CYNGOR CAERDYDD

CARDIFF COUNCIL

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE   **11 July 2018**

Cardiff's Digital Ambition

Reasons for the Report

1. To provide the Committee with:
   a. a progress update on the Council's Digital Ambition,
   b. an opportunity to consider the Council's proposed new Digital Strategy,
   c. Information for consideration in its 2018/19 work programming discussions.

Background

2. The Committee's Terms of Reference confer responsibility for scrutiny of the overall operation of the Council's programme for improvement, including Organisational Development, and Information and Communication Technology.

3. In July 2017, the Council agreed a policy programme and associated delivery commitments entitled '*Capital Ambition',* establishing the Cabinet's key priorities for the municipal term. A programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success.

4. In November 2017, the Cabinet agreed a four year *Capital Ambition Delivery Programme* with corresponding corporate governance and performance management arrangements to support the priorities outlined in Capital Ambition.

5. The Council faces severe financial pressures, service demand pressures, and a Welsh Government emphasis on collaboration to deliver its programme of local government reform. Therefore the Administration's refresh of priorities clearly

sets out the principles that will underpin how the Council develops in the coming years, which are: *getting the basics right*; *digital first*; *putting communities front and centre; joining-up of frontline services; purposeful partnerships; and a new deal with citizens*

6. A four-year *Capital Ambition Delivery Programme* was established, replacing the Organisational Development Programme (ODP). The Programme focuses on two components: *Modernisation*: The transformation of corporate systems and processes that support service delivery; and *Resilient Services*: The transformation of front-line services.

7. Within the Modernisation component, there is a programme that addresses the *Digital First* agenda, proposing that the Council should pursue a comprehensive programme of digital transformation of frontline services and back office automation.

8. The report attached at **Appendix A** seeks Cabinet's approval for the new Digital Strategy that breathes life into the Capital Ambition commitment to adopt a 'Digital First' approach, making the best use of new technologies to run the Council's services, particularly its transactional services, as efficiently and effectively as possible. It also seeks approval for the overall framework and governance of the Digital vision.

Issues

9. This report to Cabinet makes clear that embracing the digital agenda with new effective technologies, will maximise efficiencies and customer services whilst assisting the Council to meet the requirement for £14.3m savings in 2018/19. (*paragraphs 11-15*).

10. The Council's proposed New Digital Strategy is underpinned by a set of five key principles (*paragraph 18*) :
    a. The customer experience comes first;
    b. Digital interactions will become the first choice for our customers;
    c. Modern, fit-for-purpose technology will be used to ensure efficiency;

     d. Technology solutions will be re-used, purchased and developed responsibly;

     e. Digital services will support collaborative working to improve outcomes for our customers; and

     f. Digital services will be continually monitored, assessed and improved.

11.   If approved, the ambitious long-term Strategy will be followed by an Action Plan executed under the Digital First Programme, led by the Chief Digital Officer. This Programme sits within the Modernisation portfolio of the Capital Ambition Delivery Programme.

12. Details of the Governance of the Digital programme can be found at *paragraphs 21-25*.

13.   Projects that currently form part of the Digital First Programme of the Council include Hybrid Mail, Sharepoint, Skype for Business, Microsoft Office 365, Cardiff GOV Mobile app, The Virtual Assistant Citizen Bot, Electronic Signatures, Fleet Management Service, Waste Service Improvements, and Information Management and Data Analytics. Full details of each of these projects can be found at **Appendix 2 of Appendix A** .

Way Forward

14.   To support this scrutiny, in attendance will be Councillor Chris Weaver, Cabinet Member Finance, Modernisation & Performance; and Isabelle Bignall, Chief Digital Officer.

15.   At the meeting, Members will receive a presentation by the Chief Digital Officer, covering the progress to date and future ambitions for introducing a digital culture across the Council, following which they will be invited to ask questions.

Legal Implications

17. 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

18. 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.

Recommendations

19. The Committee is recommended to:
    i.   Note the progress on the Council's Digital Ambition;
    ii.   Consider the proposals for the new Digital Strategy;
    iii. Consider whether it wishes to offer comments, observations, or recommendations for Cabinet consideration.
    iv.   Consider how it wishes to take forward monitoring of the Digital Strategy on its 2018/19 work programme.

DAVINA FIORE

Director of Governance and Legal Services

5 July 2018