Carmarthenshire County Council
Digital Transformation Strategy 2017-2020
Digital Technology Strategy 2018-2021

Annual Progress Report 2018/19

Cyngor **Sir Gâr**
Carmarthenshire
County Council

Our vision for Carmarthenshire

"A Digitally enabled Carmarthenshire"

To achieve this bold vision we must:

- Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our residents.
- Provide transactional services and information online in a user-friendly and inclusive way.
- 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 to have access to technology for those that do not have it.
- Support our businesses in a digital economy.
- Use digital technology to work and collaborate with our partners seamlessly and securely, including the effective sharing and use of data.
- Build a more flexible, agile and integrated technology infrastructure
- Adopt a highly available, modern, and 'citizen centric' digital platform which will be at the heart of our services.
- Harness cloud environments to deliver technology anywhere, anytime for the organisation.

- Decommission our on premises infrastructure and replace with virtual cloud technology where at all possible.
- Make digital connectivity and bandwidth the foundation of our technology stack, for the organisation, elected members, citizens and businesses.
- Facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of technology.

Key Priorities: Digital Workforce, Digital Communities & Business, Resilient Data & Voice Networks, Digital Collaboration, Secure & Resilient Data Centers, Digital Customer Services

The projects identified within the Digital Transformation Strategy are designed to deliver the key objectives of the **Corporate Strategy**.

Improved public satisfaction levels with Council Services → Reduction in organisational 'running costs' → Increased online activity to address public queries and transactions → Increasing public communication, consultation and engagement → Improved staff satisfaction level → Improved digital access → Increased employment → Increased economic activity and productivity

Annual Progress Report 18/19

This annual progress report provides an update on two of Carmarthenshire County Councils three Digital Strategies. Our Digital Transformation Strategy and Digital Technology Strategy. A separate annual progress report is being prepared for the Digital Schools Strategy.

Our primary, overarching Strategy is our 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. Elected members will be key beneficiaries of a number of projects delivered in 18/19 and the coming year.
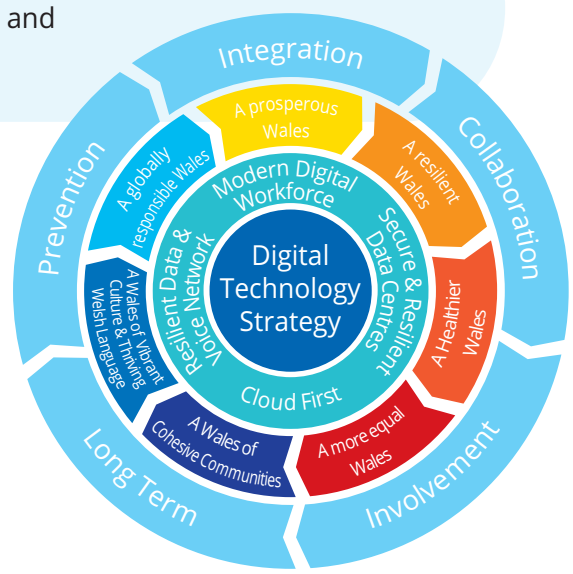
Underpinning our Digital Transformation Strategy are our Digital Schools and Digital Technology Strategies. The Digital Technology Strategy is included in this progress report. Our Digital Technology Strategy sets out the Authority's digital technology priorities and aspirations over the next 3 years. Its purpose is to identify the key technologies and initiatives that will facilitate and underpin the vision and delivery of the organisation's existing and overarching Digital Transformation Strategy. The audience for this Digital Technology Strategy are the leadership of the organisation, elected members, our customers, our businesses and our staff. **This Digital Technology Strategy recognises that flexible, agile and integrated technology can only be delivered to the Council and its residents if we aim to adopt the same leading edge models of some of the most forward thinking and efficient companies around the globe.**

Key Priorities

- Digital Workforce
- Digital Communities & Business
- Resilient Data & Voice Networks
- Digital Collaboration
- Secure & Resilient Data Centers
- Digital Customer Services

The Authority will make use of appropriate emerging and existing technologies to facilitate and underpin service transformation, improvement and efficiencies.

Digital Technology Strategy
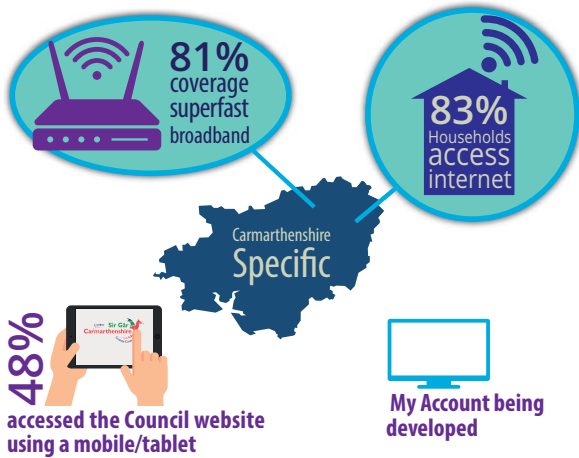
- Operational
- Sustainable
- Visionary

We will adopt the Sustainable Development Principles of the Well Being Future Generations Act in our design and implementation of new digital technologies.
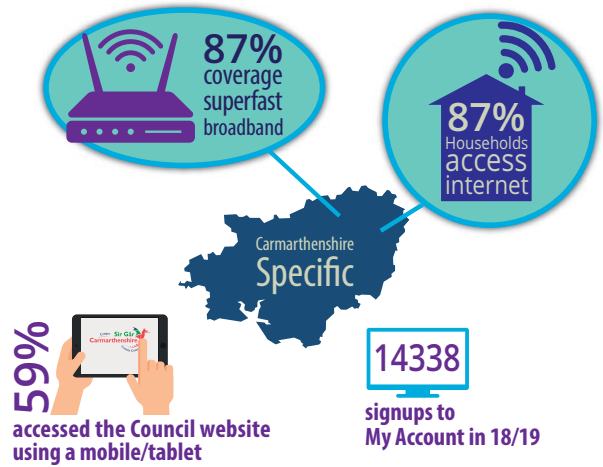
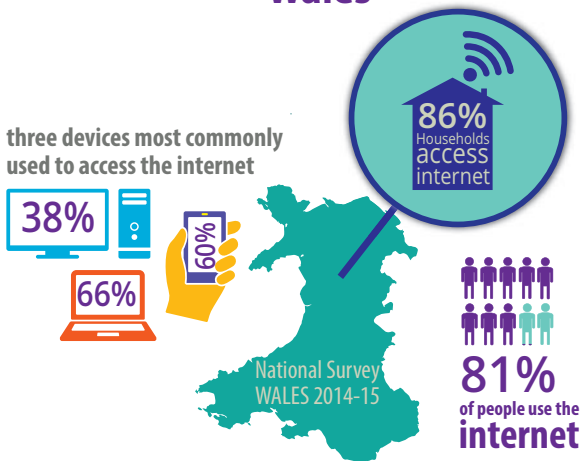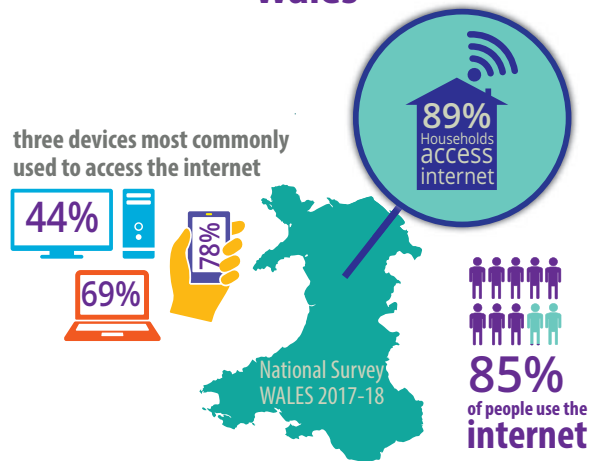Digital Technology Strategy

- Integration
- Collaboration
- Involvement
- Long Term
- Prevention

- A prosperous Wales
- A resilient Wales
- A Healthier Wales
- A more equal Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Culture & Thriving Welsh Language
- A globally responsible Wales

- Modern Digital Workforce
- Secure & Resilient Data Centres
- Cloud First
- Resilient Data & Voice Network

2016	2018

Carmarthenshire

81% coverage superfast broadband

83% Households access internet

Carmarthenshire **Specific**

48% accessed the Council website using a mobile/tablet

My Account being developed

Carmarthenshire

87% coverage superfast broadband

87% Households access internet

Carmarthenshire **Specific**

59% accessed the Council website using a mobile/tablet

14338 signups to My Account in 18/19

Wales

three devices most commonly used to access the internet

38%

66%

60%

86% Households access internet

National Survey WALES 2014-15

81% of people use the **internet**

Wales

three devices most commonly used to access the internet

44%

69%

78%

89% Households access internet

National Survey WALES 2017-18

85% of people use the **internet**

United Kingdom

70% access the internet on the go 2016

82% of adults used internet daily or almost daily

UK Specific internet access

2006 **57%** homes access internet

2015 **86%** homes access internet

2016 **89%** homes access internet

United Kingdom

77% access the internet on the go 2017

86% of adults used internet daily or almost daily

UK Specific internet access

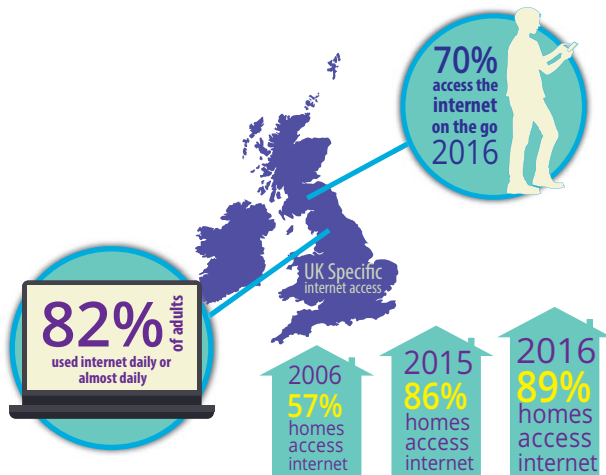2006 **57%** homes access internet

2016 **89%** homes access internet

2018 **90%** homes access internet
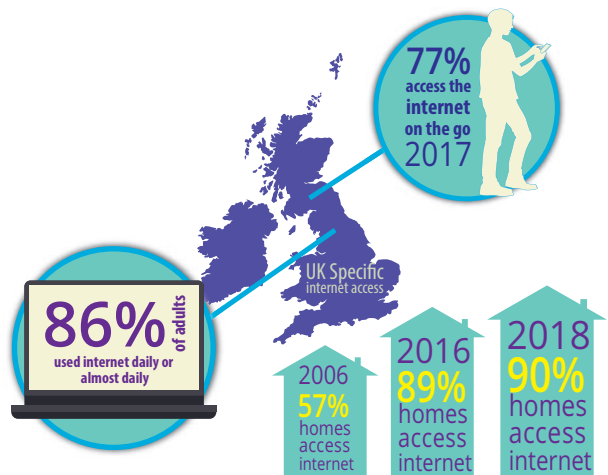
Resources

Throughout 2018/19 we have invested a significant amount of financial and staffing resources ensuring the Authority continues its journey of transformation to a truly digital organisation. We have made significant investments in our people and skills, digital systems and services, and in providing a robust and resilient infrastructure to underpin citizen service delivery across the County. In addition to ICT Services ongoing revenue budget, we have invested the following over the past financial year:

Capital

- £98K on specific departmental Digital Transformation projects which were selected based on efficiencies and better ways of working by the corporate Digital Transformation Board.

- £50K on the organisations digital Disaster Recovery capabilities.

- £56K on County wide core network enhancements, ensuring our workforce has ultrafast access to internal and internet based digital resources via the best possible networks.

- £58K on Voice and Telephony Infrastructure, future proofing our communications capabilities.

- £48K on mitigating evolving cyber threats to the organisation and ensuring essential compliance of all systems, services and infrastructure.

People & Skills

We have invested £37K over the past 12 months in upskilling ICT staff, providing them with the skills and ability to take our ambitious adoption of Digital Transformation and technology forward. In addition, we've taken advantage of fully funded local, regional and national development opportunities offered through Academi Wales, the Institute of Leadership and Management and the Council's internal Learning and Development department. Doing so is helping to develop and retain the Digital leaders and workforce of the future within Carmarthenshire.

Efficiencies

- £33K Revenue efficiencies from the virtualization of our telephony capabilities.
- £30K Annual revenue efficiencies delivered through the refurbishment of 2 Weather Service Stations and the introduction of 3 new Weather Service Stations.
- £100K Efficiencies delivered through the implementation of mobile working for Domiciliary Care workers across Carmarthenshire.
- £40K Annual savings delivered through maximizing the offerings within the Office 365 suite across the organisation.
- £20K Revenue efficiencies achieved through the transformation of ICT procurement processes.

TIC Award

The commitment, hard work and innovation of Digital staff was recognised in 2018 by the TIC awards. A collaborative project between ICT Services, Marketing and Media and Customer Services worked with all departments across the Authority to deliver a highly effective Digital Customer Service to citizens. This involved a complete transformation of our on-line customer service systems with a key objective being to join-up all channels (face-to-face, telephone, on-line) creating a single view of the customer. The result of this work is a wide range of vastly improved Digital council services and improved customer care to our citizens / customers. For more information please see our video at:
https://vimeo.com/297085981

Digital Customer Services

"Enabling citizens to get the services and information they need online"

Improved public satisfaction levels with Council Services	Reduction in organisational 'running costs'	Increased online activity to address public queries and transactions	Increasing public communication, consultation and engagement	Improved staff satisfaction level	Improved digital access	Increased employment	Increased economic activity and productivity
✓		✓	✓		✓		

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 personalized information and services.

- With greater use of mobile technology, provision access to online services at the customers convenience, 'anytime, anywhere'.

Progress Made

- **Corporate Website** Development has continued throughout the year, and now incorporates the Newsroom under a single consistent brand. We have added a Customer feedback and Ask a Question facility, meaning we are able to ensure that website content continually evolves to meet customer needs. We regularly test to ensure that the website works on any devices, and have also seen a significant shift towards usage from mobile devices (over 90%).
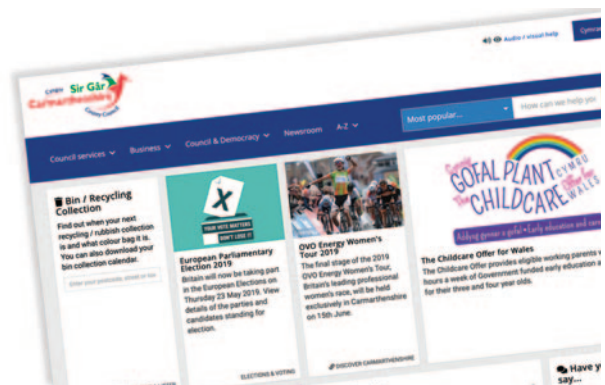
- **My Account (Phase 2)** My Account initially launched in February 2018 to allow residents to access personal information regarding their Council Tax account, or for tenants to access rent accounts. Take up has grown from 3000 residents in 2018 to over 15000 so far in 2019. Several additional services have been introduced throughout the year and are listed below.

- **Pembrey Country Park permit application,** allowing visitors to apply for permits online. We received over 500 purchases in the first month.

- **Welsh for Adults course materials,** providing access to materials for registered users from any location and device at a time most convenient to them.

- **Highways Defect reporting,** allowing residents to report an issue such as a pothole on the highway. We have added a map and postcode search facility to make it easier to pinpoint the exact location of faults, resulting in less waste for the back-office team.

- **Street light defect reporting**, allowing residents to report a faulty streetlight quickly and easily.

- **Schools transport on-line applications**,

This is one of the most popular online services, with over 2000 applications in 2018. Re-developed for the coming year, the public now have a single form to go to for all types of School bus pass applications.

- **Housing's Choice Based Lettings** went live inFebruary 2019, allowing new and existing applicants to complete their applications for housing online. The weekly lettings cycle subsequently opened on 29th March, seeing more than 1,200 bids from almost 1,700 applicants on a list of vacant properties that are interfaced from the housing management system and added to by other social landlords from across the County. For the first time the housing application and shortlisting process is transparent allowing applicants to actively bid from across a range of devices – from desktop PCs to tablet to mobile phones – for their preferred choice of houses.

Digital Workforces

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

| Improved public satisfaction levels with Council Services | Reduction in organisational 'running costs' | Increased online activity to address public queries and transactions | Increasing public communication, consultation and engagement | Improved staff satisfaction level | Improved digital access | Increased employment | Increased economic activity and productivity |

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 workforce. This increases our ability to attract the necessary skills and knowledge for our workforce as evidenced by feedback received.

- It allows us to improve processes, procedures and work flows, eliminating waste and exploiting efficiencies through good use of data and analytics.

CEFNOGI GWEITHIO YSTWYTH
EIN POBL
OUR PEOPLE
SUPPORTING AGILE WORKING
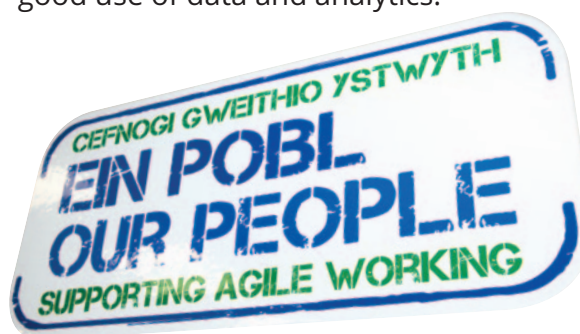
## Progress Made

- **Domiciliary and Residential Care Service**

- A review of processes and the deployment of a new ICT system and 300 smartphones to front line service staff has resulted in the following benefits:

- The ability to highlight more capacity within the Domiciliary Care service and make it more efficient.

- 2% increase in capacity, equating to 106 additional hours allowing us to help a further 12 service users.

- The ability to highlight more capacity within the Residential Care Homes and make it more efficient.

- Increasing the number of permanent beds available, increasing income.

- Real time changes in rostering has reduced the volume of failed calls.

- A reduction in postage and stationary costs in relation to manually mailing rotas and time sheets.

- A saving in annual mileage costs with the system identifying the nearest Support Worker to undertake the visit.

- **An Android mobile phone** has been identified as an alternative smartphone to be provided to end users as an option. With the migration to Office 365 we will now be

able to allow staff access to their emails and calendars via an android device.

- **The agile project** - Agile working is a key strategic project for the authority. A significant part of the project investment is being used to deploy laptops to our workforce, enabling and facilitating a new agile, flexible way of working which allows our workforce to work in a more productive manner. Our project target by 2021 is to have 80% Laptops and 20% desktop PC's as the main devices used by staff. During 2018/19 we deployed 820 new Laptops to staff and members as part of the Agile working program. Our device estate currently sits at 70% laptops and 30% desktops, putting us on target to achieve our objective.

2018/19 - **30%**
2017/ 18 - **47%**

2018/19 - **70%**
2017/18 - **53%**

Desktop PC's   **Laptops**
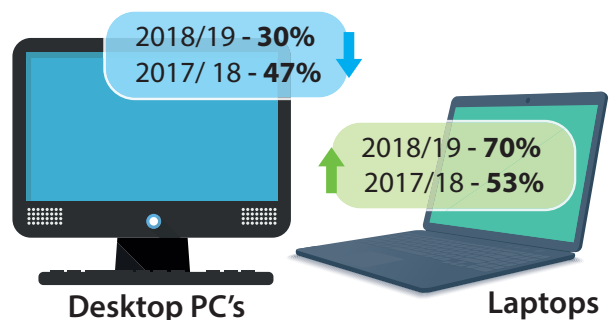
There are now Agile touchdown zones in:

- Ty Parcyrhun, Ammanford

- 3 Spilman Street, Carmarthen

- Ty Elwyn & Trostre Depot, Llanelli

- Municpal Buildings, Llandeilo

- Town Hall, Ammanford

- Parc Dewi Sant, Carmarthen

These spaces include:

- Desks and chairs

- Some docking stations, keyboards and monitors

- Lockers

- Nearby toilet facilities

- Printer and coffee machine

- Somewhere to charge your laptop and mobile phone

- Access to a telephone

- The larger zones in Ty Elwyn, Parc Dewi Sant and Spilman Street also have space for small 'ad-hoc' meetings.

- **Windows 10 -** Of our 3500 corporate Laptop and Desktop devices 2650 have been upgraded to Windows 10. We have 850 Windows 7 devices remaining. We fully expect to have these upgraded to Windows 10 by the January 2020 deadline.

- **Microsoft Office 365 -** Migration of the entire corporate email environment from on premise to the Microsoft cloud is complete. This has dramatically improved accessibility, communication, productivity and cut costs. It has allowed us to offer additional mailbox space to users and decommission a number of our on premise mail servers. We have also migrated all of our mobile devices to Microsoft InTune management which has allowed us to provide users of corporate mobile devices with Microsoft Apps such as Outlook, Word and Excel for a seamless experience whether at their desks or on the move.

- **Microsoft Teams -** The product has now

been fully explored and its numerous benefits to the organisation identified. It has been demonstrated and discussed with staff at numerous engagement events including our annual Digital Transformation seminar with extremely positive feedback. Pilots have commenced within ICT, communities, economic development and environment with full deployment to all staff planned for 19/20.

- **Value added customer care, service and support -** In line with our departmental purpose, which is to "engage with and understand our customers to help them deliver effective services", a significant amount of work has gone in to ensuring we are as proactive as possible in terms of customer care and engagement throughout the year. This includes:

- Digital Support Staff floor walking at all sites on a rota basis providing help, guidance and support as necessary.

- Attendance at Council meetings providing help, guidance and support to all elected members.

- Regular open invitations offered to all customer for demos at DMT's and departmental events, and attendance for support as requested.

- **Weather Service Stations -** £30K Annual revenue efficiencies delivered through the refurbishment of 2 Weather Service

Stations and the introduction of 3 new Weather Service Stations. This work has allowed our staff to produce more accurate weather forecasts for our County. More accurate forecasts provide greater certainty on whether or not to treat the road network with salt which has direct road safety and economic benefits.

- **Procurement Improvement Plan -** A significant piece of work has been undertaken within the ICT Service to review and streamline all ICT procurement activity across the organisation. This reengineering of processes, procedures and logistics has resulted in the reallocation of 3 officers from back office duties to front line Digital Support teams providing essential technical and customer services to the authority.

- **Accident Reporting System -** re-launched in January 2019 to provide a consistent and standard approach to capturing accident data throughout the authority (e.g. Corporate, Schools, Care Homes). This in turn has led to back office efficiencies as the Health & Safety team can see at a glance the cases which need to be prioritised due to clearer and more structured data.

- **Occupational Health Referral eForm -** A workshop was held with the Occupational Health team to remap the entire process which has led to managers saving time when completing referrals. All case notes are inserted directly in to the Information @ Work document image processing system allowing the team to quickly triage cases and save time for customers.

- **Paperless Democracy -** Elected members have agreed to move to a paperless way of working from September 2019. This will be achieved through ensuring members have the right tools to carry out their duties and have use of the Mod.gov digital democracy system. Throughout 18/19 ICT Services have been busy preparing for this implementation, supporting colleagues and elected members, deploying and maintaining devices and enhancing the Mod.gov system. This work has ensured that Members will be able to work in a paperless environment moving forward, providing a far more efficient way of working and delivering a significant reduction in printing and postage costs.

Digital Communities & Business

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

Improved public satisfaction levels with Council Services	Reduction in organisational 'running costs'	Increased online activity to address public queries and transactions	Increasing public communication, consultation and engagement	Improved staff satisfaction level	Improved digital access	Increased employment	Increased economic activity and productivity

What it means

- Ensure that residents and businesses exploit the latest 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 the best start I life.

- Every resident of Carmarthenshire should have the ability to access 'on-line' services which can be used to improve their methods of communicating with the Council and others.

Progress Made

- **Improving Broadband connectivity across the County -** Engagement is ongoing between officers, elected members, BT Open reach and the City Deal team in relation to Improving Broadband connectivity across the County. 87.1% percent of premises (residential and business) now have access to superfast broadband across Carmarthenshire, however take-up is currently only 40% of those who can get it. Work is ongoing to promote and encourage investment, further rollout, uptake and an understanding of the various options available to citizens and business. For those premises who currently don't have access to superfast broadband we have created an online resource to provide as much information and support as possible. https://www.carmarthenshire.gov.wales/home/business/superfast-broadband/

- **Gladstone Hosted Leisure Centre System -** went live in November 2018, one of our first major systems to migrate to a cloud managed service, providing the Actif Sport and Leisure business and their customers with a robust service that can be accessed and supported 24 hours a day, 7 days a week, 365 days a year, coupled with a guarantee that there will be no unplanned downtime.

- **External Organisations Digital Transformation -** ICT Services have lead on the successful migration of Carmarthen, Llanelli and Burry Port town councils, Menter Bro Dinefwr, Menter Cwm Gwendraeth, Delta Wellbeing and Care and Repair from on premises email and storage to a cloud based platform. This work is helping to deliver Digital Transformation across the public sector in Carmarthenshire and has included transfer and configuration of data, on site client configuration and training of relevant partner organisation staff.

Digital Collaboration

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

Improved public satisfaction levels with Council Services	Reduction in organisational 'running costs'	Increased online activity to address public queries and transactions	Increasing public communication, consultation and engagement	Improved staff satisfaction level	Improved digital access	Increased employment	Increased economic activity and productivity

What it means

- Improved information sharing with other organisations and partners.

- Increased 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.

Progress Made

- **TLS Upgrade of secure email -** transport between Welsh public sector organisations. ICT Services have rolled out a national scheme called Transport Security Layer which allows email's to be sent between public sector organisations in a secure manner without the need for encryption software. This simplifies collaboration and data sharing, in turn helping to facilitate integrated working between Health and Social Care.

- **Business Planning and Engagement action plan -** In order to ensure our strategic direction remains relevant and in line with the needs of the business and

our customer the following business engagement activity has occurred throughout 18/19.

- Digital Workshops.

- Annual Digital Transformation seminars.

- Elected Members Digital seminar.

- Schools Digital Transformation seminar.

- Attendance at all DMT's.

- Senior One to Ones'.

• **PSBA Gov Roam -** A Proof of concept deployment of the new all Wales public sector GovRoam WiFi access system has

begun. This solution will provide all public sector staff across Wales with the same, consistent Wi-Fi network to connect to at all public sector organisations and buildings without the need for different keys, passwords, permissions etc. Testing is underway to confirm that the solution is working correctly. Deployment planned for early 19/20.

• The **Skills and Talent project** being led by the South West Wales Regional Skills Partnership, is exploring the gaps that currently exist in the provision of digital skills and how this can best be addressed, both now and in years to come, by introducing courses that are tailor made to the City Deal projects.

• **The Swansea Bay City Deal Digital Infrastructure project -** Carmarthenshire has fully engaged with and proactively assisted the region in building the business case for the Digital Infrastructure Project over the past 12 months. All relevant data and technical advice and support has been given with positive discussions on the way forward.

• **Wellness Village -** Working closely with the City Deal team on the Digital Infrastructure Project we have engaged with BT to scope the Digital Infrastructure requirements of the Wellness Village. The Digital Infrastructure being proposed is future proofed to ensure it meets the requirements of Social Care, Health and Academic partners.

Resilient Data & Voice Networks

What it means

- Our local and wide area networks, internet feeds, telephony and unified communications systems underpin communication across the organisation and with partners.

- Our already significant and sophisticated network provides the ability to communicate, collaborate and share data, systems and services.

Why is it Important?

- Data and voice network connectivity and internet access are critical in delivering 21st century citizen services.

- The demand on our bandwidth and internet connectivity channels from corporate services, schools and partners has grown rapidly. We fully expect this demand to increase in the coming years.

- Our network is the foundation of everything we do in terms of technology. Without it departmental, schools and partner systems and services simply would not function.

- We already have both central and departmental systems and services in the Cloud. Our network is the vehicle that allows us to access those, now and in the future.

Progress Made

- **Core Network Switch/Router replacement -** Three core sites have had their legacy equipment replaced and upgraded, enhancing and expanding our network capabilities. There are two core sites remaining, to be completed by Summer 2019.

- **Data Centre core Switch/Router replacement -** New hardware has been configured and installed which has significantly enhanced our Data Centre Network.

- **PSBA Network Transformational re-design -** Twelve corporate sites running at sub 10MB have been upgraded this year to 100MB fibre or SuperFast connectivity. We have also commissioned Ty Parcyrhun as a new core site.

- **Telephony Virtualisation -** Mitel telephone system virtualization is complete, delivering significant revenue savings and resilience into our telephony services.

- **Increased deployment of Corporate Wi-Fi connectivity -** Deployment of additional Wi-Fi access points into the largest ten buildings across the county has been completed. This has provided blanket Wi-Fi coverage for staff and visitors at core sites.

- **Additional, resilient PSBA internet feeds -** With the commissioning of the Ty Parcyrhun site as a core network location, an additional Internet connection has been commissioned to provide increased internet capacity and additional resiliency to the organisation.

Secure & Resilient Data Centers

What it means

- Ensuring our data, systems and services are hosted in the most efficient and appropriate location.

- Ensuring our data, systems and services are built and managed on the most efficient and appropriate platforms.

Why is it Important?

- Data Centers are the core of our business, housing our infrastructure, data, and applications. Without them, ICT simply would not function.

- The contents of our data centers are of extremely high organisational value in terms of physical assets, data, annual spend, organisational performance and service delivery.

Progress Made

- **Expansion and evolution of Cyber Security Capabilities -** Procurement and deployment of our new Anti-Virus solution is complete, providing a more resilient and secure digital environment as well as improved response capabilities to a Cyber breach.

- **Replacement and upgrade of our Storage Area Network -** is complete, providing the authority with improved performance of systems and data and a sustainable data storage environment.

- **Replacement and upgrade of our UNIX server environment -** is complete, improving performance and resilience of several business-critical systems and services.

- **Replacement and upgrade of our Disaster Recovery capabilities -** Strategic review of existing DR capabilities has been complete with a number of tests and procedural changes implemented.

- **Windows Server 2012/16 migration and adoption -** Work is underway and ongoing, ensuring the authority retains a secure and compliant server environment with increased management and performance. To date 174 servers have been upgraded to Windows Server 2012/16 and 128 remain.