

# APPENDIX A

## Quarterly Report

### DIGITAL STRATEGY DELIVERY PLAN 2022

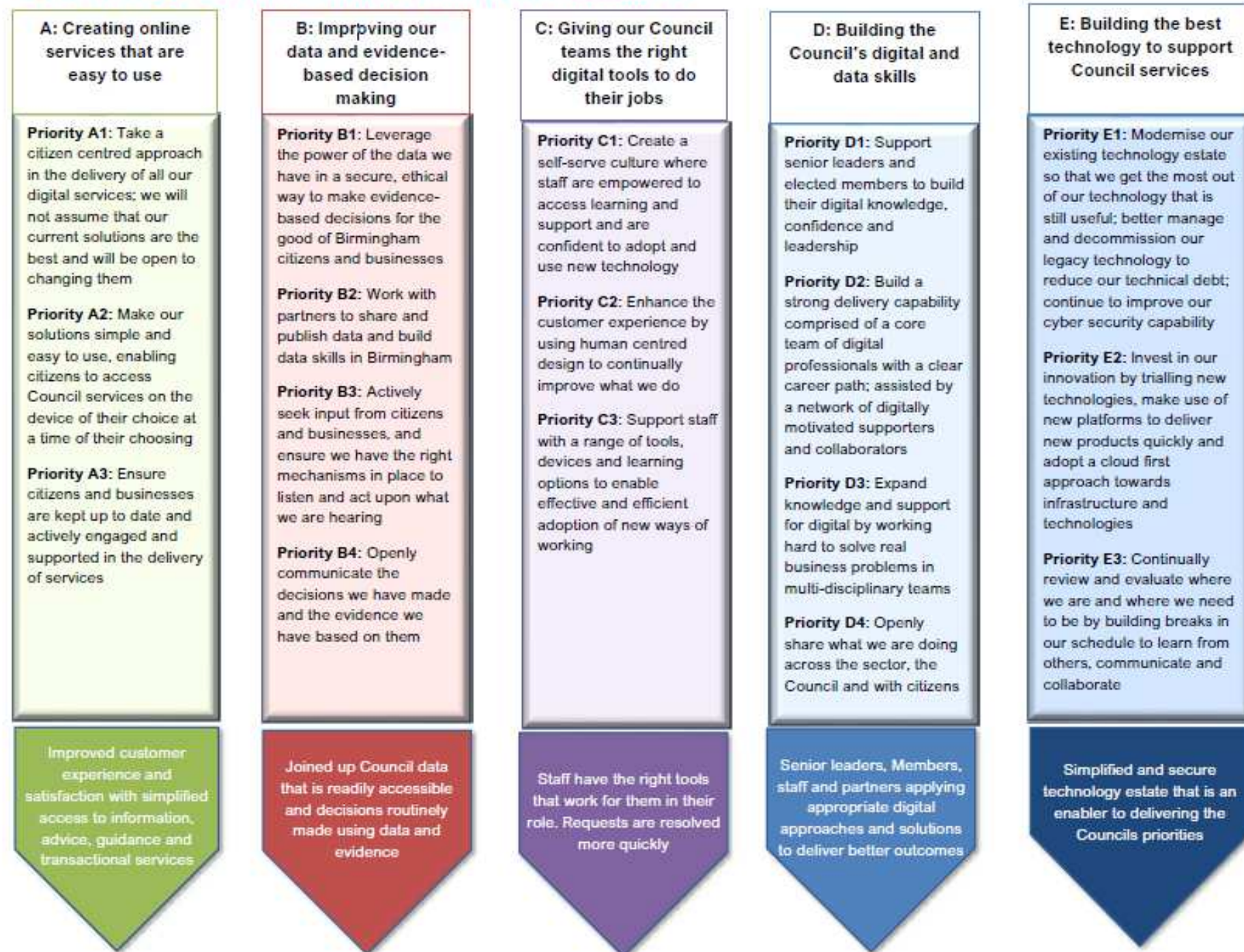
#### June 2022



**BE BOLD BE BIRMINGHAM**



## Digital Strategy: Overview of key priorities and outcomes



| <b>Priority A: Creating online services that are easy to use</b><br><b>Aim: To develop online services based on what our citizens and businesses need</b> |  |  |   |
|---|--|--|---|
| Priority no.  | Priority description   | Achievements to date   | Next Steps (Jul – Sept)   |
| A1  | <b>Priority:</b> Take a citizen centred approach in the delivery of all our digital services; we will not assume that our current solutions are the best and will be open to changing them | <i>We already have a number of programmes following an agile delivery approach, adopting the principles of human centred design to inform service development and delivery</i> , i.e. research, data, empathy, iteration, and end to end: <ul style="list-style-type: none"> <li>Customer Programme - User Research (UR) conducted informed the development of the Gold Standard Customer Experience.</li> <li>Field Worker – constant UR and in-field testing to ensure the product is fit for purpose</li> <li>Data Programme – User-centred approach to use cases</li> </ul>  | <i>We have more activity planned that leads by example:</i> <ul style="list-style-type: none"> <li>User Research Masterclass (05-Jul)</li> <li>Involve IT&amp;D in Housing and EI&amp;P programmes</li> <li>Bereavement Services: To provide clear, accessible guidance (end to end) to help people understand how to lay a loved one to rest in Birmingham</li> <li>Customer Contacts/Channels Contact; Review of Rules/Regs; potential Online booking system; customer satisfaction &amp; survey review</li> <li>Priorities and next steps agreed with Highways</li> </ul>  |
|   |  | <i>We are working hard to ensure customers can access the right information at the right time and that content is accurate and up-to-date:</i> <ul style="list-style-type: none"> <li>Web content audits conducted and reviews underway for Waste, Housing, Highways and Bereavement Services</li> <li>Content governance – principles and guidelines drafted</li> <li>Content Strategy proposal drafted</li> <li>166 pdf forms removed from the website and digitised</li> <li>Accessibility standard 2.1 compliance across .gov.uk</li> </ul>  | <i>We will move into actively improving content on high usage web pages:</i> <ul style="list-style-type: none"> <li>Preparation for release of new accessibility standard in September</li> <li>Establish “pair writing” with service content leads and conduct content reviews across Bereavement Services, Waste, Highways and Housing</li> <li>Communicate new strategy guidance and update appropriate channels</li> </ul>  |
| A2  | <b>Priority:</b> Make our solutions simple and easy to use, enabling citizens to access Council services on the device of their choice at a time of their choosing                         | <i>We now understand key areas we need to improve:</i> <ul style="list-style-type: none"> <li>Identified top 50 services from existing data (based on volume of customer interactions): Web, customer satisfaction, Contact Centre and Complaints data</li> <li>User research conducted to develop our understanding of user needs and pain points across services prioritised from the Top 50: i.e. Waste (missed bins), Housing Repairs, Bereavement Services and Highways</li> </ul>  | <i>We have picked one key service (Housing) to focus further effort on developing user-centred pathways:</i> <ul style="list-style-type: none"> <li>To develop a common understanding of the current end to end journey of a housing tenant</li> <li>To feed in user needs, pain points and user stories to the housing repairs module in Northgate to deliver enhancements to the customer journey for thousands of housing tenants</li> </ul>   |
| A3  | <b>Priority:</b> Ensure citizens and businesses are kept up to date and actively engaged and supported in the delivery of services   | <i>We are successfully encouraging significant customer participation in the design of their services:</i> <ul style="list-style-type: none"> <li>Over 2,000 customer responses received via GovDelivery to participate in the design and delivery of services</li> <li>Customer panel chair appointed - the panel aims to enable customers to take an active role in shaping the services we deliver to make sure we continually meet customer's needs</li> <li>Alignment and engagement with Robotic Process Automation and Field Worker programmes.</li> <li>Alignment and engagement with Early Intervention and Prevention Programme</li> </ul> | <i>Next step is to engage people in real panels and discussions; and to push ahead with some practical ways to communicate better with customers:</i> <ul style="list-style-type: none"> <li>Define Customer panel profile and recruit members and agree Terms of Reference of the panel</li> <li>Waste: To maximise Slab In The Cab opportunities               <ul style="list-style-type: none"> <li>To enable proactive digital communication between the waste service and residential customers</li> <li>To explore how we can effectively communicate when bins have been missed, and why</li> </ul> </li> </ul> |

## Priority B: Improving our data and evidence-based decision making

Aim: To use and share data and evidence to provide the best possible services for citizens and businesses

| Priority no.    | Priority description<br>Key actions  | Achievements to date  | Next steps (Jul – Sept)   |
|-----------------|--|---|---|
| B1<br>and<br>B2 | <p><b>Priority:</b> Leverage the power of the data we have in a secure, ethical way to make evidence-based decisions for the good of Birmingham citizens and businesses</p> <p><b>Priority:</b> Work with partners to share and publish data and build data skills in Birmingham</p> | <p><i><b>Our Data Programme has delivered a number of high profile and value-adding data products:</b></i></p> <ul style="list-style-type: none"> <li>• Homelessness dashboard to give visibility to operations teams</li> <li>• Commonwealth Games – Creation of a new workflow for ingesting / publishing geo data, services and applications</li> <li>• Single view of debt – user research and dashboard design completed to be able to report on debt across the council</li> <li>• Organisational health dashboard for CLT produced to monitor key performance metrics and underpin performance improvement</li> <li>• Design for a Placement Portal for children's placements, based on sharing data between Children's Trust and the West Mids Alliance</li> </ul> <p><i><b>...And CLT have approved the creation of a Research and Ethics Board, chaired by a member of CLT.</b></i></p> | <p><i><b>More work on important use cases will happen next qtr:</b></i></p> <ul style="list-style-type: none"> <li>• Commonwealth Games - Automation of workflow, which will be productised and rolled out to all BCC</li> <li>• Single view of debt: Building dashboards followed by usability testing and then move into production for day to day use</li> <li>• JSNA: interaction design and workshops</li> </ul> <p><i><b>We will be working with City Observatory colleagues to migrate the Data Programme into a collaborative BAU capability</b></i></p> <p><i><b>And we will develop the Ethics Governance and Stewardship Board ToR. appoint Board members, develop training, recruit resources to support the Board in the delivery.</b></i></p> |
| B3              | <p><b>Priority:</b> Actively seek input from citizens and businesses and ensure we have the right mechanisms in place to listen and act upon what we are hearing</p>   | <p>Work not yet started</p>   | <p><i><b>The creation of the City Observatory to include a research capability will start to address this priority</b></i></p>  |
| B4              | <p><b>Priority:</b> Openly communicate the decisions we have made and the evidence we have based on them</p>   | <p><i><b>We have been running a rolling programme of show and tells to keep BCC employees up to date with the work we are doing and how our data products are being used</b></i></p> <p>Work not yet started with outside BCC – the dashboard developed to date have been instrumental in raising awareness and providing further information to inform decisions but has not yet led to service re-design</p>  | <p><i><b>The creation of the City Observatory will further this priority</b></i></p>  |



| <b>Priority C: Giving our Council teams the right digital tools to do their job</b><br><b>Aim: To set up our staff with the tools and skills so that they can serve their communities in the most efficient and effective way</b> |  |   |  |
|---|--|---|--|
| Priority no.  | Priority description<br>Key Actions  | Achievements to date  | Next Steps (Jul - Sept)  |
| C1  | <b>Priority:</b> Create a self-serve culture where staff are empowered and confident to adopt new technology   | <p><i><b>We have made some ground in a number of areas from increasing knowledge and adoption of Office 365 tools:</b></i></p> <ul style="list-style-type: none"> <li>We are actively encouraging the adoption of a self-service culture through the <a href="#">Digital Hub (SharePoint) site</a>, which provides the key central online resource for staff to access guidance, training videos and information on new and existing Office365 tools and functionality, as well as information on the major IT enabled projects and programmes.</li> </ul>  | <p><i><b>We have ambitious plans to build on the gains already made:</b></i></p> <ul style="list-style-type: none"> <li>The incoming Service Management tool (which will be started later in the year) will incorporate automated processes with the intent of increasing access to self-service support and knowledge.</li> <li>Review of alternate self-serve options outside of ServiceNow that include use of Teams; Chatbots (Sept)</li> <li>Ongoing updates to the self-service content on the <a href="#">Digital Hub (SharePoint site)</a>.</li> <li>Assess the volume of requests &amp; password resets to identify opportunities to automate and reduce processing / completion time. Planned enablement of Self Service Password Reset for some passwords</li> </ul>  |
| C2  | <b>Priority:</b> Enhance the customer experience by using human centred design to continually improve what we do                                     | <p><i><b>We are taking a more active role in engaging with staff to understand their needs for technology:</b></i></p> <ul style="list-style-type: none"> <li>Reviewed and established engagement with staff as part of the Modern Workplace Advocates Forum to support the early adoption of M365 platform changes and to align to the New Ways of Working (NWOW) and Workforce Development strategy</li> <li>User research undertaken with City Ops to understand pain points and user journey to support digital skills development</li> </ul>   | <p><i><b>We plan to increase our traction and ability to support our users through gaining even deeper insights into their needs:</b></i></p> <ul style="list-style-type: none"> <li>Analysis on service desk requests / trend analysis using data &amp; evidence</li> <li>Annual ICT survey - people's confidence on use of technology</li> <li>Working with directorates (City Ops) – collaborative, user-centred approach involving IT&amp;D delivery &amp; engagement leads, training and business change, working with People Services.</li> </ul>  |
| C3  | <b>Priority:</b> Support staff with a range of tools, devices and learning options to enable effective and efficient adoption of new ways of working | <p><i><b>We have developed a new smartphone app for field workers as well as a lot of support and guidance for users of our technologies:</b></i></p> <ul style="list-style-type: none"> <li>Council-wide roll out of <a href="#">How to set up and use Multi Factor Authentication (MFA)</a></li> <li>Council-wide roll out of a room booking tool - <a href="#">How to use Microsoft Outlook for booking meeting rooms</a></li> <li>User led prioritised bespoke training: Collaboration with Microsoft delivered by Microsoft's Champions Team (with self-service to <a href="#">recorded learning events</a>)</li> <li>New Members induction – user needs-led, hands on IT&amp;D support, with new kit and collaboration tools</li> <li>New online (self-serve) content on how and when to use collaboration and productivity tools</li> <li>Our in-house built Field Worker app has been developed and will be rolled out to caretakers in the next quarter</li> </ul> | <p><i><b>The Field Worker Platform will be rolled out to new service areas and we will continue to expand access to learning, development and knowledge of our digital tools:</b></i></p> <ul style="list-style-type: none"> <li>Ongoing collaboration with HR/OD, to further explore <ul style="list-style-type: none"> <li>Re-launch of advocates; Microsoft Change Agent programme; Digital Eagles model; Microsoft Learning Pathways app</li> <li>New Summer schedule of Office 365 learning sessions and linked to paper-light initiative - <a href="#">Live and recorded learning events</a> Initiative for open Outlook calendars as default for all staff</li> </ul> </li> <li>New SharePoint site for Adult Social Care Eclipse users</li> <li>Fieldworker platform with further iterations for additional field worker services</li> </ul> |

## Priority D: Building the Council's digital and data skills

**Aim: To grow the digital skills of everyone in the Council to deliver services that are citizen and business focused and to support better outcomes**

| Priority no. | Priority description<br>Key actions 2022  | Achievements to date  | Next steps (Jul – Sept)  |
|--------------|---|---|--|
| D1           | <b>Priority:</b> Support senior leaders and elected members to build their digital knowledge, confidence and leadership   | <i><b>IT&amp;D have already taken a lead in developing knowledge of digital leadership and practices. Much of this is important groundwork, the benefits of which will be felt in the delivery of projects and programmes:</b></i> <ul style="list-style-type: none"> <li>• Introductory ECLT Digital Leadership workshop delivered to strategic leaders (May 2022)</li> <li>• Established ECLT 'Digital Excellence' Teams channel to share resources and learning (May 2022)</li> <li>• Set up Digital Community of Practice (CoP) open to all Council staff (Jan 2022) to share learning and knowledge with fortnightly meet-ups</li> <li>• Digital Playbook design sprint delivered Feb 2022; initial development focused on user research and delivery content</li> </ul>                             | <i><b>We are planning additional activity to keep digital leadership front of mind:</b></i> <ul style="list-style-type: none"> <li>• User testing of the Digital Playbook planned for June with first release July – will be a key resource for anyone in BCC keen to learn about digital practices</li> <li>• Promote practical use of playbook and feedback;</li> <li>• Further iterations of Playbook content (Sept - Dec 2022)</li> <li>• 1:1 support session for identified 'digital leaders' from ECLT committed to drive this forward within their directorate (July onwards)</li> <li>• Further digital leadership sessions with directorate management teams and with Members July onwards</li> </ul> |
| D2           | <b>Priority:</b> Build a strong delivery capability comprised of a core team of digital professionals with a clear career path; assisted by a network of digitally motivated supporters and collaborators | <i><b>IT&amp;D are investing in upskilling existing staff and putting them into roles where they will learn digital techniques and thinking by doing the job. We are, in parallel, developing an operating model that will put digital to the fore:</b></i> <ul style="list-style-type: none"> <li>• Shaping the Future target operating model completed (May 2022)</li> <li>• Phase 1 consultation completed (May 2022)<br/>Lead roles filled (Sept 2022)</li> <li>• Delivery of key projects such as the Data Programme, Customer Programme and Field Worker are providing learning opportunities for staff within and outside IT&amp;D</li> <li>• Digital recruitment campaign initiated (June 2022) for new agile roles</li> </ul>  | <i><b>Our re-structure will take shape. We will embed the role of Head of Culture and Capability who will help us to progress digital practices and skills in and outside of IT&amp;D:</b></i> <ul style="list-style-type: none"> <li>• Complete Phase 1 recruitment for senior leadership roles June 2022</li> <li>• Complete Phase 2 consultation for all staff Sept 2022</li> <li>• More people will be assigned to digital projects to get experience, and the level of external support will reduce as we grow our own capability</li> </ul>  |
| D3           | <b>Priority:</b> Expand knowledge and support for digital by working hard to solve real business problems in multi-disciplinary teams.  | <i><b>We are demonstrating the power of digital by doing it in a number of our projects and programmes; and in how we organise ourselves in IT&amp;D:</b></i> <ul style="list-style-type: none"> <li>• Agreed ways of working for agile delivery starting with Digital &amp; Customer Services (January ongoing)</li> <li>• Service design demonstrators delivered as part of the Customer programme against priorities A1, A2, A3 (Feb 2022)</li> <li>• Roles; responsibilities and function for business engagement defined as part of the Shaping the Future redesign to strengthen directorate engagement (Apr 2022)</li> <li>• Agile delivery of Customer, Fieldworker and Data programmes with Product Owner role assigned from business with multi-disciplinary sprint teams (Feb 2022)</li> </ul> | <i><b>We will continue delivery of our flagship digital projects, as well as introducing more:</b></i> <ul style="list-style-type: none"> <li>• Continue agile delivery of the Customer Programme, Field Worker and Data programme</li> <li>• Completion of the Phase 2 redesign with new business engagement roles in place (Sept 2022)</li> <li>• Work with Housing and EI&amp;P programmes to establish digital thinking and working</li> </ul>   |
| D4           | <b>Priority:</b> Openly share what we are doing across the sector, the Council and with citizens  | <i><b>In 2022 we have started shouting about what we do!</b></i> <ul style="list-style-type: none"> <li>• Regular week notes; show and tells</li> <li>• 'All things digital' Birmingham blog to share updates on digital activities (March 2022)</li> </ul>   | <i><b>We will continue to do this by encouraging all our projects to work openly:</b></i> <ul style="list-style-type: none"> <li>• Continue show and tells; weeknotes and blog posts</li> </ul>  |

## Priority E: Building the best technology to support Council services

Aim: To ensure our technology and digital infrastructure is responsive, secure and adaptive to meet the changing needs of our citizens, businesses and staff

| Priority no. | Priority description  | Achievements to date  | Next steps (Jul – Sept)  |
|--------------|---|---|--|
| E1           | <b>Priority:</b> Modernise our existing technology estate so that we get the most out of our technology that is still useful; better manage and decommission our legacy technology to reduce our technical debt; continue to improve our cyber security capability. | <p><i>We have made a start in rationalising our technology estate, with a statement of intent to move towards a 'Platform' approach with building blocks or 'patterns' that can be re-used for many purposes:</i></p> <ul style="list-style-type: none"> <li>• Target operating model for technology defined as part of the Shaping the Future to identify resources and capabilities required</li> <li>• Focus on putting in place the right platforms and as part of work on rationalisation and consolidation <ul style="list-style-type: none"> <li>○ Requirements gathered for internal low code platform Proof of Concept for SLAM process on Power Apps</li> <li>○ Soft Market Test issued to market for low code external facing apps</li> </ul> </li> <li>• Introduction of immutable back up technologies to improve cybersecurity</li> <li>• Exit of legacy capita data centres completed (March 2022)</li> <li>• Migration of council web site to hosted provision, which increases council security and scalability</li> </ul> | <p><i>We are at the start of this journey – the next several months will shape further activity:</i></p> <ul style="list-style-type: none"> <li>• Continue work on building technology roadmap</li> <li>• Corporate and contact centre telephony soft market tests to inform decision on more integrated platform for internal and external customers</li> <li>• Refresh of point of presence network sites to support NWoW programme</li> <li>• Undertake low code Proof of Concept on SLAM process</li> <li>• Complete soft market test for low code external facing apps</li> <li>• Business value analysis with briefing paper and recommendations based on E3 (current) vs E5 Microsoft 365 license with added business intelligence &amp; security features</li> </ul> |
| E2           | <b>Priority:</b> Invest in our innovation by trialling new technologies; make use of new platforms to deliver new products quickly and adopt a cloud first approach   | <p><i>It is early days in our rationalisation of the estate and delivery of innovation but we have already made some progress:</i></p> <ul style="list-style-type: none"> <li>• Secured a high street data model to get insights in high street usage and footfall and understand impact of interventions (Digital City)</li> </ul>   | <p><i>There are lots of initiatives upcoming that will give us an opportunity to demonstrate progress in the coming months:</i></p> <ul style="list-style-type: none"> <li>• Obtain spend and footfall city centre data to understand impact of interventions</li> <li>• Explore use of digital twin platforms for city modelling (TEED and East Birmingham) – ongoing</li> <li>• Birmingham Digital partnership board established to oversee delivery of digital city programme</li> <li>• Continuing introduction and building on existing low code platforms to be more reactive for internal and external customers</li> </ul>   |
| E3           | <b>Priority:</b> Continually review and evaluate where we are and where we need to be by building breaks in our schedule to learn from others, communicate and collaborate  | Work not yet started  | Yet to be defined  |