Cardiff Council's

DIGITAL STRATEGY

2025-2030

cardiff.gov.uk

STRONGER FAIRER GREENER

CARDIFF CAERDYDD

Our Vision

"Our vision is to make Cardiff a digitally connected city where community and technology come together. We want to create an organisation that provides efficient, innovative, and cost-effective services designed for our Citizens."

Introduction

Cabinet Member Chris Weaver

In today's world, technology is an integral part of our everyday lives. It's commonplace in the way we interact with many organisations, from online banking and shopping to accessing public services and staying connected with loved ones. Our digital strategy acknowledges this reality and aims to make interacting with Cardiff Council as seamless and intuitive as possible. By integrating digital solutions into our operations, we will ensure that our services are accessible, efficient, and user-friendly.

As the Cabinet Member for Finance and Modernisation, I am excited to introduce Cardiff's Digital Strategy for 2025 to 2030. This strategy outlines our commitment to continue using the power of digital technologies to enhance the lives of our citizens, improve service delivery, and ensure that Cardiff remains a leader in innovation and progress. We have made significant progress in these areas since the last strategy was introduced and our progress must continue to keep pace with the technology we use.

Digital transformation offers us the tools to create a more connected, resilient, and inclusive city. Our strategy focuses on adopting cutting-edge technologies such as artificial intelligence, process automation, and advanced data analytics to drive innovation and deliver high-quality services that meet the evolving needs of our citizens.

We recognise that delivering meaningful change requires a structured and strategic approach. Our digital strategy is built on a foundation of careful planning, stakeholder engagement, and continuous improvement. By setting clear goals and priorities, we will ensure that our digital initiatives are aligned with the broader objectives of Cardiff's Corporate Plan. This includes our commitment to a Stronger, Greener, and Fairer Cardiff, as well as our well-being objectives.

In the face of a challenging financial landscape, it is more important than ever to ensure that we are operating efficiently and within our budgets. Digital transformation provides us with the opportunity to streamline our processes and reduce costs, whilst maintaining the quality of our front-line services. By investing in digital solutions, we can optimise our resources, improve productivity, and deliver better outcomes for our citizens.

Cllr Chris Weaver
Cabinet Member for Finance,
Modernisation & Performance
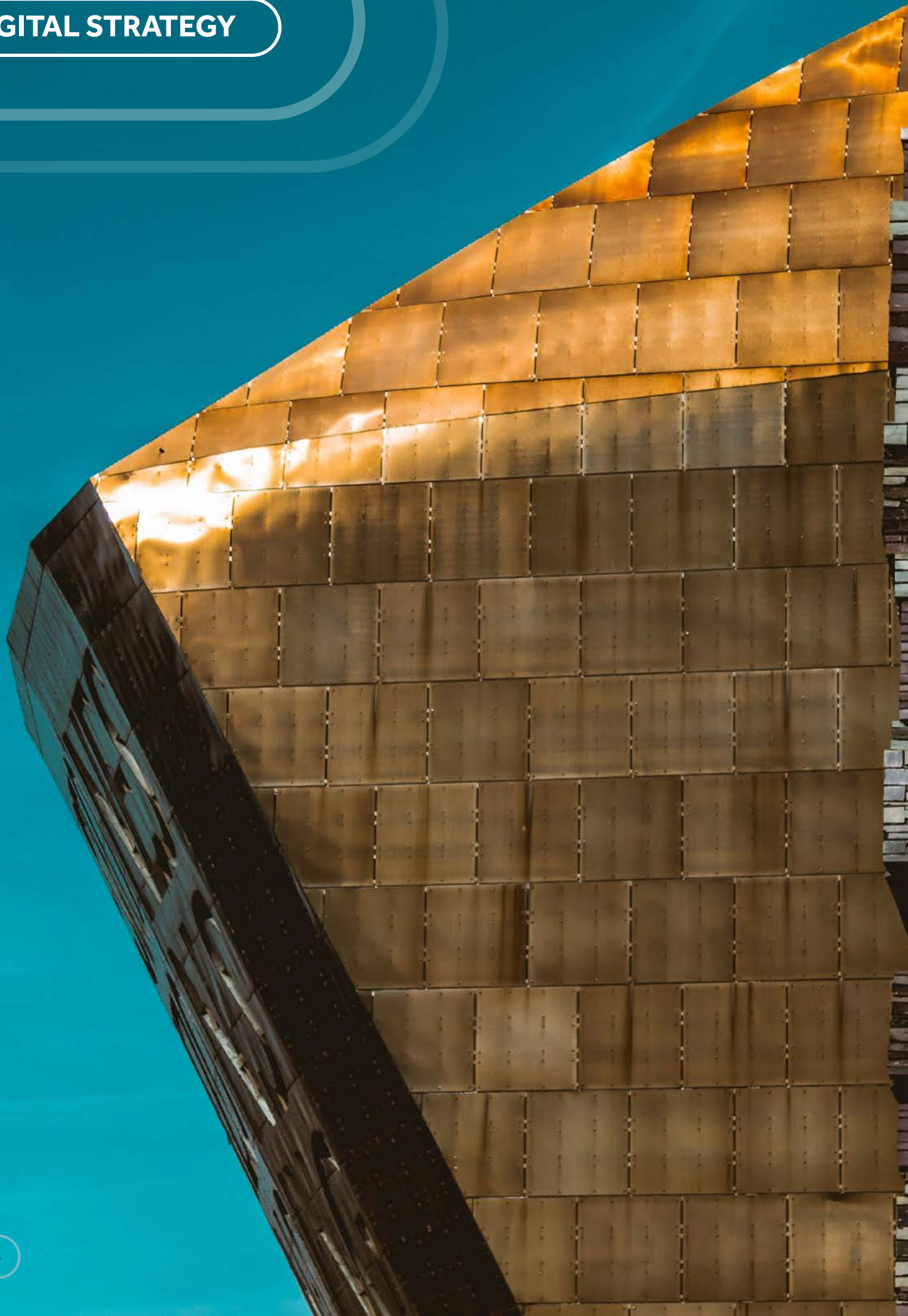
Looking ahead

Our digital strategy is not just about technology; it is about people. We are committed to ensuring that all citizens, regardless of their background or abilities, can access and benefit from our digital services. By fostering digital inclusion and providing support for those who need it, we will create a more equitable and connected community.

Over the next five years, we will continue to explore new opportunities for digital innovation, build on our successes, and work collaboratively with our communities, partners, and stakeholders. Together, we will create a digital future that is inclusive, sustainable, and beneficial for all

Our progress so far

Since 2018 when we published our last digital strategy, significant progress has been made delivering services for our citizens. The CardiffGov mobile app, has been downloaded over 100,000 times with 30,000 active users each month. This has also allowed us to build and reuse digital services across our website and chatbot platforms. Over 80% of citizens are now making the choice to go digital where these services exist.

100k
APP DOWNLOADS

Our website has seen substantial growth, with 3.24 million visits annually. A new online form package introduced in 2022 has made it easier for citizens to make reports and requests with 86,000 forms submitted each year.

WEBSITE FORMS SUBMITTED

86k

Our range of digital services across the website has continued to grow. Since 2017, most parents and carers have been able to apply for Nursery, Reception, and Secondary school places online via an online portal. Digital parking permits were introduced in 2021, and by 2023, all resident and visitor permits can be managed online. Citizens can also manage their council tax, planning applications, housing rents, and benefit/financial support applications online. For those unable to access digital systems, alternative arrangements are provided and signposted.

WEB ACCESSIBILITY

56%
compliance
July 2020

99%
compliance
Nov 2024

In compliance with web accessibility standards for public sector bodies, we have worked to meet WCAG 2.1 AA criteria. Our website's compliance score improved from just 56% in July 2020 to 99% by November 2024, and we continue to work towards meeting the upcoming 2.2 standards in 2025.

Recognising that not all citizens are confident using digital services, the digital support team was established in 2019 to reduce social and digital isolation. Since 2023, they have assisted with nearly nine thousand digital support queries through sessions at local Hubs. Digital workshops across the city teach essential digital skills with bespoke sessions also introduced, including social clubs and digital cafes. The team has been successfully collaborating with local organisations and community centres to help the BAME community use websites and apps to connect with services.

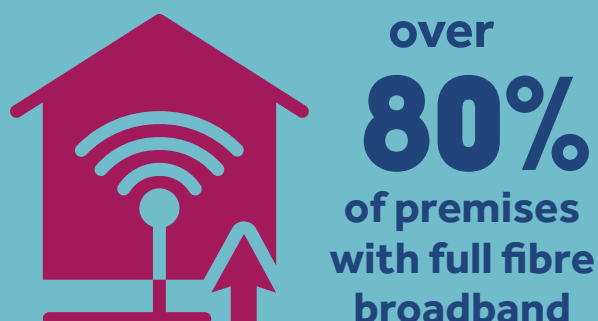**9k**

digital support queries since 2023

Our front-line staff within Connect to Cardiff have been reskilled to better support citizens to get online and support those who can't. Connect to Cardiff has also expanded its presence through social media platforms such as X to ensure prompt responses to direct engagement.

As an organisation, we have introduced Robotic Process Automation (RPA) to reduce the administrative burdens for teams, taking the time to redesign how we work as part of the process. Our digital HR systems have been developed, with new processes introduced for e-payslips and policy or procedure management. The Working for Cardiff app has increased access for staff to manage tasks on the go. This includes submitting leave requests, viewing payslips, and accessing council news. Employee development within our HR systems is now tracked to ensure compliance with mandatory training modules and ensure staff are supported through this journey.

Changes to how and where we work have also been accelerated since 2020, by adopting a hybrid working model we have created a framework for flexible office use alongside home and agile working. The adoption of digital technologies has provided teams with the right tools to perform tasks from any location and introduced more flexible ways of working and delivering services.

Our progress so far

This approach has also positively impacted our democratic process with elected members able to upgrade their devices to access Council ICT facilities. Hybrid formal meetings are now commonplace allowing remote attendance with equal capabilities for all participants. Democratic Services have also introduced a digital casework system and member's portal to allow elected members to log and track their enquiries on behalf on constituents.

We have adopted a "dig once" approach to minimise disruption when expanding our network, and our open access ducting is available to all internet service providers, bringing choice to the city centre and enabling providers to reach previously unattainable areas. By January 2025, 5G availability in the city reached 86%.

over
80%
of premises with full fibre broadband

5G
coverage
Jan 2025
86%

Cardiff has continued to invest in its infrastructure to become a fully connected and commercial city, with full fibre now available in over 80% of premises with additional funding targeted for areas excluded from the commercial programme.
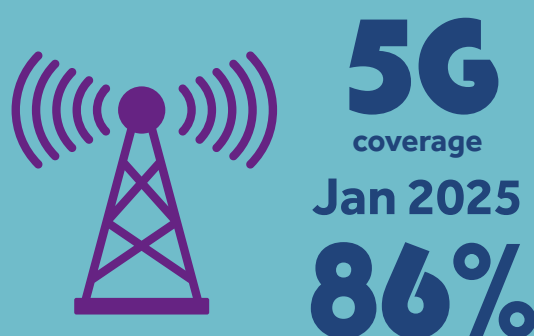
Finally, Cardiff has released its Data Strategy and made progress using data to inform projects with partners, such as health services. This has resulted in a more cohesive view of citizens and their families, enabling better decision-making and improved outcomes.

Achieving our Vision

The successful implementation of this strategy follows five principles, these are at the core of how we will operate over the next 5 years.

|	
The citizen is at the centre of our design	• Our citizens will be central to the design and testing of the solutions we develop. Creating a consistent and reliable experience • Our work will have a positive impact on Citizen experience from the point of request through to service delivery. • Our offline processes will be assessed to minimise the risk of digital exclusion.
Processes will be supported by the right solutions	• We will continue with our approach to adopt cloud-based solutions and reduce reliance on a physical infrastructure. • Our ICT service will be suitably skilled to ensure that expert support is provided to the organisation. • New technologies such as AI will be adopted in an ethical and safe way.
Our platforms will work alongside our workforce	• We will automate processes to support our staff and remove administrative burden from tasks. • Where appropriate, AI tools will assist staff to perform their roles. • A programme of training will be developed to ensure that our workforce is sufficiently skilled.
Our technology will increase collaboration to improve outcomes for our citizens	• We will grow our data projects to prioritise how we use our data to make better decisions, forecast demand and monitor outcomes. • Data will be shared appropriately across the organisation and with public partners.
Our developments will be continually monitored, assessed and improved	• We will ensure testing is embedded in the delivery of our digital products. • We will run pilot versions to gather feedback before production releases. • Usage will be monitored to assess engagement and identify improvements to increase take up.

Our strategy in 4 themes

To deliver the strategy we have split it into themes, each theme outlines our ambition and how we will achieve it:

DIGITAL STRATEGY

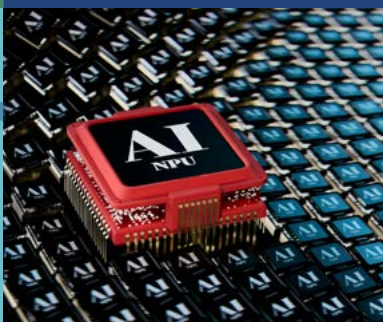## 1 Citizens and Communities

The development of digital services which create a consistent and reliable experience for citizens based around their needs

2 A Digital Council
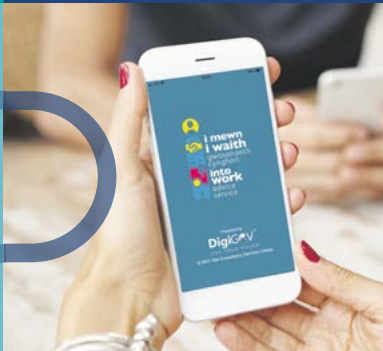
Digital as a culture is embedded in the way we work

3 Our Workforce

Our staff will be supported through the changes that digital opportunities present

4 Our Infrastructure and Systems

Cardiff has the technical infrastructure and expertise to support teams delivering services for the Citizens and Communities they serve.

1 Citizens and communities

The development of digital services which create a consistent and reliable experience for citizens based around their needs

We want to create a consistent and reliable experience for citizens, centred around their needs. Through user research and testing, the services we deliver should be meaningful, accessible, and sustainable. To achieve this, we will engage with a diverse range of citizens to understand their preferences and make citizen engagement more frequent and transparent. Our results and planned actions will be based on their feedback.

In our commitment to excellence, we will apply "Good Service Design" principles to the development of new services. This involves using the right tools for each task and establishing ways that empower citizens to be in control of their contact with us.

Our vision is for our systems and processes to be fully integrated to improve the customer experience from initial contact through to conclusion. We will keep our citizens informed in an open and transparent manner, allowing them to track service requests via a customer account.

Addressing digital exclusion is a critical component of our strategy. We will consider offline processes in our designs and offer support for those unable to access digital services. By providing access to digital services through our Hubs and collaborating with digital support programs, we will help citizens navigate online services with confidence. Additionally, we will work within communities at risk of digital exclusion to offer support through further learning opportunities and skills development.

Continued confidence in digital services will help drive our success. Robust cyber security and transparent data usage policies will keep citizens assured and informed about how their data is stored, processed, and protected. Completing tasks digitally should provide the same reassurance as speaking over the phone or visiting one of our Hubs.

In our schools, Cardiff's commitment to digital innovation will empower every learner to reach their potential and contribute to a stronger, fairer, and greener city. Together, we will ensure our education system remains at the forefront of progress, meeting the diverse needs of all learners in a rapidly evolving digital world.

Enabling comprehensive broadband coverage across all areas of our city is essential. High-speed internet should be available to every citizen across the city should they choose it and be publicly accessible within our core offices. We aim to provide an equal opportunity for everyone to engage with digital services, access information, and have their say. We will continue to work in collaboration with providers on a vendor neutral basis to leverage public-private partnerships to expand our broadband infrastructure and ensure that connectivity is reliable and universally accessible. Our vision is to create a city that is truly connected and empowered by technology.

Our plans

NOW

- Identify a replacement web platform and develop a planned migration in readiness for switchover during 2026.

- Develop a digital engagement plan to include regular feedback and introduce a user testing panel with citizens from a variety of backgrounds across Cardiff communities.

- Increase adoption of digital services and platforms through promotion, training and engagement.

- Review the performance of our platforms to identify points of failure and plan improvements to our customer journeys.

- Create standards for the development of digital services. This will cover design, usability, accessibility and brand identity.

- Work with public facing teams across the council to develop practical resources for citizens to adapt their devices and access digital services.

- Work with our accessibility partners to increase compliance with legislation across our digital platforms.

- Develop our plans to deliver on the pledges within the Digital Inclusion Charter (CWPAS).

- Develop our plans for a single customer account to enable citizens to sign in and access the services that matter to them.

- Work with Bilingual Cardiff to ensure services continue to be delivered in Welsh to the Welsh speaking population of Cardiff, whether they are residents, visitors or people that work in the city. Our digital platforms with comply with all relevant Welsh Language standards.

- Complete the delivery of the local broadband project.

- Deliver free-for-life connections to 15 public council buildings throughout the City, which will ensure our citizens can easily access fast and stable broadband.

- Continue to work with mobile network operators to ensure consistent and reliable mobile service during all times including peak periods of high volume.

- Research and plan the requirements for the transition of our Chatbot (BOBi) to move to a generative AI model ensuring bilingual capabilities.

1 Citizens and communities

Our plans

NEXT

- Creation of a single online customer account giving citizens the ability to access to their services.

- Complete the migration of our website to a new content management system.

- Revisit our customer journeys to create an excellent user experience and continue to design for mobile first.

- Expanded use of notifications within the mobile app allowing citizens to remain updated on progress of their service requests.

- Enable customer service teams to have visibility of digital interactions to assist citizens if things go wrong.

- Produce a mid-strategy statement on our progress.

- Move from traditional to generative AI tools for our chat functions and incorporate agentive AI for less complex services.

- Identify and implement e-commerce opportunities for our websites and other digital platforms.

- Expand on our engagement plan within the community through our public facing teams to understand users and the barriers they face.

- Pilot Web chat in community languages across housing, advice line, finance, and debt control.

- Incorporate video calls to webchat, reducing the need for in-person meetings and improving accessibility for citizens.

- Further development of our revenues and benefits system to allow citizens to view their housing benefit and council tax reduction information online.

LATER

- Further development of customer account that has full integration with all digital services. Allowing a comprehensive self-serve experience to citizens.

- The deployment of e-commerce opportunities across our websites.

2 A Digital Council

Digital as a culture is embedded in the way we work.

We can succeed in delivering our strategy by embracing a positive culture of digital within our organisation. By working in an iterative and agile manner, we will ensure that our systems and services are both innovative and responsive to the needs of our users. Digital as a culture will also influence how we structure our work and improve our processes

Recognising the importance of flexibility, our systems should support hybrid working, enabling employees to perform their roles effectively regardless of location. Our core office plans will ensure that our working environments are fully equipped to create an environment where productivity and collaboration can thrive.

We will create a network of digital champions working across the organisation to become advocates for new ways of working. Our champions will share examples of good practice, introduce new technologies and encourage collaboration.

We are committed to building on our use of artificial intelligence, adopting new technology in a safe and ethical way. As AI continues to develop at pace and expand on its capabilities, we want to ensure that we are using the best tools for any given task.

Automating some of our internal processes is a key component to minimise the administrative effort behind our services. Through the delivery of process improvement and automation we can focus resources to more complex activities and enable our staff to provide greater support to citizens and communities. Integration between our systems will allow us to reduce the number of breaks in our processes, minimise errors and duplication and enable greater visibility of service requests.

Our data strategy ensures the integrity and availability of our data, this includes data warehousing solutions to manage and secure our data assets. In conjunction with the Council's Data Strategy we will build on the success of projects such as the Single View of the Child. We will continue to support the Council's transition from being data-rich to being data-driven. Working within our Planning and Performance Framework, we will apply a systematic approach to identify and monitor corporate priorities.

To support the implementation of new digital projects, we will conduct a thorough evaluation of costs and benefits from inception through to delivery. This approach will be supported by a governance structure that tracks progress, ensures benefit realisation and confirms value for money.

DIGITAL STRATEGY

Our plans

NOW

- Develop a centralised governance structure that supports colleagues with advice and guidance on new digital projects to match the right technology to the task.

- Regular monitoring of Digital Initiatives through our Digital Board to track continuous improvement and efficient use of resources.

- Review our financial decision-making and business case formats for projects that need investment.

- Develop a process automation strategy and roadmap.

- Create a cross-council AI working group to identify potential uses in the council. Capture associated benefits of using AI tools within the workplace.

- Develop an AI deployment strategy and provide guidance for its use across the organisation.

- Implement the digital elements of our core office strategy by integrating digital technologies for seamless remote and in-office collaboration.

- Continue the roll out of SharePoint online for records management. Progress to be reported back via senior management to maintain support and engagement.

- Develop a regular cycle of improvements and enhancements to HR systems to make it as accessible as possible for all staff.

- Implement electronic document signing to speed up the housing agreement process.

- Evaluate AI tools in multiple areas of the council to assist with repetitive tasks, meeting transcriptions, and minute-taking.

- Develop clearly defined accessibility criteria and content design standards in the requirements for systems we purchase or develop.

- Establish Digital Champions within each directorate as part of a Community of Excellence. Create a role profile for these champions to allow services to identify the right individuals.

- Play a leading role in partnership working within the Cardiff and Vale Health Board region promoting and facilitating data sharing to improve patient and service user care.

- Provide advice and support all Council Services on their journey from being a data rich service to a data-driven service.

- Work in partnership across the Council to enhance the provision of the Single View of the Child data project.

2   A Digital Council

Our plans

NEXT

- Review the outputs from the Citizen Access project to identify where customer contact across the organisation takes place and any gaps in digital provision.

- Identify and develop digital roles and initiatives to cover more service areas within the organisation.

- Closer working across Wales with other Local Authorities to identify joint procurement opportunities and shared resources to achieve value for money and greater collaboration.

- Review with our procurement teams the routes and processes involved in purchasing new technologies to ensure that a cloud first and cloud secure approach is taken.

- Establish annual consultations and reviews to identify new processes for automation, expanding the use to areas with the highest impact.

- Create KPI and performance monitoring for live automations. Monitoring development capacity and resource availability alongside benefits realisation.

- Develop a long term strategy for automation.

- Establish regular compliance monitoring for SharePoint and the application of data retention.

- Regularly review the enhancements to the Microsoft tools available to all staff to ensure we are providing a consistent approach to using digital tools to improve working practices.

- Implement a new forms system to replace scan stations to set up appointments within our Hubs.

- Evaluate the ethical use of predicative analytics to find patterns in our historic data that might predict future behaviour, future demand and allow earlier service interventions.

LATER

- Review our CRM approach to citizen records to develop a cohesive view across services.

3 Our workforce

Our staff will be supported through the changes that digital opportunities present

To deliver change our workforce will be central to our success. This means ensuring that they are well equipped and confident in navigating the digital landscape. Our staff will be supported with new opportunities to develop their own skills and learn how to use the tools required for new ways of working. From the moment a service request is made by a citizen right through to the point of delivery our employees will work effectively with and alongside our digital technologies.

We understand the importance of providing our employees with the skills and training to adapt. Regular communication and development opportunities will keep staff up to date with the software they use, inform them of changes to functionality and how to make the most of them. This continuous support ensures that our workforce remains proficient and confident in their digital capabilities.

Our approach to workforce planning includes a strategic mix of upskilling our current employees and targeted recruitment to bring in new talent. At its core, our progress will require key skills in

project management and digital product development. By using the Digital and Data Profession Capability Framework we will identify the roles, skills and competencies required for success.

Our education workforce is also a significant part of this transformation. The National Professional Learning Entitlement, supported by Cardiff's emphasis on professional growth, ensures practitioners have the skills to realise the digital ambitions of Cardiff 2030.

To deliver digital projects and initiatives effectively we want to create a community of excellence working collaboratively promoting a culture of change, agile working, and digital transformation.

We recognise the value of nurturing future talent through trainee and apprenticeship opportunities within digital technology and transformation. We will collaborate with universities to identify and develop potential talent, supporting our long-term workforce planning and ensuring a steady flow of skilled professionals ready to drive our digital ambitions forward.

Our plans

NOW

- Identify suitable digital skills and training resources to be available across the organisation. This will include digital accessibility training and awareness sessions.

- Facilitate collaboration between existing digital roles across the council to discuss initiatives that align with the Digital Strategy, share best practice and best use of available technologies.

- Review and Assess employee training needs within existing digital roles.

- Map how our digital roles can align with Government Digital and Data Profession Capability Framework. Identifying the core skills and competencies required for successful delivery.

- Identify key subject matter experts within service areas to assist in the development and delivery of technologies and assist with the redesign of processes.

- Create a communications plan to ensure staff are kept up to date on improvements and enhancements to the Microsoft tools they already use.

- Identify suitable learning approaches such as Microsoft Learning Pathway to increase individual skills sets on platforms and embed them as mandatory parts of our roles.

- Create virtual training sessions, online modules and digital resources to make training more accessible for staff. Offer learning options to cater for different preferences and paces.

- Continue to develop user-friendly SharePoint sites for HR A to Z and Schools A to Z to centralise information. This ensures regular updates, and provides convenient remote access through SharePoint and its app.

- Development of digital tools for our established staff networks to facilitate meetings and provide safe online spaces for resource sharing and support.

- Engage with staff to help identify uses for virtual assistants.

3   Our workforce

Our plans

NEXT

- Introduce AI concepts to staff through webinars to explain what AI will and will not do. Create a regular programme of briefings on the council's adoption of the technology and provide meaningful use cases that officers could apply to their own work.

- Monitor take up of digital tools and benefits associated with their use against cost.

- Deliver an internal bilingual HR chatbot powered by generative AI. Work with service area experts to identify core processes and information requests that could be better serviced in this way to make tasks more efficient.

- Develop plans to enable Schools staff to access resources across environments.

- Introduce regular opportunities for our staff to provide feedback and ideas on improvements to our digital offer and provide structured support to develop proposals.

- Embed core digital skills competencies within our roles with development plans to enhance these skills whilst in post.

- Create a framework of roles that enables career progression within the delivery of digital services. Standardise roles across the organisation with a base level of training.

- Continue the development of the Working for Cardiff app to include more DigiGOV processes and circulate corporate communications.

LATER

- Deliver an on-boarding process based on job descriptions. New members of staff are allocated the correct training and support when beginning a new role.

- Expansion of internal bots and interactive learning for staff training. Create a platform for service teams to develop their own resources to help new and existing staff through changes that will affect how they work.

- Extend the capabilities of internal HR chatbots to complete tasks through integration with HR systems.

4 Our infrastructure and systems

Cardiff has the technical infrastructure and expertise to support teams delivering services for the Citizens and Communities they serve.

Providing a robust and secure technical infrastructure forms the backbone of delivering efficient and reliable services and operations. Our platforms play a critical role in enabling effective service delivery and safeguarding data.

Finding the right solution for the task is important. We will upgrade legacy systems to meet current and future demands. If new technology is needed, we will carefully consider products in the marketplace or opportunities for in-house development. This will be achieved through stakeholder collaboration, sharing knowledge and expertise with our internal teams and matching the most appropriate technology to the task. We are committed to researching and developing new and emerging technologies. Our goal is to integrate innovative solutions that enhance our operations and services.

Our cyber security planning will focus on safeguarding our systems against evolving threats, through an approach that includes regular audits and updates. Promoting staff training and awareness is an essential part of our defence, equipping our teams with the skills needed to recognise and respond effectively. To further strengthen our resilience and ability to recover, we will develop and test contingency plans to ensure business continuity.

We will proactively engage with regional partnerships. Through this mutually beneficial approach we can achieve our shared goals and enhance public trust in the effective delivery of public services.

4 Our infrastructure and systems

Cardiff has the technical infrastructure and expertise to support teams delivering services for the Citizens and Communities they serve.

As our city continues to grow and demand for mobile and broadband networks increases, we will continue to engage with suppliers to ensure that Cardiff has the connectivity and network coverage required. We will use this network to maintain our progress within the IoT space.

Aligned with the ambitions of Cardiff 2030, digital education is fundamental to ensure that children and young people are supported and can thrive in their learning environment. We are committed to creating an inclusive, high quality education system that prepares every learner for a future shaped by digital innovation.

Through the Curriculum for Wales and investment via the Hwb programme, Cardiff is embedding digital technology across all schools. This includes providing superfast internet, secure digital infrastructure, and bilingual tools and resources to empower teaching and learning. The Digital Competence Framework (DCF) ensures digital skills are developed alongside literacy and numeracy, helping learners become confident, ethical, and innovative digital citizens.

We will continuously assess the technology landscape and our working practices to make sure staff are provided with the right device(s) for their role. To do this we will provide a range of options such as portability for on-the-go tasks or power and processing for resource intensive work. By equipping our staff with the most suitable technology they can focus on meeting their objectives to support our citizens.

Our plans

NOW

- Invest in hardware and services to provide a robust and scalable infrastructure to support the organisation's evolving digital requirements.

- Assess the benefits of cloud computing technologies alongside traditional on-premise solutions. Where suitable, prioritise the implementation of best-in-class cloud infrastructure to drive efficiency and innovation.

- Evaluate and strengthen our cyber security posture to ensure the organisation and its infrastructure are proactively safeguarded against emerging threats and cyber-attacks.

- Engage with national cyber security forums and groups to ensure that cyber threats are communicated and monitored.

- Review and update our hardware offer every 12 months through engagement with our suppliers to identify and make available the most recent, cost-effective devices.

- Ensure all hardware remains current and running the latest operating systems and security patches.

- Complete the transition to Windows 11 ahead of the end-of-support date for Windows 10, ensuring seamless user experience and uninterrupted service.

- Assess and modernise telephony systems to align with the organisation's increasing demand for flexibility and agility. Evaluate a transition to cloud-based telephony solutions to streamline operations and reduce infrastructure complexity.

- Review and optimise ICT and Digital staffing structures to ensure teams are equipped, trained, and agile enough to meet the demands of infrastructure delivery and digital transformation.

4 Our infrastructure and systems

Our plans

NOW

- Deliver a comprehensive, fully managed ICT support service to schools in Cardiff, ensuring that their infrastructure and end-user devices are up-to-date, purpose-driven and aligned with the requirements of the digital curriculum.

- Research and evaluate emerging technologies. Regularly assess existing processes and leverage automation to enhance service delivery, ensuring greater consistency and reliability.

- Provide advice and support our Service Areas on the best options as legacy systems require major upgrades or replacing.

- Work in partnership with Finance, HR and Procurement colleagues in the creation of an outline and full business case for the replacement of the core enterprise software that underpins those functions.

- Work in partnership with Education and Schools in the procurement and successful implementation of a Schools Management Information System.

- Work in partnership with Social Care colleagues in the successful implementation of a new Social Care Management Information System.

- Continue to embed Agile SCRUM practices for product development to enhance productivity, quality and transparency.

- Provide high quality, consistent and future-proof connectivity at Council sites.

- Work with Mobile Network Operators to facilitate reliable and readily available connectivity, which will enable our officers to work whilst out in our communities, regardless of location.

Our plans

NEXT

- Develop our blueprint for centralised infrastructure services by reviewing physical options for on site or external data centres.

- Assess key areas such as remote connectivity, wireless capabilities and seamless access to council resources from any managed device to support a hybrid workforce.

- Evaluate the impact of emerging technologies, such as AI, on infrastructure and end user devices. As the demand for increased computing power at the desktop and laptop level grows, it is essential to procure hardware with a focus on long-term sustainability and future-proofing.

- Stay informed about evolving trends in digital delivery within schools, recognising emerging insights into how young people engage with technology.

- Anticipate the next major software or hardware upgrade cycle. Maintain a rolling plan for continuous upgrades and replacements.

- Collaborate with Finance, HR, and Procurement teams to explore options for replacing our current ERP solution, which is reaching the end of its supported life.

- Work in partnership with Cardiff and Vale University Health Board and Vale of Glamorgan Councils to help deliver regional commitments for the Welsh Government Connecting Care Programme.

- Collaborate with both local and national government bodies to support investment in programs aimed at delivering fibre broadband services.

- Ensure that our services are migrated to fibre connectivity before Autumn 2026 (PSTN switch off by January 2027).

4   Our infrastructure and systems

Our plans

LATER

- Develop a scalable, flexible infrastructure that can support the growth of data and services without compromising security or efficiency.

- Commit to carbon neutral planning for our infrastructure by powering with renewable energy, smart grids and energy efficient systems.

- Ensure a minimal carbon footprint through energy efficient Data centres leveraging green technologies such as cloud services.

- Design hardware for longevity with an emphasis on sustainability and reducing electronic waste.

- Utilise advanced AI and machine learning to optimise service delivery.

Governance

In order to successfully implement our plans, the activities that contribute to our digital agenda will be monitored through various boards and groups. This forms our governance for the Digital Strategy. The key responsibilities are listed below:

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                    │ CABINET & SENIOR     │
                    │ MANAGEMENT           │
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   │ PLAN         │   ┌──────────────────────┐
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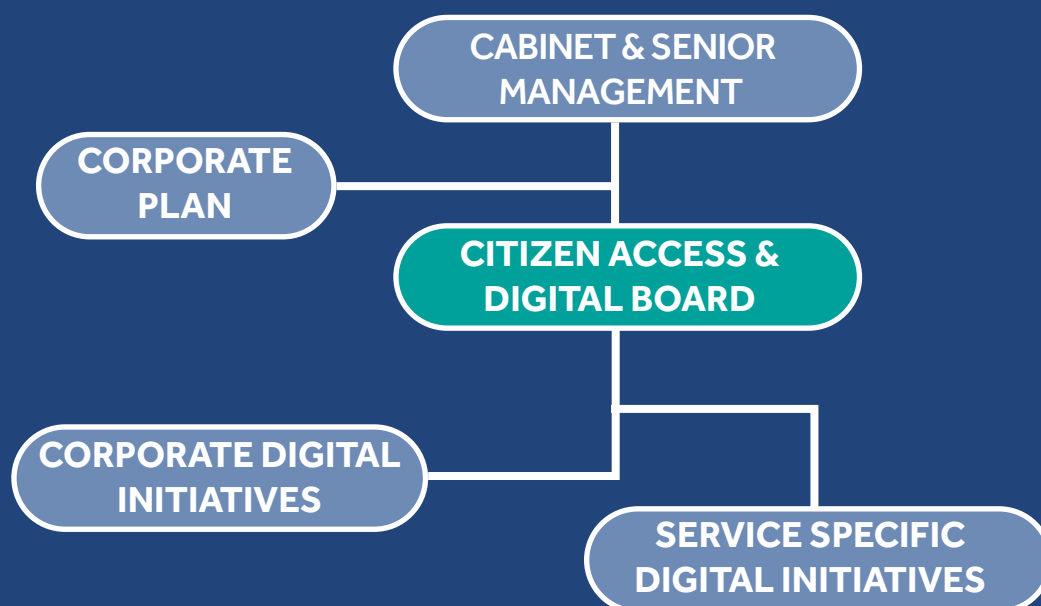
- Cabinet and Senior Management Team accountable for delivering our digital agenda.

- The cabinet Member for Finance, Modernisation and Performance will oversee the delivery to ensure it meets the aims laid out in the Corporate Plan.

- The Citizen Access and Digital Board will drive the agenda and offer leadership, support and challenge.

- Meetings of this board are chaired by the Chief Executive

- The board will receive regular updates on initiatives and their progress

- Ensures a coherent approach to maximise resources and ensure delivery

- Monitors the financial implications of activities

- Strategic Management by the Chief Digital Officer

Cardiff Council's

DIGITAL STRATEGY

2025-2030

STRONGER
FAIRER
GREENER

CARDIFF
CAERDYDD