

## Appendix A - ICT & Digital Strategy (2016-21) – Delivery Highlights for year 2019-20

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2019	Current Position	Going Forward (April 2020 to March 2021)
Theme 1 Integrated ICT and Digital Services	Modern Workplace (part of overarching Business Enablement Programme)	<p>Delivering an updated technical infrastructure to enable the council's vision and strategy, specifically to support business transformation. Delivering an agile, engaging and modern capability to carry out the council's work in an efficient and effective way that supports specific user's needs.</p> <p>This is a complicated portfolio that is geared towards the technology delivery and enablement of the city's workforce strategy.</p>	<ul style="list-style-type: none"> <li>At transition a new rollout baseline was set and there were successful increased weekly rollout volumes week on week.</li> <li>Lessons were learnt quickly and adopted to yield success.</li> </ul>	<ul style="list-style-type: none"> <li>95% of the in-scope estate complete</li> <li>Small team has been retained with programme funding under BAU (Business As Usual) to complete the complex remaining deployments</li> <li>Adoption of tools and agile ways of working for the business.</li> <li>User adoption work and demonstrations delivered where identified by the advocate network setup.</li> </ul>	<ul style="list-style-type: none"> <li>Project closure and handover to BAU.</li> </ul>
Theme 1 Integrated ICT and Digital Services	Applications Platform Modernisation (part of Overarching Business Enablement Programme)	<p>Delivering new Data Centre &amp; Cloud Hosting capabilities to lower operating costs to the council</p> <p>Refreshing our existing server hardware which is reaching end of life</p> <p>Performing necessary platform upgrades for software that is reaching end of life for over 150 applications</p>	<ul style="list-style-type: none"> <li>APM Infrastructure Refresh business case complete and signed off</li> <li>Soft market test conducted to inform programme procurements</li> <li>From soft market test, in line with procurement guidance, further analysis conducted to select future hardware and management tooling solution</li> <li>Internal decision on hardware and management tooling made – selecting Nutanix as the council's future platform</li> <li>New Data Centre Procurement issued to market</li> <li>Hardware and Management Tooling Reseller Procurement Issued to market</li> <li>Upgrade of Windows Server 2008 and SQL 2008 underway on existing infrastructure to prepare for the move to new hardware and data centres</li> <li>Delays within procurement workstream has impacted project timescales resulting in slippage of activity and consequential spend from 2019/20 to 2020/21.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement for data centres currently under evaluation</li> <li>Procurement for hardware and management tooling under evaluation</li> <li>Procurement for Cloud Evaluation being finalised for issue to market</li> <li>Continued upgrade of Windows Server 2008 &amp; SQL 2008 to prepare for the move to the new hardware and data centres</li> </ul>	<ul style="list-style-type: none"> <li>Award of Data Centre and Hardware &amp; Tooling contracts</li> <li>Detailed technical design to be conducted once data centre and hardware/ management tooling supplier contracts awarded</li> <li>Set up of data centres and hardware</li> <li>Set up new operating practices</li> <li>Begin migration activities to move application estate to the new hardware and data centres or to the cloud based on most economically viable location</li> </ul>

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Theme 1 Integrated ICT and Digital Services	Cyber Security (part of overarching Business Enablement Programme)	Delivering enhanced security monitoring and awareness, providing greater protection against potential cyber-attacks. The protection of computer systems from theft or disruption to hardware, software or data and the services provided to users and meeting our statutory, regulatory, contractual and legal obligations.	<ul style="list-style-type: none"> <li>Security Strategy and Roadmap developed and approved.</li> <li>Interim Head of Cyber Security appointed.</li> </ul>	<ul style="list-style-type: none"> <li>BEP Project Closed December 2019</li> <li>The strategy approach was approved at CLT and handed over to the Head of Security for further development (secure funding)</li> <li>Strategy realignment due to COVID-19 and gaps identified with in Security Strategy.</li> <li>Business case being redone to secure the necessary funding to reflect any changes to the Security Strategy and Roadmap.</li> <li>Security Team resources have been partially increased to support security development and APM, ERP, Commonwealth and COVID strategic programmes</li> <li>Independent security assessment to understand security, risks and posture due to new way of working</li> <li>Increase Security awareness with BCC staff and Teams.</li> </ul>	<ul style="list-style-type: none"> <li>BAU Security to implement strategy.</li> <li>New Business Case approved</li> <li>Plan Security Programmes to Deliver Strategy</li> <li>Resource Security Team to support BCC and Strategy needs</li> <li>Increase security testing on all BCC application and infrastructure</li> <li>Purchase security tooling to address immediate threats</li> <li>Show and Tell, to all BCC business departments.</li> </ul>
Theme 1 Integrated ICT and Digital Services	Networks (part of overarching Business Enablement Programme)	Delivering a secure and resilient IT network with sufficient capacity to manage current and future technical and organisational demands	<ul style="list-style-type: none"> <li>New WAN options paper produced.</li> <li>Previous RFP process was put on hold due the proximity of the IT Service transition.</li> <li>High level Voice Strategy paper produced.</li> <li>VPN options paper in production.</li> <li>Options paper for the Cisco 6509 line cards produced.</li> <li>Contract agreed with Virgin Media Business for 2+1+1 for data connectivity.</li> <li>Validation and scope of new telephony contract with the existing supplier.</li> <li>Scope of the LAN phase two completed. Funding not yet agreed</li> </ul>	<ul style="list-style-type: none"> <li>Supplier days are being held in February 2020 in relation to WAN, VPN and Voice, to understand what developments are happening in the market. These will allow the projects to identify how any developments can potentially be used to further the aims of BCC going forward. These will feed into the final options papers.</li> <li>Cisco 6509 Line card options paper produced. The option chosen was to replace the switches in Birmingham Library and use these as spares for the remaining estate. These will be supplemented by the purchase of additional spares.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of new WAN procurement process and appointment of a new provider.</li> <li>Upgrade the N3 Health network to HSCN.</li> <li>Procurement to support Corporate Voice Strategy followed by the start of the Implementation phase.</li> <li>Completion of the Corporate Network Strategy.</li> <li>Project raised to replace Birmingham Library switches.</li> </ul>

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Theme 1 Integrated ICT and Digital Services  Children's Trust	Birmingham Children's Trust – ICT Service implementation	The completion of the major work to create the ICT service for Birmingham Children's Trust	<ul style="list-style-type: none"> <li>Children's Trust implemented successfully with no major issues on 1 April 2018</li> <li>Service Now service desk system changes implemented April 2019</li> <li>Governance - monthly performance review meetings in place to review performance against service level agreement - no issues or complaints received.</li> <li>Improved, more strategic reporting process implemented</li> </ul>	<ul style="list-style-type: none"> <li>No major issues or complaints</li> <li>Monthly review meetings continue</li> <li>Task and finish group in progress to review device software and access provision</li> </ul>	<ul style="list-style-type: none"> <li>Service is now being managed as part of BAU process</li> </ul>
Theme 1 Integrated ICT and Digital Services	Carefirst replacement - Eclipse	<p>Improved and simplified workflow processes and forms Removal of duplication of effort. Consolidation of multiple systems, processes and workarounds Provide additional functionality such as recording the voice of the child – a key requirement that the present system cannot do Provide a modern platform fit for the future Support stronger and more effective case recording and performance management. Scope includes Adults Services and Children's Services casework; plus, a fiscal application for both</p>	<ul style="list-style-type: none"> <li><u>Children's Services Project</u></li> <li>Business design and configuration complete. Data migration complete Project went live on 1 October 2019</li> <li><u>Adult's Services Project</u></li> <li>Approximately 60% of the configuration is complete</li> <li>Approximately 75% of the Configuration Workbook is complete</li> <li>Approximately 50% of the migration mapping is complete</li> </ul>	<p><u>Children's Services Project</u></p> <ul style="list-style-type: none"> <li>In Early Life support, expected until end of March 2020.</li> <li>Issues being addressed to exit early life support or handover into BAU</li> </ul> <p><u>Adult's Services Project</u></p> <ul style="list-style-type: none"> <li>The project has paused whilst the Children's Project is in extended Early Life Support.</li> <li>A review to explore the options open to Birmingham City Council (BCC) and Adult Social Care (ASC) for the replacement of Adults CareFirst (CF) and CareFinance (CFin) is underway to revalidate the contractual deliverables</li> </ul>	<p><u>Children's Services Project</u></p> <ul style="list-style-type: none"> <li>Expected to exit Early Life Support end of March 2020, with any residual issues handed into Business as Usual</li> </ul> <p><u>Adult's Services Project</u></p> <ul style="list-style-type: none"> <li>Re-planning underway</li> </ul>

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Theme 1 Integrated ICT and Digital Services	ERP – Replacement of our HR and Finance systems  (including processes and associated business change)	The replacement of the current SAP system with an end-to-end ERP solution for HR and Financial Services, supporting the delivery of:  The new Council Plan The Workforce Strategy The ICT&D Strategy  The Council must investment in its corporate HR/payroll and finance IT systems to underpin significant improvements in business processes, effectiveness and reduction in service costs	<ul style="list-style-type: none"> <li>FBC approved in July 19</li> <li>Socitm contracted for Programme/Project Management, Business Change and PMO – July 19</li> <li>Oracle Fusion procured for the ERP Solution – Sept 19</li> <li>Evosys contracted for Systems Integration – Sept 19</li> <li>Egress contracted for Data Migration – Oct 19</li> <li>Business Scenarios captured for Finance, HR, Procurement and Payroll</li> <li>IT&amp;D mobilisation post Capita Transition</li> <li>Vanilla Oracle Fusion build being tested against Business Scenarios and gaps being logged</li> </ul>	<ul style="list-style-type: none"> <li>Various factors have changed the scope of the Programme e.g. Data Migration Environment availability, audit requirements of SAP post GO Live, Additional Reports, Gaps in the Oracle Solution etc</li> <li>This has led to a re-baselining exercise being carried out to report back to cabinet in June 20</li> </ul>	<ul style="list-style-type: none"> <li>New baseline back to Cabinet in approximately August 2020</li> <li>Continue to deliver against the supplier methodology</li> <li>Work with the prioritisation of BCC resources across a portfolio of Programmes, Projects and Procurement</li> </ul>
Theme 1 Integrated ICT and Digital Services	Northgate Housing HAD module – Case Management for Home Options	Implementation of a case management solution using our existing Service Delivery System Northgate Housing. HAD module delivered and configured including integration to the allocations system Abritas. Expected outcomes include: All data being stored in one place Reduced applications being used to operate Ability to provide new HCIC data back to Central Government	<ul style="list-style-type: none"> <li>Work progressed throughout 2018.</li> <li>Delivered and Operationally live Jan 2019</li> </ul>	<ul style="list-style-type: none"> <li>Now live and actively being used</li> </ul>	<ul style="list-style-type: none"> <li>Project closed no further work required</li> </ul>
Theme 1 Integrated ICT and Digital Services	Corporate Firewall Implementation	Implementation of the new corporate firewall network security	<ul style="list-style-type: none"> <li>The tactical changes made the previous year were rerouted back through the new Corporate firewall.</li> </ul>	<ul style="list-style-type: none"> <li>The replacement strategic firewall solution was implemented in April 2019, which was delivered earlier than planned.</li> </ul>	<ul style="list-style-type: none"> <li>Project closed</li> </ul>

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Theme 2 Digital Facilitation	Contact Centre telephony	Provide modern cloud-based telephony solution enabling improved ways of working, supporting channel shift and contemporary methods of citizen communication. Offers capability of full day-to-day management and development of the system to the business. Key enabler for the transition from Capita.	<ul style="list-style-type: none"> <li>Contact centre solution implemented and in service</li> </ul>	<p>There are two elements remaining in delivery, which are:-</p> <ul style="list-style-type: none"> <li>Implementing SSO</li> <li>Decommissioning of legacy servers.</li> </ul>	<ul style="list-style-type: none"> <li>It has been agreed that if any new requirements are identified a new Project will be raised.</li> <li>A decision on whether to renew the Contact centre is due in October.</li> <li>The current opinion is that it should be extended for a further year</li> <li>At present the options around the Contact Centre are being investigated as part of the Voice Strategy.</li> </ul>
Theme 2 Digital Facilitation	Brum Account	<p>The BRUM Account enables citizens to register and manage their own account with functions including -</p> <ul style="list-style-type: none"> <li>Simple Registration Process</li> <li>Personalised welcome message</li> <li>Online account maintenance, including ability to reset password</li> <li>Enable authentication to service specific self-service solutions, once authenticated the service will be accessible via a single click from within the BRUM account</li> <li>Each service will display a history of activities that shows last date accessed</li> <li>Ability to retain partially completed forms which can be edited or deleted later</li> <li>Find My Local (Local View) functionality with pre-populated address</li> <li>Campaigns/Marketing functionality</li> <li>Agent view allowing auditable transaction/ account creation by contact centre staff on behalf of the citizen</li> <li>End to End service redesign for services</li> </ul>	<ul style="list-style-type: none"> <li>June 2018 – Live with new BRUM Account Portal, Council/Business rates online</li> <li>Parks, Neighbourhood advice/Election (internal only) complaints/compliments/comments</li> <li>August 2018 - Introduction of web chat on birmingham.gov.uk</li> <li>November 2018 – Live with Paperless Billing for Council Tax/Business rates</li> <li>Jan 2019 – Live with Housing Rents online</li> <li>March 2019 – Anti-Social Behaviour Live</li> <li>March 2019 – Green Waste Live</li> </ul>	<ul style="list-style-type: none"> <li>April 2019 – Live with Tenancy Housing Estate Management</li> <li>April 2019 – Highways</li> <li>April 2019 – Environmental Health</li> <li>April 2019 – Waste Management</li> <li>April 2019 - BRUM Account – Home page redesign</li> <li>April 2019 - Decommission of old system</li> <li>May 2019 – Private Sector Housing Services</li> </ul> <p>Phase 2 of the BRUM Account Project has now been delivered, closure report &amp; lesson learnt completed and signed off.</p> <ul style="list-style-type: none"> <li>Project delivered within Budget</li> <li>CRM/CWS - decommissioning will be picked up separate project</li> <li>Mapps – 2-way integration will be completed as part of customer service BAU.</li> </ul>	<p>Further developments along the following lines:</p> <ul style="list-style-type: none"> <li>Chat Bots &amp; AI Personalisation</li> <li>Housing Repairs</li> <li>Benefits – View &amp; e-notifications</li> <li>Benefits replacement online New Claims</li> <li>Benefits – Landlord Portal</li> <li>Skips – Phase 2 advanced online payments &amp; mapping</li> <li>Statutory complaints – Adults &amp; Children’s services</li> <li>Online ‘how to’ videos</li> <li>Single sign on</li> <li>Customer Data &amp; Insight</li> <li>Omni- channel implementation</li> <li>Social Media</li> </ul>

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Theme 2 Digital Facilitation	Broadband in Local Authority Housing	Tendering open market looking for suppliers to provide offers in order to either: a) provide infrastructure only with no service b) Provide service only Provide both infrastructure and service	<ul style="list-style-type: none"> <li>Proof of concept (POC) for infrastructure only, is currently being managed to provide ultrafast broadband into 5 tower blocks in the North of the City. No service offering is being provided as part of the POC.</li> <li>Tender has been placed in open market and responses have been received and are currently being assessed</li> </ul>	<ul style="list-style-type: none"> <li>Managing the Proof of Concept. Started on time and due to complete towards end of May.</li> <li>Tender assessment to be completed. Following an assessment of the tenders, a decision was made that we would permit an infrastructure provider to install fibre within multi-dwelling buildings. Any service providers would then need to work with them to provide services directly to the tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, A number of telecommunication infrastructure providers are currently obtaining wayleaves to install fibre connectivity within tower blocks.</li> </ul>
Theme 2 Digital Facilitation	Wi-Fi in public buildings	Free public Wi-Fi installed in over 127 buildings Increased staff agility and mobility Secure access to city corporate services	<ul style="list-style-type: none"> <li>Installation to all sites completed Project moved to business as usual</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>Initiate the rollout of 'Govroam' wifi that enable Council staff and NHS staff to access corporate systems via the same access points, enabling greater collaboration and joint working capabilities. Rolled out across all council properties (subject to Wifi availability).</li> </ul>
Theme 2 Digital Facilitation	Fully Automated School Admissions	The Provision of a new web portal service for Birmingham schools, for - <ul style="list-style-type: none"> <li>checking, adding and amending pupil records and movements</li> <li>managing additional pupil entitlement information.</li> </ul>	<ul style="list-style-type: none"> <li>Project approved and underway, working towards completion in September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Schools Portal successfully implemented as a service. 286 out of 481 schools have completed training and enrolled. Final phase due to complete end of March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Project successfully delivered and closed</li> </ul>
Theme 2 Digital Facilitation	Smart Phones for Adult Social Care Staff	To purchase, configure and deploy smart phones to all Social Work staff in Adult Social Care & Health Services, enabling greater agility through improved mobile working	<ul style="list-style-type: none"> <li>New proposal for Smart phone devices with full email and (data) tethering capabilities to facilitate agile working to include the Lone Worker application in the deployment.</li> </ul>	<ul style="list-style-type: none"> <li>Phase 4 deployment to be completed by end of March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Project successfully delivered and closed</li> </ul>
Theme 2 Digital Facilitation	Community Libraries Self Service Phase 2	To install 25 customer self-service kiosks to be rolled across 19 library sites.	<ul style="list-style-type: none"> <li>CCTV works at Acocks Green is now complete. Northfield cabling is also completed, and RP has completed hardware setup.</li> </ul>	<ul style="list-style-type: none"> <li>Network port to be installed at Mere Green has been installed, cisco phone has been configured.</li> </ul>	<ul style="list-style-type: none"> <li>Project successfully delivered and closed.</li> </ul>

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Theme 2 Digital Facilitation	Birmingham Children's Trust - replacement phones and Eclipse Voice system	Replacement of end of life Windows phones and enable voice recognition with the new Eclipse system	<ul style="list-style-type: none"> <li>New Project</li> </ul>	<ul style="list-style-type: none"> <li>Currently obtaining and validating information about Children's Trust mobile phone users.</li> </ul>	<ul style="list-style-type: none"> <li>Project successfully delivered and closed.</li> </ul>
Theme 2 Digital Facilitation	Commonwealth Games Athletes Village	Implementing a future proof digital infrastructure within the Athletes village that will enable the delivery of 5G applications and create a legacy digital infrastructure that ensures that citizens and homes have access to digital solutions and services without the need for retrofitting.	<ul style="list-style-type: none"> <li>A number of telecommunication and infrastructure providers were requested to submit their proposals for the Athletes villages – These have been evaluated and a shortlist of suppliers established for further discussions.</li> </ul>	<ul style="list-style-type: none"> <li>A number of suppliers have been interviewed and their responses are being evaluated</li> </ul>	<ul style="list-style-type: none"> <li>Two providers will be selected as the preferred suppliers and will install digital connectivity at the Athletes Village.</li> <li>A Digital Legacy working group has been established to identify and support the creation of digital assets post Games</li> </ul>
Theme 2 Digital Facilitation	Smithfield Development	Smithfield is the site for a new ambitious multi-purpose regeneration project, possibly one of the largest inner-city developments. Working with the development to ensure that the site implements the right digital infrastructure to enable the delivery of smart applications from lighting to energy, from smart homes to electric vehicle requirements etc. in order to deliver tangible benefits to citizens and businesses.	<ul style="list-style-type: none"> <li>Smart City requirements were built into the tender process and each submission was evaluated against the requirements. IT&amp;D will continue to support as the development progresses</li> </ul>	<ul style="list-style-type: none"> <li>The development is at an early stage</li> </ul>	<ul style="list-style-type: none"> <li>A development partner has been selected and work is ongoing. IT&amp;D will work with the develop to shape the smart city requirements</li> </ul>
Theme 2 Digital Facilitation	Covid – 19 Response - Digital	A number of new services requirements for online and contact centre forms and data to form part of the council's response to central government announcements which include the Business Rates grants, Emergency Vulnerable support, Personal Protection Equipment, PPE Audit toolkit and an Electronic Emergency Plan solution for the council.	<ul style="list-style-type: none"> <li>New Projects in Emergency Response</li> </ul>	<ul style="list-style-type: none"> <li>Application and solution developed</li> </ul>	<ul style="list-style-type: none"> <li>Project in delivery</li> </ul>

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Theme 2 Digital Facilitation	Covid – 19 Response – New Services	Central Governments requested for us to support the vulnerable for the first 12 weeks of the covid-19 virus with essential emergency supplies like Food, essential items, prescriptions and social contact. We had to set up a new number and service using the technology for the corporate contact centre within a day and launch in the public domain with the appropriate forms, Contact Centre workflow, content and telephony solution. The new service is responsible for inbound and outbound calls to and from vulnerable citizens in Birmingham.	<ul style="list-style-type: none"> <li>New Project in Emergency Response</li> </ul>	<ul style="list-style-type: none"> <li>Application and solution developed</li> </ul>	



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Theme 2  Digital Facilitation	COVID -19	Emergency reactive measures to meet the needs arising from the COVID 19 crisis.	<ul style="list-style-type: none"> <li>New projects and activities in response to COVID -19</li> </ul>	<ul style="list-style-type: none"> <li>Increased the capacity for NetMotion usage from 3300 up to 8,000</li> <li>Deployed circa 700 laptops, 850 headsets and 200 smart phones and 550 voice only phones to support immediate home working using the O365 technologies and Net Motion (circa 6000 connections) to enable effective communication, tracking and monitoring of our service.</li> <li>Bring Your Own Device (BYOD) Policy implemented and 500 personal device enrolments managed</li> <li>Development of BCP forms on the IT&amp;D portal</li> <li>Development of a dedicated ITHub Support at Lancaster Circus to provide: Access to emergency IT equipment to support BCP and general support hardware and software,</li> <li>Implementation of a delivery service to BCC colleagues within a 10-mile radius for IT equipment such as laptops, screens, printers etc and occasionally DSE equipment such as chairs where required.</li> <li>Sickness Absence codes for recording COVID-19 on People Solutions, Schools Portal</li> <li>Introduction of online streaming of council meetings.</li> <li>Introduction of a HR Re-deployment app.</li> <li>Introduction of a Citywide Print &amp; Mail Solution running from Dolman Street.</li> <li>Changes to the HR solution and associated reporting to support COVID sickness recording and monitoring</li> <li>Increased communication – IT Advice &amp; Guidance and greater awareness relating to Cyber Security / Phishing</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing activities and delivery</li> </ul>

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Theme 3 Insight	Open Data	<p>The provision of council data in open and linked forms as part of a wider set of policy initiatives on data and its exploitation (UK Transparency Agenda, Local Government Transparency Code &amp; The 'Right to Data').</p> <p>Improving the quality and transparency of the data will hold in partnership with the Citizens of Birmingham. Improving outcomes for the services we deliver</p>	<ul style="list-style-type: none"> <li>Published an additional 31 data topics covering 65 new data sets. The OD platforms supports the delivery of the Big Data Corridor (BDC) project which helps businesses to understand the benefits and ways of using data to create new applications and solutions.</li> <li>A review of our ambitions, performance and opportunities for improvement s in how we manage, process and publish Open Data.</li> </ul>	<ul style="list-style-type: none"> <li>Continued monthly provision of corporate open and linked data i.e. supplier payments &amp; purchase card transactions as well as wider data supporting Birmingham's response to the Local Government Transparency Code. Alignment of Data factory with BDC has led to new applications to support a new platform to assist with school admissions; a Health Platform implemented for data science analysis and manipulation; a Transport platform for smart cities, allowing traffic monitoring and congestion prevention; an Education Demonstrator, which monitors and analyses after school activities;</li> <li>The review is currently being prioritised into a set of improvement actions</li> </ul>	<ul style="list-style-type: none"> <li>Open Data agenda is now aligned to the Information Management Strategy and will be further developed as part this approach</li> <li>The Birmingham Data Factory platform continues to publish transparency data including monthly updates from Accounts and Procurement.</li> <li>Future development of the platform will be explored as part of the alignment of Open Data within the next phase of the Insights programme.</li> <li>BAU operational maintenance of the platform will be reviewed as part of Insights TOM.</li> </ul>
Theme 3 Insight	Information Assurance	<p>An Information Assurance Plan has been established to enable the Council to meet its legal obligations to comply with the GDPR and Data Protection Act 2018. Overall, the project is designed to improve the way the Council manages information for its citizens and employees. The expected outcome for the project is to achieve a Level 2 maturity criteria score in all areas of the Information Assurance Maturity Model (IAMM) and Assessment Framework by the end of December 2019. A subsequent plan will be identified and established after this milestone to map out our compliance programme to achieve a Level 5.</p>	<ul style="list-style-type: none"> <li>Data protection management accountability has been progressed to embed technical and organisational measures and controls across the council via 10 themes in line with achieving a Level 2 maturity criteria score across the Council.</li> <li>Key activities and tasks within the project plan have been progressed with the support of the Information Asset Owners (Assistant Directors) to embed the required controls across each Directorate.</li> </ul> <p>(1). Governance; (2). Policies, Standards &amp; Guidelines; (3). Data Inventory; (4). Strategy &amp; Risk Management; (5). Procedures &amp; Controls; (6). Information Security; (7). Third Party Management; (8). Regulatory Compliance; (9). Incident Management &amp; Response; and (10). Training &amp; Awareness.</p>	<ul style="list-style-type: none"> <li>Each theme within the plan has been progressed with particular focus on high risk priorities completed i.e.</li> </ul> <p>(1). Establishing a Council-wide Information Asset Register with associated Information Asset Owners; (2). Review of our 3rd parties (who we share our data with); (3). Ensuring we are assessing our ongoing risk position by embedding Data Protection Impact Assessments (DPIA) and (4). Training our staff on the fundamentals of Data Protection through mandatory e-learning modules.</p> <p>The plan is on target.</p>	<ul style="list-style-type: none"> <li>All measures and controls within the 10 themes to be subject to an internal audit to assess the Councils maturity score against the achievement of Level 2.</li> <li>A subsequent plan will be established to taking into account any audit recommendations and look to incorporate Data Protection Certification in line with ICO direction of travel.</li> </ul>

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Theme 3 Insight	Information Management Strategy	The more effective use of data to create valuable and sustainable insight into the delivery of public services is a vital component of the Council Plan. The IM strategy and roadmap provide the framework for the delivery and this business case articulates the what, how and when. The appointment of an Executive SRO is a vital first step followed rapidly by the mobilisation of a team of in-house and external resources to deliver the strategy.	<ul style="list-style-type: none"> <li>Organisational readiness assessments have been undertaken across the organisation (Jul – Oct) to baseline current position and which provided validation of the IM required strategic capabilities.</li> <li>An academic partner has been onboarded as part of a collaboration to extend data science capabilities and to provide initial support on use case delivery</li> <li>A number of use cases have been evaluated and prioritised (complexity, current capabilities, business value) and are using agile methodology to deliver value and build skills and capabilities at pace. <ul style="list-style-type: none"> <li>Birmingham Audit - Using Machine Learning to detect fraud.</li> <li>Performance Management - Creating dynamic dashboards for KPI reporting.</li> <li>Housing Conditions Plus - Profile of Housing across Birmingham against 6 criteria.</li> <li>East Birmingham - Providing Data Science as a Service to support area improvement.</li> </ul> </li> <li>Data Classification Model and Data Lifecycle have been documented</li> <li>Draft Analytics and Data Management Target Operating Models have been defined and socialised with stakeholders</li> <li>Communications and engagement strategy and plan have been produced and awareness raising started</li> <li>Soft Market Testing is underway to understand current market offerings with regards to technology, with a view to evaluate through use case delivery</li> </ul>	<ul style="list-style-type: none"> <li>Currently scoping roadmap transition points and collating indicative costs to inform next phase of the programme for delivery and implementation to support the business case.</li> <li>Development of the research and data ethics framework (procurement of specialist support)</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 delivery of Insight, which involves procurement to build and provide the tooling for delivery of the Business Intelligence Competency Centre and data management services that encompasses development of the Council's GIS capabilities and Open Data services.</li> <li>This Phase includes putting in place the learning and skills pathways and processes to ensure a fast, reliable and effective Insight service for the business</li> </ul>

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Theme 4 Commissioning	Service performance over the period	Delivery of on-going ICT services during an extensive period of technological change across the council and major changes to the council's ICT Services operating model	<ul style="list-style-type: none"> <li>Approximately 12,200 incidents / service requests per month raised via the ICT Service Desk</li> <li>96% of all incidents resolved within agreed service levels</li> <li>49.5% of all users have the ability to work remotely</li> <li>Support of approximately 430 applications</li> <li>Support of approximately 12,300 desktop and laptop devices</li> <li>Customer Survey comments are 97% positive in January 2020 – maintaining high customer satisfaction ratings following the transition</li> </ul>	<ul style="list-style-type: none"> <li>Successful transition of Capita staff to BCC IT&amp;D Target Operating Model with no disruption to service and customers which is reflective in maintaining the high customer satisfaction results</li> <li>Managing the transition of the Modern Workplace / Windows 10 upgrade into IT&amp;D support and operations</li> <li>Ensuring IT&amp;D maintains the high service performance during a period of change across the whole council desktop estate</li> <li>ISO20000 standard for IT Service Management was maintained following the official transfer of the certification from Capita to BCC</li> </ul>	<ul style="list-style-type: none"> <li>Review and revise KPIs performance metrics</li> <li>Improved and transparent performance reporting e.g. use of infographics</li> <li>Transform ServiceNow to improve customer experience and bring efficiencies by using automation and technology new features e.g. chatbots, virtual agents</li> <li>Managing the transition of BEP APM and 1B / ERP replacement into IT&amp;D support and operations</li> <li>Review the operating model to ensure standards are maintained for externally hosted / cloud-based services</li> <li>Improve customer experience through greater engagement and providing proactive support to enable the council to maximise the use of information, technology and digital services to achieve business outcomes and efficiencies</li> <li>Introduce a more Agile approach to service management to simplify, rationalise and increase the automation and digitalisation of process</li> </ul>
Theme 4 Commissioning	Transition Project	Deliver a new council-led Information, Technology and Digital Service taking us up to and beyond the end of the current partnership with Capita which ends in 2021.	<ul style="list-style-type: none"> <li>The plan approved by Cabinet in 27th March 2018 assumed that the Council would take a phased approach to the transition and transformation of services, thereby delivering efficiencies from the service. Significant issues were experienced in implementing this approach.</li> <li>A new initiative called “Shaping the Future” has started to focus on the future operating model of the service, taking into consideration, customer, staff and employee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Transition was successfully achieved and occurred on 1<sup>st</sup> August as planned. No impact to services occurred and the transition project was successfully concluded.</li> <li>Annual savings of at least £12m were achieved</li> <li>Work on the future operating model continues</li> </ul>	<p>Phase 2 of the Transition will see the remaining contracted services with Capita transitioned or terminated by March 2021. These included but limited to:</p> <ul style="list-style-type: none"> <li>Printing</li> <li>Data Centres</li> <li>Telephony</li> <li>SAP Managed Service</li> <li>BACS Payment and clearing services</li> <li>Hardware Break/fix</li> <li>IT Procurement</li> </ul> <p>Further development to completion of the future operating model</p>

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Theme 4 Commissioning	Revised IT project governance and prioritisation process	New improved strategic approach for commissioning ICT projects and services	<ul style="list-style-type: none"> <li>Development is dependent on the wider ICT supplier ecosystem design and planning work which will form part of the future operating model for the council's IT &amp; Digital Service</li> </ul>	<ul style="list-style-type: none"> <li>Partner was appointed to support the design and implementation of the Future Operating Model of the new IT and Digital Service.</li> <li>This work has now finished</li> </ul>	<ul style="list-style-type: none"> <li>Improved strategic approach for commissioning ICT projects and services will develop as part of the wider work on designing the new IT &amp; Digital Services operating model through 2019/20 and 2020/21.</li> </ul>
Theme 5 Governance	Revised IT project governance and prioritisation process	<p>Re-organise ICT project governance to:</p> <ul style="list-style-type: none"> <li>- provide clarity to the organisation on the criteria used for assessing the viability of an ICT project request - in order to improve the quality of requests received</li> <li>- Establish a Strategic Assessment Board to receive and assess ICT project requests</li> <li>- Establish a governance framework for the new directorate structure - ICT Strategy Board and Directorate ICT Boards</li> <li>- Provide continuous feedback to directorates on the quality and outcomes of ICT requests made by their directorates</li> </ul> <p>Develop a mechanism for assessing the relative importance of ICT projects to inform prioritisation and decision making</p>	<ul style="list-style-type: none"> <li>New governance model published on BCC intranet</li> <li>Strategic Assessment Board established and reviewing all new project requests</li> <li>ICT Strategy Board membership refreshed to reflect new directorate structure</li> <li>Project prioritisation tools/methods researched, and beta model developed and in test</li> </ul>	<ul style="list-style-type: none"> <li>Reporting of ICT project requests back to directorates has just commenced</li> <li>One Directorate ICT Board established - and work underway to establish the remainder</li> <li>Initial discussions started with Corporate PMO regarding linking prioritisation to business planning</li> <li>Strategic Assessment Board is evolving based on learning from its 8-weeks of operation</li> <li>Beta testing of prioritisation approach underway but lacking inputs for projects under £200k</li> <li>Established governance boards within most directorates which will review the IT activities, identify prioritisation of projects and requests and review business cases and implement benefit realisation process to track project benefits both financial and non-financial</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of the prioritisation method, including the possible introduction of simple business cases for all discretionary projects over [+£50k]</li> <li>Roll out of the Directorate ICT Boards to remaining directorates</li> <li>Working closely with directorates to improve the quality and alignment of ICT project requests</li> </ul>

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Theme 5 Governance	Reference Architecture	<p>A Reference Architecture provides a template based on the generalisation of a set of solutions and components.</p> <p>It gives a reference point that describes services and components used in the estate and aids in reuse, supports rationalisation and reduces risk of proliferation of different services and technologies.</p> <p>The reference architecture speeds up solution development and design and supports cost avoidance and cost reduction.</p> <p>Once developed it will form the strategic blueprint and roadmap for the development of a 21<sup>st</sup> Century Digital Council</p>	<ul style="list-style-type: none"> <li>Development of Logical Reference Architecture, Development of Micro Strategies supporting the Logical reference architecture to inform programme delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Continued iterative development of Micro Strategies supporting the Logical reference architecture to inform programme delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Continued iterative development of Micro Strategies supporting the Logical reference architecture to inform programme deliver. Development of Conceptual and Physical Reference Architectures viewpoints.</li> <li>This will form the basis of the new ICT &amp; Digital Strategy 2021-2025</li> </ul>
Theme 6 Innovation	Technology Roadmaps	<p>Working with Directorates to identify where IT can help support key strategic challenges and issues</p> <p>Raise awareness of existing, new and emerging technology to support business transformation</p> <p>Lead and shape directorate business plans by aligning the Council's ICT &amp; Digital Strategy</p>	<ul style="list-style-type: none"> <li>Supporting Adults Social Care to develop an Equipment and Assistive Technology Strategy</li> <li>Supporting the Information, Advice Group to improve engagement with the workforce and citizens</li> <li>Developing use cases for 5G opportunities</li> <li>Fully developed roadmaps for all directorates</li> </ul>	<ul style="list-style-type: none"> <li>Workshops and ideation sessions with business areas to identify transformation and service redesign opportunities</li> <li>Secured the BETTER European Project which will work with directorates to identify digital best practices for addressing key challenges.</li> <li>Introduced new and emerging technologies such as RPA and Chatbots</li> <li>Established a partnership with the Hartree, Science and Technology Facilities Centre to deliver Chatbot POC</li> </ul>	<ul style="list-style-type: none"> <li>T-maps for each directorate are being refreshed for 2020/21 and awaiting review and sign off by the directorates.</li> <li>The BETTER project has been handed over the European team to increase capability and city-wide learning from best practices.</li> </ul>

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Theme 6 Innovation	PURE COSMOS (Public Authorities Role Enhancing Competitiveness of SMEs):	The project focuses on the role that public authorities can play in enhancing the competitiveness of SMEs by making the business climate more transparent and reliable, supporting the needs of SMEs and promoting modernisation of public services	Development of Birmingham's Regional Action Plan under consultation with GBSLEP and Stakeholders resulting in 4 Regional Actions - <ul style="list-style-type: none"> <li>to establish a Regional Better Business for all Group of Regulators</li> <li>to increase visibility and access to data and web intelligence to support data-driven decision making</li> <li>to support new and innovative procurement approaches</li> <li>to enable regional SMEs to benefit from 5G technologies.</li> <li>Technical Import Workshop in Sept attended by key partners to inform RAP development.</li> <li>Speaker and Panel attendance at City of Barcelona's Regional Knowledge Transfer Conference led by Government of Catalonia (13/14 Mar 2018).</li> </ul>	<ul style="list-style-type: none"> <li>Commence Phase 2 with continued leader activities for Exchange of Experience and co-ordination</li> <li>Set up and monitoring of RAP</li> <li>Delivery of the Data Feasibility Study.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work with Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) to develop ongoing best practice and learning from emerging technologies such as 5G and sharing it with city and European partners</li> </ul>
Theme 6 Innovation	PULSE (Participatory Urban Living for Sustainable Environments)	A data science project that will harvest open city data, data from health systems, sensors and personal devices to examine environmental and social exposures (air quality) and behavioural risks (inactive lifestyles) to provide citizens/communities with access to new data insights to encourage healthier lifestyles and better awareness of the risks such as Asthma and Diabetes.	<ul style="list-style-type: none"> <li>139 Fitbits deployed in the targeted East Birmingham area across schools and local community groups (inc. engagement with the Pulsair App) and associated data collection and dashboard development</li> <li>175 baseline questionnaires completed, and 6 schools signed up to host air quality monitoring devices providing local granular air pollution data.</li> <li>EC Review 14 Mar 2019Luxembourg</li> </ul>	<ul style="list-style-type: none"> <li>PULSE: FiiB process to procure services to install AQ devices in school/community locations</li> <li>Continued data collection and analysis from wearables, AQs and App</li> </ul>	<ul style="list-style-type: none"> <li>Installation of AQ devices in school/community locations</li> <li>Continued data collection, analysis and interpretation including the additional AQ data</li> <li>Development of UI dashboard; technology and data validation activities via user engagement sessions.</li> <li>Project extended for 6-months until 31<sup>st</sup> October 2020 with continued air pollution monitoring and citizen engagement.</li> <li>Engagement with policy/decision makers to commence and inform HiAP (health in all policies) models of practice.</li> </ul>

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Theme 6 Innovation	Big Data Corridor:	Driving growth and development for businesses in Greater Birmingham and Solihull	<ul style="list-style-type: none"> <li>Engagement of SMEs through masterclasses and demonstrations; delivered business assist</li> <li>Supported new start-ups, research collaborations and the creation of new products such MyEd's Admissions management systems for LEA's. Helping to reduce the cost of managing admissions and schools search and match system for parents with third party access (using unique data matching algorithms).</li> </ul>	<p>To date the project has delivered:</p> <ul style="list-style-type: none"> <li>12 hrs business assistance delivered to SMEs; <ul style="list-style-type: none"> <li>Support to new start up</li> <li>Research collaboration with University</li> <li>Creation of new products to market</li> <li>New products for SMEs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Successful deliver all outputs</li> <li>Project closed September 2019</li> </ul>
Theme 6 Innovation	Digital Leaders Week 15-19 June 2020	Together with the Future Cities Catapult initiative, these events will bring together 10 of the UK's most innovative Cities to run a programme of activities	<ul style="list-style-type: none"> <li>The council was approached in to support this week of events.</li> </ul>	<p>The council has approached various stakeholders and Digital Birmingham partners –</p> <ul style="list-style-type: none"> <li>WMCA &amp; Ministry of Justice – both are keen to support and potential creation of a “OneTeamGov” Hack event</li> <li>Aston University, Birmingham</li> <li>City University</li> <li>Innovation Bham</li> <li>Innovation Alliance Network.</li> </ul>	<ul style="list-style-type: none"> <li>Currently compiling a calendar of partner events to promote during the week 15-19 June 2020</li> <li>Digital Leaders week postponed until October 2020 and will be delivered in conjunction with Birmingham Tech Week</li> </ul>