Gloucester City Council

Digital Strategy

2020-2025

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Foreword by the Leader of the Council

I am extremely pleased to present this first ever digital strategy for Gloucester.

We live in a dynamic and rapidly evolving world, and the pace of change seems to grow ever faster.

Hundreds of years ago, as a society we underwent an agricultural revolution and then an industrial revolution. In the last century, the advent of computing and communication technology led people to describe this as the third industrial revolution. And in this first part of the twenty first century, the fourth revolution describes the phase of emerging technology breakthroughs we are currently living through, in fields such as robotics, artificial intelligence, nanotechnology, quantum computing, biotechnology, the internet of things, fifth-generation wireless technologies (5G), 3D printing and fully autonomous vehicles.

So what is the role of a Council in helping us move through these complex, ever-changing times? Local authorities have had to evolve as fast as the wider society around them has changed. From being providers of essential utilities a hundred of years ago, local councils now deliver not only a range of key services, and support the most vulnerable in society, but increasingly they are seen as 'place-shapers'. A council like Gloucester City 'holds the ring', bringing together communities, organisations, businesses and government to work together to make our city the best possible place it can be, for the benefit if all.

And this is why we need a digital strategy for Gloucester. The digital world now increasingly shapes all of our lives, but without some planning and coordination, is not likely to benefit all equally, and may not deliver as much as it could. This document sets out what the Council thinks we need to prioritise to harness and enable these emerging technologies to work for the benefit of all who visit, live and work in Gloucester.

To use the jargon, we call this first digital strategy version 1.0: I believe it will be an ever-evolving document, and I look forward to hearing your views on how we need to work together to shape the digital city around us.

Richard Cook

Leader of the Council

Introduction from MD Gloucester City Council - About this strategy

What is digital? The following definition was coined by Tom Loosemore, co-founder of the UK's Government Digital Service:

> "Applying the culture, processes, business models and technologies of the internet era to respond to people's raised expectations"

Digital is not just about technology, it's about changing the way people live, connect and work.

This strategy, therefore, is about how we will deliver the services and infrastructure our residents need in order to thrive and live happy, healthy lives in Gloucester, now and for years to come. It's about how we as a council can achieve more, with less, to serve our residents better and tailor how we deliver services to meet differing needs in our localities. It's about creating a modern, sustainable and smart City that is a great place to live, work, play and do business, and about making sure we remain resilient and competitive in a rapidly changing world.

As a consequence of delivering this strategy:

- Gloucester residents, visitors, students and businesses will enjoy faster broadband connectivity and a digitally-enhanced public realm, through initiatives including public Wi-Fi, digital wayfinding information, apps that bring the community together, and smart technology solutions that help reduce energy consumption, lower emissions, improve public safety and help make Gloucester a more attractive place to be.
- Gloucester residents will also have access to an enhanced digital skills offer, helping them build their confidence in areas from basic computer literacy through to the professional skills they need to access the jobs of the future.
- Gloucester will have a thriving digital business sector, with start-ups, scale-ups and established businesses creating growth and prosperity, working together as a cooperative ecosystem, and helping to change perceptions of Gloucester as we become more widely recognised as a leading destination for tech.
- Gloucester residents will have a radically better experience when accessing the council's services and information, with an easy-to-use website that works on any device, digital services so good and convenient that people prefer to use them when they can, and digital communications which inform and consult them on the issues they care about.
- Gloucester council staff will have access to continuously improving technology and have the skills and confidence to use it well, helping them deliver great services to residents as efficiently as possible and freeing up more of their time for frontline services.
- Partner organisations will be able to work with the council and with each other more effectively, supported by digital collaboration tools and more open communications, and making use of shared data and digital platforms to enable a more joined-up, system-wide approach to delivering positive change in Gloucester.

Jon McGinty

Managing Director

Background – where are we now?

National Level

It is hard to see an aspect of living in the UK which is not influenced by technology or digital change.

Across the UK, it is estimated that by 2018, 90% of individuals were internet users (Source: National Statistics, ONS). And for the 10% or so of adults who are internet 'non-users', the downsides of remaining so are becoming increasingly apparent. The Centre for Economics and Business Research (CEBR) identified that individuals who have acquired basic digital skills are able to benefit on average by:

- increased earnings of between 3% and 10%
- improved chances of finding work for someone who is unemployed, and an increased likelihood that someone who is inactive will look for work
- shopping online 13% cheaper on average than shopping in-store
- connecting and communicating with family, friends and the community 14% more frequently
- saving time accessing government services and banking online rather than in person by around 30 minutes per transaction

In 2017, the UK Government published a Digital Strategy and also an Industrial Strategy. The Government's ambition in its Digital Strategy was to create "a world-leading digital economy that works for everyone" whilst the Industrial Strategy spoke in similar terms about delivering on five foundations of productivity (ideas, people, infrastructure, environment and places) to create a transformed economy, with a significant reliance on growth in digital businesses. The industrial strategy also identified a number of 'grand challenges' facing the country, one of which was focused on 'AI and the Data Economy'.

In 2018 the Government published a Future Telecoms Infrastructure Review which looked at what improvements were needed to deliver the infrastructure to deliver these national strategies. The review identified that, although the UK was a world leader in superfast connectivity (that is, data connectivity speeds greater than 30Mbps) with 95% of the population connected, the country severely lagged other nations in terms of 'full fibre' networks or ultrafast connectivity (that is, data connectivity speeds greater than 100Mbps) with only 4% coverage, significantly behind current world leaders like South Korea (c.99%) and Japan (c.97%). The Government set clear, ambitious targets for the availability of full fibre and 5G networks to deliver this ultrafast connectivity, targeting 15 million premises to be connected to full fibre by 2025, with coverage across all parts of the country by 2033, and the majority of the population to have 5G coverage by 2027.

Local Level

At a local level, Gloucestershire had already actively sought to become one of the best-connected counties in the country, and one of the best places in Britain to start up and run a digital business. Gloucestershire County Council partnered up with Herefordshire eight years ago to create the Fastershire project, to deliver superfast connectivity or better to as much of the local population as possible. The project has already extended superfast broadband access to 95% of premises in

Gloucestershire from a starting point of only 43% in 2012, although full fibre connectivity stands at 13% (which is still nationally impressive for a largely rural county).

In 2019, the mobile telecommunications operator EE announced that it would be bringing 5G coverage to Gloucester city during 2020, and this is likely to be replicated by other telecoms operators in the coming years.

During 2017 and 2018, Gloucestershire undertook a large public consultation (the Big Conversation) as part of its Vision 2050 project aimed at identifying where Gloucestershire wants and needs to be by 2050, and tackling some of the big challenges facing the county over the next 30 years. The consultation attracted over 2,500 responses and showed wide support for eight ambitions for the county, including being a magnet and prosperous county, an inclusive county, an innovative and skilled county and a connected county. Work is currently underway to identify what activity and actions are needed to deliver on the eight ambitions: this digital strategy will contribute to a large number of these ambitions.

In 2019, Gloucestershire's Local Enterprise Partnership (GFirst LEP) published a draft Local Industrial Strategy. This identified the county as "the natural home of cyber-tech innovation in the UK" and outlined a set of objectives including:

- delivering the UK's first fully cyber-centric business park – Cyber Central – adjacent to GCHQ in Cheltenham.
- ensuring that everyone in Gloucestershire has access to high quality digital connectivity, digital skills, and the confidence to make the most of the digital revolution.
- developing cyber-tech skills capabilities in the county to satisfy and then propel the sector beyond 2030.

Again, this Digital Strategy for Gloucester City will go some way towards realising these ambitions for the County.

Gloucester's achievements to date

Work has already been going on in achieving the goal of Gloucester positioning itself as a pathfinder and testbed for future city technologies and solutions. Examples include:

- In 2015 it was the first city in the UK to implement a 3 in 1 solution with BT, delivering CCTV, free WiFi and 4G combined throughout the Gate Streets. This innovation won the prestigious Gordon McLanaghan Security Innovation Award and has since been adopted by Cardiff, Glasgow, Nottingham, Leicester and Newcastle and others.
- Gloucester became the first destination outside of the UK and second in the world to partner with Google's Niantic Labs on the FieldTrip™ app, which allowed virtual, location-based tourism information through cell phone, tablet or Google Glass. Whilst Google Glass and FieldTrip may have come and gone, Pokemon Go™ is also produced by Niantic Labs and since much of the location data for Pokestops was based on existing information uploaded for Fieldtrip and Niantic's app, Gloucester had an especially rich environment for Pokemon Go™ players, which attracted players from around the region, boosting the local economy.
- Gloucester became the first city to implement the Rewarding Visits technology, delivering the GL Card and associated app to better connect customer with retailers digitally. Gloucester also pioneered the use of the #WDYT to help the UK's High Streets increase their digital influence.

- Gloucester has both the highest number of, and highest density of, next generation footfall sensors in the UK. The City has over 250 ibeacons installed with an open SDK available to developers.
- Gloucester's appetite for pioneering digital enterprise, with a particular focus on retail, was recognised when it was decided to base the UK's Digital Retail Innovation Centre (UK:DRIC) in the City. The Centre was opened in 2019 by the Minister for Digital and Creative Industries Margot James, who said

  > "Gloucester is a hotbed of innovation, which is helping to make the UK a world leader in the tech sector and it was great to open the Digital Retail Innovation Centre. The retail sector in the UK, and across the world, faces huge challenges and the centre will play a massive role in meeting them head on."

Left to right: Cllr The Right Worshipful Mayor Colin Organ, Margot James Minister for Digital and Creative Industries, Diane Savoury OBE and Richard Graham MP

Vision

Our vision is to become the UK's leading smart small city, or put another way (using the language of our Council Plan):

A Digital City that works for everyone

As agreed by Gloucester City's Cabinet in February 2019, this Vision will be underpinned by five strategic Digital Priorities for Gloucester:

1. Developing the City's infrastructure
2. Promoting Skills, Access and Inclusion
3. Supporting Business and Economic Growth
4. Transforming Council Service Delivery
5. Maximising Opportunities for Open Data

Principles and approach to delivery: How will we achieve this?

We hold the following four principles dearly, and like to think that they run through every aspect of the way we work, like the writing through a stick of rock:

- We focus on the user and value transparency: wherever possible we will have conversations in an open public (digital) space.
- We look to leverage partnerships wherever possible: if doing something at a scale smaller or larger than Gloucester City makes sense, then we will strive to work with partners to deliver that.
- We look to take a strengths-based approach and make the most of existing assets in the community
- We prioritise sustainability, and believe that digital is an enabler of sustainability

Priority 1: Developing our infrastructure

What outcomes are we trying to achieve?
- Gloucester will be an attractive and desirable 'Smart City' location for technology companies to test new equipment and services
- Gloucester will be one of the best places in the UK to start and grow a digital business
- Year on year business growth, drawn by the technological infrastructure capability of the city
- Year on year footfall growth of residents and visitors to the City

Narrative:

In early consultations around this strategy, digital partners have described this priority as the "mission critical" one: if we fail to get adequate digital infrastructure for the City, then it will impact on our ability to achieve the vision of being a testbed city for future technologies, and none of the other priorities in this strategy will deliver their full potential either.

The concept of smart cities has garnered lots of attention over the last 15 years. Cities around the world have started to realise the benefits of adopting technology and innovation to address their challenges and re-define how they run and operate more efficiently. Many have already embarked on their smart city journey, developing and implementing ambitious strategies and projects.

There is not a universal approach or defined blueprint to smart city and cities have adopted a variety of models with different ambitions (social, economic, service efficiency) and drivers (safety, quality of life, citizen and city empowerment).

It is also not straightforward to know which technical infrastructure to prioritise and focus on (think Betamax and VHS in the 1970s). Whilst 5G pilots have rolled out in various parts of the country, and technology firms are already working on 6G, at the time of writing the 'killer application' that justifies 5G has not yet been presented. Most of the pilots have merely proved that good, fast 4G can meet most people's mobile connectivity needs. Similar discussions play out over electric vehicles and other 'clean' vehicle technologies such as hydrogen driven cars.

Whilst predicting the infrastructure of the future is challenging, what does seem likely is that fibre connectivity will play a vital role in connecting the City of Gloucester over the next ten years or so. 5G does, for the most part, rely on a fibre 'backhaul' to connect receiving masts, and in any case fibre to the premise (FTTP) is becoming the default infrastructure for enabling places to achieve superfast broadband connectivity. So this strategy overtly prioritises fibre as the key infrastructure to focus on in the next five years, whilst supporting mobile network operators and other technology providers to roll out other networks and connections.

Key actions:

1. Work with UK Government, the County Council, GFirst Local Enterprise Partnership and private sector technology companies to ensure that at least 95% of residential households and business premises within the Gloucester City area have access to ultrafast connectivity (i.e. speeds greater than 100Mbps) by 2025.

2. We will simplify planning processes and develop a standardised approach to wayleaves for masts, to facilitate and enable mobile network operators to roll out 5G across the City.
3. As part of this standardised wayleave, we will develop a Social Value Promise document that will accompany the wayleave. Although not legally binding, the Promise document will capture the commitment of providers to deliver social value when rolling out their full fibre programme across the City. This will range from apprenticeships and jobs to free Wi-Fi provision to digital inclusion and digital skills initiatives as well as environmental commitments.
4. Explore the business case for the Council to become the lead neutral provider of fibre and mast infrastructure throughout the city, or in other ways look to implement an 'open access by default' approach for the roll out of the main infrastructure. This will help ensure that our businesses and residents have a wider choice of providers and broader range of services available that match their needs.
5. Through the Local Plan and Joint Core Strategy review, require all new major developments in the City to provide full fibre connectivity to the premise for each unit.
6. Explore the distribution of dark fibre (i.e. untapped fibre) to all Council operational properties throughout the city, enabling them to become hubs to connect all nearby properties to gigabit connectivity speeds.
7. We will also look at making the most of street furniture and other council assets in the public realms as opportunities to provide connectivity e.g. free public Wi-Fi provision and small cells. Whenever possible we will apply an open and non-exclusive approach.
8. Establish a LoRaWAN (Long Range Wide Area Network) across Gloucester, enabling connectivity of Smart City Internet of Things (IoT) devices.
9. Continue to take forward Smart City pilots using our Internet of Things network and advances in sensor technology.
10. Review the current CCTV/Wi-Fi/4G mast contract and provision and explore whether this can be extended across more of the City and renewed.
11. Establish an Expert Advisory Panel - Gloucester Digital Board - with representation from Gloucester's tech community and wider experts to collaboratively keep this strategy under review and to help establish Gloucester as a leading Smart City of the UK.

Priority 2: Promoting Skills, Access and Inclusion

What outcomes are we trying to achieve?

- Gloucester will be a desirable location for inward investment by high technology companies, including supply chain companies looking to locate close to Cyber Central, due to the City's skilled workforce

- Higher employment rates for our residents, especially in advanced technology industries

- Increased social mobility through high levels of digital inclusion

- Gloucester's tech workforce indexes higher than the national average for BAME and female employees, reflecting our diverse City.

- Gloucester's community and voluntary sector is digitally mature, able to adopt the culture, processes, business models and technologies of the internet era to fulfil their mission.

Narrative:

While *digital divide* and *digital literacy* have entered into common use – and into discussions by policy makers – the term *digital inclusion* is still quite new. Digital inclusion is a much broader category that addresses the other two. Importantly, "digital inclusion" has been articulated specifically to address issues of opportunity, access, knowledge, and skill. Whereas discussion around the digital divide tends to focus on the access available to individuals, digital inclusion is meant to signal a focus on a practical, policy-driven approach that addresses the needs of communities as a whole. In short, digital inclusion is a framework for assessing and considering the readiness of communities to provide access to opportunities in a digital age.

The ubiquity of the Internet poses challenges and opportunities for individuals and communities alike. These challenges and opportunities have not been evenly distributed. Digital technology has opened new domains of exclusion and privilege for some, leaving some populations isolated from the vast digital realm. Even equitable access, however, is no longer enough - increasingly, digital life requires that users be more than users. Users are now content creators as much as they are content consumers.

Success in the increasingly digitised social and economic realms requires a comprehensive approach to fostering inclusion. Digital inclusion brings together high-speed internet access, information technologies, and digital literacy in ways that promote success for communities and individuals trying to navigate and participate in the digital realm.

Digital inclusion has three broad facets: access, adoption, and application. These facets show the ultimate goal of creating digitally inclusive communities.

> *Access*: Availability, affordability, design for inclusion, and public access.
>
> *Adoption*: Relevance, digital literacy, and consumer safety.
>
> *Application*: Economic and workforce development, education, health care, public safety and emergency services, civic engagement, and social connections.

Several of the key actions in the previous section on digital infrastructure will work to the benefit of digital inclusion. For instance, the promotion of a Social Value Promise document to accompany a standard wayleave agreement for mobile network operators will place a moral imperative on those companies to undertake activities of social value in the city. Set out below are some additional actions which the Council can undertake with partners to ensure that all our people benefit from this digital age.

Key actions:

1. Work with the education sector and other partner organisations to boost the number of people with the skills needed to contribute to our local digital economy, by improving the tech skills offer for people of all ages at existing institutions, and creating a new offer working with schools, Gloucestershire College and the University of Gloucestershire to provide a wide range of learning opportunities for all ages, from code clubs through to university courses.
2. Work with partner organisations to identify the skills needed by our local digital businesses and the best means of developing them, including working with local businesses to create more apprenticeships and work experience opportunities in digital careers and working with GCHQ to ensure that Gloucester benefits from the Cyber Innovation Centre.
3. Explore ways to use the Council's investment in fibre and wide area networks to widen free Wi-Fi access beyond the Gate Streets into all parts of the City.
4. Pilot the use of Eduroam and Govroam networks to enable people in education and public services to have 'one login' across the City.

Priority 3: Supporting Business and Economic Growth

What outcomes are we trying to achieve?
- Business growth and inward investment
- Help every Gloucester business become a digital business

Narrative:

Today, people are spending more money online, which has shifted business emphasis to digital sources of revenue and digital channels. The growth of the digital economy has made people more familiar with digital products and services, which has driven companies to seek new competitive advantages in the digital space.

But digital business has evolved into more than selling online; according to Accenture, “Digital businesses create competitive edges based on unique combinations of digital and physical resources. They do things that others cannot and in ways that build comparative advantage.” Or, as the bookseller Waterstones puts it: “we do what Amazon can’t do”.

For Gloucester, this priority is about delivering a number of different things. Firstly, it is about marketing Gloucester as a place in the UK where digital or e-businesses want to establish and grow. Including young entrepreneurial disruptive technology start-ups that might just be the Microsoft or Apple tech giant of the future.

But it is also about how we help existing established ‘bricks and mortar’ businesses located here adapt and develop their business models in a digital age. In the same way as Waterstones had to reinvent itself from a traditional bookseller into a destination retail outlet, to deal with the threat to its business model from online giants like Amazon, so the Council needs to work with its local business community to help organisations not just survive but thrive in a digital age.

Key actions:

1. Through the Council’s place-shaping role, we will work with developers to create digital co-working and incubation spaces in the City, providing flexible and networking facilities for digital businesses to connect with each other and grow.
2. Through the Council’s Local Plan, we will consider how planning policies can support changes of use towards digital businesses and start-ups.
3. Establish the UK Digital Retail Innovation Centre (UK:DRIC) as the "national independent centre for technology solution providers and retailers to testbed innovative technologies", and deliver other objectives for the UK:DRIC as agreed with GFirst LEP
4. Work with Joint Core Strategy partners Cheltenham and Tewkesbury Borough Councils and Gloucestershire County Council to help deliver the Cyber Central cyber security campus and garden community.
5. Work with the Department for International Trade and GFirst LEP to make best use of the historical ties between Gloucester and South Korea to explore inward investment and export opportunities with Korean technology firms such as Samsung and LG.

6. Working with Marketing Gloucester, the Council will market the City to national and international technology firms as a desirable place to test and roll out new technologies on a small city scale.
7. We will roll out and maintain digital wayfinding signage around the city.
8. We will explore making the GL Card, or another place loyalty scheme, integral to being a citizen of Gloucester.
9. Working with Marketing Gloucester, we will review the Visit Gloucester website to make this the definitive local guide to the city for visitors and residents.
10. We will ensure that we increase and develop audiences for the city's cultural offer by using digital means to promote our cultural offer by use of data and digital platforms.
11. We will deliver and maintain relevant content on giant screens in Kings Square and the Bus Station to inform, educate and entertain residents, workers and visitors to the city.
12. We will support and promote young local digital entrepreneurs, for instance through an awards event, or running a digital gaming centre, a hackathon, or through hosting a LAN party.
13. Working with the Office of the Police and Crime Commissioner, Gloucestershire Constabulary and night-time economy businesses, pilot the rollout of ID scanners to a number of nightclubs, to enhance security and safety within the city.
14. In association with event providers throughout the City, and the Culture Trust, we will develop the reputation of the City as a place to produce, consume and display Digital Art.
15. We will pilot the use of augmented reality to enhance tourism offerings throughout the city.

Priority 4: Transforming Council Service Delivery

What outcomes are we trying to achieve?
- Greater customer satisfaction with Council
- Reduced waiting times/improved transaction times
- Make Gloucester a leader among Councils in serving its customers online
- Improve public confidence in the safety of personal data held by the Council

Key actions:

1. We will sign the Local Digital Declaration, a public pledge along with hundreds of other councils to meet high standards for our technology and digital services and adopt digital culture and ways of working
2. We will create a digital public space for open discussion and iteration of this digital strategy
3. We will roll out online 24/7 self-service functionality for all routine customer transactions with the Council, making these straightforward and convenient for customers to use on any device
4. We will adopt user-centric design and user testing of all new customer-facing functionality rolled out by the council, as per the Government Service Manual. All new and redeveloped digital services will be assessed against the Government's Service Standard, and the outcomes of these assessments will be published at https://www.gloucester.gov.uk/about-the-council/strategies-plans-policies/digitalstrategy/serviceassessments
5. We will create an 'assisted digital support' offer for users who need help to use our online services.
6. We will explore introducing voice-controlled (Alexa, Siri, Hey Google, etc) technology for interactions with the Council
7. We will review and improve our online engagement with residents through social media
8. We will seek out opportunities to use new and emerging technologies such as robotic process automation and machine learning to automate low value tasks and improve operational efficiency, freeing up officer time for frontline services to residents
9. We will explore extending and developing the Council's digital platform so that it becomes an enabler of community to community interactions, not just community to council transactions.
10. We will provide all council staff with fit for purpose corporate technology and line of business systems which facilitate rather than constrain their work, and enable them to work in an 'agile', flexible and mobile fashion.
11. We will re-tender our corporate ICT contract, looking to work in partnership with Gloucestershire County Council to deliver efficiencies to benefit the taxpayer.
12. We will maintain a workforce development strategy which ensures that all council staff are confident in their wider digital skills and understanding, and ensure that they are well versed in GDPR and cyber-security matters.

Priority 5: Maximising Opportunities for Open Data

What outcomes are we trying to achieve?
- Unlock the power of Gloucester and Gloucestershire public and other data for the benefit of businesses and the economy
- Improve public confidence in the use of data

Narrative:

Data is a new and vital resource for any city, both economically and insights. It is anticipated that by 2020, the use of open data will have helped reduce public administration costs across the EU28+ by €1.7bn, and help reduce energy consumption by 16%.

Cities such as London, Greater Manchester, Glasgow or Bristol have started making the most of open data opportunities to develop new tools and services, and new knowledge, driving growth and better social and environmental outcomes.

What do we mean by Open Data? Here are some things the Open Data Institute thinks you should know about it:

- Open data is data that's available to everyone to access, use and share. If groups make information they hold available for everyone, it can be used for all sorts of things by all sorts of people.
- Open data should be easy to access. Open data is only useful if it's shared in ways that people can actually understand. It needs to be shared in a standardised format and easily traced back to where it came from.
- Open data isn't the same as big data, but big data can be open data too. When people talk about 'big data' they mean a lot of data. Opening up big data lets people use it to spot trends, fill gaps and improve services.
- It's not the same as 'shared data': if you're worried about big companies being fed all your private details, that's got nothing to do with open data. Groups sharing information with each other is different from opening it up for all to access. Your private data should only be open if you choose to share it. (But if you want to know who's accessing or sharing your data, open data can help.)
- Open data is good for democracy: if citizens know about their local and national governments, they can hold politicians and public servants to account, make more informed decisions and demand better services. Open data can also help governments make better policies for society, the economy and the environment.
- Open data can help fight crime: it's helped people in London to track stolen bikes and police in Vancouver to stay one step ahead of criminals.
- Open data is good for your health: with tools like FoodTradeMenu using it to help restaurants make sure they don't serve you food you're allergic to without realising.
- Open data can save lives: it helps groups to coordinate aid delivery in humanitarian disasters.
- Open data helps you get around your city, and saves you money: apps like CityMapper use open data from groups like Transport for London to help you find the quickest and cheapest

way to get from A to B. Even maps can be open, like OpenStreetMap, which powers map data for websites and humanitarian crises relief around the world.

Key actions:

1. We will work with Gloucestershire County Council to develop an open data portal (and associated business model) for Gloucestershire.
2. We will make as much non-personal or sensitive City Council operational data (e.g. footfall beacon, air quality monitoring) available on the portal as possible, and encourage partner organisations to do the same.
3. We will use the UKDRIC to deliver hackathons and data challenge events to develop data driven solutions to some of our challenges such as air pollution, sustainable mobility, health and wellbeing.
4. Working with Marketing Gloucester, we will improve the ways in which audience and visitor data is used and shared in the city.
5. Where appropriate, legal and ethical, we will develop data sharing protocols with partner organisations to facilitate and improve our services to customers and to enhance public safety.

Measuring progress

We will monitor the target outcomes, or proxy indicators for these, to determine how much progress we are making towards delivering this digital strategy. These include:

- number of new technology equipment and services tests hosted in Gloucester
- number of technology business start-ups (births) in Gloucester
- year on year business growth
- year on year footfall growth
- Increase in employment rates, especially in advanced technology industries
- Increased social mobility, as measured using metrics designed by the Social Mobility Commission
- Gloucester's tech workforce indexes higher than the national average for BAME and female employees
- Gloucester's community and voluntary sector is digitally mature, able to adopt the culture, processes, business models and technologies of the internet era to fulfil their mission.
- Greater customer satisfaction with Council
- Reduced waiting times/improved transaction times for Council services

You may have noticed a distinct lack of target dates in the various key actions listed in this document. This is intentional. Digital moves fast, and digital strategy documents become out of date even faster. Therefore while this strategy sets a high level framework for where we're going and how we'll move forwards over the next few years, the specific timings of what we do will continue to evolve as we deliver and learn – in the open, via our public roadmap at https://www.gloucester.gov.uk/about-the-council/strategies-plans-policies/digitalstrategy/roadmap

Feedback on this strategy

The Government's Digital Service has set out a number of 'Agile Working' methods which encourage teams to build quickly, test what is built and iterate the work based on regular feedback.

Consequently, this is a strategy that the Council hopes will be continually reviewed and iterated, based on feedback from customers and other experts. The latest version will be held on https://www.gloucester.gov.uk/about-the-council/strategies-plans-policies/digitalstrategy

Because one of our guiding principles is user-centricity, we welcome feedback on this strategy, at all times rather than for a single period. Please send any comments, suggestions, etc to digitalstrategy@gloucester.gov.uk.