



IT Strategy (2016-2018)

Realising the vision (document #2 of
2)





Introduction

The vision of what the IT Strategy needs to achieve has been introduced in the first of the two documents, namely “IT Strategy (2016-2018) The Vision”, and this document will guide us through what needs to be done to realise the vision.

The vision focusses on three themes:

- 1. Putting the people of Gwynedd at the heart of everything we do**
- 2. Lead, support and make services more effective**
- 3. Making the IT service more effective and efficient**

This document will address these themes and will build on them, referring to specific activities we will undertake to realise the vision.

Six main principles have been formed to realise these themes:

Principle 1 - technology and the department it supports should be flexible to meet Ffordd Gwynedd challenges

Principle 2 - the accurate technology should be presented to facilitate tasks, with appropriate skills to use the technology effectively

Principle 3 - it is necessary to consider using the digital channel for any changes or any presentation of a new service

Principle 4 - the current IT assets and any new assets will be reviewed, rationalised and upgraded to make the best possible use by avoiding any wasting

Principle 5 - IT patterns and aspirations which are highlighted across many services should be dealt with as corporate solutions, or in a cross-authority/agency manner if appropriate

Principle 6 - Information technology should be flexible and secure, an enabler to deliver effective services in an efficient way. Technology, or a lack thereof, should not be a barrier



The ICT Strategy forms the Council's general ICT requirements by supporting the work of delivering several of its strategic aims which have been highlighted in the Gwynedd Council Strategic Plan (2013-2017):

- (1) Putting the people of Gwynedd at the heart of everything we do
- (2) Improving engagement with communities on the care challenge
- (3) Improving integrated working focusing on what matters to individuals
- (4) Preparing the care workforce to meet the new way of working
- (5) Promoting the use of Welsh in Gwynedd
- (6) Ensuring a balanced sustainable budget for the future

Theme 1. Putting the people of Gwynedd at the heart of everything we do

The objectives of the Gwynedd Strategic Plan which are being realised:

- (1) Putting the people of Gwynedd at the heart of everything we do
- (2) Improving engagement with communities on the care challenge
- (3) Improving integrated working focusing on what matters for individuals
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- (5) Promoting the use of the Welsh language in Gwynedd
- (6) Ensuring a balanced sustainable budget for the future

Self-service—The Digital Channel

A specific project has been established to lead on the digital channel, where a full business case will be prepared. The IT strategy acknowledges that a digital channel will be introduced in Gwynedd and provides details of the activities to support the new channel.

The work undertaken thus far states that:

- There are efficiency advantages for Council services by way of introducing the digital channel
- Research states that a minimum of 22% would move to using the digital channel, and the figure would increase if we marketed the service effectively
- Companies who sell self-service systems use unrealistic figures to try to sell their produce, at a cost that would be difficult to reclaim. We will research the best provision for Gwynedd by considering third party companies or internal provision

The Digital Channel in Gwynedd

- Every element of self-service exists in the “Gwynedd Self-Service Portal”
- The portal and the account are core to all services available through the digital channel
 - One account, one password
 - Account is secure and uses the same mechanism as www.gov.uk to validate the account holder
 - Change details in one place e.g. address, contact details. These will then be circulated to the individual services.
- The portal will be personalised to the account holder and will include historical information on service requests and further developments of the “where I live” page



Putting the people of Gwynedd at the heart of everything we do

Digital Channel Technology

Traditionally, the digital channel is presented through the web browser, but there are other technologies which need to be evaluated:

- Webchat—this provides an opportunity to have a conversation back and forth between the customer and the contact in the Council, usually as a method of providing online advice for the user if he or she is experiencing difficulties in following the content or has a further query. This medium tends to promote an informal chat, not too dissimilar to the way text conversations are maintained on mobile phones.
- App - an app is now a technology which is linked to mobile phones and tablet devices and presents an easy way to gain access to information. The app came to exist because websites were designed for computers and were not flexible enough to effectively be displayed on smaller devices. By now, the technology has matured and it is possible for a website (if it is properly designed) to adapt to be able to be displayed on a range of devices of all sizes. The digital channel will need to present itself effectively on any device of any size by using app technology or web technology that enables this.



Merging the Contact Channels

At present, the Council implements traditional contact methods to receive requests for service over the phone and face to face, either via direct contact with the services or through Galw Gwynedd and Siopau Gwynedd.

As part of the effort to deliver the digital channel, we will merge the contact channels to enable the customer and the Council to have a full picture of their contact with the Council. This means that we will evaluate existing use of the Siebel Customer Relationship Management software and consider replacing it with products which are suitable for an organisation and which offer service across a range of contact channels.



Digital Gwynedd

The success of the digital channel will depend on the ability of Gwynedd's residents to connect to the channel. Digital Gwynedd has been established to address the "Superfast Wales" programme, which is a joint project between Welsh Government and BT in order to bring superfast Broadband to 96% of the Welsh population.



The Digital Gwynedd programme promotes digital inclusion and includes members from the third sector who work in the community and who hold activities such as training to empower the people of Gwynedd to use the Internet and to live a digital life. One of these is Citizens Online, namely a charity that has been established to improve digital resilience, and we can ensure that Gwynedd's digital channel is introduced in these activities and that we promote digital contact between our service users and the Council's businesses.

Putting the people of Gwynedd at the heart of everything we do

Field working

Infrastructure—Traditionally in Gwynedd, data connectivity e.g. 4G, is not available everywhere throughout the County, and this is a symptom of a rural area. This means that it is necessary to undertake an assessment of the infrastructure available when providing technology in the field, by considering all the options:

- 3G/4G data connection
- Wireless connection
- No connection at all

A lack of connectivity can be an obstacle to service provision in terms of field working, and this will need to be weighed up when advising our users. The requirements of services could be different, and the need for an online connection could not always be essential. This will be a review which will need to be undertaken for all individual services.

Solution—a generic solution will be created as a corporate solution, which will target general field working roles. The corporate solution will be open to change to address further needs or an opportunity to develop alternative technology following an evaluation of the cost against the benefit.

Equipment—full review of the equipment used by Council staff at present in the context of field working. Traditionally, staff members have received additional equipment to undertake their duties in the field, but this needs to be reviewed while looking at supplying multi-purpose equipment which serves the employee in the office and outside the office.



Contact—we will review our contracts with mobile phone providers every three years by measuring the provider based on price and the strength of the County's connectivity. Any technology which supports wireless access will be reviewed as part of the corporate resources renewal scheme in a 7 year cycle.

Availability—new developments with the Council's telephony system provide us with opportunities to improve the availability of our field staff to receive calls and messages from those trying to contact them, be it Gwynedd residents, external agencies or Council staff / officers.



Putting the people of Gwynedd at the heart of everything we do

Facilitating Contact with the Council

Social media—enable Council staff to make the best use of social media. Evolve from a role which polices to a role that enables by removing existing barriers. To protect the employer by lowering the barriers, input from the IT Service will be required on a social media policy. A review of the produce will be used to filter access to websites as well as the reports we could circulate to indicate access to these sites.

Wireless—the wireless “Digital Gwynedd” service has been a great success since its introduction in 2012, with approximately 14,000

unique computers connecting to the network every month. People’s expectations have also changed and this provision needs to be safeguarded and expanded. In terms of safeguarding, the scheme should be



made familiar to the asset renewal scheme, introducing a renewal cycle of every 7 years. It will be necessary to commission an investigation to identify the resources that will be required to further expand the provision, looking at public wireless in locations where the public attend, and corporate wireless within Council offices.

Public wireless provision can build on our ability to increase the numbers who use the digital medium to contact the Council. It is also necessary to conduct a review of the statistics that are being collected and how the Council can improve or take advantage of this information e.g. advertising campaigns about the Council’s services. Technology’s role should be considered as iBeacons to expand this capacity.

Public computers—105 computers have been located in the County’s libraries for public use. These have not yet been included in the County’s restoration programme and are being restored using old equipment which is now too old for office use. Public computers are used for many purposes, including pupils doing their homework, and the unemployed looking for work. It seems as though the demand will increase as the Government’s Welfare Amendments procedure gathers speed, where it is projected that applications for Universal Credit will be submitted online.

By training library staff, we can take advantage of opportunities to refer any enquiry about Council services to the corporate website. Advantage should also be taken of opportunities to market the online medium and to encourage users of the library service to create a self-service account.

Contact medium—further research should be undertaken to contact mediums between the public and the Council. Two main mediums are used at present,



namely contact via telephone and face to face contact. The self-service medium through the computer exists at present and plans are in the pipeline to strengthen this provision. Other mediums are available which are used by some Council departments, but these mediums have not been interlinked e.g. facebook, twitter, Instagram or text message.

Phone provision—new phone provision has been introduced in the Council as an exercise to make efficiency savings. We will research the new technology further by seeking better ways of working.

Putting the people of Gwynedd at the heart of everything we do

Kiosks—introduce resilient computers which have been configured to connect to the Council's self-service website in public and convenient locations for the public. The number of kiosks and their locations need to be reviewed. The success of this type of medium will depend on the services available on this medium and the promotion scheme.

Elected Members—the election to establish a new Council will be on 4 May 2017. Technical support and an iPad device is supplied to Councillors during the current Council, but the equipment will be dated by the time of the next election.

The IT service will collaborate with members of the democratic services committee in order to provide suitable technology to support Councillors with their public duties.

Bringing services closer to the people of Gwynedd

Additional investment to deliver the heading

CAPITAL

£15,000 (reporting package on web browsing trends)

£7,500 (to evaluate how many wireless connection points will be required)*

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

*The analysis could lead to a business case for more/less wireless connection points. This could lead to a further Investment in terms of capital, revenue and IT Resources

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require support of £600,000

IT RESOURCE

NONE

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require the support of one full time developer at a cost of £35,000 per annum

REVENUE

£30,000 (APIs Software for the digital channel)

£3,000 (reporting package on web browsing trends)

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

**Does not explain costs in detail in terms of establishing the digital channel as this is an additional project to develop a business case and is likely to require support of £30,000 per annum

Activities associated with the investment

- Strengthen our capacity to report on the use of the internet as a response to opening its use e.g. enabling access to social media
- Review our wireless provision
- Field working*

*The research could lead to capital and revenue costs, as the sums will depend on the level of the solution and how it will be supplied. Business cases will be prepared if it is required to turn to a financial source

Theme 2. Lead, support and make services more effective

The objectives of the Gwynedd Strategic Plan which are being realised:

- (1) Putting the people of Gwynedd at the heart of everything we do
- (2) Improving engagement with communities on the care challenge
- (3) Improving integrated working focusing on what matters for individuals

- (4) Preparing the care workforce to meet the new way of working
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IT Support—there will be a full review of the arrangements that are in place to overcome users' problems, with the arrangements being built from a place of seeking to improve and ease the experience for the customer and to cut back on the Helpdesk's workload. This will include how we will interact with our customers and improve their experience by solving their problems at the first point of contact.

We will also look to do more with the information collected during the customers' contact with the Helpdesk to identify and solve problems in an improved manner.

Surgeries—the IT Service in its entirety is located at the Headquarters in Caernarfon. Traditionally, there was visual support available at the area offices, but the presence of the service in these locations has now greatly decreased. We will re-present area office staff with the opportunity to visit officers of the service through a surgeries procedure, with the frequency and length of these to be decided.

Meeting rooms—the IT service will be responsible for the technology presented and for using it within the rooms. Occasionally, it will be necessary to visit the rooms when problems arise. We will conduct a review of all equipment in the meeting rooms including computers, presentation equipment, video conferencing equipment and Telephony equipment.

Programme Management—at present, there are two account managers working within the programme management unit, which is a resource that collaborates with other departments to facilitate the process of delivering IT solutions. One account manager has been in post since 2011, and the other since 2014. The departments find this role very valuable, and the success has increased the demand and by now two account managers are not enough. Another weakness to this role is that it seeks to address every element of client engagement e.g. analysis, project management, but cannot delve far enough to really address the issue. In order to strengthen the provision for departments, there is a proposal that the programme management unit is expanded to include roles for business analysts and project managers.

The role of account managers needs to further evolve and to have more frequent contact with the employees who directly serve the public, in order to understand their roles and educate employees about technological developments which could enrich the way the service is delivered.

With more resource, the programme management unit could expand to include a service to better exploit departments' resources e.g. improve the standard and accuracy of data, reduce the number of systems and making better use of what we have.

It will be necessary for the account manager to become more prominent within departments as well as earlier on in the process of procuring new systems, while reviewing the need for an IT procurement policy, as noted in the previous strategy.



Lead, support and make services more effective

Provide technology to deliver—the need to have expert technology for an individual is an exception. More often than not, the technology is required to address the work's requirements, not too dissimilar from a job description or person specification. To facilitate the work of designating equipment to staff and to ensure that Council officers receive the correct technology to fulfil their duties, an exercise should be undertaken to add categories of technology use into the jobs system. There are several advantages to this:

- Provide fit for purpose equipment
- Identify the costs of supplying equipment for a post
- Fair for all
- Reduce on waste where an arbitrary decision is made
- Facilitate the procedure of collecting equipment when an officer leaves his or her post

The Welsh language—the Council operates a language policy where every member of the public has the right to receive or use all of its services either in Welsh or English. New Welsh language standards will be coming to power on 1 April 2016, with specific arrangements for providing an IT service for the public. Any IT produce which serves the public will commit to the new language standards.

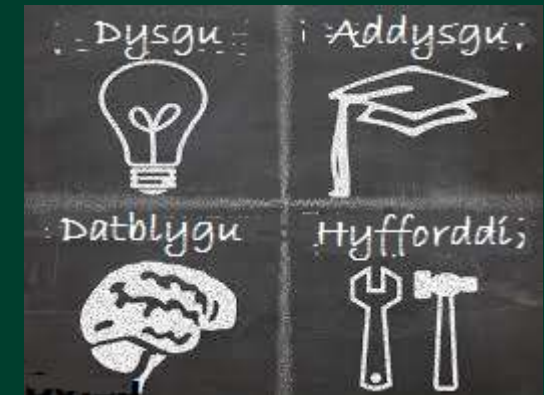
Welsh is the Council's administrative language and the previous strategy states that internal software will supply a Welsh language service only. Occasionally, software which has been internally developed has received external attention, and developments like the "Language Web" have received national acclaim. To facilitate sharing systems which have been internally developed, all Council systems will be provided in Welsh but will be tailored to support multi-lingualism.

We will collect statistics about Council officers' use of the Microsoft Windows and Office platforms in Welsh in order to promote its use jointly with the language unit.

Training—the Helpdesk deals with many different calls, some report technological problems and others contact the Helpdesk because their technological skills are insufficient. This information needs to be harnessed to identify common technological deficiencies and to collaborate with the Learning and Development unit create training packages for Council staff.

We have already discussed surgeries, which are an opportunity to give staff informal support. We can improve on this by introducing good work practices as part of staff induction arrangements, and to change the procedure of presenting equipment. At present, equipment goes to staff in a continuous flow, with the expectation that they know how to use it. Presenting the equipment to staff in the form of a workshop would provide the IT Service with an opportunity to train people on its use and to avoid information duplication.

Technology as an enabler to transform—The IT service will test several different devices which will enable staff to work wherever and whenever is convenient for them. Historically, the department had been supplying equipment for traditional working, namely office provision, but the image and expectations of staff and managers is changing. Work is a series of tasks which are completed rather than somewhere someone attends, and the IT service needs to arm the workforce with purposeful equipment to achieve this



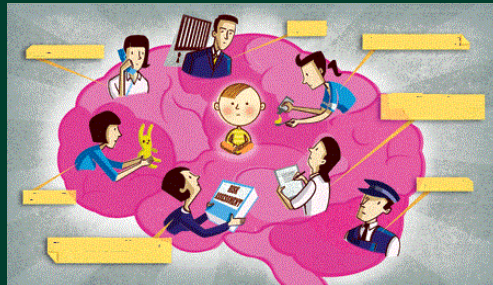
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Lead, support and make services more effective

Multi-agency working - working across several agencies is not something new, but historically, the technology has not been provided in a way which facilitates the support of this type of working. There are several examples of Gwynedd officers collaborating with officers from other organisations today, for example:

- care workers and the Derwen team, namely the Disabled Children Integrated Team which collaborates with staff from the Health board
- planning policy officers collaborating with corresponding workers from Anglesey
- Gwynedd Consultancy officers collaborating with officers from the Trunk Road Agency.

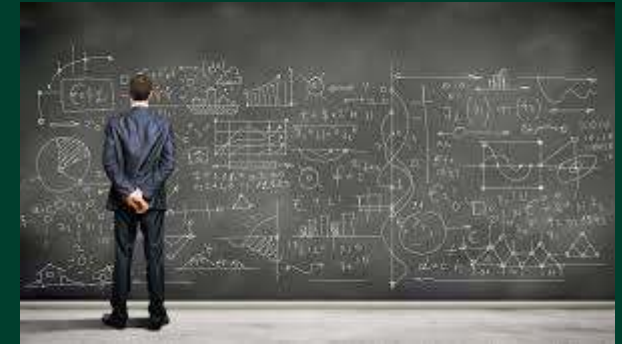
More emphasis on collaborating with the Health Board will become apparent via the Welsh Community Care Information System, which is the predecessor to the existing social care information system (RAISE). Welsh



Government has provided a sponsor to procure a system which supports joint working for social and community care in order to have one look at the client/patient, while promoting more accurate and up-to-date information, and avoiding duplication.

It is necessary to prepare technology in a manner in which we enable access to officers from other agencies to Gwynedd's systems, by enabling and influencing the other agencies to give Gwynedd staff the same access.

Understanding our data - data became apparent in several discussions during the research undertaken to form this Strategy. Questions were raised which involved reporting on information, the information which is held and the systems which exist for recording and dealing with the data. The outcome of the discussions was that there was doubt about whether we:



- Know which data is collected and recorded
- Keep and collect unnecessary data
- Keep and collect data which makes a difference
- Know where our accurate data is kept
- Know the best way to report on our data

It is inappropriate for the IT Strategy to present answers for the above, but enough questions have been asked to highlight that it is necessary to look further into this and to form further recommendations following joint research with the corporate data unit and Council departments which are supported by the IT service.

Lead, support and make services more effective

Intranet for all—the Council has 2,350 white collar officers who have access to the intranet. The Council employs approximately 6,500 staff members, which means that more than 4,000 employees are exempt from gaining access to information and benefits presented on the intranet.

As well as the intranet, other provisions are on the up, which introduce a new and more efficient way for Council employees to cope with administrative tasks such as completing travelling forms, work timetables, completing holidays/absence forms. This self-service provision extends to include access to previous and current and historical salary slips, and is tailored in a way where any registered individual can gain access to the system, whether at work or at home.



The intranet provision needs to be tailored in the same manner as the self-service system, by supporting access to the intranet for any registered individual from any place, whether that is at work or at home.

EDRMS—the iGwynedd project has been established as part of the last strategy, but the activity is carried forward to the current strategy. iGwynedd has been formed on the Microsoft Sharepoint platform, and is a comprehensive platform which can offer a wide range of services. iGwynedd will be used by all Council staff by the end of 2017 and Sharepoint will be considered as a development platform for any system for the future, and the question of integrating with Sharepoint and iGwynedd will be a question which will be scored and the tenders for systems will be provided from external providers.

The success of iGwynedd is a priority for the Council and this is reflected in the efforts of all IT service units.

Lead, support and make services more effective

Research—technology is changing at a considerable speed and time needs to be allocated to research trends and developments in order to deliver the best service. The expectations of Council officers are also changing, and their use of personal technology is increasing and is becoming more sophisticated, but different to the use of personal equipment for pleasure purposes, we have a considerable amount of security restrictions. The challenge is delivering resilient, innovative, fit for purpose, efficient, effective and secure technology. Time needs to be invested to test the new technology and its suitability for the Council's field of working.

The Council's workforce extends to approximately 6,500 members of staff, with 2,350 of these being traditional computer users, and this provision is critical for these officers to complete their tasks. In the past, the efforts of the IT service have been centred on these traditional users, but there may be opportunities which we have not yet examined where technical provision can assist staff and the posts which we do not provide for at present, including extending to public use.

- *Waste collection services*—geographical information systems could be used to make collection routes more effective e.g. East Northamptonshire District Council saves £200,000 a year by using this technology
- *Highway maintenance*—the Jaguar Land Rover company are experimenting with technology which records potholes and the Google technology company have received a patent for similar technology. Technology like this can be used to identify faults before they develop into costly problems



- *Connected homes*—technology such as telecare has been used for some time to safeguard older and vulnerable people in their homes. The IoT (Internet of Things) expands on this and enables technology to behave in a much more informed way and its possibilities are far-reaching. By researching, we can take advantage of these developments in order to improve the quality of life of our residents and deliver cheaper care services.

- *Safeguarding staff*—we have already researched technology which tracks cars by using a combination of tracking equipment and the GIS system. Further research leads to ways in which we can use this type of technology to safeguard our staff in relatively vulnerable situations e.g. an employee visiting a client alone or working alone in general. A mobile phone could be used as an identification tool to discover where somebody is. Therefore, often, the additional equipment would be unnecessary.

Education IT System – Gwynedd schools are supported by several organisations, namely the Education Authority within Gwynedd Council, Cynnal, the arms length company , the North Wales School Improvement and Efficiency Services (GwE), the post-16 Education Consortium, the



Special Educational Needs Service, the Welsh Joint Education Committee and ESTYN. These are a mixture of local, sub-regional, regional and national bodies.



Gwasanaeth TG Effeithiol ac Effeithlon

Since 1996, the Cynnal company has been providing IT provision and support for Gwynedd schools, and since the establishment of GwE in 2013,



Cynnal only supports the IT element, with the curriculum aspect being transferred to GwE. As the schools' management and budgets have been devolved, their commitment, support and IT experience is very varied, and the experience and awareness of pupils of technology could vary to a great extent from one school to another.

A significant Investment has been made to strengthen IT infrastructure within our schools, by way of a sponsor from Welsh Government under the Learning in Digital Wales programme.

We will collaborate with the Education Department in order to form a Gwynedd Schools Digital Strategy to maximise the use of technology to improve the standard of education in the County.

Lead, support and make services more effective

Buddsoddiad ychwanegol er mwyn gwireddu'r penawd

CAPITAL

£45,000 (standardise the equipment available in the rooms—total of 9 rooms)

Depends on the findings of research

The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

IT RESOURCE

2.0 FTE Permanent on S3 scale (Business Analysts / Project Managers—total of £74,000 for both posts)

Depends on the findings of research

The item noted here is essential to realising the strategy and will require financial support.

REVENUE

NONE

Activities associated with the investment

- Strengthen meeting room provision
- Strengthen the programme management role
- Depends on the findings of research

Theme 3. Effective and Efficient IT Service

The objectives of the Gwynedd Strategic Plan which are being realised:

- (1) Putting the people of Gwynedd at the heart of everything we do
- (2) Ensuring a balanced sustainable budget for the future

Managing change—to avoid confusion with managing corporate change, this involves the good practice of discussing any change to the Council's computer system which will be undertaken. The scope of this exercise will be to seek to reduce any disturbance to the service when introducing change. Investing time to research if a change will cause a problem will be very valuable in comparison with the time we could waste seeking to respond to correcting a situation when a change goes wrong. Wasting the technological team's time is not the biggest burden when change goes wrong, but its side-effect on our users and the productive time that would be lost due to unnecessary deficiencies.

We will seek to incorporate a change management procedure as part of the helpdesk system's provision, which is also being reviewed in order to do more with what we have. It is essential that the procedure is a pragmatic one, which is introduced with the intention of saving time and supporting our efforts rather than adding to them.

Documenting and recording information—the IT service has a limited number of technical officers, and this means, on many occasions, that expertise on some systems are limited to one individual. Ideally, we would have more than one officer with expert knowledge on the systems, but this is not practical as it would significantly add to the workforce. However, we can improve our procedure of documenting systems and having an information database on our systems.

Reviewing and rationalising the helpdesk's activities—the helpdesk is the gateway for most of the Council's staff to IT services. Approximately 20,000 incidents are recorded by the helpdesk, but there are around double this figure of records of contact with the helpdesk, with an increasing number of Council staff being unable to contact on their first attempt because helpdesk officers are busy processing other calls. This is unsustainable, and support has been received from the Council to add resources to this unit, with the intention of increasing the number of calls which are addressed at the first point of contact from 63% to 85%.

Another aspect that needs to be improved is to bring the number of problems recorded down, but it is very likely that these will increase at the beginning as a significant number of problems are being addressed without being recorded at present, due to a lack of time. It is essential that we record everything to gain a better understanding of where our problems exist, and it is only by identifying this that we can analyse and impose measures to strengthen the areas of service which indicate a high percentage of problems.

The helpdesk unit will be improved by:

- Reviewing our use of the phone system
- Simplifying the process of recording calls
- Introduce self-service items for Council officers to monitor progress on their calls
- Strengthen our presence on the intranet in an effort for Council officers to help themselves by using the comprehensive database

Effective and Efficient IT Service

Work programmes—historically, there has been considerable difference in the way the development unit and infrastructure units manage their work programmes, with the development unit producing and monitoring a comprehensive programme and the infrastructure teams treating every piece of work as reactive work. One of the reasons for this is a lack of time from the infrastructure team, but with the recent investment made to strengthen these units, time can be freed up in the daily work of team leaders and technical leaders to create and monitor work programmes. This means that we can communicate with our clients in a more clear and confident manner on progress, and manage expectations about any slippages.

Another advantage of a comprehensive work programme is the ability to collect historical information which could help us to produce more accurate work programmes for the future and to identify trends for slippages. The development unit records the developer's time, and records whether it is development or maintenance work being undertaken. This statistic is essential to identify how many resources are available for any new developmental work and therefore means that the work programmes coincide with our original expectations. This is not true about the infrastructure units and is almost impossible to have a work programme running against the original objectives. These units will follow the good practice of the development units and will record their efforts to identify how much developmental/maintenance work is undertaken.

Clear work programmes provide a picture of the workload in service teams and will facilitate the process of prioritising. The work programme will be reviewed at the IT service management team and priorities will be split by the account managers with any project which needs a change of priority to be referred to the IT Governance Group.

Proactive v Reactive—the current nature of the IT service is a mixture of proactive practices, where the service's efforts are managed by work programmes, and the rest are reactive practices where it is not possible to project the extent of their impact on the service's resources.

Reactive work derives from two different directions; work which needs to be undertaken immediately due to a deficiency or problem and work where a Council service has an additional requirement in which a solution needs to be sought at short notice. At present, in order to deliver the reactive work, we are re-prioritising the proactive work by preventing some incidents completely, and although we address the reactive problem/request, we are neglecting our maintenance duties which can cause problems for the future.

The aim is to seek to avoid as much as we can of the wasteful reactive work, in which we are correcting a deficiency or problem, by freeing up more time for the developmental proactive work. It is foreseen that this can be undertaken by investing more time in the proactive work programme in order to prevent problems before they happen, by freeing up more time than the investment. This is essential to free up staff time to work on work packages which improve the Council and to respond to requests that derive from activities such as Ffordd Gwynedd interventions.

Effective and Efficient IT Service

The Cloud—every now and again, the technology industry establishes an activity or procedure which organisations are expected to follow. The “cloud” is a description of a procedure where there



will be less dependency on hardware and purposeful rooms to maintain equipment where services are housed. Gwynedd Council has two data centres, the main one at the Headquarters in Caernarfon, and one at the Galw Gwynedd centre in Penrhyndeudraeth. All Council systems and our information are located in these locations.

By now, it is impossible to disregard the “cloud” to house systems and/or Council information, but it must be analysed in terms of costs, practicality and security. During the three years of this strategy, we will create the Council’s cloud strategy, referring to the provision of the future.

Value for money - one solution is to have internal provision to serve the Council’s technical purposes. There are examples where the service has been externalised to commercial bodies and examples where a collaborative constitution or an arms length company is used to supply IT services. The IT service in Gwynedd Council follows the traditional model of having an internal service which serves the Council’s technology needs.

There aren’t many examples of externalising IT services in Wales. In 2006, Swansea Council signed a 10 year contract with Capgemini to externalise their IT service, stating that it would save up to £70m in the period. By 2013, only £6m had been saved, and now in 2016, the IT service is coming back within the Council.

The other example we can provide in Wales is the contract between the Welsh Government and Atos. Since its establishment in 1998, the government’s IT service was externalised under the “Merlin” contract. In 2012, the contract was extended to 2017 with the Welsh Government assessing what their next steps would be in terms of continuing with the arrangement of externalising or considering internalising the service or a combination of both.

In terms of comparison with other Councils in Wales, the IT service is significantly cheaper than most other Councils in Wales. According to the report of KPMG on the administrative costs of Welsh councils in June 2015, Gwynedd Council’s costs are 12% cheaper than the Welsh average. This is not an isolated report, with the CIPFA benchmarking report reporting on a similar situation and declaring that IT expenditure in Gwynedd is 1/3 lower than the Welsh average.

We will take part in a joint benchmarking exercise with the 21 other Authorities during 2016/17. This is an exercise which is commissioned to Socitm (Society of IT Managers) and has received input from all Authorities. There will be an opportunity for us to hold the exercise at the beginning of the financial year and once again at the end, in order for the comparison to be as close as possible.

Following research, during 2017/18, we will submit a recommendation on the future of the service to the Council.

Effective and Efficient IT Service

Additional investment to realise the heading

CAPITAL

None

IT RESOURCE

None

REVENUE

None

Activities associated with the investment

Value for money



Reviewing and Evaluating the Strategy

Progress against the IT Strategy will be reported to the Information Technology Governance Group and as part of the Council's performance reporting arrangements. This Strategy has been prepared to meet Gwynedd Council's current priorities and these priorities can change as the Council forms new strategies for the future, and these changes will need to be reflected in the IT Strategy.

Factors outside the Council's internal arrangements can also influence the development of the IT Strategy. Since Welsh Government eradicated the role of the Chief Information Officer, and as a result the support team at the Chief Information Officer's Office, any development on a national strategy has been dissolved. Other strategies are being developed, such as "Digital First", which is a vision rather than a strategy at present and the National Procurement Service's IT Strategy which includes ministerial priorities.

As part of any review, it is necessary to weigh up the difference that the Strategy makes. This reflects on the success of the strategy or raises questions on what needs to be changed in order to make improvements. This means that we evaluate the impact and standard of strategy implementation, with the intention of using technology to make continuous improvements to the services available for the people of Gwynedd.

A summary of the additional resources needed to realise the Strategy

Activity	Capital	Revenue (including IT resource)
Facilitate contact with the Council	£22,500* (could be significantly more if the wireless is extended)	£3,000* (it may be necessary to add to the IT resource if the wireless network is significantly extended)
Meeting Rooms	£45,000*	NONE
Programme Management	NONE	£74,000**
TOTAL	£67,500	£77,000

* The items noted here are ones that should be considered as very attractive in terms of prioritising Financial support, and as matters that should be approved should it be possible to identify a resource to realise them by amending budgets.

** The item noted here is essential to realising the strategy and requires financial support.

Activities that could lead to further business cases

Activity	Capital	Revenue (including IT resource)
Field working	The departments to fund any field working provision	
Research	NONE (but research could lead to findings which could develop into a project for the future. These projects would be supported by additional business cases)	
Multi-agency working	Investment could be required to effectively deliver the service. We will not identify the exact additional costs until further research is undertaken	
The Digital Channel	A specific project has been formed for the digital channel, where a one off cost of approximately £600,000 is projected (£200,000 per annum for three years) and permanent costs of £65,000, which will include one IT developer	

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)	
The Digital Channel							
	Research and establish the system which will be the basis of the solution						
	Provide a digital channel for 18 services						
	Provide a digital channel for 14 services						
	Provide a digital channel for 6 services						
Field working					Departments to fund any field working provision		
	Review the support infrastructure						
	Review mobile phone contracts						
	Provide good practice for the use of telephony equipment in the office/field						
	Review different provisions and equipment for field working						
	Provide a corporate solution						

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Facilitating contact with the Council					£22,500 (could be significantly higher if the wireless is expanded)	£30,500 (it may be required to add to the IT Resource if the wireless network is significantly expanded)
	Establish a secure arrangement where the use of the Internet and social media is free from access restrictions	↔				
	Provide a review to expand access to the wireless network at Council offices		↔			
	Review and rationalise public use of computers at our libraries			↔		
	Prepare a report on how we can make the best use of the new phone system and improve the resident's experience of contacting the Council	↔				
	Research and provide alternative methods for residents to contact the Council		↔			

The strategy's action steps

Putting the people of Gwynedd at the heart of everything we do (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Elected Members					NONE. Any Investment in technology will be undertaken through the budget of the democracy support service	
	Review technology for Elected Members by the next Council					
	Provide technology for the Elected Members					
	Train Members to use the new technology					




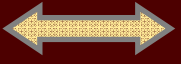
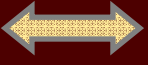

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
IT support					NONE	
	Review the Helpdesk's support arrangements					
	Strengthen the presence of the IT service on the intranet to improve the availability of our support					
	Use the new phone system to improve the service for users					
Surgeries					NONE	
	Establish surgeries for officers in area offices to have visual access to the IT service					

The strategy's action steps

Lead, support and make services more effective (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Meeting rooms (a very attractive element in terms of financial support)					£54,000	£9,720
	Review the suitability of the Council's meeting rooms					
	Design any changes to equipment and/or the use of rooms					
	Present the new provision					
	Re-design the meeting room reservation service					
Program Management (an essential item in terms of financial support)					NONE	£74,000
	Establish and train a programme manager and business analyst					
	Plan a new work arrangement to run the IT service's projects					

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Technology as an enabler to transform and deliver					NONE	
	Review work trends and the technology needed to address this					
	Adapt Gwynedd's jobs system to include details of the technology required to complete the post's duties					
	Create an arrangement to collect staff assets when they leave their posts					

The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Training					NONE	
	Create an induction programme for new staff					
	Establish a staff training working group together with the learning and development service					
	Review the arrangement of presenting new Equipment/software to staff					
The Welsh language					NONE	
	Establish bilingual development standards					
	New internal system developments to adhere to the new development standards					
	Develop standards regarding the use of the Welsh language for tender documents					



The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Multi-agency working					Investment could be required to deliver an effective service. We will not identify the exact costs until further research is undertaken	
	Collaborate with other local Authorities and public agencies to establish infrastructure which is an enabler					
	Establish a WCCIS system (RAISE's predecessor) for multi-agency working					
Understanding our data					NONE	
	Enrich the software register with information on data (permanent)					
	Collaborate with the research unit to bring about recommendations on improvements					


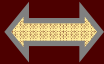
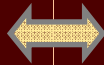
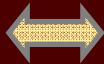


The strategy's action steps

Lead, support and make services more effective

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Intranet for all					NONE	
	Collaborate with the organisation development unit to identify the needs					
	Research to deliver a method of presenting online supportive services in a secure manner from any location					

The strategy's action steps

Effective and Efficient IT Service

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Managing change					NONE	
	Establish a change management procedure					
	Train staff to use the new procedure and review its scope					
Documenting and recording information					NONE	
	Create a series of technological templates to record information about systems					
	Review the use of the helpdesk's system to record details about deficiencies in an improved way					
Research					NONE (but research could lead to a requirement for support to establish a project to further develop the research)	
	Free up time for all staff members to have the opportunity to research new technology					
	Quarterly review research projects and their findings					

The strategy's action steps

Effective and Efficient IT Service (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Review helpdesk activities					NONE	
	Full review of the unit's measures					
	Identify the outputs required for regulatory data, measures and an information bank					
	Design a supportive Helpdesk system in line with the above developments					
	Evaluate the change presented and re-commence the process					

The strategy's action steps

Effective and Efficient IT Service

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Work programmes					NONE	
	All department staff recording whether project time, maintenance, research or administrative work being undertaken					
	Produce templates to record and report on work programmes					
	Programme management unit to meet with infrastructure and development units weekly to report on the progress of work programmes					
The Cloud					NONE	
	Establish a strategy for Gwynedd Council's use of the "Cloud"					

The strategy's action steps

Effective and Efficient IT Service (continued)

Activity	Step	2016	2017	2018	Capital	Revenue (including IT resource)
Practive v Reactive					NONE	
	Produce a proactive programme and plan general maintenance days					
Education IT Strategy					NONE	
	Collaborate with the Education Department on introducing an IT Strategy					
	Collaborate with the Education Department on submitting a recommendation to support and provide technology in schools					
Review and Evaluate the Strategy (continuous)						
Value for money					NONE	
	Benchmarking					
	Submit a recommendation of a service model					