

Appendix A - ICT & Digital Strategy (2016-21) – Delivery Highlights for year 2020-21

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 1 Integrated ICT and Digital Services	Applications Platform Modernisation (part of Overarching Business Enablement Programme)	Delivering new Data Centre & Cloud Hosting capabilities to lower operating costs to the council Refreshing our existing server hardware which is reaching end of life Performing necessary platform upgrades for software that is reaching end of life for over 150 applications	<ul style="list-style-type: none"> • 2 New Data Centres procured, designed and set Up • New networking infrastructure procured, designed and set up in new data centres • New hardware procured, designed and set up in existing data centres and new data centres • Over 80 applications migrated to the new hardware in the existing data centres • Cloud design completed • Upgrade of 125 applications off Windows Server 2008 & SQL 2008 to prepare for the move to the new hardware and data centres 	<ul style="list-style-type: none"> • With the new data centres containing the new networking and hardware now commissioned work is underway to migrate applications to the new infrastructure • Legacy hardware has been installed in the new data centres to support applications that cannot migrate to the new infrastructure • Continued upgrade of Windows Server 2008 and SQL 2008 • Cloud solution currently in build 	<ul style="list-style-type: none"> • Migration of application estate to the 2 new data centres or cloud solution based on based value for money to tie in with current data centre contractual end dates • Formal decommissioning of the 3 existing data centres in line with contractual end dates of June 21, September 21 and March 22 • Implementation of de-flattened network to increase the Council's security posture using the new infrastructure • Introduction of automation provided by the new infrastructure to drive operational efficiencies
Theme 1 Integrated ICT and Digital Services	Cyber Security (part of overarching Business Enablement Programme)	Delivering enhanced security monitoring and awareness, providing greater protection against potential cyber-attacks. The protection of computer systems from theft or disruption to hardware, software or data and the services provided to users and meeting our statutory, regulatory, contractual and legal obligations.	<ul style="list-style-type: none"> • The strategy approach was approved at CLT and handed over to the Head of Security for further development and secure funding • Strategy realignment due to COVID-19 and gaps identified with in Security Strategy. • Business case realigned to secure the necessary funding to reflect any changes to the Security Strategy and Roadmap. • Security Team resources have been partially increased to support security development and APM, ERP, Commonwealth and COVID strategic programmes • Independent security assessments completed to understand security, risks and posture due to new way of working • Increased Security awareness with BCC staff and Teams. • Security Strategy and Roadmap developed and approved. • Interim Head of Cyber Security appointed. 	<ul style="list-style-type: none"> • Cyber Security Strategy Business Case approved • Plan Security Programmes to Deliver Strategy • Resource Security Team to support BCC and Strategy needs • Increase security testing on all BCC application and infrastructure • Purchase security tooling to address verified high-risk threats. • Show and Tell, to all BCC business departments. • Security risk follow up improvements and assessments in progress (office365, threat hunting) 	<ul style="list-style-type: none"> • Plan and implement Cyber Security programmes of work • Continuous cyber education and awareness through monthly phishing exercises and mandatory training • Further follow up security testing activities • (Threat Hunting, Active Directory, Office365, Wi-Fi) • Further Risk reduction • Building stronger security foundation across BCC • Embedding security by design across major programmes of work • Continuing ongoing support COVID19 projects, APM, ERP, Commonwealth and strategic programmes

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 1 Integrated ICT and Digital Services	Networks (part of overarching Business Enablement Programme)	Delivering a secure and resilient IT network with sufficient capacity to manage current and future technical and organisational demands	<ul style="list-style-type: none"> • WAN options paper produced and communicated. • High level Voice Strategy paper produced. • Supplier days held in February 2020 in relation to WAN, VPN and Voice, to understand what developments are happening in the market. • WAN, Voice Strategy and VPN strategies approved by DMT and CLT in June 2020. • PN strategy put on hold due to Covid. • Cisco 6509 line-cards option paper approved, and project implemented. • Contract agreed with Virgin Media Business for 2+1+1 for data connectivity. • New one-year telephony contract agreed with the existing supplier. • Scope of the LAN phase two completed. Funding not yet agreed • N3 replaced by HSCN 	<ul style="list-style-type: none"> • Full Fibre Rollout and WAN Services PPAR submitted for March Cabinet • Options paper covering WAN and Voice proposal being drafted to consider approach • Discussions taken place with other authorities and 3rd party consultants • Voice Strategy being reviewed aligning to new ways of working and Customer Services programme • Voice PPAR to be produced • VPN review on hold • Business requirements for WAN and Voice initiated 	<ul style="list-style-type: none"> • Agree whether to progress proactive proposal from incumbent supplier or full procurement for WAN and Voice services • Gain approval for funding for the above approach • Undertake procurement and implementation based an agreed strategy • Start review of VPN options • Business case for anchor tenancy model to exploit Councils network for wider economic and city advantage
Theme 1 Digital Facilitation	Commonwealth Games	Supporting the Commonwealth Games Council team and Organising Committee with delivering supporting infrastructure and applications for the 2020	<ul style="list-style-type: none"> • Initial scoping workshops held to identify requirements across the Commonwealth Games workstreams • External access to GIS portal established • Network infrastructure designs agreed for Alexander Stadium 	Establishing further GIS related requirements and scoping all further IT&D works to deliver the requirements emerging from the scoping workshops	<ul style="list-style-type: none"> • Continue to work with the OC and CWG at an operational level and support business requirements as they emerge • Work with OC and CWG to identify potential digital innovations to support audience and venue opportunities • Deliver networking infrastructure into Alexander Stadium • Setup 1 Brindley Place infrastructure for the OC • Continue requirements gathering and refinement <p>Delivery against all agreed requirements</p>

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 1 Integrated ICT and Digital Services	Carefirst replacement - Eclipse	Improved and simplified workflow processes and forms Removal of duplication of effort. Consolidation of multiple systems, processes and workarounds Provide additional functionality such as recording the voice of the child – a key requirement that the present system cannot do Provide a modern platform fit for the future Support stronger and more effective case recording and performance management. Scope includes Adults Services and Children’s Services casework; plus, a fiscal application for both	<u>Children’s Services Project</u> <ul style="list-style-type: none"> Project delivered now in BAU support <u>Adult’s Services Project</u> <ul style="list-style-type: none"> Following approval of the Options Review the project restarted in February 2020 	<u>Adult’s Services Project</u> <ul style="list-style-type: none"> Entering migration trial 2, of 4 	<u>Adult’s Services Project</u> <ul style="list-style-type: none"> Projected Go-Live Q4 2021
Theme 1 Integrated ICT and Digital Services	Field Worker	Delivery of a platform for all BCC field workers that will improve their working lives; keep them safer; and allow them to respond more professionally to more customers It is envisaged that up to 5,000 field workers could make use of the platform, delivering significant financial and non-financial benefits	AGILE approach adopted (supporting commitment to the Local Digital Declaration) <ul style="list-style-type: none"> ‘Discovery’ completed – user research to confirm the ‘problem/pain points’ and evidence the need for a solution ‘Alpha’ phase completed to test the riskiest assumptions; create buy-in; define the scope; and ascertain the options for developing a solution 	<ul style="list-style-type: none"> Currently in between phases, working on a business case for the delivery of a Beta Field Worker platform that will form part of New Ways of Working programme. 	<ul style="list-style-type: none"> Beta build of the Field Worker Platform. (subject to cabinet approval in April of the New Ways of Working business case). The Beta platform will start as a ‘Minimum Viable Product’ to deliver the basic functionality to a selected number of services. Once feedback has been gathered and assessed, further releases may be added to enrich functionality and/or roll out to additional services.
Theme 2 Digital Facilitation	Contact Centre telephony	Provide modern cloud-based telephony solution enabling improved ways of working, supporting channel shift and contemporary methods of citizen communication. Offers capability of full day-to-day management and development of the system to the business. Key enabler for the transition from Capita.	<ul style="list-style-type: none"> Single Sign On (SSO) and decommissioning of the legacy servers have been completed. 	<ul style="list-style-type: none"> Contact Centre platform has been included in the Voice strategy programme Contract extension has been agreed for 1 +1 years 	<ul style="list-style-type: none"> Tender Exercise to be completed in line with the voice strategy programme

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 2 Digital Facilitation	Brum Account	<p>The BRUM Account enables citizens to register and manage their own account with functions including -</p> <ul style="list-style-type: none"> • Simple Registration Process • Personalised welcome message • Online account maintenance, including ability to reset password • Enable authentication to service specific self-service solutions, once authenticated the service will be accessible via a single click from within the BRUM account • Each service will display a history of activities that shows last date accessed • Ability to retain partially completed forms which can be edited or deleted later • Find My Local (Local View) functionality with pre-populated address • Campaigns/Marketing functionality • Agent view allowing auditable transaction/ account creation by contact centre staff on behalf of the citizen • End to End service redesign for services 	<ul style="list-style-type: none"> • Phase 2 of the BRUM Account Project has now been delivered, closure report & lesson learnt completed and signed off. • Project delivered within Budget • CRM/CWS - decommissioning will complete Feb 2021 to a live archive solution • MAPPS – 2-way integration build & testing completed, dependency on the MAPPS upgrade to complete for us to activate 2 way • Omni- channel implementation – Omni platform for all services in the contact centre for email and chat have been delivered December 2020 • SMS capability configured and enabled for Customer services contact centre – Jan 2021 • Social Media – Omni channel for the customer services Twitter channel has been delivered November 2020 • Statutory complaints – Adults went live Sept 2020 Live 	<ul style="list-style-type: none"> • Currently scoping Citizen Access Benefits online solution ahead of the BRUM Account Phase 3 delivery due to supporting applications being decommissioned and coming to a contract end. • This is now part of the Customer Programme which will be delivered 2021/2022 and is going through the OBC and Business case process due to go to cabinet in June 2021. 	<p>Citizen Access Benefits online solution due to be delivered in August 2021.</p> <p>The following now form part of the Customer Programme which will be delivered 2021/2022 and is going through the OBC and Business case process due to go to cabinet in March 2022.</p> <ul style="list-style-type: none"> • Chat Bots & AI Personalisation • Housing Repairs • Benefits – View & e-notifications • Benefits – Landlord Portal • Skips – Phase 2 advanced online payments & mapping • Online 'how to' videos • Customer Data & Insight • Clean Air Zone (CAZ) transactional forms – June 2021

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
<p>Theme 2</p> <p>Digital Facilitation</p>	<p>Clean Air Zone</p>	<p>Delivering an end to end operational Clean Air Zone to the Council to enable us to charge any vehicles that breach vehicle emission levels</p> <p>To charge a fee for those vehicles that breach emission levels</p> <p>To support businesses in their desire to switch to low emission transport to achieve the outcome of lower NO2 levels</p>	<ul style="list-style-type: none"> • Core Solution Delivered Cameras all installed Testing Underway 	<ul style="list-style-type: none"> • Phase 6 remains on track now 90% complete with 6.3 scheduled for completion by the end of April, and Data Sharing Agreement now signed by all parties. It is highly unlikely we will have the full contract agreed and in place with underpinning service delivery model agreed by 01/05 when the full contractual commitment for camera support kicks in so we are currently exploring an interim arrangement pending the full contract being signed. An internal report is required to obtain approvals • BLE Cameras – Combined revenue and capital report approved at THB 4th December 2020. The Business have incorporated changes suggested by Legal, Finance and Procurement, awaiting approval • Highways CAZ Support SLAs – good progress is being made with the contract and Siemens are aiming to provide their full reply to Sami by COP Wed 14/04/21 • Testing –68% of tests have been executed and 80% passed, 3 critical defects remain open and confidence is high for completion of testing of 6.2, the numbers have changed due to adding in the joint JAQU/Siemens/BCC testing of phase 4. • Financial Reconciliations – A Project Manager has been assigned and a meeting scheduled to determine dead critical Day 1 requirements that need to be in place. 	<ul style="list-style-type: none"> • Live user testing is now being built into plans with expectation this will commence 04/05. Case management execution expected to run 4 – 7 May, and direct debits (specifically refunds) testing planned and ready to execute from 4 May. • Go Live 01/06/21 and handover to BAU

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 2	Digital City	The programme aims to accelerate digital investment in the city, identify and deliver projects/activities to support inclusive growth and the economic recovery as well as enabling citizens and businesses to acquire the necessary digital skills to succeed. The expected outcomes are: (i) Accelerating and attracting new digital investments into Birmingham (ii) Birmingham as a preferred place of choice for digital innovation (iii) Identifying and addressing market failure (iv) Supporting the Birmingham Brand as a leading Digital City	<ul style="list-style-type: none"> • A strategic outline business case has been completed to establish the need for a digital cities programme • A Project Definition Document (PDD) has been submitted setting out project approach, activities and scope • A number of priority projects have been initiated – FibreBrum, Broadband in Social Housing Citywide • A draft digital inclusion strategy prepared • Established the Digital Education partnership in response to digital poverty for school children • An initial stakeholder mapping exercise undertaken • Secured Birmingham’s position on role on a number of partnerships boards including WMCA 	<ul style="list-style-type: none"> • Secure funding for programme initiatives • Secure additional resources for programme development • Submit a joint bid into the Community Renewal Fund to address digital exclusion 	<ul style="list-style-type: none"> • Undertake smart city maturity framework • Develop a Place based strategy for digital cities aligned to the Council’s new IT and Digital Strategy • Establish a priority based and evolving digital city Roadmap setting out key projects and programmes • Refresh the Digital inclusion strategy and action plan • Establish a digital city advisory group to own and manage the digital cities strategy and roadmap • Identify funding opportunities for innovative projects and submit bids • Establish stronger partnership links with external organisations for greater collaborative working
Theme 2 Digital Facilitation	Smithfield Development	Smithfield is the site for a new ambitious multi-purpose regeneration project, possibly one of the largest inner-city developments. Working with the development to ensure that the site implements the right digital infrastructure to enable the delivery of smart applications from lighting to energy, from smart homes to electric vehicle requirements etc. in order to deliver tangible benefits to citizens and businesses.	<ul style="list-style-type: none"> • Smart City requirements were built into the tender process and each submission was evaluated against the requirements. IT&D will continue to support as the development progresses 	<ul style="list-style-type: none"> • The development is at an early stage and there is little opportunity to feed in the digital requirements yet 	<ul style="list-style-type: none"> • Further engagement to take place with the Smithfield development as part of the Digital City workstream • A development partner has been selected and work is ongoing. IT&D will work with the develop to shape the smart city requirements

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 2 Digital Facilitation	Digital skills	Increasing digital skills and knowledge in IT&D	<ul style="list-style-type: none"> • Introduction of a CIO and AD for IT&D with significant background in digital delivery • Training courses for staff in digital technologies and processes • Introduction of partners to support the development of BCC's digital delivery capability • Development of a new structure for IT&D to reflect future digital aspirations and align to industry-standard DDaT roles • Agile discovery and delivery in SEN • Agile discovery and Alpha on Field Worker – resulting in skills and knowledge transfer into IT&D teams • Mentoring arrangements with digital professionals 	<ul style="list-style-type: none"> • A number of digital delivery opportunities in the pipeline, awaiting confirmation of the organisation re-design to enable recruitment into DDaT roles • Awaiting approval of the Field Worker business case 	<ul style="list-style-type: none"> • Embedding Digital culture in IT&D and wider council • Supporting and leading new digital initiatives • Delivery of digital initiatives
Theme 3 Insight	Open Data	<p>The provision of council data in open and linked forms as part of a wider set of policy initiatives on data and its exploitation (UK Transparency Agenda, Local Government Transparency Code & The 'Right to Data').</p> <p>Improving the quality and transparency of the data will hold in partnership with the Citizens of Birmingham. Improving outcomes for the services we deliver</p>	<ul style="list-style-type: none"> • All data and Insight capability and capacity has been solely focused on needs of BCC with respect to Covid Response, eg: <ul style="list-style-type: none"> ○ Food banks ○ Vulnerable shielding ○ PPE ○ Domestic Abuse ○ Customer Services' Hitachi application ○ Grant Payments ○ Lateral Flow Testing ○ Test & Trace ○ Testing site locations ○ Traffic and people movement model ○ Public Health England Covid wave modelling ○ Sentiments analysis ○ Homelessness 	<ul style="list-style-type: none"> • Currently on hold 	<ul style="list-style-type: none"> • Currently on Hold

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 3 Insight	Information Assurance	<p>An Information Assurance Plan has been established to enable the Council to meet its legal obligations to comply with the GDPR and Data Protection Act 2018.</p> <p>Overall, the project is designed to improve the way the Council manages information for its citizens and employees. The expected outcome for the project is to achieve a Level 2 maturity criteria score in all areas of the Information Assurance Maturity Model (IAMM) and Assessment Framework by the end of December 2019.</p> <p>A subsequent plan will be identified and established after this milestone to map out our compliance programme to achieve a Level 5.</p>	<ul style="list-style-type: none"> Data protection management accountability has been progressed to embed technical and organisational measures and controls across the council via 10 themes in line with achieving a Level 2 maturity criteria score across the Council. Key activities and tasks within the project plan have been progressed with the support of the Information Asset Owners (Assistant Directors) to embed the required controls across each Directorate. <p>(1). Governance; (2). Policies, Standards & Guidelines; (3). Data Inventory; (4). Strategy & Risk Management; (5). Procedures & Controls; (6). Information Security; (7). Third Party Management; (8). Regulatory Compliance; (9). Incident Management & Response; and (10). Training & Awareness.</p>	<ul style="list-style-type: none"> An internal audit report assessing the progress of the Information Assurance Plan was presented to the Information Assurance Board (IAB), chaired by the Senior Information Risk Owner (SIRO), in July 2020. This report showed that significant progress had been made to improve the Information Assurance Maturity of the Council. IAB agreed that the work should continue and built upon to progress to Level 3 of the Framework. 	<ul style="list-style-type: none"> All measures and controls within the 10 themes to be subject to an internal audit to assess the Council's maturity score against the achievement of Level 3. A subsequent plan will be established to take into account any audit recommendations and look to incorporate Data Protection Certification in line with ICO direction of travel. We are awaiting further guidance from the ICO in respect of how the accreditation process will work and what it will cover in order to determine the Council's approach.
Theme 3 Insight	Information Management Strategy	<p>The more effective use of data to create valuable and sustainable insight into the delivery of public services is a vital component of the Council Plan. The IM strategy and roadmap provide the framework for the delivery and this business case articulates the what, how and when. The appointment of an Executive SRO is a vital first step followed rapidly by the mobilisation of a team of in-house and external resources to deliver the strategy.</p>	<ul style="list-style-type: none"> All data and Insight capability and capacity has been solely focused on needs of BCC with respect to Covid Response, eg: <ul style="list-style-type: none"> Food banks Vulnerable shielding PPE Domestic Abuse Customer Services' Hitachi application Grant Payments Lateral Flow Testing Test & Trace Testing site locations Traffic and people movement model Public Health England Covid wave modelling Sentiments analysis Homelessness 	<ul style="list-style-type: none"> Awaiting signoff of Business Case, which will provide capability and capacity to progress Draft Phase 2 Business Case discussed with internal senior stakeholders. Based on feedback, further amendments to be made before commencing full governance review 	Commence delivery, following approval of Phase 2 Business Case

<p>Theme 4 Commissioning</p>	<p>Service performance over the period</p>	<p>Delivery of on-going ICT services during an extensive period of technological change across the council and major changes to the council's ICT Services operating model</p>	<ul style="list-style-type: none"> • Successful transition of BCC workforce to remote working • Introduced the Bring Your Own Device (BYOD) policy for personal smartphones • Approximately 11,000 incidents / service requests per month raised via the ICT Service Desk • Average of 11 major incidents per month • (35% reduction in comparison previous year's average of 18) • 96.4% of all incidents resolved within agreed service levels • Support of approximately 430 applications • Support of approximately 16,300 desktop and laptop devices (aged and inactive assets have increased during lockdown) • Customer Survey comments are 97% positive in January 2020 – maintaining high customer satisfaction ratings following the transition. • Short monthly surveys will commence in February and an Annual Survey will be distributed in March. • When a member of staff leaves – particularly during the pandemic / lockdown – the importance of security access control and retrieval of assets is heightened so the Leavers Process was reviewed to put in place more robust monitoring of compliance and trigger notifications to line managers to reinforce their responsibilities for exit interviews and raising SLAM requests to delete system access and retrieve assets (communicated via the Manager's Bulletin) – implemented in collaboration with IT&D Service Level Management, Service Desk, HR and Cyber Security teams • IT&D has played a crucial role in supporting the council throughout the COVID 19 pandemic – supporting the council staff with onsite IT support (BCP IT Hub), A team was set up at a safe council office location and a process to support staff with IT issues 	<ul style="list-style-type: none"> • All BCC staff with a laptop and home broadband or a MiFi has the ability to work remotely from home • 1200 staff enrolled for BYOD • Over 5000 visits to the BCP IT Hub (see supporting infographic attached). • ISO20000 standard for IT Service Management recertification audit took place in November and was achieved and awarded to BCC for another 3 years with annual continuing assessment audits planned. • Developing a service adoption model to support Modern Workplace practices and the management of Microsoft 365 (M365) platform releases • IT Asset Management Standard implementation and adoption has commenced with improved reporting and engagement with directorate governance forums to drive best practice. Cost avoidance is being tracked and more visible. Since October 2020 approx. £55k in costs have been avoided in procuring laptops and mobile phones due to surplus kit being available to reissue and £5k in rebate from disposals. • An initiative is now underway to collect inactive assets (desktops and desk phones) from CAB buildings to support New Ways of Working (NWOW) programme – to date over 4500 have been collected • Engaging with the NWOW programme to align M365 service adoption / NextGen engagement for greater Teams usage – supporting the Agile IT Skills development activities that HR/OD are driving. • ServiceNow modernisation project initiated in December 2020 using an agile delivery approach – the 1st of 5 sprints for the MVP in UAT • Work underway as an APM programme deliverable for reviewing Business Applications criticality and aligning to new service levels 	<ul style="list-style-type: none"> • Complete the consultation workshops with Directorates of new service levels for business applications and obtain sign-off • Communicating performance and improvements through transparent performance reporting e.g. use of infographics and case studies • Implement a modern 'out of the box' ServiceNow platform with a new self-service portal and access to more intuitive knowledgebase to improve customer experience and bring efficiencies by using automation and technology new features e.g. chatbots, virtual agents • Continue with the collection of inactive assets (desktops and desk phones) from CAB buildings • Working with Microsoft to provide mandatory skills training for M365 products e.g. Teams, OneDrive • Development of a Target Operating Model (TOM) for Oracle Cloud to support the 1B programme • Managing the service transition of BEP APM and 1B / ERP replacement into IT&D support and operations • Continue to establish and extend M365 Service Adoption model – working with Directorates to establish a forum for MW Advocates – early adopters • Introduce short surveys to monitor monthly customer satisfaction levels and respond to results • Analyse the results from the annual Customer Satisfaction Survey and identify opportunities for improvement • Introduce NextGen to support NWOW programme – developing personas to target and improve the customer experience through greater engagement and providing proactive support to enable the council to maximise the use of information, technology and digital services to achieve business outcomes and efficiencies • Complete the annual ISO20000 continuing assessment audit • Support the Cyber Security team in readiness for ISO27001 certification audit
--	---	---	--	--	--

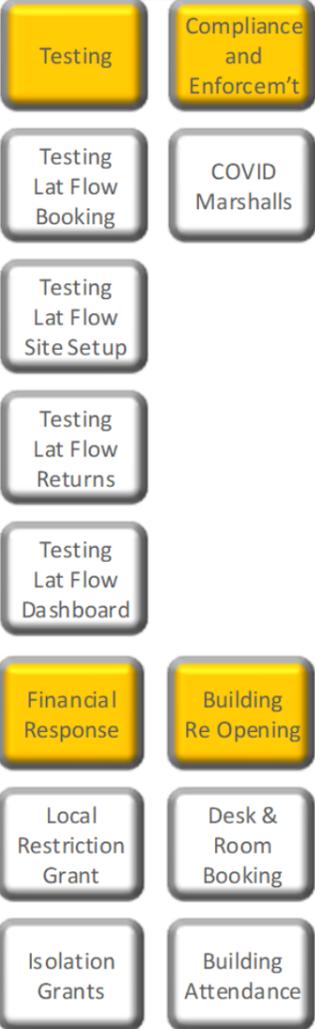
Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
				(Gold/Silver/Bronze/Unclassified/Shadow IT)	<ul style="list-style-type: none"> Align Software Asset Management to best practice standard ISO19770
Theme 4 Commissioning	Transition Project	Deliver a new council-led Information, Technology and Digital Service taking us up to and beyond the end of the current partnership with Capita which ends in 2021.	<p>Phase 1 Transition was successfully achieved and occurred on 1st August as planned. No impact to services occurred and the transition project was successfully concluded.</p> <ul style="list-style-type: none"> Annual savings of at least £12m were achieved Work on the future operating model continues The Link2ICT elements of the Capita contract have been transitioned back to the Council from 1st April 2021 Time limited extensions to the Capita Data Centres have been approved to allow for the safely managed migration of applications and data in order to minimise business disruption 	<p>Phase 2 (final phase) of the transition has commenced and the Capita Birmingham contract will cease on 31 March 21</p> <ul style="list-style-type: none"> Data Centres – new supplier contracts in place, tactical 12-month contract in place with current supplier during migration Bulk Print – tender complete, supplier selected and moving to contract from 1.4.21 Telephony – Tactical 12-month contract underway whilst NWOW finalised. SAP Managed Service – Tactical 1+1 year contract being finalised to cover the delays to ERP Programme BACS – tender complete, supplier selected and moving to contract from 1.4.21 IT Procurement – tender in progress supplier to be in place for 1.4.21 Hardware Break-Fix – Insourcing into IT Infrastructure in progress for 1.4.21 Novations – final batch of 3rd party supplier contracts linked to these services will novate or terminate based on ongoing requirements Phase 2 of the Transition will be into the Council from 1 April 2021, at which point the project will finalise exit obligations and wind down, any tactical short-term contracts as shown will be managed as part of BAU changes. 	<ul style="list-style-type: none"> Project is now closed

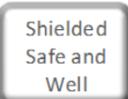
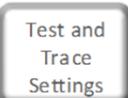
Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 5 Governance	Revised IT project governance and prioritisation process	Re-organise ICT project governance to: - provide clarity to the organisation on the criteria used for assessing the viability of an ICT project request - in order to improve the quality of requests received - Establish a governance framework for the new directorate structure - ICT Strategy Board and Directorate ICT Boards - Review and renew an improved 2-way process and flow of information between the new IT&D Front Door process and the business. - Provide continuous feedback to directorates on the quality and outcomes of ICT requests made by their directorates Develop a mechanism for assessing the relative importance of ICT projects to inform prioritisation and decision making	<ul style="list-style-type: none"> • New governance model published on BCC intranet • Strategic Assessment Board established and reviewing all new project requests • ICT Strategy Board membership refreshed to reflect new directorate structure • Project prioritisation tools/methods researched, and beta model developed and in test 	<ul style="list-style-type: none"> • Reporting of ICT project requests back to directorates has just commenced One Directorate ICT Board established - and work underway to establish the remainder Initial discussions started with Corporate PMO regarding linking prioritisation to business planning Strategic Assessment Board is evolving based on learning from its 8-weeks of operation Beta testing of prioritisation approach underway but lacking inputs for projects under £200k • Established governance boards within most directorates which will review the IT activities, identify prioritisation of projects and requests and review business cases and implement benefit realisation process to track project benefits both financial and non-financial 	<ul style="list-style-type: none"> • Agree the TOR and process with IT&D for the Directorate ICT Board • Roll out of the Directorate ICT Boards to remaining directorates, ensuring they align to the new IT&D Front Door and proposed Design Authority • Working closely with directorates to improve the quality and alignment of ICT project requests, • Relaunch of the Strategy Board to reflect the new purpose. • Simplify and update the initial questions into the front door process of IT& Digital in order to ensure IT& Digital drive the solution to align to strategy, drive benefit across the Council and comply with procurement and governance regulations.

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 5 Governance	Reference Architecture	<p>A Reference Architecture provides a template based on the generalisation of a set of solutions and components.</p> <p>It gives a reference point that describes services and components used in the estate and aids in reuse, supports rationalisation and reduces risk of proliferation of different services and technologies.</p> <p>The reference architecture speeds up solution development and design and supports cost avoidance and cost reduction.</p> <p>Once developed it will form the strategic blueprint and roadmap for the development of a 21st Century Digital Council</p>	<ul style="list-style-type: none"> • Development of Logical Reference Architecture, Development of Micro Strategies supporting the Logical reference architecture to inform programme delivery. 	<ul style="list-style-type: none"> • Continued iterative development of Micro Strategies supporting the Logical reference architecture to inform programme delivery. 	<ul style="list-style-type: none"> • Continued iterative development of Micro Strategies supporting the Logical reference architecture to inform programme deliver. Development of Conceptual and Physical Reference Architectures viewpoints. • This will form the basis of the new ICT & Digital Strategy 2022-2025

<p>Theme 6 Innovation</p>	<p>PURE COSMOS (Public Authorities Role Enhancing Competitiveness of SMEs):</p>	<p>The project focuses on the role that public authorities can play in enhancing the competitiveness of SMEs by making the business climate more transparent and reliable, supporting the needs of SMEs and promoting modernisation of public services</p>	<ul style="list-style-type: none"> • Birmingham's Regional Action Plan (RAP) was implemented to support GBSLEP's Industrial Strategy streamlining processes for businesses to transact and do business with Birmingham City Council and the wider West Midlands Combined Authority. Four main Actions agreed as part of Bham's RAP: <ul style="list-style-type: none"> ○ Enhancing regulatory support services (<i>Improving Systems and Processes / Commonwealth Games 2022</i>) ○ Business intelligence and data driven decision making (<i>West Midlands Open Data Analytics</i>) ○ New approaches to innovative public sector procurement (<i>Bham's Charter for Social Responsibility</i>) ○ Next Generation digital infrastructure and technologies (<i>5G Network</i>) • The final conference for COSMOS took place online on 29 September 2020 where Nikki Spencer presented an update on Birmingham's RAP actions. Through the final conference, the project consortium shared a synthesis of results: <ol style="list-style-type: none"> 1. propose concrete actions (new projects or improved governance) to make public administrations responsive to SMEs' needs reducing the administrative burden, thus saving them time and money 2. focus on users' needs and expectations and interpret 'customer intelligence' in the context of « life events » and « journey maps », based on the steps that citizens and businesses actually take, not what the administration thinks they do 3. make sure that all relevant Stakeholders (in particular the Managing Authorities) contribute to develop and implement the RAP reporting at governmental level not only the decision taken, and activities planned but also their needs and expectations 4. support young people in starting a new business or improve their SMEs services. 	<ul style="list-style-type: none"> • The final claim is currently being prepared for submission in February 2021. 	<ul style="list-style-type: none"> • Project comes to a close 31 March 2021
---	---	---	---	--	--

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
Theme 6 Innovation	PULSE (Participatory Urban Living for Sustainable Environments) Nikki/Surita (Move to closure)	A data science project that will harvest open city data, data from health systems, sensors and personal devices to examine environmental and social exposures (air quality) and behavioural risks (inactive lifestyles) to provide citizens/communities with access to new data insights to encourage healthier lifestyles and better awareness of the risks such as Asthma and Diabetes.	All Project Outputs met: <ul style="list-style-type: none"> • 389 users recruited • 150 wearable devices issued • 214 users' data validated and published • 6 Air Quality monitoring sensors deployed in Bham schools 	<ul style="list-style-type: none"> • Final claim approved – payment imminent (notified of overpayment and refund of grant payment in process Euros 2,769.04) 	<ul style="list-style-type: none"> • Project successfully delivered and closed
Theme 6 Innovation	Digital Leaders Week 15-19 June 2020 Raj	Together with the Future Cities Catapult initiative, these events will bring together 10 of the UK's most innovative Cities to run a programme of activities	<ul style="list-style-type: none"> • A number of presentations were delivered for the Digital leaders. 	<ul style="list-style-type: none"> • Agreed to deliver further events for Digital leaders' conferences, showcases and Week to promote and raise the awareness of digital activities within Birmingham 	<ul style="list-style-type: none"> • Continue to work with Digital Leaders to showcase digital innovation and project activities throughout the year.
Additional non-theme highlights	Covid – 19 Response – Digital	A number of new services requirements for online and contact centre forms and data to form part of the council's response to central government announcements which include the Business Rates grants, Emergency Vulnerable support, Personal Protection Equipment, PPE Audit toolkit and an Electronic Emergency Plan solution for the council.	<ul style="list-style-type: none"> • Delivered end-to-end process for small business grants • Delivered end-to-end process for discretionary grants • Implemented end-to-end process for Individual Isolation Grants • Implemented system for awarding Local Restrictions Grants • Test and Trace – Whistle blowing Data being collected in MAPSS by environmental services. • Drop and Collect – Routing 60 Tablets for collection of Drop and collect door to door visits as part of enhanced testing whilst BCC is RED status. External facing GIS solution being deployed for routing via tablets in the field. Team scheduler app required for shift management. • Birmingham Re-opening - BCC Building booking MS Power APP for booking desk / Room in BCC buildings • Birmingham Re-opening / Council House Audio Visual Solution 	<ul style="list-style-type: none"> • Further bespoke development of solution to automate Business Grants and periodic payments entering testing stage 5/2/21. • Bulk payment & bulk Brum Account updates automated and tested, enabling large batches of payments for additional and ongoing award (periodic). • Test and Trace App - Situations MS Power App to record and manage Covid-19 situations and individual cases. • Test and Trace - Local Contact Case tracing (lost to follow up) - BCC are to be responsible for tracing individuals that NHS Test & Trace cannot reach. The master record will remain on the CTAS system but use of T&T App is being explored further to manage the local work on the test and trace app. Returns are expected to be by direct input into CTAS by BCC Contact Centre Staff dedicated team. 	<ul style="list-style-type: none"> • Next set of Grant support will be announced around 14th Feb followed by next Gov Guidance – likely late Feb. • Majority of Grant applications will have been validated and assessed (bar new ones). • Automation will enable service area to identify eligible businesses/ sectors more easily and use bulk payment and updates process for awards. • Projects in delivery:

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
			<p>Development to support Council Meetings - Hybrid Cabinet etc</p> <ul style="list-style-type: none"> Birmingham Re-opening - Woodcock Street Audio Visual + Task and finish Group for testing Audio Visual to support opening of woodcock street ITD support Out of Hours for Birmingham Public Health staff IT support out of standard hours including weekends. Test and Trace - dashboard automation Automate the PHE dashboard provided by the PH data cell PPE - Jadu Form Changes to the existing form to request PPE per the government guidance 	<ul style="list-style-type: none"> Birmingham Re-opening - Sign in Application Building sign-in application so that actual usage can be tracked against bookings Test and Trace - MI Automation Power BI Reports of the analysis of COVID data Vulnerability Hub App - MHCLG return stats for support provided during second lockdown revised shielding arrangements MHCLG Reports CovID Enforcement & Compliance Project. CovID Enforcement & Compliance Project. Further development Lateral Flow - Test Booking Solution - Provide Booking system and ITD support for NIA and satellite sites Lateral Flow - Testing registration provide tablets security devices and support for LFT registration at the BCC Hub building Lateral Flow - Bespoke development to support data returns from all LFT sites including spoke sites to support operational analysis and returns to DHSC on volumes eg tests conducted. Lateral Flow – Site setup support, devices – laptops, tablets, mobile phones and connectivity 	
Additional non-theme highlights	Covid – 19 Response – New Services	Central Governments requested for us to support the vulnerable for the first 12 weeks of the covid-19 virus with essential emergency supplies like Food, essential items, prescriptions and social contact. We had to set up a new number and service using the technology for the corporate contact centre within a day and launch in the public domain with the appropriate	<ul style="list-style-type: none"> Vulnerability App - Shielded list - Lockdown 1 – Food Development of MS Power App for supporting delivery of food parcels and escalation and signposting for vulnerable citizens. 	<ul style="list-style-type: none"> Vulnerability Hub App - Further Development - Supporting Vulnerable Citizens and sign posting for support – “Anchor Organisations” for delivery of services by Anchor organisations delivering a range of care services. Further development to support “safe and well checks” Ongoing report development to support operational reporting and reporting to MHCLG 	<ul style="list-style-type: none"> Projects in delivery

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
		forms, Contact Centre workflow, content and telephony solution. The new service is responsible for inbound and outbound calls to and from vulnerable citizens in Birmingham.			    
Additional non-theme highlights	COVID –19 Other Support work	Emergency reactive measures to meet the needs arising from the COVID 19 crisis.	<ul style="list-style-type: none"> • Increased the capacity for NetMotion usage from 3300 up to 8,000 • Deployed circa 700 laptops, 850 headsets and 200 smart phones and 550 voice only phones to support immediate home working using the O365 technologies and Net Motion (circa 6000 connections) to enable effective communication, tracking and monitoring of our service. • Bring Your Own Device (BYOD) Policy implemented and 500 personal device enrolments managed • Development of BCP forms on the IT&D portal • Development of a dedicated ITHub Support at Lancaster Circus to provide: Access to emergency IT equipment to support BCP and general support hardware and software, • Implementation of a delivery service to BCC colleagues within a 10-mile radius for IT equipment such as laptops, screens, printers etc and occasionally DSE equipment such as chairs where required. 	<ul style="list-style-type: none"> • The ICT Hub was set-up at the Lancaster Circus office in response to the Covid-19 lockdown, to provide a safe location for supporting staff with IT issues and requirements. The ICT Hub Team is part of the wider End User Computing Support Team and has been supported throughout by, the telephony and mobile team, Desktop Support, Back Office, Remote Fix and IR Security. • ICT Hub has now supported over 5000 council staff since its launch back in April 2020 • Increased the capacity for NetMotion usage from 3300 up to 9,000 • Deployed circa 1,981 new laptops, 650 cascaded laptops, 1174 headsets, 170 laptop bags, 2078 mobile devices, 1000 monitors, 253MiFi Devices, 810 voice only phones to support immediate home working using the O365 technologies and Net Motion (circa 6000 connections) to enable 	<ul style="list-style-type: none"> • Ongoing activities and delivery

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
			<ul style="list-style-type: none"> • Sickness Absence codes for recording COVID-19 on People Solutions, Schools Portal • Introduction of online streaming of council meetings. • Introduction of a HR Re-deployment app. • Introduction of a Citywide Print & Mail Solution running from Dolman Street. • Changes to the HR solution and associated reporting to support COVID sickness recording and monitoring • Increased communication – IT Advice & Guidance and greater awareness relating to Cyber Security / Phishing 	<p>effective communication, tracking and monitoring of our service.</p> <ul style="list-style-type: none"> • Implementation of a delivery service to BCC colleagues within a 10-mile radius for IT equipment such as Implementation of the ICT Hub’s home delivery service (within 10 miles of the city centre, for staff unable to attend the hub site themselves because of shielding needs) has helped keep the teams active and working across the city, deploying laptops, screens, printers etc and occasionally DSE equipment such as chairs where required. • 1,203 devices enrolled for BYOD (Bring Your Own Device) <p>Security Updates</p> <ul style="list-style-type: none"> • Independent Red Team 1 assessment completed – Remote Access resiliency • Zipporah Covid Test Booking <ul style="list-style-type: none"> ○ Security assurance • COVID19 Grant Forms <ul style="list-style-type: none"> ○ Security assurance • Security support for LFT testing data project <ul style="list-style-type: none"> ○ Security assurance ○ Internal testing ○ Penetration testing scoping, management and analysis reporting • Security Support for COVID Test Booking App • Security Support for Vulnerability App • Security & IT representation on Shielded List/Food Deliveries Group • Secure remote collaboration tools - Zoom/Hangouts/Teams security issues, communications & process for access • Ongoing security communications/guidance 	

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes	Progress since March 2020	April 2021	Going Forward (May 2021 to March 2022)
				<ul style="list-style-type: none"> • Work around Covid related risks on risk register 	

Key Projects Delivered

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes
Theme 1 Integrated ICT and Digital Services	Modern Workplace (part of overarching Business Enablement Programme) James	Delivering an updated technical infrastructure to enable the council's vision and strategy, specifically to support business transformation. Delivering an agile, engaging and modern capability to carry out the council's work in an efficient and effective way that supports specific user's needs. This is a complicated portfolio that is geared towards the technology delivery and enablement of the city's workforce strategy.
Theme 1 Integrated ICT and Digital Services	Northgate Housing HAD module – Case Management for Home Options	Implementation of a case management solution using our existing Service Delivery System Northgate Housing. HAD module delivered and configured including integration to the allocations system Abrisas. Expected outcomes include: All data being stored in one place Reduced applications being used to operate Ability to provide new HCIC data back to Central Government
Theme 1 Integrated ICT and Digital Services	Corporate Firewall Implementation	Implementation of the new corporate firewall network security
Theme 1 Integrated ICT and Digital Services	Birmingham Children's Trust – ICT Service implementation	The completion of the major work to create the ICT service for Birmingham Children' Trust
Theme 1 Integrated ICT and Digital Services	Netloan PC Replacement	Replacement of Netloan PCs
Theme 1 Integrated ICT and Digital Services	Early Intervention Programmes	To create a new DMZ VLAN on Birmingham City Council's existing switch at Perry Tree Centre and Anne-Maria Howes Care Centres and allow outbound access from this location over the internet to a defined network address or range of addresses supplied by the NHS.
Theme 1 Integrated ICT and Digital Services	Shared Care Records	Progressing Adult Social Care records Integration with the Common Care Record
Theme 1 Integrated ICT and Digital Services	Replace Egress and Message Labs with MS O365 EOP/AIP	Replace Egress with MS O365 EOP/AIP and Symantec Message Labs with MS O365 EOP

Strategy theme	Programme / Project name	Programme / Project description and expected outcomes
Theme 2 Digital Facilitation	Wi-Fi in public buildings Bipin	Free public Wi-Fi installed in over 127 buildings Increased staff agility and mobility Secure access to city corporate services
Theme 2 Digital Facilitation	Coroners Migration of Civica to hosted	Legal Coroners Civica system - migrate to web-based solution
Theme 2 Digital Facilitation	ASC Care Centres (5) ICT Infrastructure	Five care centres need the required ICT infrastructure to allow Birmingham Adult Social Care, NHS (Birmingham Community Healthcare) & University Hospitals Birmingham are jointly working together
Theme 2 Digital Facilitation	Fully Automated School Admissions	The Provision of a new web portal service for Birmingham schools, for: <ul style="list-style-type: none"> • checking, adding and amending pupil records and movement • managing additional pupil entitlement information.
Theme 2 Digital Facilitation	Customer Services Chatbot Dev. Resources	Customer Services require a PM resource and technical support for their Chatbot PoC development with 3rd party Hartree - see IBR for more details.
Theme 2 Digital Facilitation	Enterprise Vault Decommissioning	Decommissioning Enterprise Vault
Theme 2 Digital Facilitation	Smart Phones for Adult Social Care Staff	To purchase, configure and deploy smart phones to all Social Work staff in Adult Social Care & Health Services, enabling greater agility through improved mobile working
Theme 2 Digital Facilitation	Community Libraries Self Service Phase 2	To install 25 customer self-service kiosks to be rolled across 19 library sites.
Theme 2 Digital Facilitation	Birmingham Children's Trust - replacement phones and Eclipse Voice system	Replacement of end of life Windows phones and enable voice recognition with the new Eclipse system
Theme 2 Digital Facilitation	Home to School Travel	Support to undertake a tender process with a maximum of four suppliers using the G Cloud Framework and be part of the evaluation panel to select a suitable supplier. Copies of the business requirements and business case attached.
Theme 6 Innovation	Big Data Corridor	Driving growth and development for business in Greater Birmingham and Solihull