| **Birmingham City Council** | Intelligent Client Function
Background Report |

| **Subject:** | Background document to support **Cabinet Report: 002195/2016**
Birmingham City Council Information & Communications Technology & Digital Strategy (2016 - 2021) |

Detail / Background

From Cabinet Report, section 3 - Consultation

- Citizens Panels
- Via Be Heard

Via Social Media:
- LinkedIn
- Facebook
- Twitter

Via Keep-in-Touch e-Mails Groups:
- The Future Council Group
- The News Group

- Central Government Departments
- Public Health - England
- NHS
- West Midlands Police
- West Midlands Fire & Rescue
- WMCA
- LEP
- Housing Associations
- Centro
- Highways Agency
- HS2
- Universities
- Schools
- Third Sector
- Suppliers
- Chamber of Commerce
- BIDS
- Innovative SMEs
- Businesses
- Society of (Public Sector) IT Management (SocITM)

From Cabinet Report section 5 - Relevant Background/Chronology of events

5.1 With the publication of the Kerslake Report and the establishment of the Future Council Programme, an (Interim) ICT Director was appointed, who initiated the development of an ICT and Digital strategy, based on industry-standard principles. The approach is to determine what outcomes the city council will need to deliver over the next five years, how they will be delivered and by whom. This is referred to as "Business Architecture".

The Strategy will drive ICT investment, ensuring that it makes best use of ICT innovation, generates savings and/or other service benefits and provides flexible ICT as the Council changes how it delivers and supports services and citizens. The savings will be quantified during the production of the full business cases required for the approval of strategy implementation projects.

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Detail / Background (continued)

5.1.1   The council in the last financial year (ending March 2016) spent significant amounts on ICT-based goods and services. With this level of expenditure, it is essential that the council has a strategy and/or plan to do this in a coordinated and economic manner. Specifically, this strategy aims to help improve the council's ICT Architecture with the benefits of:

- Better alignment of the ICT (information provision, structure of data, software applications and hardware) with the needs of the council (the BCC "Business Architecture")
- Building this ICT Architecture with the end in mind:
  - o Outcomes for citizens, businesses, partners and visitors
  - o Accessibility of services
  - o Management of demand
  - o Provision of information to optimise operational efficiency, make predictions and give insights to assist demand management
  - o ICT assets, or Solution Building Blocks bought and implemented in a co-ordinated and structured manner, with a maximal, appropriate level of integration

- Simplifying and standardising our ICT by removing or minimising the duplication of:
  - o Application software
  - o Datasets (the use of master data management (or MDM) to Create, Read, Update & Delete data once and once only, at the point of origin)
  - o Processes (manual, governance or reporting)
- Enabling better sharing information (as appropriate) with our public service delivery partners

5.1.2   The proposed six themes provide a structure to the strategy, as well as an over-arching set of principles. The aims of these themes are:

1. **Integrated ICT & Digital Services** - ensuring that we have an ICT estate that behaves as a whole system, not a series of isolated systems. Following this principle we will:
   - Minimise duplicated applications (cost of licences and support)
   - Minimise duplicated effort (maintaining disparate data sources)
   - Improve the completeness and accuracy of the data we hold
   - Simplify our ICT estate, lending it greater flexibility and agility to accommodate future changes
   - Provide the basis for improved **Insight** and prediction

2. **Digital Facilitation** – ensuring that we are able to provide:
   - Simple, accessible and elegant access to our services to all that choose to contact us through digital channels
   - ICT & Digital support to council officers that serve those who chose not to use digital channels
   - Support for those that want to, but have difficulty in contacting the council digitally

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- Where permitted - data and/or information to partner organisations to strengthen partnership working

3. **Insight** - making the best use of the data we hold, or have access to, providing intelligence and actionable information to:
   - Improve our existing services
   - Manage demand through:
     - Self-service
     - Avoiding demand though early intervention
   - Focus our resources where they deliver the best and most effective priority outcomes for the citizens and businesses of- and visitors to Birmingham
   - Identify non-obvious trends and "hotspots" through analysis across our data estate – and data shared with partner agencies
   - Predict where we need to focus our resources now and in the future, allowing us to:
     - Commission new services where needed
     - Decommission others

4. **Commissioning** – obtaining, value-for-money, future-proofed, flexible and agile ICT and Digital goods and services to support the council and partners. Significant work has started on transitioning from the existing contract with SB and establishing an alternative service delivery vehicle. This will form an extensive piece of work, with the need for appropriate governance

5. **Governance** – ensuring that the acquisition and management of the ICT & Digital estate is legal, meets council policy and ethos and complies with the ICT & Digital Strategy (2016 – 2021)

6. **Innovation** – ensuring that the council continually improves through the introduction of new methods, ideas and solutions. Innovation within ICT is not limited to new technology. Some of the best innovations come from using proven technologies in an innovative way.

5.1.4 Whilst the strategy is designed to be flexible enough to support the changing needs of the council - the accuracy and implementation success of this strategy is also dependent upon the council having a clear, firm vision of the outcomes it wants for Birmingham and its environs. Major initiatives, such as the creation of a Children's Trust will have a major impact on the shape of the (ICT) Architecture.

5.1.5 The key actions to deliver the strategy are:
   - Development of the ICT Architecture - based on the (Future) Council's Business Architecture
   - Delivery of the Investment Plan Programme: "Strategic ICT&D Investment Programme (2016-2021)"
   - Delivery of the ICT Transition Programme (or ICF Future Operating Model). This will provide the council with an ICT & Digital management function over and beyond the end of the Service Birmingham partnership. "Early Thinking" requirements will be funded from within the current approved ICF budget and that a further transitioning approach report will be presented to Cabinet in due course.