



## 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% <sup>1</sup>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.

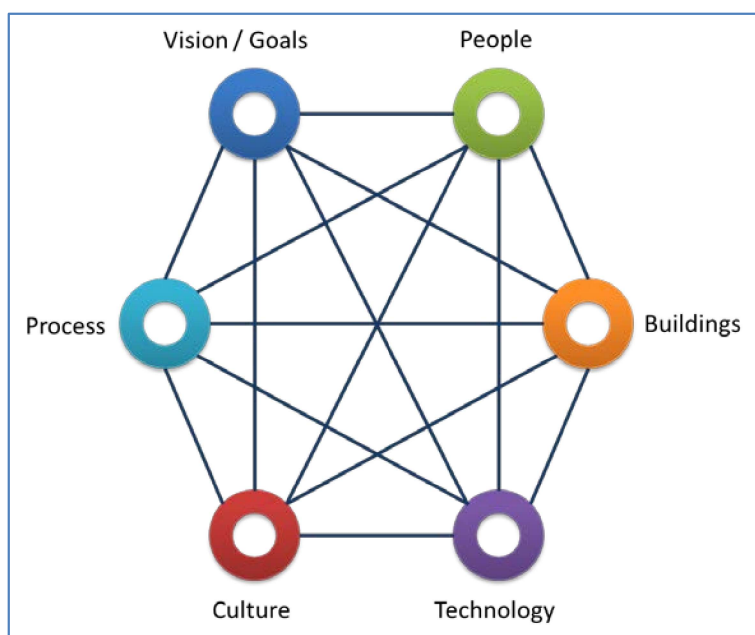


FIGURE 1: TRANSFORMATION MODEL AFTER CHALLENGER, CLEGG AND ROBINSON (2010)

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.

<sup>1</sup> <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.