Has the service delivery been examined to assess if there is any indirect effect on any groups? Could the consequences of the policy or savings proposal differ dependent upon people's protected characteristics?)</i>	
Protected Characteristic	Positive, Negative, Neutral	What will the impact be? If the impact is negative how can it be mitigated?
Age	Neutral	<p>We will deliver services that are designed digitally as a default standard.</p> <p>These services will be in addition to existing services and access channels.</p> <p>Research shows that the vast majority of our customers can access digital services (96% at the last Household survey).</p> <p>We provide free internet access at libraries.</p>
Disability	Neutral	
Gender Reassignment	Neutral	
Marriage & Civil Partnership	Neutral	
Pregnancy and Maternity	Neutral	
Race	Neutral	
Religion & Belief	Neutral	
Sex	Neutral	
Sexual Orientation	Neutral	

5	<p>In line with the requirements of the Welsh Language Standards. (No.1) Regulations 2015, please note below what effects, if any (whether positive or adverse), the proposal would have on opportunities for persons to use the Welsh language, and treating the Welsh language no less favourably than the English language.</p> <p><i>(The specific Policy Making Standards requirements are Standard numbers 88, 89, 90, 91, 92 and 93. The full detail of each Standard is available on the Corporate Policy Unit Portal. Although it is important that what is outlined in the proposal is available in Welsh and English, please consider wider impacts on Welsh speakers.)</i></p> <p>The strategy will be available in a bilingual format</p> <p>Where chosen to do so the digital offering will increase the provision of services in the medium of Welsh.</p> <p>The digital offering is in addition to existing services and access channels.</p>
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INFORMATION COLLECTION

6	<p>Please outline any evidence and / or research you have collected which supports the proposal? This can include an analysis of service users. <i>(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more protected characteristic groups? If so, what has been done to address any difference in take up of the service? Does any savings proposal include an analysis of those affected?)</i></p> <p>The proposed strategy adds to existing services and will provide our customers with additional choice in the way in which they interact with us.</p> <p>Users from protected characteristic groups who may be unable to access digital services will still be able to interact with us through existing channels.</p>
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CONSULTATION

7	<p>Please outline the consultation / engagement process and outline any key findings. <i>(Include method of consultation, objectives and target audience. What steps have been taken to ensure that people from various groups have been consulted during the development of this proposal? Have you referred to the Equalities Consultation and Monitoring Guidance?)</i></p> <p>The proposed strategy adds to existing access channel and, once approved, will be communicated to people wishing to access our services.</p> <p>The 2017 Household Survey shows that 96% of our residents can access services via the internet either through a computer or smartphone. The strategy will allow people to interact with us through technology.</p> <p>The strategy will support existing access channels and therefore adds additional services. No consultation is proposed.</p>
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MONITORING AND REVIEW

8	<p>How will the proposal be monitored? <i>(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community, or that the savings proposals are achieving the intended outcomes with no adverse impact? Are comments or complaints systems set up to record issues by Equalities category to be able analyse responses from particular groups?)</i></p> <p>Customer usage data will be collected and analysed to understand the take up of new services</p> <p>The strategy is part of the authority's transformation programme and will be monitored as part of this.</p>
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<p>9</p>	<p>How will the monitoring be evaluated? <i>(What methods will be used to ensure that the needs of all sections of the community are being met?)</i></p> <p>Monitoring will be evaluated as part of service planning processes.</p>
<p>10</p>	<p>Have any support / guidance / training requirements been identified? <i>(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equalities or Welsh Language training of some sort?)</i></p> <p>No additional support requirement identified. Plans already exist to support Welsh language customer services.</p>
<p>11</p>	<p>If any adverse impact has been identified, please outline any mitigation action.</p> <p>None as the strategy is promoting the addition of digital services to extend the current offering.</p>
<p>12</p>	<p>What wider use will you make of this Equality Impact Assessment? <i>(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)</i></p> <p>This EIA will be appended to all reports for decision</p>

13	<p>An equality impact assessment may have four possible outcomes, through more than one may apply to a single proposal. Please indicate the relevant outcome(s) of the impact assessment below.</p> <p style="text-align: right;">Please tick as appropriate:</p> <p>No major change – the impact assessment demonstrated that the proposal was robust; there was no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <input checked="" type="checkbox"/></p> <p>Adjust the proposal – the impact assessment identified potential problems or missed opportunities. The proposal was adjusted to remove barriers or better promote equality. <input type="checkbox"/></p> <p>Continue the proposal – the impact assessment identified the potential problems or missed opportunities to promote equality. The justification(s) for continuing with it have been clearly set out. (The justification must be included in the impact assessment and must be in line with the duty to have due regard. Compelling reasons will be needed for the most important relevant proposals.) <input type="checkbox"/></p> <p>Stop and remove the proposal – the impact assessment identified actual or potential unlawful discrimination. The proposal was stopped and removed, or changed. <input type="checkbox"/></p>
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Completed by:	Elizabeth Lucas
Date:	16/04/2019
Position:	Head of Customer & Digital Services
Name of Head of Service:	Elizabeth Lucas

