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**To: Scrutiny Board 1**

**Date: 13/11/2019**

**Subject: Digital First Programme**

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## **1. Purpose of the Note**

**1.1** The purpose of the note is to provide an overview of the Council's Digital First Programme. The Programme aims to accelerate the delivery of the council's agreed Digital Strategy, with a real focus on improving the customer experience, the digital service offer for residents as well as driving efficiencies and increased revenue. The programme will ensure that technology and more importantly our digital capability is a key enabler, right across the organisation, in delivering the objectives of our One Coventry Council Plan and Medium-Term Financial Strategy.

**1.2** The Digital First Programme will report into One Coventry Change Board and the Senior Management Board (SMB), with overview from Scrutiny Board 1.

## **2. Recommendations**

**2.1** Scrutiny to note progress on the Digital First Programme

**2.2** Scrutiny to consider any further recommendations to the Cabinet Member for Finance and Resources

## **3. Information/Background**

### **3.1 Digital Definitions**

The Digital First Programme is a delivery arm of Digital Coventry, Coventry City Council's externally focussed Digital Strategy and our internally focused infrastructure-based ICT Strategy.

Digital Coventry is a strategy to pull together all of our digital work to fully realise the benefits that digital technology can bring. Increasing our scope to focus on not only the work of the organisation but aligning with the work of our partners to the benefit of Coventry as a place to live, learn, work, innovate and do business.

There are four themes to the Digital Strategy:

**Digital place** – Infrastructure, digital innovation and data are promoted within the City to deliver economic growth and public service reform.

**Digital customer & inclusion** – Enabling customer to get the information they need and to access our services through on-line self-service

**Digital communities** – Using digital technology to engage with our citizens and to work closely with our partners, to address complex issues

**Digital workforce** – Enabling a workforce which has the right tools to do their job and are confident in maximising the use and benefits of technology in their daily work

### **3.2 The Local Digital Declaration**

This commits us to working to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS).

The ambition requires both a culture shift and a technology shift, and it sets out 5 principles to achieve this:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.
3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

### **3.3 Digital Success so far**

It is recognised there is still much to do to improve our digital offer across Coventry. However, there have been some significant successes to date, including:

#### **3.3.1 External success**

- Our online digital service had a high take up with over 150,000 residents signed up
- Nearly 70% of residents were happy with the online service and a further 20% were satisfied
- There were over 110,00 transactions online in 2018/19 rising from 71,000 in 2017/18
- Let's Talk Coventry – our new engagement platform launched in 2019. A platform for Coventry residents to take part in consultations, share ideas and have their say on the issues that matter to them
- Further enhancing our excellent Broadband coverage across Coventry with Fibre to the Home being rolled out

#### **3.3.2 Internal success**

- We have an excellent infrastructure which supports our workforce
- 80 Digital Support drop ins and organised sessions held for employees across 30 locations across the city
- 9 webinars held on a variety of subjects under the Office 365 suite. These have been recorded and re-watched over 400 times

- 80 training/video guides produced with over 2000 views across the suite of guidance.
- DigiKnow Agent scheme launched – Over 100 Agents signed up with a range of roles and service areas involved (including Directors, Heads of Service and Elected Members)
- Digital Skills Framework relaunched to the organisation – identifying 5 digital literacies that employees are expected to meet
- Corporate Code Club – Monthly Corporate Code Clubs have been set up to enable employees to get creative digitally. These Clubs are a great way to help people develop a further and deeper interest in technology and have a bit of fun along the way

### 3.4 Digital Maturity Assessment

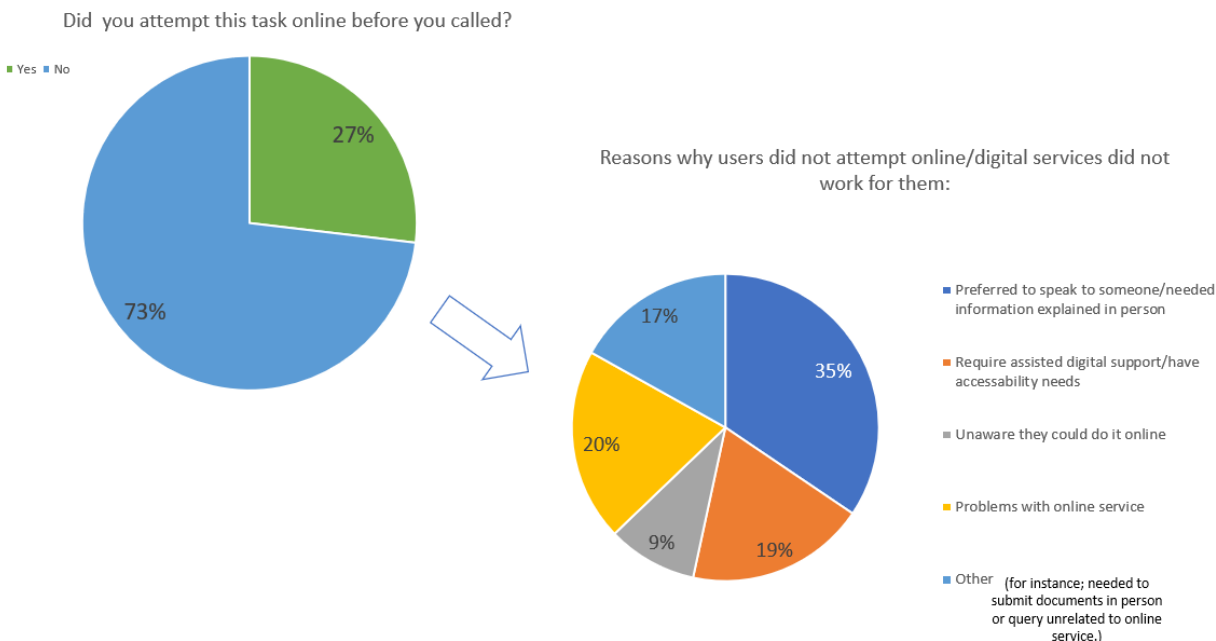
A Digital Maturity Assessment was conducted in partnership with Socitm Advisory Services to baseline the organisations capability in 9 key areas to successfully deliver Digital. It was intended to identify areas of strength and opportunities to improve in order to inform priorities of the programme.

Approximately 100 employees across the organisation attended workshops to engage and answer questions to help us understand our current Digital Maturity. A similar session was run with elected members, findings are currently being gathered and compiled before sharing.

The result will be an overview of our Digital capability in each of the areas and recommended actions to improve.

### 3.5 Customer Engagement

We conducted some early engagement with over 180 customers who had visited or called into Customer Services, over a two-day period. We wanted to explore why they were visiting, if they had attempted to conduct their visit online and what had stopped them if they had. The results of which are recorded below.



- Three quarters of customers didn't attempt an online visit
- One quarter tried to complete their query online but abandoned it
- 35% of customers said they preferred to visit in person or call
- 20% of customer's online journey failed due to usability issues

- 19% of customer either felt they didn't have the skills or had accessibility issues
- 9% of customers said they were unaware they could complete their service request online

In addition to the data, comments from customers about their digital experience were also captured. Some examples of these are:

“Use key words to help people find stuff”

“Make the forms more accessible, too many hyperlinks before you find the right place”

“It was simple”

“I tried to do it online, but I didn't know my reference number”

“I'm not very good with computers”

“No time frame given, poor flow of application”

“It was really straightforward”

“No response to applications done online so have to call in for updates”

### 3.6 Digital First Principles

We plan for the Digital First Programme to follow a set of principles which will enable us to deliver improved outcomes for our customers, use best practice aligned to the Local Digital Declaration and maximise opportunities for efficiency.

- We will adopt a user-led service design approach to redefine the way we deliver our services, using a wide range of digital solutions, aligning to the Local Digital Declaration
- We will design and build digital solutions with citizens and our workforce and regularly communicate our progress
- We will be clear about the added value for our customers and our organisation before we implement a digital solution
- We will build digital solutions that can be reused and are scalable across the organisation wherever possible
- We will ensure our digital infrastructure provides value for money and maximises opportunity for end to end digital solutions

Digital services will:

- improve our customer experience
- be easy to access and use
- be reliable
- promote digital inclusion
- maximise opportunities to provide end to end solutions
- become our primary contact method
- keep data securely and use it ethically

We will implement digital solutions:

- that enable our workforce to achieve and improve productivity
- that deliver better outcomes for our customers
- where it reduces revenue cost or enables income generation
- where it streamlines processes and replaces manual functions to drive efficiency

### 3.7 Digital First Workstreams

It is proposed that Digital First will deliver under five main workstreams.

**Engage** – This will embrace workforce and customer collaboration. We will work in partnership with our customers and internal users. Driving a culture of inclusiveness and ownership.

**Insight** – This will use data to drive decisions and improve outcomes. We will maximise the use of our data to target services to meet user need and integrate relevant service data to improve outcomes.

**Innovate** – This will provide a creative space to explore opportunities. We will test proof of concepts for innovation ideas, to confirm they deliver benefits to the customer and the organisation and understand scalable potential before committing to delivery.

**Design** – This will implement a user led design approach which will seek ways to scale any identified potential. We will design services with citizens at the heart of design using technology as an enabler to deliver better outcomes and efficiencies.

**Solve** – This will provide solutions to specific problems. We will implement technology which solves a defined problem and has clear benefits to the customer and the organisation.

### 3.8 Roles & Responsibilities

Successful delivery of this Programme will need to embrace a One Coventry approach and include leaders from different areas of the organisation.

The following roles and responsibilities have been identified:

#### CLT Leads:

- David Ashmore
- Pete Fahy
- Andy Williams

#### Delivery Leads:

- Marc Greenwood – Digital First programme Lead
- Paul Ward – Digital Strategy & Infrastructure Lead
- Adrienne Bellingeri - Resident Experience & Self-Service Lead
- Valerie De Souza – Resident Insight & External Engagement Lead
- Nigel Hart – Communications Lead
- Grace Haynes – Workforce Engagement Lead
- Debbie Horton-Rayner – Programme Manager

### 3.9 What we are delivering next.

This highlights some of the first projects to be delivered in each workstream.

Workstream	Project	Description	Timeframe
Engage	Digital Maturity Assessment	Finalise baseline and priority actions	Jul - Dec 19
	Customer Engagement & User Research	Gather feedback and host pop up research session	Oct 19 – Jan 20
	Digital Culture Diagnostic	Deep delve into our digital culture	Nov 19 – Mar 20
Insight	Data sharing for electoral services	Council tax data to proactively update electoral register	Oct 19 – Jan 20
	Data sharing across multiple services	Proof of concept for 16-18 year olds preparing for adulthood	Nov 19 – May 20

	City Wide Intelligence Hub	Increase data included. Internally through data warehouse and externally with NHS partners	Nov 19 – Jun 20
<b>Innovate</b>	Internal ChatBot	Pilot of internal ChatBot with DigiKnow agents	Oct 19 – Feb 20
	Digital Dictation	Pilot of Mmodal for health partners in ASC	Nov 19 – May 20
	Social Media use	Engagement with workforce on more effective use of Social Media	Nov 19 – Mar 20
<b>Design</b>	Facilities Management CAFM	CAFM replacing existing systems and manual processes	Apr 19 – Jan 20
	Planning	Self-Service and end-to end service design, including new system	Jun 19 – Apr 20
	Service Design approach pilot	Piloting user led service design approach in line with GDS	Nov 19 – Apr 20
<b>Solve</b>	Adult single referral form	Consolidate 5 forms into 1	Sep – Nov 19
	New parking system	Improve current system with more innovation opportunities	Jul 19 – Apr 20
	Revenues & Benefits automation	Processing automated or streamlined	Nov 19 – Jun 20

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