

Dadansoddi ar gyfer Polisi



Analysis for Policy



Llywodraeth Cymru  
Welsh Government

SOCIAL RESEARCH NUMBER:

22/2017

PUBLICATION DATE:

11/04/2017

# Digital Baseline of local authorities in Wales

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

**OGL** © Crown Copyright Digital ISBN 978-1-4734-9343-8

# Digital Baseline of local authorities in Wales

## Digital Maturity Research Project

Socitm Advisory Ltd

Rogers, Halliday, Corbett

Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

For further information please contact:

Ceri Greenall

Knowledge and Analytical Services:

Welsh Government

Cathays Park

Cardiff

CF10 3NQ

Tel: 0300 025 5634

Email: [ceri.greenall@wales.gsi.gov.uk](mailto:ceri.greenall@wales.gsi.gov.uk)

## Contents

List of Figures .....	2
List of Tables.....	2
1. Executive Summary .....	3
2. Introduction, Scope and Purpose .....	7
3. Method .....	8
4. The Six Dimensions of Digital - overview .....	13
5. Digital Dimensions: Findings .....	14
5.1. Dimension 1: Digital Transactions .....	14
5.2. Dimension 2: Digital Leadership .....	19
5.3. Dimension 3: Smart with data .....	24
5.4. Dimension 4: Citizen oriented design.....	29
5.5. Dimension 5: Digital Inclusion.....	35
5.6. Dimension 6: Digital Staff.....	40
6. Conclusions and future digital .....	45
6.1. Welsh local authorities digital maturity summarised.....	45
6.2. Priorities and challenges.....	46
6.3. Future Digital .....	47
7. Recommendations .....	48
7.1. Recommendations for local authorities .....	48
7.2. Recommendations for the Welsh Government .....	48
Annex A - Digital Maturity Assessment (DMA) - Self Assessment Questions.....	52
Annex B – Better Connected Scoring .....	60
Annex C – Interview Framework.....	61
Annex D - Twitter Followers by Population Size for Wales .....	64
Annex E – Glossary .....	65
Annex F – Second Level Domains.....	69

## List of Figures

Figure 1 The number of local authorities at each level of maturity.....	3
Figure 2 Short and long term recommended actions .....	6
Figure 3 Research approach undertaken by Socitm Advisory Ltd .....	8
Figure 4 Aspects (dimensions) of digital key to local government.....	13
Figure 5 The number of local authorities at each level of transactional digital maturity .....	15
Figure 6 Percentage of local authorities' transactional digital star ratings in 2015/16 .....	16
Figure 7 Welsh local authorities Direction of Travel over the last 5 years.....	17
Figure 8 UK local authorities Direction of Travel over the last 5 years.....	17
Figure 9 The number of local authorities at each level of digital leadership maturity .....	20
Figure 10 The number of local authorities at each level of "smart with data" maturity .....	25
Figure 11 Local authorities at each level of citizen centric design maturity .....	30
Figure 12 The number of local authorities at each level of Digital Inclusion maturity .....	36
Figure 13 Dot everyone's Digital Exclusion Heat Map .....	37
Figure 14 The number of local authorities at each level of Digital Staff maturity.....	41
Figure 15 The number of local authorities at each level of digital maturity.....	45
Figure 16 Digital maturity will never complete.....	47
Figure 17 Short and long term actions .....	49

## List of Tables

Table 1 Research Topics .....	12
Table 2 Business process re-design methods in Welsh local authorities.....	32
Table 3 Social Media Policies for Staff.....	33
Table 4 Digital Exclusion Levels Across Wales.....	38
Table 5 Mobile Working Projects Across local authorities.....	43
Migration to llyw.cymru domains .....	69

# 1. Executive Summary

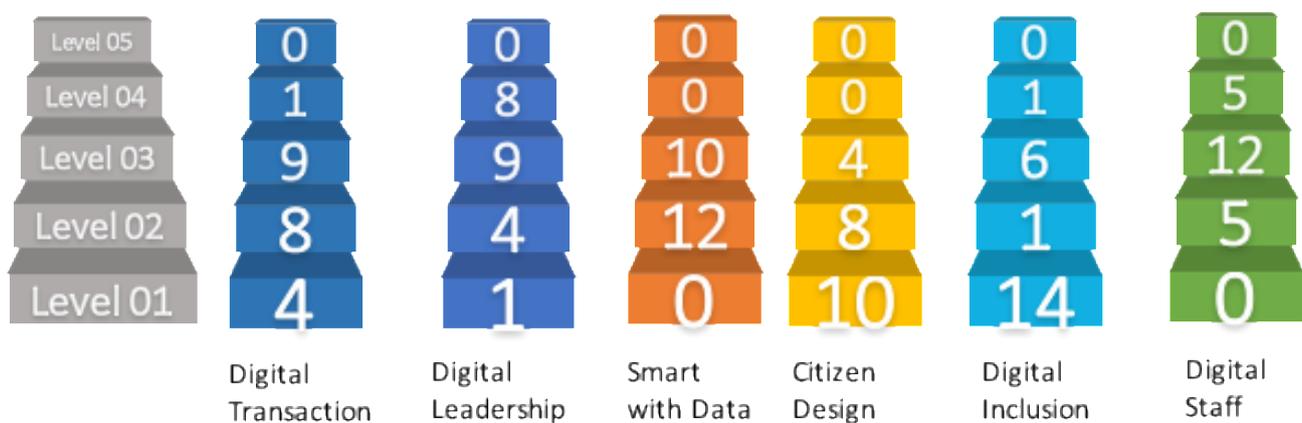
## 1.1. The requirement

- 1.1.1. The Welsh Government commissioned Socitm Advisory Ltd to conduct a digital maturity research project across all 22 local authorities in Wales. The research with local authorities took place between 7th December 2016 and 15th February 2017. This report summarises the findings and recommendations from Socitm Advisory Ltd.
- 1.1.2. As “digital” means many things, Socitm Advisory Ltd and the Welsh Government identified six digital dimensions that are relevant to the delivery of a local authority’s services.
- 1.1.3. An assessment is made of the level of maturity the Welsh local authorities have reached regarding each of these dimensions.
- 1.1.4. Recommendations are identified where Socitm Advisory Ltd and the local authorities consider the Welsh Government would best be able to help with developing digital maturity and digital delivery capability.

## 1.2. Welsh local authorities’ digital maturity summarised

- 1.2.1 The spread of the local authorities’ digital maturity is outlined in Figure 1. The numbers on each step of the digital maturity ladder represent the number of Welsh local authorities assessed to be at that level of maturity at the time of this research.

Figure 1 The number of local authorities at each level of maturity



- 1.2.2 Socitm Advisory Ltd found that the Welsh local authorities have achieved a mix of digital maturity, with some being stronger with citizen transactions and some with digital ways of working for staff.

- 1.2.3. The spread of digital maturity is similar to the spread in local authorities elsewhere in the UK. We have not found any local authority that has achieved maximum digital maturity on any dimension. However, through this research it is apparent that digital leadership aspirations are high.
- 1.2.4. All 22 local authorities participated in the research which demonstrates a clear commitment to the digital agenda.
- 1.2.5. A glossary is provided at Annex E.

The six digital dimensions relevant to local authorities and explored in this research are as follows:

### **1.3. Digital Transaction**

- 1.3.1. Definition: The extent to which citizens can request services from the local authority website.
- 1.3.2. Findings: Ten Welsh local authorities are keeping up with national and international digital transaction achievements in Local Government, but there is a lot more to be done. Some twelve Welsh local authorities are not very advanced with digital citizen engagements. This is similar to the distribution of digital transaction maturity across local authorities in other UK countries.

### **1.4. Digital Leadership**

- 1.4.1. Definition: The level in which digital is embedded as a golden thread within corporate/strategic plans through to digital strategies and measurable improvements are demonstrated.
- 1.4.2. Findings: The aspirations for digital are high but strategic planning is inconsistent. Some local authorities could show organisational strategies for digital, but some could not, or did not evidence corporate plans.

### **1.5. Smart with Data**

- 1.5.1. Definition: Collecting the right data in an accessible way and making informed decisions with it. Making open data available to citizens and businesses to consume.
- 1.5.2. Findings: This is an area that most organisations come to after other digital components, such as the implementation of on line transactions, have matured. In

Wales, data maturity is low, however the appetite is high and there are now significant opportunities to be smarter with data, potentially at a national level.

## **1.6. Citizen oriented Design**

1.6.1. Definition: Putting the citizen at the heart of digital design through working closely with citizens to redesign business process and online services. Using citizen data to drive service design.

1.6.2. Findings: Systematic and consistent business process design with citizens at the heart of the process does not appear to be evidenced in any local authority. There are some good instances but they tend to be silo based within departments.

## **1.7. Digital Inclusion**

1.7.1. Definition: Ensuring citizens and businesses can access digital.

1.7.2. Findings: Digital exclusion in Wales is similar to that in Scotland but higher than that in England. While the local authorities, the Welsh Government and the market are doing what they can to address it, it remains a key priority and a financial pressure.

## **1.8. Digital Staff**

1.8.1. Definition: Providing digital mobile devices and flexible ways of working to staff to maximise efficiency. Implementation of automated digital back office process and work flow.

1.8.2. Findings: Digitised workflow is present in the Welsh local authorities, but is not mature. Some local authorities, driven by property asset strategies, have deployed highly successful mobile working and paperless environments for their staff.

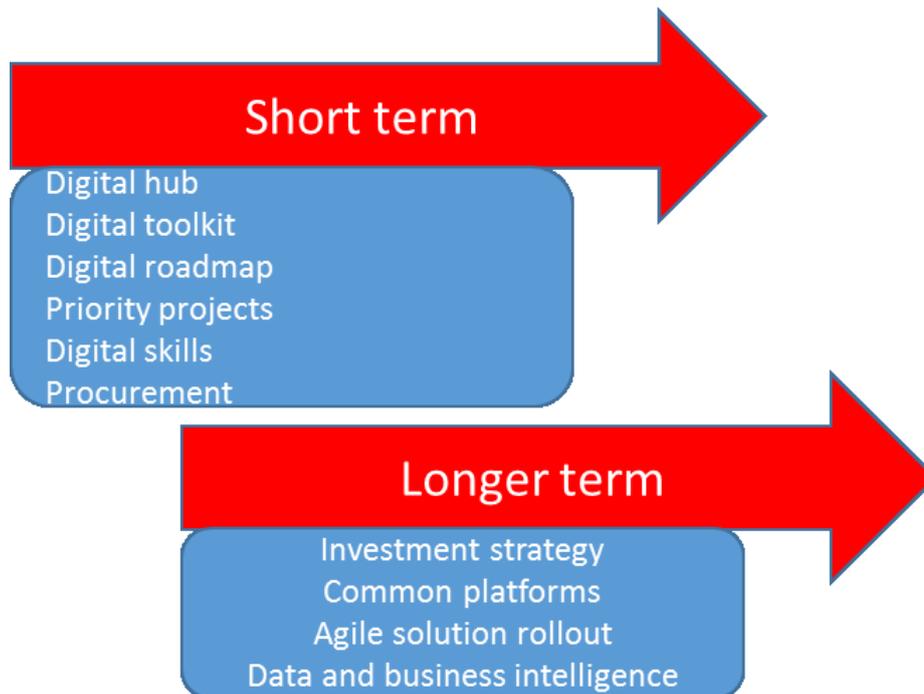
## **1.9. Summary recommendations**

1.9.1. Socitm Advisory Ltd asked each local authority how it thought the Welsh Government could best assist with progressing digital maturity and digital delivery. The research identified that on-going collaboration between the local authorities and the Welsh Government Digital team is a vital component to delivering the Wales National Digital Agenda. The relationship with the local authorities on the digital agenda should be one of working in collaboration on key strategic digital initiatives that can make a larger scale impact across the local authorities and other public sector partners. The Welsh Government Digital team should take on a more

proactive role of advising, guiding and enabling the local authorities with their digital agenda, as well as encouraging the local authorities to participate in shaping the national Digital agenda.

- 1.9.2. Further to reviewing the findings with officers from the Welsh Government, Socitm Advisory Ltd recommends the key short term and long term actions as outlined in Figure 1.

*Figure 2 Short and long term recommended actions*



- 1.9.3. The short term recommendations are immediate considerations intended to make an early impact and inform the longer term thinking around the digital agenda. They include a virtual digital hub, digital events and facilitated collaboration.

- 1.9.4. The longer term recommendations are aimed at more shared systems, more joined up procurement activities, tactical digital solutions, improved infrastructure and digital inclusion and a focus on data and its relationship to citizen insights.

## **2. Introduction, Scope and Purpose**

### **2.1. Aims and objectives of the research**

- 2.1.1. The Welsh Government commissioned Socitm Advisory Ltd to conduct a digital maturity research project across all 22 local authorities in Wales. This research project started on 3rd October 2016 and completed on 30th March 2017. The research with individual local authorities took place between 7th December 2016 to 15th February 2017. This report summarises the findings and recommendations from Socitm Advisory Ltd.
- 2.1.2. Socitm Ltd is the society for IT and Digital practitioners in the public sector and third sector. A membership organisation providing consultancy, benchmarking, networking and producing research, as well as advocating to the government in the interests of public sector IT and Digital. Socitm Advisory Ltd is the consulting arm of Socitm Ltd and undertook this research.

### **2.2. Scope and purpose of the research**

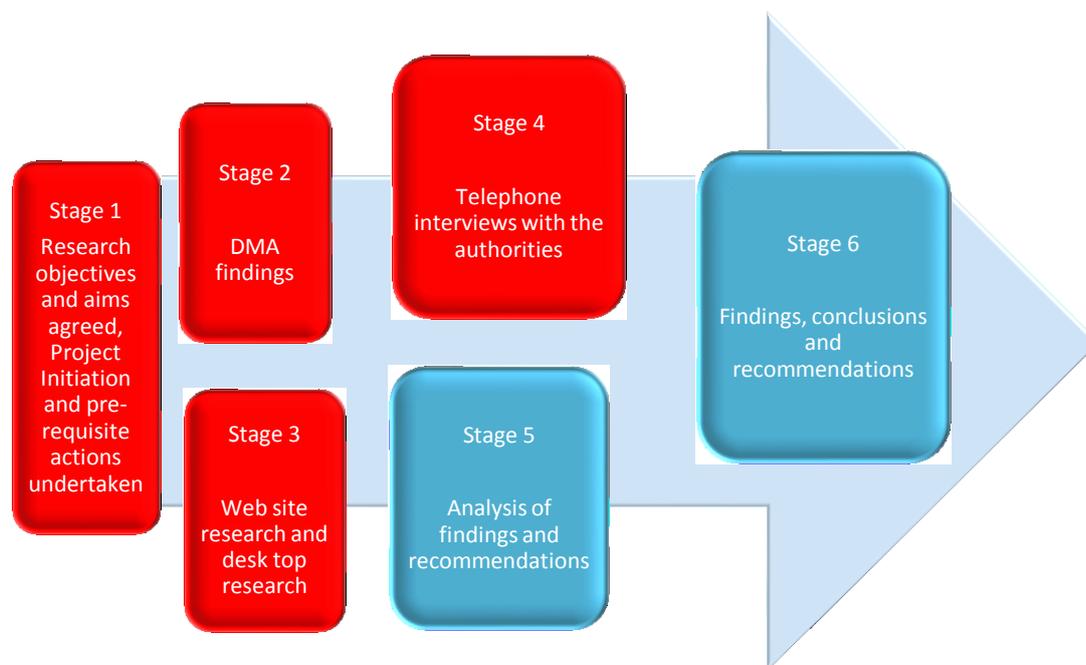
- 2.2.1. This research provides the Welsh Government with an up to date view of digital maturity across all 22 local authorities in Wales, covering the following areas:
- The maturity of digital and the approach being taken by local authorities in developing and delivering digital services in their geographic area.
  - The current and planned arrangements for the delivery of the local authority's Information Communication and Technology (ICT) services to deliver a digital agenda.
  - Approaches being taken by local authorities in their use of data to deliver digital services.
  - How local authorities across the nation share best practice, gain inspiration and collaborate on the agenda of digital.
- 2.2.2. The conclusions of which represents a view across the 22 local authorities. Individual local authority's findings are not detailed in this report. However, good practice examples have been highlighted from some individual local authorities.
- 2.2.3. The Welsh Government intend to use the findings from this research to identify how digital transformation can be further taken forward in Wales and what roles and actions both they and local authorities take.

### 3. Method

#### 3.1. The Stages of the method

3.1.1. The research project undertaken by Socitm Advisory Ltd on behalf of the Welsh Government was structured into 6 stages as outlined in Figure 3.

*Figure 3 Research approach undertaken by Socitm Advisory Ltd*



#### 3.2. Stage 1 – Project Initiation and pre-requisite actions

3.2.1. The Welsh Government invited all local authorities to participate in this research project. The Welsh Government clearly communicated the aims and objectives to all local authorities. Participation was not compulsory.

3.2.2. All 22 local authorities participated in the research project. This provided a 100% participation level.

3.2.3. Each local authority who agreed to the participate was requested to:

- a) Complete, if not already done so, the Socitm Advisory Ltd DMA questionnaire.
- b) Provide all relevant and supporting information in relation to digital to Socitm Advisory Ltd prior to the telephone interview stage 4
- c) State their preference of Welsh or English for the telephone interview stage with Socitm Advisory Ltd

- d) Ensure they would approve of sharing their data with the Welsh Government for the purposes summary findings and recommendations report. All local authorities provided this consent.

### **3.3. Stage 2 – Digital Maturity Assessment (DMA)**

- 3.3.1. The Socitm Advisory Ltd Digital Maturity Assessment (DMA) is aimed at providing an organisation with a high degree of situational awareness from which they may plan their next steps. The participant can consider it as a true ‘self’ assessment or may answer the questions from an organisational point of view.
- 3.3.2. An individual report is used to inform next steps and actions in becoming a more digital organisation. A local authority can repeat the assessment an unlimited number of times within the licensed period to re-measure success. The assessment has three parts.
- 3.3.3. **Part 1.** Locating your position on the digital journey covering: Strategy, Culture, Leadership and Governance Delivery, Performance, Skills, Service Design, Citizen Access, Technology, Examples of Innovation.
- 3.3.4. **Part 2.** Probing performance against 15 good practice principles:
- Citizen experience
  - Engagement
  - Ways of working
  - Service design
  - Demand management
  - Leadership
  - Capability
  - Sharing
  - Agile working
  - Transparency
  - Usability
  - System selection
  - Take-up
  - Assisted digital
  - Performance
- 3.3.5. **Part 3 – Report**
- 3.3.6. A unique DMA self-assessment report is generated for the organisation to review.

- 3.3.7. All local authorities who participated in this research project completed the Socitm Advisory Ltd DMA questionnaire. Each local authority has been provided with the findings from their DMA questionnaire. A combined report is also produced showing anonymised figures for the group of Welsh local authorities.
- 3.3.8. The DMA findings were provided to the Socitm Advisory Ltd consultant undertaking the telephone interview stage. The DMA questions for each local authority are provided as Annex A.

### **3.4. Stage 3 – Website review and desktop research**

- 3.4.1. The websites of all the local authorities have been reviewed by Socitm Ltd in the annual “Better Connected” analysis. Web sites are ranked with one to four Stars and are “passed” or “failed” for mobile adaptability and for accessibility. Results are published in an open and accessible way on the Socitm Ltd website: <https://betterconnected.socitm.net/councils>. Better Connected scoring is detailed in Annex B.
- 3.4.2. Better connected has been assessing local authorities’ online performance since 1999. Today it evaluates a wide range of digital performance by local public service providers, covering websites, social media and citizen portals, as well as take-up, satisfaction and management.
- 3.4.3. The Better Connected annual benchmark of all UK websites not only assesses the accessibility of each website, but also the ability for a citizen to perform specific transactions. There are over a thousand products and services that a local authority delivers and hundreds that might be delivered digitally. This provides an assessment of the website’s design, usability, adaptability to mobile devices and transactional depth. This information is referenced in the maturity assessments and included in the Digital Transactions Research findings section of this report.
- 3.4.4. Better connected surveys explore the ability of websites to provide quick and easy ‘citizen journeys’ and successful resolution of a series of top tasks. Tasks are selected from service areas that have high web visitor numbers (based on data from Socitm’s Website Performance service) or which may be important for reasons of legislative or other change. Inclusion of purely informational tasks is based on the fact that data shows more than half of all visits to council websites to be for information only.
- 3.4.5. ‘Top tasks’ may be informational (find out about keeping fit) or transactional (pay parking fine). Tasks to be measured by better connected are informed by national statistics indicating the most common requirements of citizens. These are varied over the years to even the distribution of the analysis. Some example transactional

measures in 2015/16 are objecting to a planning application, renewing a library book, reporting a missed bin.

3.4.6. Reviewers conduct some tests on a smartphone (e.g. the rubbish and recycling tasks in Better Connected 2015-16), reflecting the fact that nearly half of all visits to council websites are now made from mobile devices.

3.4.7. As part of the desk top research element, all local authorities were requested to provide key strategy documents and plans (where they existed) to Socitm Advisory Ltd and were reviewed by the Socitm Advisory Ltd consultant prior to the telephone interview stage. Documentation requested included, Council Strategy/Plan, Transformation Strategy/Plan, Digital Strategy and ICT Strategy.

### **3.5. Stage 4 – Telephone interview**

3.5.1. A Socitm Advisory Ltd consultant conducted a telephone interview of approximately 90 minutes, with representatives from each local authority. The telephone interview was used as an opportunity to validate findings from Stage 3 – desktop research component of the research project. The number of representatives varied from one participant to groups comprising of between two to four. The representation from each local authority ranged across a number of roles such as Chief Executive, Deputy Chief Executive, ICT Director, Head of ICT and Head of citizen Services.

3.5.2. The interview framework was provided to each local authority which is provided in Annex C.

3.5.3. As digital is about technology impact in service delivery, the interviewing team insisted on having senior business leaders as part of the local authority's representatives in the interview, as well as technology leaders. In most instances this was successful.

3.5.4. The research topics of the telephone interview were established by the Welsh Government, as detailed in Table 1. Each of the research topics assessed different elements of each local authority to address the digital agenda and were used to inform the six dimensions and other specific areas to shape the recommendations.

3.5.5. The results of each telephone interview were provided to each local authority in written form.

3.5.6. The findings from each local authority interview were used to draw comparisons and contrasts across all participating local authorities by the Socitm Advisory Ltd consultancy team. These comparisons and contrasts inform the findings and recommendations of this research report.

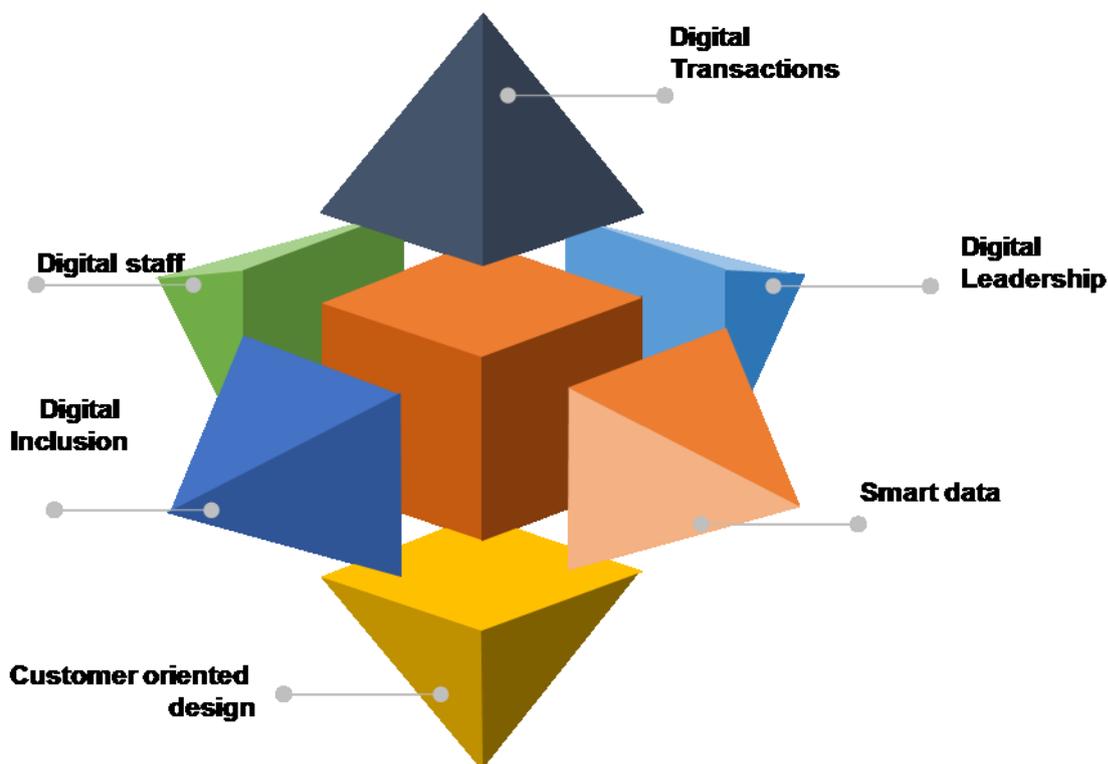
Table 1 Research Topics

Requested research topics	Assessment and understanding
Strategy, plans and priorities	<p>Scope and level of ambition and progress in delivering against their ICT Strategy, Transformation Strategy and Digital Strategy</p> <p>How digital projects are identified, prioritised and delivered</p> <p>What measurement is used to validate the return on investment in digital transformation</p> <p>What tools and techniques are used to deliver digital transformation?</p> <p>The level of Senior ownership and sponsorship of digital</p> <p>Key priorities over the next 3 years in relation to digital.</p>
Successes and achievements	<p>Understand key achievements in digital over the last 3 years.</p>
Opportunities and challenges	<p>Opportunities related to digital transformation</p> <p>Challenges related to digital transformation</p>
Collaboration	<p>Evidence of collaboration between other local authorities and public sector partners.</p> <p>Scope of benchmarking forums and groups being used.</p>
Capacity	<p>Approach to sourcing the right capacity and capability for digital transformation within the local authority – staff and 3<sup>rd</sup> parties.</p> <p>Approach to sourcing skills and resources in digital transformation</p>
Social media	<p>How social media tools are being used</p> <p>Scope and level of ambition in the use of social media</p>
Smart Data	<p>Current and future plans in using data and business intelligence</p>
Cyber security	<p>Current risk level of cyber security</p> <p>Governance arrangements in place and future development plans.</p>
Cloud technology	<p>Current scope of Cloud computing</p> <p>Future plans, challenges and opportunists</p>
Second level domains	<p>Level of awareness of the new second-level domains gov.wales and .llywy.cymru.</p> <p>Plans in relation to migrating to a second-level domain.</p>
Recommendations for Welsh Government	<p>All local authorities were asked to provide any further recommendations to Welsh Government in relation to the agenda around digital transformation.</p>

## 4. The Six Dimensions of Digital - overview

4.1.1. The assessment of digital maturity for this purpose is the measurement of digital technologies and online services and how these are being implemented to change the lives of citizens across the nation. It also considers the deployment of digital practices to drive operating efficiencies within a local authority and for its staff. Digital maturity assessment within local government can be considered to have six dimensions as shown in Figure 4. Each of these “dimensions” are explored in the following sections of this report.

*Figure 4 Aspects (dimensions) of digital key to local government*



## 5. Digital Dimensions: Findings

The findings have been categorised according to the six digital dimensions set out above.

### 5.1. Dimension 1: Digital Transactions



#### What is this about?

5.1.1. Digital transactions mean how easy it is for the citizen to access online services of the local authority. This assessment covers the ease of access and navigation of the local authorities' web site for citizens to make contact, seek advice and guidance and complete online transactions.

5.1.2. In this section we look at:

- Each local authority's digital access benchmark score.
- Level of ambition of each local authority in relation to improving the digital transaction experience.
- Achievements in relation to successfully enabling citizens to fulfil their service requests on line.

#### What did we find out in summary?

5.1.3. Welsh local authorities are keeping up with national and international benchmarks in Local Government, but there is a lot to be done.

5.1.4. Local authorities have successfully moved citizen's transactions online over the last few years. This predominately has addressed transactions dealing with making payments, making enquiries, requesting services and booking appointments. A number of local authorities have introduced mobile applications and a citizen account offer.

5.1.5. Based on the benchmark for transactional digital, Socitm Advisory Ltd consider the spread of digital maturities to be as shown in Figure 5.

Figure 5 The number of Welsh local authorities at each level of transactional digital maturity



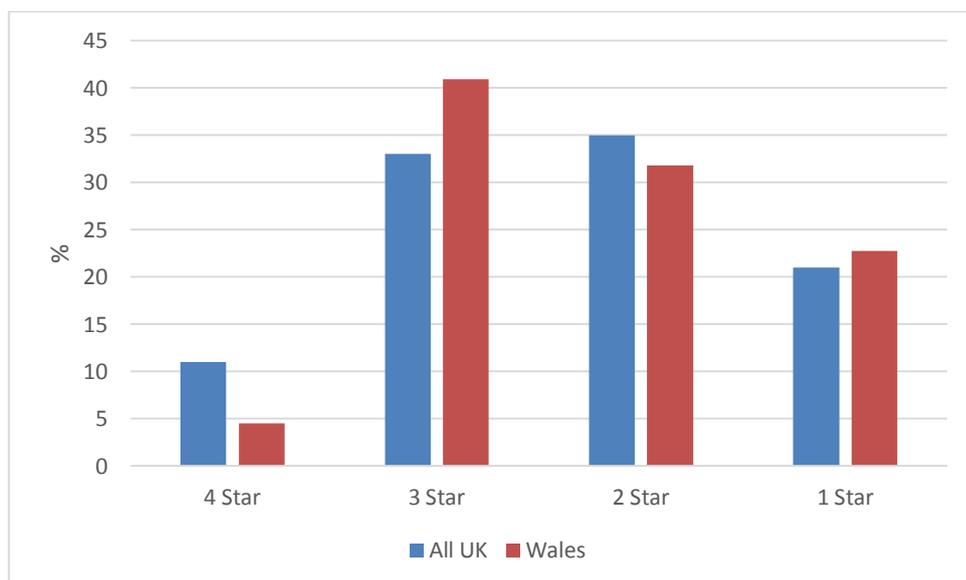
### What does good look like?

5.1.6. The ability for citizens to complete their online transactions requires the internal end to end process to be streamlined, joined up and require minimal manual data input. Leading private sector companies are very mature in this area, providing an end to end digital journey to its customers. For example, while shopping on line the customer can choose a slot convenient to them, select their own goods, make adjustments to their order within a specific timeframe, make payment and provide direct customer feedback. This provides a “one and done” principle which minimises manual intervention from back office staff. Local authorities tend to digitise part of the online transaction such as report a missed bin. Good local authorities will ensure the missed bin request is passed to fulfilment, monitor resolution and provide feedback to their citizens without manual intervention. A simple automated text or email response to citizens reporting an incident or making an enquiry which clearly outlines the next steps on action to be taken or simply thanks the citizen for their enquiry will reduce contact and query demand. Citizen expectations are extremely high in the area of expecting feedback and follow up. Good local authorities will simplify their end to end processes in order to deliver further efficiencies.

## What did we find in Welsh local authorities?

- 5.1.7. Most local authorities provide their citizens with on line access to complete a number of transactions. Only one local authority currently does not provide citizens with online capacity to complete transactions.
- 5.1.8. All local authorities expressed an ambition to make as much of their citizen engagement as transactional as possible, both for reasons of efficiency savings and to improve the citizen experience.
- 5.1.9. Socitm’s better connected digital benchmark assesses the website of every local authority in the UK against specific criteria. This includes the success with which the website enables a citizen to perform common transactions such as “object to a planning application”, “report a missed bin”, or “apply for a blue badge”. Websites are given a star ranking, where four stars is excellent and one star is digitally immature. The overall navigability and accessibility for partially sighted people is also measured. Six local authorities also fail this test, with two of them also failing the mobile device test. More detail is provided in the Method section of this report.
- 5.1.10. Welsh local authorities in the annual 2015/16 survey show a very similar digital transactions maturity to the rest of the UK, as is shown in Figure 6

*Figure 6 Percentage of local authorities’ transactional digital star ratings in 2015/16*



- 5.1.11. Most local authorities are gradually increasing their star rankings. As the years pass however, the bar is raised to achieve each star category, so a local authority that does nothing with their website is likely to drop down the star rankings.
- 5.1.12. Welsh local authorities’ direction of travel over the last five years is more volatile than the UK as a whole, as is shown in Figure 7 and Figure 8.

Figure 7 Welsh local authorities Direction of Travel over the last 5 years

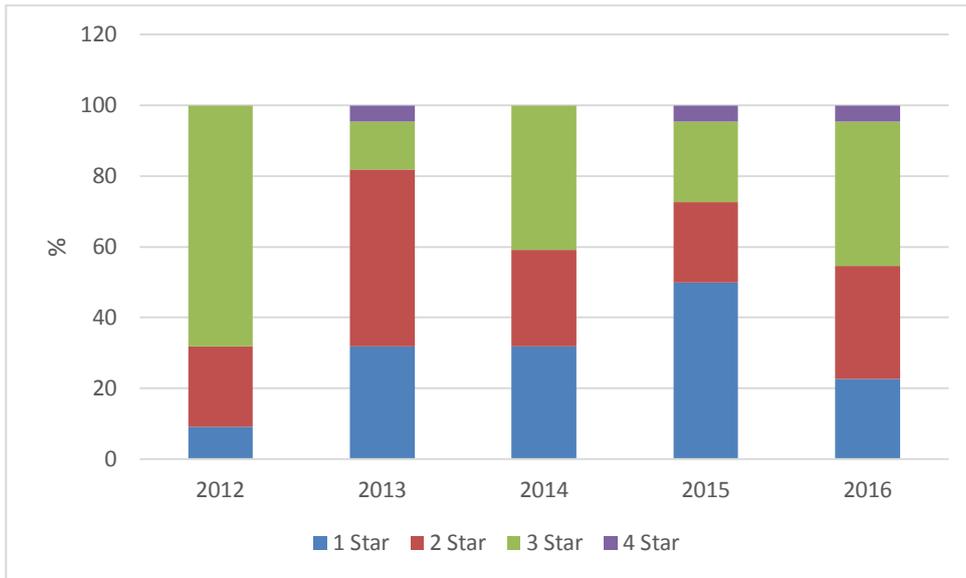
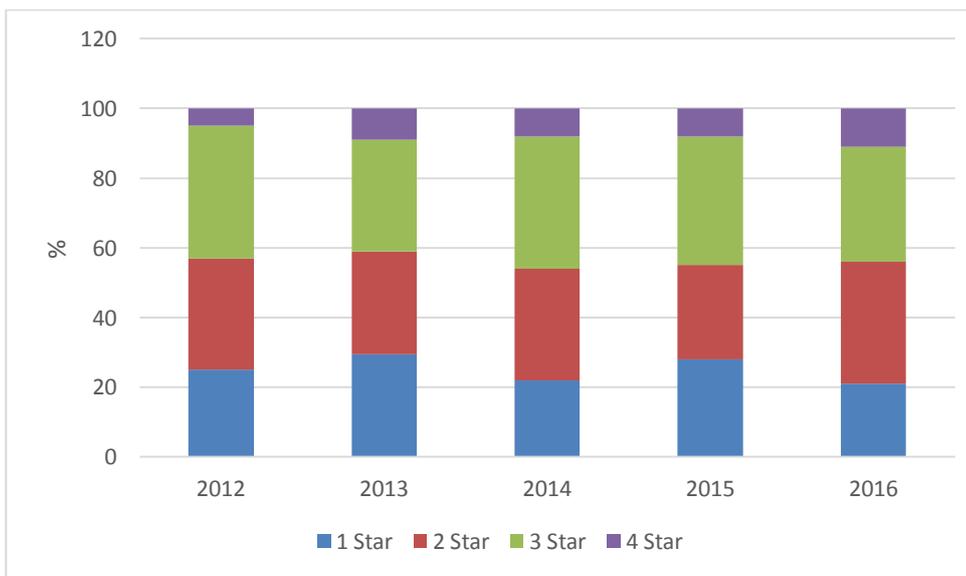


Figure 8 UK local authorities Direction of Travel over the last 5 years



**What conclusions can we draw from this?**

- 5.1.13. Digital in local authorities has come a long way since 1999, when Socitm Advisory Ltd began the digital benchmark. At that time, 18% of Welsh and 27% of UK local authorities did not have a website at all.
- 5.1.14. Socitm Advisory Ltd have also measured the website’s ability to adapt to mobile devices of any size. Six of the 22 local authorities fail this test, which is a similar percentage as for the rest of the UK, but not good for the citizens of those local authorities.

- 5.1.15. With only one Welsh local authority achieving four stars in “better connected” there is work to be done. Even a four-star local authority will not have achieved digital transaction perfection. For a citizen of a Welsh local authority the hope and expectation of an end to end, seamless transaction for all service requests, similar to those provided by private sector, will not currently be met.
- 5.1.16. There is also opportunity for “spend to save” efficiencies to be driven out from all Welsh local authorities by digitising citizen transactions more fully.
- 5.1.17. More local authorities should consider implementing digital tools to help citizens track progress of all their “end to end” transactions with the local authority, via a citizen secure on-line account. This also requires citizen identity management, which is considered in the “Smart With Data” dimension, below.

**Examples of Welsh local authorities evidencing good digital transaction offer:**

- 5.1.18. Anglesey have launched in 2016 a smartphone app, called AppMÔN, that lets citizens to report a faulty streetlight or pothole, find out about local events or requesting new recycling boxes, amongst other functions.
- 5.1.19. Monmouthshire have 5,500 residents signed up to their citizen Mobile App.
- 5.1.20. Torfaen have implemented MyCouncil service App for citizens.
- 5.1.21. Flintshire are the only Welsh local authority with a four-star Better Connected rating for their citizen facing website in 2015/16. In previous years Cardiff also had a four-star ranked web site. Figures will be announced soon for the 2016/17 rankings.

## 5.2. Dimension 2: Digital Leadership



### What is this about?

5.2.1. Digital leadership means how the local authority addresses digital at a strategic, organisational and individual level within the local authority. It is the golden thread of digital from corporate plans and transformation strategies through to digital strategies, programmes, projects and specific outcomes.

5.2.2. In this section we look at:

- How digital is embedded into core strategies.
- Where digital leadership is positioned within the local authorities.
- Where digital leadership resides, how it is measured and investment is prioritised.
- Evidence of collaboration between local authorities, other partners and other sectors.
- How accessible Senior Leadership have made social media available to staff.

### What did we find out in summary?

5.2.3. The aspirations for digital are high but strategic planning is inconsistent.

5.2.4. Most Welsh local authorities have digital embedded in their core strategies and plans. Some have chosen to combine their digital strategy with their ICT strategy. Some have little or no reference to digital in corporate strategy documents.

5.2.5. A Senior Digital Leadership role has been assigned to an individual or individuals in each local authority. Sometimes this is a senior leader within a citizen facing directorate. Sometimes this is an IT officer who has demonstrated the ability to see the corporate picture. In no Welsh local authority is there a Director level Chief Digital Officer who has no other role to perform.

5.2.6. A high proportion of local authorities collaborate with other Public Sector partners. These forums are used to share ideas, learnings and deliver joint initiatives, for

collaborative inspiration. Very few local authorities seek benchmarking of best practice and ideas from other sectors.

- 5.2.7. A high proportion of local authorities consider the key barrier to implementing further mobile and flexible staff working programmes will be from middle management.
- 5.2.8. Only five out of the 22 local authorities actively encourage staff to use social media to collaborate with citizens.
- 5.2.9. Based on the review of strategies, plans and other leadership documentation, Socitm Advisory Ltd considers the number of Welsh local authorities to be at each level of digital leadership maturity to be as shown in Figure 9.

*Figure 9 The number of Welsh local authorities at each level of digital leadership maturity*



### **What does good look like?**

- 5.2.10. Digital needs to be embedded at every level of an organisation in order to maximise the benefits it offers. The key benefits are reducing the cost to serve and improving levels of customer service. High levels of customer services will in turn improve levels of staff satisfaction and reduce costs to serve. Good local authorities will have embedded digital objectives and measures from top down and bottom up across the organisation and embedded the digital agenda as a key priority. They will have in place a simple and clear digital strategy that details its specific outcomes and supports the embedding of digitalisation within an organisation, supported by a sound long term financial strategy. The digital strategy will be highly accessible and

widely understood by staff across the local authority. Good local authorities will also have joined up with other partners and sectors to broaden the understanding of what is possible in the digital agenda, driven by senior leadership. Enabling staff to use social media collaboration tools both internally and with citizens will help enable this new way of thinking and working in the digital world. This will improve demand management and further reduce cost to serve in organisations showing maturity with digital leadership.

### **What did we find in Welsh local authorities?**

- 5.2.11. Most local authorities do not have a substantive role of Chief Digital Officer; most see digital as a shared accountability spanning citizen engagement, ICT and transformation.
- 5.2.12. Most local authority's senior digital leader is also the Senior Information Risk Owner (SIRO).
- 5.2.13. A number of local authorities' digital leadership resides with a senior role within ICT.
- 5.2.14. Most local authorities' digital strategies do not completely embrace the full potential of the digital agenda. They are mostly strong on digital inclusion and on channel shift with transactional digital offers – automating what they currently do. But they do not often set out a strategy to use citizen data to design services or to do different things with digital. Co-producing services with citizens using digital engagement does not feature and the use of open data is not generally set out as a key enabler.  
Most local authorities have adopted a top down, structured approach to the initiation of their digital transformation initiatives. These initiatives are closely aligned to the local authority's overarching Business Plan(s).
- 5.2.15. Prioritisation of digital initiatives is in most cases assessed by their return on investment (delivery of efficiencies) and the level of improved citizen service delivery.
- 5.2.16. A high number of local authorities have robust, structured governance in place such as a Digital Steering Group, Transformation Board or Change Board by which to monitor their delivery and return on investment of digital projects.
- 5.2.17. Seven local authorities have a specific Digital Strategy. Eight local authorities have a Digital Strategy in draft. Two local authorities have a Digital Strategy combined with another strategy, such as ICT or Transformation. Five local authorities do not have a Digital Strategy.

- 5.2.18. A Digital Strategy does not necessarily lead to a great citizen experience. Two of the local authorities that do not have a digital strategy have nonetheless produced a relatively high ranking three-star transactional web site. Two local authorities have coherent digital strategies, linked well to corporate plans and ICT strategies, with a demonstrable digital vision, but still have a low ranking one-star web site.
- 5.2.19. Delivery collaboration is well established with three local authorities procuring their Digital and ICT services from the Shared Resource Services (SRS) Wales. More are expected to join this collaborative delivery arrangement.
- 5.2.20. Collaborative best practice and benchmarking tends to be undertaken across other partners and organisations across Wales. Some benchmarking has been undertaken outside Wales but this is quite limited. Attendance at events outside of Wales tends to be low due to travel time and expenses.
- 5.2.21. Local authorities see potential in using social media as a tool for dealing with demand management across the services, however, not all leadership groups consider this an opportunity.

### **What conclusions can we draw from this?**

- 5.2.22. Socitm Advisory Ltd concludes that great strategic thinking is not an immediate indicator of digital maturity. Digital innovators, at all level of an organisation, will get on with delivering digital, whatever the strategy looks like. Fragmented *digital adequacy* can be achieved with little or no strategy and some passionate people. But to achieve dependable *digital excellence*, in the most efficient ways, joined up thinking between senior leadership and digital practitioners is required. Evidence of the digital strategy being fully embedded at every level across the local authority is required. Digital is not a one off project, it is a new way of thinking and delivering services to citizens. Some Welsh local authority leadership teams appear to have grasped this new future more wholeheartedly than others.
- 5.2.23. Local authorities should consider their Senior Digital Leader being a business rather than an ICT representative. ICT are a key enabling function for digital, however, the sponsorship and business objectives of digital should be owned and directed by the business.
- 5.2.24. Local authorities should collaborate more outside of Wales and the public sector to gain other insights to shape their digital strategies and thinking.
- 5.2.25. The use of social media on a strategic basis should be considered by local authorities to further enhance their collaboration with citizens and use in demand

management by predicting trends through social listening, enable their staff to fulfil some of the citizens service requests through other medias such as Facebook.

5.2.26. Internal culture change is critical to enabling staff to work and thinking differently in a digital world. Many staff use digital tools in their personal lives such as booking holidays, making enquiries, paying a bill. Local authorities should consider this when upskilling their staff in digital. Expectations of digital skills for new staff and existing staff is different and will be different in the future. Local authorities should consider this when shaping their learning and development packages for staff, and when setting out their recruitment criteria.

5.2.27. A targeted culture change programme for middle managers needs to be considered to help them transition from management by “presenteeism” and counting hours worked on site, to management by outcomes and outputs, allowing staff to work more flexibly with more empowerment.

#### **Examples of Welsh local authorities evidencing digital leadership:**

5.2.28. One Leader of a local authority acts as a mystery shopper to highlight to staff improvements in their digital offer.

5.2.29. Flintshire have produced a digital strategy, called “Digital Flintshire - Supporting a Modern & Efficient Council”. This sets out the digital strategy in a very accessible way, around themes of Digital Vision, Digital Customer, Digital Workforce, Digital Business and Community, Digital Partnership, Information Management, Digital Delivery and Governance Arrangements. Flintshire’s 2015/16 Corporate Improvement Plan includes measures for “Digital take up of services”. It is not surprising, with this level of digital leadership, combined with digital resourcing, focus and engagement throughout the delivery teams, that Flintshire have achieved the highest digital ranking amongst Welsh local authorities, with a four-star “Better Connected” citizen facing website.

### 5.3. Dimension 3: Smart with data



#### What is this about?

- 5.3.1. The use of smart data means collecting the right data in an accessible way and making informed decisions with it. It is also about making open data available to citizens and businesses to consume.
- 5.3.2. Use of smart data offers local authorities an opportunity to use their data to manage demand more effectively. This can be achieved by joining up data across their local authority and sharing data with other public sector partners.
- 5.3.3. There are many examples of using smart data to improve service delivery but these are more prevalent in the private sector than in the public sector.
- 5.3.4. In this section we look at:
  - Whether the use of intelligence based decision making is commonplace in the local authority with citizen data easily accessed.
  - Where an online account is provided for citizens providing safe and secure access.
  - How services are designed around the citizen needs and data and using business intelligence from across the entire local authority, not just in organisational silos.
  - Whether data is widely made open and accessible, beyond the mandatory.
  - Measurement of the high level baseline of resilience of cyber security in local authorities by establishing the current risk and future plans to mitigate future attacks.

### What did we find out in summary?

- 5.3.5. This is an area that most organisations come to after other digital components are mature. In Wales, data maturity is low, but appetite is high and there are now significant opportunities to be smarter with data, potentially at a national level.
- 5.3.6. Most data is managed in silos by each department within the local authorities. Data driven service design is not widely evidenced in the research findings. Some local authorities provide an online account capability for their citizens, however this only provides a small amount of transactional services.
- 5.3.7. Consistent citizen online security and identification verification is generally lacking, making it hard to ensure for example Mrs A Jones is the same as Mrs Annette Jones. Big picture, holistic, intelligence based decision making is not well evidenced across the 22 local authorities.
- 5.3.8. The maturity with data is a subjective assessment, but all local authorities manage their data and drive insights from it to a lesser or greater extent. All recognise the potential for further smarter working with data. On the digital maturity self-assessments, most local authorities said that “Big data’ is used effectively to drive faster decision making and service design.
- 5.3.9. For these reasons Socitm Advisory Ltd assess (see Figure 10) the authorities to be at level two or three of the data maturity ladder – which is like the position with most UK local authorities.

Figure 10 The number of Welsh local authorities at each level of “smart with data” maturity



- 5.3.10. All local authorities recognise the growing cyber-crime threat profile and are allocating significant resource to combat it. The local authorities are required to

meet stringent cyber security standards in order to participate in the mandatory Public Service Network (PSN), giving a constant standard of cyber threat risk mitigation across the local authorities in Wales and in the UK at large.

### **What does good look like?**

- 5.3.11. Understanding of citizen needs and priorities is one of the most powerful insights local authorities have in order to provide targeted services to meet citizen requirements. Good local authorities should use data (subject to data protection guidelines) to build and anticipate demand of their services, across services. Authorities have the ability to join up their data and provide a single gateway to their citizens with information targeted specifically for their needs.
- 5.3.12. Joining up the use of data with their delivery partners will provide local authorities with greater insight and ability to model demand to help reduce their cost to serve. Advanced local authorities will have shared data across business process that are shared with other organisations, like health and social care pathways, to reduce costs and improve customer experience.
- 5.3.13. Equally mature organisations will be advanced with the provision of “open data” to enable citizens to build their own data products and insights, providing better transparency and economic opportunities. The concept of open data within local government has exciting prospects. The ability to push some data out to be freely available to everyone to use and republish as they wish without restrictions is a game changing opportunity for local authorities. By providing citizens with data and information local to their area it will enable them to be better informed in their decision making and reduce the demand it places on its local authority. Advanced local authorities will be pushing at the boundaries of data sharing.
- 5.3.14. Local authorities with high data maturity will also be managing data at a corporate level, have a single view of the customer, independent of departmental silos and will be able to manage citizen identification. Corporate Business Intelligence will be a key priority for mature local authorities.

### **What did we find in Welsh local authorities?**

- 5.3.15. Business Intelligence is generally deployed within departmental silos where it is deployed at all.
- 5.3.16. No local authority volunteered to become part of the GDS (Government Digital Service) citizen verification pilot for UK local authorities. The nineteen local authorities participating in the pilot are all English. This pilot deploys the GDS

Identity Assurance (IDA) product called Verify. The Welsh local authorities' reason for not volunteering for the GDS Verify pilot are mixed and range from not having the capacity to dedicate to the pilot, to being aware or wanting to wait for a more mature version of the product.

- 5.3.17. Open Data is enthusiastically understood by some individuals in most local authorities, and there is some recognition of the value of open data in driving the regional knowledge economy. However, providing open data is not generally a key priority.
- 5.3.18. The local authorities will make available data that they are mandated to disclose, but do not have the resources to prioritise publishing all their non-sensitive data in open standards. The large number of enterprise applications makes this a challenge to deliver.
- 5.3.19. There is a substantial appetite for more work with data mining in all local authorities. Local authorities advise they have investigated procuring single citizen account portals and data mining tools, but have found the costs of acquisition to be too prohibitive, in all but a few cases.
- 5.3.20. All local authorities consider that this is an area where the Welsh Government could help. Citizens often live in one local authority but work or travel through other authorities and managing the initial citizen interaction at a national level could be a viable model. This might include collaborative citizen verification, citizen portal, data warehouse and business intelligence across the Welsh local authorities.
- 5.3.21. While there can never be a 100% impenetrable defence against cybercrime, Socitm Advisory Ltd advises that the PSN security requirements are at least fit for purpose.
- 5.3.22. Most local authorities have cyber threat risks set to Low because with PSN guidelines they have mitigations in place that reduce the risk to this level.
- 5.3.23. Four local authorities do not report cyber threats on their corporate risk register. This is because threats are considered to be mitigated against, as well as can be reasonably expected, and therefore does not require escalation. Socitm Advisory Ltd expects that all the local authorities have similar risk profiles and similar protections in place. Unless they have failed the PSN accreditation, the explanation for the variance in risk register information is more likely to do with local interpretation than actual data risk levels.
- 5.3.24. Out of the 22 local authorities, 17 describe the risk status of cyber threats in their organisation as low.

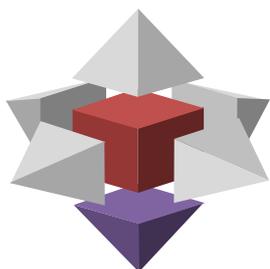
### **What conclusions can we draw from this?**

- 5.3.25. There is a substantial appetite to deliver collaborative solutions for managing citizen data and delivering citizen insights.
- 5.3.26. As well as citizen verification, there is a common requirement (largely unfulfilled) for the local authorities to drive significant citizen insights from their data.
- 5.3.27. There is an opportunity to explore the management of this with pooled data at a Welsh citizen level, rather than at an individual local authority level. Such a project could drive down costs and deliver more citizen insights, as many citizens interact with more than one local authority.
- 5.3.28. There is an opportunity to support and encourage local authorities to move towards a truly valuable open data approach. Such open data could inform planning and regeneration both from a public sector and a commercial provider's perspective.
- 5.3.29. There is also an opportunity for local authorities to gain insight to the use of open data in relation to reducing demand to help with future savings pressures.
- 5.3.30. The Welsh local authorities are taking cyber threats seriously and putting in place risk mitigations. A pragmatic balance needs to be struck between business agility and security restrictions, which is a decision each local authority must take. Whatever measures are in place in each local authority, there should not be complacency, as the cyber risk landscape changes daily and there can never be 100% protection against cyber threats. Compliance with the GCHQ/CESG PSN "code of connection" (now within the auspices of the National Cyber Security Centre) is a good indicator of strong cyber protections being in place. By demonstrating PSN compliance, the Welsh local authorities have evidenced a very similar cyber threat resistance position to other public sector bodies across the UK.

### **Examples of Welsh local authorities evidencing use of smart data:**

- 5.3.31. Newport are using open data to push out information relating to Freedom of Information requests (FOI).
- 5.3.32. Carmarthenshire are working with an organisation "Automated Intelligence" who are running reports on their unstructured data to support their business case for their data retention policies and capacity needs/reduction moving forward.

## 5.4. Dimension 4: Citizen oriented design



### What is this about?

- 5.4.1. Citizen oriented design means how the citizen and data about the citizen informs the design of services for the citizen. Where digital services are being designed from the citizen perspective and not from what the local authority thinks they need. It also means where social media and related digital techniques are used to co-design services.
- 5.4.2. Digital offers local authorities an opportunity to design their services with more of a citizen focus. This can be achieved by using more of the information provided digitally, such as data on citizens, and by the local authority designing the service accordingly, or by taking a more co-productive approach and using tools such as social media to allow citizen to play an active role in the design of services.
- 5.4.3. There are many examples of digital aiding citizen oriented design but these are more prevalent in the private sector than in the public. Using data on citizens and designing services accordingly is also more common than taking a co-productive approach, although there are examples.
- 5.4.4. In this section we look at:
- approaches to digital services and extent of service redesign and user-centric approaches.
  - usability and accessibility of services.
  - use of intelligence from social media and other sources to inform services.
  - level of social media take up.

## What did we find out in summary?

- 5.4.5. We have seen a gradual increase in the use of citizen oriented design by local authorities, but this research shows that the majority of these are focussed on moving transactions online to the web site. Rather than redesigning whole services, manual based processes are represented and made available on the web. This is a primary focus for most local authorities as it delivers short term savings.
- 5.4.6. Despite there being strong understanding for the need to redesign the “end to end” citizen journey, in order to deliver efficiencies across the front, middle and back office functions, there is little evidence of redesigning and changing the processes from the start to the end. Socitm Advisory Ltd assess the Citizen Oriented Design digital maturity levels for the Welsh local authorities to be in and around levels one to three, as shown in Figure 11.
- 5.4.7. All Welsh local authorities have a twitter feed and are using other Social Media tools, such as Facebook. Welsh local authorities typically have between 5,000 and 37,000 twitter followers (as is set out in Annex D). The number of twitter followers per citizen of the local authority is similar to ratios across the UK.

*Figure 11 Local authorities at each level of citizen centric design maturity*



## **What does good look like?**

5.4.8. Where “citizen oriented” redesign is used, the best approach is to walk through the shoes of the customer to fully understand how, when and why a customer needs to contact the local authority, this is called co-design. Central Government and some UK local authorities are adopting the Government Digital Services (GDS) design framework to redesigning their digital services around the needs of the citizen and not around the needs of the local authority. GDS have set out Digital Design Principles for all public sector bodies in the UK. <https://www.gov.uk/design-principles>. The approach improves citizen satisfaction levels and increases efficiency. Some good examples of using the GDS approach are how we apply on line for car tax and passport renewals. GDS have won awards for the design approach they have developed.

## **What did we find in Welsh local authorities?**

- 5.4.9. This research did not identify any local authority adopting the GDS approach. However, there is an awareness of its use within Central Government by many local authorities and a desire to adopt this way of redesigning services. However, the local authorities do not have knowledge or current capability to adopt this approach.
- 5.4.10. A primary focus of local authorities has been to move transactions online to the web site. Manual based processes are represented and made available on the web. This is a focus for most local authorities as it delivers short term savings. However, there is little evidence of redesigning and changing the processes from the start to the end.
- 5.4.11. There is a strong understanding for the need to redesign the “end to end” citizen journey, in order to delivery efficiencies across the front, middle and back office functions.
- 5.4.12. Some local authorities have existing citizen engagement digital focus groups or use staff to test digital changes.
- 5.4.13. For digital development projects some local authorities are using agile methods while some do not do development projects at all as they procure digital solutions from third parties. Agile, by producing quick prototypes to review with citizens and modify to their requirements is a good way of delivering citizen oriented design. Table 2 sets out the different agile process methods use in the local authorities

*Table 2 Business process re-design methods in Welsh local authorities*

<b>Business Process Method</b>	<b>Number of local authorities</b>	<b>Digital Development Method</b>	<b>Number of local authorities</b>
Systems Thinking	2	Agile	4
User Centred Design	3	Prince	1
Lean	4	Other	7
BPR	2	No method identified	10
None	3		
Other	8		

- 5.4.14. One Council is in the process of deploying a digital tool to draw attention to open social media conversations (particularly on Facebook and Twitter) that reference the Council and its services. In this way it expects to understand its citizen’s requirements better.
- 5.4.15. Ideas for “co-producing” service design with Citizens by using social media are not extensively developed or recognised, as is set out above in the section describing Citizen Centred Design.
- 5.4.16. Socitm Advisory Ltd considers the use of Social Media to engage with citizens and other stakeholders to be well established in the Welsh local authorities. Mostly it is used as way of telling people things, but it is also being used as a way of establishing the “citizen voice”. Although there is considerable use of social media, there is no evidence of social media led co-production being a strategic direction for any local authority in Wales.
- 5.4.17. Local authorities see potential opportunities in using social media more as a tool in which to deal with demand management across the services. Local authorities either actively use or encourage the use of social media with staff, with only a few having banned the use of social media with staff, except with explicit permission which is outlined in Table 3

*Table 3 Social Media Policies for Staff*

<b>Social Media policy for staff (officers)</b>	<b>Number of local authorities</b>
Actively Used	11
Encouraged	5
Tolerated	4
Banned	2

- 5.4.18. The corporate council Twitter feeds are well used with good engagement from citizens, businesses and other Council stakeholders. The ratios of twitter followers to the local authority’s population is a measure of how successful the social media activity is in the Council. A lower number signifying greater social media take-up. Annex D details the Twitter followers by population size for Wales. While businesses and individuals outside of the local authority do follow a Council’s twitter feed, roughly speaking the figures can be interpreted as around “one in nine of Blaenau Gwent’s Citizens follow their twitter feed”, for example (a ratio of 1:9). These ratios are similar to those for local authorities elsewhere in the UK. They compare favourably to national twitter feeds, like gov.uk, where the ratio is around 1:54, or HMRC where the ratio is around 1:181.
- 5.4.19. Digital exclusion plays its part in these figures as well. Cardiff has the highest digital inclusion and the highest twitter follower ratio, for example.
- 5.4.20. The majority of local authorities see an opportunity to develop their use of social media to further collaborate with Citizens. They also anticipate using social media tools to inform service redesign and provide better insight to Citizen needs. Many Citizens will raise service requests or complaints over Twitter, which does cause the Council some difficulty as tweets typically don’t carry enough information to track, manage and complete the request.
- 5.4.21. The Welsh local authorities are aware of the GDS Digital design principles, but have not explicitly followed them in their digital designs. Elements of the principles are evident in their digital products.
- 5.4.22. The Socitm Advisory Ltd “Better Connected” benchmark does assess design and reflects this in the accessibility measures. This is currently limited to the number of clicks it takes to find something on the website, without going into the more complex digital process efficiency assessment.

5.4.23. Additionally, Socitm Ltd measures the ability of the Website to adapt for mobile devices – an increasing demand from citizens.

**What conclusions can we draw from this?**

5.4.24. The Welsh local authorities clearly do have the citizen experience very much in mind when developing digital offerings but have not yet achieved the most sophisticated levels of citizen oriented design.

5.4.25. It is noted that six welsh local authorities fail the accessibility test and a further four local authorities fail the mobility test. These ten local authorities would be assessed to be on the lower rungs of design maturity.

5.4.26. Socitm Advisory Ltd considers the use of Social Media to engage with Citizens and other stakeholders to be well established in the Welsh local authorities. Mostly it is used as way of telling people things, but it is also being used as a way of establishing the “Citizen voice”.

**Examples of Welsh local authorities evidencing good citizen centric design include:**

5.4.27. Pembrokeshire are driving up digital use by financially incentivising digital channels. E.g. cheaper to procure garden waste digitally than from walk in centre. They have also rolled out cashless catering for pupils.

5.4.28. Swansea have embedded some of the GDS principles into their business improvement process, e.g. co-production with their users to inform service redesign.

## 5.5. Dimension 5: Digital Inclusion



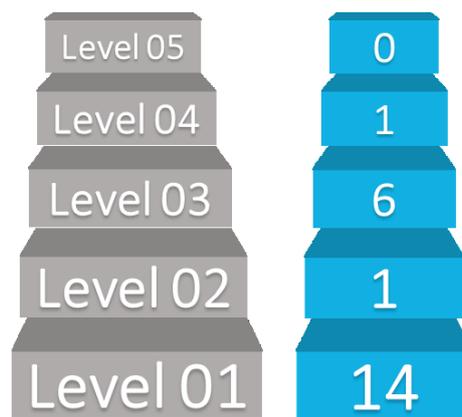
### What is this about?

- 5.5.1. Digital inclusion, or rather, reducing digital exclusion, is about making sure that citizens have the capability to use the internet to do things that benefit them day to day. In this context it refers to where citizens and businesses can access services of the local authority through digital ways.
- 5.5.2. A digital exclusion measure is derived from both digital technology measures (such as broadband speed) and social measures, such as education and health.
- 5.5.3. For a local authority, digital inclusion may also include a set of actions that the local authority is taking to provide access to services where a citizen is unable to do so using digital means.
- 5.5.4. In this section we look at:
  - Digital accessibility scores for each local authority.
  - Approach to decreasing levels of digital exclusion.

### What did we find out in summary?

- 5.5.5. There has been a particular focus on digital inclusion and ensuring that Citizen is enabled, where possible, to do things on the web. This is underpinned by the Welsh Government Digital Inclusion Framework.
- 5.5.6. Digital exclusion in Wales is similar to that in Scotland but higher than that in England. While the local authorities, the Welsh Government and the market are doing what they can to address it, it remains an expensive pressure.
- 5.5.7. In Wales, some areas have high levels of digital exclusion, with some at more moderate levels. Socitm's Assessment of Digital Inclusion maturity is largely influenced by the outcome, as expressed in the Dot everyone data. To normalise it to the five levels of digital maturity, it has simply been categorised as 9 and 8 to level 1 and so on. Figure 12 The number of Welsh local authorities at each level of Digital Inclusion maturity, sets this out.

Figure 12 The number of Welsh local authorities at each level of Digital Inclusion maturity



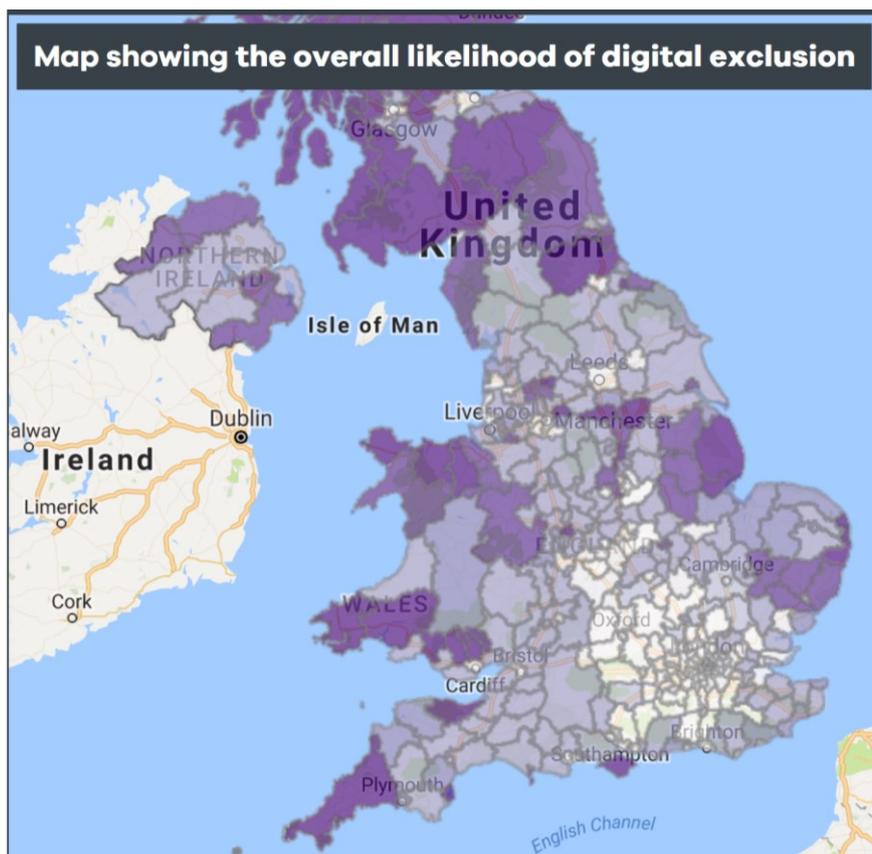
### What does good look like?

5.5.8. The web has transformed almost every aspect of public, private and work life. It has underpinned the UK economy; from changing the way every workplace communicates to creating entire new industries. It is reshaping government through improved public services and improving transparency through open data. However, it is not just about giving web access to our citizens, it is enabling the whole of the UK with the skills, motivation and the trust to do things online and be digitally capable to make the most of the internet. No single local authority or organisation can tackle this alone, this must be done in partnership across all sectors to make it successful. Good local authorities will ensure they are addressing access (through network infrastructure initiatives, as well as making equipment available), skills, motivation and trust to maximise their levels of digital inclusion. They will know where the digital inclusion problem areas are, understand their root cause and be taking measures to address them. They will ensure digital inclusion is not just for their citizens but also for their staff by enabling them to have the right skills and right tools to do their work in the most digitally efficient way.

### What did we find in Welsh local authorities?

5.5.9. Socitm Advisory Ltd references the “Dot everyone” digital exclusion measures and heat maps (<https://doteveryone.org.uk/resources/heatmap/>) - The extent of Digital Exclusion in the UK can be seen in the following heat map from Dot everyone and Go ON UK in Figure 13.

Figure 13 Dot everyone's Digital Exclusion Heat Map



5.5.10. These heatmaps show the likelihood of overall digital exclusion in an area. Digital Exclusion is measured on a scale of 1 - 9 where the higher figure indicates greater likelihood of exclusion.

5.5.11. The Digital Exclusion levels in Wales are as follows in Table 4.

Table 4 Digital Exclusion Levels Across Wales

Local Authority	Digital Exclusion level (Dot everyone assessment)
Blaenau Gwent County Borough Council	9
Bridgend County Borough Council	5
Caerphilly County Borough Council	9
City & County of Cardiff	2
Carmarthenshire County Council	9
Ceredigion County Council	5
Conwy County Borough Council	9
Denbighshire County Council	9
Flintshire County Council	8
Cyngor Gwynedd	8
Isle of Anglesey County Council	9
Merthyr Tydfil County Borough Council	9
Monmouthshire County Council	5
Neath Port Talbot County Borough Council	9
Newport City Council	5
Pembrokeshire County Council	9
Powys County Council	6
Rhondda Cynon Taff CBC	9
City & County of Swansea	5
Torfaen County Borough Council	9
Vale of Glamorgan Council	5
Wrexham County Borough Council	8

Note - Scale of 1-9 where the higher figure indicates a greater likelihood of exclusion.

5.5.12. Digital inclusion features as a strategic ambition in many of the corporate documents. Local authorities know that digital inclusion is a key component of regeneration and a vibrant economic life. Being digitally excluded is also understood to be a major obstacle in the lives of people affected.

5.5.13. Many local authorities provide Wi-Fi and access to computers in public buildings and facilitate digital learning sessions, but digital exclusion remains high across most areas of Wales.

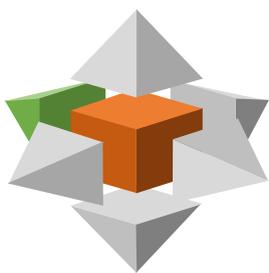
### **What conclusions can we draw from this?**

- 5.5.14. Being digitally capable will make a significant difference to citizens. For individuals this could mean for example reducing their household bills, finding a job, maintaining contact with relatives to combat isolation. This is clearly outlined in the Welsh Government Digital Inclusion strategy.
- 5.5.15. So, while digital exclusion is being addressed in the local authorities and actions are being taken, funding is an issue and the challenges are substantial for most local authorities.
- 5.5.16. Resolving digital exclusion is an expensive ambition, particularly in rural areas where the commercial business case for broadband or mobile phone coverage is weak. Also, where there is financial and social exclusion at the root cause of digital exclusion, there is no simple solution.
- 5.5.17. The existing rollout plans of super-fast broad band “Superfast Cymru” is a critical enabler to the digital agenda. Like other UK Broadband projects there remains an issue with the hard to reach locations and with “take-up”, where the infrastructure is deployed to the pavement hubs, but citizens choose not to procure it for themselves. Further consideration is needed in relation to those areas that will not have super-fast broad band; plans on addressing black spot areas is key.

### **Examples of Welsh local authorities evidencing digital inclusion:**

- 5.5.18. Carmarthenshire has a dedicated officer who works with communities on their Digital Assist programme for citizens.
- 5.5.19. Swansea offer free computer courses to citizens.

## 5.6. Dimension 6: Digital Staff



### What is this about?

5.6.1. Digital staff means how the officer workforce is being developed in order to maximise efficiency through improved digital skills. Specifically, it describes where digital provision of digital improvements are being implemented and used to improve processes, and workflow through different ways of working and through provision of mobile devices.

5.6.2. In this section we look at:

- Flexible and mobile working practices of staff through provision of mobile devices and flexible working arrangements.
- How staff operate a paperless environment and have their working processes, like expense claim processing, joiners and leavers engineered to optimise digital automation.
- Where social media is being used by officers to collaborate and engage with other staff and citizens.
- Do the local authorities have the right level of skills and sufficient capacity to deliver their digital objectives now and in the future.
- How will the local authorities Strategy around Cloud technology impact the local authorities current and future ICT capacity and skills needs.

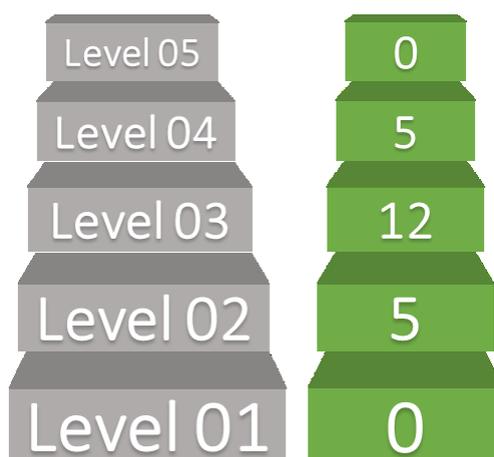
### What did we find in summary?

5.6.3. Digitised workflow is present in the Welsh local authorities, but is not mature. Some local authorities, driven by property asset strategies have deployed highly successful mobile working and paperless environments for their staff.

5.6.4. When asked what their greatest successes have been with digital many local authorities cited agile working, shutting down buildings and providing staff with mobile devices. Others were particularly proud of creating a paperless environment.

- 5.6.5. Several local authorities are either in the process of implementing agile working projects or have done so already<sup>1</sup>.
- 5.6.6. The move to Cloud computing is relatively immature across all of the local authorities with little or no deployment currently, therefore there is still a high level of reliance of internal ICT expertise in maintaining applications and systems.
- 5.6.7. Several have started to work closely with their ICT services to enable delivery of digital projects.
- 5.6.8. A high proportion of the local authorities believe they have sufficient skills and capacity to meet their digital objectives. Several have established their own in house capabilities around service redesign and have appointed internal development teams.
- 5.6.9. Local authorities should consider growing their own talent in this area and perhaps collaborate with other local authorities and partners in establishing a digital skills resource development pool. There was some enthusiasm for a central team of Digital specialists that could be shared between local authorities on an as needed basis. This could be explored further at the proposed digital events (see the recommendations section).
- 5.6.10. Based on this analysis, Socitm Advisory Ltd has assessed the digital maturity of staff processes and new ways of working to as is set out in Figure 14.

*Figure 14 The number of Welsh local authorities at each level of Digital Staff maturity*



<sup>1</sup> Socitm's commission did not include visiting premises to assess the digital experience of officers of the local authority. Most authorities have described their achievements in this aspect of digital which are reported here.

## **What does good look like?**

5.6.11. The skills required to deliver services in a digital world will be different to how they are today. With the introduction of digital help desks/contact centre agents which continually learn these will fundamentally change the way digital services are delivered. The use of social media and big data in predicting trends and customer demands will completely remodel how service delivery is designed and delivered. With Citizens able to provide open and transparent feedback of their experience, digital redesign will become more reactive and responsive than it ever has been. We will see new roles in the future workplace such as Chief Data Officer, Chief Digital Officer, Citizen Experience Designer and Digital Workplace Leader. Workforces are changing and becoming increasingly mobile, the popularity of mobile and flexible working styles will be the norm working towards results orientated work. Workforces will be collaborating using different systems, moving away from the reliance of email and using tools such as Facebook, LinkedIn and WhatsApp. Workforces will be measured and rewarded in different ways. All of which will require different culture, recruitment, resourcing and retention strategy. A Digital Workforce Strategy for local authorities will be required.

## **What did we find in Welsh local authorities?**

- 5.6.12. The automation of staff process, such as submitting expenses, booking holiday or managing an appraisal did not feature highly in the conversations. This is not to say that they do not exist (anecdotal evidence suggests they do) but that the conversations focussed on other aspects of digital in the time available.
- 5.6.13. In corporate strategies, digital for staff is often linked to property utilisation and rationalisation; digitisation of internal staff processes as an ambition rarely features in the strategy documentation.
- 5.6.14. On the Digital Maturity Self Assessments, Socitm Advisory Ltd asks the question, do you agree with the following statement for your organisation: *“All internal transactions are available online, on multiple devices, with complete end-to-end self-service, removing any unnecessary internal management hierarchy of checks. BYOD is mature and secure?”* Of the 20 local authorities that responded to this question, 15 disagreed, three agreed and two were not able to answer.
- 5.6.15. All respondents agreed with the statement that staff in their organisation “will be comfortable with electronic self-service for things like annual leave requests, absence, expenses, purchasing and changing personal details”.

- 5.6.16. Socitm Advisory Ltd expects that most local authorities will have HR processes and related systems licences that allow for more staff digitisation than the council has chosen to implement. There are likely to be good opportunities opportunity for further digitisation of internal processes.
- 5.6.17. When asked if they have enough capacity to deliver your digital requirements, 14 local authorities said they did and eight local authorities said they did not have sufficient capacity. Socitm Advisory Ltd expects that none of them do, if they are to truly reach level five on all of the digital maturity dimensions.
- 5.6.18. Twenty-one of the local authorities expect to move to hybrid model with some services from the cloud and some on premise or in shared data centres. One local authority expects to go 100% to the cloud. Therefore, the existing skills within their ICT services will need to change and adapt as they migrate to cloud technology.
- 5.6.19. However, a number of local authorities appreciate that an increased capacity in digital skills will be required and these will be provided by Suppliers on a short or long term basis.
- 5.6.20. One local authority is actively working with their local University to address digital skills shortage by providing digital work experience to students.
- 5.6.21. Recruitment and retention is a constant issue. Most local authorities with an in-house supply model appoint inexperienced staff with good attitude and an enthusiasm to learn and expect them to stay until they are lured away as they become more experienced.
- 5.6.22. Agile, mobile and deskless working in Welsh local authorities is well established as is set out in Table 5.

*Table 5 Mobile Working Projects Across local authorities*

<b>Mobile working status</b>	<b>Number of local authorities</b>
Not started	2
In Implementation	3
Done and doing more	16
Unknown	1

### **What conclusions can we draw from this?**

- 5.6.23. The Welsh local authorities clearly recognise the need for implementing flexible working for their staff and are endeavouring to provide them with the right tools to do their job most effectively. A high percentage of local authorities have already completed or nearing completion of an agile working programmes.
- 5.6.24. However, there is a lack of evidence of local authorities embedding digital skills into their work force strategies and thinking ahead of the need for digital skills and capabilities in the future.
- 5.6.25. Moving towards cloud technology will change the existing ICT service skills and needs to be addressed as part of a wider workforce strategy.
- 5.6.26. Automation of staff processes like joiners and leavers, expense claims etc, is a big project that will either be on the “too hard” shelf, are be dealt with through systems refresh procurements on a piecemeal basis in many local authorities. Others have sought to address this more corporately and could evidence the benefits for neighbouring local authorities.

### **Examples of Welsh local authorities evidencing good Digital Staff include:**

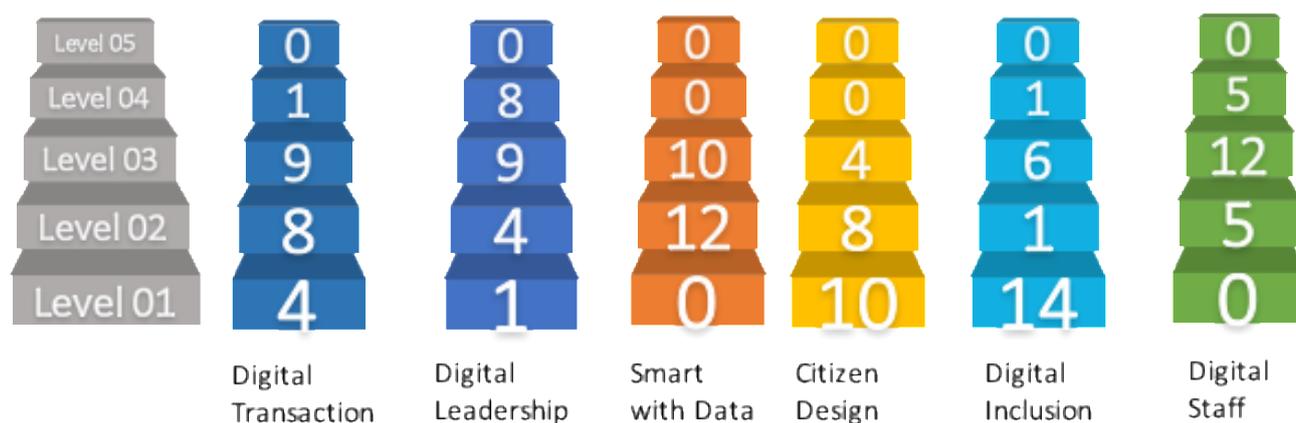
- 5.6.27. Neath Port Talbot and Isle of Anglesey have rolled out Bring Your Own Device (BYOD).
- 5.6.28. Carmarthenshire has deployed agile working for staff. They have worked with Vodafone to establish the current work styles of staff, the current ratios being 70% fixed and 30% flex. They intend to move towards 20% fixed and 80% flex as part of their Agile working programme.

## 6. Conclusions and future digital

### *Welsh local authorities digital maturity summarised*

6.1.1. Figure 15 The number of local authorities at each level of digital maturity. The numbers on each step of the digital maturity ladder represent the number of Welsh local authorities assessed to be at that level of maturity.

*Figure 15 The number of local authorities at each level of digital maturity*



- 6.1.2. Citizen **demand** for digital is growing. As citizens and other visitors become more digitally sophisticated, expectations are rising in relation to how citizens want to interact with service providers. The increasing ubiquity of smartphones and other mobile devices makes it increasingly convenient for citizens to engage digitally with their local authority.
- 6.1.3. There is a very strong **appetite** and buy in from many of the local authorities across Wales to progress the delivery of the digital agenda. There is a common view from this research that the local authorities consider the digital agenda continues to offer transformative approaches to the way local authorities will deliver services in the future. Some local authorities have this embedded in their corporate leadership strategies and are well placed to deliver digital excellence, within their budgetary constraints. Others have digital enthusiasts who are not wholly supported by evidenced strategic documents, who will achieve adequate digital competency. One or two local authorities have a long way to go and may continue to flounder, without digital prioritisation and corporate support.
- 6.1.4. **The benefits** of digital, are understood by the officers interviewed to be centred on cost reduction, customer experience excellence and organisational efficiency, a view shared by Socitm.

- 6.1.5. Overall, the **digital maturity** of the Welsh local authorities is similar to local authorities elsewhere in the UK and in similar countries.
- 6.1.6. In Wales, **no local authority has achieved maximum maturity** on every aspect of digital, much like elsewhere. Some are strong with the digital offer for staff, with automated internal processes, mobile working and paperless offices. Some are strong with the transactional digital offer to citizens. Some are using their data in clever and holistic ways to drive efficiencies and shape the knowledge economy with open data. Some are strong in other ways, but all have scope for continuous improvements.

## 6.2. Priorities and challenges

6.2.1. When asked, the local authorities advised they consider the following to be the top **priorities** in relation to digital:

- New ways of working for staff
- Digital inclusion
- Digital skills across staff, Members and citizens
- Smart data and business intelligence
- On-line citizen account providing secure access and verification
- Citizen orientated redesign
- Moving applications and systems to Cloud computing
- Cashless payments.

6.2.2. Local authorities consider the following to be the most significant **challenges** of digital implementation:

- Digital Exclusion
- Funding
- Partner engagement
- Elected members
- Staff/officers
- Funding
- Other.

## 6.3. Future Digital

- 6.3.1. Digital itself is a never ending story. A local authority that rests on its laurels will drop down the digital maturity ladder as new digital possibilities emerge from a rapidly changing market place, as is illustrated in Figure 16 Digital maturity will never complete

Figure 16 Digital maturity will never complete



- 6.3.2. Traditional web sites have enabled citizens to be channelled to a single point, in order to complete transactions and seek advice and guidance. There will be a need for organisations to improve their ability to predict citizen needs before the citizens ask for them and to maximise customer self-service options.
- 6.3.3. Digital will also have an increasing role in demand management – reducing the demand placed on services. Other than through some traditional channel shift, this has not been evidenced in the Welsh local authorities to date.
- 6.3.4. Welsh local authorities, like others elsewhere, need to think more frequently beyond browsers, applications and process digitisation, to develop more with data and how to use it to add value.

## **7. Recommendations**

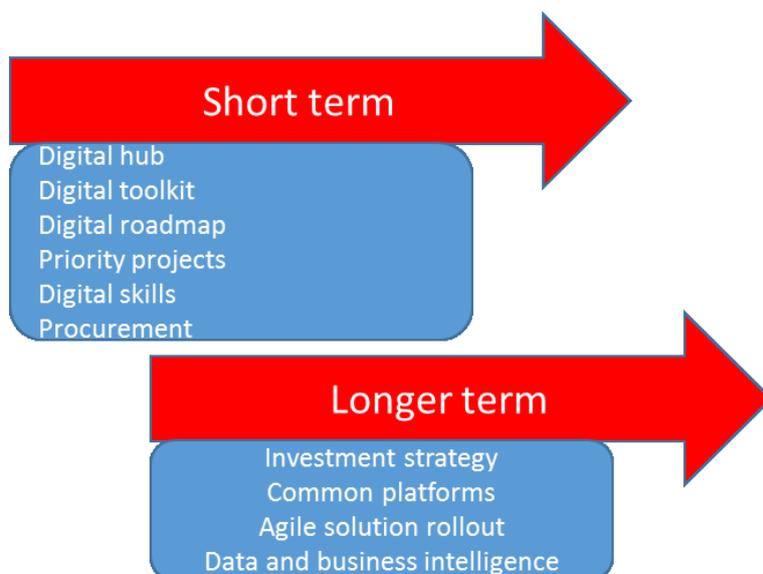
### **7.1. Recommendations for local authorities**

- 7.1.1. Each local authority should review where its digital strengths and weaknesses and ensure it has optimised its digital advantage in plans going forward. Each local authority already has their results from the Digital Maturity self-assessment tool. Each has now also been provided with the narrative from the telephone interview forming part of this research as well a table indicating responses to “closed” questions. The local authorities should use this material and this report to assess its position and potential for digital.
- 7.1.2. There is a strong appetite for collaborating on the digital agenda across all local authorities in relation to sharing ideas, best practices and joining up to address the challenges they face and delivery their common priorities.
- 7.1.3. Local authorities need to set their digital investment priorities to achieve a balanced digital maturity that meet their corporate ambitions. Most local authorities are doing this to an extent already – the DMA self-assessments, interview notes and this report will help to focus digital strategy and activity.
- 7.1.4. Local authorities should advise and inform Welsh Government on which recommendations they are particularly enthusiastic about and consider would provide maximum value.

### **7.2. Recommendations for the Welsh Government**

- 7.2.1. From this research project, there are some clear areas of consideration for the Welsh Government to take forward in order to accelerate the delivery of their digital agenda. These initiatives have been informed by the findings from this research project and include recommendations of Socitm.
- 7.2.2. These are shown in Figure 17. The opportunities for consideration by the Welsh Government are outlined in two timeframes; short term and longer term opportunities.

Figure 17 Short and long term actions



### 7.3. Short term initiatives

- 7.3.1. These are immediate considerations which will make an impact in the short term and inform the longer term thinking around the digital agenda. These short term initiatives will maintain the momentum which this research project has initiated in relation to building on the collaboration and sharing of best practice across the local authorities in Wales.
- 7.3.2. **Digital events** - there was a strong emphasis from most of the authorities for more digital networking and learning events, addressing a CEO and Director audience, as well as Digital leaders and practitioners. These could be held locally within Wales (possibly one in North Wales and one in South Wales) to minimise the travel requirement, which would increase attendance.
- 7.3.3. However, these events should not be exclusively Wales focused; they should be used to inject wider thinking and challenge with speakers from other geographies and sectors as well.
- 7.3.4. **Establishing a Virtual Digital Hub** (an on-line forum for discussion and document sharing) would support more digital networking events. Although it is understood that virtual hubs are available in the Welsh Local Government community, we are advised that they are not currently well used. An active virtual hub forum could be used as the foundation to bring together the local authorities around the digital agenda and establishing joint priorities. The digital hub could be used to provide linkage to the local authorities and partners providing the ability to use digital tools

to develop ideas, share and co-ordinate initiatives. Welsh Government should consider widening the Digital Hub to public sector partners.

7.3.5. **Facilitated collaboration** There is a need to enable greater collaboration across the local authorities in such areas as:

- Shaping the digital strategy for the nation, helping to inform the Digital First strategy.
- Digital toolkit development or adoption of GDS standards.
- Establishing priority projects; smart data solutions, on line account, account verification.
- Digital skills development.

## 7.4. Longer term considerations

7.4.1. The initiatives outlined in the short term will help inform the longer term action plan for the nation's digital agenda.

7.4.2. **More shared systems** Local Government in Wales has had real success with the recent Social Care System rollout so there is momentum to work together further on developing more common platforms to ease the funding pressures of the local authorities.

7.4.3. Each local authority is currently investing in their own digital initiatives. With budgets under pressure and a need for savings an investment strategy would accelerate the delivery of the nation's digital agenda, more common platforms, **joined up procurement activities** would help accelerate the digital agenda across the local authorities.

7.4.4. **Tactical digital solutions** Areas of common platform in the medium term could be the investment in a single tool in the following areas:

- Web chat solutions
- Single email system
- HR, Finance and Payroll systems
- Social media listening and crowd sourcing tool

7.4.5. **Infrastructure and digital inclusion** The existing rollout plans of super-fast broadband "Superfast Cymru" is a critical enabler to the digital agenda. Like other UK Broadband projects there remains an issue with the hard to reach locations and with "take-up", where the infrastructure is deployed to the pavement hubs, but citizens

choose not to procure it for themselves. Further consideration is needed in relation to those areas that will not have super-fast broad band; plans on addressing black spot areas is key.

- 7.4.6. **Digital citizen insights** There is a substantial appetite to deliver collaborative solutions for managing citizen data and delivering citizen insights. Note that it is expected that this “citizen insights” requirement could be understood in more detail, prioritised and developed through the digital leadership networking events and digital hub described above. In essence though, there is a requirement to implement digital tools to help citizens track progress of all their transactions with the local authority. As well as providing a better digital citizen experience, this also can drive better service design. Several Welsh local authorities have considered solutions in this area, but found them too expensive. One has already embarked on a procurement. This requires the citizen to be verified (confirming they are who they say they are) and information to be shared across the many data silos in each local authority. GDS have invited all UK local authorities to join a Local Government pilot of their IDA Verify solution. No local authority volunteered to the pilot, apparently some because of capacity to dedicate to the pilot, some not being aware of it and some wanting to wait for a more mature version of the product.
- 7.4.7. With or without citizen verification, there is a common requirement (largely unfulfilled) for the local authorities to drive significant citizen insights from their data. There is an opportunity to explore this; to manage this with pooled data at a Welsh citizen level, rather than at an Individual local authority level. Such a project could drive down costs and deliver more citizen insights, as many citizens are citizens of more than one local authority. It could also form the basis of a truly valuable repository of open data. While protecting individual citizen anonymity, such open data could inform planning and regeneration both from a public sector and a commercial provider’s perspective.
- 7.4.8. A collaborative approach to citizen insight, driving down cost and ensuring consistency, would be welcomed by most of the local authorities that participated in this research.

## Annex A - Digital Maturity Assessment (DMA) - Self Assessment Questions

**Key**

a) 1	2	3	4	5	6	7
Strongly disagree	Disagree	Mildly disagree	Uncertain	Mildly agree	Agree	Strongly agree

IT Maturity							
You have an effective IT strategy, with a range of digital outcomes identified. The process of IT strategy implementation shows a high-performing even 'world class' IT department, regularly and independently benchmarked. The strategy recognises the importance of business change to drive value from IT investments and the barriers. There is a clearly defined and well-managed IT architecture.	1	2	3	4	5	6	7
Cultural change is underway as a result of new service models using IT, with staff expected to use systems for common activities, especially in finance, HR and procurement. They will be comfortable with electronic self-service for things like annual leave requests, absence, expenses, purchasing and changing personal details.	1	2	3	4	5	6	7
You have an effective IT department and a strong CIO leader, with great ideas and a good IT delivery track record. Programme boards follow Prince and programme methods, to ensure effective allocation of roles and responsibility, with IT projects underpinned by effective and tracked business cases.	1	2	3	4	5	6	7
You have an effective management and reporting of all IT programmes and IT-enabled change, with clear business cases and prioritisation of resources against corporate ambition. All back-office transactions are 'self-service' digital, and individual departments have digital plans of varying levels of maturity.	1	2	3	4	5	6	7
All IT-enabled programmes are consistently judged against time, cost and quality metrics, and 'benefits realisation' is carefully monitored. IT costs are tracked and controlled against industry best practice, and reported transparently. IT performs, by any metric, at the highest level and has adopted modern practices (Agile, ISO and ITIL).	1	2	3	4	5	6	7
The organisation has good or very good IT skills, with appropriate eLearning and training programmes, ensuring that all new technology is rolled out as a managed change. IT literacy amongst staff is high; IT skills are valued (and expected) for all.	1	2	3	4	5	6	7
IT opportunity is embedded in the process of service design and development, looking carefully at IT potential to support new ways of working and engaging with customers. Web services are highly automated, easy to find and easy to use.	1	2	3	4	5	6	7
Single sign-on and web access methods are prioritised and there is an effective 'deep and broad' customer contact service, using modern tools such as 'Live chat', and CRM. Customer choice is prioritised, recognising not everyone can embrace the 'digital world'. 'Digital by default' results in more efficient operating models.	1	2	3	4	5	6	7
You have invested well in IT tools, keeping abreast of trends and developments and judging correctly the right time to exploit them. You are a leader in successfully delivering new technology services such as social media, videoconferencing, single-sign on, identity management and automation.	1	2	3	4	5	6	7
All internal transactions are available on-line, on multiple devices, with complete end-to-end self-service, removing any unnecessary internal management hierarchy of checks. BYOD is mature and secure. Social media is widely and effectively used, with electronic data capture and analytics of customer feedback and engagement.	1	2	3	4	5	6	7

Digital maturity							
You have a digital (not IT) strategy, agreed by the board for all parts of the business. The process of strategy formulation and implementation demonstrates business value. There is a recognition that IT-related costs will increase, along with technology-led entrepreneurial change and innovation. A new risk model for the business as a whole is in place, recognising the reliance on technology for reputation, service, cost and future success.	1	2	3	4	5	6	7
All employees are aware of the impact of 'digital' and the part in the change this implies for them – in what they do and how they do it, in being more accountable and responsible, in operating more swiftly. They know they are responsible for coming up with ideas to improve digital adoption as part of the digital strategy – helping to capture, prioritise and to harness digital opportunity in their day-to-day work.	1	2	3	4	5	6	7
You have a digital leader (aka CDO) and a board-led digital programme, cutting across the whole business, supported by effective operational IT delivery. The digital programme assigns clear digital responsibilities to all board members and is a regular topic for the main board. Long-established working practices, processes and senior management skills are challenged openly and positively.	1	2	3	4	5	6	7
There is an overarching digital roadmap or delivery plan which has a mandate of sovereignty over every service area and department, to deliver a common digital platform, process and working practices. Back office and front office business processes are digitised and boundaries blurred. Delivery is not by 'IT', but by all directors and managers of services, coordinated corporately.	1	2	3	4	5	6	7
Value outcomes from digital change and investment are part of chief officer performance targets and embedded in all service planning. There is no separate annual report of IT, only the effectiveness of IT deployment to transform the business and innovate for financial and service benefit reported by service leads. Assessment of the performance of IT common business platform for digital adoption is considered regularly by the board.	1	2	3	4	5	6	7
Learning and development, including leadership skills, is designed holistically across the business to support fast-track digital adoption – considering employees, suppliers, partners and the public. Employees in particular are comfortable and competent in using digital tools and electronic information in everything they do, wherever they work. This is more than competency in using IT, but in how tools are used to deliver service improvement. a managed change. IT literacy amongst staff is high; IT skills are valued (and expected) for all.	1	2	3	4	5	6	7
'Digital by default' is the norm in service planning, and services are developed to empower service users (customers, suppliers, and employees) and intermediary service providers to use digital methods first and to take control. This means web design starts with the user and encouraging take-up of digital dictates IT policy and practice.	1	2	3	4	5	6	7
Entire 'customer-facing processes' are digitised and personalised, and customer experience is consistent across all channels. Digital services are designed in collaboration with users, as well as across the supply chain and with partners. All users are expected to engage digitally or through intermediaries, and support mechanisms are prioritised to enable this. 'Digital by default' empowers users and is designed for take-up and equality of access, not just for efficiency.	1	2	3	4	5	6	7
You have undertaken a full IT review to consider from the 'bottom up', what will need to change in terms of IT supporting a full move to 'digital' and to create a digital platform for the future – capability, capacity, priorities, governance, development methods, digital design principles, technologies, investments and prioritisation of IT activity. This has fundamentally challenged traditional 'world class' IT delivery. Legacy IT is no longer a barrier to innovation.	1	2	3	4	5	6	7
'Internal only' processes are now made available to customers and suppliers, to increase the level of self-management which clients, suppliers and partners can undertake. In particular suppliers take on new parts of the value chain to reduce any double-handling. 'Big data' is used effectively to drive faster decision-making and service design. E-Books for digital help staff to fully engage with the digital agenda.	1	2	3	4	5	6	7

**Key**

1	2	3	4	5	6	7
A only	Mostly A, a little B	Mostly A, some B	Balanced A and B	Some A, mostly B	A little A, mostly B	B only

Digital balance							
<p>Proposition A: You have an effective IT strategy, with a range of digital outcomes identified. The process of IT strategy implementation shows a high-performing even 'world class' IT department, regularly and independently benchmarked. The strategy recognises the importance of business change to drive value from IT investments and the barriers. There is a clearly defined and well-managed IT architecture.</p> <p>Proposition B: You have a digital (not IT) strategy, agreed by the board for all parts of the business. The process of strategy formulation and implementation demonstrates business value. There is a recognition that IT-related costs will increase, along with technology-led entrepreneurial change and innovation. A new risk model for the business as a whole is in place, recognising the reliance on technology for reputation, service, cost and future success.</p>	1	2	3	4	5	6	7
<p>Proposition A: Cultural change is underway as a result of new service models using IT, with staff expected to use systems for common activities, especially in finance, HR and procurement. They will be comfortable with electronic self-service for things like annual leave requests, absence, expenses, purchasing and changing personal details.</p> <p>Proposition B: All employees are aware of the impact of 'digital' and the part in the change this implies for them – in what they do and how they do it, in being more accountable and responsible, in operating more swiftly. They know they are responsible for coming up with ideas to improve digital adoption as part of the digital strategy – helping to capture, prioritise and to harness digital opportunity in their day-to-day work.</p>	1	2	3	4	5	6	7
<p>Proposition A: You have an effective IT department and a strong CIO leader, with great ideas and a good IT delivery track record. Programme boards follow Prince and programme methods, to ensure effective allocation of roles and responsibility, with IT projects underpinned by effective and tracked business cases.</p> <p>Proposition B: You have a digital leader (aka CDO) and a board-led digital programme, cutting across the whole business, supported by effective operational IT delivery. The digital programme assigns clear digital responsibilities to all board members and is a regular topic for the main board. Long-established working practices, processes and senior management skills are challenged openly and positively.</p>	1	2	3	4	5	6	7
<p>Proposition A: You have an effective management and reporting of all IT programmes and IT-enabled change, with clear business cases and prioritisation of resources against corporate ambition. All back-office transactions are 'self-service' digital, and individual departments have digital plans of varying levels of maturity.</p> <p>Proposition B: There is an overarching digital roadmap or delivery plan which has a mandate of sovereignty over every service area and department, to deliver a common digital platform, process and working practices. Back office and front office business processes are digitised and boundaries blurred. Delivery is not by 'IT', but by all directors and managers of services, coordinated corporately.</p>	1	2	3	4	5	6	7
<p>Proposition A: All IT-enabled programmes are consistently judged against time, cost and quality metrics, and 'benefits realisation' is carefully monitored. IT costs are tracked and controlled against industry best practice, and reported transparently. IT performs, by any metric, at the highest level and has adopted modern practices (Agile, ISO and ITIL).</p> <p>Proposition B: Value outcomes from digital change and investment are part of chief officer performance targets and embedded in all service planning. There is no separate annual report of IT, only the effectiveness of IT deployment to transform the business and innovate for financial and service benefit reported by service leads. Assessment of the performance of IT common business platform for digital adoption is considered regularly by the board.</p>	1	2	3	4	5	6	7

<p>Proposition A: The organisation has good or very good IT skills, with appropriate eLearning and training programmes, ensuring that all new technology is rolled out as a managed change. IT literacy amongst staff is high; IT skills are valued (and expected) for all.</p> <p>Proposition B: Learning and development, including leadership skills, is designed holistically across the business to support fast-track digital adoption – considering employees, suppliers, partners and the public. Employees in particular are comfortable and competent in using digital tools and electronic information in everything they do, wherever they work. This is more than competency in using IT, but in how tools are used to deliver service improvement. A managed change. IT literacy amongst staff is high; IT skills are valued (and expected) for all.</p>	1	2	3	4	5	6	7
<p>Proposition A: IT opportunity is embedded in the process of service design and development, looking carefully at IT potential to support new ways of working and engaging with customers. Web services are highly automated, easy to find and easy to use.</p> <p>Proposition B: 'Digital by default' is the norm in service planning, and services are developed to empower service users (customers, suppliers, and employees) and intermediary service providers to use digital methods first and to take control. This means web design starts with the user and encouraging take-up of digital dictates IT policy and practice.</p>	1	2	3	4	5	6	7
<p>Proposition A: Single sign-on and web access methods are prioritised and there is an effective 'deep and broad' customer contact service, using modern tools such as 'Live chat', and CRM. Customer choice is prioritised, recognising not everyone can embrace the 'digital world'. 'Digital by default' results in more efficient operating models.</p> <p>Proposition B: Entire 'customer-facing processes' are digitised and personalised, and customer experience is consistent across all channels. Digital services are designed in collaboration with users, as well as across the supply chain and with partners. All users are expected to engage digitally or through intermediaries, and support mechanisms are prioritised to enable this. 'Digital by default' empowers users and is designed for take-up and equality of access, not just for efficiency.</p>	1	2	3	4	5	6	7
<p>Proposition A: You have invested well in IT tools, keeping abreast of trends and developments and judging correctly the right time to exploit them. You are a leader in successfully delivering new technology services such as social media, videoconferencing, single-sign on, identity management and automation.</p> <p>Proposition B: You have undertaken a full IT review to consider from the 'bottom up', what will need to change in terms of IT supporting a full move to 'digital' and to create a digital platform for the future – capability, capacity, priorities, governance, development methods, digital design principles, technologies, investments and prioritisation of IT activity. This has fundamentally challenged traditional 'world class' IT delivery. Legacy IT is no longer a barrier to innovation.</p>	1	2	3	4	5	6	7
<p>Proposition A: All internal transactions are available on-line, on multiple devices, with complete end-to-end self-service, removing any unnecessary internal management hierarchy of checks. BYOD is mature and secure. Social media is widely and effectively used, with electronic data capture and analytics of customer feedback and engagement.</p> <p>Proposition B: Internal only' processes are now made available to customers and suppliers, to increase the level of self-management which clients, suppliers and partners can undertake. In particular suppliers take on new parts of the value chain to reduce any double-handling. 'Big data' is used effectively to drive faster decision-making and service design. E-Books for digital help staff to fully engage with the digital agenda.</p>	1	2	3	4	5	6	7

Customer experience			
Are you really committed to the quality of the customer experience as the first principle in any digital strategy?	Yes	No	
Have you set targets for growth in customer satisfaction, reduction in avoidable contact, and shift from traditional to digital channels?	Yes	No	
Have you required each service area to undertake a review of the online customer experience for each of the services they offer, starting with the most used services?	Yes	No	
Have you developed plans for change where the experience of the online service falls short of excellent?	N/A	Yes	No
Do you undertake continuous measurement of customer activity and satisfaction for all services and channels?	Yes	No	
Do you analyse and report performance at the top level of decision-making for the organisation?	Yes	No	

Engagement			
Have you reviewed the potential for new digital tools for customer engagement in all service areas?	Yes	No	
Have you improved the reach and impact of consultation by using digital techniques to engage different audiences and evaluate effectiveness?	Yes	No	
Have you evaluated the effectiveness of different approaches and applied the learning?	Yes	No	
Have you trained those running consultations in skills to identify and use the most appropriate digital tools for each stage of the consultation process?	Yes	No	
Can you demonstrate the effectiveness of communications and engagement with customers, citizens and other stakeholders by adopting a 'digital first'?	Yes	No	
Do you conduct consultations 'in public' by using social media tools to publish and broadcast materials and meetings?	Yes	No	
Do you enable access to social media for all employees?	Yes	No	
Do you publish guidance on its use and training for employees in communications, customer service and front-line roles?	Yes	No	

Ways of working			
Have you introduced online facilities for internal processes on the principle that any work-related activity that an employee might want to use should be available by default online?	Yes	No	
Have you assessed the digital skills of your organisation's workforce?	Yes	No	
Have you developed digital skills across the organisation by developing internal learning programmes on digital, sharing employee experiences, knowledge and best practice?	Yes	No	
Have you encouraged all employees to become at least aware of all the digital tools and techniques that might enhance their jobs?	Yes	No	
Have you developed virtual networks for internal teams and key stakeholders to discuss and share information and ideas?	Yes	No	
Do you encourage employees to use social channels for internal communication and relationship-building, in line with the organisation's social media guidance and policies?	Yes	No	

Service re-design					
Have you ensured an approach whereby existing processes that are to be made digital are reviewed and redesigned?	Yes		No		
Have you prioritised systems to review in a systematic way?	Yes		No		
Have you the right mix of participants in each review, and, in particular, have you enough evidence of the customer's viewpoint?	Yes		No		
If you are migrating customer access to a contact centre, have you taken that opportunity to redesign the contact-handling process with 'digital first' as the starting principle?	N/A	Yes		No	
How carefully are you managing the change programme for all those whose jobs might be threatened? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5

Demand Management					
How well do you manage the demand for any service by understanding avoidable contact? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5
How much do you know about the number of contacts a local resident may make each year about any service across all channels? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5
How far do you build into your service re-design process questions about the volume of enquiries at each stage? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5
How good is your management information about why people use or do not use an online facility for a specific service? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5

Leadership		
If not already in place, have you appointed a suitable digital champion for digital policy and implementation from the top of the organisation?	Yes	No
Have you ensured that appropriate corporate governance is led by this person as well as giving corporate support for digital leaders at lower levels in the organisation?	Yes	No
Have you created an environment where anyone involved in digital activity feels empowered to be a digital leader?	Yes	No

Capability		
Have you defined the digital skillset required for a full commitment to 'digital first'?	Yes	No
Have you re-designated the web team as the digital services team?	Yes	No
Have you used your central web function to develop the broader digital capability to deliver all the organisation's core services online?	Yes	No
Have you avoided the risks of relying on digital experts who are outsourced?	Yes	No
Have you strengthened the expertise in your central web function for writing for the web?	Yes	No

Sharing						
Have you carried out a systematic analysis of topics that might be shared to the benefit of all?	Yes		No			
In particular, have you made full use of the Government Service Design Manual from GDS?	Yes		No			
How well do you ensure that whatever is to be shared can be shown to offer a high-quality customer experience? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5	
How well do you ensure that whatever is to be shared is integrated carefully into the host site? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5	

Agile			
Do you understand the potential benefits of the agile methodology to support digital activity?	Yes		No
Have you developed a training and implementation programme for agile working?	Underway	Yes	No
Have you piloted the new approach and refined the methodology?	Underway	Yes	No
Have you reviewed your current practice against the benchmark from GDS?	Underway	Yes	No

Transparency		
Have you adopted a new, transparent, 'open by default' principle for non-personal data and information?	Yes	No
Do you publish as a matter of routine datasets about spending, assets, etc. on the web?	Yes	No
In contracts with third parties, do you ensure that data generated by systems managing the organisation's activities remains in the organisation's ownership?	Yes	No

Usability		
Have you pruned up to 75% of your web content in the past two years?	Yes	No
Have you pruned up to 75% the number of web authors and editors in the past two years?	Yes	No
Have you developed a standard that will deliver the consistent user experience across all the digital services provided by the organisation and also meet accessibility standards?	Underway	Yes No
Have you developed it in such a way that ensures the buy-in of all those who should use the standard?	Yes	No

System selection		
Have you built into the IT procurement process criteria to cover ease of use by the general public?	Yes	No
Have you ensured that the digital services manager (or web manager) is fully involved in assessing the usability of any bought-in system for the web?	Yes	No
Have you promoted the importance of ease of use of all software that might be procured in the future?	Yes	No

Take-up					
Have you analysed the extent of problems with access to the internet locally and supported local efforts to develop infrastructure?	Yes		No		
Have you supported efforts to help individuals online (e.g. GO ON initiative), ensuring that relevant services are designed for mobile access?	Yes		No		
Have you analysed online usage of different services to understand which customer segments are using online and which are not?	Yes		No		
Have you ensured that online services work well; if they do not, have you plans to redesign them?	Yes	Plans exist	No plans		
Have you developed targeted campaigns for people not using the online option for specific services?	Yes		No		
Have you considered which services might be made available only online?	Yes		No		
Have you consider development of citizen accounts, using key services to drive them (e.g. parking permit renewal in urban areas)?	Yes		No		
Have you ensured that digital service teams work closely with customer service, contact centre and service delivery teams to ensure that the web is promoted to all those with access, and to identify where and why web failures are generating calls?	Yes		No		
Have you assessed how well the organisation's website and mobile apps are being promoted in all interactions with existing and potential online users?	Yes		No		
How much do you learn about the successes of others, and their different approaches? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5

Assisted digital					
Have you firm and reliable data about current users and non-users in your locality, including customer insight such as demographic profiles?	Yes		No		
Have you a workable plan to offer an assisted digital service?	Yes		No		
How well do promote this plan to those who might benefit from it? (On a scale of 1 to 5. 1 = Low, 5 = High)	1	2	3	4	5
Have you incorporated assisted digital services into your main one-stop shops?	Yes		No		
Do you provide a network of internet-enabled public access points, including council premises?	Yes		No		
Do you provide Wi-Fi access points in rural areas with limited broadband coverage?	N/A	Yes	No		

Performance		
Have you introduced a simple and effective dashboard of, say, up to five measures for major services?	Yes	No
Have you considered developing it further into a real-time dashboard as an illustration of digital working in practice?	Yes	No
Are you able to show trends over the past three to five years of the take-up of online services?	Yes	No

## Annex B – Better Connected Scoring

<b>Four Star</b>
<ul style="list-style-type: none"><li>• Tasks: minimum 12 stars in total</li></ul>
<ul style="list-style-type: none"><li>• Tools for accessing content: 3 or 4 stars</li></ul>
<ul style="list-style-type: none"><li>• Mobile: 3 or 4 stars</li></ul>
<ul style="list-style-type: none"><li>• Accessibility: 2 or 3</li></ul>
<b>Three Star</b>
<ul style="list-style-type: none"><li>• Tasks: minimum 9 stars in total</li></ul>
<ul style="list-style-type: none"><li>• Tools for accessing content: 2 or 3 stars</li></ul>
<ul style="list-style-type: none"><li>• Mobile: 2 or 3 stars</li></ul>
<ul style="list-style-type: none"><li>• Accessibility: 0, 1, 2 or 3 (i.e does not count)</li></ul>
<b>Two Star</b>
<ul style="list-style-type: none"><li>• Tasks: minimum 6 stars in total</li></ul>
<ul style="list-style-type: none"><li>• Tools for accessing content: 1, 2 or 3 stars</li></ul>
<ul style="list-style-type: none"><li>• Mobile: 1, 2 or 3 stars</li></ul>
<ul style="list-style-type: none"><li>• Accessibility: 0, 1, 2 or 3 (i.e does not count)</li></ul>
<b>One Star</b>
<ul style="list-style-type: none"><li>• Remaining sites</li><li>• Councils that score 0 on the mobile test drop one star overall unless one star already</li><li>• Councils that score 0 on the accessibility test drop one star overall unless one star already</li></ul>

## Annex C – Interview Framework

### 1) Strategy, plan and priorities - Digital

#### Strategy and Leadership

- Talk through the foundations of your relevant strategy documentation (Transformation Strategy, Digital Strategy and/or IT Strategy). How this links to the Business Plan/Strategy of the Council?
- How is digital transformation initiated, developed and deployed within your organisation?
- Where does the role of Digital Leader sit within your organisation?
- How does your ICT Strategy underpin Culture Change? What interventions have taken place and what are planned?

#### Priorities

- What are the investment plan and key priorities in Digital over the next 3-5 years?
- How do you assess prioritisation of digital initiatives within your organisation? How do you track their benefits realisation?

#### Challenges

- Talk through the challenges and opportunities digital provides – funding, resident take up, staff, partners, Members, local businesses etc.

#### Successes

- What have been your key achievements/successes within Digital over the last few years?
- How is digital take up measured in your organisation?

#### Social Media

- Is your organisation using social media tools to interface with your customers and fulfil service delivery requests or provide advice and guidance?

### 2) Capacity

- Talk through your organisations capacity, skills and expertise for digital transformation. Do you have enough capacity to meet your ambitions?

- Where do you see the challenges and opportunities?
- Sourcing strategy, skills transfer etc. How have you been resourcing to date?
- If you are using external partners, which organisation(s) are you using and is the supplier relationship working well?
- What is the resource strategy and plan over the next 3-5 years?

### 3) Data

- Talk through your approach to data strategy, sharing information internally and externally.
- How can data be used to deliver improved outcomes and reduce the cost to serve?
- What are the challenges in relation to sharing data, data security etc?
- What level of investment have you considered in this area to date and forecast over the next few years?

### 4) Cloud

- To what extent has the organisation embraced cloud already and what are future plans?
- Do you expect your medium to long term position to be 100% in the cloud, a hybrid of on premise and cloud solutions, or 100% on premise?

### 5) Collaboration

- How do you collaborate on the digital agenda with other local authorities, partners, local businesses, within Wales, within the UK and/or overseas?
- Where do you seek advice and guidance into your plans around digital?

- How could this be improved in your view?

6) Second level domains (Gov.wales & llyw.cymru)

- Are you planning, or have you already transitioned away from .gov.uk to Gov.wales & llyw.cymru?
- Any reasons for not doing so?
- Do you identify any areas of collaboration between authorities supported by new domains?

7) Cyber security

- Is Cyber Security reported in your corporate risk assessment?
- Assuming it is, what risk assessment is provided and what is this based on?
- Are there any systems where Welsh Government support could provide additional protection?

8) Other

Is there anything else you think should be highlighted for your organisation's digital journey:

- Cashless council
- Citizen single sign on
- Customer experience
- Engagement
- Service re-design
- Demand management
- Leadership
- Agile
- Usability
- System selection
- Take-up

## Annex D - Twitter Followers by Population Size for Wales

Authority	Twitter followers	Population	Ratio of Twitter followers To Population
Blaenau Gwent County Borough Council	8,000	70,000	9
Bridgend County Borough Council	8,300	140,000	17
Caerphilly County Borough Council	12,600	180,000	14
City & County of Cardiff	70,200	350,000	5
Carmarthenshire County Council	6,400	180,000	28
Ceredigion County Council	5,300	76,000	14
Conwy County Borough Council	8,900	115,000	13
Denbighshire County Council	9,300	94,000	10
Flintshire County Council	12,200	153,000	13
Cyngor Gwynedd	12,800	122,000	10
Isle of Anglesey County Council	8,000	70,000	9
Merthyr Tydfil County Borough Council	6,300	60,000	10
Monmouthshire County Council	14,000	91,000	7
Neath Port Talbot County Borough Council	10,400	140,000	13
Newport City Council	12,600	145,700	12
Pembrokeshire County Council	11,500	122,439	11
Powys County Council	9,200	133,000	14
Rhondda Cynon Taff CBC	11,800	234,000	20
City & County of Swansea	37,700	240,000	6
Torfaen County Borough Council	10,900	91,000	8
Vale of Glamorgan Council	13,900	126,000	9
Wrexham County Borough Council	16,900	135,000	8

## Annex E – Glossary

Acronym/Key word	Definition
Agile	<p>An approach to software development in which requirements and solutions evolve through the collaborative effort of self-organising cross-functional teams.</p> <p>Agile Working is a mobile way of working that enables staff to work from anywhere without having a fixed desk or office.</p>
Avatar	An on-line representation of a person
Better Connected Survey	This is a survey undertaken by Socitm Ltd to assess the utility of all local authority web sites in the UK.
BPR	Business Process Re-engineering
BYOD	Bring Your Own Device. Allowing staff to use a privately owned laptop, phone or other device to access their corporate information systems.
CDO	Chief Digital Officer. A senior officer accountable for digital across the organisation
CIO	Chief Information Officer. A senior officer accountable for information management and generally ICT, across the organisation.
Cloud Computing	Cloud computing is a type of Internet (or other private network based) computing that provides shared computer processing resources and data to computers and other devices on demand.
CRM	citizen Relationship Management
citizen Centric	citizen centric is a way of doing business with your citizen in a manner that provides a positive citizen experience before and after the sale in order to drive repeat business, citizen loyalty and profits. And a citizen-centric company is

	more than a company that offers good service.
citizen segmentation	citizen segmentation is the practice of dividing a citizen base into groups of individuals that are similar in specific ways relevant to marketing, such as age, gender, interests and their preferences around contact.
CESG	<p>CESG (originally Communications-Electronics Security Group) was a group within GCHQ which provided assistance to government departments on their own communications security: CESG was the UK National Technical Authority for information assurance, including cryptography.</p> <p>In 2016, the National Cyber Security Centre was established under GCHQ, but located in London, as the UK's authority on cyber security. It absorbed and replaced the CESG.</p>
Cyber Security	Computer security, also known as cybersecurity or IT security, is the protection of computer systems from the theft or damage to the hardware, software or the information on them, as well as from disruption or misdirection of the services they provide.
Digital	Digital, the use of IT systems in citizen engagement has many meanings in many contexts. For this research exercise, Digital means the facility for citizens and business to engage with an local authority over the internet, as well as for staff and elected members to carry out their responsibilities with new and emerging computer based resources. It also means the ability for businesses and citizens to engage in on-line life with and beyond the local authority.
Digital inclusion	Digital inclusion, or rather, reducing digital exclusion, is about making sure that people have the capability to use the internet to do things that benefit them day to day -

	whether they are individuals or organisations.
Digital Maturity	Digital Maturity Assessment. The Digital Maturity Assessment measures the extent to which local authorities have developed their digital potential.
Digital transformation	Digital transformation is the profound and accelerating transformation of business activities, processes, competencies and models to fully leverage the changes and opportunities of digital technologies and their impact across society in a strategic and prioritized way, with present and future shifts in mind. Delivering citizen excellence, cost reduction and organisational efficiencies.
DMA	Digital Maturity Assessment
DSRO	Digital Services Responsible Officer
GCHQ	The Government Communications Headquarters (GCHQ) is a British intelligence and security organisation responsible for providing signals intelligence (SIGINT) and information assurance to the British government and armed forces.
GDS	Government Digital Services
ICT	Information and communications technology (ICT), including all things computational and computing infrastructure, including telephony.
Online account	An online account is a facility for a citizen to access their details over the internet, usually with a unique user name and a password.
PSN	Public Services Network. A network of networks, joining together public service organisations in the UK. The PSN operates as an assured network service end-to-end, with formal assurance provided by certification of network services under the CESG Assured Service – Telecoms (CAS-T) scheme.

Second level domains	On the World Wide Web's domains describe web addresses (or areas of administrative control on the internet). In the Domain Name System (DNS) hierarchy, a second-level domain (SLD) is a domain that is directly below a top-level domain (TLD). For instance, in example.com, example is the second-level domain of the .com TLD.
SIRO	Senior Information Risk Owner
Smart With Data	Using data in a "clever way" to inform service design that works to the best advantage of citizens and organisational efficiency.
Socitm Ltd	The society for IT and Digital practitioners in the public sector and third sector. A membership organisation providing consultancy, benchmarking, networking and producing research, as wells as advocating to the government in the interests of public sector IT.
Socitm Advisory Ltd	The Consulting arm of Socitm
Vanguard	The Vanguard Method is a proprietary methodology delivered by Vanguard Consulting by service organisations to change from a command and control to a systems approach to the design and management of work.

## Annex F – Second Level Domains

### 1 Second Level Domains

#### 1.1 What is this about?

1.1.1 The Welsh government sought to ascertain local authority awareness of the new second-level domains for the Welsh public sector (.gov.wales and .llyw.cymru), identify whether they intend to transition from .gov.uk and any reasons for not doing so as well as any areas of collaboration between local authorities supported by new domains.

#### 1.2 What did we find out in summary?

1.2.1 Only four of the local authorities are using (.gov.wales and .llyw.cymru). Of the 18 local authorities not yet on these domains, only 2 are planning to use them as outlined in the table below.

**Migration to llyw.cymru domains**

Question	No	Yes
Already on Gov.wales & llyw.cymru?	18	4
Not on Gov.wales & llyw.cymru but planning to?	16	2

#### 1.3 What did we find in Welsh local authorities?

1.3.1 Most local authorities did not see these domains as a priority, did not acknowledge the Citizen benefit and were fearful of the disruption to citizens and the associated costs of marketing and communication.

#### 1.4 What conclusion can we draw from this?

1.4.1 The local authorities that had migrated had not incurred material costs.

1.4.2 Socitm Advisory Ltd observes that if this is a priority for the Welsh Government further communications are necessary with the local authorities.