



Digital RCT

Our 2020 Digital Vision



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
TREFTADAETH GADARN | DYFODOL SICR

Digital RCT – Our 2020 Digital Vision

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A New Direction

We are already living in a digital age and the way we communicate, live and work has profoundly changed. It is crucial that we keep up with changing trends and the huge opportunities this age presents us with. We want to transform what we do, how we do it and ensure we provide an environment for our communities to thrive in a continually expanding digital world. As our Council continues to face austere times the need for change has never been more important. In addition, the need for digital transformation has never been more relevant or exciting.

While we are not starting from a blank sheet, we have a huge opportunity for much wider transformation using digital technologies to redesign what we do, allow our residents to have more control over how and when they access their services and create a culture of digital innovation and economic ambition.

We are living in a digital age. One, which presents us with numerous opportunities to improve what we do and how we do it. We want to exploit these opportunities further providing a platform for innovation and the growth of our digital economy across RCT.

Our Strategy

Our strategy sets out where we are now and our ambitions. Through collaboration and tying core strands together, we will improve how we work, interact, learn and live ensuring our residents are not left behind through digital inclusion provision and alternative access where required. We will be responsive to changes in policy and organisational objectives whilst supporting the Council's Corporate Plan 2016-2020 – "The Way Ahead", with digital a key enabler to its three main priorities:

- [ECONOMY - Building a strong economy](#)
- [PEOPLE - Promoting independence and positive lives for everyone](#)
- [PLACE - Creating neighbourhoods where people are proud to live and work](#)

The strategy is in keeping with the aims of the Welsh Government's "Delivering a Digital Wales" strategy which sets out to ensure that all citizens, particularly those who are disadvantaged, realise the benefits of digital technologies.

Redefining our Customer Relationship

Digital technology allows us to redefine our relationship with our customers. We will place them at the centre of our digital transformation and make improvements through the use of smart technology, and the development of innovative working practices. Working with a wide community of stakeholders, we will create the best possible local services for our customers.

Changing our Culture

As we deliver this strategy there needs to be a change to our culture. Developing a more agile and flexible workplace will need require trust and communication. Whilst polices evolve, and the changes to new systems become challenging at times, it will offer a better work life balance for our employees.

Our Digital Ambition

Our digital transformation ambitions will deliver improvements across the Council but our vision is much wider. We want to achieve real gain for our residents, learners, visitors and businesses. Our vision is for Rhondda Cynon Taf Council to be a leader, an organisation who uses digital to help transform our communities. We believe that we can exploit digital opportunities to improve the quality of life for people within our County through the actions outlined in this strategy.

Our Digital Economy

With a current UK skills gap costing the economy around £63bn a year in lost income¹ we will boost digital skills within our education system to give us the best chance of capitalising on the potentially huge opportunities in an expanding digital sector. We will create an environment to regenerate our economy through co-working locations and first-class digital infrastructure. This will be backed by laying the platform for innovation, entrepreneurship, start-ups and attracting companies into RCT.

Collaboration

We want to inspire confidence in our digital services for our customers, both internally and externally. We will use and share good practice while collaborating with our external partners to improve services to our customers. Services will become increasingly joined up using digital tools for us to do things better. This strategy outlines how we achieve this in line with the requirements of the Wellbeing and Future Generations Act.

Cardiff Capital Regional City Deal

The Cardiff Capital Regional City Deal will positively influence this strategy. We will aim to capitalise on developments and opportunities as they arise.

Digital in our strategy is a way of *doing* things and covers technology, the creation of value from improving what we do and how we do it.

Customers are anyone we serve or work with as a Council including our residents, staff, partners, learners, visitors and businesses.

1. Science and Technology Committee, Digital Skills Crisis, <https://goo.gl/LNX58q> June 2016.

Digital Context

41,500 (22.5%)²

RCT adults do not currently use the internet regularly and are considered digitally excluded.

65%³

of people in the UK connect to the internet using a smartphone

90%⁴

of jobs require digital skills to some degree

745,000⁵

extra workers with digital skills will be required by 2017 across the UK

£50,000⁶

UK average advertised salary for digital roles (36% higher than the UK average)

£161bn⁶

Estimated turnover of digital tech industries in 2014

£744⁷

Amount of money that can be saved when a person accesses online services

32%⁸

UK's Digital Technology Industries growth compared to the rest of the UK economy (in turnover)

2. National Survey for Wales 2014/15, Welsh Government, <https://goo.gl/tr3VZ9>, 2015

3. Adults' Media Use and Attitudes report, OFCOM, <https://goo.gl/YyPX9j>, April 2016

4. Science and Technology Committee, Digital Skills Crisis, <https://goo.gl/LNX58g>, June 2016

5. UK facing 'digital skills crisis' warn MPs, BBC News website, <http://www.bbc.co.uk/news/business-36510266>, June 2016

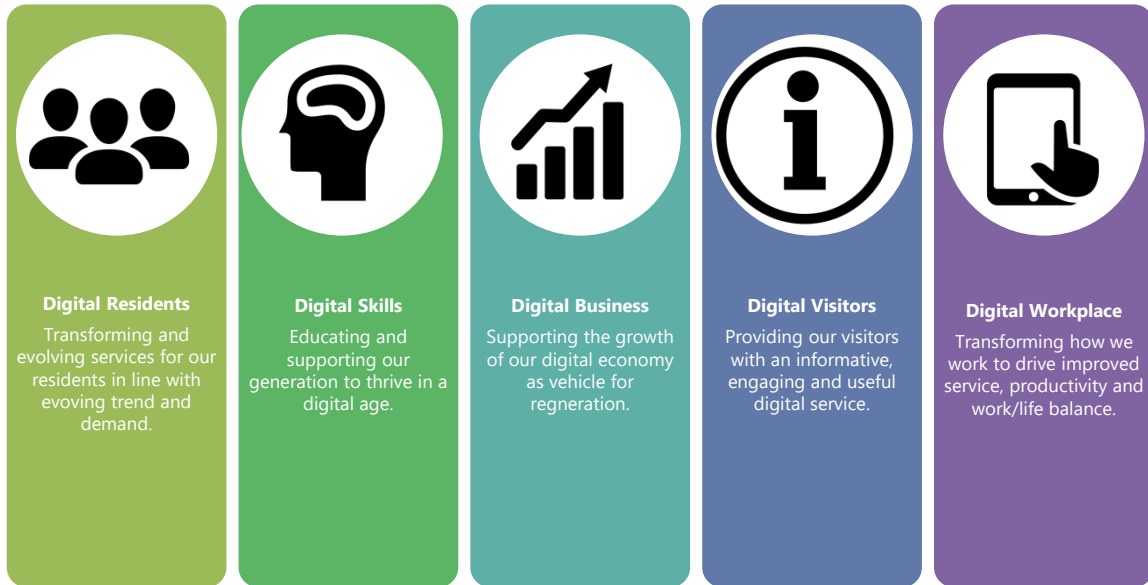
6. Tech Nation 2016: Transforming UK Industries, <http://www.techcityuk.com/blog/2016/02/tech-nation-2016/>, TechCity UK, Feb 2016

7. Adults in UK missing out, Lloyds Bank, <https://goo.gl/aa1WqJ>, January 2016

8. Tech Nation 2016: Transforming UK Industries, <http://www.techcityuk.com/blog/2016/02/tech-nation-2016/>, TechCity UK, Feb 2016

Strategic Strands

Our strategy has been developed following a thorough review of best practice and sector leading examples. Ours includes 5 core strands underpinned by 3 crucial components which combine to make real change across RCT.



First Class Infrastructure

Data & Information Management

Digital Service Design



Digital Residents

Transforming and evolving services for our residents in line with evolving trends and demand.

The Council must exploit technology to accelerate the shift toward digital services to meet customer expectations, and support efficient service delivery. We will develop our on-line services to match that seen in the private sector; user-friendly, integrated and accessible from any location, any device, at any time.

The Council will use a variety of digital media – including the website, social media and text in order to engage, consult and interact with our residents. Our on-line services will put the Customer at the centre, actively promoted to meet customer expectations and changing behaviours, whilst still providing support where appropriate.

What we are doing:

- Improving the Council's website, making it more user-friendly, mobile/ tablet responsive and applying 'App' technology where appropriate.
- Ensuring all online services are seamless between the Customer and our frontline teams.
- Monitoring channel shift through a single customer record for the majority of contacts.
- Providing assistance where appropriate based on service complexity or individual need.
- Using social media to engage, consult and feedback to residents.

What we will do:

Implement on-line services that are easy to use and are efficient.

- Continually evolve our website as the primary source of information and transactions for our residents.
- Ensure all information is succinct allowing customers to interact with the Council.
- Ensure our on-line services are simple to use and for the Council to deliver, in a secure, seamless and cost effective manner.
- Enable residents to self-serve more widely, for example uploading evidence via a smart device to support and speed up applications.
- Provide app style access to allow our customer to book on the move e.g. leisure class.
- Residents will have access to digital services locally in community hubs that offer free Wi-Fi access and access for residents to connect their device in a multi-channel setting.
- Work with our partners to ensure Wi-Fi is available across our public transport network to ensure our residents are able to interact on the move.

- Develop a personal account with a single login. This will include my jobs/my leisure/my payments/my bookings/my benefits/my requests etc.
- Implement on-line tracking and feedback capability will be used to enhance the customer experience.
- Create a systematic approach to the collection of contact data will underpin the move to inform areas for improvement and promotion, and to evidence progress.
- Deploy emerging technology deployed to support customers through the 'internet of things' using (connected) physical devices to benefit residents e.g. through the use of home/personal alarms to support independence at home.
- We will react to customer and digital trends and implement new solutions when financially sensible e.g. contactless payments.
- Reduce mail. This is the most expensive and least convenient channel for most residents.

Provide advisor assistance where appropriate in Community settings

- One4aLL advice will re-locate into shared Library accommodation to bring key community services together for the benefit of our residents.
- Appointments will be offered for services where evidence is required.
- External partners will be co-located to the wider benefit of customers, where appropriate.
- Contact centre hotlines will be provided in the community free of charge.
- Resources will be deployed to those in most need informed by the type of enquiry.
- Assistance will be provided by trained staff within Community Hubs for customers who need support in accessing Council and wider digital services, along with our libraries and partner organisations.

Provide meaningful communication that both engages and informs our residents

- We will consult and engage with our customers online and offline to gain insight into changing needs and preferences.
- Social Media will be used to engage, share information and promote on line services.

Bringing the vision to life

Lesley pops along to Digital Fridays in her local library whenever she has a question about using the internet. As a member of the library she receives a suggested list of books based on her previous choices that she can download to read on her travels around Wales with her cherished bus pass.

Lesley is an active resident who enjoys using the internet to support her lifestyle both at home and socially. Lesley has signed up for an on-line Council account that brings all services relevant to her together in one place. She is provided with reminders for her rubbish collections, her volunteer transport to take her to a medical appointment and her yoga class is booked for a particular evening, inviting her to rearrange the class if she wants. Her account automatically renews her Council Tax discount as she lives alone, saving both the Council and Lesley in terms of administration and paperwork.

Lesley also uses social media to keep up to date on council news and services and as a result can book her own service request and to report any community concerns such as street lighting and graffiti.



Digital Skills

Educating and supporting our generation to thrive in a digital age.

Digital skills are crucial to the success of our county - both within the Council, our communities and our economy. We have ambitions to create a truly digital county that embraces the huge opportunity technology offers. We see digital skills as a cornerstone of our wider regeneration efforts. Our rich heritage of leading the industrial revolution can be repeated in our digital age. If we get this right, we will provide an excellent platform to enable our learners to become the digital innovators of tomorrow.

Practically this means providing our learners with first class digital provision to support their education. We will build relationships with industry and our further education partners to increase awareness of the huge opportunity within a rapidly expanding digital sector. This means ensuring our learners are provided with the skills to embrace technology.

We will also continue supporting digital inclusion of residents within our communities, ensuring everyone is able to participate in and benefit from an increasingly digitally society.

What we are doing:

- Supporting the development of Digital Fridays (public access digital sessions) at libraries and other community venues across the county.
- Developing Digital Champions within the Council to support employees who require encouragement and assistance with the digital transformation.
- Working with schools to ensure their digital platform ensures technology is a tool for education and not a barrier.
- Delivering the 21st century schools strategic capital investment programme with the aim of creating a generation modern schools in Wales. Digital technology will have a key part to play in the programme, ensuring our pupils are able to harness the skills to help them succeed.
- Working with industry leaders including Microsoft to prepare our learners for life within the workplace.

What we will do:

- Ensure that our schools and community venues have first class digital infrastructure giving teachers the freedom and flexibility to deliver education that uses technology throughout the curriculum.
- Collaborate with our further and higher education partners to promote digital pathways ensuring that we capitalise on the opportunity within the digital sector of our economy.
- Encourage close relationships between business and academia to ensure our young people leave education with the skills required for employment.
- Continue to deliver the 21st century schools programme.
- Develop Digital Factories within our schools to ensure digital companies and entrepreneurs are able to work innovate together and develop their businesses with the support of digital mentors and leaders. These co-working spaces aim to link education with industry to inspire entrepreneurship and digital career paths.
- Develop makerspace collaboration spaces within our libraries, Digital Factories or at appropriate community venues.
- Welcome large technology companies into the county including a continued relationship with Microsoft and programmes like Code Club to inspire our learners.
- Provide support to our residents to develop and utilise digital skills. Through public access Wi-Fi, digital champions within our workplace, communities, schools and businesses we support people who want to get online.
- Influence technology providers and Ofcom to ensure our county is always able to take full advantage of technology advances ensuring our communities have the same digital possibilities as any other area.

Bringing the vision to life

Kyle loves digital technology and has a dream of working for a tech company or starting one of his own. His school encourages him to develop his skills and enables his development through first class digital tools, internet access and a Digital Factory on site. The Digital Factory encourages companies to join learners in a co-working space designed to inspire people like Kyle.

Through his own determination and with the support of his peers Kyle starts to explore his ideas with tech mentors who come along to the Factory to encourage and support him to develop his ideas.

As part of his Welsh Baccalaureate qualification Kyle helps out at his local library helping others to get online, using his natural digital skills. He also heads back to his primary school to encourage safe use of the internet among learners and parents and helps to run a Code Club.



Digital Visitors

Providing our visitors with an informative, engaging and useful digital service.

Our rich history and natural beauty makes RCT an ideal place to visit. Providing potential visitors and our residents a first class digital experience will assist in making it easier for people to enjoy what our county offers while promoting their visitor through various digital channels.

We will provide information on what to do, where to stay and what is happening in RCT through our website and most relevant social media outlets. We will also ensure that our visitors have good connectivity around our tourist venues and aim to work with our partners to improve mobile data quality.

What we are doing:

- Redesigning the Council "Visit RCT" website to make it more user-friendly as well as being mobile and tablet responsive.
- Introducing booking online for all of our tourism venues such as the National Lido of Wales.
- Using social media to promote visitor attraction activity and events.

What we will do:

- Provide Wi-Fi at all of our visitor sites to enable visitors to ensure everyone is able to share their experience through digital channels and interact with the venue.
- Enable on-line bookings for all attractions, making it easier for our visitors and residents to book an activity.
- Information will be made available through digital displays at key local attractions.
- Work with our colleagues to influence mobile providers to improve connectivity allowing our visitors to avoid connection frustration.
- Develop interactive walking trails, with partners, to exploit the natural beauty of Rhondda Cynon Taff.
- Continue to develop the use of apps for our visitor attractions.
- Consider and pilot augmented reality at a suitable sites. This could form part of a digital innovation schools projects using the digital skills of our learners to provide exciting new visitor and residents attractions.

Bringing the vision to life

The Griffiths family travel into RCT to visit their family every summer. Each time they like to plan their days to make the most of their visit. Having discovered that there is an app available listing activities and walking trails across RCT, they download it and book in a trip to the Rhondda Heritage Park (RHP), a show at the Coliseum and tickets for Party in the Park. All of this was completed online with the tickets stored on their phone.

While at RHP the family love the new augmented reality features and connect to the Wi-Fi to show their excitement on social media, including their phones and location tag.

Using the same app the Griffiths family take a stroll along one of the walking routes along the Taff trail using QR codes in order to discover new points of interest and history. As they have signed up for updates on activities in RCT the family are alerted to new events prompting a return visit over the Christmas period.



Digital Business

Supporting the growth of our digital economy as a vehicle for regeneration.

Businesses are generators of wealth and a crucial engine to support our economic growth. We will support our business community to thrive within our digital age, from the smallest business that needs support to do more online to high technology companies we will play our part in ensuring businesses are supported. We will work with partners to provide excellent infrastructure and connectivity.

With the digital sector growing faster than any other across most parts of the world it is critical that we create the right environment to benefit from this growth. If we are successful in providing the skills, infrastructure, connectivity and environment, we will attract new economic interest within RCT. We believe playing our part in generating new entrepreneurs and a digital economy within our County, helping to generate new jobs and businesses. As many digital jobs come with a higher salary than the UK average getting this right will assist our wider regeneration ambitions.

What we are doing:

- Supporting our town centres to develop online trading, in Aberdare and Pontypridd an app has been developed to promote local businesses.
- Working with higher and further education partners to develop relationships with business
- Working with our regional partners to ensure the ICT/digital sector is supported and developed.

What we will do:

- Survey our business community on their digital needs and aspirations.
- Develop and promote a digital support plan for our businesses – highlighting current areas of support and developing potential new services to meet local demand.
- Digitalise our business-to-business functions within the Council.
- Improve our planning back office function to speed up the planning process.
- Continue to support the Superfast Cymru programme and the plugging of not spot areas through existing funding schemes.
- Work with our schools, higher education organisations, industry and City Deal partners to ensure the digital skills gap is closed and meets/exceeds future need.

- Work with our technology suppliers to explore opportunities to bring economic investment and to support the improvement of our businesses digital skills.
- Work with mobile communications organisations to maximise the coverage of new generation mobile networks.
- Explore the opportunities to exploit public/private sector funding to create innovative workspace facilities that enable new business development and collaboration.
- Create Digital RCT partnership similar to that of other counties around the UK to position and promote RCT as a place for digital excellence.
- Providing open and transparent data to our communities will help create employment, support enterprise and entrepreneurship within our County.

Bringing the vision to life

Hughes Automotive has been operating in RCT for over 20 years providing parts for the automotive industry. As technology has changed the company has evolved and developed the capacity and standards to meet requirement. More recently his customers are demanding quicker models for their digital builds. This requires excellent internet speeds and employees with the technical skills to deliver, both of which Hughes has access to in RCT.

Six Sigma Designs is a small digital start-up providing services to a potentially global audience. Originally from RCT they can access innovative and collaborative workspaces within the County tailored to meet their business ambitions space. With access to advice and excellent infrastructure the company is able provide apprenticeships to young people keen to work within the industry. The Six Sigma team head out into the local schools to encourage learners to think about a digital career both generating interest and providing a possible stream of future employees.

Mair has been running her cake and confectionary business for the last two years. Business is plodding along but Mair is aware that she could do much more if she embraced social media a little more. She is very comfortable using these services personally but as a business she needs help. Mair joins other local businesses at an RCT event in partnership with Google. There she learns the power of getting her online presence right, using free tools to direct customers her way and how Mair could make the management of her business online easier.



Digital Workplace

Transforming how we work to drive improved service, productivity and work/life balance.

The Council has begun to implement an entirely new working environment – the digital workplace. The digital workplace transforms the way our staff and elected members undertake their duties. To deliver this ambition, we will implement an approach that is capable of driving cultural change and responsive to need.

Through innovative use and integration of technology we will evolve our workplace business processes, design by digital first and consider complete service re-design where appropriate. This will be underpinned by smarter, digital buildings and office spaces.

We will transform the delivery of our services by ensuring our workforce and elected members have access to innovative technology solutions to support increased productivity and improved service to our customers. At all times, we will consider the work/life balance of our staff and our environmental impact.

What we are doing:

- Tailoring technology solutions that centre on the role of employee.
- Piloting the implementation of agile working across the workplace including hot desk drop in zones across the County.
- Developing policies to support our employees working agilely.
- Ensuring our reduced accommodation footprint is more digitally enabled and flexible.
- Reducing the need for paper assets through e-documentation and integration to business applications.
- Piloting video conferencing solutions and instant messaging.
- Providing employee information, web-based learning and development and elements of self- service via our intranet and e-learning platform.

What we will do:

- Embed a digital leadership ethos throughout the organisation and provide a network of digital champions for each of the Council's service groups that will help lead, plan, coordinate and enable the shift to providing digital services.
- Implement a medium term plan for an agile workforce improvements designed to increase productivity and reduce or remove the requirement to handle paper in our business process whilst implementing new innovative ways of working.

- Provide our employees with seamless access to services and data regardless of location to increase productivity and support collaboration.
- Create digitally enabled office spaces that supports the work styles of the digital employee; adapting the physical design, providing technology support and training for new work settings.
- Rethink and redesign services through the emergence of the “Internet of Things” to provide real time information that informs decision making and improves efficiency.
- Consolidate disparate systems to form a single employee services portal and one-stop-shop for communication, information and e-learning resources. We will incorporate digital self-service facilities.
- Implement technology to enable better collaboration and communication for our employees.
- Provide a structured, secure and standardised approach for records management within the Council that reduces the need for paper storage, and exploits the digitisation of existing paper assets that will further enable access to information in the field.
- Explore the opportunities of BYOD (Bring your own device) whereby our employees may securely connect and access the Councils’ systems and data using their own equipment.

The ‘Internet of things’ allows us to embed digital devices into every day objects to receive and collect data to reduce human intervention with automation of services.

Bringing the vision to life

Gaynor is a social worker. She starts her day securely accessing her appointment details via her mobile device. This is first time Gaynor has visited her client, David, but all his details including address and crucial information history is securely available on her mobile device. Instead of the usual journey to the office first thing, Gaynor is able to save time and mileage by going straight from home to see David using the directions linked to a navigation app on her smartphone.

Gaynor completes her client assessment. She has received training to use the device and an app has been developed for Gaynor to securely record all the required data from her meeting with David. This saves her having to return to the office and re-typing her notes into the system. When Gaynor needs to visit an office she is able to book one of the local hot desk facilities across the County so she maximises valuable time.

While at David’s home Gaynor is alerted by a connected medication dispenser that he missed his medicine due that morning. She reminds him to do this and adds this to her notes. The notes are uploaded to a secure system from her tablet, making the notes accessible to colleagues at her office. These are shared with NHS colleagues who also work with David, ensuring better communication and care for him.



First Class Infrastructure

Developing a digital infrastructure that underpins our digital ambition.

We need a first class, sustainable digital infrastructure. It needs to be flexible and adaptable so we can better respond to the changing needs of our residents, businesses, learners, workers and visitors. Building a digital infrastructure that is fit for purpose means making technology a key enabler and a key component of our delivery.

Technology can fundamentally change the way we work. It enables us to be mobile rather than fixed to locations or offices allowing more time serving our community. The rate technological change is rapid and growth in the uptake of technologies such as cloud computing, mobile devices and high-speed broadband present huge opportunities that we will exploit to our advantage.

What we are doing:

- Improving the Council's underlying core ICT infrastructure to provide a robust and resilient platform to enable business operations and our digital improvements by:
- Undertaking a technology review / baseline study to inform strategy for underpinning Council infrastructure going forward to provide resilience, continuity of service and enable future digitisation projects.
- Refreshing and upgrading broadband connections and network infrastructure at the Council's key strategic sites, libraries, key leisure centres and theatres.
- Installing public accessible Wi-Fi Council buildings throughout the authority including in venues open to the public to assist in the support of digital inclusion.
- Modernising and improving the resilience and functionality of our email.
- Ensuring key infrastructure software is ready for the adoption of cloud services.
- Modernising the Council's telephony infrastructure by implementing a unified communications platform. This will also supports our customers and agile working.
- Exploring collaboration opportunities with our public sector organisations to aggregate and exploit infrastructure across the region.
- Supporting and delivering service based improvement projects and change proposals where technology is the enabler such as All Wales Community Care Information System, 21st Century Schools, and Regional Services such as Coroners Service, Multi Agency Safeguarding Hub and Youth Offending Team.

What we will do:

- Transform our public buildings and public spaces to deliver our digital vision, sometimes in collaboration with our partners. Enabling better ways of working within the organisation and inclusion through public access areas.
- Continue to refresh and improve the Council infrastructure to ensure our systems are reliable and relevant.
- Exploit new Broadband technologies to improve connectivity to Council buildings.
- Move from the Council's current position of on premise ICT infrastructure to a model that begins to exploit cloud computing providing the platform for service and workplace change.
- Rationalise and reduce ICT business systems in the Council exploiting opportunities to move to national or regional platforms.
- Ensure our systems to support data standardisation, integration, sharing and storage.
- Become less focused on specific types of devices and more focused on ease of use alongside how applications are accessed securely by any device.
- Aggregate and share regional public sector infrastructure to better enable the delivery of shared services.
- Provide Wi-Fi access to our town centres, our public transport and continue work with partners including the private sector to ensure improved availability and enhancement of superfast broadband and public mobile networks (e.g. Superfast Broadband Cymru & 4/5G) for the benefit of our residents, businesses, learners, workers and visitors.



Data & Information Management

Using consistent Data and Information to improve the way manage our business and inform future service provision.

One of the greatest opportunities and challenges facing us today is the increasing significance of data and information. Data underpins our services, businesses and economy. It provides insights into our customer needs and gives us the information required to target services more effectively.

We will transform way we provide services to our customers by exploiting business intelligence and analytics of 'Big Data' to inform and target future provision. Data sets will need to be cleansed and evolved to create consistent and standardised information systems that are joined up across the Council, through the creation of Master Data Sets. Through transparency in our organisation, we will provide 'Open Data' to our customers that can help regenerate our communities, support local businesses and improve wealth and prosperity within our County.

While the opportunities around 'Open' and 'Big Data' are huge, it is important we continue to appropriately safeguard information by ensuring we are compliant with security standards. We will ensure each step we take is legal and ethical.

What we are doing:

- Providing a definitive, Master Data Set or a single source of standardised data for Properties and Streets (LLPG and LSG) that support key services and external partners.
- Delivering robust security standards and procedures to protect our customers and organisation's data from cyber threats, leaks, information losses or breaches.
- Ensuring we have clear Information and Data Management governance, policies and procedures in place to manage the data we hold and are able to share.
- Developed Information Sharing Agreements that supports the Council to work collaboratively with partners, sharing data to provide joined-up services.
- Providing information and data to officers in the field to support Agile Working.

What we will do:

- Provide a clear 'Master Data Management Set' (MDMS) for the Council that will better standardise data through an accurate single record for the person, place and asset.
- Link our key business systems to the Council's MDMS to improve the quality of data we hold that will enable better sharing of information between service departments.

- Join up data through the use of business intelligence tools that will start to generate and exploit Council 'Big Data' to inform better focused decision making and make it easier for the Council to analyse performance.
- Develop an 'Explore RCT' facility will enable digital data to be securely searchable, retrievable and indexed enabling employees to find the information they need to make decisions and deliver services more efficiently.
- Ensure the Council has clear data and records management policies and procedures for the creation, storage, retention, and disposal of information and how these are managed and owned effectively by services.
- Adopt standardised approach across our key business systems so that they are aligned with modern digital technology.
- Join-up data and systems across services and partner agencies (e.g. Health, Police, Local Authorities) so that we do things once and identify key trends that could help wider intervention.
- Provide transparency of information to the public through 'Open Data', giving external stakeholders key information that can be used by customer, partners or business to support individual needs and allow economic growth.
- Expand our own 'Open Data' and work with external partners to provide a '360 degrees' view of data within or across regions from other sectors (census, blue light). This could inform wider national improvement initiatives e.g. City Deal
- Ensure the Council complies with the 'new' EU General Data Protection Regulation (GDPR) in May 2018 and any other associated legislation.



Digital Service Design

Ensuring our digital ambitions are embedded across the Council.

Our ambition is to use digital technology to focus on user needs to achieve the outcomes we aspire to. This requires new methods of delivery that harness the benefits of connected data opening up new opportunities for our customers and to encourage growth, efficiency and innovation. We do so in a context of growing demand for services and constrained resources.

To ensure a success we will need to work with our communities and our public sector partners to completely redesign our services, where appropriate and work better together to support our customers.

What we are doing:

- Ensuring services are designed to improve satisfaction, improve resolution, increase digital take up and reduce costs to serve.
- We are supporting service leads in ensuring our services are digital wherever they can be and accessible from any devices.

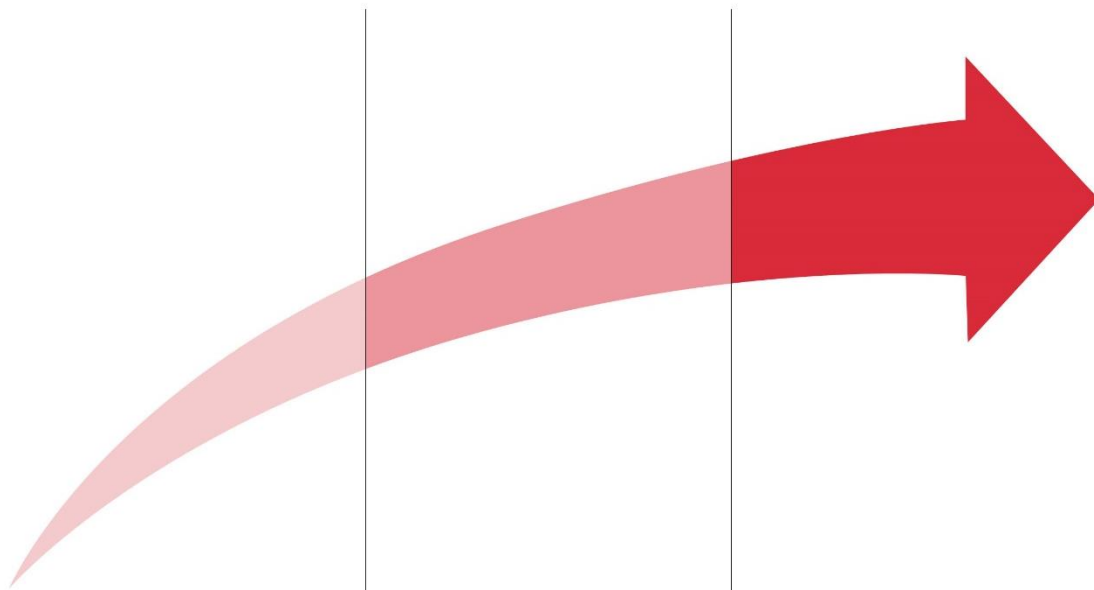
What we will do

Our services will be shaped by the needs of our service users through:

- Consult with service users to inform future service design.
- Understand service users, what they are trying to do and how they prefer to do it.
- Developing an excellent user experience, making things easier through better design of our services and minimal processing.
- Ensure we include people with the lowest level of digital access, skill and literacy.
- Identifying problems service users are having and re-design service accordingly.
- Using data to analyse the success of our digital services to inform future decisions and priorities.
- Focusing our efforts on services that are valued by the people who need it, based on insight and feedback.
- Identifying users in a secure manner to improve access to services whilst managing security and privacy issues.
- Improving feedback from the field to provide live data relevant to our customers.

10 Strategy Outcomes

By 2020 we will achieve the 10 following outcomes:



DIGITAL BY DESIGN

1. Our Council ensures that Digital technology is inherent across the organisation and culture, driving responsive, cost effective services, designed in ways that are easy for service users and responsive to evolving customer trends. New methods of delivery improve customer satisfaction and resolution with Council services, and feedback is actively used to improve further.
2. Our workplace is agile and staff have the skills to take advantage of digital opportunities within their role. Our technology and working practices are evolving to ensure efficient delivery, best value for money and a positive work life balance for our staff.
3. Value for money and financial efficiency savings are achieved through digital processes, underpinned by consolidated technology.

DIGITAL INSIGHT

4. Data and insights are increasingly used to focus our efforts in the right places with appropriate resource; to underpin demand led service design.
5. Council held data is a resource made available to our community to improve services, business opportunity and communication across organisations.
6. Digital technology is used to facilitate open and transparent governance of the Council. Public access to Council information promotes lively democracy, integrity and better, transparent decisions.

DIGITAL ASPIRATION/ EXPLOITATION

7. Our residents are not unfairly disadvantaged by the digital divide and support is provided where possible.
8. Our Council continues to work in close collaboration with our partners to improve and share digital services. Shared workspaces are in place and being developed across the County.
9. Our students are provided with the digital skills required for an evolving digital world and have a first class infrastructure to support their aspirations.
10. Our businesses are supported to take advantage of our digital age. An infrastructure platform is in place for businesses to thrive, start up and develop.

How will we get there?

Our strategy is ambitious and will require hard work, tough decisions and new thinking. It is crucial that all our employees and partners work together to deliver upon the promises made. We believe that our communities will benefit from our actions but we will keep our heads up and learn from others to achieve shared success for our communities. To ensure this success we need to develop digital leaders or champions across the Council and create a group of people who will drive and deliver the strategy.

Leadership

Successful delivery of this strategy will depend on appropriate governance of delivery and strong leadership across the Council. While all of our employees are responsible for embracing our ambitious digital change, decisions on priorities and prudent spend needs to be overseen appropriately and swiftly to ensure effective delivery. To ensure this happens we will develop a new digital leadership group.

Digital Leadership Group

The digital leadership group will focus on driving this strategy forward. The group will meet regularly to discuss strategy progress, ensure delivery and that our following key performance indicators are met. It is the responsibility of this group to lead, champion, challenge and push digital transformation within the Council and our external partners. This group will be the energy behind this strategy and it is their responsibility to continue pushing boundaries, respond to need and keep up with best practice and changing digital trends.

Digital Champions

We will develop a network and Digital Champions across service areas to help embrace and deliver the strategy.

Digital Friendly Policies

Our current policies will be updated to enable the changes necessary to implement our digital vision. It is crucial that we move all elements of the Council forward at the same time; barriers must and will be removed to ensure we deliver upon our vision.

Our Strategy will *ultimately* deliver on 5 key objectives.

1. Develop services for our residents that fit around and compliment their lives.
2. Support our generation to thrive in a digital age through skills development.
3. Improve our digital experience for our visitors.
4. Build our digital economy to support our regeneration ambitions.
5. Develop modern working practices to improve productivity and work/life balance for our employees.

Key Performance Indicators

Digital Residents	
Key Indicator	Target / Outcomes
The majority of customer interactions will be undertaken on line	Over 50% of interactions are self-served.
Customers will be satisfied with the interaction.	The majority of customers will be satisfied
Customer Enquiries will be resolved	The majority of interactions will be resolved
Digital Skills	
Key Indicator	Target
Establish pathways to digital careers within our education system.	Education partnership developed with all stakeholders to ensure digital progression routes.
Ensure school digital infrastructure supports innovative skills delivery	All schools are able to offer BYOD by 2018.
Develop Digital Factories within the County.	1 Factory by 2018 / 2 by 2019 / 5 by 2020
Wi-Fi is available in all appropriate locations including transport and town centre	All areas identified have Wi-Fi by 2020
WG Digital Inclusion Figure for RCT is reduced.	85% by 2020 / Currently 71%
Digital Fridays continues to run across RCT.	10 locations continue to operate to 2020.
Ensure Code Clubs are running across RCT by 2018. Within schools or community venues.	5 Code Clubs by the end of 2017 / 15 by the end of 2018.
Develop makerspace collaboration spaces within our communities.	1 pilot by the end of 2017.
Digital Visitors	
Key Indicator	Target
Wi-Fi is available at all visitor venues/locations.	All venues have Wi-Fi availability by the end of 2017.
Assess app options and consolidate attraction activity and events. Ensuring visitors are able to access information on our attractions easily.	App or Visit RCT is readily available and easily found for any visitor or resident wanted to visit our attractions.
Pilot augmented reality within our visitor attractions	1 pilot by the end of 2017. If successful work with schools to develop new projects within our venues.

Digital Business	
Key Indicator	Target
Needs of the digital needs of our businesses are known.	Business survey is completed by the end of 2017 to access need.
Work with central government and mobile operators to stimulate coverage of enabling technology such as 4G and reduce "not spots"	At least 95% of the population.
Work with central government and fixed broadband operators to stimulate coverage of enabling technology such as Fibre Broadband and reduce "not spots"	At least 96% of the population.
Digital Workplace	
Key Indicator	Target
Establish a programme of Agile Working Projects Council wide	Ensure that there is an effective programme to enable office space reduction, improve productivity and reduce cost.
Reduce office footprint as a result of Agile working	Enables and supports corporate priority of overall 20% office accommodation reduction by 2020
Implement productivity and collaborative video, telephony and messaging tools for agile working.	Agile workers are able to effectively undertake their duties remotely and remain connected to the office.
Review key line of business applications to ascertain their digital readiness.	Ensure there is a "fit for purpose" applications portfolio that enable better integration, mobility, self-service and real time reporting / analytics.
A 'single' consolidated employee services portal	Improved employee communication Consolidate e-learning Ability for our employees to self-serve Reduction in infrastructure complexity
Establish a Digital Leadership Group.	Ensure that there is effective structure to enable timely and responsive decisions for digital priorities and delivery.