Birmingham City Council
Report to Cabinet

21 July 2020

Subject:	**Update on the delivery of the Birmingham City Council Information and Communications Technology and Digital Strategy (2016-2021)**
Report of:	**Director, Digital & Customer Services**
Relevant Cabinet Member:	**Cllr Brigid Jones - Deputy Leader**
Relevant O &S Chair(s):	**Cllr Sir Albert Bore, Chair, Resources O&S Committee**
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Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	■ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference:	☐ Yes	■ No
Is the decision eligible for call-in?	☐ Yes	■ No
Does the report contain confidential or exempt information?	☐ Yes	■ No

1   Executive Summary

1.1   The purpose of this report is to update Cabinet on the progress made on the delivery of the Council's Information & Communications Technology and Digital Strategy (ICT & Digital Strategy 2016-2021). The report is not a key decision and is for noting only.

It sets out progress made since the previous update report to Cabinet on 14th May 2019 and the future delivery plans and ambitions to exploit technology to deliver better services for the Citizens of Birmingham.

1.2 It also highlights the activities undertaken by the Council's Information, Technology and Digital Service (IT&D) to enable the Council to continue to deliver services during the COVID 19 lockdown. Our response accelerated and changed our priorities in digital and data as well as prompted a review in our ways of working as highlighted in Section 4.0 of this report. This response included:

- A number of new digital services for online and contact centre forms
- Significant focus on our data & Insight programme
- Enhanced and accelerated support for remote and agile working

2 Recommendations

That Cabinet:-

2.1 Notes the progress made in delivering the ICT & Digital Strategy as set out in Appendix A.

2.2 Notes the plans and ambition for the continued development of the ICT & Digital Strategy set out in Appendix B.

3 Background

3.1 Since March 2020 the council has been in lockdown due to COVID-19. Efforts across all services, including ICT and Digital Services, have been diverted into supporting citizens, businesses and colleagues through unprecedented times. Whilst this report focuses predominantly on progress of the council's ICT and Digital Strategy 2016-2021, it also touches on the work done and achievements throughout the COVID-19 period.

3.2 Undoubtedly, the impact of COVID-19 will be felt far and wide and will drive new opportunities and priorities for the council, necessitating a re-thinking of digital and technology priorities – something which will form the basis of the refreshed ICT and Digital Strategy from 2021 onwards. This is likely to include the acceleration of data and insight capabilities to support the city's recovery from COVID-19; and the faster and wider adoption of digital technologies that will better engage our citizens, businesses and communities.

3.3 Technology is a key enabler that supports the Council to be the best it can be, with the delivery of the Council's ICT and Digital Strategy 2016-2021 providing the Council with effective, efficient and reliable services in support of the Councils vision. The Council has a clear approach to improving ICT and Digital service

delivery to meet the increasing expectations of citizens as well as being able to emulate the current trends in digital interaction and communications.

3.4 The strategy and other portfolio documents form a Governance and Assurance framework for the design and implementation of ICT and will help ensure that there is an evidence-based approach to the choice of technologies the Council can use. In October 2016 Cabinet approved the Council's ICT & Digital Strategy, which formed a new framework for ICT service operation around 6 key themes:

1. Integrated ICT and Digital Services - to deliver a reliable, flexible, integrated, secure, accessible and well managed service.
2. Digital facilitation - to enable our stakeholders to participate and fully contribute to the growth of the Digital Economy and Digital Society and create a Digital Culture.
3. Insight - to become more data centric – so we can create the capability to turn information into insight.
4. Commissioning - to deliver 'Value for Money' services through the commissioning of excellent ICTD.
5. Governance - to deliver the effective management of ICTD.
6. Innovation - to be innovative; to make changes to what's established, by introducing new methods, ideas, and solutions.

3.5 The strategy's overarching principles to "Simplify, Standardise and Share" ensures that the council maximises the benefits from investment in new technology and digital services by:

• **Simplify** – the way we operate, in order to add value and drive up efficiency.

• **Standardise** – the way we operate, emulating the best and enabling agility.

• **Share** – collaborate, innovate and inform

These design principles will ensure that we:

- Consolidate services and applications
- Re use and rationalise.
- Share with and learn from partners, internally and externally,
- Don't reinvent - learn from others and share.

3.6 The strategy has been linked together to form a number of key areas of focus:

- Improving the strategic use of data and information to drive better services via our new Information Management strategy e.g. data analytics, visualisation, intelligence, data quality

- The establishment of an Insights Programme that will shape and drive our use of data across the organisations responding to city challenges and providing intelligence and insights on how the city can both recover and regrow following the lockdown. The Programme has already created of a number of use cases

including the creation of a dynamic performance dashboard and the generation of insight relating to the East of Birmingham area.

- Improving information assurance, maturity, risk management and safety of personal data

- Improving Manager and Employee agility, productivity and collaboration e.g. with the full adoption of O365, Teams, Yammer, Windows 10, new devices, improved wifi access etc.

- Improving how Managers and Employee's create, develop and manage employee and financial information e.g. HR & Finance Systems

- Implementing better self-service for customers re-engineering our service delivery to take maximum advantage of new technology e.g. Brum Account, Connect to Support and our website, to simplify how customer's access services 24/7.

- Implementing new service models that take advantage of digital developments e.g. artificial intelligence, social prescribing, integration of Health & Adult Social Care data to provide single view of patients and carers, the "internet of things" integrated into how we care for the most vulnerable etc.

- "Smart City 2.0" e.g. improving our digital infrastructure to support economic growth, 4G and 5G, digital inclusion and skills – working in partnership with the combined authority

- 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 March 2021.

- Enabled an approach that ensured the rapid and effective deployment of both new and innovative services as well as the continuation of business as usual services for citizens and council staff during the COVID 19 lockdown.

3.7 Some of these improvements are already underway, some are in development stage and all will require new ways of working if we are to improve outcomes for end customers. Appendix A gives a summary of the projects delivered in the last year across the 6 themes of the strategy. Key deliverables for this and the next financial year 2020/2021 include the following projects:

- Since May 2019 the Council has taken back full control of its technology, contract portfolio and operational management as part of the partial termination of our outsourcing contract. A number of improvements have been completed as outlined in Appendix A. The Council's unprecedented response to the COVID 19 lockdown has been significantly accelerated and improved by having control of our own technology environment and data capabilities.

- Further deployment of Windows 10 and Office 365. This has supported the city in its drive for smarter working across the Council and provide staff with access to the latest technology to support their service areas. This has included

deployment of technologies such as Microsoft Teams. Teams has been fundamental in providing the City with the ability for it to continue to operate under the constraints put upon it as a result of the COVID epidemic

- Delivery of the Information Management Strategy that will support the better use and control of data across the Council

- Continued development of the Reference Architecture will provide the Council with a strong framework for commissioning and shaping ICT, preventing duplication and increasing standardisation and therefore value for money (and return on investment)

- Work will continue on maintaining the Council's software and hardware is up-to-date and secure

- A review and re-evaluation of the way existing and new services will be designed and delivered in recognition of the 'new normal', post COVID landscape, and the opportunities created by emerging digital technologies.

## 4.0 Enhanced Activities in Response to COVID and Lockdown

4.1 As a result of COVID and the Lockdown a number of strategic and operational activities were introduced to enable the Council to continue its activities. Also 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 were introduced.

4.2 At a strategic level, the IT&DS team enabled a business transformation capability that changed the way of working, it rollout devices equipped with O365 and Windows 10 to enable agile and remote working and supported staff to acquire the skills and capabilities to utilise these tools. The team mobilised 6,500 City Council and Birmingham Children's Trust staff operating from 7 buildings to work 99% remotely within 2 weeks.

4.3 At the operational level, we supported an increase to remote capability to enable all staff to access corporate systems by the rapid deployment of hardware to enable business as usual for council staff. The Table below shows a summary of the activity undertaken:

No of visits and appointments co-ordinated	900
IMAC support for collection of accessories	422 items delivered
Number of Hardware Items deployed	3143
Number of pick/drop offs completed	353
Total Mileage covered for logistical support	2,625

4.4. Many of the IT&D responses to COVID are detailed in Appendix A and some of the key highlights are shown below;

- Establishment of an ITHub throughout Lockdown to ensure staff had access to devices and any IT support required to enable them to continue working. The activities of the ITHub are shown below

End User Device Support Summary - BCP ITHUB - Lancaster Circus
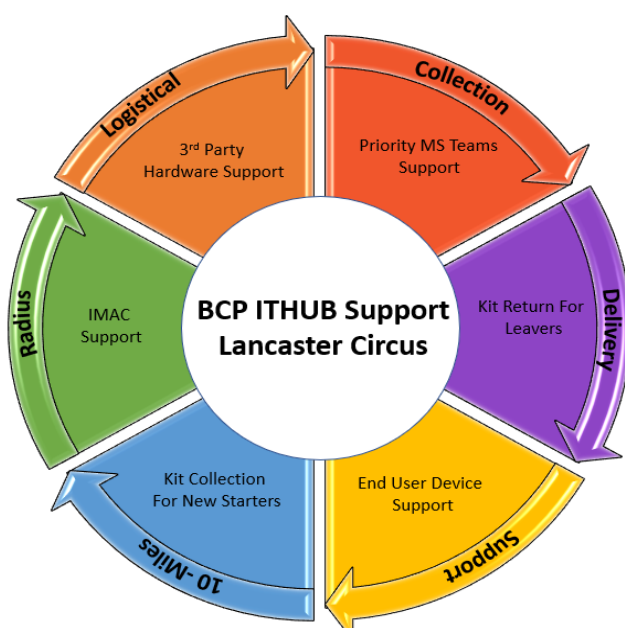
- Provided urgent critical support to various services including Birmingham Children's Trust / Coroners / Registrars

- Maintained all critical systems

- Agile forms development to support self-service and channel shift as well as improve business process.

- Repurposed traditional classroom training for key services to 100% online

- Procured additional Security Tools to reflect the increase in remote working, moving a number of systems online and increased cyberattacks .

4.5 In additional to the above, a number of projects has been delivered or are in delivery resulting from the need to respond to COVID. Again, a list of these projects is detailed in Appendix A. However, below are the list of the most significant projects.

- Delivery of the Vulnerability app to support shielded people

- Delivery of a new app to match resource demand to resource supply, enabling the council to plug gaps in critical workers

- Support from the Insight programme in analysing data to provide valuable insight to aid COVID recovery – aided by the data model developed through the programme

- Completion of an agile discovery of field workers across the council to identify common pain points and a common solution which could be shared across services and provide benefit to all field workers – This was undertaken in an innovative way using digital tools as a result of Lockdown.

- Leadership of the projects to deliver Council Tax support and Business grants relating to COVID-19

- Enabling the Full Council meetings to be delivered virtually and in real time

Undoubtedly, the impact of COVID-19 will be felt far and wide and will drive new opportunities and priorities for the council, necessitating a re-thinking of digital and technology priorities – something which will form the basis of the refreshed ICT and Digital Strategy from 2021 onwards. This is likely to include the acceleration of data and insight capabilities to support the city's recovery from COVID-19; and the faster and wider adoption of digital technologies that will better engage our citizens, businesses and communities.

5.0 General Progress update

5.1 Progress to date has been wide ranging and has impacted a number of areas across the Council as demonstrated in the detailed performance in Appendix A. In October 2016 the strategy identified the following delivery timeframes, or iterations (which would be supported by detailed). They were:

Iteration 1 – Foundation: (tactical) = now to 2017

Iteration 2 – Developing: (medium-term) = 2017 to 2019

Iteration 3 – Enabled: (strategic) = 2019 to 2021

5.2 It has been necessary to maintain a dynamic approach to the planning and prioritisation of the key deliverables envisaged in the strategy. Some elements have been re-prioritised, such as creating an Innovation lab and portal, as these would not deliver enough value for the Council at the time. The Contract transition as outlined and agreed in the Cabinet report of the 16th April 2019, has seen a significant

proportion of the Capita contract return to the Council's control on the 1st August 2019.

5.3 A number of emerging technology trends continue to influence the Council's strategic plans going forward, most significantly, the impacts of the lockdown, will require a fundamental rethink and re-imagining of how services will be delivered in the future and the role of technology in their design. These trends and emerging opportunities illustrate the point of maintaining a flexible and agile approach to the implementation of the strategy. Some of the key trends that will give the Council opportunity to improve outcomes for the citizens of Birmingham are:

- **"Datafication" -** almost everything we do as individuals leaves a trail of data breadcrumbs and there has been an unprecedented explosion in data. Just in the average minute, Facebook receives 900,000 logins, more than 450,000 Tweets are posted, and 156 million emails and 15 million texts are sent. We are essentially doubling the amount of data created in the world roughly every two years. Harnessing data to drive better insight and improve how we manage services remains a key focus for the Council.

- **"Every day devices becoming SMART"** – not just your fridge, your doorbell or your central heating. This is having a profound impact in how we use devices to manage our lives and improve outcomes particularly for the vulnerable.

- **Artificial Intelligence (AI)** – computing that can now undertake more and more human tasks and learn is beginning to grow and develop as a technology.

- **Automation** - The more intelligent machines become, the more they can do for us. That means even more processes, decisions, functions and systems can be automated by using algorithms or robots.

- **Device Interaction** - organisations are gradually integrating their products with the likes of Siri, Alexa and Google Assistant. Estimates suggest that, by 2020, 50 percent of all searches will be voice searches, and around 30 percent will involve no screen whatsoever. As a result, all kinds of businesses are gradually integrating their products with the likes of Siri, Alexa and Google Assistant. These features could help in areas such as social isolation, dementia care and social proscribing.

- **Virtual reality and augmented reality** - representing the next huge leap in interface innovation, transforming how businesses interact with customers could be a big area of development for urban planning for example.

- **Everything connected –** fibre to the premise; 5G meaning faster connections and a richer experience in video and augmented reality which could be applied to autonomous vehicles or better health care.

- **A hybrid Cloud enabled infrastructure** – using a mix of on premise and cloud based infrastructure to ensure applications and solutions are delivery effectively and efficiently

All of the above will change how we work. All enabled by more powerful computers, with computing power doubling at a rate of approximately every two and a half years, combined with different ways to re-package and consume technology services. However, introducing and keeping pace with technological advances, while essential, also need to be balanced against getting the basics right and dealing with legacy issues.

5.4 The work to deliver the ICT & Digital Strategy will continue in the next financial year. A series of transformation maps included in this report (see Appendix B), shows a snapshot of the high level plans and ambition for improved use of technology and digital across the Council. However, our recent experience of the responses to COVID 19 challenges have demonstrated that we do need to continually review how services are being re-designed and delivered so that we can maximise existing and emerging digital technologies. The transformation maps will continue to evolve as directorates re-evaluate and re-prioritise their service commitments. As such the maps will be developed collaboratively with the Council and its partners to bring forward innovation and new ways of working as appropriate. Work will commence in this year on our new ICT & Digital Strategy that will replace the current strategy that expires at the end of 2021.

6.0 Options considered and Recommended Proposal

6.1 Do nothing - It would be possible to continue without delivering the ICT & Digital Strategy however as ICT is a key enabler for the Council Plan, not delivering the key areas of the ICT & Digital Strategy would negatively impact on its success. There is an existing rolling programme of updates to, and replacement of, ICT & Digital assets as the Council's ICT hardware and software reach the end of their service and support lives. The implications are that the investment needs to be delivered to ensure the Councils network functions effectively.

6.2. Deliver the ICT & Digital Strategy - As the Council has already approved the strategy and the associated technical refresh programme, and ICT is a key enabler for the future the work needs to continue and delivery the Strategy and its associated projects.

7.0 Consultation

7.1 Internal Consultation: The Cabinet Member for Finance and Resources, the Chair of Resources Overview and Scrutiny Committee, the member with responsibility for ICT matters from the Conservative Group, Leader Liberal Democrat Group and the member with responsibility for ICT matters from the Liberal Democrat Group have been consulted regarding the contents of this report.

7.2 Internal consultation is regularly taking place across the Council to ensure the strategy remains aligned to the business plans of each directorate as well as highlighting new areas that could be exploited. These are summarised in Appendix B.

7.3 External Consultation: The ICT & Digital Strategy was subject to extensive external consultation when it was developed in 2016. This covered Citizens, Central Government Departments, Public Health England, NHS, West Midlands Police, West Midlands Fire & Rescue, WMCA, LEP and the Society of (Public Sector) IT Management (SocITM). The main findings from that consultation were:

- Ensuring more user-centred approach during testing and evaluation.

- Enabling our citizens and businesses to participate and fully contribute to the growth of the Digital Economy and Digital Society.

- Ensuring that the benefits of co-operating with other local authorities in the region on data and systems will happen.

- The importance of data and ensuring exploitation at a neighbourhood level as well as service or directorate or whole council level.

- Ensuring that through the development of the Council's reference architecture and technology road map due consideration is given to areas such as Digital Leadership, Communication and Engagement (both internal and external), Council ways of working and behaviours and development of digital skills, the Cities Digital Infrastructure and Collaboration.

- There was a range of Citizen feedback via the Council's "Be Heard" platform (see https://www.birminghambeheard.org.uk/economy/birmingham-city-council-ict-digital-strategy-2016/) e.g. the quality of the Council's digital presence (website), the impact of austerity as it impacted the Council's ability to invest in things like digital inclusion, improving the in-House ICT Management etc.

- The feedback was included in the final strategy that was approved by Cabinet on the 18th October 2016.

8.0 Risk Management

8.1 There are a range of risks the service is managing as the strategic outcomes are delivered through the strategy. These are:

- Problems are experienced with programme funding which impact the realisable business benefits.

- The impact of the transition of services from Capita to BCC which may cause delays, increased costs, and/or poor quality delivery of the projects.

- The digital skills and culture change needs of the Council may demand far more effort than planned for and funded within the programme, but are essential to deliver the new ways of thinking and working necessary to exploit the opportunities enabled by the new technologies being implemented.

- Lack of suitably qualified and availability skills at the time they are need to implement the new technologies being delivered.

8.2 Appendix D highlights the key risks and mitigations associated with the implementation of the ICT & Digital Strategy.

9.0 Compliance Issues

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

9.1.1 The Council's objectives and priorities as detailed in the Council Plan, approved by Cabinet on the 26 June 2018 will be supported by the adoption of this proposal which is consistent with the ICT & Digital Strategy (2016 - 2021) approved by Cabinet in October 2016.

9.1.2 The Council Plan approved by Cabinet in June 2018 stated that the Council must:

- Have greater integration between our services/functions
- Make much better use of customer insight and business intelligence to ensure we make informed decisions and deploy all our resources appropriately
- Be leaner and more agile, with fewer layers of management and increased spans of control.
- Work more collaboratively as 'One Council'.
- Further consolidation of support services to realise efficiencies

All of which are supported by the Councils ICT & Digital Strategy (2016-2021).

9.2 Legal Implications

9.2.1 The Council is under a duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness

9.2.2 The City Council will carry out this work under the General Powers of Competence Section 1 of the Localism Act 2011.

9.3 Financial Implications

9.3.1 In October 2016 Cabinet approved the budget for the implementation of the ICT & Digital Strategy. The indicative cost of the total programme over a five year period at that time was estimated to be £41.690m.

9.3.2 The programme budget was reduced in May 2019, by £2.138m, to support the funding of the transition of the IT services back in house (as shown in the 'Change' column in Table 2):

ICT & D Programmes		To 2018/19 £'m	Y.E 2019/20 £'m	Y.E 2020/21 £'m	Forecast Total £'m	Original TRIP £'m	Change £'m
ICT & D Strategy Programme	Revenue	2.567	8.422	3.750	14.739	16.889	(2.150)
ICT & D Strategy Programme	Capital	0.996	7.070	3.394	11.460	10.719	0.741
Information Management Strategy	Revenue		0.233	1.391	1.624	1.624	0.000
Information Management Strategy	Capital			1.074	1.074	1.074	0.000
Spend to date TRIP	Capital	1.760			1.760	2.271	(0.511)
BRUM Account (committed TRIP scheme)	Capital	0.848	0.466		1.314	1.314	0.000
Microsoft Licenses	Revenue	4.809	2.473	2.473	9.755	7.500	2.255
Microsoft Licenses 4th year not in £41.687m	Revenue			(2.473)	(2.473)	0.000	(2.473)
Risk				0.296	0.296	0.296	0.000
Totals		10.980	18.664	9.905	39.549	41.687	(2.138)

Table 2: ICT & Digital Strategy Investment Summary from May 2019 Report (to 2021/2022)

Note: TRIP is the Technology Refresh and Improvement Programme that was approved by Cabinet in March 2018 in order to modernise critical council ICT infrastructure.

9.3.3 An update on Programme spend is provided below in Table 3 following close down of Financial year 2019/20:

ICT & D Programmes		Up to 2018/19 £'m	Actual 2019/20 £'m	Forecast 2020/21 £'m	Forecast 2021/22 £'m	Forecast Total £'m	Original TRIP £'m	Change £'m
Revenue								
BEP projects (inclusive of IMS/Insight)	Revenue		1.464	2.455	0.376	4.295	1.624	2.671
Information Management Strategy	Revenue		0.233			0.233	1.074	(0.841)
Microsoft licences	Revenue	4.809	2.325			7.134	7.500	(0.366)
Risk						0.000	0.296	(0.296)
Sub-total		4.809	4.022	2.455	0.376	11.662	10.494	1.168
Capital								
ICT & D Strategy Programme	Capital	0.996	2.474	6.375	3.022	12.867	10.719	2.148
ICT & D Strategy Programme, flexible use capital receipts	Capital	2.567	2.371	4.361	1.809	11.108	16.889	(5.781)
Spend to date TRIP	Capital	1.760	0.000	0.000	0.000	1.760	2.271	(0.511)
BRUM Account (committed TRIP scheme)	Capital	0.848	0.333	0.000	0.000	1.181	1.314	(0.133)
Brum Account Ph3	Capital	0.000	0.000	0.971	0.000	0.971	0.000	0.971
Sub-total		6.171	5.178	11.707	4.831	27.887	31.193	(3.306)
Grand Total		10.980	9.200	14.162	5.207	39.549	41.687	(2.138)

Table 3: Updated ICT & Digital Strategy Investment Summary (to 2021/2022)

Note: The 'Change' column shows the elements of the programme de-scoped to contribute to funding the service transition.

9.3.4 Table 3 above shows that in 2019/20 £9.2m was spent delivering the ICT & D investment programme against a budget of £18.664m. It should be noted that the budget was set prior to the production of business cases for the major APM and Networks programmes. On sign-off of these business cases, the forecast for 2019/20 was reduced to £11.5m.

9.3.5 Overall, the programme is within budget and the forecast is that the programme final outturn will also be within budget.

9.3.6 The £2.3m slippage against the 19/20 forecast spend was due to the delay in planned procurement of data centre tooling and an in-year underspend against the Modern Workplace programme.

9.3.7 The result is a slippage of programme expenditure into 2020/21 financial year and changing the planned profile for 2020/21 to £14.162m. A further £5.207m is forecast to be spent in 2021/22.

9.3.8 Whilst the total funding envelope remains unchanged, £12.279m of capital receipts funding originally shown as revenue in May 2019 is now shown under capital to reflect the capital programme plan (see table 4 below):

ICT & D Programmes	Up to 2018/19 £'m	Actual 2019/20 £'m	Forecast 2020/21 £'m	Forecast 2021/22 £'m	Forecast Total £'m	May-19 Report £'m	Change £'m
Revenue	4.809	4.022	2.455	0.376	11.662	11.662	0.000
Capital	6.171	5.178	11.707	4.831	27.887	27.887	0.000
Grand Total	10.980	9.200	14.162	5.207	39.549	39.549	0.000
Original figures							
Revenue	7.376	11.128	5.437	0.000	23.941	11.662	0.000
Capital	3.604	7.536	4.468	0.000	15.608	27.887	0.000
	10.980	18.664	9.905	0.000	39.549	39.549	0.000

Table 4: Updated ICT & Digital Strategy Investment Summary (to 2021/2022)

9.3.9 The Strategy aims to deliver £19.026m savings over the 5-year period to 2023/24 which involves the following example activities:

o Simplifying the Council's voice network removing our reliance on old technology.
o Rationalisation of the datacentre hosting environment simplifying the technology used and reducing the number of datacentres in use.
o Reducing the number of applications the Council uses and reducing the overall software costs through the adoption of a more pay-as-you use charging scheme and centralised software licencing.
o Simplification of a managed mobile environment reducing complexity cost and improving agility.

Detailed business cases are currently being developed for this work.

9.3.10 An update on Savings will be provided during 2020/21 as the full impact of slippage is understood.

Prudential Borrowing funding of revenue and capital elements of ICT & D Strategic Programmes	19/20 £'m	20/21 £'m	21/22 £'m	22/23 £'m	23/24 £'m	24/25 £'m	25/26 £'m	26/27 £'m	Total £'m
Ongoing capital charges, and 18/19 Capital	4.218	2.736	2.100	0.792	0.360	0.000	0.000	0.000	10.206
19/20 Capital element of Programmes		0.600	0.600	0.600	0.600	0.600	0.000	0.000	3.000
20/21 Capital element of Programmes			1.364	1.364	1.364	1.364	1.364	0.000	6.820
21/22 Capital element of Programmes				0.647	0.647	0.647	0.647	0.647	3.235
Sub-total of Capital Programmes charges	4.218	3.336	4.064	3.403	2.971	2.611	2.011	0.647	23.261

Table 5: Prudential borrowing funding of the strategy programmes.

9.3.11 Table 5, shows the repayment profile for capital borrowing. This is covered by the Prudential Borrowing budget.

9.4 HR implications

9.3.12 Implementation of a new operating model will be carried out in line with Birmingham City Councils Policies and Procedures including full consultation with Trade Unions and affected employees.

9.5 Public Sector Equality Duty

9.5.1 On 18th October 2016, Birmingham City Council Cabinet approved the ICT & Digital Strategy (2016-2021). The work to implement the strategy has two major projects:

- An Investment Programme - implementing replacement and new, enabling ICT assets in line with the strategy and in support of the Council's new business architecture.
- An ICT Transition Programme - to take BCC up to and beyond the end of the Service Birmingham partnership with Capita and the ending of the joint venture with Service Birmingham Ltd.

9.5.2 An Equality Analysis was completed during the development of the ICT & Digital Strategy (2016-2021). There has been no change to that analysis.

10.0 Appendices

- Appendix A - Highlights of what has been achieved and is in progress

- Appendix B - Highlights of what is planned

- Appendix C - Equality Impact Analysis

- Appendix D – Risk Log

11.0 Background Documents

- Report to Cabinet 18th October 2016 - Birmingham City Council Information & Communications Technology & Digital Strategy (2016 - 2021)

- Report to Cabinet 18th October 2016 - Birmingham City Council Strategic ICT & Digital Investment Programme (2016 - 2021) ICT and Digital Strategy (2016 – 2021)

- Report to Cabinet of 27th June 2017 - Delivery of Savings against Service Birmingham ICT Contract

- Report to Cabinet of 14th November 2017 - Budget savings proposals, ending the Joint Venture (JV) with Capita for Service Birmingham and proposing new contractual arrangements up to 2020 / 2021

- Report to Cabinet of 27th March 2018 - Outcome of final stage negotiations between BCC and Capita - proposed IT and Digital Service Transition Roadmap to 2020/21, with associated investments and benefits (appendix 2 gives a summary of performance against the strategy)

- Report to Cabinet of 16th April 2019 - Capita ICT Service Transition update

- Report to Cabinet of 14th May 2019 - Update on the delivery of the Birmingham City Council Information and Communications Technology and Digital Strategy (2016-2021)