

<b>Isle of Anglesey County Council</b>	
Report to:	<b>The Executive</b>
Date:	<b>20 February 2024</b>
Subject:	<b>Isle of Anglesey CC Digital Strategic Plan</b>
Portfolio Holder(s):	<b>Councillor Carwyn E. Jones</b>
Head of Service / Director:	<b>Carys Edwards Head of HR Profession and Transformation</b>
Report Author: Tel: E-mail:	<b>Mathew Henshaw, IT Team Manager</b> <a href="mailto:MathewHenshaw@ynysmon.llyw.cymru">MathewHenshaw@ynysmon.llyw.cymru</a> <b>Emrys Bebb, Programme Manager</b> <a href="mailto:emrysbebb@ynysmon.llyw.cymru">emrysbebb@ynysmon.llyw.cymru</a> <b>Rhian Jones, Transformation Business Co-ordinator</b> <a href="mailto:RhianJones2@ynysmon.llyw.cymru">RhianJones2@ynysmon.llyw.cymru</a>
Local Members:	<b>All Elected Members</b>

#### A –Recommendation/s and reason/s

The report presents the Isle of Anglesey CC Digital Strategic Plan for 2024-2029. The Plan provides clear direction and sets out a vision for corporate IT based on our general principles and key priority areas for ICT service delivery.

The previous Strategy, called 'Digital Island', required revision, and updating needed as the Council's Plan for 2023-2028 has now been adopted. Deliberately, there was a delay to the creation of the IT plan to ensure alignment with the Council Plan.

This Strategic Plan provides a corporate direction ,with service plans 'sitting' under this main strategy where necessary. Sub-strategies are developed for significant work streams or programmes for example "Schools Digital Strategy 2022-2024". This Digital Strategy aligns and follows the direction of the Council's other strategies.

An annual operational plan will be created to ensure the implementation, monitoring and review if required of the Strategic Plan itself.

Recommendation:

- **That the Executive Committee approve the draft Digital Strategy.**
- **That the Executive Committee support the principle of an annual operational plan.**

B – What other options did you consider and why did you reject them and/or opt for this option?

Not relevant

C – Why is this a decision for the Executive?

C – Why is this a decision for the Executive?

To approve the Corporate Digital Strategy

Ch – Is this decision consistent with policy approved by the full Council?

Yes

D – Is this decision within the budget approved by the Council?

The decision will not affect the budget approved by the full Council for 2023/24.

Dd – Assessing the potential impact (if relevant):

1	How does this decision impact on our long term needs as an Island?	The Digital Strategic Plan aims to meet corporate IT expectations in terms of supporting and being helpful to the Council to meet requirements and expectations as part of a menu of options on accessing services.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	IT budgets to support an IT Strategic Plan are in place.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	We have contacted and discussed with others about their IT strategic plans e.g. WLGA, other councils across Wales who are part of the SOCITM Cymru group. The Chief Digital Officer for Wales who has provided input and advice.
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	We engaged with the: <ul style="list-style-type: none"><li>• Public from August 17– September 8, 2023</li><li>• Senior officers of the Council</li><li>• Corporate Management Team</li><li>• Business Managers</li></ul> This was done through a variety of methods i.e. questioning, sending the document to them for comment and then incorporating feedback into the Digital Strategic Plan.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	Ensuring that a plan is in place to improve the accessibility of our digital systems for groups that may need to use tools such as screen or high contrast readers to use digital systems.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	It will ensure that all groups have the same access and experience.

Dd – Assessing the potential impact (if relevant):		
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	Ensuring bilingualism of new systems is part of the IT unit's action plan and part of the software suitability assessment process which takes place before acquisition and launch. The scheme is a further commitment to this responsibility.

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Their comments have been incorporated in the document.
2	Finance / Section 151 (mandatory)	The 151 Finance Officer is a member of the LT and any comments he has made have been considered along with those of LT members
3	Legal / Monitoring Officer (mandatory)	The Monitoring Officer is a member of the LT and any comments she has made have been considered along with those of LT members
4	Human Resources (HR)	The Head of HR Profession and Transformation has considered the Digital Strategic Plan and her comments have been incorporated into the Digital Strategic Plan.
5	Property	Not applicable
6	Information Communication Technology (ICT)	Their comments have been incorporated in the document.
7	Procurement	Not applicable
8	Scrutiny	
9	Local Members	Relevant to all Elected Members

F - Appendices:
Appendix A: The Digital Strategic Plan

Ff - Background papers (please contact the author of the Report for any further information):



# Ynys Môn

THE ISLE OF

# Anglesey

## Corporate Digital Strategic Plan 2024-2029

Mae'r ddogfen yma hefyd ar gael yn y Saesneg /

This document is also available in English.



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

[www.anglesey.gov.wales](http://www.anglesey.gov.wales)

# Foreword



Councillor Carwyn  
E. Jones

Portfolio Holder for Corporate  
and Customer Experience



Carys Edwards  
Head of Profession HR and  
Transformation

The word digital and the digital world is now part of all aspects of our everyday lives and is crucial to our prosperity and success. This is why the Isle of Anglesey County Council's Digital Strategic Plan is such a crucial part of the Council's journey in meeting the expectations of its residents.

The Plan set outs our ambition and vision to progress, improve, modernise and simplify our processes through technology whilst recognising that not everyone has the same access to the digital world. This vision reflects our general principles and key priority areas. This is to improve access to services.

Following our recent engagement work with residents, we know that digital issues are important to our communities as part of an inclusive provision. As a Council our digital ambition is key to meeting the strategic aims in the Council Plan (2023-2028) and supporting progress towards meeting national wellbeing goals. Digital innovation is key in terms of supporting and encouraging economic opportunities and building a more prosperous digital society as well as identifying opportunities to contribute towards our climate change targets.

The main aim of the Strategic Plan is to ensure residents and visitors to Anglesey have access to high quality services through a variety of digital and traditional channels. Inclusion and accessibility are the golden threads of this Strategic Plan. Ensuring services are designed with user needs in mind is key and is part of the wider digital agenda in Wales.



# Council Plan 2023-2028

The Council Plan's vision is to:

'Create an Anglesey that is healthy and prosperous where people can thrive.'



[Council Plan 2023-2028](#)

The Council Plan is the key document serving as a focal point for decision-making at all levels; providing a framework to plan and drive forward priorities; shape annual spending; monitor performance and progress.

At its core is our desire to work with Anglesey residents, communities and partners to ensure the best possible services, improve the quality of life for all and create opportunities for future generations.

Its six main objectives reflect the key areas the Council should be focusing its efforts on.

## Our six strategic objectives



The Welsh Language

Increasing opportunities to learn and use the language.



Social Care and Wellbeing

Providing the right support at the right time.



Education

Ensuring an effective provision for today and for future generations.



Housing

Ensuring that everyone has the right to call somewhere home.



Economy

Promoting opportunities to develop the Island's economy.



Climate Change

Responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030.

# The Values in the Council Plan 2023-2028

The Council Plan 2023-28 is underpinned by the organisation's core values, which are used to develop and guide the vision, strategic plans and services.

## Values



**Respect**  
We are respectful and considerate towards others regardless of our differences.



**Collaborate**  
We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.



**Honesty**  
We are committed to high standards of conduct and integrity.



**Champion the Council and the Island**  
We create a sense of pride in working for the Council and present a positive image of the Council and the Island.

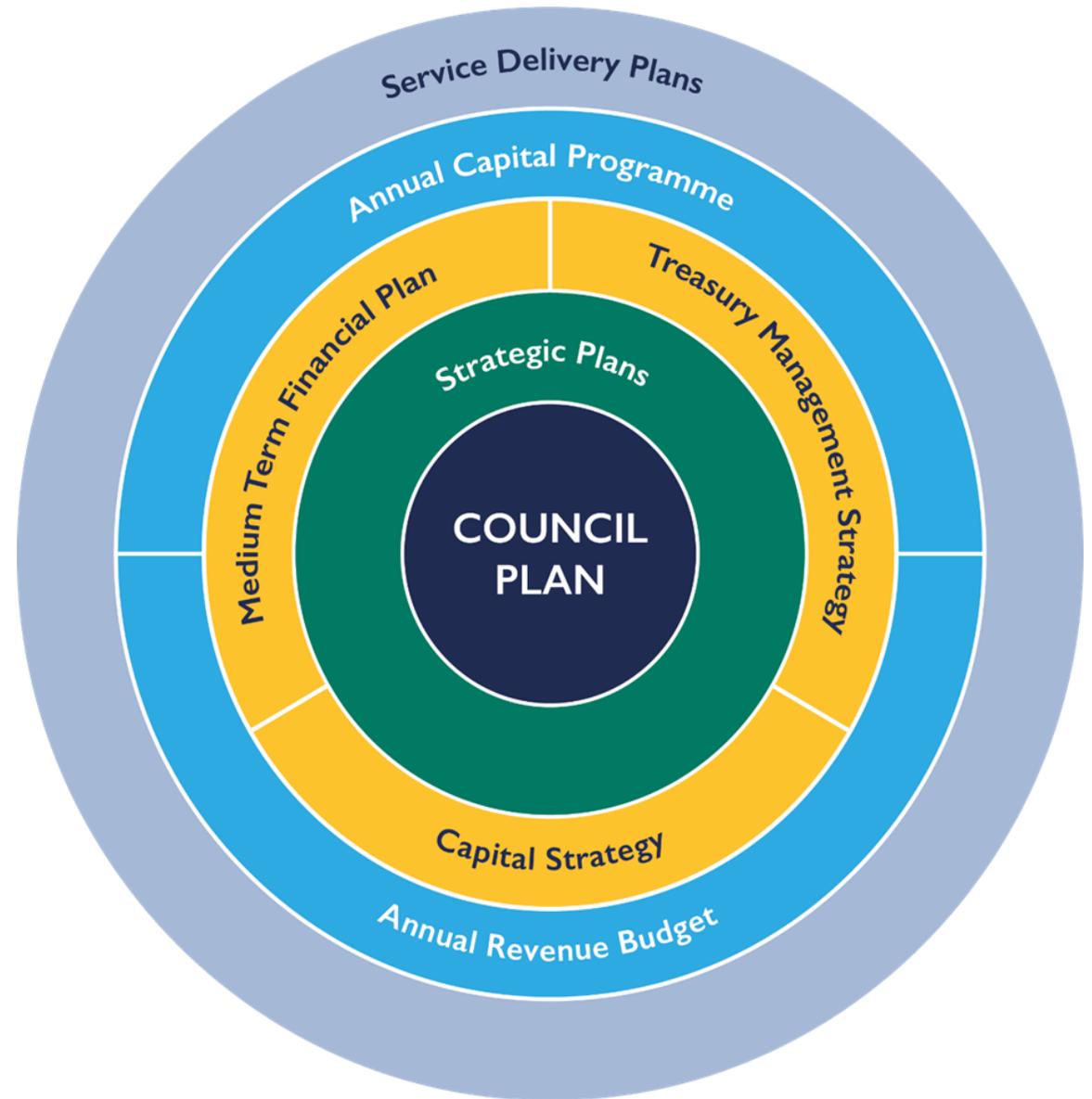


[Council Plan 2023-2028](#)

# The Strategic Circle

Delivering the strategic priority, together with our general principles and key priority areas, sets a clear and ambitious mandate.

We want to ensure that digital technology is integral to the Council's work and that it provides an improved customer experience as a means of accessing services.



# Who is this Strategic Plan for?

2,200 staff in discharging their duties

69,000 residents in supporting access to services

More than a million visitors to Anglesey



## Internal drivers

The internal drivers directly impacting the delivery of the Digital Strategic Plan are services, colleagues, managers and information technology at corporate and service level.

- **Policies and plans and strategies such as**

- The Digital Strategy for Schools

- Towards Net Zero

- Capital Strategy and Treasury Management

- Strategies and Plans - [Link](#)

## External drivers

The external drivers directly influencing the delivery of the Digital Strategic Plan are legislation and the strategies of our external partners on a corporate, regional and wider level.  
**The relevant laws include:**

- **The Well-being of Future Generations Act 2015**

- **Information Management Acts**

- **The Equality Act 2010**

- **The Accessibility Regulations for Public Sector Bodies (Websites and Mobile Applications) 2018.**

# The Digital Landscape of Wales

Isle of Anglesey County Council's Digital Strategic Plan 2024-29 is the local definition of these national Strategic Plans. It strikes a balance between the vision of our national digital leaders and the specific priorities and challenges in providing public services on Anglesey.



Llywodraeth Cymru  
Welsh Government



Welsh  
Government

Welsh Local  
Government  
Association

NHS Wales

Centre for Digital  
Public Services



GIG  
CYMRU  
NHS  
WALES



Canolfan Gwasanaethau  
Cyhoeddus Digidol

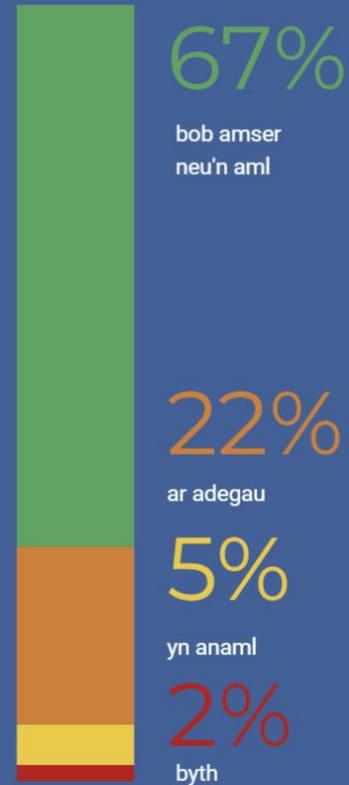
Centre for Digital  
Public Services

This Strategic Plan is part of the wider digital landscape of Wales and considers the vision and Strategic Plans of the bodies working together to improve public services for those living and working in and visiting Wales. The digital ecosystem and leadership will bear fruit as the authority engages more and more with each of the four bodies listed above, ensuring that our plans and our local ambition supports us in achieving and realising our common goals.

# ISIE 01 Anglesey County Council



Defnydd o systemau digidol i gyfathrebu gydag asiantaethau



Prosesau digidol

**78**

o brosesau digidol wedi'u cyhoeddi ar lwyfannau digidol CSYM

Defnydd digidol

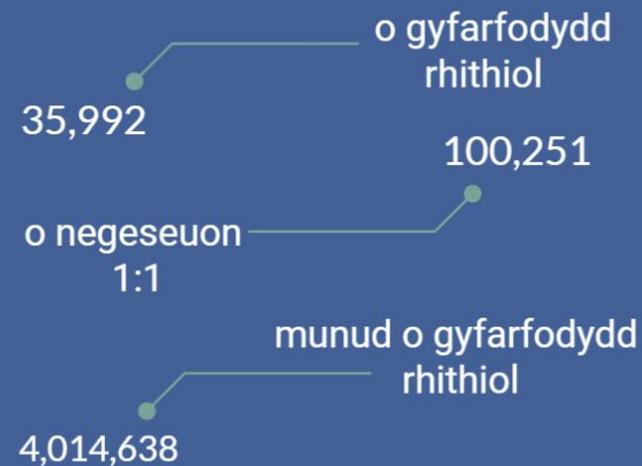
**62,174**

O geisiadau/archebion digidol yn ystod 22-23

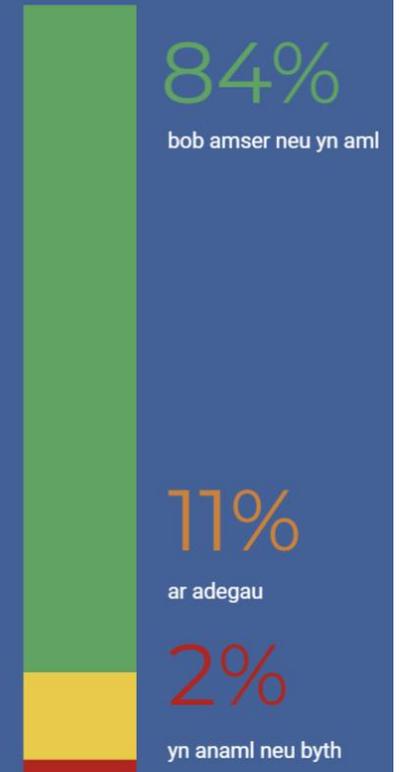
Gwefan CSYM

**342,051**

wedi ymweld â'r wefan



Defnydd o systemau digidol i archebu nwyddau a gwasanaethau



# Key Priority Areas

- Key Priority Area 1 – Digital Customer



- Key Priority Area 2 – Digital Service



- Key Priority Area 3 – Digital Place



- Key Priority Area 4 –  
Collaboration



# Key Priority Area 1 – Digital Customer

## Why is this important?

To ensure that the principles used when designing and delivering digital services are firmly embedded. This can improve experiences and provide better interfaces.

We are committed to designing digital services that are easy to read and use and accessible to all.

To ensure the public can engage with the Council through digital means as much as possible and offer the best possible experience to customers.

## What are we going to do?

- Council services will make greater use of the CRM system
- We will increase awareness regarding the benefits and potential of the ChatBot facility
- With the public we will improve the connectivity of our digital channels
- We will improve accessibility by implementing procedures to ensure that our digital content is accessibility

## How are we going to do this?

- The CRM will become business as usual within each service
- We will extend the ChatBot facility to increase use
- We will investigate the needs of our users through interviews, audits and reviews
- We will publish new and accessible materials and revisit historic documents and interfaces requiring improvements
- We will plan services in line with the principles in this Strategic Plan

# Key Priority Area 2 – Digital Service

## Why is this important?

Providing services to the authority's services users is becoming an increasingly digital task as greater use is being made of digital interfaces.

Developing digital confidence is important. This can be achieved by:

- ensuring the workforce has the necessary digital skills and that they are confident users
- providing suitable and reliable digital equipment
- ensuring that systems are robust and easy to use

## What are we going to do?

- Modernise software
- Move to the cloud
- Create a Roadmap
- Support staff to develop their digital skills by offering training
- Investigate the possibility of using AI within the Council
- We are committed to ensuring that we will bear in mind service processes and system users when procuring and implementing new systems. By operating in this way, we can free up time for staff

## How are we going to do this?

- **Modernise software** by using new and automated technologies
- **Create a Roadmap**  
Agree how we can become a council that is driven by standard data
- **Move to the cloud** rather than using servers
- **Training for Staff**  
Invest in the right equipment for the digital workforce and eliminate repetitive tasks
- **Create technological ecosystems** that are friendly and help staff to succeed and contribute towards recruiting and retaining staff
- **Artificial Intelligence (AI)**  
Introduce automated Technologies that add value

# Key Priority Area 3 – Digital Place

## Why is this important?

To make Anglesey a better place to work, live, learn and visit.

To create a vision that ties in with the digital Wales ambition by working with partners to contribute towards digital projects and programmes that have, and will continue to, impact and benefit our community.

Support digital innovations by creating new outlooks for businesses and the potential of attracting investment and talent in the future.

These innovations will drive improvements in the local digital infrastructure which is crucial to the delivery of this Plan.

## What are we going to do?

We will work with formal projects and programmes through forums and groups

We will support other digital developments relating to connectivity

We will support schools in meeting the expectations of the Digital Strategy for Schools

We will strengthen our cyber security arrangements to develop cyber resilience

We will be audited by external bodies to improve the provision

## How are we going to do this?

### Collaboration

By participating in innovative schemes and proposals by working closely with Menter Môn and the digital ecosystem in M-Sparc and Bangor University and the WLGA Chief Digital Officer

### Cyber Security

By adopting measures to manage threats and protect information and ensure that we have recovery processes

### Audits

By being audited by bodies such as Wales Audit Office

### Digital self-appraisal

By considering a relevant self-appraisal that will add value to the Strategic Plan and our digital aims

# Key Priority Area 4: Collaboration

## Why is this important?

This Strategic Plan is ambitious and will bring about significant changes for service users and the Council's workforce.

There is huge potential for digital technology to transform the way in which we work and provide services, but to achieve this potential, we need to incorporate the priorities and principles of this Strategic Plan across the Council and with external partners.

This includes developing our on-line services and further developing the digital skills of our workforce, developing access to technology and using technology to collaborate with partners.

## What are we going to do?

Communicate and share our vision

Identify opportunities to work digitally with our partners

Ensure that we continue to provide high level services to users

Refine our existing digital channels and introduce new digital channels designed with our citizens in mind

Ensure the Council's values are part of the digital journey

## How are we going to do this?

Attend relevant meetings and events to support this work

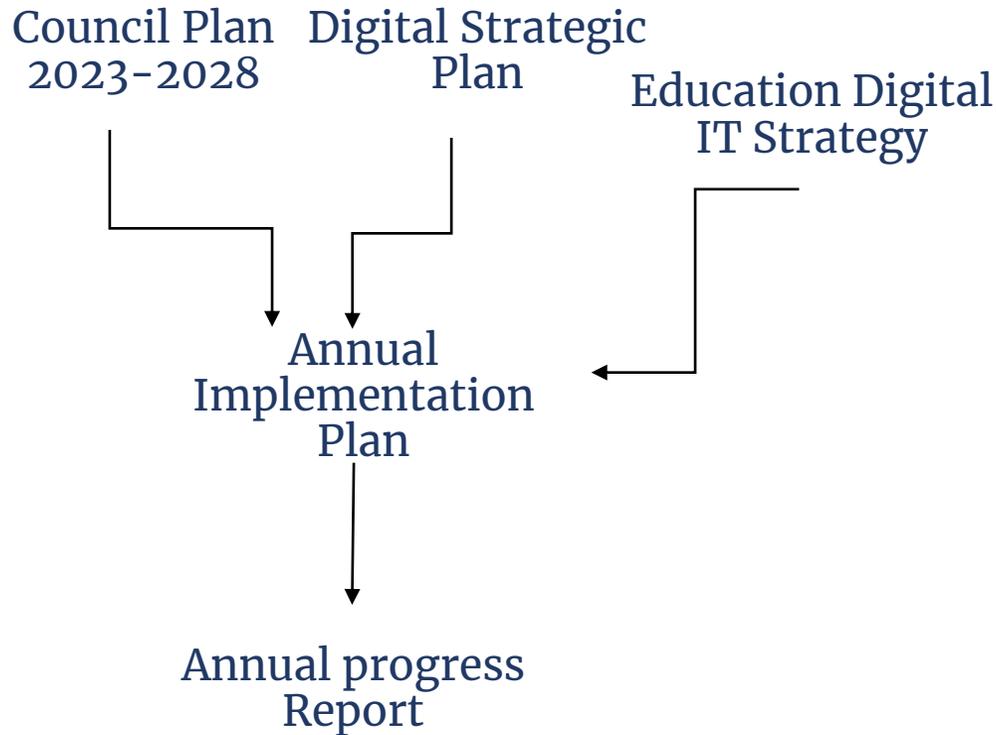
Identify ways of working with and learning from others

Develop new ways of working to ensure the workforce has the necessary skills to support digital developments

Consult and engage in line with Council arrangements when appropriate and for a specific purpose

# Governance: Monitoring and Evaluation

To ensure the strategic plan is realised, we will establish robust governance arrangements. The arrangements will ensure clarity, accountability, coordination and the structure to monitor progress effectively.



An Annual Implementation Plan will be in place and progress will be reviewed each quarter and reports will be produced to summarise the actions, outcomes/impact and highlight successes and issues.

An annual progress report will be produced including a review of the Strategic Plan and we will undertake horizon scanning exercises to ensure developments apply to the strategy's principles and this work will be outlined in the annual implementation plan to ensure we keep an eye on developments.

# Help to deliver

## Why is this important?

The success of digital projects is dependent on several factors and robust and clear processes and procedures helps the Council to succeed.

There will be a collaborative effort across the whole establishment, and we will call on the expertise of officers from each service and get their input.

## What are we going to do?

We will prioritise digital projects by developing an assessment framework that will include factors that are important to the Council and stakeholders

We will ensure projects and digital plans clearly identify the problems that need to be resolved and include success criteria for assessing the results

We will ensure that the financial and human resources required to deliver projects are assessed and considered in full before they begin

## How are we going to do this?

Raise awareness of the Council's priorities by consulting and engaging with stakeholders

Acknowledge the demography of our staff and communities and plan accordingly

Evaluate prospective projects

Learn from historic projects and try and simplify and modernise every time there is change

Design services for our users first

# Resources

## Why is this important?

To be open and honest with stakeholders regarding what we can achieve.

Staffing and financial resources are key in terms of delivery.

To ensure value for money and comply with the Council's governance arrangements and vision.

IT and Business Continuity are key as IT is integral to the Council's work in terms of delivering and implementing.

## What are we going to do?

Prioritise projects based on clear and specific guidelines that will support the main elements of the Council Plan

Comply with legislation and audits

Manage increased external expectations within the framework of the Strategic Plan

Deliver with the resources that are available to us (human resources and Equipment, software and hardware)

Manage risks

## How are we going to do this?

Robust priorities based on clear guidelines

Act on reasonable recommendations following audits

Follow the values in the Council Plan

Review risks

Monitor and reflect on a regular basis

# The risks in delivering the Digital Strategic Plan

Pressures on the Revenue Budget



Scrutinise licences to identify ways of reducing revenue expenditure.

Rising Costs and Interest Rates



Enter into contracts to freeze interest rates and use frameworks and joint procurement opportunities to reduce costs.

Legislative Changes



Consider the impact of any legislative changes when prioritising and arranging digital work.

To deliver the aims of this strategy, having a clear understanding and awareness of the challenges and risks is vitally important. By continually planning and taking action to mitigate against risks we can minimise their impact.

Having to respond to unforeseen events



Review and test business continuity plans and be prepared to re-examine priorities and plans.

Lack of grant funding



Identify alternative methods of funding digital schemes.

Internal capacity to deliver the plan



Identify opportunities to work in partnership and reuse work through national forums.