APPENDIX A

Period Report

DIGITAL STRATEGY DELIVERY PLAN 2022

Dec 2022

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**	**Achievements to date (Jul – Dec 2022)**	**Next Steps (Jan – Mar 2023)**
A1	**Priority:** 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 **Action:** Establish and embed approach to delivering human centred design making services easy to use and accessible **Action:** Review of our online digital services and content to ensure they are fully accessible	*Programme continues to follow an agile delivery approach, adopting a user centred approach to inform service design end2end*: • **2,749** staff attended Customer Standard Workshop Sept-Nov22 'putting customers first every time, all the time'. • Discoveries completed for Housing end2end tenant journey and Child Employment applications • Report submitted for Dec-22 Cabinet for Customer Service Phase 2 •	*Continued demonstration of the value and benefits of an agile user centred approach* • Discovery - user research prevention workshop with Adults & Social Care to understand how and where people look for IAG on adult social care
A2	**Priority:** 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 **Action:** Review and create a prioritised list of end to end online services for improvement and start delivery	To deliver a best-in-class relationship with customers offering an improved, consistent and cost effective end2end experience when accessing Council services: • Digitisation of Bereavement forms • Content improvement roadmap for Top50 services • Housing end2end Tenant Journey discovery completed • Child Employment discovery completed (storyboards, personas, empathy maps, 'as is' and 'to be' process maps. • Consolidation of contact routes – tool developed to analyse, score and prioritise services to move into the Contact Centre • Missed bins alpha completed, No-Go decision, dependency on KIT (Crew in cab technology) • Landlord Portal live with a single landlord; 97% landlords onboarded in stage 2 • Highways Advanced payments, solution built and awaiting UAT • Benefits online live •	*Continue automation of services where user need identified and delivery of recommended Service improvement opportunities:* • Alpha phase for housing voids • Agree scope for Early Intervention & Prevention IAG • Alpha phase for Child Employment • Housing Repairs portal target go-live Mar23
A3	**Priority**: Ensure citizens and businesses are kept up to date and actively engaged and supported in the delivery of services **Action:** Automate progress updates to citizens and businesses once they have placed a request **Action:** Identify service users that require additional digital support	*Consistency of approach and engagement regardless of channel e.g., telephony, face2face as well as online*: • Customer Panel reflective of City diverse demographic launched 05-Sept, date of next meeting 19-Dec where the panel will review options explored for Mystery Shopper. • Monthly Show & Tells conducted • Monthly Customer Service updates .gov.uk • Regular Weeknotes published on All Things Digital blog • Continued engagement with Robotic Process Automation programmes. • Alignment to Early Intervention and Prevention • Adults & Social Care Prevention – IAG offer	*Continued delivery of Customer Service Strategy commitments during the first year of 'Fixing the Basics':* • Over 2,000 customer responses received via GovDelivery to participate in the design and delivery of services • Customer panel to take an active role in shaping the Mystery Shopper deliverable • Customer Service Programme email inbox established

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	Achievements to date (Jul – Dec 2022)	Next steps (Jan– Mar 2023)

B1	**Priority:** 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
	
	Action: Establish the building blocks and technical capabilities, to effectively join up data on Council services and make it readily accessible for decision makers through delivery of use cases
	
	Action: Establish the governance to embed data ethics and standards within the organisation
		Progress has been made in developing the council's data platform that has enabled a number of high profile data use cases. The infrastructure is now in place to expand the use of the platform and maturity of analysis in 2023:
		
		Key points:
		
		• 5 architecture patterns designed and ready to deploy when the need arises
		• Ward Profile analysis and presentation delivered to support the local elections in 2022
		• EDI use case delivered to support EBEB focus within directorates
		• Early Intervention and Prevention programme supported with data analysis y based on need
			2023 will see the expansion of the data platform as we identify key data sets to cleanse and migrate to the data lake – to support wider democratisation of data across the council and to support the work of the City Observatory:
			
			Key points:
			
			• Data Programme Ph3 will have 2 key areas of focus:
			  • Expansion of the data platform to include key data sets, appropriately quality assured
			  • Development of the culture, education and capability around data across the council to ensure we can maximise the use of data to solve key problems.

B2	**Priority:** Work with partners to share and publish data and build data skills in Birmingham **Action:** Work with existing external data forums and groups to define and develop approach	*A new City Observatory was launched in November 2022:* Key points: • Launch of the City Observatory in November 2022 – a platform for publishing and sharing data with citizens • Renewal of the relationship with BCU to provide expert Data Science capability to augment capability and capacity within the council • Work to develop a data charter for Birmingham. The data charter will outline a set of principles which we are committed to when sharing	*The City Observatory provides a platform for BC and partners to publish data and insight:* Key points: • Need something from Richard/Pye here
B3	**Priority:** 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 **Action:** Embed a quantitative and qualitative research approach that is a core part of all digital project delivery	*New teams have been recruited and they have become operational in the 2022, as a result analytical capability is being strength ended across BCC.* Key points: • The Strategy, Equality and Partnerships Directorate has established an Insight. Policy Strategy team and a Public Participation team. • The public participation team are undertaking work to assess the ways that we currently gather and analyse citizen perspectives. The team area also planning a	*The Strategy, Equality and Partnerships Directorate has established an Insight. Policy Strategy team and a Public Participation team:* Key points: • The Insight, Policy & Strategy team will increase the scope and scale of work with Directorates to embed insight into decision making in priority areas.

		resident survey in 2023 to gather information to help priority setting and inform service delivery. The Insight, Policy and Strategy team has begun work across BCC to work with Directorates to embed data and insight in decision making. -	- Plans for a resident survey will be developed in early 2023. The survey will be conducted in summer 2023.
B4	**Priority:** Openly communicate the decisions we have made and the evidence we have based on them **Action:** Develop approach to communicate as to how we have made important decisions	The City Observatory will be used to communicate a 'single version of the truth': Key points: - The City Observatory provides a range of data and dashboards aligned to key strategies and policies that Birmingham City Council delivers and also those which we deliver in collaboration with our partners	The City Observatory will publish performance and outcome data Key points: - Between January and March 2023, the City Observatory will develop plans to publish service performance information for Birmingham City Council (linking our service delivery with citizen outcomes where possible).

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	Achievements to date (Jul – Dec 2022)	Next Steps (Jan– Mar 2023)
C1	**Priority:** Create a self-serve culture where staff are empowered and confident to adopt new technology **Action:** Automate where possible staff requests such as password resets starting with the highest impact requests **Action:** Introduce new service desk software and processes to respond more quickly to staff requests with better updates and self-service support	*IT service support has been strengthened through the Digital Hub facilitating greater access to learning and knowledge resources:* Key points: • ITSM toolset replacement under review and further plans will be in place by Q1 2023, therefore no plan changes to ServiceNow. • Piloting Digital Hub App on the Teams navigation bar. • Redesigned Digital Hub in line with corporate branding and easy navigation to new knowledge store M365 learning resources and bespoke sessions delivered by Microsoft • Easier Digital Hub access via ICT Portal home page • Working with enterprise architect and applications leads to identify business applications that will integrate with Azure Active Directory to introduce single sign-on.	*Further work on enabling self service learning and enhancing telephony services:* Key points: • Launch of Microsoft Teams Voice providing more scalable, secure and flexible support • Enabling effective self-service learning enablement using Oracle Guided Learning functionality – OGL • Launch new look Digital Hub - desktop icon, access via Teams, access via ICT Portal, new learning resources • Single sign-on implemented and business applications identified/agreed
C2	**Priority**: Enhance the customer experience by using human centred design to continually improve what we do **Action:** Engage staff in the delivery of improvement to tools and staff services	*Greater emphasis on user research, data and information to shape and improve the customer experience:* Key points: • Annual ITD Survey 732 respondents, 92% overall satisfaction rate (service desk 97%, end user computing 95%, application support 93%). • Liaised with User Research lead to develop a set of qualitative questions that will support further engagement and analysis of the customer experience and to identify any additional support required for developing their digital skills to improve their daily working practices (38 respondents requested further discussion). • Working collaboratively with directorates to develop training videos on using Oracle and Field Worker app.	*Focus on continual improvement to inform and shape service improvement plan:* Key points: • Annual ITD Survey – interviews to take place to obtain more qualitative data from the 38 respondents • Based on quantitative and qualitative survey results a service improvement plan will be put in place and communicated across the council

C3	**Priority:** Support staff with a range of tools, devices and learning options to enable effective and efficient adoption of new ways of working **Action:** Provide tailored support and training based on user needs and learning styles that will encourage a self-service culture **Action:** Explore options and demand for new tools to support better working, collaboration, engagement, prototyping, design etc	*Increased visibility and accessibly to learning and training resources to adoption of new digital ways of working:* Key points: • Increase in Cyber security awareness confidence by 11% as reported in the ITD Annual Survey 2022, largely due to the success of the cyber security awareness campaign. (Cyber Security level of awareness – 53% in 2021 and 64% in 2022). • Learning enablement team introduced Digital Kitchen Yammer (90 participants current signed up) – offering a wide range of easy to access Microsoft learning resources to suite different learning styles and needs along with a Digital Bulletin board of Top Tips. https://web.yammer.com/main/org/birminghamcitycouncil.onmicrosoft.com/groups/eyJfdHlwZSI6Ikdyb3VwIiwiaWQiOiIxMTYwMDQxNzU4NzIifQ • In partnership with Microsoft, we are delivering BCC specific training designed around staff feedback on M365 applications they most wanted to learn about: https://birminghamcitycouncil.sharepoint.com/sites/ModernWorkplaceHub/SitePages/Bespoke.aspx • Feedback from staff who attended ICT essentials and learning enablement sessions earlier on in the year helped to prioritise the topics to be covered for future learning. Working in partnership with Microsoft – they delivered at least 50% of sessions to BCC staff, with nearly 800 staff attending one or more of the 16 sessions that have been scheduled and delivered within this period.	*Focus is on increasing digital participation and engagement and learning pathways to support more effective and efficient ways of working:* Key points: • Microsoft Learning Pathway to be reviewed. • Continue to increase cyber security level of awareness. • Aim to increase digital participation.

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	Achievements to date (Jul – Dec 2022)	Next steps (Jan– Mar 2023)
D1	**Priority:** Support senior leaders and elected members to build their digital knowledge, confidence and leadership **Action:** Delivery of a programme of events for senior leaders and elected members to expand digital knowledge and learning	*Introduced digital age culture & capabilities across BCC through tailored sessions as well as embedding this within IT&D:* Key points: • Ran digital leadership workshops (Children & Young Families on user centred service design) (Dec) • DMT sessions run with 5 service areas • Hosted local government digital conference (Oct) • Digital playbook (or handbook) beta version published	*Focus will be on embedding foundations of digital leadership and service design:* Key points: • Start Delivery of digital leaders coaching programme • Regular attendance at ECLT - next workshop Jan on user centred service design) • DMT engagement across services • Promotion and content development of Playbook
D2	**Priority:** 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 **Action:** Re-design of ITD to bring in key digital roles and upskilling of staff that will underpin the delivery of the Digital Strategy	*The new targeting operating model and structure for IT&D has been agreed and most staff have been successfully slotted in / assimilated into their new roles. The new model will underpin delivery of Digital Strategy:* Key points: • Business case signed off October • Final structure published on x November • Consultation closed 6 December • Light touch expressions of interest enabled staff to be slotted into their preferred roles very quickly based on their skillset and current work • 93% staff (14 Dec) slotted in / assimilated into their new roles • Established relationships with training & apprenticeship providers, including those locally	*Focus will be on transition and embedding new centres of excellence and developing a framework and approach to support high quality recruitment and retention:* Key points: • Launch new structure (1st Mar) and creation of centres of excellence • Develop new universal induction framework across IT&D (Jan) • Run inclusivity workshop with extended IT&D management team • Establish a sustainable apprenticeship scheme for digital and IT roles with provider(s) signed up • Create a framework for high quality inclusive and diverse recruitment

D3	**Priority:** Expand knowledge and support for digital by working hard to solve real business problems in multi-disciplinary teams. **Action:** Delivery of service design demonstrators cross directorates to validate approach to agile user centred design and practice and accelerate adoption **Action:** Strengthen relationship between Digital & Customer Services and directorates to support them in their digital development and innovation **Action:** Co-opt directorate staff into key agile / digital roles for short secondments associated with service delivery activities	*There is further development of the digital community and sharing of knowledge and learning:* Key points • Further development of the digital community of practice fortnightly meet ups with 60+ members • Workshops with directorates in service design (Children and Families; Adults	*Digital skills training will start to be rolled out supported through ongoing knowledge sharing resources:* Key points: • Digital foundations course completed by 25% of IT&D staff • Expanding communities of Practice • Roll out DIY Digital
D4	**Priority**: Openly share what we are doing across the sector, the Council and with citizen **Action:** Talking, writing and showing what we are doing	*Open and transparent approach to sharing work, our progress and learning:* • Head of Function (Culture & Capabilities) elected chair of local government digital members organisation • Established public blog sharing 40 posts • CIO (AD IT&D) blog • Show & Tells (all Council staff)- e.g. Fieldworkers; Customer Programme, Data Programme, Digital Strategy • Attendance at conferences • Weeknotes	*Continue to raise the profile and benefits of digital through shared learning:* Key points: • Blogging • CoP • Local Gov Digital - BCC lead role to support • Weeknotes

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	Achievements to date	Next steps (Jan - Mar)
E1	**Priority:** 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. **Action:** Review, define and put in place the capabilities, resources, principles and governance required to deliver work along with technology roadmap	*New platform+ agile approach adopted that will enable the delivery of the right products to better support to our citizens, businesses and staff while minimising spend on legacy technology and support costs:* Key points: • Platform plus agile approach approved by Cabinet • Approved Microsoft 365 E5 (enabling security / teams telephony) • Completed successful proof of concept for corporate telephony • Engaged partner to support power platform that will improve Starters, Leavers, Movers (SLAM) process • Successfully supported the CWG 2022 (resilience and security)	*Implementation and iterating delivery of key technical components that will support a more adaptive, responsive and secure service:* Key points: • Finalise technology roadmap • Full implementation of corporate telephony platform • Complete initial phase of SLAM process • Prepare for implementation of E5 security product
E2	**Priority**: Invest in our innovation by trialling new technologies; make use of new platforms to deliver new products quickly and adopt a cloud first approach **Action:** Further delivery commitments will be made against these following completion of Priority E1	*Good progress made in delivering the city digital roadmap and establish the Birmingham Digital Partnership to provide oversight of programme and respond to emerging city challenges* Key points: • Initiated a proof of concept for customer facing low code environment use cases • Launch of the 5G open access agreement to facilitate wider 5G mobile coverage • Established a digital cities roadmap covering themes which is made up of 25+ projects covering: connectivity; data; net zero; community innovation; urban food systems to accelerate innovation opportunities across the city	*Initiating a significant programme of activity that will put in place the underlying infrastructure as well as support trialling of innovation:* Key points: • Deliver other proof of concept use cases for low code platform • Establish IoT city as a platform development with partners • Developing a digital twin for the Tyseley Energy Enterprise Park subject to funding • Developing an internet exchange • Initiate procurement for full fibre delivery capability • Creating a data charter to establish data sharing capabilities • Automated responses to telephone requests for service (use of bots)
E3	**Priority:** 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 **Action:** Further delivery commitments will be made against these following completion of Priority E1	*We are establishing strategic partnerships to enable us to collaborate, learn from others and validate and test our thinking:* Key points: • Established a strategic partnership with Microsoft and running sessions to enhance practices and process • Working with the South London Partnership to understand their use of IoT • Set up Birmingham Digital Partnership	We will continue to develop our external / strategic partnerships to add value to our technology and smart roadmaps Key points: • Embed strategic partnership with Microsoft • Embed a culture of openness and sharing taking leadership across the public sector