



Llywodraeth Cymru
Welsh Government

Welsh Government Digital Action Plan 2017-2020

A large graphic of a hand pointing at a screen. The hand is dark grey, and the screen is a light grey rectangle with rounded corners. The background is a solid yellow color.

revised October 2017

“We need to go digital-first in our delivery of Government services.”

Taking Wales Forward

Foreword by Julie James, Minister for Skills and Science



Anybody who knows me will know that I am passionate about digital transformation, digital services and doing things better. These things go hand in hand with data which is a valuable resource and has the power to transform the services we deliver and decisions we make.

The Welsh Government's Digital Action Plan is important to me because it sets out how the organisation is continuing to drive improvements in the way it works and delivers the business of Government – whether that is providing payments to farmers, information to businesses, licensing and managing care homes or the many other services it provides.

Effective leadership is essential to delivering excellent digital transformation. This is the reason I chair the Welsh Government's Digital and Data Group made up of senior staff from across Welsh Government. It provides a forum for learning, collaboration and sharing best practice on digital and data.

It is vital to me that Welsh Government delivers services based on the needs of Welsh citizens – and many of these operate in the digital world. This Plan provides a framework for helping to achieve this.

Foreword by Shan Morgan, Permanent Secretary, Welsh Government



In 2014 Welsh Government began a digital transformation journey with the implementation of its first Digital Action Plan. Since then significant progress has been made with the appointment of a Chief Digital Officer supported by a small strategy team, the creation of a Digital and Data Group, implementation of a digital learning programme for staff and the delivery of a range of new and improved digital services.

Excellence in digital capacity and delivery is essential to underpin effective service delivery. I am delighted that the Welsh Government Board has approved this refreshed Action Plan with more stretching and ambitious targets.

Going digital means many things to many people. It can be seamlessly applying for a service or payment online. It can be having a conversation about organ donation via social media. It can be making sure that legislation and new policies are future proof. It can be contributing to a conversation about decisions which affect where you live or work through online collaboration tools. It is all these and potentially much more.

Digital capability is already embedded into our strategic aims. Taking Wales Forward recognised the importance of digital delivery. The new ways of working brought forward by the Wellbeing of Future Generations (Wales) Act emphasise the importance of involving everybody in Wales in our work, and of being more connected.

The Welsh Government has already made impressive progress with digital but can do much more. The actions in the Plan are aimed at shifting us towards a strong digital culture where digital is at the heart of our policy and strategy making and underpins our business processes and objectives. It's an important and exciting agenda – I look forward to making it a reality.

Introduction

Digital Action Plan – 2014-2017

1. The first Digital Action Plan set the vision for digital in Welsh Government, and laid out the way we could achieve it. It focused on digital skills, leadership, digital in policy-making, services, and data. It, like this plan, was an internal document whose fundamental aim was to empower Welsh Government staff to deliver excellent digital services.
2. It presented a series of actions, all of which we have made progress on, with the vast majority in delivery or having been delivered. This digital action plan builds on our achievements, focusing on similar themes, but increases our ambition.

Our vision and goals

3. We want to apply the culture, practices, processes and technologies of the internet-era to transform the way Welsh Government operates. This is because we think we need to:
 - i. Be where citizens are
 - ii. Empower Welsh citizens
 - iii. Use our resources efficiently
4. Digital offers a step-change in our ability to achieve these goals. This plan provides the framework for achieving this.

Areas of work

5. Building on the focus of the original Welsh Government digital action plan, this plan addresses the following areas:
 - i. **Leadership:** having inspiring and confident digital leaders at all levels with teams empowered to challenge and improve.
 - ii. **Transformation:** delivering significant organisational change to make what we do more digital. This will be through designing and implementing joined up services taking a cross organisation approach.
 - iii. **Skills and workforce:** by giving staff confidence and access to the right tools and techniques to deliver good services.
 - iv. **Platform services:** through developing mechanisms and an approach for re-using many of the things we have created already.
 - v. **Digital dialogue and engagement:** by opening up the way we involve people in the development and delivery of our business – particularly policy making and legislation.
 - vi. **Data:** making our data open and increasing our ability to share and re-use it.

What is good digital?

6. Good digital is about providing what users expect – modern, efficient, easy to use, satisfying services, online. It is about designing and delivering end to end integrated services around the people who use them – not about designing for our convenience or around our structures.
7. Welsh Government is unique in the services it offers. We deliver a broad range of services and we create policy in Wales in a way that no other body does. To deliver for Welsh citizens we need to provide services digitally, and we need to provide them well.
8. Any good digital service offered by Welsh Government should:
 - a. be designed around the people who are going to use it
 - b. be simple and intuitive so that users succeed first time
 - c. be reviewed, and updated based on feedback
 - d. ensure security and privacy issues are considered
 - e. make provision for people who can't or won't use the service online.
9. Delivering good digital services is not half as simple as it sounds. It involves talking to users to understand what they want rather than what you want to give them – and then giving them what they asked for. It also relies on us having the right ICT infrastructure and ICT services such as shared platforms, re-usable applications and common architectural guidelines.

Implementing user research case study

The digital awareness training course was developed as a one day, basic introduction to digital and was targeted towards those with little or no knowledge of digital. Pilot courses were run to get user feedback. The feedback identified that some staff wanted a higher level course whilst others felt the course matched their needs.

As a result, the course was split into two half day courses to be run consecutively on the same day – with staff being able to choose which they went on. The morning focuses on basic digital awareness and the afternoon is aimed at those with digital skills who want a more practical look at how to use digital in work. Since the change the courses have received positive feedback and there is a waiting list.

10. We have a range of workplace tools and technology in place for staff to use to work in a modern way. We need to use these and exploit them fully. These tools facilitate a more agile and connected way of working, and are the basis for a digitally enabled workforce.
11. Our Flexible First pilot in the Merthyr office identified many new opportunities for greater use of digital in our work. The Business Lounge in Merthyr has new meeting spaces, equipped with technology that helps us to collaborate internally and externally. The new flexible working policies give staff the opportunity to work in a variety of different places at a variety of different times. We are considering how we roll out the flexible first model across other Welsh Government offices.

Where we are and where we want to be

Our current position

12. It is important we monitor our progress in the adoption of digital. Previously, we assessed ourselves as Level 2 on the Digital Capability Framework¹:
“Some digital services, but often of limited quality. Digital teams in place but tend to be silos in business units or programme teams and have limited budget and remit. Senior digital management not in place.”
13. We moved on significantly over the life of the original Welsh Government Action Plan. We have appointed a Chief Digital Officer and created a strategy team, established a Digital and Data Group chaired by the Minister for Skills and Science to provide leadership and direction, implemented a digital learning programme for staff and delivered a range of new and improved digital services.
14. We passed through Level 3 of the Framework and now self assess ourselves on Level 4:
“Senior management making significant progress in delivering the vision and plan. Processes across the organisation have been converted to digital, providing tangible benefits and efficiencies. Advocacy is increasing.”

Our vision

15. By 2020 we aim to be at Level 5:
“Digital is at the heart of policy and strategy, contributing to all business processes and objectives. Digital culture is strong: agile, user-centred, innovative, and responsive.”

¹ Adapted from the Framework published in the UK Government Digital Strategy (<https://www.gov.uk/government/publications/government-digital-strategy/government-digital-strategy>) and the Digital Capability Framework (<http://ec.europa.eu/digital-agenda/en/european-digital-capability-framework>) submitted by Kieran O’Hea (Digitigm) to the consultation phase of the Digital Agenda for Europe.

Context & strategic fit

A more connected Wales

16. One of our priorities is to bring about a more connected Wales.² The internet has been doing this since its inception – bringing together groups that could not otherwise interact together, through forums, social media and elsewhere. The onset and spread of apps and smartphones has taken this to a new level. A rigorous focus on giving users what they want has brought easy interaction between people across the world. We use these tools and technologies already but we need to do it better and more often, using the channels and the tools where our customers are.

A more equal Wales

17. Another of our priorities is to bring about a more equal Wales. Digital has created many free and easy to use resources, in many languages and available to all. There are new ways to share information, files and code which are becoming more and more pervasive. The sharing economy, where people are able to rent resources that would otherwise not be used such as cars and houses, is offering greater efficiency. Crowdfunding funding for projects is helping people with good ideas make them reality.
18. Complex or bureaucratic processes can lead to only certain sectors of society being able to access services. All users of our services expect, and need to receive, the same level of service from us.
19. Third sector organisations are vital to delivering our digital objectives. Many charities work to give voice to under-represented communities and use digital to do this. Whilst digital skills in Wales are increasing, it is important that people are not left behind. The Delivering Digital Inclusion Framework (<http://gov.wales/topics/science-and-technology/digital/digital-inclusion/?lang=en>) sets out many of the actions being taken by Welsh Government to improve digital skills in Wales.
20. We recognise that not everybody will want to use our digital channels in every case, each time. There are a variety of reasons for this – confidence, access, need and skills are among these. We need to make sure the services we provide are useable and accessible.

² <http://gov.wales/docs/caecd/publications/161104-well-being-a-en.pdf>

The Real Conversation case study

The Real Conversation Events support the development of policy areas and encourage engagement and “conversation” between employers, partners and young people. These have included, Work Experience, Real and Perceived Barriers to Employment (hard and soft skills), Youth Engagement and Progression, Apprenticeships, Qualifications Review, Equality and Diversity, Youth Entrepreneurship in Wales and Welsh Language.

The events focussed on encouraging youth entrepreneurship. Social media channels were used to promote the event with young people and during the event itself all participants shared their views via a digital voting system and Twitter. The host used the real time results to challenge perceptions and initiate discussions between participants. The data provided a strong comparison of views by type of participant and regional differences, captured alongside qualitative discussion. The digital responses from the event and comments shared on social media were analysed to present findings to Ministers and inform the development of the current Youth Entrepreneurship programme.

Welsh language

21. Digital technology opens up opportunities for delivery of bilingual services in a way not possible before. The Welsh Language Standards have given us the framework to provide excellent bilingual services. Our Welsh-language technology and digital media action plan sets out how we can use technology to support the Welsh language.

Digital and economic prosperity

22. Digital is also vital to the economy -to jobs and growth. According to an Eskills report, the UK digital economy is growing 32% faster than the rest of the economy and creating jobs 2.8 times faster, indicating the important part that digital technology will play in creating jobs in the modern economy.³

23. With almost 90% of new jobs across the whole economy requiring digital skills in some form⁴, digital skills should no longer be viewed as sector specific. The fast moving nature of technology means that 65% of school children will be working in roles that do not exist yet⁵, indicating the importance of not only addressing the current skills gap but also future employment needs.

³ Eskills UK technology Insights 2012

⁴ House of Commons Science and Technology Committee – Digital Skills Crisis Report

⁵ House of Commons Science and Technology Committee – Digital Skills Crisis Report

24. The economic benefits to be realised through digital technologies are vast and there remain a multitude of opportunities that Wales can harness. Research has indicated that in 2015 the number of companies operating within the wider ICT sector was estimated at 3,110, which accounted for 2.81% of all enterprises in Wales. Furthermore, the ICT Sector was estimated to support 39,171 people in employment, accounting for 3.07% of all employment in Wales.
25. The Tech Nation 2017 report highlights Cardiff and Swansea as the two main digital technology clusters in Wales. They are featured in the UK's top 10 clusters for digital salary growth.
26. Our Superfast Cymru programme is increasing coverage of very fast broadband throughout Wales, making it easier and quicker for those taking up broadband to access public services online.

UK Government Digital Services

27. We are not the only provider of public services in Wales. The UK Government provides a broad range of services such as applying for a passport, completing a tax return and taxing your car.
28. The UK Government Transformation Strategy, published earlier in 2017, defines the vision for digital in UK Government. The strategy is designed to transform government and for user need to be at the heart of service provision. It recognises that digital and technology must be used to develop and implement policy more effectively. It describes how modernising and automating services can generate efficiencies allowing people to be redeployed to front line services. It recognises that civil servants need to have the right skills, tools and techniques to be able to deliver excellent digital services. All of these are valid for this Plan too.

Welsh public sector services

29. People in Wales also receive services from public sector bodies in Wales such as Local Government, Health, Social Services and Education. It is important that these services are as joined up and seamless as possible – whether it's booking a GP appointment, paying for council tax or checking school term dates. The way these should be delivered is set out in Digital First⁶, the Welsh Government's strategy for digital in public sector services in Wales.

⁶ <http://gov.wales/topics/science-and-technology/digital/public-services/digital-first/?lang=en>

Case for change

Being where citizens are

30. Digital pervades the modern world. Citizens expect digital services as part of modern public services. According to Ofcom's Communications Market Report 2017 74% of adults in Wales use smartphones, 61% of households in Wales own a tablet 53% of internet users in Wales go online to do instant messaging⁷. It is clear that many people use technology in their day to day lives.

Empowering Welsh citizens

31. Digital enables people to do things they couldn't do otherwise and releases time to do other things. It is often easier and quicker to do things such as comparing energy prices online or look up travel timetables.

Using our resources efficiently

32. Digital services offered by government have reduced the cost of digital transactions with users, with some reducing costs to 20 times lower than the cost of a telephone transaction⁸. Live streaming an event can significantly improve its reach at very little extra cost. Sharing data between public sector organisations can improve their targeting, reducing waste of resources. Sharing platforms between services has the potential to significantly reduce costs. Given an ever increasing pressure on public services these benefits cannot be ignored.

Why do we need a plan?

33. We already deliver digital services. This plan aims to ensure we deliver more digital services, better, more coherently and with the people who use them at the very heart.

⁷ https://www.ofcom.org.uk/__data/assets/pdf_file/0010/105004/wales-internet-online.pdf

⁸ Driving Standards Agency data quoted in UK Government Digital Efficiency Report, <http://www.publications.cabinetoffice.gov.uk/digital/efficiency/#introduction>

Our plan: Leadership

What digital leadership offers

34. Leadership means setting the direction and leading by example. It means being an exemplar and inspiring others through your actions. Digital leadership is about showing people what digital can achieve and opening their eyes to the case for change. It is being confident and empowering those around you.
35. Increasing awareness of, and enthusiasm for, what digital can offer is central to this action plan and great leadership is needed to achieve our ambitions. Anybody can provide leadership – regardless of level, and regardless of experience of digital. It just requires spotting an opportunity, changing things and making them better.
36. Digital leaders can enable staff at all levels to work effectively and proactively develop capability. Good, confident digital leaders can inspire and empower staff to deliver high quality services while transforming and modernising the organisation.

Current situation

37. Since the original digital action plan was published, digital leadership has moved forward significantly. We have developed a network of digital and data leaders across the organisation who are responsible for providing strong visionary leadership in their areas of responsibility – both within Welsh Government and the sectors they themselves represent.
38. This group reports to Ministerial Digital and Data Group, chaired by the Minister for Skills and Science and provides a forum for collaboration and joint working. It also oversees and provides direction to the transformation of improved delivery of digital public services in Wales, through effective technology choices underpinned by good decisions based on data.
39. We have a Chief Digital Officer (CDO) supported by a small team which supports, enables and co-ordinates our digital services. The CDO and team play a lead role in identifying and sharing best practice and help join people and projects with areas of mutual interest together. The team uses its unique cross organisation overarching role to drive service improvement, spot opportunities and link people together to deliver better joined up digital services.

Our aims

40. We want all staff to consider the opportunity digital presents in carrying out their day to day job. We want all staff to be skilled and empowered to challenge outdated working practices or services to make them better, and aligned to what people expect of a modern digital service.
41. For all staff to take responsibility for ensuring the services we deliver meet our service standards and using an agile delivery approach for service delivery.

Leadership actions

1. The Office of the Chief Digital Officer to continue to provide leadership and support to Digital and Data Group leaders across Welsh Government.
2. Digital and Data Group leaders to act as role models and advocates in their areas and empower staff at all levels to challenge the status quo and look for opportunities to improve.
3. The Chief Digital Officer to lead on strengthening the digital, data and technology community in Welsh Government including ensuring expertise and resources are deployed most effectively.
4. For the Office of the Chief Digital Officer, through a small consultancy service, to evolve our standards for what good digital looks like and to work collaboratively across Welsh Government to drive service improvements.

Our plan: Transformation

What digital transformation offers

42. Digital is no longer be a 'bolt on' to the side of something. Transformation is about changing working practices and cultures for the better. We must look beyond delivering services designed for a particular context and instead redesign services including the processes that underpin them. If there is inefficiency in a service this needed to be addressed before technologically enabling it.
43. The priority areas we need to focus on are:
 - i. designing and delivering joined up services,
 - ii. delivering our major transformation programmes well,
 - iii. establishing a cross Welsh Government approach to transformation, and
 - iv. improving how policy and delivery work together.
44. With the right way of thinking, policy initiatives that transform public services through technology can be delivered. Doing this in a consistent way, supported by common architecture, standards and tools can help us deliver services that meet the needs of users.

Transformation case study

Care and Social Services Inspectorate Wales (CSSIW) regulates and inspects settings to improve adult care, childcare and social services for people in Wales. It is responsible for making professional assessments and judgements about social care, early years and social services and to encourage improvement by the service providers. CSSIW's digital transformation project delivered CaSSi, an internal customer relationship management system.

Developing CaSSi was part of CSSIW's overall modernisation programme. Its old ICT system was out of date and needed something that was more accessible and more efficient for staff and stakeholders to use.

The benefits include making information open and transparent so staff could see everything they needed to do their job through the dashboard. Workflows help to lead them through complicated processes one step at a time. The production of documentation on an automatic basis means that documents can be sent straight out, freeing up time so they can concentrate on other aspects of work.

CSSIW Online services were launched last year and the online functionality of this service continues to increase.

Current situation

45. We already deliver a range of digital services. In developing these, service owners have worked with their users to put them at the heart of how they operate.
46. We publish information and we publish and use data. We have a small cohort of staff who help others consider how digital transformation can improve service delivery. There is a need to do more of this in a more common and coherent way, and to share best practice.

Our aims

47. To continue to develop and deliver digital services based around what users tell us they need. We will continue to make enhancements and add new features to the online services we have. We will also deliver new services such as:
 - i. Online adaptive tests: online adaptive national reading and numeracy tests for school children.
 - ii. The Welsh Revenue Authority: digital services relating to the collection and management of landfill and land transaction tax.
 - iii. The new childcare offer for Wales for working parents of 3 and 4 year olds.
 - iv. Cockle management system: a digital service supporting the management of the cockle industry in Wales including the provision of license applications online.
 - v. Ultra fast and access broadband schemes: digital services for customers to apply for broadband grants online.
48. We will expand the cohort of staff who help people deliver digital. We will establish a Digital Consultancy Service (DCS) alongside our existing recognised centres of excellence for digital practices.

Transformation actions

5. Establish a Digital Consultancy Service and identify and fully exploit our existing centres of excellence for digital practices.
6. Make enhancements to existing digital services and deliver new digital services.

Our plan: Skills and workforce

What digital skills offer

49. Having a suitably digitally skilled workforce is vital to delivering good digital services. Developing the right skills and culture amongst staff and bringing policy and delivery teams closer together will better equip us to deliver services in an iterative way, based on what users need. We need to move to a model where people operate in a digital way embracing the tools, techniques, technologies and culture of modern society. To be successful we need similar priorities, a common language and consistent methodologies. We need policy cycles based around user research and to equip policy staff to work in an agile way.

Current situation

50. Our digital skills are increasing and we have a digital learning programme for staff. We also make use of services provided by other Government Departments such as the Government Digital Service Digital Academy.

Our aims

51. To get the right skills, in the right place, at the right time and at the right price. To achieve this we must improve our overall digital capability through a range of actions. Our existing digital learning programme provides the foundations for improving digital skills in the organisation, but we must now look to build on this and consider how to increase our capability.
52. We will offer a variety of ways to learn to allow staff to build on what they've already learnt or find a way of learning that better suits them. Some of these will include TED style sessions to inspire and share best practice from other organisations, development of a buddy network where colleagues will offer each other support and advice, and running other events to raise the profile of digital within the organisation. We will develop support to help staff assess their learning needs and give them access to resources to meet these needs. We will ensure that digital is fully considered as part of WG's learning and development programme.

On capability, we need to retain, attract and develop talent. We will work with the UK Government Digital Service and others to implement a career framework for our digital, data and technology staff. The framework will provide us with a common taxonomy, a pay and recruitment framework and a clear career progression route for staff.

Skills and workforce actions

7. Ensure our existing Digital Learning Programme evolves to continue to meet user needs.
8. Embed digital throughout WG's learning and development.
9. Implement a common language for roles and responsibilities in the digital, data and technology profession in WG.
10. As part of the development of a workforce plan for the digital profession establish career paths and reward structures.

Our plan: Platform services

What platform services offer

53. A platform is something that exists in one service and which can be reused by other services. For example if customers give us their address once they would not really expect to provide it again to access another service we deliver.
54. Over the last few years we have delivered or improved a number of new digital services. We have also taken promising steps forward in joining up these services – we sometimes share code, platforms and design patterns – but there is some way to go.

Current situation

55. Our existing live digital services often contain similar processes such as making payments to people, collecting money from people, making sure people are who they say in order to access a service, receiving notifications and so on. We also publish information about us.
56. We are already improving and modernising many of the information and decision services we provide online. GOV.WALES (<http://gov.wales/?skip=1&lang=en>) is the place where people can find out about the business of Government in Wales and what the Welsh Government is doing. Visit Wales (www.visitwales.com/) provides information and inspiring ideas of places to visit and see in Wales. Wales.com (www.wales.com/) is the official gateway to Wales providing information about where to study, to do business and facts and figures about Wales. Business Wales (<https://businesswales.gov.wales/>) is a multi zoned site aimed at supporting and growing businesses across the whole of Wales.
57. We already share some services and common components, and we use our internal governance arrangements to help achieve this. However, there is more which can be achieved.

Our aims

58. To improve our re-use and sharing models and remove barriers to reusability. We will grow our range of reusable components and remove barriers to improve the speed of delivery for new services. We will also use and reuse platforms created by others such as Government Digital Service where it is relevant to do so.

Platform services actions

11. Establish a platform services development capability with common tools, standards and techniques.
12. Re-use existing government platforms such as GOV.Verify, Government Gateway, GOV.Notify and GOV.Pay where it is relevant to do so.
13. Implement the Welsh Government website strategy, including reducing the volume and increasing the quality of website provision.

Our plan: Digital dialogue and engagement

What digital dialogue and engagement offers

59. Digital channels offer the opportunity for meaningful, interactive dialogue with the public at a reasonable cost that can supplement existing channels for legislation development and policy making as well as for delivery. The Wellbeing of Future Generations (Wales) Act provides for us involving the full diversity of Welsh citizens in our decision making. Digital channels can help us meet our legal duties.
60. Social media channels provide a valuable way to engage. Digital tools for collaboration can also help, enabling stronger, more consistent working together – whether internally, externally, or both.

Current situation

61. We already use digital channels, such as online news channels, Facebook, Twitter and blogs. We regularly run consultations on gov.wales alongside social media campaigns and face to face events. We have many real examples where engaging digitally and listening to feedback has changed or modified what we planned to do. This is positive and demonstrates our commitment to putting the people who use our services at the heart of what we do. The Wales We Want⁹ is a good demonstration of our approach.

Aims

62. We want staff to think digital first when they are improving or redesigning our business – whether that is new policy creation or direct service delivery. We also want to make sure staff have the tools, skills and confidence to be able to engage through digital channels.
63. It is important to engage digitally, but it is also important to choose digital policy options where that makes sense. Welsh Government staff need to consider digital policy options early in the process, to ensure they are embedded throughout the design of the policy and can deliver most benefit.

⁹ <http://thewaleswewant.co.uk/national-conversation>

Digital dialogue and engagement actions

14. Establish and communicate the engagement toolkit reflecting the latest technology and practices, including ensuring the relevant digital engagement tools are available.
15. To use the Open Government Network.

Our plan: Good data

What good digital data can offer

64. Data is a valuable resource that has the power to transform the services we provide and the decisions we make. Providing access to data can empower people, encourage innovation and enable the delivery of government policy and operational objectives.
65. In this digital era both we as individuals and organisations are creating more data than ever before, and this will continue. However, whilst more data presents more opportunities, those opportunities will only be taken up if we can support effective re-use of this data in multiple contexts. To do this we must increase accessibility, through opening up our data, either by publishing it using open standards, or by using open data standards to share data between organisations. This is designed to lead to more efficient and effective sharing, linking and analysis of data while allowing us to continue to respect data protection legislation and privacy.

Current situation

66. Data is the lifeblood of effective decision making and underpins the delivery of effective digital services. We collect, manage and publish a broad range of data from a multitude of places and sources. We work hard to improve accessibility to our data as well as making more effective use of it. Last year we published our first open data plan outlining our commitments around making more data openly available and encouraging others to follow suit.
67. We use the skills and expertise of staff to get the most out of our data. We already use our data science and analytical skills to undertake scenario planning and for developing and monitoring our policies and interventions.
68. We have a cross organisation Data Group which focusses on the effective use and management of data. This Group reports directly to the Ministerial Digital and Data Group ensuring continuity between the digital and data agendas.
69. We work closely with the Open Government Network in Wales to share ideas and best practice.

StatsWales and Lle

Established in 2003, StatsWales (<https://statswales.gov.wales/Catalogue/>) provides an open data platform for statistical data. Following an update in 2016, data is published in a machine readable format making it more open than ever before. By adding open data endpoints to StatsWales datasets users can create live links directly to the data, as well as more easily link together different StatsWales datasets.

Sitting alongside StatsWales is Lle geo-portal (<http://lle.gov.wales/home>), an open data platform for spatial data that was co-developed by Welsh Government and Natural Resources Wales (NRW). Originally designed to meet the needs of a specialist audience, recent developments have focussed on a wider range of users. Amongst other things users can select the layers of interest from the multiple datasets published on Lle, to develop their own map based on personal requirements, and to share links directly to the newly created maps at different layers of granularity.

Our aims

70. We intend to continue to use data to inform our decision making and our priorities. We will use customer feedback and insight to continually improve service delivery. We will continue to use analytical tools and social media analysis to inform policy making.
71. We will use our influence to help ensure new UK data sharing legislation can be utilised to overcome existing data sharing issues, or to streamline existing processes to ensure more timely decision making.

Good data actions

16. Deliver the commitments outlined in Welsh Government's Open Data Plan.
17. Identify and realise opportunities made available by the UK data sharing legislation for increased data sharing.
18. Further develop our data skills through participation in the programmes such as the data science accelerator and the ONS Data Campus.

Roles and responsibilities

Who owns the plan?

72. The Board. This plan has been approved by Board. The Board has delegated responsibility for its successful delivery to the Chief Digital Officer and her Office (OCDO). The OCDO's role is one of:
- i. Strategic leadership of the digital agenda in Welsh Government
 - ii. Monitoring the delivery of the Plan and providing regular progress reports
 - iii. Delivering some of the actions themselves in partnership with others, and supporting others to deliver the actions themselves.

Who will deliver this plan?

73. You. All staff have a personal responsibility to think about what digital means for the job they have and the service they provide regardless of who they provide that service too.
74. Alongside the duty on everybody to deliver the aims of the Action Plan, the Office of the Chief Digital Officer provides strategic leadership of the digital transformation agenda within and across Welsh Government. This is through leading by example, helping to drive service improvement, getting the right skills in the right place at the right time, spreading best practice and providing support to others.

Governance

75. The Ministerial Digital and Data Group, chaired by the Minister for Skills and Science, meet regularly. The Group:
- i. oversees and provides direction to the transformation and improved delivery of digital public services in Wales
 - ii. provides leadership to ensure that technology choices support effective delivery and,
 - iii. provides leadership and co-ordination on data and open data.
76. The Group is made up of digital champions from across Welsh Government who have responsibility for providing strong visionary leadership around digital. The champions lead digital actions in their areas and provide a digital advocacy role. The Ministerial Group is supported by officials working groups which consider digital, data, workforce and cyber.
77. There are a lot of actions in this Plan and ownership of these actions is distributed across the organisation.
78. The Chief Digital Officer is responsible for ensuring the actions are implemented effectively supported by the digital champions across Welsh Government.

79. The Chief Digital Officer reports to the Deputy Permanent Secretary for Education and Public Services.
80. Funding for delivery or improvements to Welsh Government digital services resides within individual Ministerial portfolio areas.
81. Progress against the actions in the Plan is tracked through a variety of means including through the Welsh Government's Corporate Performance Reporting System (CPMS), through HR management information reports, via annual staff surveys, through organisational engagement exercises, feed back from training courses, ad hoc surveys and general feed back.
82. Governance for the development of new digital services is provided through the Ministerial Digital and Data Group. Technology and spend governance is provided through the Welsh Government's Solution Design Authority (SDA) which is chaired by its Chief Technology Officer. The SDA operates to a set of technology principles and standards which are set out in Welsh Government's ICT Strategy.