

DIGITAL Strategy

CARDIFF COUNCIL



WORKING FOR CARDIFF, WORKING TOGETHER



PURPOSE

The Cardiff Council Digital Strategy has been established in order to provide guidelines that will support Cardiff Council's ambition to digitalise services. It contains the principles that will enable Cardiff Council to deliver benefits by exploring new ways of working, increasing service accessibility, and improving customer service.

This document covers the following components;

- ▶ **Purpose**
- ▶ **Intro**
- ▶ **Where Cardiff is now**
- ▶ **Vision**
- ▶ **Principles**
- ▶ **Governance**

This strategy will enable Cardiff Council to achieve the 'Digital First' approach set out in the Capital Ambition programme, which sets out the Council's priorities for the administration over the next 5 years. This Digital Strategy is intended to run alongside the Capital Ambition plan and draw out the digital themes contained within the modernisation section, and throughout the document.

Only through the successful implementation of this digital strategy will we be able to successfully modernise and integrate our public services, thus enabling us to achieve the other six wellbeing objectives as set jointly by the public service board in Cardiff, as depicted in the diagram below.

Digital initiatives will form part of the Council's response to the provisions laid out by the Well-being of Future Generations (Wales) Act 2015. Adopting further Digital projects and ways of working will directly contribute towards the Council fulfilling its obligations under this act.



WELL-BEING OBJECTIVES



Introduction

As we become increasingly reliant on digital devices and digital services, we expect to be able to communicate with organisations at any time of day or night. We want to find information, request services or report problems quickly, easily and at our convenience. We are increasingly reliant on effective automated services as our first contact point with banks, shops and service providers. For many of us this is the easiest way to interact as we can choose when we do it whilst avoiding waiting in queues for our calls to be answered. Cardiff Council should be no different.

As a Council, we already offer online access and automated services in a number of areas, but we need to do more. By providing simple, accessible means for customers to communicate with us, we can encourage a shift away from the traditional, more expensive contact methods such as telephone and face-to-face contact. More of the high-volume, low-value contacts that we deal with should be completed at our customers' convenience, enabling Council staff to focus on the more complex and sensitive enquiries that benefit from the human touch.

Focussing on digital services doesn't just make things better for our customers – we'll be able to work more efficiently, and reassign our resources to more critical services. Customers will always be able to speak to a person when they need to, and the person they speak to will be able to provide improved customer service. Behind-the-scenes, we're using digital technology to simplify and automate processes which will reduce our reliance on expensive and bulky physical hardware. All this can help us manage the rising cost and demand pressure which the Council is facing.

We're also becoming a more agile and flexible organisation, with staff able to work from any location as we make more efficient use of physical space and mobile technology. While working around the city Council staff- such as social workers and the housing repair teams- carry smart devices which allow them to receive up-to-the-minute instructions and report on progress without the need to return to base. Simple changes like this mean that productivity has significantly increased, and our staff can focus on core business rather than administrative tasks.



This is a really exciting time for Cardiff Council. The technology we need to improve our efficiency and accessibility is becoming more and more affordable, making its adoption both a realistic proposition and an obvious choice. We continue to face operational challenges because of ongoing reductions in funding. At the same time we're seeing unprecedented growth across Cardiff with more businesses, more workers, and more residents choosing to move to the capital. The only way that we can continue to provide the breadth and quality of services to our citizens is to make significant improvements in how we operate.

In this Digital Strategy, we've laid out our approach to transforming Cardiff Council into a modern, digitally supported organisation - able to maintain excellent service delivery in a more efficient, simple and accessible way. We have agreed and adopted a set of simple principles so that we can all pull in the same direction. Improving outcomes for citizens remains our first priority, and we're confident that the opportunities afforded to us by new digital technologies will enable us to make improvements across the board that will benefit everyone.



Cllr Chris Weaver
Cabinet Member for Finance,
Modernisation & Performance



Where Cardiff is now

READY



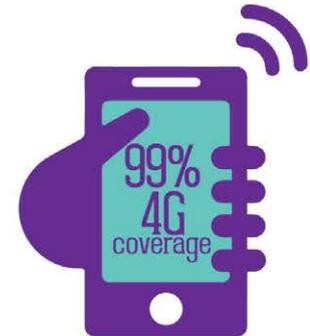
Over 120 free wifi points across the city via the Cardiff Free Wi-Fi scheme



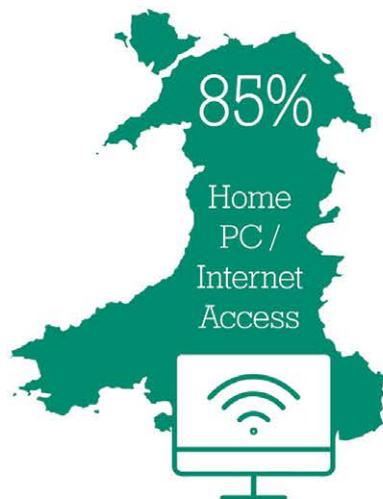
19 Hubs and libraries across the city with internet access for the use of citizens



97% of premises across the city have broadband speeds over 30M/bits per second available (Ofcom Connected Nations report 2018)



4G mobile phone service available from 4 or more operators in 99% of the area covered by the local authority (Ofcom Connected Nations report 2018)



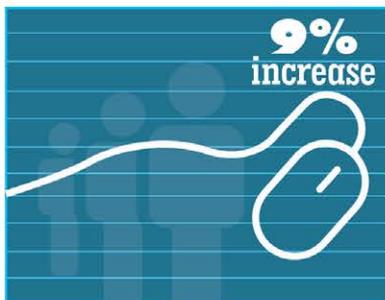
Across Wales 85% of households now have a home computer and internet connection (Office of National statistics)

★★★★★
CARDIFF.
GOV.
UK

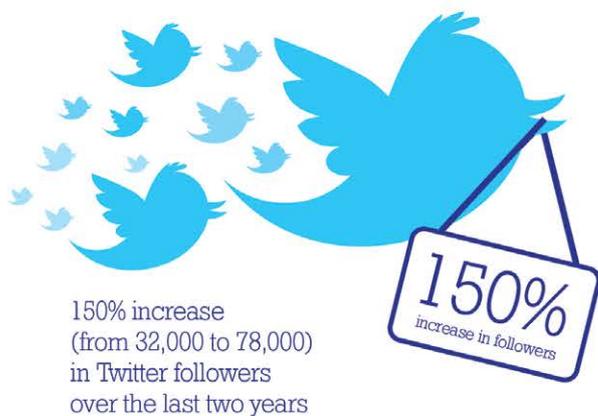
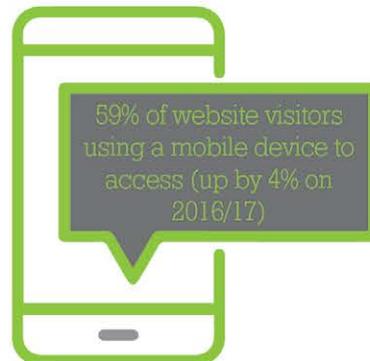


SOCITIM 4* rated website – only local authority in Wales.

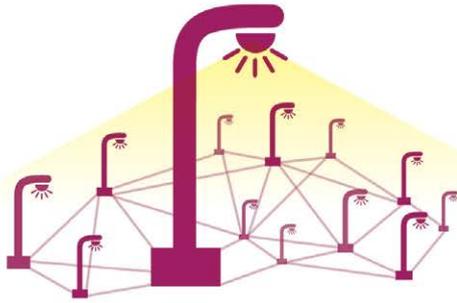
WILLING



2016/17 2017/18
2017/18 website visitors
up by 9% from 2016/17



ABLE



14,000 connected street lights on our road network



3,300 parking sensors across our city over 3,000 downloads of the parking app within the 1st 6 months



19,539 additional transactions totalling £1.7 million made when compared to 2016/17



Council tax portal supports over 35,000 visits for citizens to view their account online

ABLE

CARDIFF GOV APP



Cardiff Gov App launched for citizens in June 2018

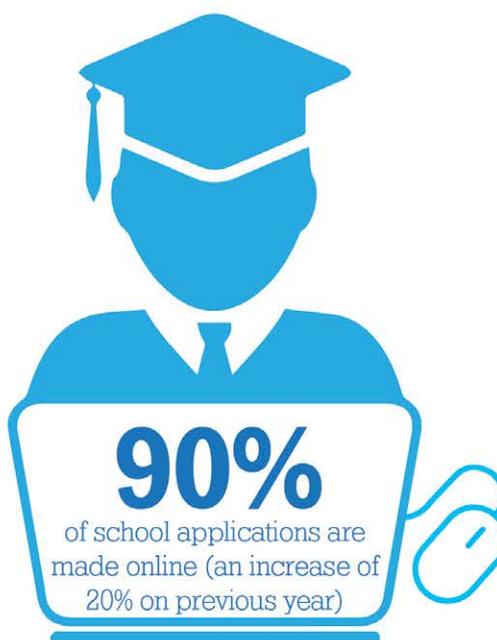


Percentage of parking permits applied for online

75.7%



75.7% of recycling bags and waste caddies are requested online



90%
of school applications are made online (an increase of 20% on previous year)

Vision for our Digital Strategy

Our digital vision for Cardiff is a **connected city** in which new technologies empower citizens to get the best from services that matter to them

CONNECTED CITIZENS

Technology enables citizens to interact with the Council in a convenient way

CONNECTED ELECTED MEMBERS

Technology allows elected members to better understand and meet the needs of citizens

CONNECTED SERVICES

Technology makes services more accessible, with better outcomes delivered through joined-up working

CONNECTED VISITORS

Technology improves accessibility in Cardiff and makes the city an easier and more enjoyable place to visit

CONNECTED EDUCATION

Technology is used to improve education outcomes and embed digital skills in the workforce

CONNECTED CARDIFF

**CONNECTED
CITIZENS**

Technology enables citizens to connect with, and be heard about, the issues that are important to them

**CONNECTED
MANAGEMENT**

Technology provides the information and tools to manage an effective and efficient workforce

**CONNECTED
WORKFORCE**

Technology allows effective engagement and improved working practices

**CONNECTED
PARTNERS**

Technology makes a real difference to how joined-up services are provided to citizens

**CONNECTED
BUSINESSES**

Technology makes Cardiff a more attractive place to do business and encourages innovation

**CONNECTED
CARDIFF**



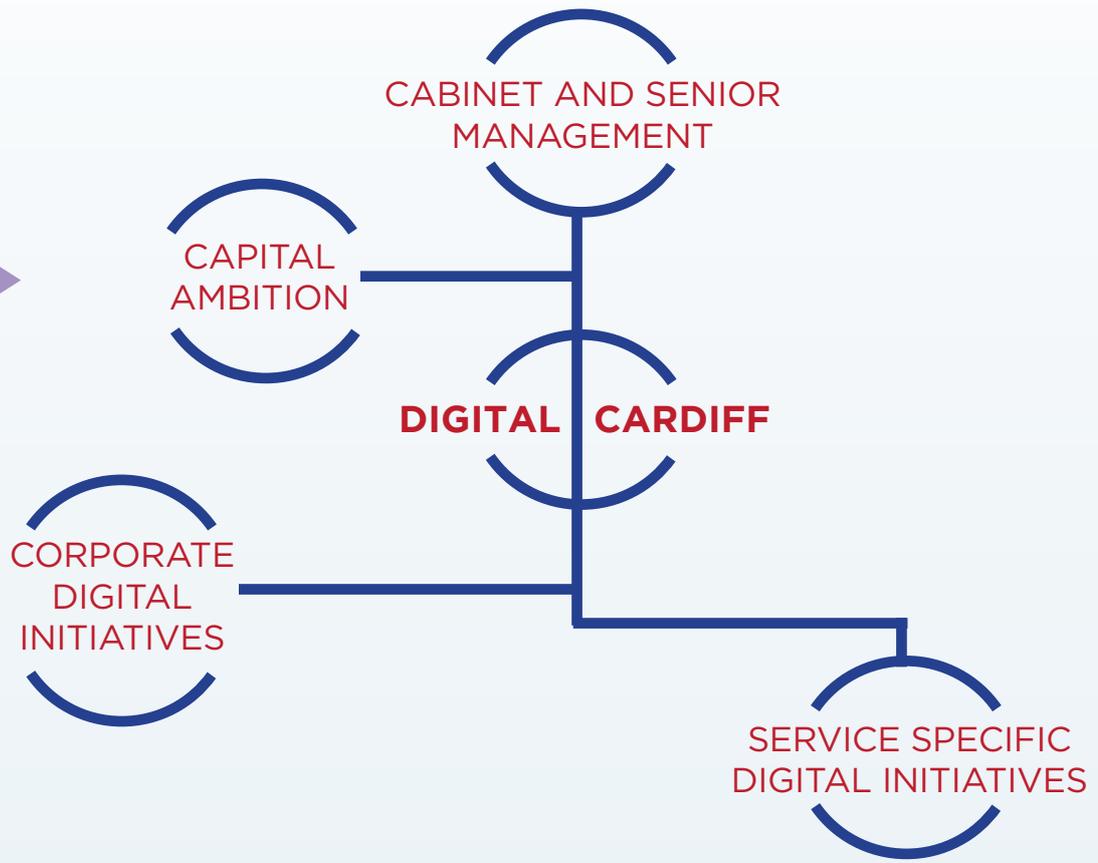
Key Principles

PRINCIPLE:	DESCRIPTION:
The customer experience comes first	<ul style="list-style-type: none"> • Delivering exceptional experience to our citizens and staff remains our primary focus. • No Digital project will ever have a negative impact on the customer experience. Whether we are delivering changes to customer-facing processes or behind-the-scenes we will ensure that the current standard of customer experience is maintained or, wherever possible, improved. • We will ensure that the same range of services and customer experience is available to our customers, regardless of the channel by which they contact us.
Digital interactions will become the first choice for our customers	<ul style="list-style-type: none"> • We will deliver simple, efficient and attractive Digital services that customers will choose to use instead of the traditional contact channels. We refer to this as making our services 'Digital First'. • Over time we will aim to make appropriate services 'Digital by Default', meaning that they will primarily be available digitally. • We recognise that not every citizen will be able to use digital services so we will always ensure that there is an accessible route for them to interact with us. However, this will become the exception rather than the norm. We will also work to improve levels of digital inclusion across Cardiff.
Modern, fit-for-purpose technology will be used to ensure efficiency	<ul style="list-style-type: none"> • We aim to use Cloud-based solutions wherever we can in order to reduce reliance on physical hardware that must be maintained, repaired and replaced. • We will ensure that our technology platforms can be rapidly scaled up or down to ensure that the associated costs directly relate to service demand. We should only pay for services that we use. • We will seek to make the most of emerging technologies; delivering enhanced customer service through the use of smart devices, virtual assistants and social media platforms

PRINCIPLE:	DESCRIPTION:
Technology solutions will be re-used, purchased and developed responsibly	<ul style="list-style-type: none"> • Our default approach to the procurement of technology solutions is to re-use before we buy, and to buy before we develop something new. <ul style="list-style-type: none"> o We will re-use existing technology where it is fit-for-purpose o If our existing technology is not fit-for-purpose we will seek to procure an existing solution that is the best fit for our requirements o If no solution exists that can fulfil our requirements we will seek to develop a solution • When buying or developing a technology solution we will ensure that we identify the best fit option to meet our current and future requirements, and to provide value for money. • We will ensure that existing technology platforms are fully supported, that solutions are developed to a corporate standard, and that our ICT Service team has the required training, knowledge and support to ensure ongoing maintenance and support can be delivered.
Digital services will support collaborative working to improve outcomes for our customers	<ul style="list-style-type: none"> • Digital solutions will be implemented across service areas and external suppliers to improve collaborative working. The adoption of Cloud-based solutions will increase accessibility and agility. • Cardiff Council will prioritise analysis of the service data that we gather so that we can make better decisions, handle and forecast customer demand, and improve collaborative working. • Where appropriate we will share data across areas in support of improved service delivery and to improve outcomes for citizens. Security controls will be proportionate, to protect data and services, but not impede user accessibility.
Digital services will be continually monitored, assessed and improved	<ul style="list-style-type: none"> • We will always test Digital services thoroughly before releasing them for general use. This will include piloting them to assess the customer experience and completing detailed technical testing to check that they fulfil requirements. • Digital services will be monitored to assess the user experience and levels of engagement. We will use the data that we gather to make continual improvements to services. • We will document the lessons we have learn as we expand the number of Digital services we offer and will seek advice and guidance from organisations that have experience in Digital transformation to avoid reinventing the wheel or making the same mistakes that they have made.

Governance

Various groups and boards will have responsibility for providing governance on Digital projects and initiatives. Key responsibilities are outlined below:



- Cabinet and SMT accountable for delivering Digital agenda
- The Cabinet Member for Finance, Modernisation and Performance will oversee the delivery of the programme
- Digital Cardiff Board to drive Digital First agenda, offering leadership, support and challenge
- Monthly meetings chaired by Chief Executive
- Regularly updated on initiatives
- Ensure coherent approach, enable and maximise synergies
- Strategic management by Chief Digital Officer

