

**BE BOLD**  
**BE BIRMINGHAM**

# DIGITAL STRATEGY 2022 - 2025

*A way of thinking, working and doing for a better future for  
Birmingham*

**January 2022**



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## **Foreword: Councillor Brigid Jones, Deputy Leader**

Digital public services are an imperative. We work in an increasingly complex landscape of significant social, fiscal and political challenges. There is growing demand for vital services as well as increased uncertainty about the future. Our citizens and businesses deserve the very best from us and digital tools and approaches will help us to create the next generation of public services, which will exceed expectations and help us to better manage our spending.

When we signed the [Local Digital Declaration](#), along with other Councils, we were committing ourselves to meet high standards for technology and digital services and to adopting the right digital culture and ways of working to improve our services.

The COVID-19 pandemic demonstrated that as a Council we can respond rapidly to change. We used technology and data to shift to new digital ways of working, doing this collaboratively, across service areas and in the open. Speed and resilience for delivering critical services were important. We enabled staff to work safely and flexibly with the right tools and gave residents and businesses the help and information they needed to support the most vulnerable.

Our Digital Strategy 2022-2025 is building on these foundations. 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. This will deliver a better experience for citizens, staff, businesses and visitors – services that are effective, simple, joined up and straightforward to use.

## **Introduction: Dr Peter Bishop, Director, Digital and Customer Services**

The Council currently works in ways that are not always easy for our employees, citizens and businesses to navigate. The internet era has changed expectations and demands in service delivery. Our citizens expect their interactions with the Council to be as straightforward, reliable, personalised and technologically sound as the very best experiences elsewhere.

These changes in expectation fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council.

This is a digital strategy for Birmingham; many of us in the Council are both citizens as well as employees and we all have a role to play as digital leaders and ambassadors. It's about creating a truly Digital Council to serve our citizens and businesses better. This means using digital thinking and digital tools to support the Council's outcomes, addressing inequalities and striving for continuous improvement. It is about serving our citizens and businesses better by:

- designing services around users
- being data-driven
- working in multi-disciplinary teams
- working closely with our partners

This strategy works alongside other programmes of change across the Council, such as New Ways of Working, Customer Service, Insight and Digital City, and together will maximise the opportunities to embed digital and innovation in what we do at all levels across the organisation. We have come a long way since we took back control of our IT services and with this new strategy we will accelerate our ambition to be the best Digital Council, enabled by a user centred and data driven Digital Service.

This strategy will provide the framework for us to learn and adapt. It will be co-owned by our Council Leadership Team with a commitment to mainstream this into our working practices and priorities across the Council. The priorities set out will evolve as we continue to shape, collaborate, work in the open and, most importantly, learn from others to re-use and recreate things that are at our disposal. The accompanying delivery plan (Appendix A), sets out our detailed actions and measures of success. This

will develop both as we review priorities and based on what we find out from research with citizens and businesses.

## Summary

### Who is it for?

This is a digital strategy for the Council and involves us all. We want to make the best use of data, digital and technology so that we can ensure that our services respond even better to the changing needs and expectations of our citizens and businesses.

### What it's about:

It's about creating a digital Council to serve our citizens and businesses better. This means using digital approaches and digital tools to support the Council's outcomes, addressing inequalities and striving for continuous improvement.

### Why is it important?

Our employees, citizens and businesses expect their interactions with the Council to be as straightforward, reliable, personalised and technologically sound as the very best experiences elsewhere. The Council has signed the Local Digital Declaration 2018 and this sets out our commitments to meeting high standards for technology and digital services and to adopting the right digital culture and ways of working to improve our services.

This digital strategy 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 based on what we find out from research with citizens and businesses and what the data is telling us.

### What do we mean by digital?

Digital is a way of working, a way of thinking and a way of doing. It is about people as much as it is about how we manage and implement technology. This means putting users foremost and centre; delivering their needs quickly and iterating based on feedback and what the data and evidence is telling us.

### What are the key priorities?

There are 5 overarching priorities that have been identified through extensive research and engagement with citizens, employees and businesses. Together these will:

- A. Ensure online services are designed around the user, making them seamless and easy to use.
- B. 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.
- C. Introduce new digital services and practices for staff so they can work more easily.
- D. Establish a range of digital and data skills and agile working practices and embed these into everything we do.
- E. Modernise our existing technology and infrastructure so that we aren't held back by our legacy systems and our digital infrastructure is responsive, secure and adaptive.

### What's its lifespan and governance?

This strategy provides a framework for setting our direction on how we need to change to deliver more effectively – to test, fail fast and build on success quickly. This strategy is supported by a detailed delivery plan that sets out clear milestones for 2022 with metrics to measure our performance. It will be reviewed on a quarterly basis, annually agreed. It will evolve as we go.

## Digital Strategy: Overview of key priorities and outcomes

### A: Creating online services that are easy to use

**Priority A1:** 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

**Priority A2:** 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

**Priority A3:** Ensure citizens and businesses are kept up to date and actively engaged and supported in the delivery of services

Improved customer experience and satisfaction with simplified access to information, advice, guidance and transactional services

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

**Priority B1:** 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

**Priority B2:** Work with partners to share and publish data and build data skills in Birmingham

**Priority B3:** 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

**Priority B4:** Openly communicate the decisions we have made and the evidence we have based on them

Joined up Council data that is readily accessible and decisions routinely made using data and evidence

### C: Giving our Council teams the right digital tools to do their jobs

**Priority C1:** Create a self-serve culture where staff are empowered to access learning and support and are confident to adopt and use new technology

**Priority C2:** Enhance the customer experience by using human centred design to continually improve what we do

**Priority C3:** Support staff with a range of tools, devices and learning options to enable effective and efficient adoption of new ways of working

Staff have the right tools that work for them in their role. Requests are resolved more quickly

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

**Priority D1:** Support senior leaders and elected members to build their digital knowledge, confidence and leadership

**Priority D2:** 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

**Priority D3:** Expand knowledge and support for digital by working hard to solve real business problems in multi-disciplinary teams

**Priority D4:** Openly share what we are doing across the sector, the Council and with citizens

Senior leaders, Members, staff and partners applying appropriate digital approaches and solutions to deliver better outcomes

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

**Priority E1:** 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

**Priority E2:** Invest in our innovation by trialling new technologies, make use of new platforms to deliver new products quickly and adopt a cloud first approach towards infrastructure and technologies

**Priority E3:** 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

Simplified and secure technology estate that is an enabler to delivering the Councils priorities

## About the digital strategy

### What we mean by digital

Digital is a way of working, a way of thinking and a way of doing. It is about people as much as it is about how we manage and implement technology. This means putting users foremost and centre; delivering their needs quickly and iterating based on feedback and what the data and evidence is telling us.

Ultimately, it's about providing better outcomes for citizens - changing our culture, practices, processes and behaviours to become more responsive, adaptive and citizen centric will be the key to our success.

We will work in multi-disciplinary teams that can deliver value quickly and incrementally to our customers, making sure that we prioritise what we do, to maximum effect and generating savings where possible. Opportunities that are not going to be delivered on can be stopped quickly before they cost too much.

### Where we are now

In developing our strategy, we have done extensive user research with citizens and businesses across Birmingham, as well as with Council staff. We know that our citizens and businesses will not tolerate services that:

- are unreliable
- fail to join up around their needs
- pass them from pillar to post
- ask for information more than once
- fail to answer the phone or respond on-line
- offer silence when what is needed are updates and assurances about progress

This has enabled us to focus on the areas that people told us most needed change.

We have also taken advantage of the digital maturity analysis done by GDS across England, to better understand our current level of digital maturity using the Local Digital Declaration as a benchmark to measure against in the coming years – and we have tapped into a body of expertise across local government, central government and the private sector in the form of our Advisory Board. They have helped challenge, stretch and validate our thinking and approach.

We spent time to understand what was happening across the public sector. While we are unique in many ways, we also know when it comes to digital transformation in the public sector we are very similar to many of our local authority peers. We learnt the need to quickly demonstrate the value of agile, design-led approach to get buy in and build credibility; empowering staff to adopt digital ways of working and to de-prioritise the things that don't add value.

### Where we want to be

We ran visioning and innovation workshops with our service leads to look at the art of the possible to create the conditions for the next generation of local public services. We want technology to be an enabler rather than a barrier to service improvements, and services a delight for citizens. To do this we will put in place the digital building blocks to enable us to develop services more quickly, flexibly and effectively and unlock our full potential for innovation.

## Introducing our aims, principles and priority themes

### Our aims

We want to make Birmingham City Council a place that uses the best of data, digital and technology so that we can respond even better to the changing needs and expectations of our citizens, businesses and visitors.

### Our principles

#### **User-focused**

We put citizens, communities, businesses and organisations at the centre of everything we do.

#### **Collaborative**

We support collaboration across the Council and with our partners to co-ordinate our work and act with one voice.

#### **Open and transparent**

We make decisions based on data and evidence and publish our targets and results.

#### **Innovative**

We embrace new ways of working and continuously modernise our tools and technology.

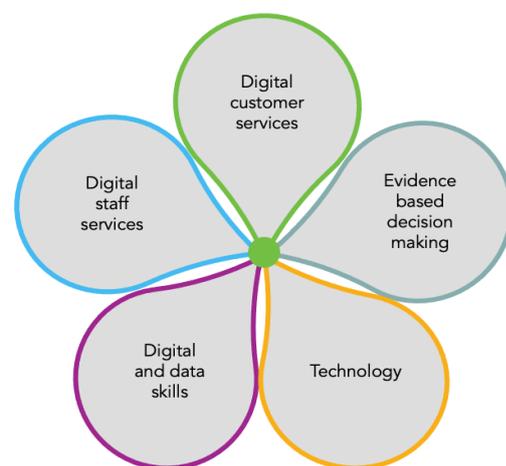
#### **Secure**

We work tirelessly to secure all the data and information that we use.

### Our priorities

We have 5 overarching priorities that have been identified and validated through extensive research and engagement with citizens, staff and businesses and our Advisory Board (see page 18). In summary these will:

- A. Ensure online services are designed around the user, making them seamless and easy to use.
- B. 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.
- C. Introduce new digital services for staff so they can work more easily.
- D. Establish a range of digital skills and agile working practices and embed these into everything we do.
- E. Modernise our existing technology and infrastructure so that we aren't held back by our legacy systems and our digital infrastructure is responsive, secure and adaptive.



### Lifespan and governance

This is a living strategy that provides a framework for setting direction and providing clarity on how we need to change to deliver more effectively. We recognise that the pace of change is quick, and our plans need to be adaptive, data driven and able to pivot. This is a time of disruption and we must experiment, test, fail fast and build on success quickly. We have produced our delivery plan to accompany this strategy and this will be reviewed annually with Cabinet. Responsibility for monitoring progress and reporting will be through the new Digital Strategy Board.

## Priority A: Creating online services that are easy to use

**Aim:** To develop online services based on what our citizens and businesses need

### Where we are now

Citizens and businesses find raising issues with the Council difficult. It takes a long time for problems to be resolved. The Council has hundreds of different contact points, across telephone numbers, emails and twitter. People who use their online BRUM account are generally happy with it, but not all services are on it, and there are a significant number of people who do not use it.

### What success looks like

Our citizens (and those that interact on their behalf) choose to interact with us online when they can because services are integrated and work so well and that it's preferable to go online than pick up the phone. All Council services that can be, are made available online with support through other channels for those that need more help. The services are designed with the needs of those that use them in mind. Our information, advice and guidance is consistent and linked together to make the customer experience as good as it can be.

### How we will do it

We will:

- take a citizen-centred design approach across all our existing and new online services, making them easy to use and accessible
- have services that can be completed entirely online
- improve our online services so that requests are completed at the first attempt
- ensure you can contact us easily through your preferred method
- automatically give citizens and businesses progress updates once they have placed a request
- provide digital support if citizens and businesses need assistance to complete a request
- learn from other public sector organisations

### What this means for citizens and businesses

Citizens and businesses will be able to do more online without needing help and for those that do need assistance the right support will be provided. Our services will be easy to use and fully accessible across a range of devices, being able to access them easily whenever they want. Information will only have to be shared once with us. We will notify them when there is a problem rather than them having to report it first. They will be able to give feedback on our digital services and know that we will improve them as a result as well as see how we're performing and delivering to targets.

### What this means for staff

Staff will have a deeper understanding of the needs of citizens and businesses. Less time will be spent dealing with routine queries. They will be able to offer easy solutions and provide a better service to citizens and businesses.

## Priority areas

We have set priority areas for our delivery in this theme.

- **Priority A1:** Take a citizen centred approach in the delivery of all our digital services; we will not assume that our current solutions are the best possible, and will be open to changing them
- **Priority A2:** 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
- **Priority A3:** Ensure citizens and businesses are kept up to date and actively engaged and supported in the delivery of services

## Example key actions in 2022

Action	Outcome	Metrics of success
Establish and embed an approach to delivering human centred design making services easy to use and accessible	Improved customer experience that better meets citizen needs	Design principles adopted and applied to customer service delivery
Review and create a prioritised list of end to end services for improvement and start delivery	Improved customer experience and satisfaction; improve self-serve capability	Increase uptake in online services; reduction in use of other channels; reduction in complaints
Review of our online digital services and content to ensure they are fully accessible starting with our 10 most popular digital services	Simplified access to information, advice, guidance and transactional services	Compliance with WCAG accessibility rules where applicable; customer satisfaction measured

## Related programmes and strategies

- Customer Service Strategy
- Customer Service Programme
- Digital Inclusion Strategy

## 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

### Where we are now

Different service areas of the Council work separately, on many different systems meaning that there is a lack of shared knowledge across the Council and it's hard to access data. Data is often not of the highest quality (for example incomplete or duplicated records) which prevents data from being put to effective use. We want to unlock the value of our data from our many systems to design and deliver better services. We must develop a deep understanding of needs to deliver the right services where they are required.

### What we will achieve

Data is front and centre; trusted, accessible and fit for purpose. Decisions are based on robust data and evidence. Effective data sharing is enabled across the Council and our partners to give rich insights that enable better outcomes for citizens and businesses. We are open and transparent in how we work and operate so it is clear to citizens how we have made important decisions.

### How we will do it

We will:

- join up data on Council services and make it more easily available for decision-makers to access
- share how we have made important decisions with everyone
- do more research with citizens and businesses to support our understanding of issues
- identify data champions across the Council who will upskill the Council in making decisions based on evidence and using data for good
- publish more transparent data about the performance of our main services for citizens and businesses
- encourage organisations to share publish their own data and establish a data charter for Birmingham
- establish secure channels of communication for citizens, businesses and visitors by improving our feedback processes through the Customer Service team

### What this mean for citizens and businesses

Citizens and businesses will benefit from services that are more targeted and responsive and where their needs are anticipated and met before they reach crisis. Data will be more accessible; they will know how the Council has made important decisions and help us prioritise what data gets made available. They will be able to have confidence that data is being used for its proper purpose and is kept securely. They will know that their data and feedback are contributing directly to the running of our services.

### What this means for staff

Staff will have ready access to the data they need to work effectively for the benefit of the community so they can target resources where they are needed most to influence better outcomes for the people they serve. With the evidence and information to hand they will be better able to support citizens and businesses which means that their roles will be less about dealing with crises but more about putting in place preventative measures and timely interventions – altogether more rewarding. They will have a better understanding of our customers, so that they can continually improve services. Decisions will be made based on robust data and insight and staff will be able to get more evidence when needed.

## Priority areas

We have set priority areas for our delivery in this theme.

- **Priority B1:** 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
- **Priority B2:** Work with partners to share and publish data and build data skills in Birmingham
- **Priority B3:** 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
- **Priority B4:** Openly communicate the decisions we have made and the evidence we have based on them

## Example key actions in 2022

Action	Outcome	Metrics of success
Establish the building blocks & technical capabilities to effectively join up data on Council services and make it readily accessible for decision makers	Joined up Council data that is readily accessible and decisions routinely made using data and evidence	Capabilities validated through the successful delivery of identified use cases (Homelessness, Commonwealth Games, Single view of debt; JSNA)
Establish the governance to embed data ethics and standards within the organisation	Directorates are supported to adhere to standards and in making decisions using data and evidence	Terms of Reference and delivery of Data Governance and Ethics Board
Establish a repository of research and results that is tagged and searchable to support evidence-based decision making	Research can be easily accessed and understood by future interested parties	Published research to show evidence

## Related programmes and strategies

- Insight programme
- Information Management Strategy
- Early Intervention & Prevention
- Digital City

## Priority C: Giving our Council teams the right digital tools to do their jobs

**Aim:** To set up our staff with the tools and skills so that they can serve our communities in the most efficient and effective way.

### Where we are now

We know that our processes are not always very efficient or user friendly, restricting staff from getting the technology, support and resolutions when they need it. Where new tools have been introduced, there has not always been enough training to ensure staff are confident in using them. Our frontline staff (for example social workers, housing and environmental health officers) do not have access to the information they need to do their jobs in the field; the technology and processes are inconsistent and sub-optimal for them to give the customers the best possible service they aspire to.

### What success looks like

All Council staff have fit for purpose technology which facilitates rather than constrains their work. We make use of cloud collaboration technologies to collaborate, safely share and store information and work with increasing efficiency, anytime and anywhere. Routine tasks are automated so that staff have more time to focus on other priorities. Common tools, service patterns are adopted and where possible platforms & systems re-used rather than duplicate systems created. Staff are adopting agile tools and methodologies and user centred design delivering the best outcomes for those they serve.

### How we will do it

We will:

- aim to complete certain staff requests automatically, for example, password resets
- introduce new service desk software and processes to respond more quickly to staff requests, providing progress updates through to resolution with better self-service support
- tailor support and training on new and updated software based on user needs
- carry out user research with staff so that we can continuously improve our processes and services
- introduce and provide training in tools that enable staff to collaborate easily wherever and whenever they choose to work
- empower different teams to support and develop their own applications by putting the right digital tools at their disposal

### What this means for citizens and businesses

Citizens and businesses will be helped more quickly when they contact the Council. They will know that we are using the best and most appropriate tools when we work with them. Our staff will be focused on providing excellent service to our citizens and communities.

### What this means for staff

Staff will receive prompt responses to their queries and be able to continue working quickly. They will be given the tools that work for them in their role and these will be regularly reviewed and will be fully supported when these are changed or updated. Tailored training will be provided to support staff on adoption of new ways of working, tools, and systems. For those staff working out in the field they will be able to focus on supporting citizens and spend less time on recording case notes.

## Priority areas

We have set priority areas for our delivery in this theme.

- **Priority C1:** Create a self-serve culture where staff are empowered to access learning and support and are confident to adopt and use new technology
- **Priority C2:** Enhance the customer experience by using human centred design to continually improve what we do
- **Priority C3:** Support staff with a range of tools, devices, learning options and support to enable effective and efficient adoption of new ways of working

## Example key actions in 2022

Action	Outcome	Metrics of success
Introduce new service desk software and processes to respond quickly to staff requests with better updates and self-service support	Staff requests are resolved more quickly; Self-serve culture with less pressure on service desk	Increase in online self-service by staff; improvement in staff experience
Provide tailored support and training based on user needs and learning styles to encourage a self-serve culture through a co-ordinated rolling programme of learning opportunities	Improved staff confidence in use of technology and tools and benefits it offers	Uptake of training; reduction in IT service calls for this category
Explore options and demand for new tools to support better working, collaboration, engagement, prototyping, design etc. through user tested asset and software survey	Staff have the right tools that work for them in their role	Requests fulfilled; staff survey feedback

## Related programmes and strategies

- New Ways of Working
- Fieldworkers project
- Insight Programme

## 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

### Where we are now

We lack the skills and resources to drive digital development and implementation. Low levels of digital literacy and risk aversion means that pace and capacity to change is inherently slow. Digital transformation requires dynamic change across all areas and levels of our Council. We want this to be collectively owned across the Council with clear and transparent processes for implementing digital improvements.

### What we will achieve

Our Councillors and senior leaders will be digital leaders promoting the right culture and advocates for taking a citizen centred approach. The digital approach is collectively owned, and we will have clear, simple and transparent processes for implementing digital improvements. Staff are skilled and confident in digital. Digital services are designed collaboratively based on the needs of our customers and service areas and teams can adapt quickly to the changing needs of citizens and new service requirements

### How we will do it

We will:

- invest in developing and retaining our in-house talent by building clear career pathways for our IT and digital staff
- create opportunities for staff to develop digital and data literacy skills and knowledge through learning and practice
- give senior leaders and Councillors the opportunity to build their digital knowledge
- bring in people such as apprentices and graduates who are keen to work in digital, technology and data, as well as experienced people to lead digital disciplines to improve how we do things
- work with higher education institutions to develop a pathway for graduates
- establish new roles that are important to deliver an excellent digital service
- identify people in the Council who have the right skills to become digital champions
- establish a dedicated digital innovation team to explore ways to improve public services
- openly share what we are doing within the Council and with citizens and businesses
- ensure greater cross-team and directorate working so that we work in a more collaborative, open and transparent way
- adopt citizen-centred practices and approaches to how we design and deliver services in our digital teams

### What this means for citizens and businesses

They will have digital services that are designed around their needs and are fully accessible. They will be able to get involved in designing and testing our services so we can see where we need to make changes. As well as being able to follow our progress they will also see the results of our investment in innovation. More career opportunities will be available through our graduate and apprentice scheme to work with us

### What this means for staff

Staff will be given time, encouragement and support to develop their digital skills, including using the government essential digital skills framework. They will be clear on how digital skills can contribute to their career development. This will give them confidence in using technology, digital and data to support the work they do. They will have a better understanding of the role and impact of digital to transform and deliver excellent services to our customers.

## Priority areas

We have set priority areas for our delivery in this theme.

- **Priority D1:** Support senior leaders and elected members to build their digital knowledge, confidence and leadership
- **Priority D2:** 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
- **Priority D3:** Expand knowledge and support for digital by working hard to solve real business problems in multi-disciplinary teams
- **Priority D4:** Openly share what we are doing across the sector, Council and with citizens

## Example key actions in 2022

Action	Outcome	Metrics of success
Re-design of ITD to bring in key digital roles and upskilling of staff	Increase in digital capabilities and resources	Target Operating Model (April 2022); Roles filled (September 2022)
Programme of events for senior leaders and elected members to expand digital knowledge and learning	Senior leaders and Members and partners applying appropriate digital approaches and solutions to deliver better outcomes,	First cohort of senior leaders and Members signed up and onboarded as 'digital leaders' (10 by April)
Delivery of service design demonstrators cross directorates to validate approach to agile user centred design and practices and accelerate adoption	Projects and services are delivered effectively taking problem centred approach delivering effective solutions that meet evidenced user needs	5 demonstrators delivered against service objectives; Playbook published ('how to guide' and resource repository drawn from successful practices that when followed will standardise the approach to building effective digital services)

## Related programmes and strategies

- Shaping the Future design of IT&D Service
- New Ways of Working Programme
- Council Workforce Strategy

## 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

### Where we are now

We are hampered by maintaining legacy systems that are not fit for purpose and are unable to keep up with users evolving needs. Lack of the right governance means that we struggle to actively address and decommission systems when the time is right. Many of our more traditional technology contracts are inflexible and not suited to being able to modernise at pace. If we do not make important changes in these areas, our people will not be able to focus their time and efforts on the work needed to support the commitments in this strategy.

### What success looks like

Technology is a key enabler to supporting directorate service ambitions and the smooth operations of our Council. Our technology and infrastructure are responsive, secure and adaptive and keep pace with the changing needs of our citizens, businesses and staff; we can deliver products quickly and iteratively on our platforms to enable the delivery of end to end seamless services. We actively explore trial and test new and emerging technologies so that we take advantage of the potential benefits and efficiencies these offer. We make use of common tools in multiple services and reuse where we can.

### How we will do it

We will:

- evaluate our existing technology replacing it with new, up-to-date solutions where it is no longer working, and working closely with providers and industry experts to get the most out of the technology that is still useful
- trial new technologies
- use new platforms that don't require specialist knowledge to allow teams across the Council to produce new applications quickly
- work in the open and communicate our plans and activity throughout the Council
- rapidly test new innovations to understand if they are going to work before we formally take ideas forward
- deliver our Cyber Security Strategy that understands all the technology the Council is using (and not just what we traditionally support)
- review each major service to understand the user needs, performance, costs and technology for each and implement changes as needed

### What this means for citizens and businesses

Citizens and businesses will know that our digital services are secure, and information is safe with us. They can access services that are reliable and that they can depend on at any time. Importantly they will know that our technology is providing value for money.

### What this means for staff

Staff will have excellent, fit for purpose and secure IT systems. Support and guidance will be provided on the use of new systems. Technology will be there to assist and enable them to do their job and not be a barrier to success.

## Priority areas

We have set priority areas for our delivery in this theme.

- **Priority E1:** 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 and continue to improve our cyber security capability
- **Priority E2:** Invest in our innovation by trialling new technologies, make use of new platforms to deliver new products quickly and adopt a cloud first approach towards infrastructure and technologies
- **Priority E3:** 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

## Example key actions in 2022

Action	Outcome	Metrics of success
Understand and address the issues and gaps in capabilities, resources, principles and governance required to deliver work.	Prioritise and meet demand with the right resources where they are needed	Target operating model; Governance
Develop detailed technology roadmap with building block to create a modern fit for purpose technology estate that facilitates technological innovation	Simplified technology estate that is an enabler to delivering the Council's priorities	Roadmap and timeline
Continue to deliver the cyber security strategy and meet the wider security needs of the Council	Secure, reliable digital services where information is safe	Delivery of Cyber Security programme in flight

## Related programmes and strategies

- Shaping the Future design of our IT&D Service
- Digital City
- Cyber Security Strategy
- Cloud First strategy

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