

# Caerphilly County Borough Council

# CUSTOMER AND DIGITAL STRATEGY

## Investing in our Digital Future

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

# 2019-2023



TRAFODAETH CAERFFILI  
THE CAERPHILLY CONVERSATION



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# 1 FOREWORD

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

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

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

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

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



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

**Cllr Colin Gordon**  
*Cabinet Member for Corporate Services*

# 2 INTRODUCTION

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

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

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

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

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

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

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



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

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

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

<https://gov.wales/docs/det/publications/111116dwexecutivesummaryen.pdf>

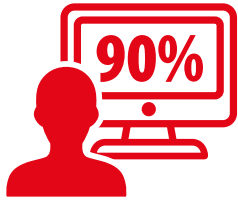
<https://gov.wales/docs/det/publications/150421-digital-first-en.pdf>

<https://gov.wales/docs/det/publications/171020-digital-action-plan-17-20-en.pdf>

<https://gov.wales/docs/dsjlg/publications/160401-wfg-easy-read-en.pdf>

<https://gov.wales/docs/dcells/publications/170711-welsh-language-strategy-eng.pdf>

# 3 CAERPHELLY CUSTOMERS AT THE HEART OF OUR BUSINESS



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



**16k** followers of the Council's Twitter account.



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

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



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

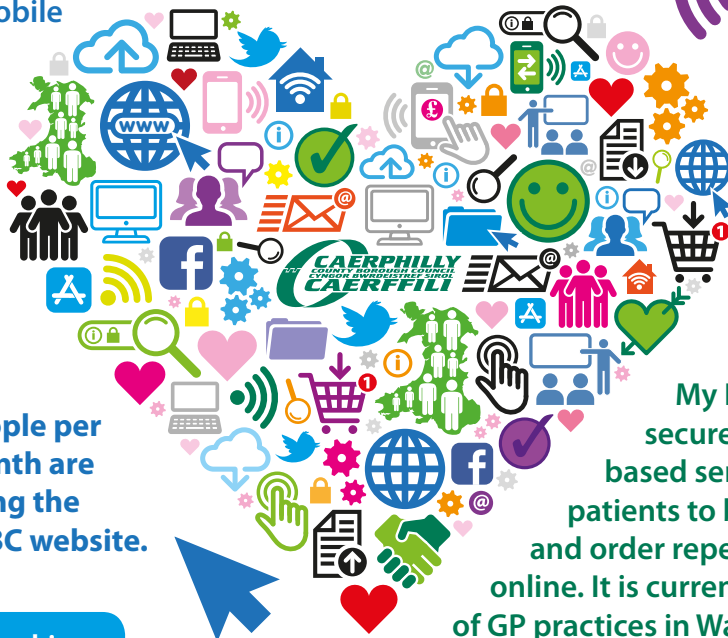


**73%** of people accessing the CCBC website are using a mobile or tablet device.

**20k** followers of the Council's Facebook page.



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



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

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

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



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



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



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



**2,161** WIFI access points across Caerphilly county borough.

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

# 4 OUR VISION

Investing in our future by opening the digital front door.



# 5 OUR LEADERSHIP

## Interim Leader



Cllr Barbara Jones

## Chief Executive



Christina Harray

## Cabinet



Cllr Sean Morgan



Cllr Colin Gordon



Cllr Eluned Stenner



Cllr Nigel George



Cllr Lisa Phipps



Cllr Carl Cuss



Cllr Philippa Marsden

## Corporate Management Team



Richard Edmunds



Dave Street



Mark S Williams

## Head of Customer & Digital Services



Liz Lucas

## Customer & Digital Management Team



Ian Evans



Ruth Betty



Gwyn Williams

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

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

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

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

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

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

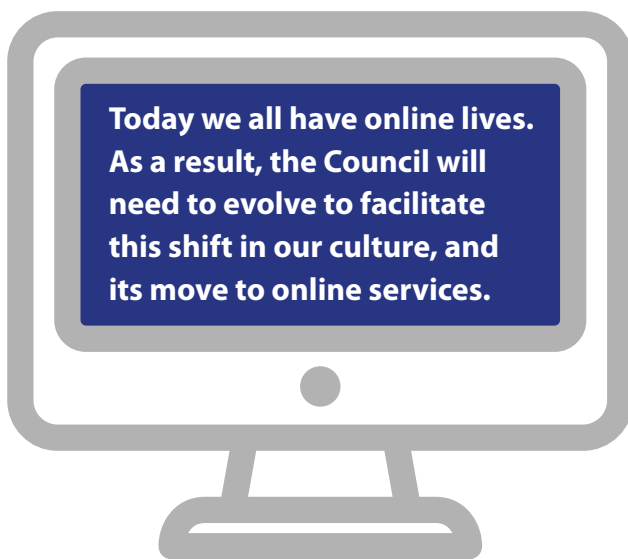
# 6 DIGITAL CAERPHILLY



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

Caerphilly will become connected to:

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



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

### **Using technology innovation to support vulnerable people more effectively.**

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



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



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

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



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

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





# Investing in our digital future

# 7 OUR STRATEGIC PRINCIPLES

## STRATEGIC THEME

### PUBLIC SERVICE DESIGN

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

## PRINCIPLES

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



### LEADERSHIP

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

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

## STRATEGIC THEME

## PRINCIPLES

### SERVICE STANDARDS

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

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

### STAFFING, SKILLS AND DEVELOPMENT

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

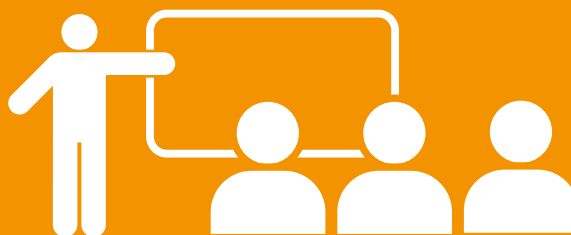


- Assess the skills required and develop a gap analysis
- Assess the capabilities required and develop a gap analysis
- Support the Welsh agenda
- Develop a pool of experts to support the Council on the delivery of Digital services
- Develop a people strategy

### SPEND CONTROL

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

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



### TIMETABLE FOR CHANGE

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

- Agree the strategy
- Agree the forward work plan



## HOW TO FIND OUT MORE

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