



# Digital Strategy 2020 – 2022

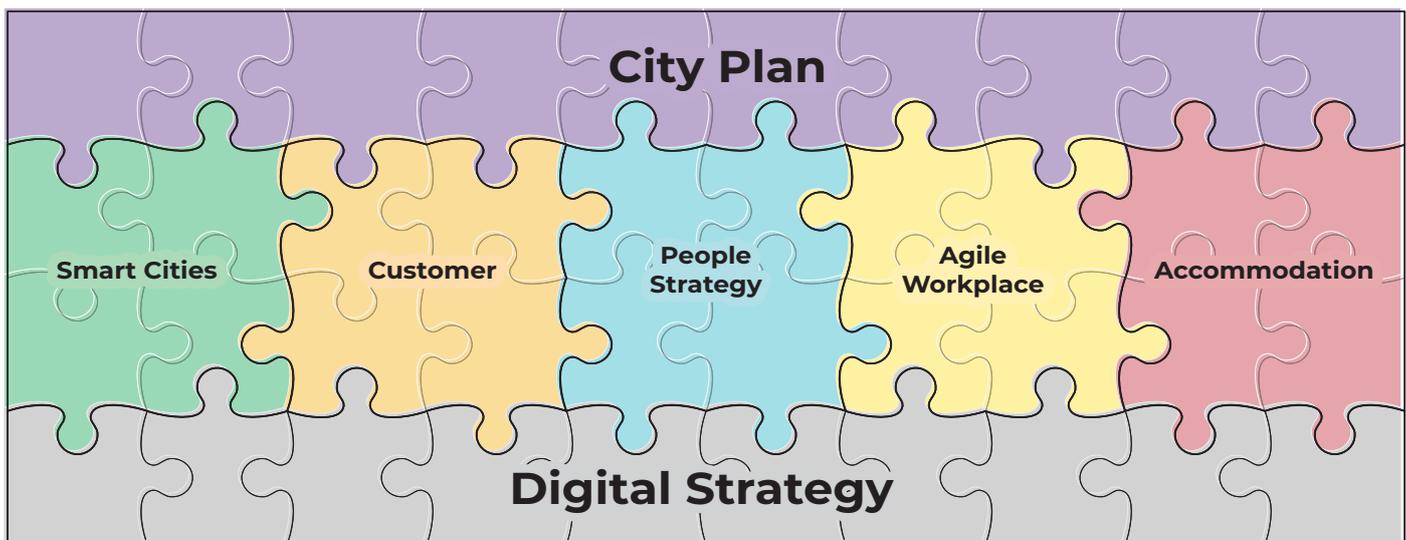
*Our ambition is for Liverpool to be a leading digital place in the UK. Providing digital leadership across all sectors, setting the example in the City Council by ensuring all our plans support and develop our digital capacity.*

We will demonstrate innovation in service transformation and delivery, utilising technology and new channels to ensure our services can be accessed by all. We will work with partners to develop a citywide infrastructure that will support citizens, business and visitors in engaging with the city and use technology to improve their quality of life and maintain their independence. We will ensure all of our decisions are based on meaningful insight using the appropriate

data we have available to us. We will work closely with partners and make use of key corporate data assets to ensure we have a clear understanding of place and use data insight to make informed decisions and prioritise investment. Liverpool will be a place of digital inclusion with the citizens and a workforce skilled and ready to engage in digital economy.

Our digital strategy sets out Liverpool City Council's digital ambitions and the digital-first approach we will adopt to change how we engage with and meet the demands of our citizens in a digital world.

The strategy is focused on delivering meaningful change, supporting the Smart City strategy and the City Plan, and improving the outcomes for all our citizens.



## Why is digital important?

### Service demand and expectations

Everyone now expects 24 hour access to services and timely resolution of issues raised. The expectation is that digital services should be easy to use and provide a complete service keeping users informed during the process. People now expect to be able to use multiple channels to access services, including the website, social media and voice assisted platforms, and for the services to be integrated across all platforms.

### Data security

As we generate and retain more data than ever before, we have increasing demands and responsibilities to ensure the security of that data.

## Data-driven decision making

Liverpool City Council is one of the leading organisations in the region to take advantage of the opportunities big data offers.

With data covering health, education, infrastructure, and business, the capacity for data insight development is vast. We live in a data driven world and there are huge opportunities to use this data intelligence to inform our decision making, work more effectively across agencies, to ensure best possible outcomes.

## Digital exclusion & the digital skills gap

In order for us to thrive as a digital organisation and grow as a digital city we must ensure everyone is capable and confident in using digital technologies.

# Our digital transformation vision

*Our vision is for a digitally inclusive city, where everyone has the skills needed to engage digitally using the channels they prefer, and can benefit from the growth in the digital and tech sector. Where we use technology and data to build and maintain independence.*

We want dealing with the council to be simple for everyone with responsive services and easily accessible information. Our aim is to use digital technologies to transform services and ensure services are designed around the end user, provide timely and meaningful feedback, and improve outcomes.

We want to make Liverpool one of the most digital connected cities in the UK and make sure citizens and businesses have access to the infrastructure they need to thrive.

## How we will achieve our vision

We will deliver our vision through three key work streams with the following priorities:

### Digital Leadership

- ✔ Demonstrating creative digital leadership in how we develop our organisation and our plans for the city.
- ✔ Working with partners to ensure digital and technology opportunities are maximised and sustainability is core to our relationships moving forward.
- ✔ Working closely with partners to provide joined up services and information wherever possible.
- ✔ Use all available data to ensure informed decision making and where possible encourage the sharing of data with key partners.

### Digital Culture

- ✔ Embedding a Digital Culture, ensuring everyone has an appropriate level of digital skills, and access to training should they want it.
- ✔ Working with partners to ensure citizens can freely access digital channels, digital skills training and are equipped to access digital services.
- ✔ Smart City programme increasing the use of technology to improve the lives of those who live, work and visit the city.
- ✔ Targeting investment in to the digital technologies that our communities and businesses need to thrive.

### Innovative service transformation and delivery

- ✔ Ensuring there are assisted digital services available in all customer environments.
- ✔ Ensuring citizens are engaged in service development and transformation.
- ✔ Providing digital services that are easy to use, enable completion of common tasks, and encourage channel shift.
- ✔ Using social media, web chat and other tools to support digital as the channel of choice.
- ✔ Exploiting emerging technologies to enhance customer experience and customer insight.
- ✔ Ensuring digital content is accessible regardless of device. Using and sharing data to identify challenges and people before they fall in to crisis.

### We will Measure our success by

- ✔ Increase the percentage of digital contact with the council to 80% by 2025
- ✔ Increase the availability of assisted digital services across the city and ensure they are available in all One Stop Shops / Council buildings.
- ✔ Reduction in the number of repeat contacts due to service failure or no feedback from 40%
- ✔ All council websites are accessible regardless of technology, device or disability.
- ✔ Increase in basic digital skills across the city to ensure all citizens have the six basic digital skills.
- ✔ Increased digital skills training across the organisation to all employees have the General digital skills for job roles, and the opportunity to develop advanced digital skills, as measured in the LCR digital skills strategy.
- ✔ Ensure all key council services are available digitally.
- ✔ Introduce social media as a channel of delivery for all key council services.
- ✔ Healthy growing digital economy.



# Digital by Design

*To support our aim, we recognise a focus around citizens, businesses, and communities is key to successful transformation and adoption.*

Our Digital by Design principles have been developed to focus service transformation around the service user and their needs:

## Design and transformation

- ✔ Adopt digital first approach to service transformation and delivery.
- ✔ Redesign services around the people who use them to encourage better outcomes and independence.
- ✔ Use digital technologies to deliver simple quality services that are responsive and convenient to use.
- ✔ Adopt modular design and transformation methodologies to enable reuse and reduce dependencies on inflexible and expensive technology.
- ✔ Focus investment on ease of use, agility, innovation and delivery of business requirements.

## Service delivery

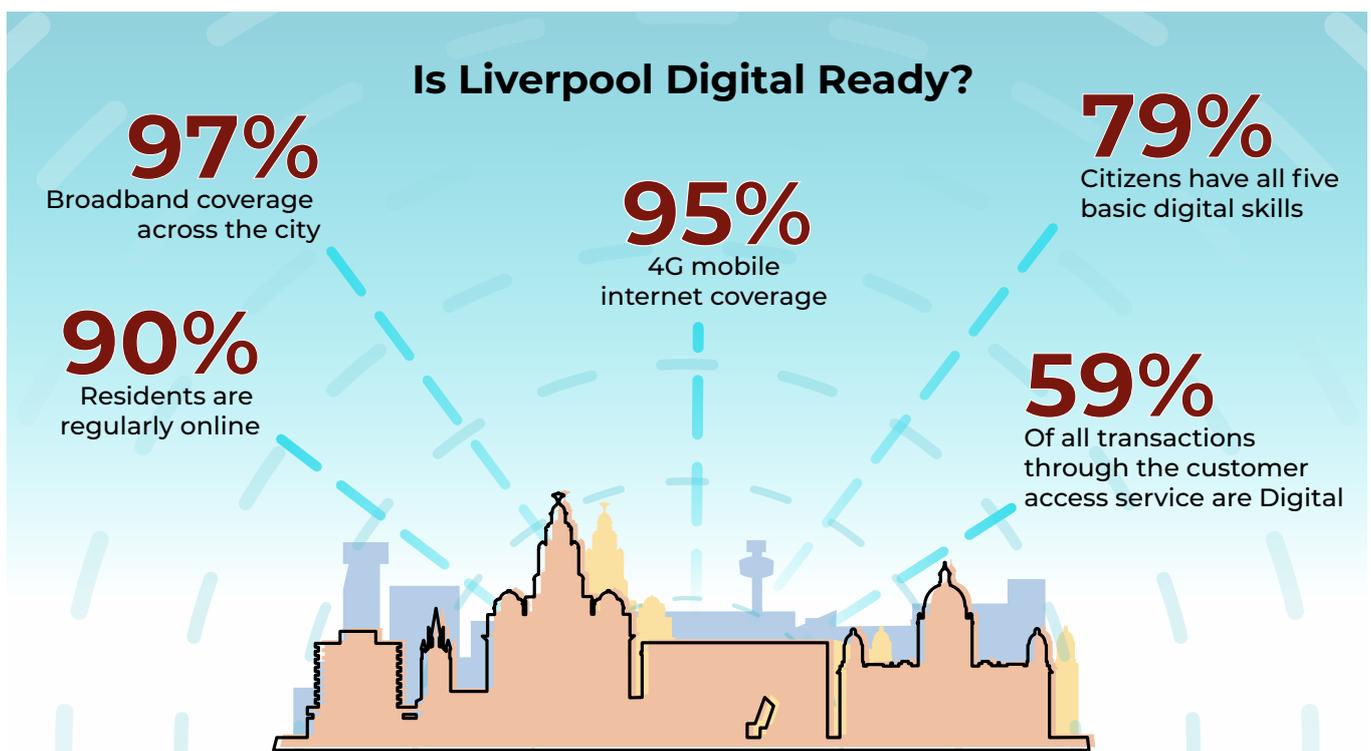
- ✔ Use digital to empower our citizens to take control of their information and the services they access.
- ✔ Provide assisted digital support to those who find it difficult to access services digitally.

## Data

- ✔ Use data to identify future challenges and support people before they fall in to crisis.
- ✔ Encourage open data standards and common data structures where possible.
- ✔ Ensure safe, secure and user-friendly ways of sharing data.

## Culture

- ✔ Provide digital skills for our staff and citizens so that they can exploit technology and be more creative
- ✔ Demonstrate digital leadership creating the conditions for meaningful change.
- ✔ Embed an open culture that encourages and supports digital ways of working.



**Liverpool** is one of the top five cities in the UK for residential digital adoption, one of the first six UK testbed cities for 5G technology, and one of the fastest growing tech and digital sectors outside London!