



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

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# Digital Wales: Delivery Plan

## Delivering a Digital Wales

March 2011

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## Foreword

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In December last year we set out the Welsh Assembly Government's strategy for making Wales a truly digital nation by 2020 - *Delivering a Digital Wales (2010)*. Our vision is that;

- everyone is able to enjoy the benefits of digital technologies;
- everyone is able to acquire the skills necessary to confidently and effectively use digital technologies;
- we have a thriving economy driven by our technology research and development with a flourishing Welsh cultural creativity;
- we have a more convenient and efficient public services with joined-up delivery of education, health and social care;
- we have a first class digital infrastructure with an enhanced mobile phone and wireless coverage across Wales.

*Digital Wales: Delivery Plan* sets out in detail how we intend to achieve our vision. It describes what we are already doing, and what further actions we propose to take over the next few years, in the five key thematic areas of Digital Inclusion, eSkills, Competitiveness, Public Services Transformation and Digital Infrastructure. In doing so, it proposes a co-ordinated and comprehensive approach to ensuring that Wales is positioned to take full advantage of the opportunities offered by the digital age. It will also help us build the solid infrastructure, skills and competitive base which is an essential element of the *Economic Renewal: A New Direction* that we published in July 2010.

We are ambitious for the Welsh economy and society but we need to be realistic about our own role within it. As a Government, we do not have responsibility for all the social and macroeconomic levers that will play a part in achieving our goals. It will require co-ordinated action and support from partners across Wales. We will work constructively with those partners at every stage throughout the delivery of this plan, and will engage in ongoing dialogue with stakeholders at every stage throughout the delivery process.

We will update this Delivery Plan on a regular basis to show the progress we are making towards achieving our vision. Digital technology is extremely fast moving and we expect change and evolution in the contents of this plan as we learn more. We do not expect that we have captured each and every activity but this moves us even closer towards a coherent story on the delivery of a truly digital Wales.

We would welcome your comments and the opportunity for further dialogue as we work towards realising our vision. If you would like to let us have your comments on this Delivery Plan then please send them to: [digitalwales@wales.gsi.gov.uk](mailto:digitalwales@wales.gsi.gov.uk)

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# 1. Introduction

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This Delivery Plan is part of the dialogue that we promised as we strive to be more open and transparent in the development and delivery of our policy aims. It sets out the goals and targets we believe need to be achieved if we are to realise our vision of making Wales a truly digital nation by 2020.

It also brings together the activities that will be delivered by the Welsh Assembly Government in partnership with our stakeholders across the 5 key areas of Digital Inclusion, eSkills, Competitiveness, Public Services Transformation and Digital Infrastructure.

Under each area we have listed a number of specific goals and the activities that are being undertaken to achieve them. There are 21 goals across the 5 Theme areas:

## **Theme 1: Digital Inclusion – An Inclusive, Sustainable and Prosperous Society**

- Goal 1 To work collaboratively to gain a better understanding of digital exclusion.
- Goal 2 To reduce levels of digital exclusion amongst people aged 50 and older.
- Goal 3 To reduce levels of digital exclusion amongst residents of social housing.
- Goal 4 To reduce levels of digital exclusion amongst unemployed and economically inactive.
- Goal 5 To reduce levels of digital exclusion amongst people with disabilities.
- Goal 6 To reduce digital exclusion amongst all adults.

## **Theme 2: eSkills – Skilled and Competent People.**

- Goal 7 To improve the ICT skills of children and young people.
- Goal 8 To improve the ICT skills of adults.
- Goal 9 To make the most appropriate use of digital technologies in the delivery of education, training and support for learners.

## **Theme 3: Competitiveness – A Thriving and Competitive Digital Economy.**

- Goal 10 To support and develop a competitive ICT sector.
- Goal 11 To support and develop a vibrant creative sector.

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- Goal 12 To support sustained investment in research & development in high value-added ICT based products and services.
  - Goal 13 To ensure that all businesses fully adopt and exploit ICT to achieve and maintain a competitive advantage.

#### **Theme 4: Transforming Public Services.**

- Goal 14 To increase the availability and uptake of useful and useable digital public services.
- Goal 15 To design and implement appropriate, secure digital platforms which enable public services to be delivered online.
- Goal 16 To improve the efficiency of ICT services by reducing the procurement, purchase, carbon footprint and ownership/support costs of ICT equipment and services across the public sector.
- Goal 17 To deliver improvements in the delivery of public services through the innovative use of digital technologies.

#### **Theme 5: A First Class Digital Infrastructure**

- Goal 18 To ensure everyone has access to a basic level of broadband.
- Goal 19 To ensure everyone has access to next generation broadband.
- Goal 20 To improve mobile phone coverage across Wales.
- Goal 21 To improve digital radio (DAB) coverage across Wales.

The Delivery Plan also describes the benefits that we believe the actions will realise as well as their timetable and our delivery partners.

Many people and organisations have contributed towards our thinking in producing this plan. The breadth of discussion on the topic reflects the fact that achieving our digital vision will not just be for the Welsh Assembly Government. We know that there is a great deal of excellent work being undertaken across Wales by the private sector, academia, voluntary sector and others. We have not attempted to capture any of this in the current plan, however, our intention is that future versions of this plan will increasingly reflect the work being done by others outside of the Welsh Assembly Government.

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## 2. Digital Inclusion Delivery Plan

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- *we want everyone in Wales to enjoy the benefits of digital technologies;*

Our ambition is for a digitally inclusive, sustainable prosperous society where all citizens are empowered to be able to take advantage of digital technologies to enhance their quality of life.

In 2009, the Welsh Assembly Government decided to develop a strategic response to the high number of adults who were digitally excluded. The Digital Inclusion Framework identified those people who are most likely to be digitally excluded; including older people; those who live in social housing; those with lower socio-economic status; on lower income; the unemployed; the economically inactive and the disabled. It is estimated that they number approximately 785,000 citizens, which is approximately 34% of adults in Wales. There is a recognition that achieving the digital inclusion of people, both as citizens and consumers, is essential to ensure that they can benefit from the rapid pace of technological change.

It is estimated that the 785,000 adults who do not use the internet include 515,000 who are aged 50+ and 155,000 residents of social housing. There are also 120,000 employed and 45,000 unemployed who do not go online. Amongst the 500,000 economically inactive who are digitally excluded, approximately 45,000 are at home/with their family; up to 60,000 are long-term sick or disabled and 390,000 are retired.<sup>1</sup>

In order to maximise the impact and reduce the numbers of citizens who are digitally excluded, the Framework recognised the need for:

- a. aligning policies;
- b. obtaining 'buy-in' from a wide range of stakeholders;
- c. undertaking activities which include:
  - on the ground digital inclusion delivery through community based approaches;
  - engagement through libraries;

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<sup>1</sup> Although the separate categories of target group are treated discretely in the Delivery Plan, it is recognised that some of the target groups may be over-lapping, for example, older people and the economically inactive. Indeed, it is possible that an individual could belong to a number of different groups. Elements of the work will, therefore, be mutually reinforcing.

It should be noted that the population figures are approximations only, based on a sample survey and grossed to the Wales population. In addition, the population figures for 2012 and 2015 are based on the assumption that the total population of adults in Wales remains constant over this period.

- learning through education and lifelong learning, and skills development;
- increased involvement of the private, public and third sectors;
- volunteering;
- extending the range of geographical coverage where support is available.

The Digital Inclusion Framework was formally launched in December 2010. It had been open for consultation through the summer of 2010 and feedback from that consultation was taken into account in this Delivery Plan.

The contribution of the education and lifelong learning elements of digital inclusion are being taken forward within the e-Skills theme of *Digital Wales* and will therefore be included within that chapter.

The undertaking of digital inclusion activity by a wide range of organisations at a UK level, including social marketing, complements the activities of organisations in Wales, and contributes to overall delivery. We will continue to engage with, and exploit, UK/national activities and initiatives that will have a beneficial impact on Wales, such as Silver Surfer's Day, the BBC's First Click campaign and Race Online.

Our strategic approach is to get organisations to embrace digital inclusion, so that it becomes part of their policy and practice. Once that is done we will then focus on the next group of target organisations.

This is a rapidly-changing area, and the Delivery Plan will need to keep evolving as issues and technologies change.

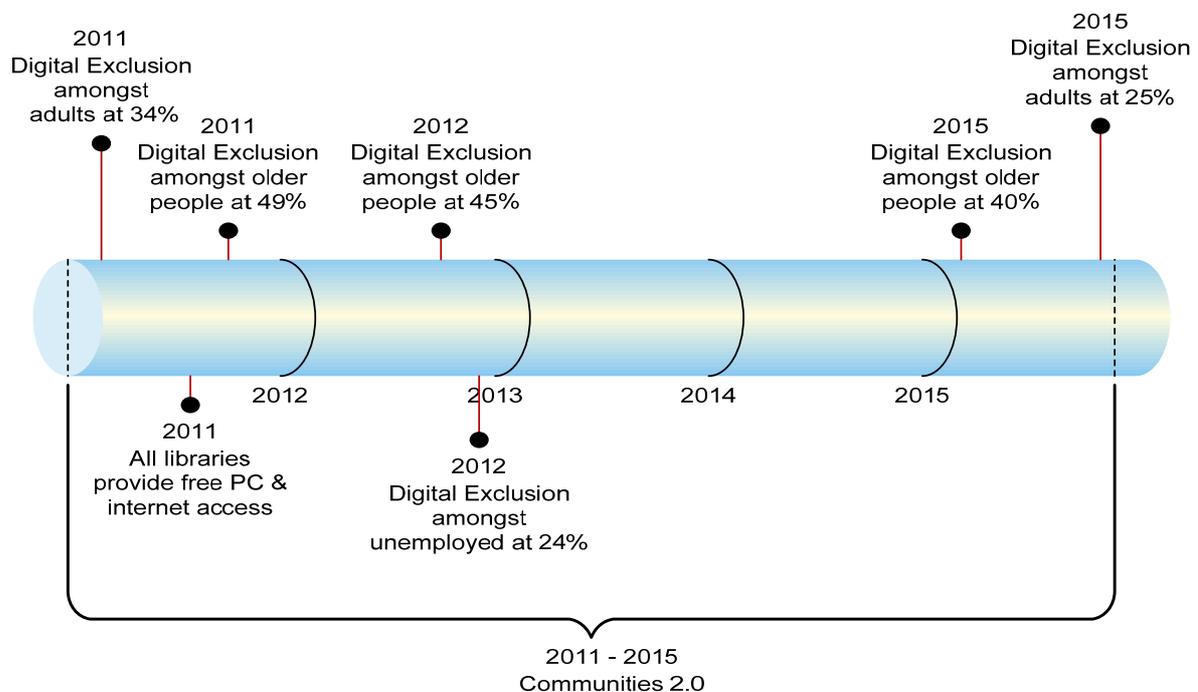


Fig. 1 Digital Inclusion Timeline

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## Targets:

- i. To reduce levels of digital exclusion amongst adults from 34% (785,000) in 2010 to 30% (692,000) by 2012 and to 25% (577,000) by 2015.
- ii. To reduce digital exclusion amongst people aged 50 and older from 49% (515,000) in 2010 to 45% (473,000) by 2012 and to 40% (421,000) by 2015.
- iii. To reduce digital exclusion amongst residents of social housing from 41% (155,000) in 2010 to 35% (132,000) by 2012 and to 30% (113,000) by 2015.
- iv. To reduce digital exclusion amongst the employed, unemployed and economically inactive:
  - employed from 12% (120,000) in 2010 to 10% (100,000) by 2012 and to 8% (80,000) by 2015;
  - unemployed from 27% (45,000) in 2010 to 24% (40,000) by 2012 and to 20% (33,000) by 2015;
  - economically inactive from 49% (500,000) in 2010 to 45% (460,000) by 2012 and to 40% (408,000) by 2015.
- v. To reduce digital exclusion amongst people with disabilities.

<b>Goal 1</b>	<b>To work collaboratively to gain a better understanding of digital exclusion.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"><li>• We will <b>establish a stakeholder group</b> by the Spring of 2011 in order to bring on board partners across the private, public and voluntary sectors and to provide strategic leadership.</li><li>• We will <b>build third sector alliances</b> to support the digital inclusion agenda. This will include helping organisations and social enterprises to exploit ICT opportunities, developing case studies and establishing a resources bank.</li><li>• We will <b>build a volunteering base</b> to support digital inclusion activities. This will include identifying existing volunteering organisations and developing quality assurance training frameworks. We will also launch a pilot initiative to recruit, support and train volunteers.</li><li>• We will <b>build private sector alliances</b> to support the digital inclusion agenda. This will include working with industry organisations such as the Federation for Small Businesses (FSB), Confederation of British Industry (CBI), Business in the Community (BITC) and holding events to bring together stakeholders working on digital inclusion issues from a private sector perspective.</li></ul>	

<ul style="list-style-type: none"> <li>• We will <b>ensure that policy and best practice is aligned</b> across the public sector. For example, we will explore a higher education initiative in which digital inclusion is integral and carry out a bespoke study on the relationship between people who are digitally excluded and those who lack basic skills.</li> <li>• We will <b>gain a better understanding of the issues</b> that contribute to digital exclusion by obtaining robust data and research on digital exclusion in Wales.</li> </ul>
<p><b>Benefits</b></p>
<ul style="list-style-type: none"> <li>• Increased number of organisations adopting a digital inclusion approach in Wales.</li> <li>• Reduced digital exclusion amongst adults in Wales.</li> <li>• Government policy informed by better evidence and projects targeted to address specific needs.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2015</p>
<p><b>Delivery Partners</b></p>
<p>Communities 2.0, CyMAL: Museums Archives and Libraries Wales, Private and Third sector organisations, Public Libraries.</p>

<p><b>Goal 2</b></p>	<p><b>To reduce levels of digital exclusion amongst people aged 50 and older.</b></p>
<p><b>Key activities</b></p>	
<ul style="list-style-type: none"> <li>• We will <b>carry out an audit of the organisations and networks</b> involved in delivering support to older people in order to identify and bring on board delivery partners and key support agencies, such as older people's organisations and networks; Care and Repair Cymru, Womens Royal Voluntary Service (WRVS), Public Libraries, National Institute of Adult Continuing Education (NIACE) and BBC Learning campaigns (First Click).</li> <li>• We will carry out a <b>pilot initiative to train Care and Repair Cymru outreach workers</b>, prior to extension to other Care and Repair agencies. This will support their staff and volunteers to deliver community based outreach activities including attitudinal awareness, skills development and online safety issues.</li> <li>• We will develop support initiatives based on an <b>age related analysis of appropriate activities</b> for older people from 50+ to 85+.</li> </ul>	

<b>Benefits</b>
<ul style="list-style-type: none"> <li>• Reduced level of digital exclusion amongst adults in Wales.</li> <li>• Reduced level of digital exclusion amongst older people in Wales.</li> <li>• Increased number of organisations which can engage with and deliver digital inclusion programmes for older people.</li> <li>• Older people in Wales have the ability and understanding to make the most effective and appropriate use of ICT to enhance their quality of life.</li> </ul>
<b>Goal Timescale</b>
2011 to 2015
<b>Delivery Partners</b>
Communities 2.0, CyMAL: Museums Archives and Libraries Wales, Third sector organisations including Care and Repair Cymru, WRVS, NIACE and Public Libraries.

<b>Goal 3</b>	<b>To reduce levels of digital exclusion amongst residents of social housing in Wales.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will <b>develop a programme of initiatives with 7 housing associations and local authorities</b> aimed at supporting their staff and/or tenants to deliver digital inclusion activity.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Reduced level of digital exclusion amongst adults in Wales.</li> <li>• Reduced level of digital exclusion amongst residents of social housing in Wales.</li> <li>• Increased ICT knowledge and skills of housing association staff.</li> <li>• Residents of social housing in Wales have the ability and understanding to make the most effective use of ICT to enhance their quality of life.</li> </ul>	
<b>Goal Timescale</b>	
2011 to 2015	
<b>Delivery Partners</b>	
Communities 2.0, Housing Associations, Private and Third sector organisations, Local Authorities.	

<b>Goal 4</b>	<b>To reduce levels of digital exclusion amongst unemployed and economically inactive.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will <b>ensure an alignment of policy and practice</b> between Job Centre Plus (JC+), Working Links, Wales Council for Voluntary Action (WCVA), public libraries and other key partners.</li> <li>• We will <b>analyse the potential for establishing a referral and training system</b> within a common operational understanding.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Reduced level of digital exclusion amongst adults in Wales.</li> <li>• Reduced level of digital exclusion amongst the unemployed and economically inactive in Wales.</li> <li>• Digital Inclusion is embedded into Skills for Work initiatives.</li> <li>• The unemployed and economically inactive in Wales have the ability and understanding to make the most effective use of ICT to enhance their quality of life, improve their life skills to access job opportunities and to develop skills that allow them to enter to job market.</li> </ul>	
<b>Goal Timescale</b>	
2011 to 2015	
<b>Delivery Partners</b>	
Communities 2.0, CyMAL: Museums Archives and Libraries Wales, Third Sector organisations, NIACE, Public Libraries, Job Centre Plus, Department for Work and Pensions, Working Links, WCVA.	

<b>Goal 5</b>	<b>To reduce levels of digital exclusion amongst people with disabilities.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will carry out a <b>pilot initiative with the Royal National Institute for the Blind (RNIB)</b> to help partially sighted older people living in social housing to use the internet.</li> <li>• We will work with disability organisations including the Shaw Trust, RNIB, Abilitynet, Share the Vision and public libraries to identify necessary interventions and to establish a <b>single initiative in support of people with disabilities</b> and gather robust data on the key issues.</li> <li>• We will maintain our commitment, made in the Welsh Public Library Standards 2011-2014, for the <b>provision of accessibility resources in our libraries for people with disabilities</b>. For example many of our libraries</li> </ul>	

<p>have made screen reader and magnification software available for partially sighted people or have provided assistive keyboards, digital visualizers and Braille software.</p>
<p><b>Benefits</b></p>
<ul style="list-style-type: none"> <li>• Reduced level of digital exclusion amongst adults in Wales.</li> <li>• Reduced levels of digital exclusion amongst people with disabilities in Wales.</li> <li>• People with disabilities are able to make the most effective use of ICT to improve their quality of life and give them equality of access to opportunities.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2015</p>
<p><b>Delivery Partners</b></p>
<p>Communities 2.0, CyMAL: Museums Archives and Libraries Wales, Third sector organisations including Shaw Trust, RNIB and Abilitynet, Share the Vision and Public Libraries.</p>

<p><b>Goal 6</b></p>	<p><b>To reduce levels of digital exclusion amongst all adults.</b></p>
<p><b>Key activities</b></p>	
<ul style="list-style-type: none"> <li>• We will provide <b>free access to over 2,600 computers with Internet access</b> in around 320 public library service points across Wales.</li> <li>• We will provide <b>free informal ICT taster sessions</b> in all 22 public library authorities.</li> <li>• We will <b>increase opportunities for adults to progress to formal ICT sessions, leading to accreditation</b> in public libraries, including signposting to progression routes by other providers.</li> <li>• We will increase capacity in the museum, archive and library sector to provide <b>subject based learning sessions through ICT</b>, for example Community Archives, Digital Storytelling and Digital Content Creation.</li> <li>• We will <b>develop people’s digital skills through content creation</b> projects such as the People’s Collection Wales website and make more content available to the public free of charge in order to attract people to use online resources. For example the National Library of Wales is digitising early newspapers and magazines from Wales and will make this available online.</li> <li>• We will increase capacity in libraries to <b>support information literacy and digital literacy.</b></li> </ul>	

<ul style="list-style-type: none"> <li>• We will carry out <b>extensive social marketing activities</b> to encourage digitally excluded citizens to start using the internet. Some campaigns will be undertaken across the UK by organisations such as the BBC.</li> <li>• We will <b>work in partnership with WISE KIDS</b> to develop staff training, user skills and parent/carer skills.</li> <li>• We will <b>develop the ICT skills of staff</b> working in the museum, archive and library sector to enable them to support learners. This will include annual funding allowing library staff to take ICTL / Foundation Degree courses.</li> </ul>
<p><b>Benefits</b></p>
<ul style="list-style-type: none"> <li>• Increased number of adults with access to and the skills to make the most effective use of ICT technologies.</li> <li>• Increased number of hours computer use per annum by the public in libraries.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2015</p>
<p><b>Delivery Partners</b></p>
<p>Local Authorities, Communities 2.0, CyMAL: Museums Archives and Libraries Wales, Public, Private and Third sector organisations, Public Libraries, WISE KIDS.</p>

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### 3. e-Skills Delivery Plan

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- *we want children and adults to be able to acquire the skills necessary to confidently and effectively use digital technologies;*

Our ambition is for ICT skills to be part of all our children's education and that we use technology to improve teaching methods and learning. Beyond schools, including those community venues where children and young people access ICT and / or make use of digital educational resources, such as libraries, museums and archives. We will train people to ensure that we have the appropriate ICT skills and specialist ICT skills for industry.

Widespread digital literacy and the development of a workforce which can offer a broad range of high quality "e-skills" is critical to the success of Digital Wales.

It has been said that, through the advent of ICT, children and young people have finally found a language of their own. It is well recognised that children and young people have embraced the new technologies with an enthusiasm and fluency that is envied by many adults. As educators, this presents us with challenges as we seek to turn engagement with technology into engagement with learning. As parents and carers, we want to ensure that our children are safe and responsible online.

We also recognise that ICT skills are important for learners of all ages. We must ensure that all citizens have the opportunity to acquire the essential ICT skills that will enable them to use services and support, which are delivered online; to participate in adult and community learning; and to contribute to economic growth and wellbeing. This includes development of the advanced ICT skills, which are necessary for high value sectors such as Life Sciences, Financial & Professional Services, Advanced Material & Manufacturing, Energy & Environment and the Creative Industries.

Delivering better education and training also means ensuring that the practitioners who work with learners have the resources, confidence and skills to work with ICT and understand the fundamental role which ICT can play in extending access to learning, enhancing the quality of learning experiences and supporting assessment – as well as in supporting their own professional development and the development of professional communities.

Education and training providers require a robust ICT infrastructure so that the technology can be used effectively in teaching and learning and so that all learners can be given the opportunity to develop and apply ICT skills. In return, schools and colleges have a useful role to play in providing community access to ICT and

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in supporting family and community learning activities that help people develop their ICT skills and learn how to use the Internet safely.

There are opportunities for using technology to deliver efficiencies and innovation in education and training and for extending access to learning both within and beyond institutions. The education and training sectors support the development of e-skills and benefit from them in terms of good practice, innovation and research.

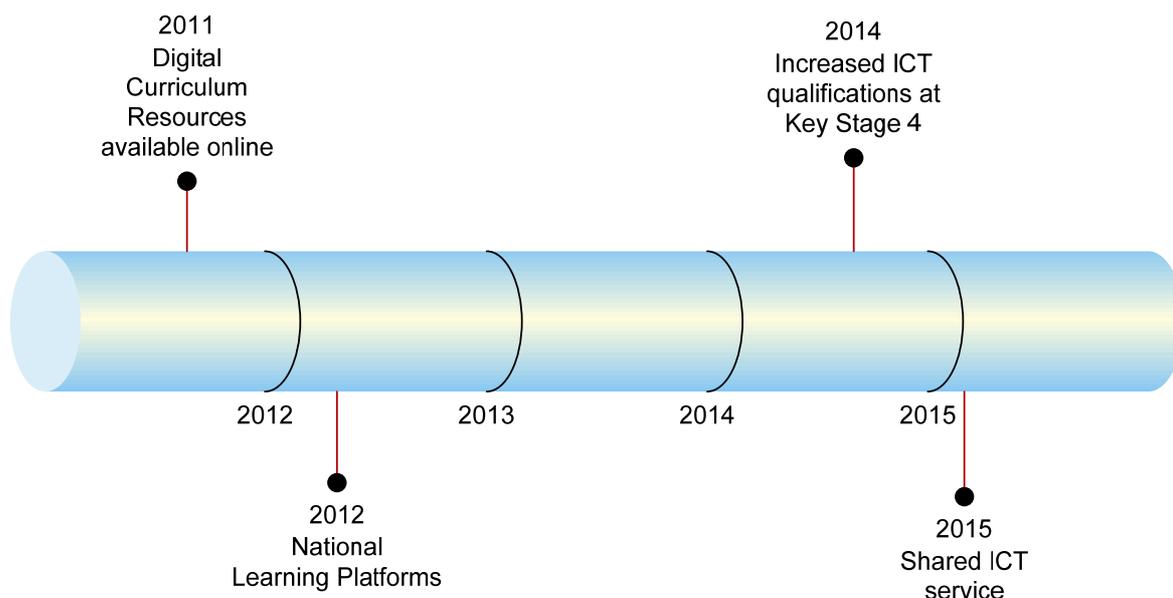


Fig. 2 e-Skills Timeline

### Targets:

- i. 100% of pupils aged 14 to 16 are entitled to have their ICT skills recognised in a formally accredited qualification.
- ii. National standard for 21<sup>st</sup> Century schools defined by July 2011.
- iii. Monitoring of the numbers of learners in Wales attaining accredited ICT qualifications at levels 1, 2, 3 and 4.
- iv. Agreed approach to implementing a nationally coordinated approach to learning platforms by 2012.
- v. Increased percentage of education funding is spent directly with learners.

<b>Goal 7</b>	<b>To improve the ICT skills of children and young people.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will develop a <b>national standard for schools</b>, including ICT, as part of our definition of a 21<sup>st</sup> Century School, which will inform capital investment through the 21<sup>st</sup> Century Schools programme and provide a clear aspirational benchmark for all schools.</li> <li>• We will <b>assess the effectiveness of the new GSCE ICT specifications</b>, which were introduced in September 2010, in order to increase the focus on skills and offer scope for use of innovative content and approaches in teaching and learning.</li> <li>• We will monitor the implementation and success of the entitlement for all learners aged 14 to 16, which was introduced in September 2010, so that they could all have the opportunity for their <b>ICT achievements to be recognised by an accredited qualification</b>.</li> <li>• We will monitor implementation of the <b>Skills Framework for learners aged 3 to 19</b>, which include ICT, in order to examine how successfully it has been implemented and assess its impact on teaching and learning.</li> <li>• We will assess the lessons learned from the <b>One Wales Laptops pilot</b>, which aimed to break down barriers to learning by providing laptops for up to 1200 primary school children in disadvantaged communities.</li> <li>• We will develop proposals for embedding the use of ICT into teaching and learning throughout schools through a <b>nationally coordinated approach to learning platforms</b> from 2012.</li> <li>• We will provide <b>access to high quality digital content in Welsh and English</b> to support teaching and learning for all learners aged 3 to 19 and promote cultural inclusion, with key priorities set out in a content development plan for 2012-2015. The content plan will also address opportunities for supporting the development of the <b>commercial software development industry in Wales</b> and for creating <b>Intellectual Property</b>.</li> <li>• We will work with museums, archives and libraries to provide digital content and skills through the <b>People's Collection Wales</b> programme.</li> <li>• We will, in line with the 20 Point Plan for education in Wales, review the ICT elements which should be included in a <b>two year programme for initial teacher training</b>.</li> <li>• We will develop proposals for an <b>innovative teachers programme</b> that builds on the success of activities supported through NGfL Cymru, JISC and the Microsoft Partners in Learning initiative.</li> <li>• We will promote the <b>online delivery of education and training activities, including continuing professional development for teachers</b>, using</li> </ul>	

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technologies such as videoconferencing and live classroom software.

- We will publish **guidance for schools on safe and appropriate use of the Internet** and provide curriculum resources to support e-safety teaching in schools with an increased focus on younger users of the Internet, during 2011-2012.
- We will **promote safe and appropriate use of the Internet to all children, parents and adults who work with children.**

### **Benefits**

- All children and young people have access to high quality ICT facilities in schools that meet national standards and support their learning.
- Equality of access to ICT and a more engaging curriculum leads to improved learner outcomes overall including higher standards of literacy and numeracy.
- Increased number of young people achieving accredited ICT qualifications at levels 1, 2, 3 and 4.
- Increased number of learners entering courses leading to advanced qualifications in ICT-related subjects.
- Increased numbers of schools obtaining ICT Mark accreditation.
- Increased opportunities for learners from disadvantaged backgrounds and learners with additional needs to take part in learning, to learn in the way which most suits them and at a pace which is most appropriate to their needs, and therefore to achieve their full potential.
- A more inclusive education, providing access to tools, activities and resources for learners with additional needs, for Welsh medium learners and for learners whose first language is not English or Welsh.
- Increased knowledge and understanding for school pupils, staff and parents/carers of school policy on the use of ICT, and what to do if something goes wrong.
- Use of online learning platforms contributes to resilience planning for schools in the event of adverse weather and conditions, and provides access to learning for children and young people who are unable to attend school.

### **Goal Timescale**

2011 to 2012

### **Delivery Partners**

Local Authorities, schools, 14-19 learning partnerships, school and practitioner representatives, parent and governor representatives, ICT suppliers, children and young people, CyMAL: Museums Archives and Libraries Wales.

<b>Goal 8</b>	<b>To improve the ICT skills of adults.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will help people get online in different environments by supporting <b>access to school ICT facilities</b> for out of hours and adult and community learning activities.</li> <li>• We will publish case studies and guidance, based on lessons learned in the One Wales Laptops pilot, for schools to support <b>ICT skills for parents/carers through family learning</b>.</li> <li>• We have set up <b>ICT learning centres</b> in community venues such as libraries and youth clubs to provide free computer and Internet access and support <b>formal and informal teaching of ICT skills</b>.</li> <li>• We have ensured that ICT skills for lifelong learners are embedded into the <b>Credit and Qualifications Framework for Wales</b>, from September 2010.</li> <li>• We will develop proposals for new approaches to <b>assessing the extent and quality of ICT skills</b> within the Welsh workforce.</li> <li>• We will develop proposals for extending access to <b>online learning resources and activities for people who are learning in the community, at home or in the workplace</b>, linked to the development of a nationally coordinated approach to learning platforms.</li> <li>• We will review the role of the JISC Regional Support Centre in providing <b>e-learning support for further education</b> and other post-16 education and training providers in Wales, taking account of the wider UK review of the JISC portfolio, which will be conducted in 2011-2012.</li> <li>• We will <b>build support for digital skills</b> into the Sector Priorities Fund being developed for post 16 funding.</li> <li>• We have included the assessment of <b>“Competence with Technologies”</b> in the invitation to tender for the 2011-2015 Work Based Learning programme, and will incorporate this into the formal programme specification once fully developed and costed.</li> <li>• We will continue to require organisations developing <b>Apprenticeship or Higher Apprenticeship Frameworks</b> to consider whether ICT (Essential Skills) should be a requirement of each Framework.</li> <li>• We will work with the Sector Skills Council to support implementation of the <b>eSkills Action plan for Wales</b> and identify the benefits of establishing a <b>Future eSkills Group</b>.</li> <li>• We will develop a <b>Wales action plan for ICT skills in the creative industry</b> working in partnership with Skillset and Creative and Cultural Skills (the Sector Skills Councils for the creative industries).</li> </ul>	

- We will introduce the **eSkills UK** internships in Wales.
- We will explore the potential for extending the **Computer Clubs for Girls** project developed with the University of Glamorgan to a wider range of Higher Education (HE) institutions.
- We will promote the launch, in September 2011, of the **IT Management for Business (ITMB) Honours degree programme** developed by the University of Glamorgan.
- We will develop **digital resources for Welsh adult learners** through the Six Welsh for Adults Centres in Wales.

### Benefits

- Increased number of adult learners pursuing formal learning opportunities leading to ICT qualifications.
- Increased number of girls pursuing qualifications and careers in ICT and related fields.
- Improved tools for assessing the range of ICT skills within the Welsh workforce.
- Increased number of digitally confident citizens who know how to use the Internet safely and responsibly to access information and services and to participate in online communities.
- Increased number of highly skilled workers who are trained and retained in Wales and companies requiring highly skilled workers are attracted to Wales.
- Increased use of appropriate technology when delivering education and training in different learning settings.
- Improved access to high quality advice on and support for the use of technology in learning for providers of post-16 education and training.

### Goal Timescale

2011 - 2015

### Delivery Partners

Sector Skills Councils, JISC, Further Education (FE) and Higher Education (HE) institutions, post-16 work based learning providers, schools, local authorities, employer organisations and learners, CyMAL: Museums Archives and Libraries Wales.

<b>Goal 9</b>	<b>To make the most appropriate use of digital technologies in delivering education, training and support for learners.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will establish an education subgroup of the Chief Information Officer's Council in order to provide improved strategic <b>leadership of technology-enabled change</b>, which supports the reorganisation of education services in Wales and wider ICT service reforms.</li> <li>• We are currently assessing the Strategic Outline Plans for education in their areas, including <b>use of ICT to transform delivery</b>, which were submitted by all local authorities in 2010 as part of the <b>21st Century Schools</b> programme.</li> <li>• We will maximise the value of Welsh education investment in ICT through a <b>collaborative procurement framework for schools, colleges and higher education institutions</b>, appropriately aligned to the wider public sector delivery plan.</li> <li>• We will <b>pilot a number of approaches to the delivery of shared ICT infrastructure, technical support and data services for schools</b>, including support for the pilot of the Integrated Digital Public Education System with secondary schools in Torfaen, Newport and Monmouthshire.</li> <li>• We will <b>identify solutions to the technical and administrative barriers to resource sharing and collaboration</b> across the different parts of the education system in Wales and promote adoption of Framework for ICT Technical Support (FITS) standards.</li> <li>• We will provide continuing support for the <b>Welsh Video Network (WVN)</b> during 2011-2012, including investment in equipment replacement and maintenance, and will work with the department of the Chief Information Officer to integrate services provided by the WVN Support Centre and Informing Healthcare into a <b>shared videoconferencing support facility for public services</b> in Wales.</li> <li>• We will continue to provide online access to a coherent package of <b>careers Information, Advice and Guidance Services</b> to help learners make informed choices about their learning, qualifications and careers.</li> <li>• We will develop proposals for developing the use of ICT to <b>reduce transaction costs</b> across education in Wales.</li> <li>• We will deliver a series of <b>ICT leadership workshops</b> with education and ICT leaders within and beyond Wales in order to ensure that technology-enabled change in education is informed by a genuine understanding of the potential of emerging ICTs and leading edge practice.</li> </ul>	

<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• A clearly articulated vision from all local authorities on how ICT will be used to transform education provision within their communities.</li> <li>• Reduced costs of connectivity, hardware and software procurement.</li> <li>• Increased percentage of education funding spent directly with learners.</li> <li>• Strong corporate ownership with clear strategic leadership for the development of ICT policy for education in Wales.</li> <li>• Cost effective and sustainable ICT investment for schools, colleges and higher education which is aligned to the wider public sector delivery plan.</li> <li>• Secure and appropriate sharing of information on learner performance to inform the planning of education and training and help learners assess their progress and make informed decisions about their future.</li> <li>• Sharing of expertise and skills across public services in Wales.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2015</p>
<p><b>Delivery Partners</b></p>
<p>Further Education and Higher Education institutions, JISC/NGfL Cymru, Higher Education Funding Council for Wales (HEFCW), WVN Support Centre, ICT industry, Local Authorities, 14-19 learning partnerships and learners.</p>

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## 4. Competitiveness Delivery Plan

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- *we want a thriving economy driven by our technology research and development with a flourishing Welsh cultural creativity;*

Our ambition is to drive economic growth and support a thriving and competitive digital economy in Wales. In this environment businesses work innovatively to utilise digital technologies and strengthen their local and global competitiveness, drawing on a broad skills base in the workforce generally and a highly skilled professional ICT and creative community.

ICT has been one of the major areas of economic growth in recent years, driving up productivity, driving cost down and maximising the earning potential of new products and markets. We will help more Welsh businesses, especially those in the creative industries and ICT sectors, to exploit ICT in order that they might innovate, grow and access new markets. We will support Welsh companies and organisations to engage with the ICT sector and research departments of Universities and vice versa. This support will generate fit for purpose and innovative Research & Development (R&D) to create and commercialise new digital technologies within a new and wider R&D framework focused on the commercialisation of Intellectual Property (IP).

“A Thriving and Competitive Digital Economy” is one of the five fundamental themes of Delivering a Digital Wales. The theme itself comprises four components, namely:

- development of Wales’ ICT Sector;
- development of Wales’ Creative Industries;
- fostering more ICT-related research, development and innovation;
- ICT Exploitation - working with businesses in key sectors to increase uptake of ICT and associated productivity gains.

This delivery plan describes the key activities, benefits and outcomes for the four components. However, the sectors and technologies are continuously evolving, and the delivery plan will need to be updated regularly to keep pace with change.

At the request of the Ministerial Advisory Group a study to develop evidence based recommendations on the measures required to encourage the development of the ICT sector in Wales has been commissioned. The study is due to report its findings in 2011 and the plan to deliver Goal 10 below has been produced without sight of Group’s findings.

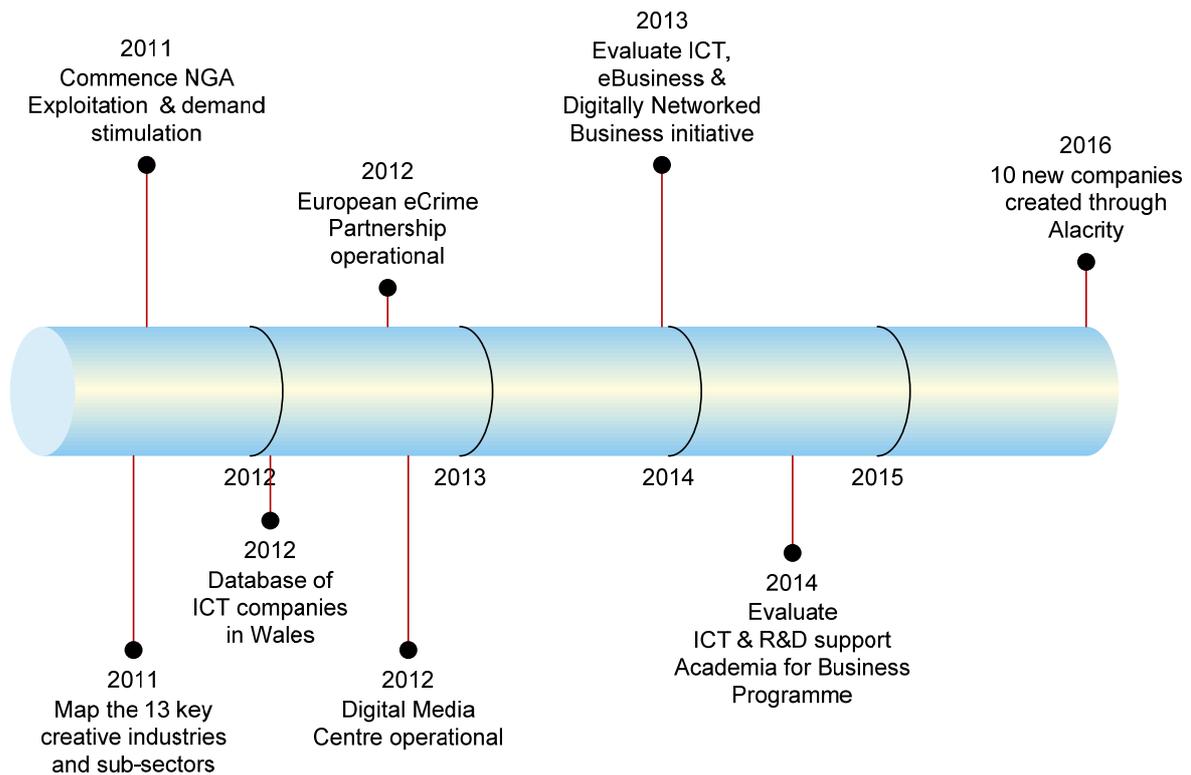


Fig. 3 Competitiveness Timeline

**Targets:**

- i. 10% increase in number of Welsh ICT businesses undertaking R&D and Innovation activity by 2020.
- ii. 10% increase in number of Welsh ICT companies involved in trading internationally by 2020.
- iii. Support 50 graduates through Alacrity’s Graduate Entrepreneurship ‘boot-camp’ and establish 10 new companies by 2016.
- iv. To be in the top 20% of EU regions for the comprehensive uptake and usage of Next Generation Access (NGA) Broadband by 2020.
- v. To be in the top 20% of digitally safe EU regions for businesses doing business online by 2020.
- vi. Increase annual Gross Value Added contribution in IT & Telecoms by an average of 20% by 2018.
- vii. Increase number of businesses supported to increase ICT R&D activity and successfully commercialise IP and new products and processes.
- viii. 5% increase in Welsh organisation submissions for Technology Strategy Board calls by 2020.

<b>Goal 10</b>	<b>To support and develop a competitive ICT sector.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We have <b>established an ICT Sector Panel consisting of strategic experts from the private sector</b> in order to provide advice on the opportunities and needs of the sector and to help us develop and implement our policies.</li> <li>• We have <b>established an ICT Supplier Forum, which</b> advises on issues across all business areas and government portfolios, in order to bring on board partners in the private sector and to explore industry led ideas.</li> <li>• We will <b>gain a more detailed understanding of the ICT sector</b> by developing a comprehensive database of companies, researching global drivers and emerging technologies and identifying the strengths and weaknesses of the sector in Wales.</li> <li>• We will <b>build partnerships</b> with anchor and regionally important companies and provide them with <b>tailored support</b> including access to business finance, help with skills development, supply chain development, innovation and R&amp;D.</li> <li>• We will <b>work closely with start-up organisations</b> such as universities, enterprise agencies and private investors to promote the ICT sector for new business starts. For example: <ul style="list-style-type: none"> <li>○ we will run a series of <b>School for Start-Ups</b> pilot events that will teach new businesses how to exploit digital technologies to innovate and grow;</li> <li>○ we are working with the private sector to develop the Graduate Entrepreneurship Programme, <b>Alacrity</b>, with the aim of creating a new generation of Welsh-based technology companies.</li> </ul> </li> <li>• We will <b>promote the benefits of Wales as an investment location</b> by attending and sponsoring international events and developing relationships with targeted UK and international companies.</li> <li>• We will work with stakeholders to <b>develop clusters of companies</b> within defined growth segments such as Assisted Living, Cloud Computing and Smart Intelligent Systems to encourage and facilitate a collaborative approach in areas such as procurement, and accessing research funding.</li> <li>• We will continue work to <b>establish the Digital Wales Research Hub</b> to make it easier and more attractive for leading multi-national companies to access end to end research opportunities that exist in Wales.</li> <li>• We will create an <b>online directory of ICT companies</b> in Wales that will act as a 'shop window' and help to facilitate connections inside and outside Wales.</li> <li>• We will <b>build alliances between ICT companies and innovation experts</b> including those within academia and external suppliers in order to increase the number of ICT businesses engaged in innovation and R&amp;D. For example: <ul style="list-style-type: none"> <li>○ we will be a partner in <b>EADS Foundation Wales</b> whose purpose will be to</li> </ul> </li> </ul>	

<p>commission and exploit emerging R&amp;D in Wales.</p> <ul style="list-style-type: none"> <li>• We will <b>encourage ICT businesses to internationalise and take advantage of opportunities in overseas markets</b> by running events throughout Wales to raise base-level awareness (exporting, trade and identifying potential markets for products etc) and higher level awareness (working with clusters to identify events / geographies that will help ICT businesses with market entry), and by providing advice and support to build capability and access new potential customers.</li> <li>• We will work with public and private sector training providers and e–skills Sector Skills Council to produce an <b>action plan for delivering specific skills development activities</b>. We will put forward proposals for a pilot project to take place in 2011.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Increased percentage of the Welsh workforce employed in the ICT sector.</li> <li>• Increased number of Welsh ICT businesses undertaking R&amp;D / innovative activity.</li> <li>• Increased number of new ICT start ups per annum to align with global and indigenous ICT exploitation needs.</li> <li>• Increased economic productivity.</li> <li>• Increased exports.</li> <li>• A strengthened and fit-for-purpose ICT Sector in Wales.</li> </ul>	
<b>Goal Timescale</b>	
2011 to 2018	
<b>Delivery Partners</b>	
ICT Sector Panel, ICT Supplier Forum, Higher Education, Further Education and private sector.	

<b>Goal 11</b>	<b>To support and develop a vibrant creative sector.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will use advice from the new creative industries expert panel to develop a detailed action plan for the sector in Wales.</li> <li>• We have also established a <b>new Creative Industry team</b> to provide a single point of contact for industry within government.</li> <li>• We will <b>create an evidence base</b> for future goal setting and benchmarking by carrying out a comprehensive analysis of the sector including: the size and makeup of the sector in Wales, skills shortages, use of new technologies, markets barriers and opportunities to develop new markets.</li> <li>• We will work with key partners to <b>increase Wales’ share of public service broadcasting output and revenue</b>. This will include supporting the new</li> </ul>	

<p>BBC Drama village and the Talent Attraction Scheme.</p> <ul style="list-style-type: none"> <li>• We will put in place mechanisms <b>to help support businesses retain and exploit copyright.</b></li> <li>• We will continue efforts to <b>increase the commercial use of digital media</b>, including provision of flexible funding to support the development of digital media and software. This will include ensuring that appropriate development funding is available.</li> <li>• We will establish a bespoke business support programme for the 13 sub-sectors of the creative industries Sector.</li> <li>• We will <b>establish a coherent support mechanism for film</b> in Wales that is able to lever in support from UK wide support bodies.</li> <li>• Work with the relevant sector skills councils to <b>develop training plans</b> that are led by the needs of industry.</li> <li>• We will <b>encourage the International creative industries to film in locations in Wales</b>, working with inward productions to maximise film and TV spend in Wales with a <b>target of leveraging in £15m per annum.</b></li> <li>• We will analyse the ways in which public procurement contracts work with the creative industries sector.</li> </ul>
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• The views of the creative industry are reflected in our plans.</li> <li>• Increased funding for development and exploitation of digital media.</li> <li>• Increased film and TV spend in Wales by production companies.</li> <li>• Increased use of digital media in Wales based companies.</li> <li>• Targeted support to enable increased exploitation of commercial opportunities.</li> <li>• Increased share of public service broadcast revenue into Wales.</li> <li>• Increased leverage of support from UK-wide support bodies.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2020</p>
<p><b>Delivery Partners</b></p>
<p>Creative Industries sector panel, Higher Education, BBC, S4C, Channel 4, British Film Institute, Film London, Creative Industries Trade associations, Film Agency For Wales, Arts &amp; Business Wales, Welsh Music Foundation, Large Welsh production companies and Sector Skills Councils.</p>

<b>Goal 12</b>	<b>To support sustained investment in research &amp; development in high value-added ICT based products and services.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will work with stakeholders to <b>increase R&amp;D funding for Wales within the ICT sector</b> to enable business growth including continuing to work with businesses to exploit R&amp;D / funding opportunities such as Technology Strategy Board (TSB), Framework Programme (FP) 7/8.</li> <li>• We will <b>provide advice to Welsh businesses and academia on proposal preparation for external sources of R&amp;D funding</b> and <b>provide complementary support including organising information days around ICT calls</b>, identifying project partners for Welsh organisations and assistance for bid writing and European Union (EU) travel where appropriate.</li> <li>• We will help to <b>ensure that ICT R&amp;D investment is in line with the Welsh Assembly Government’s R&amp;D priorities</b>, including ensuring compatibility of funds allocated from Academia for Business (A4B), Innovation Vouchers and Research Development &amp; Innovation (RD&amp;I) in line with the Digital Economy R&amp;D priority.</li> <li>• We will work to <b>foster more ICT related R&amp;D, Innovation and technology and its commercial exploitation</b>, providing support to businesses through the Business Innovation and RD&amp;I funding programmes. We will fund successful business applications to “buy” in expert help with ICT specialist providers through Innovation Vouchers and fund successful business R&amp;D applications to develop new ICT products / processes through the RD&amp;I programme.</li> <li>• We will <b>promote Wales as an innovative region</b> in the field of ICT. The Advances publication will promote digital technologies from Wales to a global audience.</li> <li>• <b>Provide financial support to businesses to invest in R&amp;D through the European funded RD&amp;I Programme</b> which will be targeted at key sectors including Digital.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Welsh Assembly Government funding is targeted to better meet the needs of the Welsh economy and achieve greater impact.</li> <li>• Increased participation by Wales in external funding programmes.</li> <li>• Increased perception outside Wales of Wales as an innovative region with a high level of activity in digital.</li> <li>• Increased R&amp;D and innovation in Welsh businesses.</li> <li>• New digital products processes services launched.</li> <li>• Increased digital economy focused activity within academic institutions.</li> </ul>	

<b>Goal Timescale</b>
2011 to 2020
<b>Delivery Partners</b>
“Anchor companies”, Higher Education, Further Education, European Commission and Technology Strategy Board (TSB).

<b>Goal 13</b>	<b>To ensure that all businesses fully adopt and exploit ICT to achieve and maintain a competitive advantage.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will implement a strategy to help businesses and citizens <b>take advantage of the opportunities created by the roll-out of Next Generation Access Broadband (NGA)</b>. This will include a comprehensive engagement programme with end result of <b>uptake and usage of NGA</b> for overall increase of profitability, efficiency and competitiveness together with a <b>broadband access support package</b>.</li> <li>• We will undertake a programme of <b>Horizon Scanning and identification of Best Practices in ICT exploitation</b> (technologies and models) from around the world in order to produce a series of tools for businesses to implement, including guides to enable businesses to adopt best practices in ICT Exploitation across all sectors including tourism. This will include working closely with governments and partners from other European Regions as part of the DE-LAN project.</li> <li>• We will build on our leading position in ICT Trust and Security in Wales. UK and EU Regions to deliver an extensive programme of actions to both <b>protect and educate businesses and government portfolios in cyber-security</b>, and to provide an opportunity for businesses in the ICT sector to <b>add to their portfolio of services and products</b>.</li> <li>• We will build on the work and success of e-Crime Wales scheme to <b>establish a Trust and Security Programme</b> with an industry-led Steering Group, producing <b>e-Security Kite marks</b>, establishing benchmarking and metrics mechanisms while working closely with National Police and European eCrime Partnerships.</li> <li>• We will establish Wales as a <b>Region of Excellence in eCrime Prevention</b>, recognising that data and intellectual property are now currency to businesses. We will support businesses to understand the electronic risks to their business and to comply with legislation.</li> <li>• We will work with Welsh businesses across priority sectors to <b>enable and increase further exploitation of eBusiness and ICT through structured support mechanisms</b> and some specific interventions that will facilitate opportunities for improvement and <b>provide financial support</b> to help realise the improvements.</li> </ul>	

- We will work with business and stakeholders to provide **ICT diagnostic assessment, training and seminars to support the “upskilling”** and increased use of ICT within tourism businesses.
- We will produce a plan to **embed** into Welsh Assembly Government policy across all portfolios the **good practices and lessons learned** from our leading edge experience in establishing **sector focused Digitally Networked Business (DNB) delivery mechanisms**.
- We will support the development and implementation of **collaborative digital Communities and Networks** within the tourism industry.
- We will **encourage and embed behavioural change** relating to the exploitation of ICT by proactively engaging with businesses through a range of activities including good practice workshops, targeted stakeholder events and media engagement.
- We will support the **creation, development and sharing knowledge and content** to utilise new media and technologies to promote Wales as a tourist destination, including the development of an **open platform** to store and share content / data.
- We will comprehensively **identify and exploit all possible sources of ICT-related funding** available to help Welsh businesses and other stakeholders **exploit digital technologies** to innovate and grow including European, UK Government and Private Sector Investment opportunities.

### Benefits

- Comprehensive and measurable uptake and usage of NGA infrastructure across Wales to enable full exploitation of ICT for economic, social and public sector benefits.
- Welsh businesses able to gain competitive advantage from Wales being the safest digital region in Europe.
- Increased opportunities for ICT businesses to develop cyber security products and services.
- Increased number of sector-supported businesses exploiting best in class ICT for competitive and economic gain.
- Increased understanding among stakeholders about the benefits of ICT exploitation with corresponding increases in demand.
- Increase in funding gained from diverse UK and EU funding programmes to enhance delivery of ICT Exploitation.
- Improved ICT skill set within the tourism business.
- Development, implementation and exploitation of new ICT services and process for the tourism industry.
- Improved efficiency in access and use of funding from all sources (Wales, UK and EU), including more efficient use of core budgets.
- Increased Private sector investment and contribution (people, branding, influence etc).
- Increased and more diverse exploitation of funding streams and increased bid success rates.

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- Better formed Policy, Strategy and Actions.
  - Tourism industry able to meet visitor expectations in relation to ICT services and access to information.

**Goal Timescale**

2011 to 2020

**Delivery Partners**

Businesses in Wales, External networks and representative bodies (e.g. FSB, CBI, Chambers of Commerce), Local Authorities, City Councils, Regional Tourism Partnerships (RTP), European Regions, Welsh European Funding Office (WEFO), Third Sector groups, “anchor companies” with a specific expertise in ICT-related services.

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## 5. Public Services Delivery Plan

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- *we want more convenient and efficient public services with joined-up delivery of education, health and social care;*

Our ambition is that public, government, health and social services are more accessible, sustainable and affordable through the innovative application of digital technologies. People in Wales will have better, more convenient and easier access to relevant services through multiple digital channels. Public sector delivery costs will be reduced.

Delivering public services that will meet rising public expectations are citizen focused, effective and efficient, and less costly, requires a step-change in innovation in the design, development and delivery of public services using digital technology, with a clear focus on outcomes for citizens and communities. We want to put digital technology at the forefront of improving service delivery and realising significant efficiency savings for citizens, businesses government and public service organisations in Wales. We will increasingly move to a position of 'digital by default' for many services, while protecting the rights of those that remain digitally excluded. Close collaboration between this and the Digital Exclusion actions will be essential.

Underpinning the transformational aspect of ICT in public services must be a robust and comprehensive approach to public sector ICT services & infrastructure. The Public Services ICT strategy for Wales, published in 2010, sets out the template and priority areas. Organisationally, we will increasingly move towards collaborative delivery of technology, services and expertise, focused within a series of regional centres. The Chief Information Officers Council for Wales will play a key role in driving the vision and strategy.

This action plan describes the key outcomes that we are seeking, how we are planning to achieve them and by when.

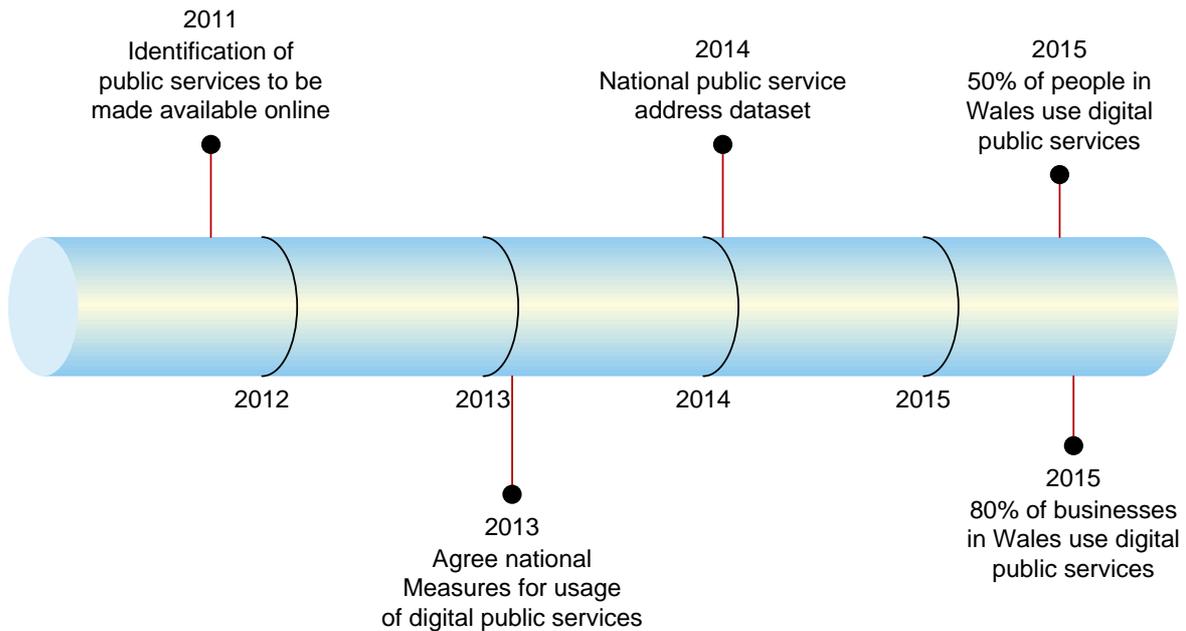


Fig.4 Public Services Timeline

**Targets:**

By 2012, we will establish targets and milestones identifying specific services that deliver benefits to citizens and businesses in Wales. Beyond these service availability targets, we want to maintain a clear focus on actual uptake as this is where the benefits truly lie. The European Commission and Member states, including the UK, adopted the following targets in 2010 in relation to increasing the use of digital public services:

- i. 50% people using digital public services by 2015.
- ii. 80% of businesses using digital public services by 2015.

We will consider the appropriateness and achievability of these targets for Wales and, if necessary, refine them further.

<b>Goal 14</b>	<b>To increase the availability and uptake of useful and useable digital public services.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will identify the <b>public services currently available</b> digitally in Wales.</li> <li>• We will highlight and promote the rapid adoption of good practice, both from within Wales and beyond.</li> <li>• Working with key stakeholders, we will <b>identify the most relevant services to be made available online</b> for citizens and businesses.</li> <li>• We will develop measures to increase the use made of digital public services.</li> </ul>	

<b>Benefits</b>
<ul style="list-style-type: none"> <li>• We will increase availability of relevant and useful services.</li> <li>• We will increase the use of services through digital channels.</li> <li>• We will reduce service delivery costs (through efficiencies, service transformation or channel shift).</li> <li>• The citizens and businesses of Wales will be able to access the public services that they want to through digital channels that they want to use.</li> </ul>
<b>Goal Timescale</b>
2011 to 2015
<b>Delivery Partners</b>
Public and third sector organisations; Welsh Chief Information Officers (CIO) council; Efficiency & Innovation Board; Citizen & business representative organisations, Welsh Local Government Association (WLGA).

<b>Goal 15</b>	<b>To design and implement appropriate, secure digital platforms which enable public services to be delivered online.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will implement the key ICT infrastructure components identified in the Welsh Public Services ICT strategy.</li> <li>• We will <b>streamline citizen access to digital public services</b> in Wales by agreeing and implementing an appropriate approach for ‘Direct.Gov’ within Wales.</li> <li>• We will <b>reduce costs and simplify equipment provision</b> for the public sector by developing and procuring: <ul style="list-style-type: none"> <li>○ a single common catalogue of standard desktop PCs (and laptops)</li> <li>○ a single common catalogue of standard business application licences for the public sector.</li> </ul> </li> <li>• We will develop, support and accelerate ongoing delivery of the benefits of the Public Sector Broadband Aggregation (PSBA) network contract.</li> <li>• We will reduce telephone costs by commencing the <b>roll-out of voice (VOIP) services</b> across the PSBA network.</li> <li>• We will seek to increase the use of video conferencing (and related services) to reduce the need for travel and increase service efficiency. We will compile a service management report for <b>videoconference services</b> in all sectors, including utilisation, assets, investment, performance standards. This will inform strategy, and any consequent business case development.</li> <li>• We will develop <b>a single data set of citizen and service addresses used across departmental and organisational boundaries</b>, to improve business processes, reduce the administrative burden and facilitate better information</li> </ul>	

<p>sharing across public service organisations.</p> <ul style="list-style-type: none"> <li>• We will increase the support for the professional development of our ICT staff as part of the wider public sector workforce.</li> </ul>
<p><b>Benefits</b></p>
<ul style="list-style-type: none"> <li>• Shared Infrastructure will become more widely available, enabling organisations to more rapidly deliver citizen and business centred digital services, increasing customer satisfaction and reducing service deliver costs.</li> <li>• Affordable, sustainable shared infrastructure and services available to all public sector organisations in Wales.</li> </ul>
<p><b>Goal Timescale</b></p>
<p>2011 to 2015</p>
<p><b>Delivery Partners</b></p>
<p>Public and Third sector organisations; Welsh CIO council; Efficiency &amp; Innovation Board; WLGA</p>

<p><b>Goal 16</b></p>	<p><b>To improve the efficiency of ICT services by reducing the procurement, purchase, carbon footprint and ownership /support costs of ICT equipment and services across the public sector.</b></p>
<p><b>Key activities</b></p>	
<ul style="list-style-type: none"> <li>• We will <b>rationalise the number of ICT systems</b> that the public sector has across Wales, moving to all-Wales ICT services as a default</li> <li>• We will move towards <b>regional shared resource centres and local service management arrangements</b> that promote joint working across Health, Education, Local Government and Welsh Assembly Government amongst ICT professionals and support the delivery of services to citizens.</li> <li>• We will develop a roadmap for <b>Data Centre service rationalisation</b> across Wales, including an assessment of the contribution to sustainability that a more cohesive, common approach can make.</li> <li>• We will reduce the carbon footprint and energy consumption of ICT services in Wales by implementing '<b>Green ICT</b>' measures</li> <li>• We will work with museums, archives and libraries to procure all-Wales access to <b>online information services</b>.</li> </ul>	
<p><b>Benefits</b></p>	
<ul style="list-style-type: none"> <li>• Reduction in operating costs, including energy costs.</li> <li>• Reduced risk and increased information assurance.</li> <li>• Improved interoperability.</li> <li>• Secure and efficient ICT estate operating on a par with best practice cost and performance benchmarks.</li> </ul>	

<b>Goal Timescale</b>
2011 to 2015
<b>Delivery Partners</b>
Public and Third sector organisations; health bodies, Welsh CIO council; Efficiency & Innovation Board, WLGA and CyMAL: Museums Archives and Libraries Wales.

<b>Goal 17</b>	<b>To deliver improvements in the delivery of public services through the innovative use of digital technologies.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will continue to implement changes in service delivery, enabled through digital technology that enhances users' experiences and improves service efficiency and effectiveness.</li> <li>• We will enable individuals to <b>order repeat prescriptions, and book GP appointments</b> from 2011 onwards and later, with appropriate safeguards, use their own record to manage their care through My Health On Line (MHOL).</li> <li>• We will <b>improve health and social care management</b> by enabling electronic referrals and discharges to be delivered to any location in health from 2011/2012 and later social care through the Welsh Clinical Communications Gateway (WCCG).</li> <li>• We will work with industry, citizens and service providers to identify potential and appropriate areas for large scale transformation use of digital technology for service improvements, including <b>assisted living</b>, telehealth, telecare.</li> <li>• We will continue to make public sector organisations more efficient in the way they purchase, and deliver better value in the goods and services purchased by extending the use of <b>xchangewales</b>. eProcurement will be our default way of purchasing. The £20m <b>eProcurement</b> programme run by Value Wales provides access to Pathway to Prosperity (P2P) to public sector organisations across Wales and has e-trading, e-tendering, purchase card, e-invoicing, and other tools within it.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Efficiencies in overall service delivery – doing more and better with less. .</li> <li>• Communication between Health and Social Care Professionals faster more secure with more accurate information resulting in better decision making and planning of care.</li> <li>• Reduced transaction costs, particularly in procurement activities.</li> <li>• Savings/cost avoidance in purchasing goods and services.</li> <li>• Transformation of the public sector.</li> <li>• Identification of new delivery models.</li> <li>• Improved understanding of citizen expectations.</li> </ul>	

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<b>Goal Timescale</b>
2011 to 2015
<b>Delivery Partners</b>
Public and Third sector organisations, Welsh CIO council, Efficiency & Innovation Board and WLGA.

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## 6. Digital Infrastructure Delivery Plan

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- *we want a first class digital infrastructure with enhanced mobile phone coverage across Wales.*

Our ambition is for all households in Wales to have access to basic broadband, for all businesses in Wales to have access to next generation broadband by the middle of 2016 and all households by 2020. We want to improve mobile (voice) and Digital Audio Broadcasting (DAB) coverage across Wales and ensure that the digital infrastructure in Wales supports our ability to live and do business and is not a barrier to communication, innovation and growth.

Wales needs modern, sustainable infrastructure to underpin economic growth and social wellbeing. People, businesses and communities need to be well-connected within and beyond Wales, and to have access to the right facilities and services where they live and work. The private sector is already responding to this challenge through its investment in infrastructure, network upgrades and the deployment of new technologies and services. The topography and pattern of population distribution in Wales does, however, present particular challenges to the roll out of digital infrastructure and this has influenced service provision and choice across Wales.

It is our aim to continue working with the private sector and with the communications regulator, Ofcom, to encourage the market to drive forward its own investment in Wales. We would like to see suppliers extending service coverage, trialling new technologies, locating in, investing in and developing new skills in Wales. We will commit our own resources where there is a genuine requirement for government intervention.

This action plan describes the key outcomes that we are seeking, how we are planning to achieve them and by when.

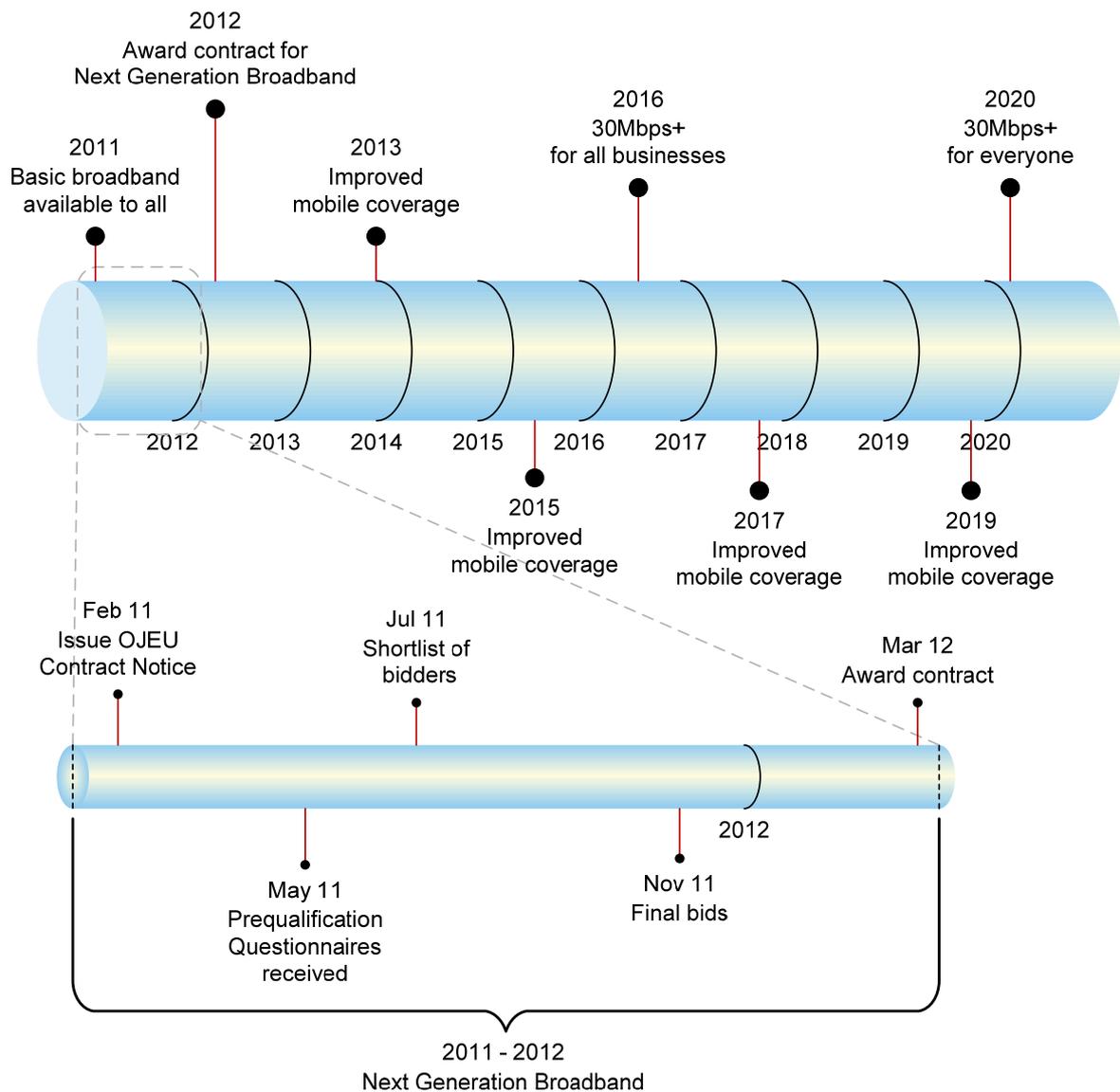


Fig 5 Digital Infrastructure Timeline

**Targets:**

- i. Basic broadband to be available to all through a Broadband Support Scheme.
- ii. Next generation broadband at speeds of at least 30Mbps available to all businesses by mid 2016.
- iii. Next generation broadband at speeds of at least 30Mbps available to all households by 2020.
- iv. At least 50% of premises will have access to speeds of 100Mbps by end of 2020.

<b>Goal 18</b>	<b>To ensure everyone has access to a basic level of broadband.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will continue to provide up to £1000 financial assistance, through the <b>Broadband Support Scheme</b>, to allow businesses, households and Third Sector organisations located in broadband notspots across Wales to choose the most appropriate technology solution and their own Internet Service Provider (ISP) to provide broadband services.</li> <li>• We will <b>utilise funding from EU Rural Development Programme</b> to assist with the delivery of the Broadband Support Scheme</li> <li>• We will <b>implement a registration scheme</b> allowing anyone who cannot get broadband or only slow connection speeds, to tell us what they need and where they need it so that we can demonstrate to the ICT industry the demand for broadband across Wales. We will also explore opportunities to enhance the Broadband Support Scheme to provide assistance in slow-spot areas.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Increased number of people taking up broadband.</li> <li>• Increased understanding of where broadband notspots exist across Wales.</li> <li>• Demonstrable demand for next generation broadband.</li> <li>• Better targeted broadband intervention schemes.</li> </ul>	
<b>Goal Timescale</b>	
2011	
<b>Delivery Partners</b>	
Telecommunications companies, ICT industry, Internet Service Providers and businesses and citizens across Wales.	

<b>Goal 19</b>	<b>To ensure everyone has access to next generation broadband by 2020.</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will <b>assess the current availability of next generation broadband</b> for businesses and citizens across Wales and identify the unserved areas in Wales by conducting an open market assessment of the private sector's current and future plans for next generation broadband investment.</li> <li>• We will conduct a European level, State Aid compliant procurement leading to contract award to <b>secure next generation broadband</b> provision in the areas where there is a genuine requirement for government intervention.</li> <li>• We will secure <b>European and UK funding</b> to help our own investment in next generation broadband in Wales.</li> </ul>	

<ul style="list-style-type: none"> <li>• We will <b>award a contract</b> to provider(s) of next generation broadband for unserved areas of Wales (Spring 2012).</li> <li>• We will implement and promote a web based <b>registration portal</b> allowing people to register their demand for next generation broadband access.</li> <li>• We will <b>stimulate demand</b> from businesses and citizens for next generation broadband.</li> </ul>
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Increased availability of next generation broadband across Wales.</li> <li>• Increased number of businesses and citizens in Wales demanding next generation broadband access.</li> <li>• Businesses and citizens will have access to a first class digital infrastructure wherever they live in Wales.</li> <li>• A first class digital infrastructure providing a basis for all aspects of a digital Wales.</li> </ul>
<p><b>Goal Timescale</b></p> <p>2011 to 2020</p>
<p><b>Delivery Partners</b></p> <p>Telecommunications companies, ICT Industry, Contractors, businesses and citizens across Wales.</p>

<b>Goal 20</b>	<b>To improve mobile phone coverage across Wales.</b>
<p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• We will develop a detailed <b>action plan</b> for the improvement of mobile phone coverage in Wales in order to identify where intervention is needed most to improve mobile coverage and facilitate better business, better quality of life and better public services.</li> <li>• We will work with mobile operators to <b>encourage/facilitate investment in areas where coverage is poor</b>, particularly where their business case can be driven by demonstrable demand.</li> <li>• We will implement and promote an <b>online registration facility</b> allowing people to register their inability to access mobile phone services from their location.</li> <li>• We will assess the current unserved demand and <b>identify the gaps in geographical mobile phone coverage</b> in Wales.</li> <li>• We will <b>lobby UK Government</b> and the independent regulator (Ofcom) to mandate appropriate mobile phone coverage through spectrum licence requirements.</li> </ul>	

<b>Benefits</b>
<ul style="list-style-type: none"> <li>• Improved access to mobile phone voice services where they are needed most.</li> <li>• Improved access to mobile phone data services where they are needed most.</li> <li>• Better communication across Wales which introduces greater flexibility for citizens, businesses and public services</li> </ul>
<b>Goal Timescale</b>
2011 to 2020
<b>Delivery Partners</b>
Mobile Virtual Network Operators (MVNOs), ICT industry, businesses and citizens across Wales, UK Government, Ofcom.

<b>Goal 21</b>	<b>To improve digital radio (DAB) coverage across Wales</b>
<b>Key activities</b>	
<ul style="list-style-type: none"> <li>• We will continue to work with UK Government, the independent regulator (Ofcom) and the relevant broadcasters throughout the migration to DAB.</li> <li>• We will ensure that that content and coverage of the DAB service in Wales is at a minimum equivalent to Welsh AM/FM radio coverage at present, and available in areas where the national radio stations (Radio Wales and Radio Cymru) can only be transmitted on the AM spectrum.</li> </ul>	
<b>Benefits</b>	
<ul style="list-style-type: none"> <li>• Increased geographical DAB coverage across Wales.</li> <li>• The migration to DAB meets the needs of Wales.</li> </ul>	
<b>Goal Timescale</b>	
2011 to 2015	
<b>Delivery Partners</b>	
UK Government, Ofcom and broadcasters	

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## 7. Acknowledgments

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Significant progress has already been achieved since publishing *Delivering a Digital Wales* in December 2010 such as: The cross-cabinet Ministerial Steering Group has debated and approved the individual Delivery Plans from each Theme area; The independent Digital Wales Advisory Board has been established providing challenge and advice to the programme and to Ministers; The Digital Inclusion Framework has been published; The ICT Supplier Forum has provided expert external advice and a major broadband procurement has commenced.

In *Delivering a Digital Wales* we made the commitment to publish detailed delivery plans for each objective. We wish to thank the 5 Theme Leads and their teams across the Welsh Assembly Government's portfolio areas for the concerted effort that has been made to produce this Delivery Plan.

We also wish to thank the members of the independent Digital Wales Advisory Board for their comments and suggestions during the drafting of this document.

Digital technology is extremely fast moving and we expect change and evolution in the contents of this plan. Consequently, where it has not been possible to incorporate all suggestions and comments received during the preparation of this version of the plan we will endeavour to incorporate any comments in future iterations as we move closer towards a coherent story on the delivery of a truly digital Wales.

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