

APPENDIX B:
DIGITAL STRATEGY DELIVERY PLAN 2022

Key actions and milestones, which we have committed to deliver over the next year (Jan - Dec 2022) in pursuit of our digital strategy goals.

Priority A: Creating online services that are easy to use

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

Priority no.	Priority description	Key actions 2022	Linked programme	Milestones	Dates 2022	Metrics
A1	Take a citizen centred approach in the delivery of all our digital services; we will not assume that our current solutions are the best and will be open to changing them	Establish and embed approach to delivering human centred design making services easy to use and accessible	Customer Service New Ways of Working	Citizen centred design principles adopted for delivery of current and new digital services.	March onwards	Service assessments; complaints; user testing
		Review of our online digital services and content to ensure they are fully accessible	Customer Service	Reviewed, prioritised and backlog of 10 most popular digital services for content and accessibility improvement	February onwards	Service assessments; complaints; user testing; accessibility testing tool compliance
A2	Make our solutions simple and easy to use, enabling citizens to access Council services on the device of their choice at a time of their choosing	Review and create a prioritised list of end to end online services for improvement and start delivery	Customer Service	Prioritised and backlog list of services for improvement through the Customer Programme starting with Brum 3 online services	January onwards	User testing
A3	Ensure citizens and businesses are kept up to date and actively engaged and supported in the delivery of services	Automate progress updates to citizens and businesses once they have placed a request	Customer Service	Identified opportunities for automation of updates and built into design principles	January	User testing Reduction in complaints
		Identify service users that require additional digital support	Customer Service Digital Inclusion Strategy	Pain points and user journeys mapped; enhancements to service delivery captured for delivery	September	User testing

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

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

Priority no.	Priority description	Key actions 2022	Linked programme	Milestones 2022	Dates 2022	Metrics
B1	Leverage the power of the data we have in a secure, ethical way to make evidence-based decisions for the good of Birmingham citizens and businesses	Establish the building blocks and technical capabilities, to effectively join up data on Council services and make it readily accessible for decision makers	Insight	Delivery of use cases to build and validate capabilities (people, processes, technology): <ul style="list-style-type: none"> • Homelessness (March) • Commonwealth Games (June) • Single view of debt (December) • JSNA (TBC) 	March - December	Use case defined objectives and outcomes met
				Creation of a Data Playbook (*A 'how to guide' and resource repository drawn from successful practices that when followed will standardise the approach to building effective data and evidenced based services)	March	Playbook published
				Community of Practice (data) started to share good practice and learning	April	Capability maturity model; learning & development programme
		Define scope and start population of repository for sharing research and results; tagged and searchable to support evidence-based decisions	March onwards	Published research to share evidence		
		Establish the governance to embed data ethics and standards within the organisation	Insight	Data governance and ethics board established	March onwards	Terms of Reference
B2	Work with partners to share and publish data and build data skills in Birmingham	Work with existing external data forums and groups to define and develop approach	WM Data Forum WMCA	Participation at local and regional stakeholder meetings	Ongoing	Representation and contribution at key groups
B3	Actively seek input from citizens and businesses and ensure we have the right mechanisms in place to listen and act upon what we are hearing	Embed a quantitative and qualitative research approach that is a core part of all digital project delivery	Insight	Defined approach through iterative delivery of Digital Playbook	June	Delivery of products and services based on user needs
B4	Openly communicate the decisions we have made and the evidence we have based on them	Develop approach to communicate as to how we have made important decisions	Insight	One page template on what good looks like linked to Insight use cases	September	Publish examples of decisions and supporting evidence

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

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

Priority no.	Priority description	Key actions 2022	Linked programme	Milestones	Dates 2022	Metrics
C1	Create a self-serve culture where staff are empowered and confident to adopt new technology	Automate where possible staff requests such as password resets starting with the highest impact requests	ServiceNow NextGen	Go live with out of the box functionality of new service management tool (ServiceNow)	March	Increase self-serve Reduction in service desk requests;
		Introduce new service desk software and processes to respond more quickly to staff requests with better updates and self-service support		Start delivery of forward plan of prioritised enhancements to deliver based on user needs (and impact)	April	
C2	Enhance the customer experience by using human centred design to continually improve what we do	Engage staff in the delivery of improvement to tools and staff services	New Ways of Working	Existing processes for quantitative and qualitative staff feedback reviewed	July	Reduction in request to service desk for support with tools; improved satisfaction
			NextGen	Approach to user centred design for continual improvement embedded	September	
C3	Support staff with a range of tools, devices and learning options to enable effective and efficient adoption of new ways of working	Provide tailored support and training based on user needs and learning styles that will encourage a self-service culture	New Ways of Working NextGen 1B Insight	Co-ordinated rolling programme of digital & data learning opportunities, demonstrations and use cases to suit user needs in delivery in collaboration with People Services.	June	Reduction in request to service desk for support with tools
			New Ways of Working; NextGen	Devices and software staff survey co-designed and tested with staff to help identify the appropriate digital tools that will support them to be effective and efficient in their work	September	No. of requests fulfilled; staff feedback
			New Ways of Working NextGen	Minimum viable prototype platform delivered with 3 service areas on-boarded	May	User research; staff feedback
				Options and decision paper for procurement of a low code platform to enable staff to deliver new products quickly	July	Reduction in time to deliver new products; reduction in need to procure new products

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

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

Priority no.	Priority description	Key actions 2022	Linked programme	Milestones	Dates 2022	Metrics
D1	Support senior leaders and elected members to build their digital knowledge, confidence and leadership	Delivery of a programme of events for senior leaders and elected members to expand digital knowledge and learning	NextGen New Ways of Working	First cohort of senior leaders and Members signed up and onboarded as 'digital leaders'	Apr	10 digital leaders
				CLT leadership programme and resources; Member Development Charter with digital and data skills included. Review and further development of future leader programme	May	Assessment framework
				Digital Playbook* (*A 'how to guide' and resource repository drawn from successful practices that when followed will standardise the approach to building effective digital services).	July	Playbook published
D2	Build a strong delivery capability comprised of a core team of digital professionals with a clear career path; assisted by a network of digitally motivated supporters and collaborators	Re-design of ITD to bring in key digital roles and upskilling of staff	Shaping the Future	New IT&D future operating model (FOM)	April	FOM published
				Lead roles filled	September	Posts filled / recruited into new structure
D3	Expand knowledge and support for digital by working hard to solve real business problems in multi-disciplinary teams	Delivery of service design demonstrators cross directorates to validate approach to agile user centred design and practice and accelerate adoption	Customer Service	5 demonstrators delivered against service objectives	September	Playbook published Service objectives met
		Strengthen relationship between Digital & Customer Services and directorates to support them in their digital development and innovation	Shaping the Future	Revised and updated role of Business Relationship Team	July	JD/PS
			NextGen	Shared and aligned programme of work with business improvement and support team and IT&D relationship managers	April	DMT feedback; Roadmap and backlog of opportunities
		Co-opt directorate staff into key agile / digital roles for short secondments associated with service delivery activities	Customer Service	Internal secondment campaign launched (with key artefacts)	February ongoing	Assessment and evaluation
D4	Openly share what we are doing across the sector, the Council and with citizen	Talking, writing and showing what we are doing	Customer Service Insight Fieldworkers	Agreed way of working for agile delivery starting with Digital & Customer Services	January ongoing	Weeknotes; show and tells; blog posts

Priority E: Building the best technology to support Council services

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

Priority no.	Priority description	Key actions 2022	Linked programme	Milestones	Dates 2022	Metrics
E1	Modernise our existing technology estate so that we get the most out of our technology that is still useful; better manage and decommission our legacy technology to reduce our technical debt; continue to improve our cyber security capability.	Review, define and put in place the capabilities, resources, principles and governance required to deliver work	Shaping the Future Digital City Cyber Security strategy	Target Operating Model for delivery defined Detailed technology roadmap with building blocks developed and governance for delivery 2023 Continue to deliver the cyber security strategy and meet the wider security needs of the Council	April December December	Resources & capabilities identified Roadmap and timeline Delivery plan
E2	Invest in our innovation by trialling new technologies; make use of new platforms to deliver new products quickly and adopt a cloud first approach	Further delivery commitments will be made against these following completion of Priority E1				
E3	Continually review and evaluate where we are and where we need to be by building breaks in our schedule to learn from others, communicate and collaborate	Further delivery commitments will be made against these following completion of Priority E1				