
CITY OPERATIONS DIGITALISATION PROJECTS

Reason for the Report

1. To provide Members with the opportunity to review a number of digitalisation projects currently being developed and delivered for services within the City Operations Directorate.

Background

2. At the Committee meeting on the 3rd October 2017 Members considered an item titled 'Environmental Scrutiny Committee – Work Programme 2017/18'. As a part of this item Members were asked 'to consider, suggest and agree future items for the Environmental Scrutiny Committee Work Programme 2017/18'. During the debate some Members felt that it would be worthwhile scrutinising how services are being improved through the use of modern technologies and so asked the Principal Scrutiny Officer to arrange an item on the topic.

Digitalisation

3. The Council is in the process of defining a digitalisation agenda to help modernise and shape a wide range of Council services. The intention to take this path is clearly set out in the new Cardiff Capital Ambition. The Cabinet received a report titled 'Delivering Capital Ambition' at its meeting on the 14th December 2017. This report contained a section titled 'Digital First' that set out the background, context and future direction for digitalisation in the Council.
4. The report explained that technology is transforming local public services and that increasingly, local authorities are seeking to:

- Automate processes;
 - Shift customer transactions and services into online channels of communication;
 - Migrate council systems into cloud-based solutions.
5. The adoption of new technologies is providing more responsive access for residents who wish to engage digitally, delivering efficiencies and placing a downward pressure on the cost of delivering transactional services in the face of rising demand, and providing intelligence on service demand which can be analysed to drive improvement.
6. The Administration has signalled in Capital Ambition that the Council will adopt a Digital First agenda, providing digital, 24/7 access to services which is 'indistinguishable from that available to citizens in every other aspect of their lives'.
7. Over recent years, the Council has begun to respond to this trend, with an increasing number of interactions with citizens managed via digital platforms, for example:
- 69.4% of parking permits are now applied for online;
 - 75.7% of recycling bags and waste caddies are requested online;
 - 90% of school applications are made online (an increase of 20%);
 - 150% increase (from 32,000 to 78,000) in Twitter followers over the last two years, and the establishment of a presence on Facebook which has grown to over 11,000 followers.
8. Digital technologies have successfully delivered efficiencies, both in staff time and accommodation costs. For example, through the implementation of mobile working and scheduling, agile working and process redesign, front-line staff in housing maintenance (approximately 250 staff) and social care (approximately 650 staff) are able to spend more time with service users, with savings released in office accommodation.
9. However, this represents only a partial adoption of technology and new ways of working. It is therefore proposed that a comprehensive programme of digital transformation will now be pursued by the Council.

10. Whenever practicable, digital needs to be the default means of accessing Council services and a concerted move will be made towards e-payments across the full range of services, balanced by continuing commitment to engaging with citizens that do not have access to digital technology.
11. A focus will also be placed on streamlining and automating business processes. Across a number of councils, steps are being taken to push boundaries through the automation of business processes, yet in Cardiff few services have achieved thorough going end-to-end digitisation. Too often digital solutions have been bolted onto existing processes which, allied to a 'patchwork quilt' of channels through which citizen interactions with Council can take place, has sometimes led to an increase in administration and demand on services. For example, the citizen interface with services, such as waste management and street scene, will need to be routed increasingly via digital platforms with high levels of back office automation.
12. These changes will be supported by a single data platform for all services enabling the Council (and public service partners) to tailor services to the needs of individual citizens and families. This will enhance the Council's ability to bring previously unconnected data sets together, and to analyse them, to better understand the nature of current demand on services and to predict where demand will occur in the future.
13. Moreover, digital councils are increasingly seeking to shape the technology environment of the local areas. Cardiff has one of the best developed fibre networks in the UK, yet its profile as a 'Smart City' – one that uses technology to solve complex problems, particularly in relation to how smart technologies can more efficiently help manage city infrastructures – is limited, with further steps needed to draw on the expertise of the city's technology cluster.
14. The proposed post of Chief Digital Officer will provide a vital role in ensuring that this programme of change is coordinated and delivered consistently across council services. As an immediate preparatory step, it is proposed that a review of the Council's ICT services, including hardware, software and resources, be undertaken.

City Operation Digitalisation Projects

15. 'Digital First' and the new digitalisation process is not the start of the journey for services that fall within the remit of the City Operations Directorate. In a drive to improve services and generate efficiencies the City Operations Directorate has for a number of years been developing and delivering a number of digitalisation projects, these are set out below:

City Operations Digitalisation Projects - Undertaken

- Digital Advertising on Parking Meters (concession agreement for advertising);
- Smart Sensors installed in 3,300 parking bays across the city. The system provides real time occupancy data to a cloud based back office system which is used to maximise turnover of parking in Cardiff;
- Parking App – new bespoke app for Cardiff introduced Autumn 2017, provides real time parking availability information to the public about Cardiff Council parking facilities, and links to MiPermit (on line parking payment system);
- Introduction of MiPermit (on line parking payment system);
- G Cell Beacons (push Bluetooth notification to phones for advertising & information);
- Parking & Moving Traffic Offences – view fine evidence and pay on line;
- Digitalised the current ways of applying & paying for Highway licences / permits;
- Digitalised Environmental Enforcement process - introduction of Startraq system;
- Central Monitoring System(CMS) for LED street lighting.

City Operations Digitalisation projects - In Progress/Planned

- Review all cheque/cash payment processes – with a view to introducing virtual on line payments for all areas (for example, Bereavement/ Street Naming Numbering etc.);
- Introduce fingerprint ID for school bus passes in line with methods of payment for school lunches;
- E Commerce for all services and supplies for City Operations customers;
- Introducing virtual licensing/permits (non paper) for all Highways/Parking applications;
- Introduce of ARCUS system for Building Control;

- Continued development and roll out of Asset Management System – AMX;
- Introduction of hybrid printing in high volume printing areas in City Operations (enforcement, parking, planning etc.) tender submissions due 25th January;
- Development of digital staff training system, for operational staff training records and inspections (Papertrail).

Budget Savings Consultation - Digitalisation

16. The Cabinet meeting held on the 2nd November 2017 received an item titled '2018/19 Budget Proposals – For Consultation'. This report set out the proposed budget proposals for 2018/19 and once agreed triggered the start of a public consultation exercise that ran until 14 December 2017. The report identified a wide range of potential savings, some of which relate to digitalisation.
17. Overall the consultation identified £327,000 of savings from the City Operations Directorate that have the potential to be (at least in part) delivered through digitalisation. £212,000 of the potential savings relate to services that fall within the terms of reference of the Environmental Scrutiny Committee (£115,000 relate to 'Children's Play' which falls under the terms of reference of other committees).
18. The £212,000 saving is referenced as 'CONSULT 1', it falls against the category of 'Income Generation' and is described as *'Improve Charging & Income Generation Projects – Generate additional income through an increase in fees and charges across City Operations in addition to maximising opportunities for recharging for services, particularly through digitalisation'*. The saving is consistently risk rated as 'Green' and falls within the Strategic Planning & Transport Cabinet portfolio.
19. In addition to the digitalisation savings potentially linked to the City Operations Directorate the '2018/19 Budget Proposals – For Consultation' references 'Consult 38' as a £1.206 million saving that has been allocated against the Corporate Management budget. This is allocated against the 'Business Processes including Digitalisation' category and is described as:

'Council Wide Efficiencies – In line with the Council's digital strategy, this saving will be achieved through delivering business efficiencies through third party spend,

charging processes, technology and staff resources. This will put the use of digital forms of communication and service delivery at the heart of how the Council operates and interacts with the people it serves’.

20. This saving is consistently risk rated as ‘Red – Amber’ and is placed under the saving category ‘TBC’. It is anticipated that these savings will be applied ‘Council Wide’, and as such a part of the £1.206 million saving could be applied against the City Operations Directorate or other services that might fall within the remit of the Environmental Scrutiny Committee.

Way Forward

21. Officers from the City Operations Directorate have been invited to attend for this item. They will be available to brief Members on the range of digitalisation projects that the Directorate has delivered, is delivering or has plans to deliver.

Legal Implications

22. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to

consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i. Note the contents of the attached report;
- ii. Consider whether they wish to pass on any comments to the Cabinet following scrutiny of the item titled 'City Operations Digitalisation Projects'.

DAVINA FIORE

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10 January 2018