

**Consultation**



**Birmingham**  
City Council

**Consultation on the council's  
Information, Communication  
Technology and Digital  
Strategy 2016 – 2021**

# About this guide

## Purpose

This consultation guide tells you why we are developing an Information, Communication Technology (ICT) and Digital (ICTD) Strategy for the period 2016-2021, how you can contribute your views and potentially collaborate with us.

## The guide includes

- **Introduction (page 3)**
- **Our aims (page 4)**
- **Aims of the Strategy (page 5)**
- **The 6 key themes (page 6)**
- **The 6 key themes in detail (pages 7-12)**
- **Tell us your views (page 12)**



# Introduction

## Why it is needed

We all want to see a future council built on a shared commitment to understanding people's needs and putting them first. We can use ICT and the latest Digital technology as powerful tools for understanding what people need and making their lives better and easier.

Smart use of Information and Communication Technology and Digital (ICTD) services can help us provide effective, efficient and reliable services and the rapid growth of online shopping, mobile device use, social media and high-speed broadband all present huge opportunities. So it's vital that the council has a clear approach to managing existing ICTD work and is also ready to meet rapidly changing future needs.

This means a clear fit between the council's business plan, future operating model and ICTD Strategy.

## The Digital Agenda

This 'Digital Revolution' is transforming the way that many people live their lives, from the way we purchase goods and services to the way we communicate with others.

There is still much to do to ensure that the use of digital services by our customers and partners is

**People who use digital services do so for reasons of speed and convenience. In a Government survey the most frequent reasons people gave for choosing to use digital transactions were:**

- ◆ *It saved me a lot of time (85%)*
- ◆ *The website was clear and easy to use (62%)*
- ◆ *It could be done outside office hours (61%)*

\*Central Government - Digital Landscape Research 2013

Digital Information, Communication and Technology can deliver enormous benefits for local people, the council and its partners, including:

- \* Reduced costs and better value for money services
- \* Greater efficiencies and better outcomes
- \* Stimulating and enabling innovation and new ways of working
- \* Re-shaping the relationship between the council, its citizens and its partners
- \* Using social media to improve communications and partnership working
- \* Accessing and exploiting a wealth of 'open data'

## Our Vision

Empowered citizens

and colleagues

Enabled by technology

# Our aims

## Collaboration is Key

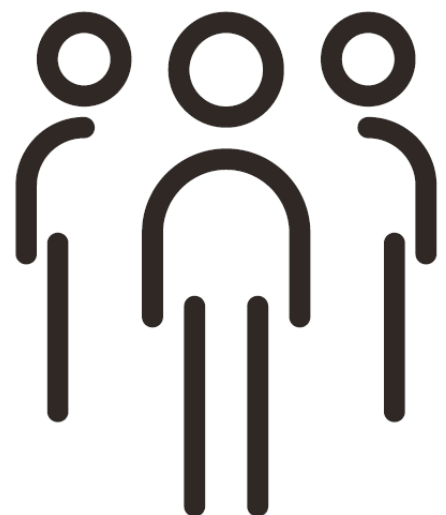
The development of the ICTD Strategy and supporting analysis will make the way that ICTD is provided across the council more transparent. The focus shouldn't just be technology used within the council, but also on people, communities and businesses. As well as linking the ICTD Strategy to our council business plan, we'll also link it to:

- **The Future Council** – a major programme of work with key objectives and enabling themes that will help us to understand which opportunities can change the way our customers access services and control how information is shared, analysed and used to shape the way services are delivered
- **Work with partners** – such as the National Health Service (NHS), Fire and Rescue, Police, other central and local government authorities, suppliers and voluntary groups
- **Devolution** – the handing down of powers to the council from Central Government, so we can make decisions and spend money for the benefit of local people

## Aims of the ICTD Strategy

Our ICTD Strategy will help us to:

- \* Position ICTD as a vital support for achieving council objectives
- \* Define the future 'minimum standard' for ICTD
- \* Gain approval for ICTD investment and improvement
- \* Support the move to a new ICTD operating model and contract
- \* Balance the need for savings against investing in service enablers
- \* Develop robust governance and assurance
- \* Enable collaboration with partners, both citywide and regionally



# Aims of the Strategy

## A combined ICTD Strategy

Every technology with potential to transform starts in isolation and digital is no exception. ICT, customer access, HR, waste and finance etc. each develop a Strategy, which then blends into our business plan and future vision.

## Why combine ICT and Digital strategies?

Typically, an ICT Strategy defines the future use of Information and Communication Technology assets whilst a Digital Strategy focuses on the organisational design, the culture, policies and priorities needed to introduce new and emerging technologies.

Both strategies focus on enabling and optimising the business, so by combining the two strategies we can:

- Deliver cutting edge “best of breed” and integrated ICTD services (with partners and suppliers)
- Embed the cultural change needed to:
  - \* Use best practice
  - \* Improve the performance of our workforce
  - \* Manage demand effectively

## Continued Development

To be effective; our Strategy needs to develop over time, allowing for consultation, training, development and embedding new practices, so it is important for us to be realistic about our objectives and timescales.

Before we finalise the development of any detailed requirements, financial forecasts or plans, the vision of the ICTD Strategy needs to be agreed in principle.

Details of how things will be done will come later. The aim of this approach is to gain the buy-in and support of customers along the way.

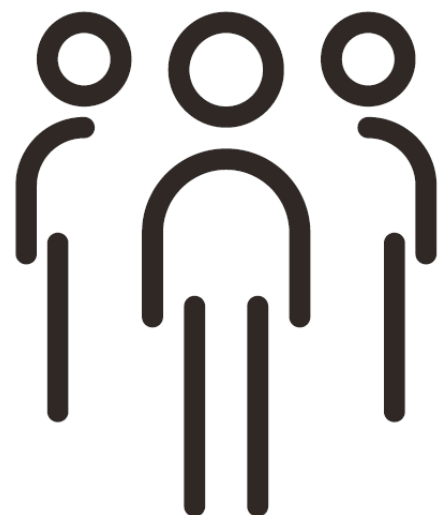
## **technology is nothing, without the people who use it**

A successful ICTD Strategy is not just a document sat on a shelf - it plays a key role in how an organisation behaves and works. The best strategies consult and involve customers and we'll make sure this happens continuously as we move forward.

## Annual Updates

As part of the governance we'll also be continuously measuring how well we are doing.

The ICTD Strategy will be updated on an annual basis to reflect an evolving council and the fast moving nature of ICTD.

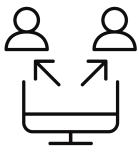


# 6 Key Themes

Our vision for ICTD services has been influenced by many factors, both internally from each of the council's directorates and from consulting with several external organisations and suppliers. This work has led to the development of 6 key themes through which the council's ICTD will be provided. Using this method has enabled us to define the required theme objectives and successful outcomes. Each theme is linked to the core values of the council and supports the key aims of its business plan and future vision, the main features of these themes are:

- No theme is independent; all are inter-connected
- Together they create a framework for change
- Together they define a minimum acceptable standard known as a 'Reference Architecture'
- They will be managed and coordinated internally and will be informed and supported both internally and externally
- They are aligned to:
  - ◇ Our guiding principles
  - ◇ The aims of our partners and other stakeholders
  - ◇ Industry best practice

## The 6 key themes are:



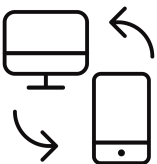
### Integrated ICT and Digital services

**Objective:** we'll deliver an innovative, reliable, flexible, integrated, secure and well



### Commissioning and Procurement

**Objective:** enable the council to deliver excellent ICTD and value for money.



### Digital Facilitation

**Objective:** We'll help you to go digital!

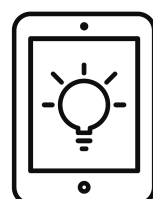


### Governance and Assurance



### Insight

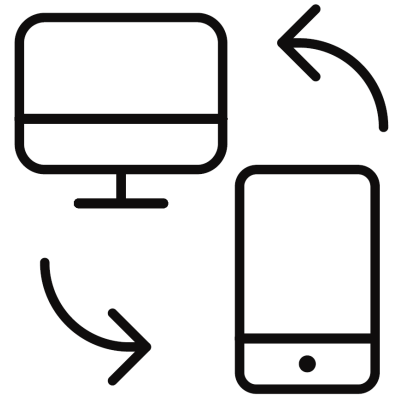
**Objective:** to boost our capability, to turn data into information and information into insight.



### Innovation

**Objective:** we'll innovate and bring in new methods, ideas and solutions.

# Theme 1



## Integrated ICT and Digital services

**Objective: we'll deliver an innovative, reliable, flexible, integrated, secure and well managed service**

Technology underpins every area of the council's work; without it we cannot sustain or improve our business. We need to enhance the efficiency and responsiveness of the council's operations, supported by a highly skilled workforce that will take advantage of the latest technologies and opportunities. We'll take a 'whole council' approach, which will include basics such as email, voice, data networks and end user devices. We'll also choose greener options and cut energy use wherever possible.

The goal is for an ICTD service that we will keep up-to-date and invest in, a service that can be scaled up or down as needs change. At the heart of the service will be a '**Reference Architecture**' that will set out the fundamental design of the council's ICTD moving forwards. This will have three simple layers:

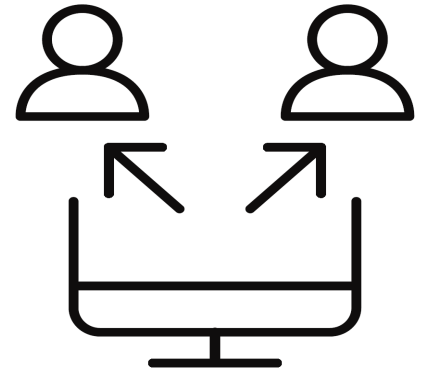
1. **Digital Facilitation:** a single digital platform (or website) that is both inward and outward facing will ensure that customers can use our services easily
2. **Directorate Solutions:** designed to drive operational efficiency. These will be managed and supported by internal expertise
3. **Enterprise Components (big, key systems):** taking a 'whole council' approach, these will be designed to underpin multiple business processes. They will be put in place once then used often, saving waste and duplication

### We will:

Meet our objective by achieving the following successful outcomes:

- **Consolidation and Rationalisation** – a reduction in the number of ICT systems, balancing the need for agility, value for money, risk and customer expectations
- **Emerging Technologies** – will be harnessed to provide easily accessible, responsive and cost-effective, city-wide services, that are easy to understand and tailored to meet customer needs
- **VFM (value for money)** – we will use 'Enterprise Agreement' licensing opportunities and the large scale of the council to secure good deals on price and support from key partners. Our evolving 'Reference Architecture' has already started to define our future ICTD operating model, governance and assurance framework and supplier requirements, all of which is informing how we will commission and procure our ICTD in the future
- **Service Agility** – promoting modern and agile working, by providing the right devices and ICTD solutions, with secure access to corporate data and applications from non-traditional office settings
- **Service Integration** – to include and share work with partners such as the West Midlands Combined Authority (WMCA), regional health organisations and emergency services

## Theme 2



### Digital Facilitation

#### Objective: we'll help you to go digital

We want as many of you as possible to benefit from the 'Digital Economy'. Smarter use of technology can bring fantastic opportunities for local people, business, the council and our partners.

New technology has become part of our everyday lives. Many of you have broadband at home and can access the internet on phones, tablets and laptops for shopping and using social media such as Facebook, Twitter and LinkedIn.

For the council this means using digital technology to improve the way services are designed and delivered. It also means we can connect with you in the way you expect us to.

We have a real opportunity to make a difference, making sure what's on offer digitally is not only bang up-to-date, but makes the most of the devices and technologies that young and older people enjoy using in their everyday lives.

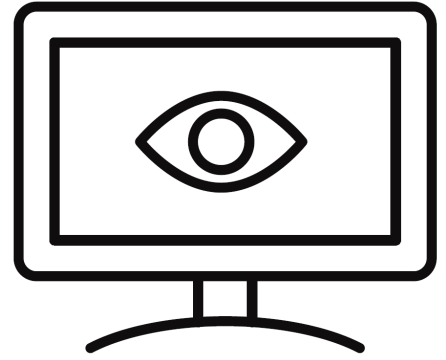
#### We will:

Meet our objective by achieving the following successful outcomes:

- **Digital inclusion** - we're working with partners to make sure as many of you as possible (especially from the poorest communities) get access to online services. This will mean more easily available access, training and support to our customers
- **Digital citizens** - when you use the internet, we'll make sure the online service you get is user-friendly, efficient, designed with you and based on your expectations for using council services
- **A Digital Workforce** - our workforce will get the right training to use the right digital tools so that they can provide the right online services in a way that we can all be proud of
- **A Digital City** - we will work with our partners to help equip communities and businesses with the technology they need to enhance their lives. We'll help you get connected and help you learn how to use it, whether you're at school, an older resident, or need our assistance in any other way
- **Digital Collaboration** - we are working much more closely with partner organisations to deliver joined up services. This means our digital systems will change to allow this to happen and we'll continue to talk and work with existing and new partners



# Theme 3



## Insight

### **Objective: to boost our capability, to turn data into information and information into insight**

Our future council vision is built on values that demand we lead from the heart, with a desire to know what citizens want and need, always putting their needs first and being true to our word. So our future relies on how we use information in the pursuit of knowledge and customer insight.

Customer insight is about understanding the behaviours of citizens, the services they use and how we can meet their needs in the best way. Better customer insight means better service and better value for money. Using our insight capability we will make the most of our data assets, information and knowledge, enabling us to be more proactive in meeting our customer's needs.

### **Data assets**

Like people, buildings, money or infrastructure, data has a value that we can exploit. We will maximise the value of data and knowledge by investing in proactive leadership in this area. We must be willing to make the availability of information as open as possible.

Data is seen as critical for understanding and carrying out business internally and externally, so we'll continue to embed the cultural change needed, supporting customer insight by creating joined-up thinking and developing our 'intelligence-led' decision-making.

### **Open and transparent data**

In-line with Central Government policy and alongside our partners, we'll support and encourage 'open data' and 'data transparency'.

More public data is already being made available online; including information about service costs, contracts and plans. We'll help people understand the reasons for the decisions we take by making the evidence that supports them more readily available; this in turn can improve trust in public services.

### **We will:**

Meet our objective by achieving the following successful outcomes:

- **Geographic Information Systems (GIS)** - geographically referenced Information is already changing the face of the internet and the way we interpret and view data. We must start to exploit it too. Everything from transport to planning and licensing applications, or combatting fly-tipping can be enhanced
- **Information Management** - insight will be at the heart of our decisions. To create the future council we need the ability to respond strategically to financial pressures. This will require an ongoing culture change across council services, to maximise the value that data provides

# Theme 4

## Commissioning and Procurement



### Objective: enable the council to provide excellent ICTD and value for money

This involves making the most of our local ICTD suppliers to commission and purchase a flexible, high-performing service at a reasonable cost. The current ICTD contract is provided by Service Birmingham, a partnership formed between the council and Capita, which ends in March 2021. Driven by the ICTD Strategy the ICTD requirements to support future services are being considered as the council transforms to be a more agile and leaner organisation.

### Service Birmingham

Service Birmingham supports around 12,500 non-teaching staff at more than 250 council buildings and 400 schools and plays an integral part in all council services. The ICTD it delivers touches every person in the city and beyond. However there is less than five years remaining of the contract and the alternative options for delivering our ICTD service is a major aspect of the ICTD Strategy and future council planning. In evaluating alternative options, we'll take into account:

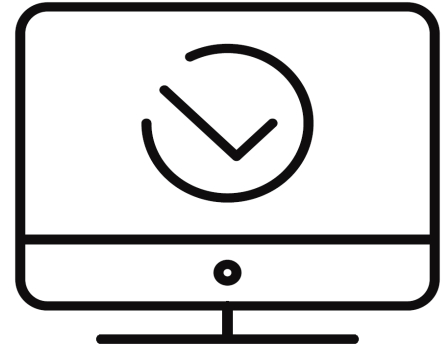
- Lessons learnt from the current Service Birmingham partnership and within other similar organisations
- The need to have future contracts that are flexible and capable of changing, in-line with the council and without penalty
- The need to include regular "value-for-money" market-testing
- How we can best engage with local ICTD suppliers, to benefit from their knowledge, expertise and skills
- The need to maintain internal expertise to manage, govern and monitor all new contracts, whether internally or externally provided

### We will:

Meet our objective by achieving the following successful outcomes:

- **ICTD Transition** – to a new operating model, that meets the council's business needs, with the best ICTD on the market, that's managed and governed effectively
- **ICTD Investment** – acknowledging that you sometimes need to invest in order to save money
- **ICTD Sustainable Procurement** - promote responsible and sustainable procurement that balances and supports the council's local economic, social, and environmental priorities
- **ICTD Commissioning, Decommissioning and Procurement** – a strategic planning process to

# Theme 5



## Governance and Assurance

### Objective: to govern and manage ICTD effectively

ICTD is not just a commodity that's something we buy in - strategic ICTD is a key enabler for the council! Since the start of Service Birmingham, wherever possible we've tried to introduce new ICTD, automate business processes, make new efficiencies, lower operating costs and strive for excellence where we can. As we move to a new leaner, more agile council which is supported by the best ICTD, robust governance, assurance and planning is needed to ensure that the planned investments are fit for purpose and meet the needs of the council.

We will work to recognise and ensure that the ICTD supports our needs, helping to identify requirements by working in partnership with clients and helping to develop and deliver solutions. Investment decisions will deliver business priorities; achieve best value and economies of scale, whilst avoiding duplication.

ICTD will support the council in working to address the financial challenges we face as an authority. Driven by the ICTD Strategy and its 6 key themes, a 5 year investment plan, identifying enabling projects is currently being developed. This will include monitoring the planned expenditure of the ICTD service. An 'Invest to Save' approach is one of our guiding principles in the review of any proposed spend on ICTD.

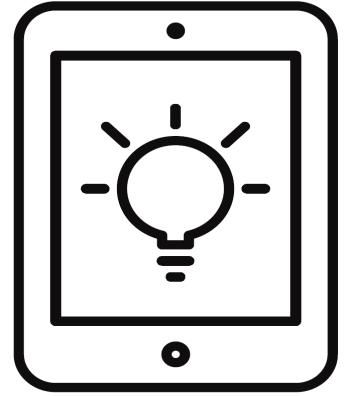
This ICTD Strategy forms part of a wider portfolio of documents that collectively form our governance framework for ICTD. The final version will contain a technical roadmap that will help to ensure that we have absolute clarity about the choice of technologies we are using and when they will be delivered. This approach is critical; to avoid poor decision making around the choice of new systems, whilst supporting the future consolidation and rationalisation of existing ICTD. Collectively this helps to ensure that any investment made in ICTD is maximised and aligned with the council's ambition.

### We will:

Meet our objective by achieving the following successful outcomes:

- **ICT&D Intelligent Client Function (ICF)** - monitoring how the council's ICTD contract is run and performs. Our highly skilled team will expand to become a 'centre of excellence' led by a new senior head of ICTD. This team will make sure we get the agreed levels of service from our current and future suppliers
- **Aligning business and ICTD strategies** - ensuring we provide ICTD that's innovative, reliable, flexible, integrated, secure and well managed
- **Robust Governance and Assurance** - building on existing governance to ensure everyone, from colleagues to suppliers, comply with corporate policies and standards
- **Maintaining Compliance** - maintaining excellence by managing and monitoring compliance across business, systems, technology, data, security, the Public Service Network (PSN) etc

# Theme 6



## Innovation

### Objective: we will innovate and bring in new methods, ideas and solutions

Innovation is crucial to the continuing success of the council; we must be able to introduce new products or solutions to either address existing business problems more effectively or maximise new opportunities to cut costs and improve services.

Local government is undergoing major changes; money from Central Government continues to be cut, whilst local fundraising opportunities are increasing. This has led to a major rethinking of how we can deliver future council services.

As an organisation seen traditionally as a welfare provider, the council now needs to adjust to a role in boosting economic growth and ICTD will need to support this. The Innovation theme is about how we look at existing and new challenges and identify how ICTD can support such major changes in the supply and demand of services:

- ⇒ The supply side is about gaining awareness of what local, national and global partners can contribute
- ⇒ The demand side is about closer collaboration with stakeholders (workforce, citizens, businesses and visitors etc.) to understand what they need.

### We will:

Meet our objective by achieving the following successful outcomes:

- **An Innovation Lab** - (as part of a wider city Innovation Hub) will be created, to inspire and enable people both within and those connected to the council. It will help us rethink our systems, promote new ways of working and encourage entrepreneurship
- **An Innovation Portal** - will be developed so that our customers can put forward innovative business and technological ideas and solutions that meet our key challenges. We'll break down the barriers to putting new ideas in place by focusing on thoughts and inspirations and recognising and rewarding individual or group contributions

**“You are invited to submit an idea”**

**Will be a phrase we'll use a lot!**

- **Guided and Sustainable innovation** - we'll ensure that the environmental, social and financial

# Tell us your views



## Collaboration is key

There a number of ways for you to make your views known:

Complete a survey via Be-Heard, the council's online consultation hub

<https://www.birminghambeheard.org.uk/economy/birmingham-city-council-ict-digital-Strategy-2016>

- **Email suggestions and enquiries to** [ICTDStrategy2016@birmingham.gov.uk](mailto:ICTDStrategy2016@birmingham.gov.uk)

- **Post views and comments to;**

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