

Birmingham City Council

Report to Cabinet/Cabinet Committee

16th May 2023



Subject:	Digital Strategy Year One - Update and Review	
Report of:	Dr Peter Bishop, Director, Digital & Customer Services	
Relevant Cabinet Member:	Councillor Jayne Francis, Cabinet Member for Digital Culture, Heritage & Tourism	
Relevant O&S Chair(s):	Councillor Mohammed Akhlaq – Resources	
Report author:	James Gregory – Head of DTS Programmes	
Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011205/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 The digital strategy (published March 2022) is about creating a truly digital Council to serve our citizens and businesses better. It sets out how we will take a consistent digital approach across the Council to how we re-imagine, design, deliver and operate our services to achieve greatest value and impact where it is needed most in support of the Council's [Corporate Plan 2022-26](#) which sets out our bold ambitions for a prosperous, inclusive, safe, healthy and green city.
- 1.2 This report sets out the good progress has been made in first year of the delivery of the Council's Digital Strategy 2022-25 across all five themes and the learnings that have come from this.
- 1.3 Year 1 has been about laying the foundations in our drive to offer more and better digital services. We will continue to focus on the things that matter the most and will prioritise /

de-prioritise as required so that we don't just react to demand. Full details of what has been delivered can be found in Appendix A.

- 1.4 Year 2 will be about embedding and enabling the digital approach. We will continue to align to the Council's existing programmes (e.g. Customer Service Programme, Data Programme, Early Intervention & Prevention, Housing, Children and Families Improvement Programme & Digital City, as well as mainstream Council activities to maximise value and impact and embed a user centred design approach). The delivery plan is about embedding the "how" of our digital ways of working and the Council's transformation programme details the "what" in terms of our priorities.

2 Recommendations

That Cabinet:

- 2.1 Acknowledges the progress that has been made in delivery of the digital strategy in its first year along with key results and learnings (Appendix A). This is providing a clear direction of travel to enable digital transformation of the Council's services and systems; it is representative of the journey that we are on to drive continuous improvement, share and learn from others to create a truly digital Council.
- 2.2 Notes the key priorities and focus for Year 2 (Appendix B), which sets out the milestones together with the metrics for measuring performance and success.
- 2.3 Notes the reprofiling of the underspent Capital amounts in Section 9.3 (£1.229m) and continues to provide delegated authority to the Director of Digital and Customer Services to procure services and award contracts as required
- 2.4 Notes that there are a number of technology enablers that are required to support the year 2 delivery plan for the priority themes of: "Give our Council teams the right digital tools to do their jobs" and "Build the best technology to support Council services". This includes for example refresh of devices; case management and collaboration tools including better engagement for offline workers and network / connectivity improvements. This will form the basis of a more detailed business case which will follow in due course to capital board for funding consideration.

3 Background and context

- 3.1 In March 2022 we published the Council's new [Digital Strategy 2022-2025](#). The digital strategy is about creating a truly digital Council to serve our citizens and businesses better. It sets out how we will take a consistent digital approach across the Council to how we re-imagine, design, deliver and operate our services to achieve greatest value and impact where it is needed most in support of the Council's priority outcomes, set out in our [Corporate Plan 2022-26](#) which sets out our bold ambitions for a prosperous, inclusive, safe, healthy and green city.
- 3.2 The Digital Strategy aligns with the key design principles within the Council's Corporate Plan, improving outcomes for citizens whilst reducing cost, designing outcomes to move from crisis to prevention. The Digital strategy delivery plan is about embedding the "how" of our digital ways of working and the Council's transformation programme details the "what" in terms of our priorities.

- 3.3 It is about serving our citizens and businesses better and provides a framework for designing, delivering and enabling more effective services for citizens, businesses and staff by:
- designing services around users
 - being data driven
 - working in multi-disciplinary teams
 - working closely with our partners.
- 3.4 Digital transformation of the Council's services and internal systems that is being driven by the digital strategy, is an imperative. Our policies and services need to be designed and developed from a user centred approach that prioritises simple, clear and transparent interaction and fast results in order to meet current and future needs of our citizens.
- 3.5 Five overarching priorities were identified through extensive research, testing and validation with citizens, businesses and staff and further validation by an external Advisory Board. Together these priorities will:
- A. Create online services that are easy to use
 - B. Improve our data and evidence-based decision making
 - C. Give our Council teams the right digital tools to do their jobs
 - D. Build the Council's digital and data skills
 - E. Build the best technology to support Council services
- 3.6 The strategy was supported by a detailed Delivery Year 1 Plan that set out clear milestones with metrics to prioritise what we do and measure our performance and success. The progress report on our achievement against these priorities for year are detailed in Appendix A and summarised below in Section 4.

4 Progress against our priorities for year 1

- 4.1 Each of the five priority areas of the strategy are focused on delivering outcomes that will bring benefits for the residents, communities and businesses of Birmingham, as well as the Council and its employees.
- 4.2 The actions to deliver against these priorities are reviewed on an on-going basis and continue to evolve based on what we find out from research with citizens, businesses and our council colleagues. We have prioritised the work on areas that will have the most positive impact - either directly or indirectly by helping the Council run and improve.
- 4.3 Year 1 has been about laying the foundations in our drive to offer more and better digital services. We will continue to focus on the things that matter the most and will prioritise / de-prioritise as required so that we don't just react to demand.
- 4.4 The progress against these priority areas, key deliverables and outcomes are summarised briefly below:
- **Creating online services that are easy to use:**
 - Aim of this is to design and deliver online services so good that people prefer to use them when they can. Services will be designed around the user, making them seamless, accessible and easy to use across a range of

devices. All services that can be will be made available online with support through other channels for those that need more help.

- Outcome of this will be an improved customer experience and satisfaction with simplified access to information, advice, guidance and transactional services. A result of success in this area will also be delivering efficiencies and cost savings, though this is not the primary focus of the strategy. The strategy is centred on improving user experience and creating high quality digital services and is informed by, and supports, the customer strategy and Programme principles.
- Key results and progress
 - We recognise that our online service offer is not as good as it could be and that there a lot of basic things that we need to get right to make sure that we improve the user experience. The focus for year 1 has been about making a start on fixing the basics and doing this in an agile user centred design approach.
 - To address this, we are actively improving the content and accessibility on high usage areas on the Council's web site. To date over 900 pages of the council's website have now been reviewed/ updated to ensure they are clear, factually accurate and accessible; improving critical service content on the website. This has included completing improvement plans for waste and bereavement services.
 - A prioritised content improvement roadmap for 50+ services (e.g. waste – missed bin, housing repairs, bereavement services and highways) based on volume of customer interactions, customer satisfaction, contact centre and complaints data has been produced.
 - Following on from this, we have, for example, digitised many of our previously downloadable forms (e.g. bereavement services), which is providing a more joined up and simplified service for customers.
 - Developed our financial Information, Advice and Guidance (IAG) offer working with Early Intervention & Prevention focused on debt advice and help in short term crisis.
 - We have greater understanding of user needs and pain points across high usage services, which has included enhancements to improve end to end journeys for example of housing tenants; landlord's portal and benefits online and both went live with housing repairs portal due to go live April.
 - Automated payment functionality is now live across Highways Licencing, skips licencing and dropped kerbs. This has been done reusing the same platform, as opposed to designing/buying something for each service.
 - We have established a customer panel that is starting to give us a more diverse representation to support in the design of our services and challenge when we get things wrong.

- Key learnings
 - There is still further work to embed a habit for designing services around the needs of users and preventing new digital services from launching that have not been tested with users.
 - There is more learning and development to fully embed agile delivery methods and integrating deeper with council service teams to enable us to make the changes needed and move at pace.
 - We must get better at prioritising demand and working with the service areas to do this more effectively and stopping those activities that don't deliver value.
- **Improving our data and evidence-based decision making:**
 - Aim of this is to make data front and centre, trusted, accessible and fit for purpose. This will enable data sharing between all areas of the Council breaking down silos, speeding up our work leading to more proactive service provision and, with that better outcomes for citizens and businesses.
 - Outcome of this will be joined up Council data that is readily accessible and where decisions are routinely made based on data and evidence. There will be greater transparency in how we work and operate so it is clear to citizens how we have made important decisions.
 - Key results and progress 2022
 - The data infrastructure technical foundations and capabilities are now in place to expand its use and maturity of analysis for 2023, which has been informed through the delivery of several use cases.
 - We are starting to prioritise and bring together data e.g. school absence data, worklessness, housing tenant data, financial exclusion, mental and physical health data in a consistent and useable format onto the data platform at scale. This will enable us to identify those families at greatest risk of escalating problems and provide them with more timely information and support based on their needs. Providing an integrated view of data across service areas to support better insights and decision making is core to our Early Intervention and Prevention (EIP) programme.
 - Established a new insight policy and strategy team that will oversee the organisational and culture change required to improve how we manage and maximise the use of data to inform policy decisions and solve key challenges to deliver better services. We have built the foundations of an approach for both Data Governance and Data Ethics within the Council.
 - A new City Observatory open data platform was launched in November 2022 for publishing and sharing data with citizens to support wider data engagement with citizens and businesses. This has had 5000 unique visitors and over 30,000 views from its launch.

- Key learnings
 - We recognise that there is not enough data on the platform and not of good enough quality to solve the big problems like EIP and Corporate Performance. This will be a priority for 2023 now that we have the data infrastructure in place.
 - We need to make visible channels for discussion of data ethics beyond current information and governance processes. The new insight policy and strategy team are addressing this through the work that they are doing to increase our data maturity, skills and use of insight tools such as dashboards. Data working groups have been established across services so that we start to incorporate data ethical considerations into our decision making process.
- **Giving our Council teams the right digital tools to do their jobs:**
 - Aim of this is to set up staff with the tools, skills, learning and providing prompt responses to their queries so that they can serve their customers in the most efficient and effective way. Staff will have fit for purpose technology which facilitates rather than constrains their work as well as access to cloud collaboration technologies to engage and safely share and store information.
 - Outcome of this will be staff who have the best tools and knowledge available to them so they can focus more less time on admin and more on their customers.
 - Key results and progress 2022
 - Undertaken a review of our intranet to test its fitness for purpose and to learn more about how people use it. We need to define options for improving the experience of the intranet and secure funding to make changes as this is a priority to improve the employee experience of working at the Council.
 - Birmingham Guardian App, a single platform for field workers, went live with housing/rents officers achieving savings of over an hour per day per officer. It has been nominated for a Public Sector Smarter Working Award as well as receiving funding from MHCLG to support its development, which offers the opportunity to scale and be adopted by other local authority teams. Birmingham Guardian will be rolled out to new service areas and we are continuing to expand access to learning, development and knowledge of this digital tool.
 - Greater targeted campaigns on significant topics with colleagues across the Council has helped for example increase cyber security awareness from 53% in 2021 to 64% in 2022.
 - Our IT support to colleagues across the council has been strengthened through the new Digital Hub, providing self-serve access to a greater range of learning and knowledge resources (20,000 plus views of M365 supported learning content). This has significantly supported adoption of Office 365 tools with new guidance, training videos and information. A new 'Digital Kitchen' Yammer group and Digital Bulletin Board is providing alternative

ways for staff to access and share learning and knowledge. We are in working in partnership with Microsoft to increase delivery of ICT essentials learning with over 800 staff attending one or more of the 16 sessions.

- Started to undertake more user research with our service teams (e.g. in City Operations) to understand their pain points and user experience to support their digital skills development as well as through feedback from our annual survey to staff (92% overall satisfaction with IT support).
- Key learnings
 - Staff still have trouble adopting new technologies and tools, evidenced through the level of support given through the drop in physical hub. More targeted learning and enablement support is required through our virtual digital hub to ensure better staff experiences.
- **Building the Council's digital and data skills:**
 - Aim of this is to grow the digital and data skills of everyone in the Council so that there is a better understanding of the role and impact of digital to transform and deliver excellent services. Our leaders need to know what digital can do for their services and how to get the most from it.
 - Outcome of this will be senior leaders, Members, staff and partners confident in their application of appropriate digital approaches and solutions to design and deliver services that are citizen and business focused to support better outcomes.
 - Key results and progress 2022
 - We have started to lay the foundations for embedding digital age culture and practices across the Council that have included:
 - A digital community of practice (currently 60+ members).
 - "All things digital" public blog to share learnings and knowledge.
 - Digital leadership in person events with our senior leaders
 - Running service design workshops with directorate teams (e.g. Children & Families and Adults).
 - Participation in local government roadshows to share knowledge and learning more widely and explore options to adopt and re-use common platforms and new technologies proven to be successful elsewhere.
 - Digital Playbook (handbook) beta version published that will set out our shared practices and standards towards the delivery of best in class user centred services for citizens. This will ensure a consistent digital approach to how we design and deliver better services and outcomes for citizens

to achieve greatest value and impact where it is needed most based on what the data is telling us.

- Ran specific Cabinet member briefing to show the art of the possible in their portfolios and building their confidence in what can be done when we talk “digital”.
 - We have completed one of the largest IT service transformations in UK local gov sector with investment in new digital roles / capabilities (e.g. user researcher, content designer, product manager, interaction designer) that have not existed previously. These are important to enable us to successfully embed a digital user centred design approach across the Council and drive wider digital transformation.
 - A governance / prioritisation process has been established through a Digital Doorway to manage and respond to the demand for delivery of digital and technology services from directorate areas. This is helping better prioritise what gets delivered and how. It will be further strengthened through a new business partnering approach, whereby digital and technology strategic product leads will work closely with the service teams to help shape roadmaps and strategic opportunities.
- Key learnings
 - Sharing what we are doing and working in the open is supporting greater collaboration and inclusion and enabling us to grow our influence.
 - We need to baseline our starting position with a skills framework of digital capabilities for progression.
 - We need to change how we partner with directorates to design and deliver services. This means shifting from a technology solution focused approach and trust in 3rd party solutions and do more of designing services around users and their needs and how to most easily help them.
- **Building the best technology to support Council services:**
 - Aim of this is to ensure that technology is a key enabler to supporting directorates’ service ambitions and the smooth operations of the council.
 - Outcome of this will be a technology and digital infrastructure that is innovative, responsive, secure and adaptive to meet the changing needs of our citizens and businesses. New products will be delivered quickly and iteratively on in house platforms and emerging technologies will be actively trialled so that the Council can take advantage of the potential benefits and efficiencies these offer.
 - Key results and progress

- Built a detailed technology roadmap with building blocks and governance that is now in delivery.
 - Rapidly improved our security posture in the face of more sophisticated cyber-attacks, especially ransomware which has grown into a lucrative multibillion-dollar global industry. We have established a managed Security Operations Centre (SOC) and Supported Commonwealth Games.
 - Adopted a platform+agile approach to increase reuse, agility and our pace of change delivery. We are moving away from the approach which saw each application and system as a unique, one-off event to one where each application inherits as much as possible of the standard and common functionality of the platforms we have invested in.
 - Established a governance framework with a single Technical Design Authority. In line with the platform+agile approach the TDA considers the cross-organisational impacts of a solution, ensuring that new solutions do not break existing service provision or duplicate functionality without good reason.
 - Enhanced Microsoft 365 licensing to meet planned demand. This enables the replacement of the Council corporate telephony solution, and the implementation of the Cyber Security, New Ways of Working programmes alongside providing improved compliance management.
 - Established ownership and governance of the digital city roadmap through the Digital Birmingham Partnership with progress covering projects on data, net zero, community innovation that has included launch of 5G open access agreement to facilitate wider 5G mobile coverage with 2 host organisations secured.
- Key learnings
- We are not reusing enough of our technology platform investments; this is a hang-up from previous approaches and ways of working based on a service provider rather than a trusted partner model. Working still needs to be done to ensure DTS and business alignment, which leads to business areas providing user requirements rather than specific applications or solutions for implementation.
 - We need to embed multi-disciplinary teams and increase collaboration to create better solutions for the Council, the cyber security programme has been a good example of what is possible when you bring an outcome focused team with different skills and experiences together.
 - We are still struggling under the weight of maintaining our ageing legacy applications that are not fit for purpose. This means the bulk of our resources are used on operational duties such as having to meet and maintain compliance standards, addressing cyber security

issues and managing day to day processes, rather than innovation and business enablement. This also means we may sometimes be unable to leverage new advances in technology.

5 Key Priorities for 2023 (Year 2)

5.1 Year 2 will be about embedding and enabling the digital approach. We will continue to align to the Council’s existing programmes (e.g. Customer Service Programme, Data Programme, Early Intervention & Prevention, Housing, Children and Families Improvement Programme & Digital City, as well as mainstream Council activities to maximise value and impact and embed a user centred design approach).

5.2 Key priorities and some of the areas for focus underpinning them are highlighted in the table below:

Priority Theme	Focus / Outcome
<p>Creating online services that are easy to use</p>	<p>Continue to fix the basics and improve end to end services to ensure they are simple, seamless designed around user needs so that citizens get the help they need first time.</p> <p>Improve & increase channels for customer contact. Harness the power of automation e.g. voice automation to improve services to the customer and reduce administrative burden.</p> <p>Grow the customer panel to strengthen customer input to service improvement.</p> <p>Improve Information, Advice and Guidance as part of Early Intervention Programme through integrated end to end online support that will provide better signposting and enable citizens to access the right help when needed in a timely manner.</p>
<p>Improving our data and evidence-based decision making</p>	<p>Create a data centre of excellence (CoE) that will provide access to quality assured data sets and easy to use tools to enable service teams across the Council to self serve on insights.</p> <p>Comprehensively populate the data platform with key data sets, prioritising this against evolving and complex business needs e.g. Early Intervention programme to enable integrated insights across services providing a single (or relevant) view of customers to more effectively and efficiently meet citizens’ needs and serve them better.</p> <p>Continue to share and publish open data through the City Observatory with partners; a citywide co-created data charter will outline a set of principles, which the Council will commit to.</p> <p>Establish communities of practice across the council to develop our capabilities around insight generation and data ethics.</p> <p>Improve corporate published performance data and dashboards so that there is greater transparency about the performance of our main services for citizens and businesses.</p>

<p>Giving council teams the right tools to do their jobs</p>	<p>Focus on robotic process automation (RPA) to automate mundane processes, improve accuracy, increase speed, and save officer time. We have identified 18 service areas that include city housing & support, neighbourhoods and regulation & enforcement, where there is potential to automate a number of processes. This will be confirmed through discoveries in each of the areas and then the processes automated and implemented where those opportunities arise.</p> <p>Improve the experience and means for staff engagement and digital learning, which includes options for development of the current intranet and potential quick wins through use of Microsoft in-built intranet functionality.</p> <p>Understand more about the way staff learn and engage with technology to provide more targeted support where it is needed.</p> <p>Continue uptake and development of the Birmingham Guardian App, a single platform for field workers and expand its use in City Operation and other directorates.</p> <p>Continue stabilisation and adoption of our new cloud based enterprise resource platform (ERP) to become more agile and adaptive in the management of our business processes and operational challenges.</p> <p>Deploy our DIY digital teams to transfer new technical skills to staff in the use of for example power apps that can automate some of our manual paper based processes and help create new applications to speed up and improve how we do things.</p>
<p>Building the Council's digital and data skills</p>	<p>Introduce digital leadership coaching programme & wider BCC digital foundations course that will embed an agile, user centred approach in the Council to how we design and deliver better services that meets the needs of our users focused on achieving practical results quickly.</p> <p>Further development of the digital playbook (handbook) to provide guidance on standards and practices for staff to achieve improved consistency in how we deliver great digital services.</p> <p>Create a sustainable apprenticeship scheme for digital and IT roles working with universities and other partners to establish a pipeline of potential apprentices.</p> <p>Use our new product roles / capabilities in areas of user researcher, content designer, interaction designer, service designer and product manager to expand our collaborative working in multidisciplinary teams across council services to design and run better services that our citizens want to use.</p> <p>Grow our digital and data communities of practice to support staff to share knowledge as well as address some of the challenges around for example data quality.</p>
<p>Building the best technology to</p>	<p>Strengthen digital and technology support to council directorate teams through a business partnering approach. This will facilitate the development of collaborative product and technology roadmaps that are focused on delivering service outcomes, priorities and user</p>

support Council services	<p>needs at pace. Governance and prioritisation of the work will be managed through the new digital doorway so that we can define and deliver value incrementally and drive continuous improvement in our services to citizens.</p> <p>Prioritise and sequence implementation of business enabling technology platforms and leverage use of our existing and future platforms that will enable us to adapt to changing business and user needs and deliver secure solutions at pace e.g. Guardian App, a single platform for our 3000 plus field workers is being expanded and used across many service areas that include housing, social care workers and environmental health. This has been done reusing the same platform as opposed to designing / buying something for each service.</p> <p>Use our strategic business partners, like Microsoft to support continuous learning and grow in house capabilities so that we can take advantage and keep abreast of technology innovations.</p> <p>Improve network and connectivity to avoid disruption to services.</p>
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5.3

6 Options considered and Recommended Proposal

- 6.1 The option of relying on standalone programmes to deliver the strategy priorities without an overarching delivery plan was considered and discounted. It would leave the Council without a strategic and collaborative focus on its use of digital, data and technology, resulting in the potential for confusion, unnecessary spend on conflicting or duplicating projects and potential reputational damage as a result of failing to meet users' expectations.
- 6.2 The digital strategy delivery plan (year 1 and year 2 priorities) is continuing to focus and provide visibility of the Council's efforts to improve citizens and businesses access to services more easily, introducing new channels, using service and user centred design to change our processes and systems and using data to better understand what people need that will make the Council services and user experiences significantly better as well as more cost effective to run.

7 Consultation

- 7.1 The Cabinet Member for Digital Culture, Heritage and Tourism, Cabinet Member for Finance and Resources, and Chair of Resources Overview & Scrutiny Committee have been formally consulted on the progress of year 1 delivery plan and priorities for year 2.
- 7.2 The Corporate Leadership Team and Directorate Management Teams have been involved in reviewing the progress and shaping priorities of work as part of regular updates.
- 7.3 The [Birmingham 'All things digital' blog](#) has been used share more openly and widely the work on the strategy as well as our other digital endeavours.

8 Risk Management

8.1 High level risks are summarised in Table 1 below. The ongoing risks associated with the specific actions detailed in the delivery plan will be managed as part of the associated RAID log updated and reported as part of the linked programmes in flight or if outside of this as part of the digital strategy delivery quarterly review meetings.

Table 1: High level risks

No.	Description	Impact	Mitigation
R04	There is a risk of not achieving buy-in and engagement across the organisation to adopt and enable change effectively.	Medium	<ul style="list-style-type: none"> • Council wide commitment from senior leaders ensured • Continued close worked, regular touchpoints and shared deliverables with integrally linked programmes of work (Customer Services Programme, Digital City, Data Phase 3) and with the Council's wider transformation programme. • Embed where possible as part of business as usual activities
R06	No effective mechanism to manage prioritisation of activities meaning everything is a high priority and it is difficult to move forward at pace.	High	<ul style="list-style-type: none"> • Digital doorway and governance in place • Clear processes and criteria for prioritisation of work agreed.
R05	No or insufficient funding is made available to support delivery plan for year 2	Medium	<ul style="list-style-type: none"> • Leverage existing investment already comitted that are aligned to existing programmes of work or business as usual activity • Align to technology roadmap with business case to request capital funding • Regular monthly meetings held with the Finance Business Partner updating on spend to date and forecast for the programme lifespan.

9 Compliance Issues:

9.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?

- The recommended decisions are consistent with the Council's priorities, plans and strategies, supporting the Council's stated mission and commitments to ensure we are a truly customer centric organisation. The activities being prioritised work alongside other programmes of change to maximise the opportunities to embed digital and innovation to support the Council's outcomes, addressing inequalities and striving for continuous improvement that will accelerate our ambition to be the best digital Council.

9.2 Legal Implications

- The Council is under a duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- The City Council will carry out this work under the General Powers of Competence Section 1 of the Localism Act 2011.

9.3 Financial Implications

- Cabinet approved a significant investment when the original ICT & Digital Strategy was approved in 2016. Through careful budgeting we have managed to meet those commitments and there is an underspend. Some of the strategy commitments are already funded (such as the Customer Programme). In addition, other elements of the strategy are delivered through business as usual work with the Capability & Culture and Governance and Colleague Experience Teams in Digital & Customer Services Directorate and the Insight and City Observatory team in Strategy, Equality and Partnerships Directorate.
- The next phase of the data programme – critical to the success of the Early Intervention and Prevention programme – requires the re-profiling of existing funding. Specifically:
 - £580k from the Digital Strategy budget (funded by Flexible Use of Cap Receipts)
 - £419k will be vired from the Digital Strategy Technology Enablement Programme (funded by Prudential Borrowing)
 - £230K carried forward underspend from phase 2 Data Programme.

This re-profiling was approved by Capital Board on 6th April 2023 subject to Cabinet sign off for the full amount.

- Additional funding will be requested to support delivery of a number of technology enablers of the year 2 delivery plan for the priority themes of: “give our Council teams the right digital tools to do their jobs” and “build the best technology to support Council services”. This includes for example refresh of devices; case management and collaboration tools including better engagement for offline workers and network / connectivity improvements. A business case will follow in due course and be provided to the capital board for funding consideration.

9.4 Procurement Implications

- The procurement for the data programme work will proceed through an existing and compliant framework which was approved by Cabinet on 7th June 2022
- Any other procurement required will be undertaken adhering to Birmingham City Council's policies and procedures.

9.5 Human Resources Implications

- A re-design of the digital & technology division has been completed and is one of the key enablers of delivering the priorities within the delivery plan for year 2. Priority is being given to run a high quality, inclusive recruitment campaign to fill vacant posts as well as work with other partners to support apprenticeships. All new roles will be recruited to in accordance with Birmingham City Council's commitment to mitigate against compulsory

redundancy where possible, any new roles will be prioritised to employees at risk of redundancy.

9.6 Public Sector Equality Duty

- An equalities impact assessment was completed for the Digital Strategy Cabinet report (March 2022) and has been reviewed with no changes. It is attached to this report as Appendix C.

10 Appendices

10.1 These are as follows:

- Appendix A: Delivery Plan progress reports 2022-23
- Appendix B: Delivery Plan 2023-24
- Appendix C: Equalities Impact Assessment (March 2022)
- Appendix D: Environmental Impact Assessment

11 Background Documents

- Report to Cabinet of March 2022: Digital Strategy 2022 – 2025
- Report to Cabinet 18th October 2016 - Birmingham City Council Information & Communications Technology & Digital Strategy (2016 - 2021)
- Report to Cabinet 18th October 2016 - Birmingham City Council Strategic ICT & Digital Investment Programme (2016 - 2021) ICT and Digital Strategy (2016 – 2021)
- Report to Cabinet of 27th June 2017 - Delivery of Savings against Service Birmingham ICT Contract
- Report to Cabinet of 14th November 2017 - Budget savings proposals, ending the Joint Venture (JV) with Capita for Service Birmingham and proposing new contractual arrangements up to 2020 / 2021
- Report to Cabinet of 27th March 2018 - Outcome of final stage negotiations between BCC and Capita - proposed IT and Digital Service Transition Roadmap to 2020/21, with associated investments and benefits (appendix 2 gives a summary of performance against the strategy)
- Report to Cabinet of 16th April 2019 - Capita ICT Service Transition update
- Report to Cabinet of 14th May 2019 - Update on the delivery of the Birmingham City Council Information and Communications Technology and Digital Strategy (2016-2021)
- Report to Cabinet on 21st July 2020 - Update on the delivery of the Birmingham City Council Information and Communications Technology and Digital Strategy (2016-2021)
- Report to Cabinet on 18th May 2021 - Update on the delivery of the Birmingham City Council Information and Communications Technology and Digital Strategy (2016-2021)
- Council Plan – report to full council
- Report to cabinet in October on MS licensing