



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000

Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## PRESENTATIONS

**Committee** POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

**Date and Time  
of Meeting** WEDNESDAY, 13 MARCH 2019, 4.30 PM

Please see attached the Presentation(s) provided at the Committee Meeting

8 **Presentations** (*Pages 3 - 32*)

This page is intentionally left blank



# Delivering the Capital Ambition Programme Update for PRAP 13 March 2019

Page 3



Agenda Item 8

# Introduction

This update on the Capital Ambition Delivery Programme (CADP) will cover the following:

- Background
- Governance
- Current position of the Modernisation Portfolio, within the CADP
- Summary

Page 4



# Background

- In December 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme (CADP), to lend impetus to the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services.
- The CADP is composed of two discrete components:
  - **Modernisation:** Transformation of corporate systems and processes that support service delivery.
  - **Resilient Services:** Transformation of front-line services.

Page 5



# Governance

- The Senior Responsible Owner for the Modernisation Portfolio is the Corporate Director Resources.
- The Senior Responsible Owner for the Resilient Services Portfolio is the Corporate Director People & Communities.
- Programme Boards have been established for each Programme, which report to SMT on a regular basis.
- The Capital Ambition Progress and Performance Group receive quarterly updates on Programmes that are being delivered as part of the CADP.
- All projects are managed through the Council's Portfolio, Programme & Project Management database.



# Current Position – Modernisation Portfolio

- The Modernisation Portfolio has three Programmes:
  - Corporate Landlord
  - Digital First
  - Service Reviews

Page 7



# Current Position – Modernisation Portfolio

## Corporate Landlord Programme

- **People & Change** – this comprises three workstreams – Centralisation of Budgets; County Estates Restructure and Customer Focus.
- **Architecture Technology** – implementation of a new IT system.
- **2<sup>nd</sup> Generation Buildings Maintenance Framework** – procurement of new building maintenance frameworks.
- **Strategic Asset Management Principles** – a key work stream designed to inform both the Corporate Landlord Model and the Corporate Land and Property Management Plans relates to the gathering of data on the condition of the estate.
- **Depots Rationalisation** – reviewing the existing depots estate.
- **Customer One Front Door** – developing a single contact point for all property related communications.
- **Office Accommodation** – continued management of office accommodation moves.





# Current Position – Modernisation Portfolio

## Digital First Programme

- **Hybrid Mail** – a corporate approach to dealing with the posting of external mail.
- **Cardiff App** – an in-house corporate app allowing residents a smarter way to connect with council services on a 24/7 basis.
- **Virtual Agent Technology** – this project is looking at what opportunities and benefits can be delivered through the automation of service requests and customer enquiry handling using artificial intelligence (AI).
- **Education Information Management** – the primary purpose of this project is to improve information management systems and data analytics capability in relation to children and young people accessing education and related support services in Cardiff.
- **Office 365** – this project will roll out Office 365 across the council during the early part of 2019.
- **HR Recruit Portal** – this project is to deliver a more cost effective fully integrated e-recruitment solution.
- **SharePoint** – the continued roll out of the corporate Electronic Documents and Records Management System.



# Current Position – Modernisation Portfolio

## Service Reviews Programme

- **Civil Parking Enforcement** – this review has been completed and it identified 23 opportunities that could potentially realise annual savings of up to £676k.
- **Passenger Transport** – this review is ongoing and is looking at the current approach to the delivery of passenger transport services.
- **Social Services Payment Processes** – this review has been investigating payment processes across both Adults and Children Services.
- **Sundry Debt** – this is looking at debt recovery procedures in the Income Recovery Section and within Legal Services.
- **Parks** – this review was undertaken on the Parks & Outdoor Sport Service. The review identified 15 opportunities, and it was agreed that a follow up review was required. This is still ongoing.
- **Pensions** – we have been reviewing the current processes and ways of working within the Pensions Section.



# Summary

- The CADP is a four-year programme and was implemented in December 2017.
- It has two discrete components – **Modernisation** and **Resilient Services**.
- The Programme has established and effective governance arrangements in place.
- The Modernisation Portfolio has three programmes
  - Corporate Landlord
  - Digital First
  - Service Reviews
- Each Programme has a number of projects at varying stages of delivery.

Page 11



This page is intentionally left blank



## Cardiff Digital Progress

Isabelle Bignall - Chief Digital Officer



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together



# Capital Ambition

- Chief Digital Officer role started in **April 2018**
- The current digital projects in the Capital Ambition Delivery Programme are:
  - Cardiff.gov app
  - Office 365
  - Hybrid mail – *ongoing roll out*
  - SharePoint – *ongoing roll out*
  - Education information management
  - Virtual agent technology – *Next stage procurement*
  - HR recruitment portal



# Digital Strategy

- Digital Strategy published in **July 2018**
- **9** strands that outline the vision to a 'Connected Cardiff'
- A high level 'Digital Priority' plan to be created for each strand
- From each plan, further work to develop detailed action plans with stakeholders





# Digital Priority Plans

## First 3 Digital Priority Plans:

- 'Connected Citizens' complete
- 'Connected Education' complete
- 'Connected Members' in draft

Remaining 6 strands in progress – aiming for completion by April 2019







Wi-Fi provision to all schools



## CONNECTED EDUCATION

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

Time period (1st April - 31st October 2018)

Wi-Fi refresh across schools in 2018



### Core Service

ICT supply 128 Cardiff Schools with their core service. Includes safe, filtered web access for online resources

128

5 schools trialling new delivery methods, and 1 has opted to use third party filtering and broadband

### Speed and Access

2GB

Current total of 2GB bandwidth to Schools Network – Approx 16MB to each school



### hwb.gov.wales

All Wales digital learning, providing resources for teachers and pupils.

Cardiff was the first LA to roll out the use of HWB



### Education Support Services

Current project to align recording, reporting, and retention of essential data for 42 teams within Education Support Services, enabling efficient data sharing



### Internal Communications

Several different, non-integrated, channels of communication used by different schools and teams:



Split across 3 main suppliers Google, Microsoft, and Cardiff Gov

### Hosted Web Filtering

Collaboration between ICT and BT (PSBA) to provide safe web access

First steps towards targets of 100MB for primaries...

...and 1GB for secondaries bandwidth



4 primaries and 1 secondary so far



Wi-Fi provision to all schools



## CONNECTED EDUCATION

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

Time period (1st April - 31st October 2018)

Wi-Fi refresh across schools in 2018



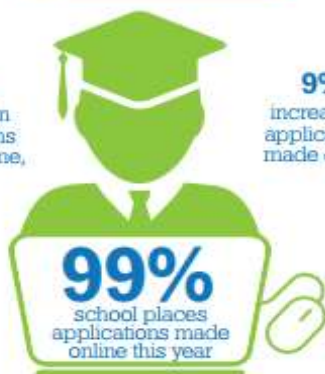
Digital Strategy

Cardiff Council

### Pupils Places

4% increase in applications made on time,

9% increase in applications made online



### Cashless

Cashless payment systems for catering in all Secondary schools across Cardiff.

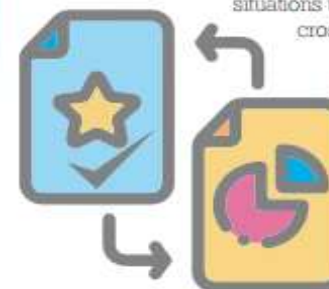
Top-ups can be online, or through on-site machines.

87% of all transactions still conducted on-site by pupils, only accounting 25% of total spend.



3 primaries were on the system at 1 April, with 2 more starting by 31 Oct. 16 Primaries at Feb 19

### Computing Unlocked



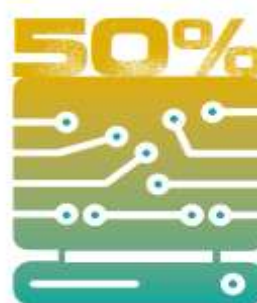
A set of tools for use in classroom situations to cover both ICT and cross curricular use from Nursery to Year 9. Ensures consistency throughout Cardiff schools. Implements the Digital Competency Framework and supports whole curriculum

### Pupils Information



Schools Information Management System – SIMS – moved to cloud storage to reduce burden on schools maintaining individual systems, and increase use and availability of info

### Computing in Class



50% of Secondary schools in Cardiff are teaching Computer Science – Coding, Programming, Algorithmic design

### Digital Competency Framework



Developed by Welsh Government, utilised throughout Wales. Mandates use of ICT throughout the curriculum to create transferable digital skills and knowledge.

QUOTED STATISTICS FROM APR 18 TO OCT 18

- Connected Workforce
- Connected Citizens
- Connected Services





# CONNECTED EDUCATION

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

What teachers, parents, and pupils of Cardiff can expect from the Council and Schools



## 1. Connected Pupils and Parents

Align existing resources to ensure teachers, parents, and pupils can communicate digitally about the things they need to, when they need to

## 2. Online Payments

Expand the existing cashless catering platform to become a wide ranging portal for parents to manage their financial interactions with the school

## 3. Digital Record

Complete the secure, portable, individual digital record for each pupil

## 4. Informed Safeguarding

Create systems and data sharing agreements to enhance early intervention for safeguarding purposes

## 5. Connected Schools

Ensure that all schools are supplied with the required connectivity to support the Digital Curriculum, Digital Competency Framework, and creation and use of joined-up data

## 6. Connected Classrooms

Using Welsh Government's Education Digital Standards as a baseline, improve on-site infrastructure by co-operative working between the stakeholders – ICT, Schools, and Education Support Services - to ensure best use of the improved connectivity is made

Connected Workforce

Connected Citizens

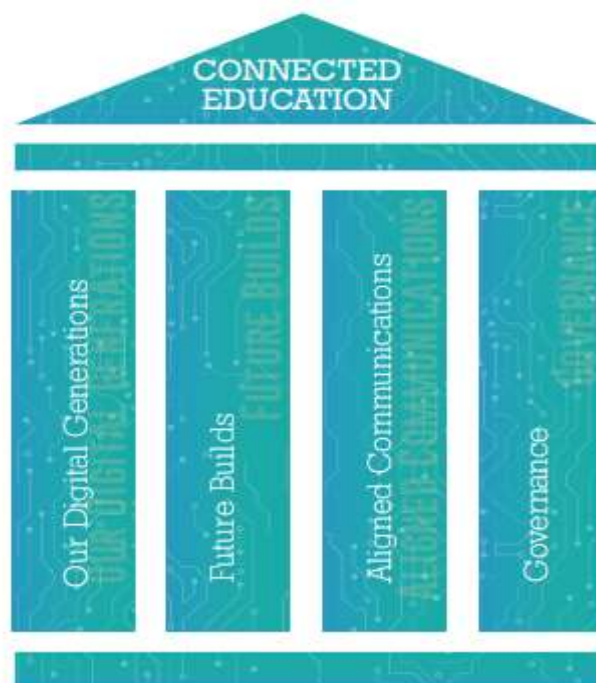
Connected Services



# CONNECTED EDUCATION

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

What teachers, parents, and pupils of Cardiff can expect from the Council and Schools



## Our Digital Generations

Digital Competency Framework as a foundation to build better methods of delivering the new Digital Curriculum, with partners in business, universities and Smart Cities, and a Culture of Support for the teaching staff - ensuring future generations have the skills, knowledge, and ability to flourish in the emerging digital economy

## Future Builds

Work with partners in universities, businesses, and Smart Cities to ensure that new build schools are designed with the infrastructure to be flexible and fit for the future

## Aligned Communications

Strengthen links between Corporate ICT, Education, and Schools staff by aligning communication channels, increasing collaboration and share responsibility, and facilitating secure transfer of sensitive pupil and school information

## Governance

Establish robust governance by all involved stakeholders to ensure these aspirations can be met, and knowledge can be created, used, and managed, to best effect.

Connected Workforce

Connected Citizens

Connected Services



Digital  
Strategy

Cardiff  
Council

## CONNECTED ELECTED MEMBERS

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

Time period (1st April - 31st October 2018)

### Agile working



All 75 members have the ability to work remotely via laptops, tablets and smartphones



Members can stay up to date and connected with remote access to Modern.Gov, Blackberry Work and Outlook

### Reporting



2,199 enquiries were submitted by Members via the Self Service Members Enquiry System. Provides automatic feedback and enquiries can be submitted at any time.



Remaining enquiries are emailed or called in directly to members services. 93% of members have used members enquiry service.

### Public Engagement



Council meetings are broadcast for public viewing via Public-I and Facebook Live. Archived webcasts are available for everyone to view.

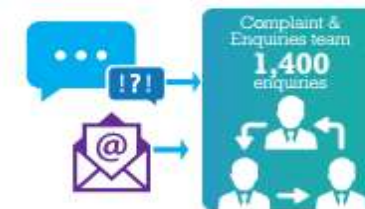


Mod.Gov allows Members and the public to access upcoming public documents as well as minutes of previous meetings.

### Communications



Weekly update produced by Committee & Members services. Currently circulated every Monday via email to Members and senior management.



Enquiries from MPs, AMs, ward members and the public are submitted via Members to the complaints and enquiry teams via email and letter. An average 1,400 enquiries per quarter

Connected Workflows

Connected Citizens



# CONNECTED ELECTED MEMBERS

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



## 1. Day to day Digital Working

Empower Members to work Digitally by Default by providing relevant training and continued ICT support. Upgrade and standardise Member's Mobile Working devices and undertake ICT upgrades to enable Members to remotely attend Council and Committee Meetings. Rollout of Office 365 will allow for more agile working.

## 2. Improving Digital Infrastructure

Improve Wi-Fi connectivity throughout Council Buildings and access to power points in Committee and Meeting Rooms to enable Members to work digitally. Undertake upgrade of Webcasting systems in order for all meeting rooms to be suitably equipped for broadcasting.

## 3. Electoral Management Upgrades

Upgrade of Electoral Management Software in order to maximise returns of Household Enquiry Forms and modernise Electoral processes and communications. Upgrades will introduce Mobile Canvassing and will contribute to the Council's aim of achieving 90% voter registration in 2019/2020

## 4. Public Engagement

Create a Social Media Engagement plan to promote and raise public awareness of the Council's Democratic workings (Surgeries, Consultations, Elections). Aim to increase views of Cabinet, Scrutiny and Committee meeting webcasts.

## 5. Data

Explore possibilities of providing Members with access to real-time, accurate data for the City. Ensure members have the relevant data and tools to hand in order to deal with enquiries and complaints efficiently, as well as identifying trending issues within their Wards.

## 6. 3rd Party Collaboration

The adoption of SharePoint Online will allow Members and Members Services to work collaboratively with other bodies, such as Welsh Government and other Local authorities, to help better understand the needs of the Public.

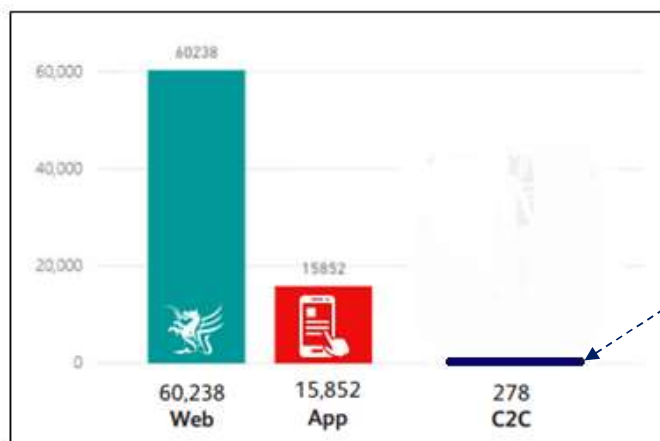
## Over-arching Digital Priorities

Focus diverting low value contact to lower cost channels, allowing skilled staff to deal with more complex queries that require more knowledge by:

- Increasing the number of services available **digitally**
- Continue to provide an accessible, informative award winning website
- Deploy virtual agent to support 24/7 citizen requirements

Clear example of where this works is the waste collection date check:

Over **75,000**  
contacts through  
Digital Channels

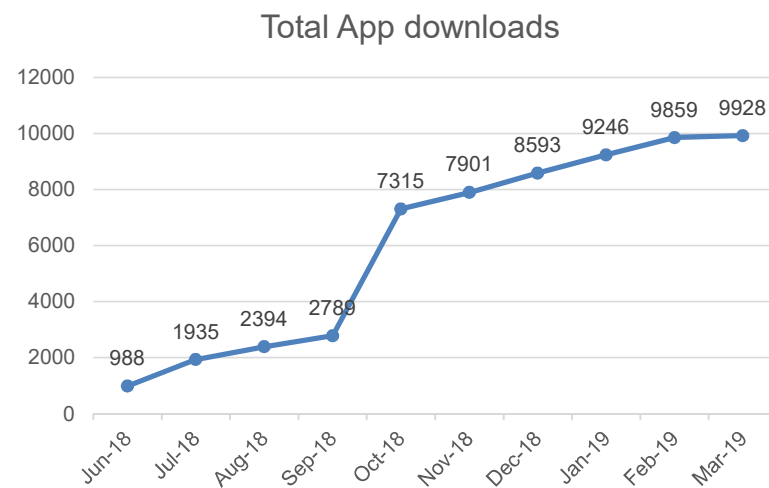


278  
C2C collection  
date queries



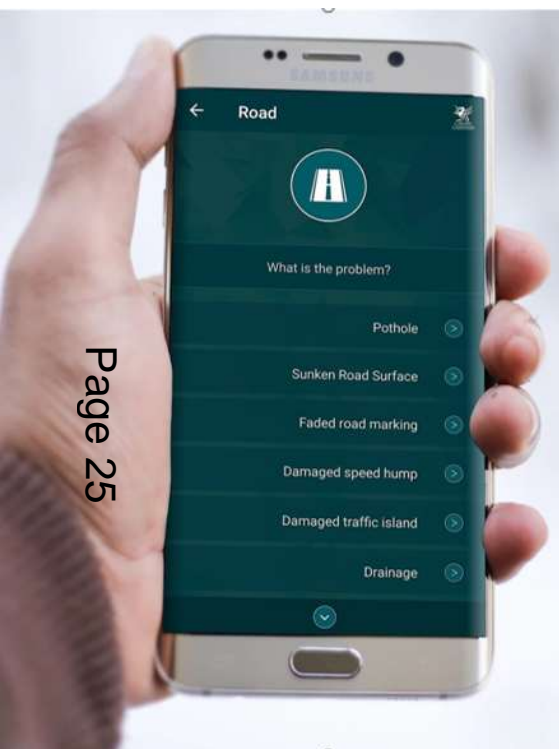
# Cardiff.gov App

- Launched in June 2018
- Releases to date cover:
  - Language preference - **fully bilingual service**
  - Recycling and Waste Services
  - Flytipping
  - Council Tax
  - Roads and Pavements
- **9928** downloads as of 03/03/19





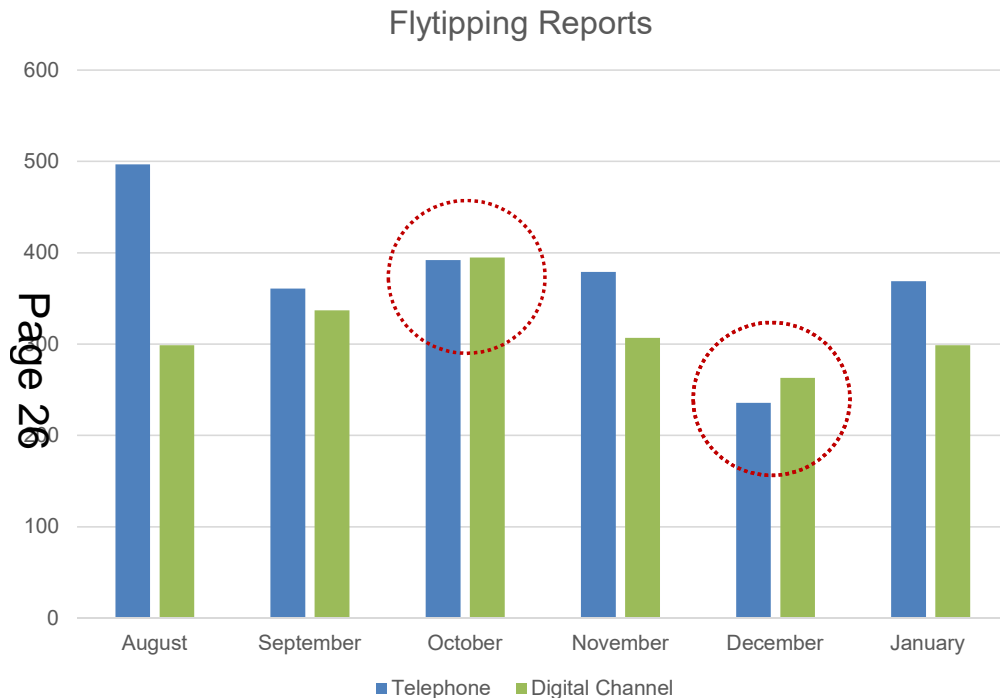
# App Capabilities



- Waste Collection – Check collection dates, set reminders for specific time and dates and for more than one property (useful for carers, family members)
- Council Tax – Sign into account to view balance and payment details. Ability to view all bills, notices and reminders, set up / amend a Direct Debit and sign up for e-billing
- Report Flytipping – GPS can be used to locate your device, ability to select location on the map and allows up to 3 images to be uploaded
- Roads and Pavements – Report defects to the road or pavement by identifying the location on a map or supplying a photograph of the defect. All reports integrate directly to back office system

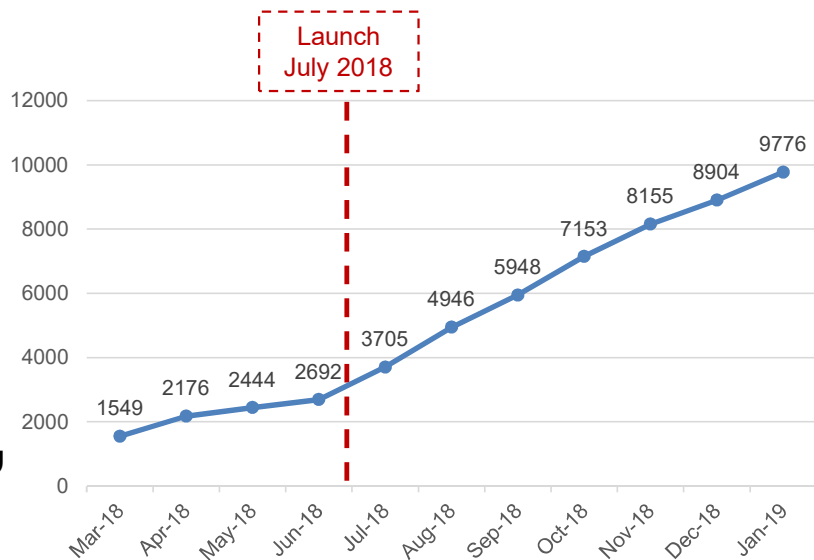


# Flytipping Reports



- Resident are now able to report Flytipping via the website, app or over the telephone
- Reports received in October and December through a Digital Channel (app & web) were **higher** than reports received by telephone
- #Digitalfirst

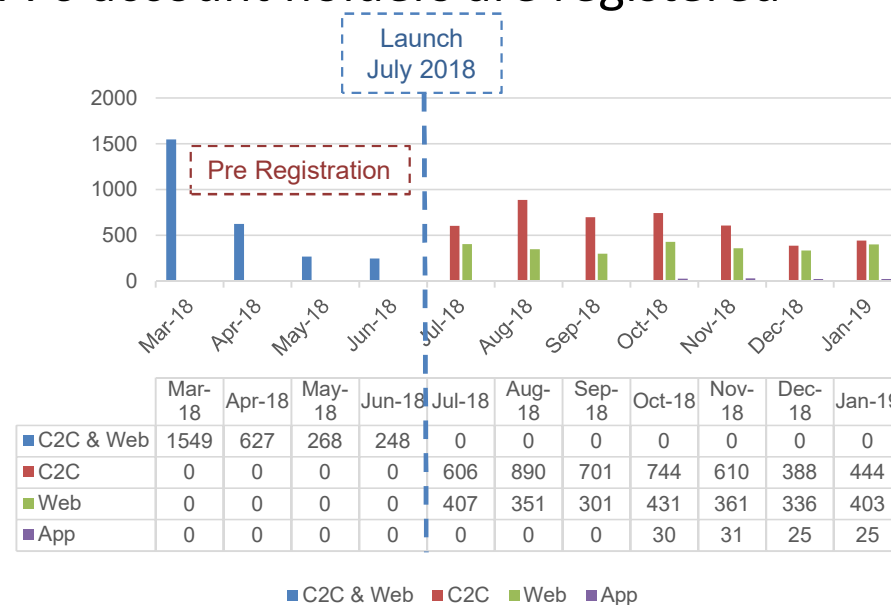




- This allows residents to view their bills and receive reminders / notices on the app. They will receive their Annual bill digitally

## E-billing

- Council tax e-billing (paperless billing) launched in July 2018
- 9776 account holders are registered



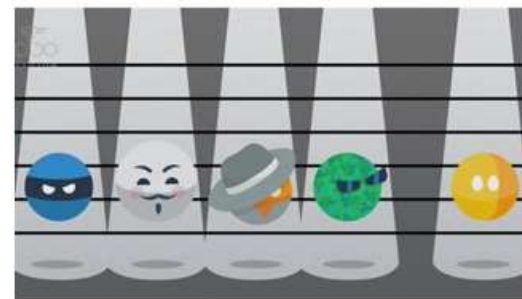
# Roll out of Office 365

- **Office 365** is the latest version of Microsoft Office which offers more flexibility and support to our agile workforce priority
- Technically ready - **6,450** desktops throughout authority to migrate with complex compatibility issues to contend with
- Project is in testing phase with Digital Delivery team on user communication
- Staged approach for roll out – communications, drop in sessions and workshops will be arranged



# Cyber Security (culture and awareness)

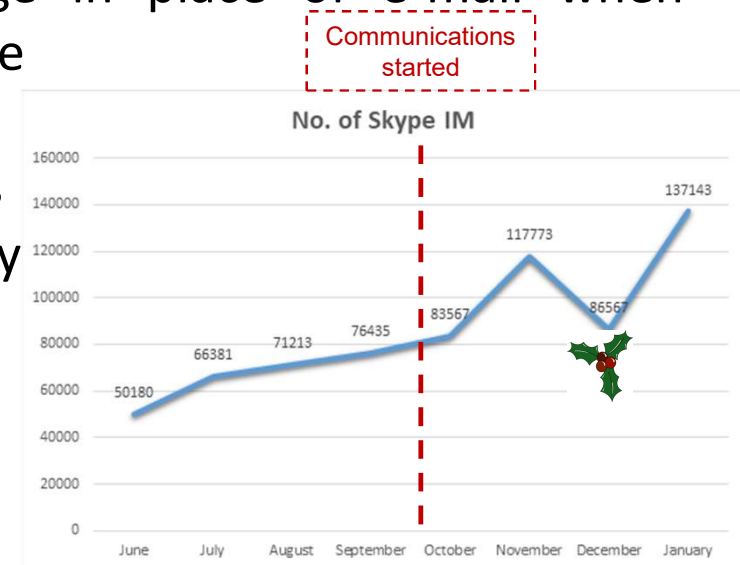
- We recognise that staff are the last line of defence in protecting us against cyber attacks. It is a challenge for any organisation to **educate** and **raise awareness**
- 3 modules have been released covering 12 videos around Cyber Security with first module released in July 2018
- Each module shows different ways the council could come under attack and delivers key messages outlining everyone's responsibility to protect council data
- Completion numbers as of 01/03/19:
  - Module 1 – 2247
  - Module 2 – 2144
  - Module 3 – 1962
- Full compliance by end of 2019 with modules being included in corporate induction for new staff





## Instant Messaging (IM) Awareness

- Ability to use Instant Messaging in Skype for Business, however was not being utilised due to lack of awareness
- Aim is to continue increasing Skype IM usage in place of e-mail when appropriate to decrease pressure on infrastructure
- Digital Delivery Team developed communications promoting benefits of usage and provided an easy step by step guide
- **173%** increase in IM messages from June to date (seasonal dip in December)



# Digital Services in 2019

- Roll out of **Office 365**
- Further functionality of Cardiff.gov app including;
  - Report Waste Management non-collections
  - Bulky Waste collections
  - Order bins / bags for Waste collections
- Introduce virtual agent facility to support 24/7 citizen requirements
- Continue with digital projects outlined in Capital Ambition Delivery Programme i.e. recruitment portal
- Complete Digital Priority plans for each Connected Strand and link with a detailed action plan





# QUESTIONS

