

CITY OF CARDIFF DIGITAL STRATEGY

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 3

**PORTFOLIO: CORPORATE SERVICES AND PERFORMANCE
(COUNCILLOR GRAHAM HINCHEY)**

Reason for this Report

1. Delivering Digital transformation is not wholly about the use of technology, it is primarily about how an organisation adapts itself to exploit the new capabilities provided by technology.
2. For the Council to deliver digital services requires that the whole organisation understands what is required and how to achieve it. The digital strategy helps define the Authority's response to the challenge of engaging with digital audiences.

Background

3. The recent Welsh Government Digital First strategy highlighted the continuing drive towards integrated digital services as the future for public service delivery. The rapid pace of consumer adoption of digital platforms in both the public and private sectors has led to a rising expectation from the public for digital public services.
4. For digital services to be successful they need to be built from the customer experience and aligned to deliver that experience. Digital is a hybrid discipline and requires input, support and resources from across the organisation and not solely from within technology teams.
5. The organisational development programme in place to deliver organisational change across the Council has already delivered a number of key technology projects, and is delivering further technology improvements. To maximise the benefits and efficiencies of these new deployments requires the organisation to have a clear understanding of how they will fit together to form the future digital organisation. Accordingly, the attached Digital Strategy has been prepared, which sets out how the City of Cardiff Council proposes to address all of the components necessary to achieve a successful digital transformation.

6. A number of technology initiatives have been and are being delivered within the Organisational Development Programme (ODP) and significant progress has been made. Digitisation and technology continue to offer opportunities for organisational improvement and efficiencies, and there will remain a key element of the ODP. These include
- i. The deployment of agile working solutions and hot-desking to Social Workers, enabling the release of a building.
 - ii. The deployment of mobile and scheduling technologies to Reablement Care Workers, providing job information on mobile devices.
 - iii. The establishment of Council Tax online services enabling citizens to view balances and pay amounts on line.
 - iv. The installation of a corporate income management solution allowing consistent payment methods online by telephone and in person. Also providing instant management information about the status of payments.
 - v. The deployment of the first tranche of the Cloud based CRM platform acting as an enabler for creation of a citizen portal for all services.
 - vi. The movement of parking permits to an online format.
7. The digital projects already in delivery make up a series of strategic capabilities with defined outcomes as represented by the Strategy Roadmap in figure 1.



Figure 1: Strategy Roadmap

8. The recent NESTA report Connected Councils highlights the sort of digital services that local government should strive to deliver.

“People can already do a huge amount online, from paying council tax to ordering new parking vouchers. The next phase of online council services will integrate more seamlessly with other digital services..... And instead of a static website, council digital services will be modelled more closely on digital platforms such as Amazon, Facebook or Spotify. They will connect people to others with similar profiles, provide recommendations specific to their needs”

The differing sorts of approach offered by digitisation are outlined in the NESTA report in the table below. As part of the Authority’s digital approach there are projects in delivery for the first two of these approach and these deliveries will in turn enable the last two whole organisation approaches to be addressed.

Approach	Rationale	Type of saving	Examples
Automate individual processes	Moving from paper to digital for sales, payments, budgets, events etc.	Economies of trimming (efficiency savings)	Electronic filing; automate single process such as ordering goods (green bins, parking permits), making payments, booking an appointment, requesting a license/authorisation.
Digitise processes across organisation	Reduces bottlenecks and creates economies of flow	Economies of flow (reducing bottlenecks)	Move to cloud-based software such as Google Apps for all workforce; digital help-desk.
Digitise organisation	Enables organisations to share data, components	Economies of scale (aggregating back office functions) and scope (combining multiple functions)	Buy or build digital components that can be reused across different departments (e.g. Government Digital Service; Adur and Worthing council)
Business model built around digital platform	Replace traditional management and back office processes with peer-to-peer or crowdsourced accountability	Economies of visibility (mobilising public eyes); economies of responsibility (passing responsibility to citizens)	Airbnb, Uber etc. – constantly harvesting and learning from data, new business models based around empowering workforce or users (and blurred lines between the two groups). Some new organisational models, e.g. distributed and decentralised models such as Buurtzorg share elements of digital business models.

Figure 2: NESTA Table of digital approaches

9. This changing technical landscape is further identified in the Society of Information Technology Management (SOCITM) 2015 Report

“In a curious form of recursion, new ICT itself is driving change in the way in which ICT is delivered for others to use. Salient points are:

- i. access to the Internet is becoming near-ubiquitous*
- ii. cheap data storage and communications bandwidth is enabling cloud services and new platforms upon which to operate or build new service combinations*
- iii. reliance upon locally owned, sited and operated ICT estates is decreasing*

- iv. mobile device apps that are easy to install, intuitive to use and available on demand are increasingly practical alternatives to more complicated, enterprise-scale line of business applications
- v. dramatically improved user familiarity and capability with consumer ICT is raising customers' expectations, even to the point of criticising workplace ICT
- vi. users increasingly want to choose their own workplace ICT and ICT-enabled work practices.”

10. All of these technical changes point to a rapidly differing paradigm for how and why technology is being deployed to create new public services. For the organisation to adopt these new ways a number of projects are required to deliver both new technical capabilities and also new organisational capabilities.
11. The existing organisational roadmap (see figure 3) of deliveries highlights the interdependence of the digital projects and demonstrates the organisational commitment to transforming the organisation.

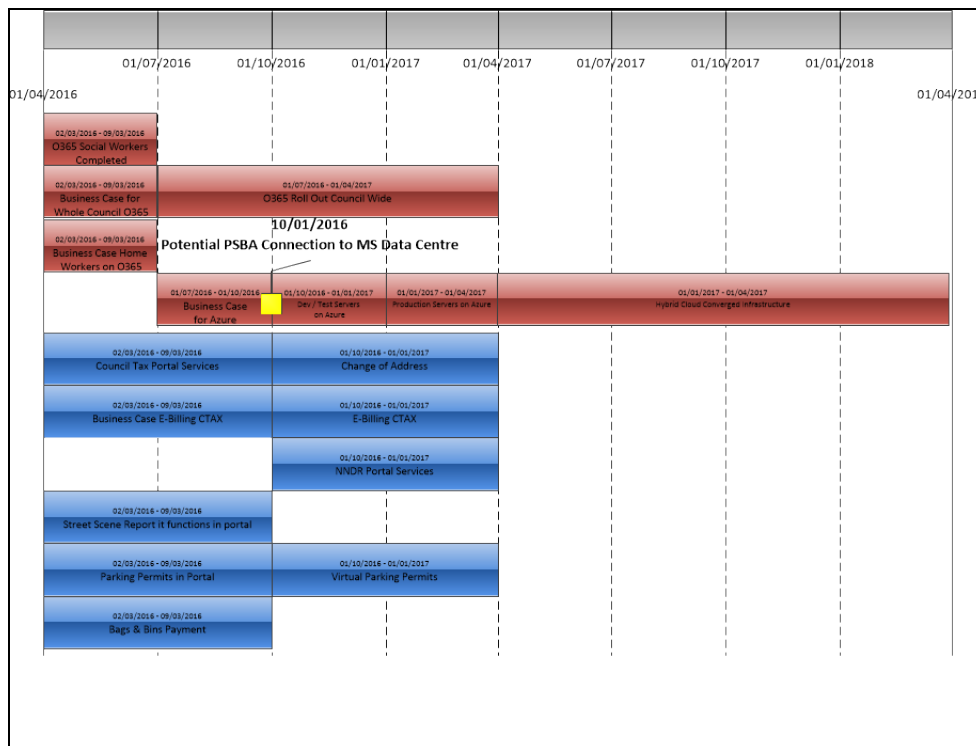


Figure 3: Digital Projects Roadmap

12. The adoption of digital approaches is happening at pace within Core Cities. The necessary cultural element of change as referenced in the attached strategy is reflected within Bristol City Council's approach to Government as a platform with personalised apps being delivered to support communities and service users joining together to create networks of aligned interest. These networks would ultimately be responsible for designing new services, based on the users need.

Reason for Recommendations

13. The digital strategy needs to be adopted by the whole organisation for the digital transformation to be successful.

Financial Implications

14. In implementing the digital strategy there will be a need for robust individual business cases to be completed. Each individual business case will identify level and source of funding and the level of financial savings that could be achieved.

Legal Implications (including Equality Impact Assessment where appropriate)

15. In order to implement the digital strategy, it is understood that new digital processes will be built and new digital projects designed. Legal advice should be sought and taken into account as the new processes and projects are developed. In developing the new digital processes and projects regard should also be had to the carrying out of appropriate consultation, the Authority's statutory equality duty and obligations in respect of the Welsh language.
16. The strategy sets out actions that the Authority 'will' take. The adoption of the strategy will therefor serve to create an expectation that the matters set out will be delivered. Accordingly, in adopting the strategy the Authority should be satisfied that it has the where with all to deliver the matters referred to.
17. In approving the strategy, the Authority needs to be satisfied that the strategy has been prepared having regard to the Authority's public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are: Age, Gender reassignment, Sex, Race – including ethnic or national origin, colour or nationality, Disability, Pregnancy and maternity, Marriage and civil partnership, Sexual orientation and Religion or belief – including lack of belief. Legal Services are instructed that an Equalities impact assessment has been prepared and is attached to this report as an appendix. In considering this matter regard should be had to the outcome of that assessment.
18. Generic advice - All decisions taken by or on behalf of the Authority must; be within the legal powers of the Authority and of the body or person exercising powers on behalf of the Authority, Comply with any procedural requirement imposed by law, be undertaken in accordance with procedural requirements imposed by the Authority , be fully and properly informed, be properly motivated (i.e. for an appropriate, good and relevant reason), be taken having regard to the Authority's fiduciary duty

to its tax payers (this general duty requires the Authority to act prudently and in good faith in the interests of those to whom the duty is owed), and otherwise be reasonable and proper in all the circumstances

HR Implications

19. As each business case is developed, the HR implications will be able to be assessed and appropriate HR processes and procedures will be followed on a case by case basis.

RECOMMENDATIONS

Cabinet is recommended to approve the attached Cardiff Council Digital Strategy 2016 – 2021.

Christine Salter
Corporate Director
13 May 2016

The following appendices are attached:

Appendix A - City of Cardiff Council Digital Strategy 2016-2021
Appendix B – Equality Impact Assessment



Introduction

The City of Cardiff Council has been delivering organisational change through the established Organisational Development Programme. This programme of change has highlighted that digital services, services that can be entirely completed on-line, are a key component to delivering improvement and efficiencies.

The growing demand from users of Council services to be able to access and complete services on-line has been

highlighted by the recent Digital Cardiff

Consultation , where 89% or respondent were Very or Fairly Likely to want to complete simple queries and services online.

Alongside this growing demand from citizens, visitors and businesses to use Digital services, there has been strong investment in the city wide infrastructure to support people to use digital services. This includes the roll out of free Wi-Fi in public buildings and high speed 4G networks across the city. These infrastructure investments combined with the increased use of smart phones and tablets amongst all age groups, means that internet usage is on the rise

with 85% ¹of people in East Wales having used the internet in the last 3 months.

The delivery of digital services is the first step towards building a digital city region. Using the digital infrastructure that is being established will enable the City of Cardiff to develop new and innovative ways of managing the city, working with Citizens and Businesses.

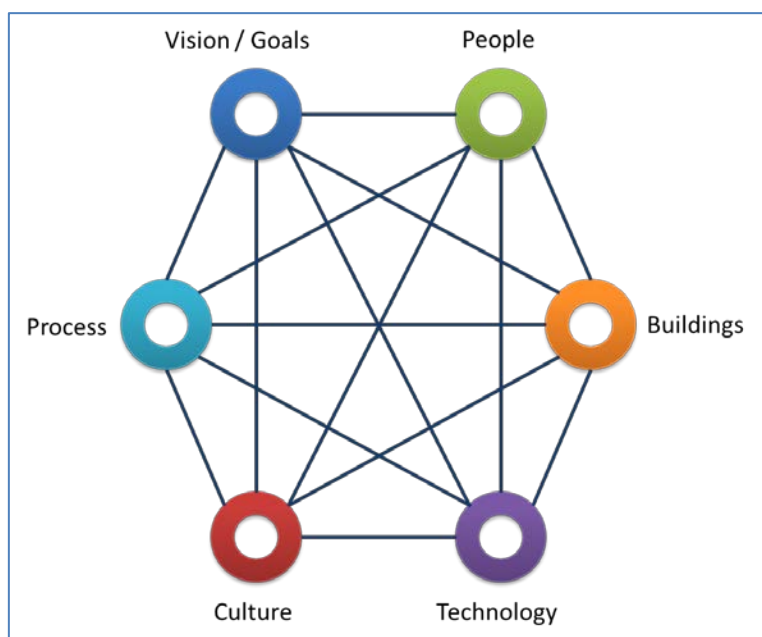


FIGURE 1: TRANSFORMATION MODEL AFTER CHALLENGER, CLEGG AND ROBINSON (2010)

Delivering successful digital services does not rely on the application of technology by itself. For the digital transformation to be successful it needs to be recognised that all aspects of the way the Council works will need to change.

The transformation model in Figure 1

highlights that for digital transformation to achieve its goals all of the elements linked with change need to be successfully addressed.

This strategy document sets out how the City of Cardiff Council will address all of the components necessary to achieve a successful digital transformation.

¹ <http://www.ons.gov.uk/ons/rel/rdit2/internet-users/2015/rft-ia-tables.xls>

Vision / Goals

We are committed to the vision set out in the Welsh Government's [Digital First Strategy](#) to deliver responsive, consistent and excellent public digital services. These digital services will be simple and convenient to use, so that those who can use them will choose to do so, and we will provide assistance and support for those who cannot.

We will adopt a "Digital by default, face to face when necessary" approach to delivering services. This will enable Citizens, Visitors and Businesses to interact and perform digital services, as and when they choose, using whatever device they prefer.

We will build connected digital communities for discussion or community partnership activities. Digital democracy will allow the people, communities and businesses to partner with us in new ways to meet the future challenges of our City.

We will adopt these new digital ways of working to become more agile and responsive in the delivery of our services to the City of Cardiff. Adopting this digital way of working will require us to change the way we work, where we work and with whom we collaborate to deliver services.

We will deliver bi-lingual access to digital services, promoting the use of Welsh language.

We will create a dedicated digital services team that has the skills and training to support the continuous improvement and delivery of digital services

People

Whilst we will commit to making our services as accessible, simple and easy to use as possible, we recognise moving to digitised services will

present challenges to both users of our services and our colleagues. It is essential that this digital transformation recognises and addresses these challenges.

We will encourage our communities to access digital services through providing appropriate resources across the city, and offering the support and training where required.

We will provide training, development and support for our colleagues to help them adopt these new ways of working, and make digital ability a core component of employee development.

Agile workers will be able to start their day from home, going to where they need to be to best deliver their services. Agile workers will be able to access "touch down" points across the city when they need to, and not have to travel to and from core buildings.

Buildings

Applying the principle of "Fewer but better Buildings" the core objective of the Office Rationalisation project is to consolidate staff in core offices such as County Hall, maximising the utilisation of these buildings.

To maximise utilisation of the core buildings, we will make use of hot-desking, allowing agile workers to have desks as and when they need them. This will enable us to consolidate our work force into fewer and better buildings, improving flexible working and reducing accommodation costs.

The HUB's programme will continue to establish further multi-service, multi-partner Hubs across the city with two new Hubs to be created in Grangetown and Rumney.

These new hubs will enhance the existing network in Central, Ely, Llanrumney and Canton, providing face to face support to those who need our help the most.

Technology

We will ensure that Customer interaction is Digital First – Customer services will be available via digital channels and should be the first choice of channel for customer interactions. All technology decisions will be made to support digitised services

We will commit to making our technology easy to use - All technology needs to deliver the best user experience possible and be focussed on delivering outcomes.

Flexible services –The pace of change for technology and business is increasing, being able to flex in both adoption of new technology and the scale of services is essential. All services will be designed to flex rapidly to respond to changing environments. In line with future agility and flexibility, technology needs to support delivery of consistent services in whatever location is most appropriate for the user of that service.

Cloud based delivery by default – Core cloud infrastructure will be developed and all new technical services will be delivered through cloud mechanisms. This will ensure that the Council has access to the most flexible and cost effective technologies.

Culture

Going digital is about adopting digital tools and techniques we now take for granted in our personal lives to make the services of the Council better.

A digital culture is customer-centric. The changes from digital transformation will require a change in working culture for the Council.

We will need our departments to work better together, delivering better results for everyone who lives and works in Cardiff.

With agile staff working in multiple locations we will have to adopt new ways of communicating with, and management of staff.

We will use these digital tools to communicate more effectively, sharing and managing data more robustly, delivering more effective working practices.

Processes

Building digital services will mean we have to change how we work, both with Citizens and with each other. When creating these new processes we need to acknowledge that they will need to be designed differently.

We will design digital projects by understanding how and why people use these services, designing them to fit better with the way people need to use them. This is true both for services we design for members of the public and services for Council Employees.

We will build simple and easy to use services so that people can complete them without help. Focusing on how people use services, and not the constraints of the Council's structure will ensure that our services are not daunting or difficult to use.

We will appoint a single business owner for each of the digital services we will build. They will be responsible and empowered to deliver the best service possible.

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Corporate Assessment Template**



Policy/Strategy/Project/Procedure/Service/Function Title: City of Cardiff Digital Strategy

New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?

Name: Christine Salter

Job Title: Corporate Director

Service Team: Business Change

Service Area: Resources

Assessment Date: 21/04/2016

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

To foster a digital approach to service delivery across the council with the necessary organisational, cultural and technical change that is required for this approach to be successful.

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

The City of Cardiff Council has been delivering organisational change through the established Organisational Development Programme. This programme of change has highlighted that digital services, services that can be entirely completed on-line, are a key component to delivering improvement and efficiencies.

The growing demand from users of Council services to be able to access and complete services on-line has been highlighted by the recent Digital Cardiff Consultation, where 89% of respondent were Very or Fairly Likely to want to complete simple queries and services online.

Alongside this growing demand from citizens, visitors and businesses to use Digital services, there has been strong investment in the city wide infrastructure to support people to use digital services. This includes the roll out of free Wi-Fi in public buildings and high speed 4G networks across the city. These infrastructure investments combined with the increased use of smart phones and tablets amongst all age groups, means that internet usage is on the rise with 85% (ONS 2015) of people in East Wales having used the internet in the last 3 months.

The delivery of digital services is the first step towards building a digital city region. Using the digital infrastructure that is being established will enable the City of Cardiff to develop new and innovative ways of managing the city, working with Citizens and Businesses.

Delivering successful digital services does not rely on the application of technology by itself. For the digital transformation to be successful it needs to be recognised that all

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aspects of the way the Council works will need to change.
This strategy document sets out how the City of Cardiff Council will address all of the components necessary to achieve a successful digital transformation.

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years		X	
18 - 65 years		X	
Over 65 years		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Age is not captured in the contact centre, online or in hubs and there is no differential service based upon age.

Digital services do not necessarily require citizens or colleagues to interact through digital channels

All existing channels are retained. Minicom, SMS, fax, email and webchat are all used by customers from particular groups listed above.

What action(s) can you take to address the differential impact?

N/A

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		X	
Physical Impairment		X	
Visual Impairment		X	
Learning Disability		X	
Long-Standing Illness or Health Condition		X	
Mental Health		X	
Substance Misuse		X	

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Other		X	
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

- Disabilities are not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of disability
- All existing channels are retained. Minicom, SMS, fax, email and web chat are all used by customers from particular groups listed above.
- Hubs will still exist in community locations and are accessible by particular groups listed above.

What action(s) can you take to address the differential impact?

N/A

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Gender reassignment is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of gender reassignment

What action(s) can you take to address the differential impact?

N/A

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Marital status is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of marital status.
What action(s) can you take to address the differential impact?
N/A

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
<ul style="list-style-type: none"> - Pregnancy and maternity are not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of pregnancy and/or maternity. - The community locations of Hubs mean that services will remain accessible to all.
What action(s) can you take to address the differential impact?
N/A

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		X	
Mixed / Multiple Ethnic Groups		X	
Asian / Asian British		X	
Black / African / Caribbean / Black British		X	
Other Ethnic Groups		X	

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Race is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of race.
What action(s) can you take to address the differential impact?
N/A

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		X	
Christian		X	
Hindu		X	
Humanist		X	
Jewish		X	
Muslim		X	
Sikh		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Religion is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of religion.
What action(s) can you take to address the differential impact?
N/A

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Sex is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of sex.

What action(s) can you take to address the differential impact?

N/A

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Sexual orientation is not captured in the contact centre, online or Hubs. As a result, there is no difference in service provision on the basis of sexual orientation.

What action(s) can you take to address the differential impact?

N/A

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

- Welsh language preference is currently captured and will continue to be so. A dedicated Welsh language telephone number for the contact centre will be maintained.

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- All services will be required to adhere to the obligations of the Authority under the Welsh Language Act
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What action(s) can you take to address the differential impact?
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N/A

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

N/A

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	Digital Cardiff Consultation 2015

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

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**Equality Impact Assessment
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Completed By : Ross Maude	Date: 21/04/2016
Designation: Senior Enterprise Architect	
Approved By: Ross Maude	
Designation: Senior Enterprise Architect	
Service Area: Enterprise Architecture	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk