

Digital Coventry



Coventry City Council

www.coventry.gov.uk/digitalcoventry

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Introduction

Internet and digital technologies have transformed lives on a global scale and continue to do so at an ever-increasing pace.

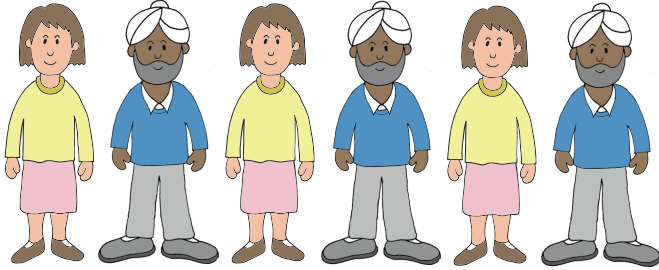
The effect has been to revolutionise banking, shopping, health care and social interaction as well as the places where we live and work. Companies such as Google, Twitter, Facebook, Uber and Airbnb are all now household names and even though they are relatively new, they have developed fast.

Having access to high speed internet is now often described as the fourth utility – and is an important consideration for residents and businesses when considering living, working or investing in a city. We need to influence the access to high speed internet with service providers including how we can use funding streams available for businesses to make it easier to connect homes. Digital technologies are helping to plan better, more sustainable growth in cities worldwide: to make cities better connected, safer, greener and better places to live.

The pace of technology evolution is also changing what people want from the services that the public sector - including the Council - provides. People want transactional services and information to be available through their own device, any time, day or night - mirroring the experience they have with banking and retail. Even services that require some form of human interaction, including social care, can be enhanced by technology and can often help people to live independently for longer or for families to better support their loved ones.

A growing population

345,000 (Mid - 2015)



424,800 (Projected-2033)

11th

largest city in
the UK

and one of the fastest
growing outside of London

100%

of households receive
broadband internet speed
of at least **2 Mbps**

(Go On UK)



92%

of households have access
to **Superfast**
internet connections
(24 mbps)

(Ofcom UK Fixed Broadband Data 2013)

A young city...

Average age of
residents

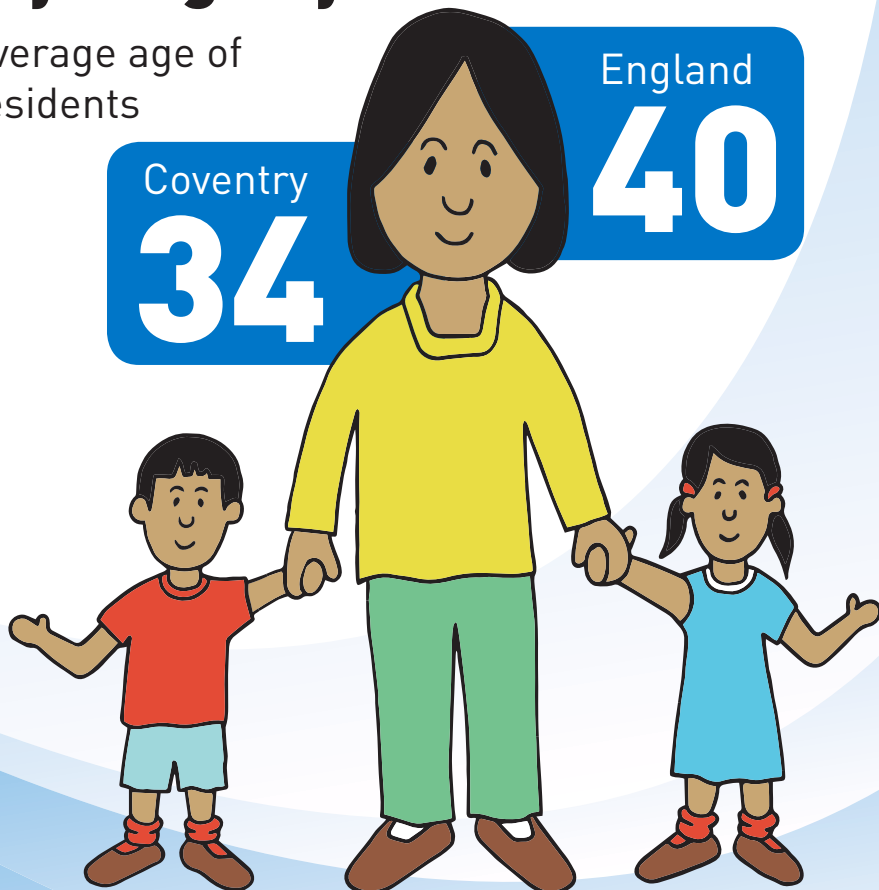
England

40

Coventry

34

78%
of adults in
Coventry have all
five Basic Digital
Skills





Coventry has **20%** ^{better} **3G & 4G**

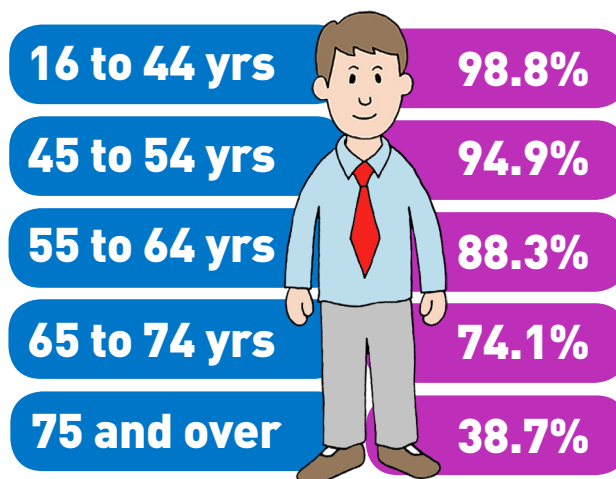
mobile phone coverage than the UK average and **98%** better than the worldwide average

(Opensignal.com)

Two out of three

adults in Coventry own a smartphone

87.9% of adults in the UK have used the internet in the last 3 months



Almost all adults aged 16-44 have used the internet recently

Nationally, "recent internet use" is on the increase for those aged 65 and over. Adults aged 75 years and over have consistently shown the lowest rates of internet use. In **2011**, the percentage of recent internet users aged 75 and over was **19.9%**. In **2016**, this has **nearly doubled to 38.7%**, up from 33.0% in 2015.

(Office for National Statistics)



It is estimated that online price comparison and searching the web to find the best deals can typically **save £200+** per year on **gas and electricity** bills and into the **£1000s** on food shopping per year.

50,880 students at Coventry universities

The 5 basic digital skills are: Managing Information, Communicating, Transacting, Problem-solving, Creating



Digital change is already happening and it is important that Coventry understands how we can harness these changes to best effect – for the Council, for customers, residents and for Coventry as a 21st century city. It is also important that despite the widespread nature and uptake of digital technology, we don't leave residents behind who don't have the skills or access to take advantage of the opportunity.

Coventry is a city that is used to reinventing itself; it's done so successfully for centuries. Digital is a fundamental part of the change we will make as we develop the physical environment of the city and deliver on the ambition of becoming an even greater place to do business.

The Council is facing significant challenges – since 2010 funding from central government has been cut by 50% this equates to grant cuts of £655m since 2011/12. This means we have £200 less per resident in Coventry to spend on services. We do not have the funding, capacity and all of the expertise to deliver the digital innovation that we know would benefit the city. We have strong partners, including two world class universities, communities and businesses in the city who are already engaged in digital innovation – relationships that we can develop to make Coventry digital. We have work to do to ensure that our workforce has the skills to deal with the digital age and we are facing unprecedented reductions in funding that will continue to change the services that we provide.

We know that digital can help us to achieve reductions in the cost of public services through increased efficiency, automation and effectiveness. We can use digital to increase the productivity of the public sector workforce - through flexible and agile working. We can also use the opportunity of digital to completely rethink the way that we deliver services rather than just computerising them. We need to focus on designing digital processes and solutions with a strong emphasis on user experience and ease of use – in the same way the Government Digital Service (GDS) has done for some central government processes, including renewing a passport or taxing a car.

The ability to operate effectively in a digital age is a key skill for all of our residents, and in particular young people leaving school. This will help to increase their job readiness and ability to thrive in work, maximising the use of technology to support health, wellbeing, community networks and democracy throughout a person's life. The whole population must have access to technology, infrastructure and skills to ensure they will get the most from the digital age and we want everyone to have an equal opportunity to do this.

Digitalisation provides the opportunity to deliver vastly improved and accessible data that can be used to predict and plan both tactically and strategically – not only how public money can be spent to better effect, but also to influence the priorities for private investment that will underpin economic growth and enable a proactive and personalised service to users. Data is an asset which can be shared in a controlled way with citizens and local enterprises. Data can be used in new and innovative ways to support the ambition of the city.

The digital revolution also presents challenges that we must understand and prepare for, including cyber-resilience and cyber-bullying. We also don't underestimate the importance of maintaining human interaction in our lives and the services the Council delivers – digital provides the opportunities to enhance the way things are done.

Technology is increasingly present across all sectors and is becoming integrated in many aspects of our lives. Coventry needs a digital strategy because digital technology has the potential to transform the city and the lives of residents while generating long-term savings and income. Coventry City Council is already responding to this challenge through its transformation work, including Customer Journey and Kickstart programmes, alongside digital innovations within individual services. However, to fully realise the benefits that digital technology can bring, we need to pull together our digital work into one place, increase its scope beyond the work that the Council is doing as an organisation and align this work to other partners so that we are co-ordinating this work across Coventry.



We are establishing this Digital Coventry Strategy because it will benefit the people of Coventry, develop Coventry as a place and improve the outcomes that the Council can deliver. It will support the delivery of the Council Plan, including promoting the growth of Coventry's economy, improving the quality of life of Coventry people and delivering our priorities with fewer resources.

Cllr John Mutton
Cabinet Member for Strategic Finance and Resources

J. R. Mutton



Our digital strategy - vision and aims

The [Council Plan](#) sets out the Council's vision and priorities for the city.

How does the digital strategy link to the Council Plan?

The digital revolution matters to Coventry because digital changes create the opportunity for innovation and growth, improving the lives of Coventry's residents and helping the Council to deliver outcomes in a more effective and efficient way, working with partners and residents.

Council Plan 2016–2024

Coventry: A Top Ten City

Globally connected

Promoting the growth of a sustainable Coventry economy

Supporting businesses to grow

Developing the city centre

Helping local people into jobs

Supply, choice & quality of housing

Creating the infrastructure

Raising the profile of Coventry

Reducing the impact of poverty

Arts, sports & cultural opportunities



Locally committed

Improving the quality of life for Coventry people

Create an attractive, cleaner & greener city

Improving educational outcomes

Protecting our most vulnerable people

Make communities safer

Improve health and wellbeing

Reducing health inequalities



Delivering our priorities

with fewer resources

Making the most of our assets

Active communities & empowered citizens



■ **Supporting business growth, infrastructure development and city:**

Cloud computing, high speed internet connections including gigabit connections through Coventry Core, public Wi-Fi and 4G encourage new businesses to start up, reducing the need for upfront computing and communications infrastructure costs. This leads to a positive impact on inward investment and jobs. As the city grows, effective planning of new infrastructure – utilities, roads and fibre optics - through the use of smart data will make the city a more attractive place to live, work, learn, study and invest in. We can boost city centre footfall and tourism by making our city centre easy to navigate around and promoting events and businesses using technology.

■ **Attractive cleaner and greener city:**

Faster internet connectivity and cloud computing can aid and encourage people to work, learn and study from home without the need for a long distance commute. This will have a positive impact on travel patterns, commuting and road traffic. Connected air sensing technology can provide real time information on air quality, which can be used dynamically for route planning as well as providing long term data for analysis and insight. This will provide the means to log progress against green targets and plan to reduce congestion.

■ **Improving educational outcomes:**

Now an essential tool in education, increased internet connection speeds, digital tools and literacy can help raise the skill levels, employability and earning potential for all age groups.

■ **Improving health and wellbeing:**

Joining up customer records and sharing data with partners and customers will enable us to act sooner with families with complex needs, and enable greater access to service choice at lower cost through My Account (our online customer portal). Online information/advice services, assistive and telecare solutions allow people to take control of their own lives, live independently for longer and positively impact social, equality and financial inclusion objectives.

■ **Delivering our priorities:**

Using digital solutions will enable the Council to develop a more flexible and skilled workforce, to integrate services across functional and geographical boundaries, to rationalise our property estate as services become less dependent on buildings and to save money. We will build stronger communities by enabling customers and businesses to be included in the digital economy and digital society, so our most vulnerable residents are included.



- **Raising the profile of Coventry with active citizens, strong and involved communities:** Using digital and social media to showcase Coventry and the work that has happened and is underway to improve the city. We will be able to engage with citizens and businesses about the city's developments and projects via new digital channels. Communities can create their own networks and take a leading role in creating a vibrant economy and places to live and work.
- **Supporting open data and innovation:** Coventry can make real time data available which can be used local businesses to create new digital solutions, making connections that have never been considered before. This could link traffic information with air quality and health and social care, enriched with demographic data. Coventry can be seen as a digital city not just by its infrastructure but also in the way information is shared and collaborated with partners in all sectors.

The Digital Strategy also aligns with:

- The Coventry and Warwickshire Local Enterprise Partnership (CWLEP) Strategic Economic Plan objective of Unlocking Our Growth Potential through programmes that address digital connectivity and support for the digital sector.
- The West Midlands Combined Authority Strategic Economic Plan – with a particular focus on delivering growth and public service reform across eight priority themes – new manufacturing economy, creative and digital, environmental technologies, medical and life sciences, HS2 (High Speed 2 - the planned high-speed railway linking London to the West Midlands and beyond), skills for growth and employment for all, housing and maximising the economic geography.
- The draft City Centre Area Action Plan and the Draft Local Plan which include policies which directly encourage the expansion of digital infrastructure.
- The emerging Digital Economy Bill as announced at the 2016 Queen's speech for the state opening of Parliament.

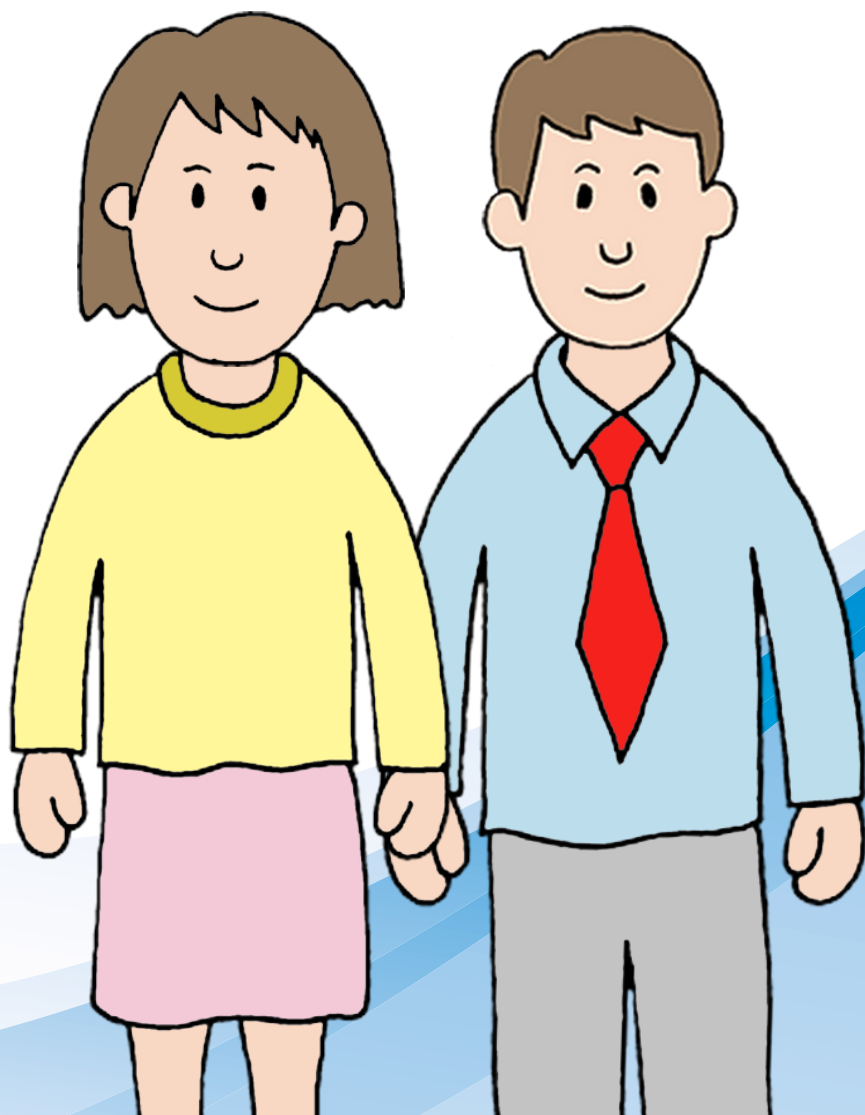


Vision for our digital strategy

To make Coventry a Digital Place

The aims of our digital strategy

- To set the scene for Coventry City Council and partners for the future direction of digital services, infrastructure and innovation.
- To be an over-arching document that gives a clear direction of where the Council, working alongside all of our partners, wants to be in the next five years – recognising that we will continually adapt and evolve to keep up-to-date with the latest advances in digital technologies.
- To focus limited public resources on achieving the best digital outcomes across the whole Council, the city and beyond. To encourage and direct investment in the digital programme by others and to maximise limited public resources.
- To encourage services, people and organisations to work together to share developments and knowledge.
- To address the growing demand for digital services and focus on what residents want in order to deliver outcomes that matter to them.
- To enable the Council, residents, businesses and partners to get the most out of digital.

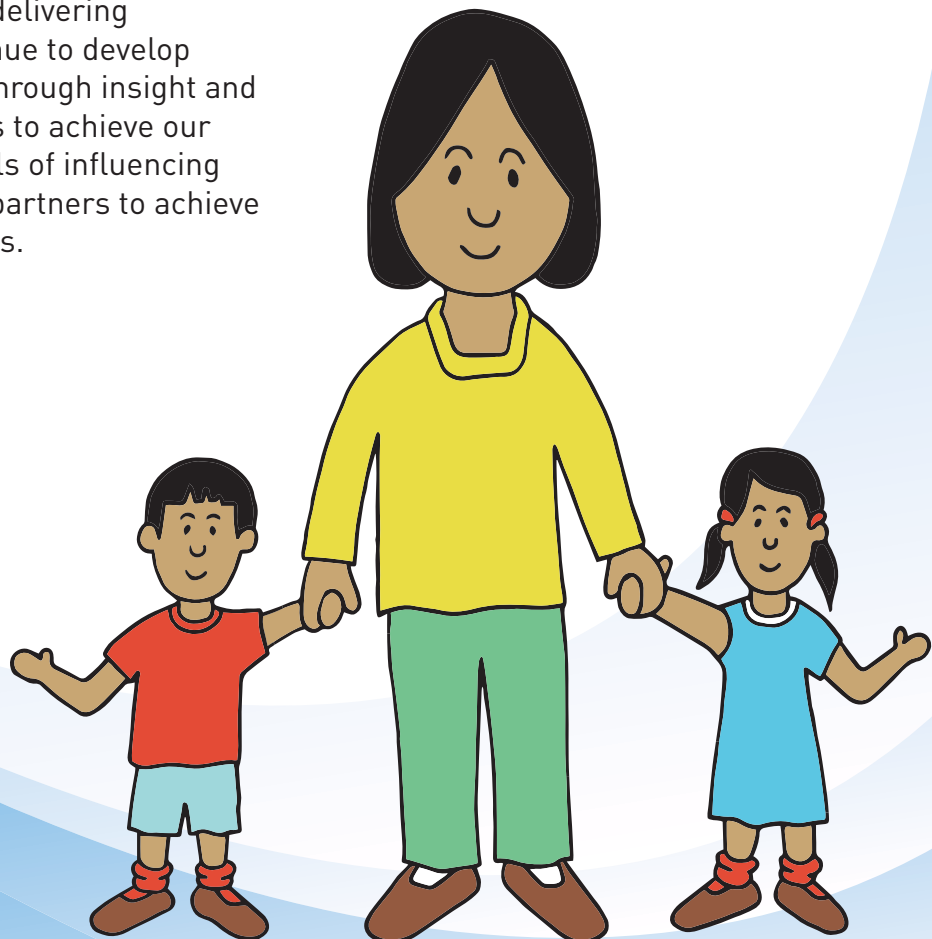


The Council will play a part in delivering the Digital Strategy, but we will not do that alone. This is a digital strategy for the city and not just for the Council. The universities, businesses, residents, public sector including the NHS and the police, the voluntary and community sector will all be progressing digital work and will continue to innovate and devise solutions. This agenda cannot be controlled or directed by one organisation alone.

The Council's role will be focussed on helping to identify the priorities that will lead to the biggest impacts on economic growth and public service reform – this will include the infrastructure to support digital innovation in the city, providing insight and delivering public service reform directly, including working in a more digital way as a Council and promoting work that will support every resident in the city to benefit from digital change.

Our Digital Strategy will need:

- Us to ensure that our **key policies and strategies are integrated** with our digital **ambition** and **principles** including planning, procurement, economic growth, early help, adult and children's social care, education, workforce, ICT, customer journey programme and commissioning. **The use of digital must be designed with the customer at the heart and is not an end in itself.**
- An **effective and progressive digital connectivity infrastructure in the city**, including broadband/fibre, mobile telecommunications (4G) and public Wi-Fi. This supports the Council's Local Plan and Government's Digital Communication Infrastructure Strategy ambitions.
- Us to develop the **digital skills and confidence of our workforce** so they are equipped to apply technology productively and proactively to find better ways of delivering public services. We need to continue to develop specialist skills and capabilities through insight and business intelligence to enable us to achieve our ambitions. This also includes skills of influencing and working collaboratively with partners to achieve outcomes through different means.



- Influencing the **development of digital skills and solutions within our communities** through partners (including voluntary organisations), schools, colleges and universities, so they are engaged, not excluded from the revolution. Engaging residents digitally too so that we reinvigorate democracy across communities.
- Changing the **way we design, procure and build digital systems** so that the customer journey is at the heart of how new systems operate and work. Reshaping the traditional local government software and service market to ensure there is increased choice and better value for money. Suppliers will be challenged to offer functionality rich digital systems with a focus on the customer experience, data quality, integration and adaptability.
- **Protecting privacy, delivering robust information, data and cyber security and investing in delivering digital resilience** so that our online services can be trusted to be safe, reliable and to work through implementing the actions in our Information Management and ICT strategies.
- **Redesigning** and implementing business policies, strategies and processes to have digital and customer focused design at their core.
- Focusing on, and maximising the value in, our **data and information**. This includes identifying our core data and information assets. Creating “**golden records**” for these core data sets with a focus on data integrity and quality. Making data open when we can and sharing with our partners where governance allows.
- Designing and implementing digital services which align with **industry and sector standards, policies and procedures**. Where these do not exist, we will define them.



Our priority themes for Digital Coventry

Priority	What it means
Digital place	<p><i>Infrastructure, digital innovation and data are promoted within the city to deliver economic growth and public service reform.</i></p> <p>This means enabling the right infrastructure in the city to support our Digital Coventry ambition, including internet connectivity to deliver economic prosperity and improve lives of residents. Establishing Coventry as a leading Smart City with specific focus on energy, health and transport industries. Using innovation to deliver better public services, with less money - this includes maximising digital channels to engage hard to reach groups. It also means harnessing the power of data and insight more effectively - so we can reduce duplication and target services.</p>
Digital customer and inclusion	<p><i>Enabling customers to get the information they need and to access our services through online self-service.</i></p> <p>This means making sure Council services can be accessed via the internet and are user-friendly. This could be for information or advice, to signpost to other services not provided by the Council, to make a payment or to request, apply or report something. It also means making internet access available for people who may not have this at home and building digital skills working with partners.</p>
Digital communities	<p><i>Using digital technology to engage with our citizens and to work closely with our partners to address complex issues.</i></p> <p>This means maximising the potential of digital technology in how we communicate and engage with our citizens, customers and partner organisations. It means providing the right digital environment within communities, and developing with partners, citizens and customers the innovative provision of services such as health and social care. It also encourages collaboration within citizen groups to help people access new networks or community resources to help individuals help themselves, promoting independence.</p>
Digital workforce	<p><i>Enabling a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work.</i></p> <p>This means providing the right technology, such as tablets and phones, so that teams can work in different places, can access systems they need, when they need to and simplifying processes and systems for the benefit of customers and teams. It also means developing a Digital Skills Strategy so we are recruiting and training with digital in mind.</p>

Digital place

Our vision

“Infrastructure, digital innovation and data are promoted within the city to deliver economic growth and public service reform.”

This means enabling the right infrastructure in the city to support our Digital Coventry ambition, including internet connectivity to deliver economic prosperity and improve the lives of residents. Establishing Coventry as a leading Smart City with specific focus on energy, health and transport industries. Using innovation to deliver better public services, with less money - this includes maximising digital channels including social media to engage hard to reach groups. It also means harnessing the power of data and insight more effectively.

Our journey so far



We are trialling eight [solar-powered smart bins](#) in Broadgate Square. These bins have sensors in them which provide alerts when they are full, or reaching capacity and need emptying. The data that the bins provide is accessible through a cloud-based management portal. We also get daily reports emailed to us with data about the bins. As the bins are powered, they

have a compactor in them to allow them to take more waste before they need emptying. The trial has been successful and we are now looking at installing 20 more smart bins within the city.

“Previously we had staff on continuous bin runs throughout the day, now we only need to deploy staff to the bins when they need emptying making us much more efficient.”

Area Manager – Street Cleansing and Grounds



We have started a trial of digital air quality monitoring solutions using [Air Sensa](#) technology. Each sensor takes continuous readings of air quality and atmospheric conditions. These readings are

then sent to a cloud based software platform where it can be interpreted by a number of apps with features such as pollution - avoiding journey planning. We also hope to be able to share this data with our partners for them to create their own apps and provide further insight from the data. If the trial is successful we will install more sensors across the city.

“It is hoped that live air quality data can link to the Urban Traffic Management Control data to allow real time traffic management changes in line with pollution levels.”

Head of Regulatory Services



We teamed up with Appy Parking and Nwave to trial an innovative new parking app that will help to make finding an on-street parking space in Coventry simple.

Appy Parking shows available spaces in real time in order to eliminate the need to trawl the city's streets looking for a gap.

It is being trialled at three locations in the city to show on-street spaces at New Union Street, Warwick Road and St John's Street.

"It is hoped that not only will the app and sensors make looking for a parking space for all car users a thing of the past, but it will help businesses be more productive and also reduce pollution."

Transport Innovation Manager

COVENTRY CORE

POWERED BY CityFibre

We have developed a 140km state of the art fibre network. Working with our partner CityFibre it is being updated and extended through the Coventry Core initiative to reach more businesses.

The network currently connects over 300 key sites throughout the city, including government buildings, schools and hospitals. To make it ready for Coventry's business community it's been upgraded and extended to reach more businesses.

"This is a major step forward for Coventry businesses and for the city as a whole. It will give businesses a competitive advantage over their rivals elsewhere and will make the city very attractive in terms of inward investment."

Advent Communications – Based in Coventry

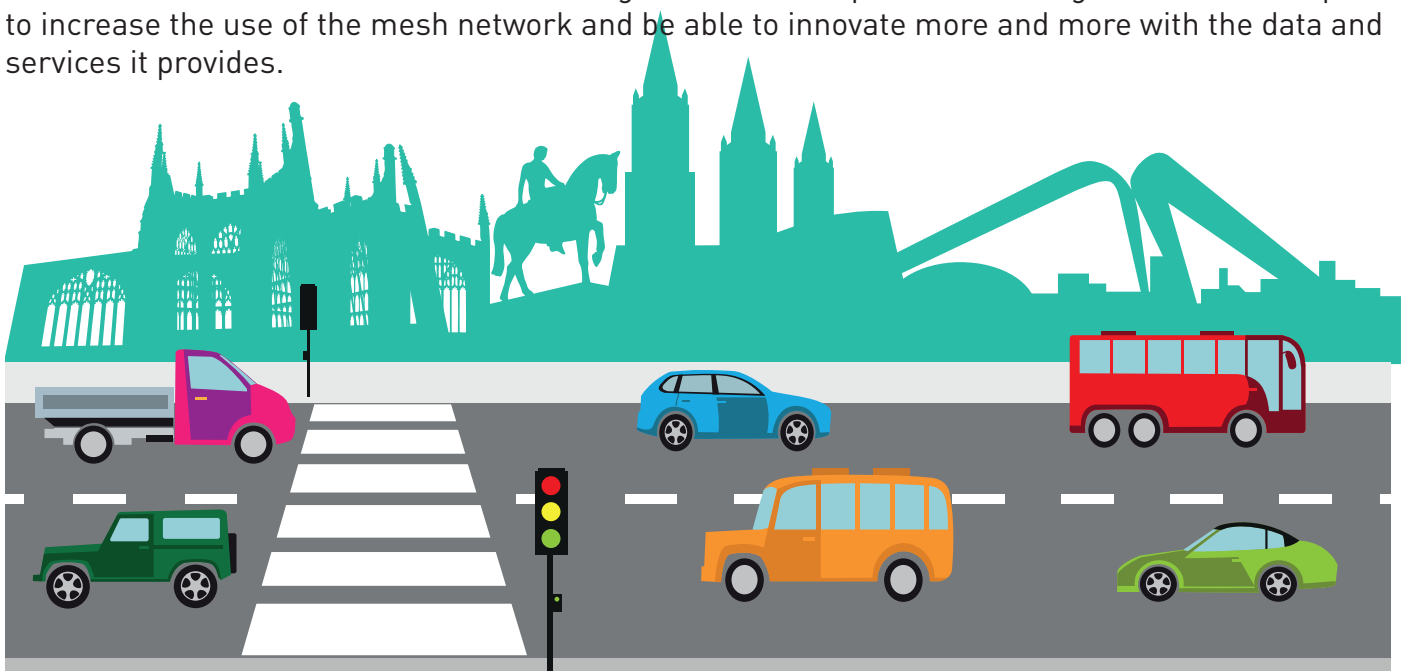


Case Study – A connected city helping with transport

Over recent years, Coventry has developed a network of connected devices led by our Traffic and Transport teams that help our Urban Traffic Management and Control function in the provision of Intelligent Transport, not only in the city but the wider sub region. There are a number of different device types connected on what is known as a mesh network. They can all talk to each other and provide real-time information back to a central hub.

To date we have 500 devices connected to this network and they all help in the provision of our traffic lights, totems/signs, CCTV, Variable Message Signs, Automated Number Plate Recognition systems and parking meters.

Our mesh network is a fundamental building block of our aspiration for a Digital Place. We hope to increase the use of the mesh network and be able to innovate more and more with the data and services it provides.



How we will achieve our vision

- Provision of **high bandwidth, resilient** and **reliable internet connectivity** across **business** and **residential** areas. This will include developing the Coventry Core further - our **Gigabit City** partnership with CityFibre.
- Provision of **high coverage, resilient** and **reliable mobile telecommunications** across the city.
- Traditional **highways** and **building** developments are **designed with digital** in mind.
- **Innovation** opportunities are **actively sought out** to maximise the investment made in our **digital infrastructure**, e.g. developing our mesh network.
- **Innovate**, taking advantage of the **latest technologies** available for **economic growth**, creating an environment that **enables others** to **grow their business**.
- **Implement** digital technologies that are not only **green and low carbon** in themselves but also **enable and support** other green and low carbon **initiatives, activities** and **working practices**.
- Create a leading **digitally rich learning culture** with support from the two universities, our many colleges, schools, academies, libraries and educational services.
- Create an environment that **attracts leading digital businesses** to the city and supports the **innovation of start-ups**.

- Positioning Coventry as a “**living lab**” encouraging new **innovations** and **demonstrators**.
- **Innovation** and **efficiency** will be enabled through leading edge **data visualisation** and **analytic tools**.
- **Data** will be **shared** between **partner organisations** where we are licensed to do so to increase **process efficiency**.
- Where possible, practical and when we are allowed, our **data is made open** and published.
- **Data quality** and **integrity** is built into all **service design** and **working practices**.
- Align with existing or define new **standards** to include public data hubs, Geographical Information Systems (**GIS**), Internet of Things strategy and devices, transport data (traffic flow, parking, public transport) air sensors etc. Learn from and align to **Smart City frameworks** and **standards**
- Digital **security is reviewed** not only at the design stages of a new service but **continually through the life cycle** of the digital technology.
- Digital **security standards, practices** and **procedures** are continually updated in line with **industry trends in cyber resilience**.

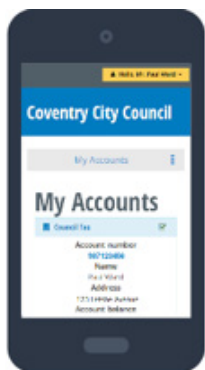
Digital customer and inclusion

Our vision

“Enabling customers to get the information they need and to access our services through online self-service.”

This means making sure Council services can be accessed via the internet and are user-friendly. This could be for information or advice, to make a payment or to request, apply or report something. It also means making internet access available for people who may not have this at home and building digital skills through partners.

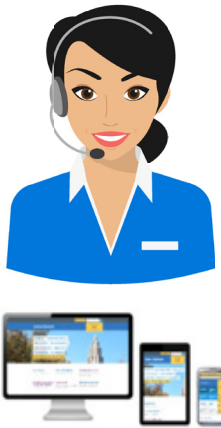
Our journey so far



We introduced our new online self-service platform “MyAccount” in May 2015. Since then nearly 43,000 people have signed up for an account and 44,600 forms have been submitted online by our customers. We now have over 70% of residents paying Council Tax via Direct Debit. We are working hard to increase and improve the online services we offer based on customer feedback.

“Excellent innovation” and “Very effective and efficient.”

Some customer feedback, on MyAccount



In November 2015 we opened a new Customer Services Centre in the heart of the city centre. The centre is a modern and fresh environment which is well equipped with our latest technologies. Customers are supported by our meet and greet team who can help you to access our online services using one of our self-service machines or make a payment using our payment kiosks. Customers can also book to see one of our advisers using our new appointment booking system.

Since opening, the centre has scored 4.45 out of 5 in overall customer satisfaction.

We are currently redesigning our homelessness process. Our focus is on customer-centric, digitally enhanced service design covering the end-to-end process for individuals presenting to the organisation as potentially homeless. We are expecting to deliver a much more efficient and automated process. During initial testing we have identified the potential to reduce the initial decision-making time from 90 days to 30 minutes. Our solution then provides a clear decision for those who wouldn't be eligible for our help, supported by signposting to organisations that may be able to provide information and advice for their situation.



**“Very clear guidance and upfront info.”
“Just great stuff - wish it had been available when I worked in housing.”**

Customer Ambassador feedback

Design Council

We have been selected to be part of the “Design in Public Sector Programme” funded by the Local Government Association learning to use Design Council methodology to address perceived issues of demand management. Through this programme we are focussing on access to, and demand for, our Adult Social Care services. We are including prevention, signposting and predictive analysis in health and social care as part of our design thinking.

“The programme helps us to learn new tools and techniques to understand the problem better to create more effective and longer term solutions.”

Transformation Programme Manager feedback

Case Study

New app making Coventry more accessible and inclusive

We are currently piloting a new digital service called “assist-Mi.” The service is free of charge for users and offers comprehensive assistance to people with disabilities who can request assistance when visiting venues in Coventry. People can download an app and then connect via two way messaging to the venue they plan to visit.

The member of staff at the organisation will, at the same time, get a profile of the customer so they understand what their needs are likely to be and anticipate the service user’s arrival.



“It helps us all understand more about the importance of accessible venues.” – Chair of the Disabled Employees Network

The pilot is a partnership with Coventry City Council and Coventry Citizens’ Advice Bureau.

Venues that are part of the pilot include the Council House, Coventry University, the Herbert Art Gallery and Citizens’ Advice Bureau.

Full details are available on the [Assist-Mi website](#).

“It gave me the choice of planning my journey to make my trip into the city smoother and easier and of course it is great that it is free for individuals.”

Feedback from a user during the pilot

How we will achieve our vision

- **Design** services, **end-to-end, with, and for**, the **customer and service users**. This activity has already started with our recent work on homelessness, waste, registrars and adult social care services.
- **Accessibility, user experience** and **efficiency** are at the heart of **service design**. This was at the heart of our redesigned, device independent website and is a theme that runs through our **continually improved** and **updated content**.
- **Data** will be **collected once**, only when we need it, and **shared** when required across our services to increase **process efficiency** for the customer.
- **Digital assistance** will be provided to ensure that customers can **access services for themselves**. This includes at our city centre Customer Services Centre and also digital tools across other locations including libraries.

- Enabling online **self-serve access** for **all services** through [MyAccount](#) and associated appointment booking and payment systems.
- Improving our **technical infrastructure** to support and **underpin the digital customer experience** e.g. this could include using flexible **cloud services** to deliver **scalability (ability to grow)** in times of high demand as well as for site independent business recovery.
- Increasing **online self-service** transactions **24/7**, **reducing face to face and telephony** transactions, **reducing demand for services overall** freeing up resource to **help the most vulnerable, focus on processes** that still need **human judgement and interaction**.


Digital communities

Our vision

“Using digital technology to engage with our citizens and to work efficiently with our partners, to address complex issues.”

This means maximising the potential of digital technology in how we communicate and engage with our citizens, customers and partner organisations. It means providing the right digital environment within communities, and developing the innovative provision of services such as health and social care with partners, citizens and customers. It also encourages collaboration within citizen groups to help people access new networks or community resources to help individuals help themselves, promoting independence.

Our journey so far



We have recently extended our free public Wi-Fi offering to all of the city's libraries. This means that members of the public can take their laptop, tablet or smartphone and connect, for free, to the internet via our public Wi-Fi.

We are currently planning on being able to provide free public Wi-Fi within the city centre and the retail market.

In April 2016 there were nearly 13,200 public Wi-Fi sessions for a total of nearly 4,600 hours at our libraries.





The [Bell Green Silver Surfers](#) have some 18 members (and a waiting list) with ages ranging from their 60s to their 80s. It is a self-managing and self-sufficient computer club organised by, and for, the senior members of the Bell Green Community. The Silver Surfers meet every Thursday, regardless of the weather, to learn about the latest technologies to enhance their lives.

The seniors in the group are digitally more confident than ever before. They are able to shop online, pay bills and develop financial spreadsheets to help manage money at home. They are able to communicate with their children and grandchildren on sites such as Skype and Facebook. Flowers and bargain white goods are bought online and photos are shared and printed.

“The Bell Green Silver Surfers have reduced the need for members visiting their GP, and they have reduced the dependency on outside support from mainstream services.”

Community Development Officer



We have been an early adopter of the Child Protection Information Sharing (CP-IS) system. This allows information to be shared between our Children’s Social Care system and the systems used by the NHS. This allows for earlier identification of where a child is at risk of neglect or abuse.

“CP-IS will provide an invaluable safeguard for vulnerable children if they attend unscheduled health care settings.”

Head of Business Systems – People Directorate



With our partners at Coventry University and University of Warwick, along with a number of other partners from both the private and charity sectors, we contributed to the creation of [FabLab Coventry](#). The aim of FabLab Coventry is “to encourage all citizens in Coventry to become more technically skilled, but in an environment that is fun, well equipped, geared for self-paced learning, and open to everyone, regardless of income or educational background”.

“Fab Lab Coventry is a home where citizens of all ages, makers, doers, entrepreneurs, activists, creatives, students and researchers can come together to build a better Coventry. To do this Fab Lab provides state-of-the-art advanced manufacturing and digital fabrication equipment to anyone wishing to take part.” FabLab Coventry

Case Study

Digital Technology supporting Housing with Care

Mrs S is 89 and has angina, hypertension and dementia. She is physically quite fit, and having run a farm with her husband before retiring to a bungalow she is used to spending time outside each day. As Mrs S's dementia progressed she began to need more support, and in 2008 she moved to a Housing with Care scheme, in her own self-contained flat.

A system was fitted that included a property exit sensor. Staff at the scheme turn the sensor on in the evening, and if Mrs S leaves her flat during the night it raises an alert on the night staff's pager. They can then assist Mrs S back to her flat.

Mrs S has also been given a GPS device which is placed in her handbag. As Mrs S always takes her bag with her when she leaves her flat, this means the monitoring centre can locate Mrs S and alert her family if she becomes lost.

The system means Mrs S has been able to remain in the flat she has called home for seven years, close to her son and daughter who live nearby.

She remains part of her community, going out with family and friends and spending time with other tenants living at the scheme. She also continues to enjoy visiting the nearby dementia day centre.

Remaining in familiar surroundings may also have helped Mrs S to remain more independent, as changes of environment can be detrimental for people with dementia.

The GPS device has now been in use for 88 weeks, and has avoided approximately £25,000 costs to the Council.

Coventry
TeleCareline

"I think the system is marvellous. I'm so grateful it's been put in, it gives us such peace of mind.

Mum has been able to maintain her independence and stay out of residential care."

Mrs S's son

"We didn't want to see Mrs S go into residential care, as she's really happy living here. With the new system we know that if she does go out the family will be alerted and can contact us.

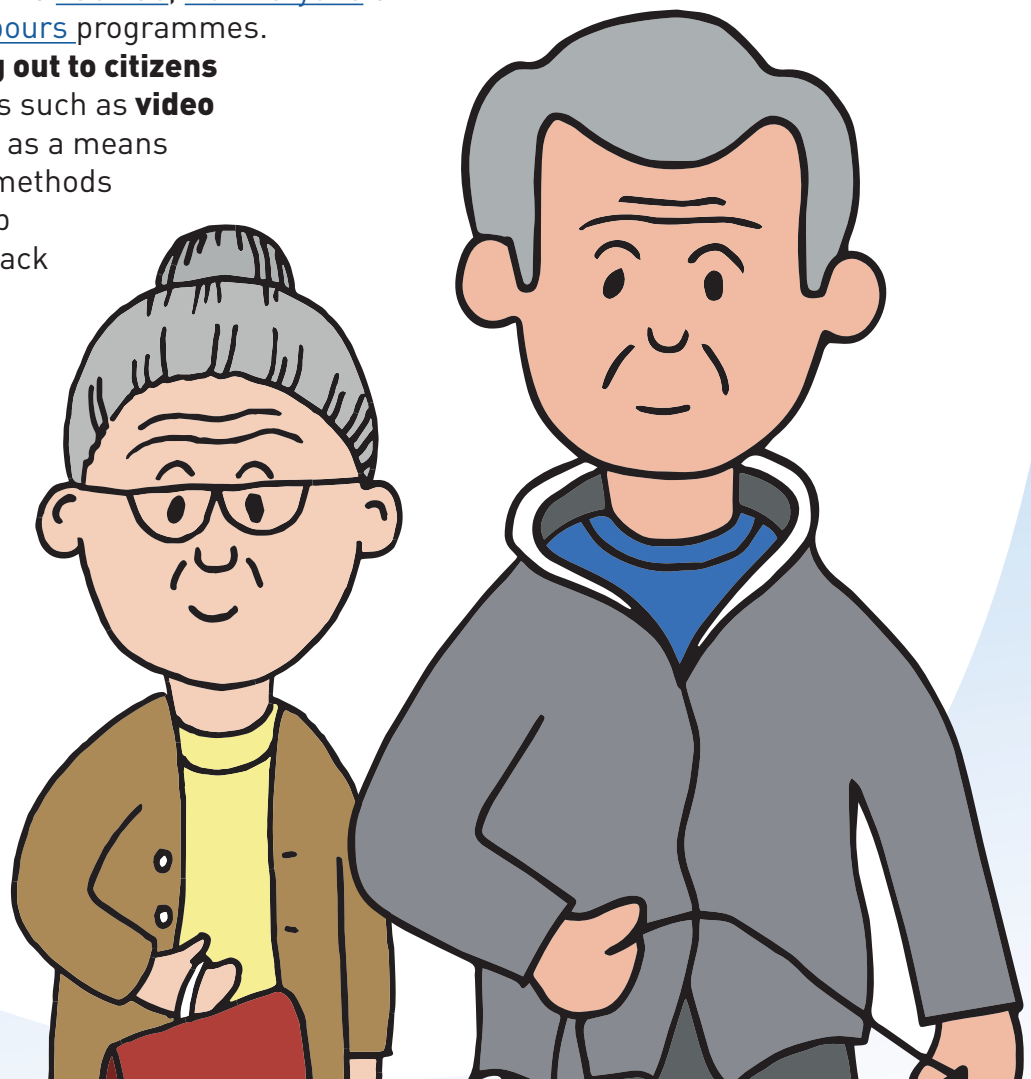
We can look on the system and see where she is. It has maintained her independence and her safety and meant she can stay here where she is happy."

Member of the care team at Mrs S's Housing with Care scheme



How we will achieve our vision

- **Collaborating** across our **partners**, including the **voluntary sector** to create, **new innovative, efficient methods of service delivery.**
- **Modernising** IT facilities in **community settings** including **libraries** and our **Customer Service Centre**, through our **Connecting Communities** and **Kickstart** programmes.
- **Improving efficiency** and **accessibility** to Council services for **disabled and vulnerable groups** by harnessing **advances in technology** including improved translation services, customer focussed system design, video conferencing etc.
- **Public Wi-Fi** – implementing the city centre Wi-Fi contract to **provide free city centre Wi-Fi hotspots**. Public Wi-Fi enabled across all **library locations**. Expanding this across other city locations and Council buildings.
- Work with our **research** partners, including our **two universities** to explore **innovative assistive technologies** to directly support within the **health and social care environment.**
- Establish suitable **data sharing agreements** and **legal frameworks** to enable the **sharing of complex and sensitive data** between partner organisations including the NHS and Police to improve **process efficiency** and **outcomes for our citizens.**
- Using **social media** analysis to engage with **citizens** via **digital channels** that they are **already using** – not necessarily introducing new tools. We will talk to local communities to understand how best they want us to engage with them via these channels.
- **Empowering citizens** by **increasing resilience** within **communities** by making more people aware of **resources within their community.** Developing their own solutions by **pooling existing community resources** and matching **volunteers** to areas of **need.**
- **Encourage** people to **develop their digital skills** in community settings through initiatives such as at the [Fab Lab](#), [DotEveryone](#) or [Cheylesmore Good Neighbours](#) programmes.
- Use **new ways of reaching out to citizens** in more accessible formats such as **video** and **create Citizen Panels** as a means of engagement. Use new methods such as **quick polls** to help understand citizens' feedback on engagements better.



Digital workforce

Our vision

“Enabling a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work.”

We need a rapid change in culture and mind-set to demonstrate a clear commitment to embracing IT innovation and to provide a clear vision for a more digital future; one that offers a vibrant and exciting environment for the up-and-coming generation of digital talent.

This will be done through providing the right technology, such as tablets and phones, so that teams can work in different places and can access the systems they need, when they need to and simplifying processes and systems for the benefit of customers and teams.

We also need to ensure that our employees at every level of the organisation have the digital skills, confidence and commitment to adopt a digital first approach to working collaboratively across boundaries to deliver services and meet customer needs. It means developing a Digital Skills Strategy, providing a clear vision and expectation of digital standards and addressing gaps through training and recruitment.



We are introducing a new type of telephone system for our staff which allows them to use their computer as a phone. This also gives greater flexibility and mobility to staff as well as introducing new communication methods such as conference calling, video calling and instant messaging. So far we have rolled out to **2500** users. Our plan is for all main office sites to be live by December 2016.

81%

of early users say they can work more flexibly



We have introduced a new type of laptop computer – a 2-in-1 laptop. This means they can also be used as a touch screen tablet device, making them more versatile and accessible to use in meetings and when users are away from a desk. Alongside this we have also made it easy for teams to connect to our network when they are working away from the office, as long as they have an internet connection. So far we have issued this type of device to **30%** of our Council users.

“Light and agile, I take it everywhere. Versatile – no more paper, I use it as a tablet at meetings.”

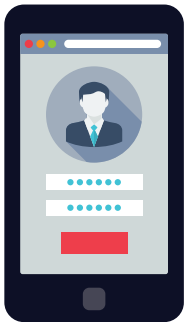
Finance Business Partner



We have introduced new electronic systems for users to be able to store, access, share, collaborate on and archive their files. This is being matched with redesigning our document management policies and procedures with a view to the organisation becoming as paper-light as possible. So far we have rolled out these systems to **62** out of **91** services. Our plan is for all services to have access to these systems by early 2017.

“I really like being able to work on the same document together – and seeing people’s changes added.”

Corporate Performance Officer



Having renegotiated a new corporate Mobile Telephony contract we are now able to provide corporate smartphone technology to our users. This means that they can not only make and receive calls but also access emails and create Wi-Fi hotspots for them to be able to connect their laptop to the internet to access our network. So far we have provided smartphones to **2500** of our users.

“Using my phone to create a Wi-Fi hotspot, I can access network files, emails and take notes while working in schools.”

Educational Psychologist



Case Study

New devices supporting new ways of working

Natasha is a social worker in our Referral and Assessment Service. She was part of the test project for the new 2-in-1 laptops that we are now rolling out across the organisation. We wanted to be sure that the type of device we are offering is fit for purpose for the people that will be using them day-to-day.

“One of the intended outcomes of the tablet is that we will become more paper light. As social workers we write copious records and this is often in writing on paper and then they have to be typed up back at the office. By using the tablet, the records will be typed up straight away, and therefore, saving a lot of time so we can see more service users and children.”

Natasha – Social Worker

The testing of these devices was successful and feedback from the group was captured. This informed our approach to rolling these devices out further. We have provided nearly 1300 so far, with lots of positive feedback.



How we will achieve our vision

- **Innovate**, taking advantage of the **latest technologies** available.
- Focus on **process efficiency** and **automation** through the use of technology and the use of **efficient, digitally enhanced** models of **service delivery** and **process**, which in turn will **reduce cost** and **support improvement in outcomes**.
- Ensure that **data integrity and quality** are at the heart of operating processes with a specific focus being given to **insight** and **continual service** improvement in the future shaping of services.
- In line with our **Digital Transformation** agenda, **services** will be **designed, end-to-end, with and for the customer and service users**.
- Ensure that the **workforce** is suitably **skilled** in the use of **digital technology and service redesign**. This will be supported by the creation of a **Digital Skills Strategy**.
- **Service managers** are **accountable** for **continually reviewing** the processes they are responsible for to ensure they **remain up to date** with the latest technology trends. Changes to processes are carefully managed and controlled to ensure **service continuity** whilst innovating.
- **Remove complexity** by **reducing** and **consolidating** the number of IT systems in use by Coventry City Council through our **Systems Consolidation** programme.
- Ensuring that the **right documents, information and data** are available to the **right people** at the **right time** through the creation of a **digital collaboration environment** which includes re-imagining our **intranet**.

The next 12 months for Digital Coventry

The following activities will be undertaken within the next 12 months

- Review progress and build more detailed plans and activity across all services.
- Add and highlight any additional initiatives that are identified to ensure these are aligned with existing plans or resources.
- Take stock and review the Council's digital offer and the outcome of the training and support programmes to determine if this support is working and if it should continue.
- Be clearer of the position regarding infrastructure and look for any gaps in coverage or access.
- We will continue to deliver more online services and monitor channel shift and the customer experience.
- In line with the ambitions of the Draft Local Plan, developers of new development (residential, employment and commercial) will be expected to facilitate and contribute towards the provision of internet connectivity infrastructure and ensure this meets the ambitions of the Government's Digital Communications Infrastructure Strategy and the European Digital Agenda.
- Work more closely with partners in the city to progress the digital agenda – including Warwick and Coventry Universities, technology suppliers, businesses, innovators and providers who are delivering infrastructure within the city.
- We will actively align its digital work with that of the CWLEP, West Midlands Combined Authority in delivering the Strategic Economic Plan and Public Service Reform.

Where will we be in five years?

Digital technology changes and evolves at an incredible pace. The Digital Coventry programme will focus on being up to date with the latest technological innovations which may well require us to adapt our plans as the technology advances.

At the time of writing, these are our aspirations for the next five years

- In five years we will see a clear shift in the way our customers engage with the Council. As the uptake and usage of digital services increase, customers will expect a seamless multi-channel experience, mirroring their experiences across wider sectors.
- Advances in digital solutions as to the way we store, manage and analyse data, will enable the Council to be clearer about which face to face services are required, when these should be delivered and who they should be delivered to.
- Council and partners will have enabled all customers and businesses to access the internet and be more confident in realising its potential.
- Customers will have access to equipment and support to access digital services in a wider range of public and non-public buildings.
- The city will continue to have full internet connectivity coverage. Working with suppliers and partners we will strive for the city to have high coverage of ultrafast internet connection (300Mbps).
- The city will have a growing number of free Wi-Fi hotspots with an aspiration to provide city wide public Wi-Fi.
- The city will continue to position itself as a digital leader taking advantage of any possibilities to adopt new technologies early or as part of pilot initiatives. This would include positioning ourselves to influences where possible becoming an early adopter city for 5G mobile telephony technology when this is available.
- Digital delivery and ambition will have been realised and will be actively enabling economic growth and improving the wellbeing of Coventry residents by boosting competitiveness, increasing productivity in the public and private sectors, reducing reliance on public services and securing public service reform.
- In order to keep pace with technology and to respond to changes in public services including reductions in resources, we will be working much more closely with other partners to help design and deliver the required changes.

For more information or for any queries regarding this strategy, please contact:

Lisa Commane

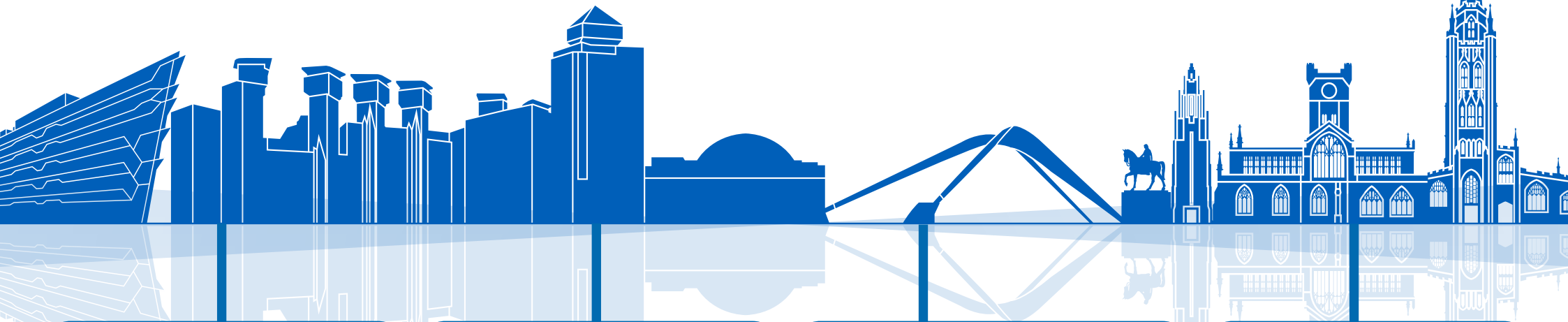
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Paul Ward

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Get involved using #digitalcov

Digital Coventry



Digital customer and inclusion

Making sure our online systems are easy to use and everyone has the skills and opportunity to use them, so they can get the service they want when they want it.



Digital communities

Using the latest technology to talk to city people and encourage them to talk to each other so they can do more for themselves and their communities by going online. Helping people live independently for longer.



Digital place

Developing the city's internet connectivity for residents and so local businesses have the digital/online tools they need to create jobs and prosperity helping us offer a better quality of life to Coventry people.



Digital workforce

Giving workers the skills and equipment they need to work flexibly and putting digital skills at the heart of recruitment and training.

