Business Framework – A Well Run Council 2023-27

1. INTRODUCTION

This Business Framework is a guide to how we will deliver our services to meet the pressing needs of the city, working within a challenging fiscal environment. It is accompanied by the Medium-Term Financial Strategy, which sets out a significant budget reduction and a sharper focus on our core business and essential services. Taken together these documents provide a framework for *how* we will boost our organisational resilience and deliver the priorities of the forthcoming 2023-2027 Corporate Plan.

During 2022 we asked staff to reflect on our Values and Behaviour Framework to think through what ways of working will need to come to the fore as we manage the challenges ahead. Staff emphasised the importance of working in a more agile and collaborative way to drive the innovation and improvement in efficiency that we will need to see. Section 2 sets out some examples of what our values and behaviours will need to mean in practice as we balance the scale of our ambition against and an uncertain economic and political landscape.

We don't underestimate the challenges ahead. Section 3 sets out the support our corporate centre will provide to help service areas adapt to the pressures they are facing while continuing to meet the essential needs of our communities. In November 2022 we asked staff what support they needed from each of our corporate pillars to work in a more efficient way. Suggestions included:

- Customer Services – strengthening our commitment to the One Council approach through further joining up the council's services, data and information systems to improve customer journeys and generate efficiencies
- Our People Promise – ensuring we have a high performing and resilient workforce well placed to respond to the challenges ahead with the right skills to support transformation and develop our approach to data and digital
- Digital, Data and Technology – making better use of our data and digital capabilities to understand and respond to the growing demand on our services in a more integrated way
- Accommodation Management – consolidating our office space to generate efficiencies and enable more agile, matrix ways of working, co-location and collaboration
- Good Governance – supporting more forward planning and strategic thinking, while streamlining processes
- Financial Resilience – supporting invest to save opportunities and clearly communicating the level and range of services the council can provide within the bounds of financial sustainability.

2. OUR WAYS OF WORKING

Our ambition is to be a well-run, high performing council. To achieve this alongside significant budget reductions means that we will all need to work in a different way. Through a process of consultation we have reflected on our Values and Behaviour Framework to think through what some of these values will need to mean *in practice* as we enter the new term with significant financial pressures and increased demand on our services. We set out below some examples of how our values and behaviours could play out in the years ahead.

2.1 Customer focus, openness and respect

As we review our budgets we will put the needs of our residents, communities and businesses at the centre of everything that we do to ensure that essential needs are met. In practice this can mean:

- Putting the needs and experiences of people at the centre of service re-design – for example, through co-design and co-production
- Recognising the diverse range of need across our communities, including how those in need access services, help or advice, and signposting to wider support
- Monitoring the impact of budget reductions to ensure different communities are not disproportionately affected
- Ensuring we proactively engage, listen and respond to feedback, and learn from lived experience to deliver effectively and efficiently
- Supporting strength-based approaches, which draw on an individual's assets and capabilities, to support longer term independence and resilience

In practice

Case study – Diverse Talent

The council is committed to being a fair and inclusive place to work, with a workforce that is representative of our communities at all levels. Data published in our annual workforce equalities reports has shown that staff from Black and Racially Minoritised backgrounds are not proportionately represented in the middle and upper pay bands. In 2022, we piloted a Diverse Talent Programme to support Black and Racially Minoritised colleagues with:

- Personal and professional career development

- Increasing confidence to progress in careers

- Overcoming barriers in accessing opportunities and gaining promotion.

Our programme was offered to staff eligible to join the council's Black and Racially Minoritised Workers' Forum and who are employed at grades 3-6. Of the 15 people who took part in the pilot, four were promoted internally during the programme, with one external

promotion and all attendees reporting increased confidence. By nurturing and keeping the talent we have, we can better reflect our customers at all levels and reap the benefits that a diverse workforce brings. We are offering the Diverse Talent programme to BME staff again in 2023 due to the programme's success.

Outcomes

- Residents, communities and businesses feel listened to, more confident in the services the council delivers
- Diverse participation shaping more innovative and impactful approaches
- Trust gained of under-served communities
- Stronger community resilience (e.g. reduced demand on key services and emergency funds through adopting strength based approaches) as the council steps back from some service areas

2.2 Collaboration

We will be an outward facing organisation. Collaboration requires upfront time and resource, but can improve efficiency and productivity, and lead to better outcomes in the longer term. We will commit to:

- Identifying where sharing skills and expertise, governance and resources can lead to greater efficiency savings – for example, working with partners to co-deliver shared priorities
- Recognising and addressing barriers to participation (such as accessibility) and collaboration (such as skills, time and resources), including building our own skills in collaborative leadership in order to better manage conflicting priorities
- Supporting a whole systems approach (for example, ensuring our governance structures deliver an Integrated Care System) to better meet need and achieve higher levels of efficiency
- Working across functional economic areas (such as across the city-region, as part of the Greater Brighton Economic Board, to join up skills, infrastructure and investment)

In practice

Case study - Transforming early help services into a Family Hubs model of delivery

The council is undertaking a re-design of its Early Help offer to maximise efficiency and ensure families only have to tell their story once to get the support they need. This is being delivered through a network of four Family Hubs across the city, funded by the Department of Education's Transformation grant, with a commitment to deliver the transformation by March 2024. Teams based within the Family Hubs service provide families with a single access point to integrated, accessible, and seamless Early Help support.

Each Family Hub's offer will be locally defined as part of the design phase in co-production with families, communities and partners. An initial parent consultation has taken place and a Family Hubs Communications and Engagement Officer will proactively seek out local

parents, especially from under-served communities, to ensure they are able to shape the service offer through representation at all levels, from the strategic oversight board to decision making about the building layout. Staff will be trained in both relationship based practice and trauma informed models of delivery and engagement to ensure vulnerable and disadvantaged families receive a consistent approach to the support they receive, regardless of the service they access.

Outcomes

- An understanding of whole system approaches to complex city challenges and how this can generate efficiency savings
- Participation and engagement is fair and representative of the city
- Shared governance structures support more codesign and codelivery
- A stronger city voice, with fewer resources, but greater influence and leverage

2.4 Creativity and innovation

We will identify opportunities for taking an innovative approach to addressing longstanding city challenges. We commit to always looking for a better way of doing things to drive efficiency and improve the way we work. In practice this can mean:

- Being agile (for example, evolving our approach to estate management to respond to changing working practices and financial pressures)
- Changing how we work to provide more joined-up, cost-effective services (for example, identifying opportunities for sharing budgets and targets across departments)
- Engaging diverse perspectives, making best use of data (including improved data collection and data sharing) and digital technology
- Scaling what works and diffusing learning across the system

In practice

Case study - Covid Response Programme

In March 2020 the council established the Covid Response Programme which created a number of emergency response cells based around delivery of critical services in the city. A cell structure and governance arrangements were established that allowed for senior officer and member oversight and the involvement of partners. Expertise and resource was drawn from across council services and partners from the community and voluntary sector, health and care sector and business sector to respond to the challenges of the pandemic, ensure that the city's residents and businesses were receiving the support they needed and that relevant advice and guidance was being shared effectively. As national health interventions were rolled out the programme pivoted to focus on Recovery & Renewal to support the city's recovery.

Critical to the success of the response and recovery programmes was partnership working. The programme showed how quickly and effectively local services and sectors can coalesce around a citywide missions to deliver positive outcomes. It showcased the passion and

expertise of partner and sector colleagues from across the city, and the benefits that local knowledge can bring to a complex and fast moving situation. It demonstrated the council's ability to respond to a crisis and tapped into demand for local services to work more collaboratively on local priorities.

Regular highlight reporting made it clear what was being achieved on a monthly basis and the process was streamlined to serve as progress reporting to committee, maximising efficiencies. Decisions were taken quickly, and staff were empowered to act and work creatively to solve problems.

Outcomes

- More diverse forms of engagement, participation and collaboration
- New approaches piloted, success scaled and replicated
- A forward thinking organisation open to change
- A smaller, agile council – data driven, fewer service areas and reduced overheads, more matrix and collaborative working

2.5 Efficiency and Impact

We will seek the most effective and efficient way of delivering our services and take advantage of social, cultural, environmental and technological change. We will streamline the way we work and reduce demand on services by preventing problems from arising or dealing with them early on. We will provide the best value for money and always aim for a good customer experience. This means we will:

- Demonstrate economy, efficiency and effectiveness in all our investment, particularly when compared to similar service providers
- Adhere to Best Value statutory guidance, including optimising social value
- Ensure evidence-based decision making and delivery (such as using data to enable more targeted service delivery), robust evaluation and monitoring – continually learning and improving
- Work across service areas and wider systems to integrate our support and identify more effective ways of meeting need, including a focus on prevention and early intervention
- Identify opportunities for devolution to secure policy levers at the appropriate scale and geography
- Support longer term financial sustainability, including lobbying for longer term financial settlements and reform of local government financing.

In practice

Case study - Digital Fostering

Foster carers are child care experts looking after children alongside a team of professionals from the council, in a highly regulated environment. This involves considerable information exchange between the council and hundreds of foster carers. The council is introducing a new digital system, designed around the needs of carers, to improve efficiency across the system. This will bring carers and professionals closer together, reduce the amount of administration, streamline procedures and make information and guidance easier to find. Carers and staff will have a clear view of outstanding and completed tasks and managers will have an improved understanding of how well the service is performing, while data will be more secure. The new system will support the recruitment and retention of carers, save the council money, and contribute to better outcomes for children and young people.

Outcomes

- Continually assessing the actions in our plans to mitigate against differential impacts on different communities and enable fair outcomes for all
- More power and funding devolved, moving towards longer term financial resilience
- Reduced pressure on services over the longer term though an enhanced focus on prevention

3. OUR STRATEGIC APPROACH

We asked staff to reflect on these ways of working and think through what support they will need from the corporate centre to adapt to the financial pressures ahead. Investing in the skills for transformation and change, consolidating our office space, streamlining our processes, digitising our services and improving the quality of our data and the way in which we share it will help us to be a more agile council, more efficient and responsive to changing need, while boosting our own organisational resilience. This section sets out how our corporate pillars will help service areas to adapt.

A Well Run Council – corporate pillars
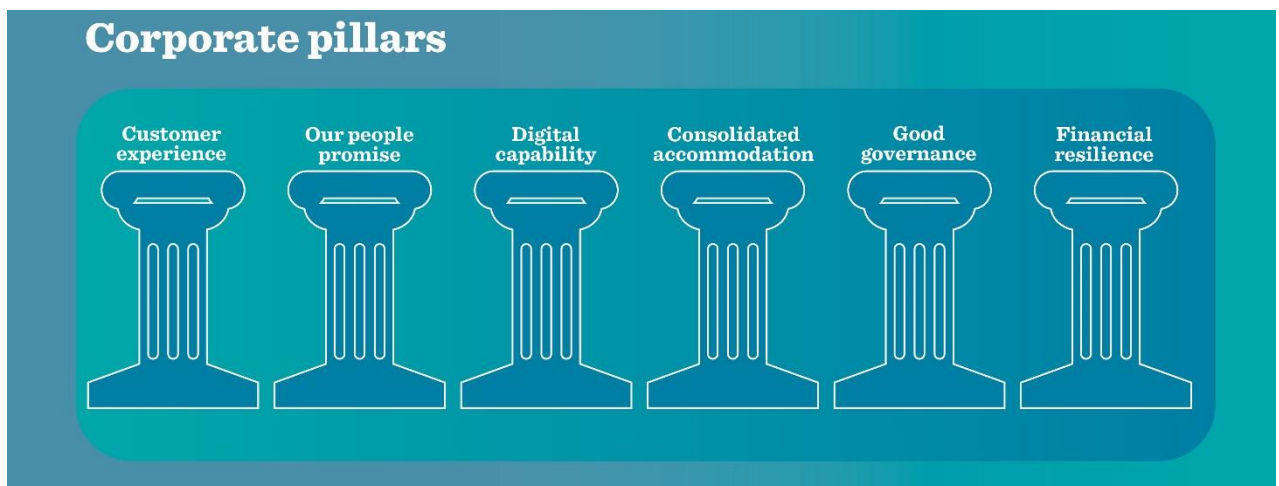
3.1 Customer services

Introduction

Our customers include everyone who lives, works, visits or does business in Brighton & Hove; we all use council services such as street cleaning and lighting, parks and culture. The definition of 'customer' includes those who actively interact with the council (for example, residents who live in council housing, or those buying a parking permit) as well as those the council must interact with, such as where we have a duty of care.

Context

With over 290,000 residents, 10,500 Business Rate payers and over 9.5 million day visitors annually, the council delivers 375 different types of transaction through over 60 distinct service areas. The following structures and aims are in place to help us provide consistent, high quality service delivery across this vast range of services to all customers.

- The Customer Experience Steering Group, comprised of all key front line and support services, has responsibility for improving customer experience through developing the

strategic approach (the Customer Experience Strategy), implementing and monitoring its effectiveness through continuous engagement with staff and taking on board customer feedback gathered through focus groups and wider engagement activity. Customer Experience Ambassadors (CEA) are appointed within key services to create a direct link with front-line service delivery and anecdotal customer feedback.

- The Customer Experience Strategy brings together 5 key areas of focus to improve the customer experience (included in mandatory staff induction briefings):

    1. **The Customer Promise -** outlines the standards of service our customers can expect from us, against which we monitor performance

        - We will make it clear how you can contact or access our services
        - We will understand and get things done
        - We will be clear and treat you with respect

    2. **Customer Experience Vision statement** – "Getting things right first time, every time." The Vision sets out our ambitions for how the customer experience should look and feel. The vision has 4 principles – consistency, resilience, efficiency and improvement.

    3. **Learning from customer feedback** - so that we embed practices that our customers value and learn from mistakes to continuously improve the services we offer.

    4. **One Council approach** - where we all work together in the best interest of council customers, rather than silo working in our different departments.

    5. **Equalities –** to ensure our services are fair and inclusive and operate without discrimination.

Performance is monitored through:

- Weekly open complaints reports, shared with all directors, heads of service and managers responding to complaints, RAG rated by days open, to help identify the capacity required to meet response times and highlight overdue complaints.
- Quarterly Customer insight dashboard, shared with the whole organisation – including complaint types and volumes, complaint response times, telephone and email contact volumes and response times, councillor enquiry volumes and response times as well as the key learning from feedback identified that quarter.
- Annual customer insight report – including customer satisfaction, annual summaries of the contact volumes and response times across the range of channels and services, seen by the Policy & Resources committee annually.
- The Customer Feedback team - responsible for the complaints processes, including informal resolution, referring Stage 1 complaints to the relevant service, conducting investigations into Stage 2 complaints, providing the link between the council and the relevant Ombudsmen and supporting the services to meet statutory obligations. The team also log positive feedback to share best practice and understand what customers value. Quarterly performance reports monitor complaint volumes, response times, escalation rates and recommendations for improvement.

Forward Plan

To deliver efficiencies, our operating model will remain needs based rather than preference based:

Contact channel	Basic offer	Enhanced offer for complex transactions and/or higher support needs
Online / digital	> We are working towards making sure services are available online and easy to find to drive self-serve. > Services communicate with customers online where appropriate including resolving queries.	> All relevant staff are able to provide support to access digital transactions and information about their services for those who need it, including for those who are digitally excluded. > All staff are expected to provide a basic level of digital help and signposting to deliver a One Council approach. > Corporate customer service advisors are available via central council phone line and at Customer Service Centres to support customers in accessing digital services.
Telephone	> Central council phone line is open 9 to 5pm to help customers with basic queries and signposting. > Consistent live telephone offer is being provided by all key services for a minimum of 4 hours each day (9.30 to 1.30pm) aiming to have an average call waiting time of no more than 10 minutes. We are improving consistency to ensure phone lines have easy to access options and provide information about waiting times. > Where relevant, customers are provided with individual phone contacts for specific officers.	> Services are strongly encouraged to extend their phone opening times adapting to customer needs.
Face to face	**Corporate Customer Service Centre (CSC)** > At least one Customer Service Centre is open providing drop-in self-help area supported by customer service advisors including telephone and computer facilities. > Customers are provided pre-booked appointments based on need. The drop-in offer includes support to book face to face	> Additional council contact points across the city are being explored as appropriate. > We will explore formalising partnership working with other public and third sector organisations who are able to advise customers about council services.

| | appointments, working with the relevant service. | |
| | > Customer service advisors and concierge are able to arrange urgent face to face appointments with the relevant service, where absolutely necessary. | |

Service Specific buildings/reception points
This currently includes children's centres, social work hubs, libraries etc. Service provision is based on customer need and is regularly reviewed and adapted as appropriate by relevant services.

Visits and face to face appointments in the community
Visits / inspections / appointments are carried out as required to meet service and customers needs by relevant staff e.g. social workers, regulatory services and are regularly reviewed and adapted as appropriate by relevant services.

Next steps

Our operating model will be continually reviewed to help us improve and deliver further efficiency savings. Areas for future development include, how might we:

- Strengthen our commitment to the One Council approach – through further joining up the council's services and information systems to improve customer journeys
- Maximise accessibility, including strengthening digital inclusion – such as through promoting our access points, our digital offer and how customers can access digital support; exploring telephone access from other council buildings; digital skills training for staff to maximise support for customers; direct digital skills support for customers; and making our customer service centres more accessible and welcoming. We will continue to design services to support self-serve, freeing up organisational capacity to support those who are digitally excluded or have more complex needs
- Improve our communication and manage expectation – clearly communicating the level and range of services we are able to provide within the bounds of financial sustainability, and signposting to wider support
- Improve customer satisfaction and experience – ensuring we have the right models of service, for example through mystery shopping to identify where customers may be experiencing issues, and proactively communicating when we know needs will not be met
- Engage more diverse voices and the under-served - to understand the barriers to accessing our services and how we can improve, building on the work of the Anti-Racism Strategy and the Accessible City Strategy.

Case study – Digitising the parking service

During 2022 Parking Services has transformed the way it interacts with its customers through digitalising the service. Moving from receiving unstructured email contact to utilising a digitised contact form has helped us to answer enquiries quickly and efficiently. The forms prompt customers to provide us with all the information we need to answer their enquiry at the first point of contact.

Parking Services receive over 150,000 website hits a month, we know most of our customers want to be able to self-serve by finding information quickly and completing transactions or applications for parking online. Using the 'One Council' concept we aim to use information already held by the council to verify applications, reduce the customer journey, and increase customer satisfaction. The transition of resident Parking Permits has seen resident online renewals increase from 56% to 99.8%. We are continuing to develop systems that can work with future aspirations of virtual permits and direct debits - both of which aim to reduce the customer journey. As a result the service has improved processing time and become more efficient in all areas of customer contact.

3.2 Our People Promise

Introduction

Our People Promise sets out how we will have a high performing, resilient and skilled workforce well placed to respond to the challenges ahead. It sets out how we will invest in the skills to support transformational change, including digital and data skills, leadership and business acumen. It affirms our commitment to increasing our diversity and enabling a culture of innovation and improvement.

Context

Brighton & Hove City Council is one of the largest employers in the city with a workforce of approximately 3,979 full time equivalent staff (4,473 headcount). The workforce has reduced by nearly 9% since 2011 with changes to the shape of service delivery and transfers to alternative delivery models. The council still delivers many services directly and in some areas the workforce has grown, such as through in-sourcing or areas of policy priority. The council has however seen reductions in management posts, with around a 30% reduction since 2015, leading to significant capacity challenges.

Since 2017 a clearer employment offer delivered through *'Our People Promise'* and the implementation of our Fair and Inclusive Action Plan has seen improvements in the experience of staff. Since 2014 the council has seen results for employee engagement improve by over 20% and turnover remain steady at 12%, although with significant differences in turnover between services. Building on this success, we will continue to improve our employment offer and the development of our staff to support us in attracting and retaining the people we need now and in the future, and to be an employer of choice in an increasingly competitive labour market.

Forward plan

We are focused on attracting, retaining and developing our future workforce to respond to the needs of the organisation. In the future our workforce will:

- Work increasingly in partnership with others to co-produce and co-deliver services
- Support customers to use a greater level of self service and a more digital interface
- Have more business focused skills to respond to the challenges of a constrained budget
- Have the skills needed for the future, such as in data and digital
- Work in an increasingly agile and flexible way to optimise the use of our accommodation

To achieve this, we need to be an inclusive employer with a workforce that lives our values and reflects our community and where people are respected, valued and empowered to do their best for the city. We have worked collaboratively with staff and trade unions to develop our people strategy (Our People Promise), built around five strategic priorities:

Priority	Our Strategic Aim	Our Promise to each other	How we will deliver
Recruitment, Reward, and Resourcing	To attract and retain a skilled workforce that meets the council's changing needs, provide meaningful career paths and a modern package of rewards	We promise to say 'well done', recognise and reward you for great work	Investing and implementing a new recruitment model to provide strategic and professional support and ensure managers are upskilled. Develop a social media and marketing strategy that enables the council to reach a diverse range of people and clearly communicates what the council offers as a great employer. Greater support for career paths, apprenticeships, and progression (link to career grades and pay). Implement a clear process for workforce and succession planning. Review our pay and grading framework to ensure it is modern and fit for purpose, review career pathways (including opportunities for secondments) and review our package of non-pay benefits. Change management processes, training and support to enable transformative change, including mentoring opportunities.
Learning, Development and Performance	To maximise organisational capacity and capability by continuously developing skills for the future, improving performance and engaging and motivating our staff to do their best work	We promise you opportunities to do your best	Digital and data skills development with a framework that supports digital inclusion, supporting customer and service transformation. Improving skills that enable staff to work in partnership with others and to co-create services. Improving business focused skills that support value for money, efficiency and income generation. A strengthened and streamlined performance management process that supports continuous improvement, innovation and progression, with trust, support and recognition at its core. A leadership development programme that supports leaders to innovate, transform services (inc. with digital and in line with the customer service priorities), enable and empower staff to lead through ambiguity, working collaboratively as 'One Council' and with wider partners. Identify opportunities to fill skills gaps – from cocreation and partnership working to increasing business acumen. Empower staff at all levels, nurture a culture of trust and support, encourage new ideas and innovation. Improve visibility of the Executive Leadership Team.

A Fair and Inclusive Workplace	To be reflective of the community we serve and to embed equality, diversity, and inclusion at the heart of everything we do, with strong leadership to embed a positive culture where our behaviours are role modelled throughout the organisation	We promise that we will be a fair and inclusive place to work	Working collaboratively to implement a refreshed Fair and Inclusive Action Plan that drives and delivers continued improvement in the experiences of our diverse staff groups, as well as supporting delivery of the council's Anti-racism, Accessible City and other equalities strategies. Ensuring that all our actions are data-driven and that the rationale for any positive action is clearly communicated to all. Creating an Industrial Relations strategy and action plan to improve processes and to enable managers to work confidently with a range of staff and issues.
Wellbeing	To improve health, safety and wellbeing to demonstrate how we value and engage our workforce, keeping them healthy and safe so they can deliver for the city	We promise to support your wellbeing at work	Developing a flexible wellbeing offer for an increasingly diverse workforce. Provide a clear offer that supports financial wellbeing, signposting effectively alongside developing initiatives that support our staff. Implement our Health & Safety strategy to improve risk management and the safety culture of the organisation.
A Good Place to Work	To build our reputation as a great place to work, and ensuring that our culture, and ways of working enable our staff do their best,	We promise you a good place to work so we can do the best for the city	Reviewing the culture change needed in the organisation to be our best and taking steps collectively to achieve that vision. Accommodation Strategy including less office accommodation with flexible workspaces, hybrid working and pursuing joint working across other Public Sector bodies. Improving internal communications to increase employee engagement and feeling of being valued. Provide the people and culture change support required as we implement new policies and ways of working, including the business framework, corporate plan and future ways of working. Developing a clear statement describing the role of line managers in Brighton & Hove, the key accountabilities of all line managers and develop the support and frameworks available to enable managers to do their best.

Next Steps

Implementation of Our People Promise, will outline our commitments to supporting, rewarding and equipping staff with the skills they need over the next four years. Clear action plans will be developed, and performance will be measured through our corporate performance data, our staff survey, our workforce profile and our success in recruiting and retaining the new skills required.

The Human Resources & Organisational Development team will work with management teams across the council to address the challenges we face, including supporting the organisation to enable the breadth of change required. Part of this will include managing the process when structures and roles need to change (including job evaluation, health & safety, supporting restructures, advisory services), as well as supporting wider cultural change to adapt to our ever-changing environment.

> **Case study – the Wave**
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> The intranet, known as the Wave, was hosted on a platform over a decade old. Home to around 6,000 documents and 1,000 pages of content, the site was difficult to navigate. A Senior Responsible Officer was appointed to champion the redesign of the Wave and develop a working prototype that would improve accessibility and functionality, to enable more effective information sharing and collaboration across the organisation. Phase I completed in November 2022 to deliver the Wave on a new modern platform (SharePoint). Phase II of the programme will now involve a full accessibility audit, converting documents into accessible web pages, with enhanced search functionality and the use of analytics of support further improvements over the longer term. Future enhancements will include digitising forms and looking at ways in which content could be personalised. The programme is supported by a staff engagement and training programme.

3.3 Digital, data and technology capability

Introduction

Digital, Data and Technology (DDaT), in combination with the other organisational pillars, is essential to supporting the council and its services to deliver improved outcomes for our clients and customers, within the constraints of current fiscal pressures. The on-going investment and development of our capabilities will enable the council to respond more proactively to need and demand. It will enable quick and convenient access to council services, whilst also facilitating more efficient and effective administrative processes for staff. When combined with the right skills and culture, DDaT can provide the organisational capability and capacity to transform how the council works and what it does.

Context

The council has invested in several DDaT areas in recent years, particularly in response to the changing ways of working and customer service expectations arising from the COVID-19 pandemic. Key developments in recent years include:

- Customer 'MyAccount': customer online account as a single-entry point for customers to access information and services and carry out certain transactions (with successful integration into Parking and Revenue & Benefits services)
- Microsoft applications suite (M365): new versions of communication and collaboration tools (M365) to support hybrid and mobile working
- 'Customer Index and Viewer': single central repository of core customer identity details and records for teams to look-up individuals
- Network remote access: modern platform to enable effective remote working
- Modern systems: a number of new key line of business systems introduced (such as in Health and Adult Social Care, Families Children and Learning, and Housing).

Given the critical role of DDaT in enabling the council's operational delivery and strategic imperatives there is a need for further development of DDaT capabilities at a pan-council and service level. The council's overall DDaT maturity rating is between Legacy and Steady State. This means the council has a significant way to go to realise the full opportunities from data, digital and technology.

A summary of the current maturity assessment is set out in box below.

The council's current digital, data and technology (DDaT) landscape

Foundational IT - *the underlying technology infrastructure and systems that enables the organisation to use, store, access and share information internally, with partners and with residents in a secure and reliable way*

- Core infrastructure hardware and software foundations are in place, including rudimentary arrangements for availability, resilience, and recovery of systems

- Work is underway or identified within the investment proposal to address high risks and critical performance challenges.

Data - *how the organisation captures, stores, shares, uses and manages data to improve quality, relevance and availability to inform decision-making, drive policy, strategic change and ensure best outcomes for clients, customers and the city*

- There are inconsistent practices for data and information management, which can risk compliance with regulatory and statutory requirements

- There is a lack of culture and awareness for maximising the use of and value from the council's data, resulting in limited data sharing and join-up across services.

Digital Organisation - *the software and devices, skills, capabilities and culture for how the council choses to work with technology and data*

- New collaboration and productivity solutions are being rolled out and supported. There are mixed levels of workforce confidence and skills to use the available solutions.

- Telephony and devices (laptops etc.) will need to be replaced within the next 2 years.

Digital Customer - *how the council interacts with customers and supports digital engagement with clients, governs the adoption of a single council digital 'front door' for high volume, transactional services and manages electronic customer contact*

- Significant progress has been made in developing the council's digital capability and platforms

- MyAccount as the preferred council means of delivering digital access to residents for high volume transactions. However, not all high-volume transaction services make use of My Account.

Service Systems - *the service specific systems and technological enablers required to respond to statutory and regulatory changes and/or opportunities to enhance productivity and achieve operational efficiencies*

- Several core line of business systems have been recently upgraded or replaced

- Further work is required to modernise the full IT Application estate and make better use of technology and data innovation to support service delivery.

Forward plan

The council's DDaT strategy (please see Annex A) defines the council's ambition for digital, data and technology. The strategy sets out what DDaT capabilities will be developed and how the council will use DDaT to improve how it works and delivers services. The direction and ambition are based on services key priorities that were identified as part of engagement with all directorates.

An illustration of the target outcomes enabled through the development of DDaT capabilities is as follows:

Customers and Councillors

- Customers' experience of carrying out simple transactions (e.g. making payments or bookings) and interacting with services meets their expectations
- Clients with more complex needs feel more supported and can have a better way of life with greater independence
- Councillors are assured that customers are content with how they access, contact and transact with the council and those clients with more complex needs can achieve better outcomes
- Councillors will be better able to progress with policy and strategic ambitions with a council that is working efficiently and with greater agility to respond to change.

Leadership and Management

- Leaders and managers will have the resources, tools and skills to continuously improve how their teams and services work
- Leaders and managers and their teams will be able to manage pressures and focus more and more on improving customer experiences and outcomes from their services
- Leaders and managers can access greater insights on service performance and demand to make more informed decisions on how to respond and adapt services
- Leaders and managers will be supported to develop further skills and learn the latest methods for driving business strategy and transformation.

Staff

- Staff spend less time on manual tasks and more time on the high value-adding activity such as more complex client cases and service delivery improvement
- Staff are more informed to understand their customers and assets and are able to take prompt and effective action
- Staff can contribute to improvements to services and focus on more challenging work, meaning they can develop new skills and have greater fulfilment in their roles.

Next steps

The journey to develop the capabilities and deliver on the ambitions is based on addressing current and emerging risks in the first instance, to ensure that the foundations are in place to be able to move forward. The immediate priorities for initial focus include ensuring that: existing digital customer channels remain functional, staff are supported to develop fundamental skills and awareness, services can use data to meet statutory responsibilities, and systems and data are recoverable. As well as focusing on these immediate priorities initially, there is a need to establish the required working conditions to deliver the strategy. The organisational approach set out in the strategy defines the framework and principles for

working on DDaT, which centres on collaboration and codesign between IT & Digital, Governance Policy & Resources (GPR) and wider service teams.

Governance will be established to oversee the delivery of the improvements to the DDaT capabilities and to support their use in transforming the way the council operates, centring on collaboration and codesign with service areas. The transformation will be people focused, not technology led - ensuring that the investment translates through to demonstrable service level improvements, better outcomes for residents as well as productivity gains.

Corporate approach to develop and deploy DDaT capabilities

GPR resources

Establish and develop GPR and DDaT resources, assets and practices (e.g., IT&D teams and products).

Collaboration and co-design

Services working with IT&D and other GPR teams to co-design service improvements, incorporating DDaT capabilities and principles.

Develop capabilities

Services use the GPR (and DDaT) resources to deploy capabilities in operations and service delivery.

Governance

IT&D and Council joint DDaT governance to oversee delivery against the strategy, set priorities and facilitate co-design and collaboration.

Case study – My Account

Launched in November 2019 on the council website, MyAccount allowed residents and businesses to register for an account and access new digital services provided by the council. Its initial launch incorporated integration with a third party system to provide access to Council Tax billing information and other services such as City Clean, Visitor Parking, and Schools Admissions, followed by the Resident Permits service. We now have almost 140,000 registered users of MyAccount.

MyAccount and related corporate solutions such as Contact Management have been built in a modular fashion that allows for wider re-use, more efficient build processes, and less expensive maintenance overheads.

Benefits of MyAccount include:

- By registering details once, residents can seamlessly access services without having to re-enter their information: details are automatically passed between MyAccount and the service application. For time poor residents, the benefit of having a single login for the council means only needing to remember one set of credentials.

- For the organisation, having a single 'front door' to point customers to, means that information provided by residents is much more likely to be consistent.

- MyAccount data provides an additional, high-value, 'feed' to our Customer Index data and helps us work towards a 'single view of the customer'.

- It also provides a solution that is an acceptable public 'norm'. Customers are used to having organisation-level online accounts for services such as banking and shopping. It brings the council up to date with cultural norms and standards and provides residents with a feeling of security that their data is being well managed and is within their control.

A forthcoming release of MyAccount will bring new features and improvements, including:

- An improved customer experience and mobile experience.

- Integrated 'move forms'; residents moving in, out, or within the city will have an improved experience and the data we collect will be written directly into one of our key line-of business systems. This is an important first step in meeting our 'Tell Us Once' ambitions.

- Additional form integrations. Initially, these will be some of our Parking permits which will be available to our residents and businesses as digital transactions for the first time.

3.4 Accommodation management

Introduction

The council has a large property and land portfolio valued at over £2bn, including 576 council operational buildings from which services are delivered. Our future approach is to continue to make best use of our assets and manage the operational portfolio, aiming to consolidate our corporate office accommodation and identify opportunities for co-location with other services - identifying efficiency savings, supporting hybrid ways of working and improving customer service. These plans focus on corporate administrative buildings and neighbourhood hubs with co-located services in the East, Centre and West of the City - Brighton, Hove and

Portslade Town Halls, Barts House and Whitehawk, Moulsecoombe and Portslade hubs. It includes outlying large service offices, such as Hollingdean Depot and Moulsecoombe Housing Centre. Our approach will be predicated on the service-led hybrid working model and based on service need with regular reviews to ensure it is working and meets changing levels of demand.

Context

A 2022 Staff Profiling review has been conducted to understand how services are using space. Prior to the pandemic occupancy levels were approximately 50%. Research has shown that at any one time organisations have approximately 30% of staff off on leave, sickness, or other absences. We are aiming for 70% occupancy across our corporate offices and will take the learning from the Barts 4th floor pilot, to create new working spaces which included trialling different types of touchdown and collaborative spaces, social meeting areas, stand-up and confidential booths.

Phase One – Bartholomew House - 3rd & 4th Floors

Bartholomew House is a corporate open plan council office in the centre of Brighton in Bartholomew Square opposite Brighton Town Hall. The occupancy rate of Barts House is 18% and the 4th floor is currently vacant. The proposal is to exit Barts House in a phased way floor by floor, starting with the 4th and 3rd Floors. This is based on the principle of rationalising service demand through our Staff Profiling process, withdrawing staff from the floors and re-locating them where necessary to other corporate offices (Hove Town Hall in the main), in order to refurbish and rent out the space. The ground floor of Barts House may be retained as the central Customer Service Centre, subject to the outcome of the customer service review.

This approach has been informed by specialist property advice to identify market demand and future options. Consideration will be given to balancing revenue and savings against social benefit, sustainability, the customer experience operating model, and customer and client need. Leasing options include having a single operator, dividing the areas into smaller rentable spaces, or using a "flex operator" to manage the space as a serviced office with social value options. The delivery plan is ambitious. We aim to have a management agreement in place by April 2023, with new tenants filling the space throughout 2023-24.

Forward plan (phase two)

The proposed changes to how we manage and use our space and property will support wider changes to how the council delivers its service provision. We are in the process of identifying operational buildings that require investment and those that are surplus to requirement to form the basis of a longer-term programme of disposals over the coming 5-10 years to make more efficient use of our space and maximise the revenue returns.

Next steps

Our longer term accommodation strategy review will consider changing need and demand for services across the city and will remain live to ensure our approach is flexible and responsive to requirements. This will include a review of the future options for Bartholomew House, Brighton and Portslade Town Halls.

We will make best use of data, including asset management data on condition, utilisation and suitability of buildings to inform the process and aid service delivery decisions. Data and

evidence will include environmental sustainability objectives, staff live-work and travel data, public transport routes, market conditions, forecast advice, rental models, valuations, customer and user requirements.

Case study – Our Workstyles Programme

The refreshed Accommodation Strategy based on the different ways of working following the pandemic is predicated on a hybrid working model, which has been introduced as part of the Future Ways of Working Programme. Our programme aims to make best use of our corporate office accommodation, ensure that we are providing the right facilities for customers and staff across the city with co-located service hubs and customer access in the east, centre and west. The programme enables staff to work more flexibly within the offices with hot desk arrangements across the estate.

Following a recent pilot trial, the programme aims to introduce new types of spaces into our corporate offices to enable a way of working that is less desk centric and more activity led. Office space will include social and collaborative project spaces, confidential pods, new quiet hot desk areas to allow for focused work and touchdown areas. 30 meeting rooms across our offices are also being upgraded to include new technology which will enable hybrid meetings to take place more seamlessly.

To date the programme has reduced our accommodation by 60% and made considerable savings of approx. £3-4m pa, reduced our carbon footprint by 22%, moved over 4,000 staff and led to approximately £30m in capital receipts.

3.5 Good Governance

Introduction

We will have robust governance processes in place that supports members and officers to do their jobs effectively and uphold good standards, while identifying opportunities to generate efficiency savings and maximise value for money. We commit to continually reappraise our processes and to review the balance between assurance and enabling greater agility and innovation.

Context

Good governance in local authorities -

Ensures that decision-making is lawful, informed by objective advice, transparent, and consultative

Is crucial to achieving value for money and securing financial sustainability

Ensures that ethical standards (the Nolan Principles) are upheld and prevents serious failings such as fraud

The key governance challenges are -

- Clear processes, structures and member oversight
- Effective member/officer relations
- Conduct, behaviours and adherence to probity
- The role of Statutory Officers
- Relationships with Outside Bodies
- Setting a balanced budget

Forward Plan

We will continue to ensure that clear process, structure and member oversight supports robust governance. This includes:

- The council's committee system – inviting public and member engagement and providing assurance on the risk management framework, the internal control environment, the integrity of the financial reporting and annual governance processes.
- The council's plans and strategies – agreed by members at Full Council, set out in the Corporate Plan, with follow through to Directorate and Service Plans where priorities and KPIs are reflected in PDPs through the Performance Management Framework.
- Additional officer structures - support the delivery of governance arrangements, such as the programme of internal audit reviews, external audit reporting, the Chief Executive's Governance Assurance Meeting, Performance and Modernisation Boards and Risk Review sessions.
- Effective member and officer relations - are ensured through approved policies and protocols which prioritise a culture of openness. The Member/Officer Code of Conduct sets out the process for addressing any issues that may arise between members and officers. Regular meetings with officers, such as Leaders Group, Member Working Groups, briefings and Committee pre-meetings, ensure that important matters can be raised and provide the opportunity for constructive challenge.
- Conduct, behaviour and adherence to probity - a local standards regime has been adopted by members which governs the ethical behaviour of members. Implementation is overseen by the Audit & Standards Committee, with two Independent Persons appointed. Customer feedback and learning from complaints is fed back to members through the Committee.
- Support to Members - Members are supported to do their jobs effectively as ward councilors, committee members and in Leadership roles. A Supporting Members Programme Board is in place, with members overseeing a programme of member training and the application of our Charter Plus accreditation for member development.
- Statutory officers - the Head of Paid Service (responsible for the use of resources), the Monitoring Officer (responsible for governance and standards) and the Section 151

Officer (the Chief Finance Officer with responsibility for finances) are members of the council's Executive Leadership Team to enable strong collaboration and links to decision makers.

- Relationships with outside bodies – are governed by the Protocol for Members Serving on Outside Bodies, which forms part of the council's constitution. Where the council has developed such arrangements, these are supported by the council's legal team as well as external legal advice, focusing on the potential conflict of roles for members and the need to ensure robust governance arrangements to protect the outside body and the council's interests.
- Setting a balanced budget - a financial plan for the council which is based on sound assumptions and shows how income equates to expenditure, with oversight by the Policy & Resources Committee, Audit and Standards Committee and External Auditors.

Next steps

Our governance structures provide sound checks and balances to secure confidence and trust in our approach; however it is important that these are regularly reviewed to maximise efficiency, support collaboration and provide officers with space for greater agility and innovation. These processes will be continually reviewed to help us get that balance right. Areas for future reflection include, how might we:

- Break down barriers – where governance structures can support greater collaboration, both across the council and with our partners, for example relaunching our cross city partnership structures to enable greater codesign and codelivery of strategic priorities.
- Increase efficiency – identifying opportunities to streamline our processes (such as implementing a robust Committee Work Programme to support cross council collaboration and alignment, tracking committee decisions, optimising minute taking, digitising processes, and reviewing the balance of delegations and improvements to Procedure Rules to increase the efficiency of committee meetings).
- Enhance member support - such as through support in understanding and responding to community and stakeholder (including customer and client) feedback and delivering a Supporting Members Programme, with training on options appraisal, optimism bias and prioritisation.
- Continually improve performance – such as encouraging peer challenge and independent assessments (such as through the Chartered Institute of Public Finance and Accountancy and Local Government Association Peer Reviews), regularly reviewing performance management and monitoring processes to ensure that we are measuring the right things, and providing the space to pilot new approaches.
- Encourage forward thinking - a sharper focus on forward planning and a strategic (rather than reactive) system wide view (such as a focused modernisation programme centred on core strategic priorities for transformation).

Case study - Councillor Enquiries Case Management system

Following feedback from councillors that communication and correspondence with residents could be improved, a review of councillor enquiries was undertaken in 2020. The review found that:

- The council's existing case management system was not being effectively used by councillors as it was not user friendly and had limited reporting functionality

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- Councillors were contacting officers directly with a lack of clarity over who was best placed to respond

- Enquiries were not tracked or monitored corporately

- Data was not available on the number of enquiries received, the reason for the enquiry or the response rate

This led to some enquiries not being responded to, or services taking too long to respond.

Following the review, the council designed and built a system to structure and manage the contact between residents, councillors and council services enabling us to:

- Provide consistency across the organisation on how we respond to enquiries

- Be more efficient by linking the reason for contact to the best council officer to respond, ensuring a timely response

- Proactively monitor performance and ensure we are communicating with our customers in line with Our Customer Promise

- Provide a structure (through the online form) allowing us to collect the right information first time, without the need to follow up with residents

- Provide intelligence to understand why customers are contacting councillors, including data on volume, which is used to identify and inform services of emerging issues across the city and support them in driving improvements to customer experience

Over time we aim to identify trends in contact, using historical data to inform a communications strategy that will proactively pre-empt customer demand

Feedback from officers and councillors has been positive with councillors able to manage their casework from a single place, with oversight of their caseload and the progress of enquiries.

3.6 Financial Resilience & Sustainability

Introduction

The council has adopted a medium-term planning approach to ensure that it is able to understand its longer term resource position and maintain financial sustainability. The Medium-Term Financial Strategy is maintained on a rolling basis and updated at least twice a year. Economic forecasts and indicators, including inflation and interest rates, are primarily taken from Office of Budget Responsibility (OBR) projections alongside local economic indicators. It includes detailed assumptions and estimates of costs, income, resources (taxation and funding) and demands, including the impact of projected demographic change on demand-led services. It reflects policy priorities driven by the council's forthcoming Corporate Plan and the revenue impact of approved capital investments.

Estimates and assumptions are based on latest trends and information available at the time, which can be variable. Therefore, budget planning for the following financial year, for which a balanced budget and Council Tax must be set by law, will normally consider a range of potential scenarios for costs, income and funding which can be combined to show a best,

midpoint and worst-case position. This approach is particularly important due to the absence of multi-year Local Government Financial Settlements and a range of other factors with increased levels of uncertainty including:

- The impact of global and national economic factors, which are currently driving higher costs e.g. for supply chains, labour markets, contracts, homelessness, capital investments and social care
- A period of significantly higher inflation which is also driving up pay, energy and social care provider costs as well as other supplies and contractual costs
- A cost of living crisis caused by high inflation and energy costs, which is impacting on the demand for council services
- Uncertainty over the financial impact of Social Care Reforms, expected to place additional financial pressures on local authorities
- Uncertainty over the government's funding and financing policies for local government.

The approach of estimating costs, income and funding, and considering different scenarios, enables early identification of potential resource shortfalls (or budget gaps) to inform the annual budget planning process and enable consideration and development of a range of short to medium-term measures to address predicted budget gaps over the MTFS period.

This is important for a number of reasons including:

- Ensuring that the development and approval of annual, balanced revenue budgets for the General Fund is undertaken in the context of understanding its longer-term financial resources
- Demonstrating that any use of reserves or balances in the short-term to support the budget is financially sustainable (i.e. repayable) in the medium term
- Ensuring that delivery of the council's Corporate Plan priorities and associated service planning are aligned with medium-term financial planning and sustainability
- Ensuring that the revenue implications of the Capital Investment Strategy are properly reflected in the annual budget and MTFS.

Medium Term Financial Strategy 2023/24 to 2026/27

The approach to the 4-year Medium Term Financial Strategy (MTSFP) for 2023/24 to 2026/27 will follow on from previous years' practice of identifying savings proposals to address predicted budget gaps. However, the projected scale of budget gaps in the light of high inflation, increasing demands on services, and uncertainty over future financial settlements, mean that not only will more challenging savings options need to be considered, but that longer term strategies and measures need to be considered that may have longer lead-in times and may need to be profiled over the 4-year period. Achievement and delivery of these proposals is expected to require up-front investment through the Modernisation Fund, the level of which will also need to be considered as part of the overall budget package and MTFS.

In summary, the planning approach for 2023/24 to 2026/27 will contain the following key elements:

- Development of planning assumptions for inflation, tax bases, pay and pensions, capital financing and government funding

- Scenario planning for estimated changes in costs (inflation), demands or services ('Service Pressures'), income and funding to determine potential medium-term resource gaps
- Allocation of indicative savings targets to service directorates to use as the basis of developing savings proposals, using Medium Term Service & Financial Planning (MTSFP) pro forma to capture proposals
- A continued focus on generating additional income through fees and charges to protect essential services and plug the resource gap caused by annual below inflation spending power increases, including Council Tax capping
- Identification of Modernisation Fund resources and investments required to achieve change, savings and improvements over four years
- Identification of Capital Investment requirements to support delivery of Corporate Plan priorities for Education, Transport, Housing & Regeneration, Social Care, Carbon Neutral and IT & Digital
- Continually aiming for improved Value for Money (economy, efficiency & effectiveness) to underpin savings proposals
- Development of savings and investment options by considering the level of alignment with Corporate Plan priorities (using 'Guideline Criteria') and in the context of the flexibility available within the budget (informed by budget categorisation) much of which underpins statutory provision.

Management and oversight

The council's financial governance framework is important to provide advance warning of in-year or medium term financial pressures so that action can be taken to avoid overspending and impacting on longer term financial sustainability. The component parts of the council's financial governance framework include:

- The Targeted Budget Monitoring (TBM) framework which ensures that all capital and revenue budgets are allocated to nominated Budget Managers with responsibility for managing within budget
- Monitoring of financial performance including savings delivery is through monthly TBM reporting via Budget Managers and Finance to DMTs and the Executive Leadership Team
- TBM reporting is also provided to members through the Policy & Resources Committee and monthly through the cross-party member Budget Review Group (BRG)
- Regular review of budget management, financial controls and systems by Internal Audit & Counter Fraud
- Review of financial management arrangements in accordance with the Cipfa Financial Management Code (this is currently in progress)
- Annual External Audit assessment and opinion on financial statements and arrangements for securing value for money, including maintaining financial resilience.

Next steps

As we enter a new term of Administration we will ensure that we:

- Continue to set out how we can manage the impact of higher inflation, a recovering economy, the current cost-of-living crisis and real terms reductions in grant and taxation resources on the council's finances and service delivery

- Clearly communicate the level and range of services the council will be able to provide within the resources available to it while maintaining financial sustainability, including signposting to wider or alternative support as appropriate
- Identify and develop strategies to mitigate as far as possible any disproportionate impacts of budget reductions or constraints on inequality and vulnerable adults and children
- Ensure all service changes and commissioning decisions are designed collaboratively across services and with partners to maximise value for money and optimise the use of resources
- Ensure better strategic alignment of capital investment and Modernisation Fund investment with identified service change requirements
- Explore opportunities with partners to create more integrated models of service delivery, e.g. Family Hubs, to better manage service demand, alongside a continued focus on prevention
- Lobby for more power and funding for the city, longer term financial settlements and wider reform (such as in adult social care).

Case study – The Modernisation Fund

The council utilises the government's current capital receipt flexibilities to provide an invest-to-save resource that can be used to fund service improvements and generate efficiency savings, underpinning the council's Best Value duty of continuous improvement. To date (2016 to 2022) the Modernisation Fund has invested £40.6m in modernisation programmes across the council, enabling the council to deliver £72.4m recurrent savings (£294.5m cumulative savings).

Over the period 2023 - 2027 the Fund will be used to support the transformation and change management programmes required to meet the Business Framework objectives. The Fund is approved by Budget Council and will be governed by the Corporate Modernisation Delivery Board and Directorate Modernisation Boards, which feed into the committee system for necessary approvals. Progress will be monitored through regular reporting, and through the Performance Management Framework dashboard.

4. CONCLUDING REMARKS

This Business Framework has set out how we aim to deliver our services and meet the challenges that lie ahead, including significant budget reductions across all service areas. Further work is now required to refresh our Leadership Behaviours and develop a programme of training and support to steer the organisation through this period of change.

We will have the opportunity to revisit these plans at the start of the new term as we develop a new city strategy and corporate plan. Engaging our communities and partners as we develop these plans will be a key programme of work ahead.

Annex A: Digital, Data and Technology (DDaT) Strategy

Glossary of key terms

Term	Definition
DDaT	Digital, Data and Technology
IT&D	IT&Digital service
DDaT capabilities	The Council's 5 core capabilities for DDaT as defined by this strategy (*Digital Customer, Digital Organisation, Data, Foundational IT and Service Systems*).
Council Business Framework	The Council's guide to how it will deliver services to meet the needs of the city and deliver the priorities of the forthcoming Corporate Plan 2023-27.
Council Corporate Plan 2023-27	The Council's corporate plan for delivering a fairer city with a sustainable future.
Council MTFP	The Council's medium term financial plan setting out the financial context for the Council and forecasts for income and expenditure across revenue and capital budgets.
Clients	Residents with complex needs that are supported by specialist Council services.
Customer Index and Viewer	Single central repository of core customer identity details and records for teams to look-up individuals.
Customers	Brighton & Hove residents that interact with the Council.
GDPR	General data protection regulation
M365	Microsoft 365 productivity applications
MyAccount	The Council's corporate platform providing a single personal account for customers to access information and transact with services.
Services	The functions and teams that work to serve customers, including front-line and office-based staff.
Transactions	Refers to simple customer exchanges with services such as accessing information, reporting issues and making payments.

Executive Summary

Digital, Data and Technology (DDaT) as part of the Council's Business Framework

Digital, Data and Technology (DDaT) is one of the Council's key pillars that forms part of the organisation's *Business Framework* and operating model. DDaT, in combination with the other organisational pillars, is essential to supporting and enabling the Council and its services to deliver improved outcomes for customers, within the constraints of the current fiscal pressures.

The DDaT strategy and its inclusion within the Council's Business Framework acknowledges the need to incorporate the investment, development, and use of the DDaT capabilities within the strategic business planning for the Council.

The future direction for DDaT

The Council's ambitions for DDaT in the next 5 years is:

> *To support and enable all Council services to deliver improved outcomes for customers, through the development of the DDaT capabilities.*

The DDaT strategy and ambition are underpinned by a set of key organisational drivers that focus on customer experience and outcomes, and how services and people work and develop:

◆——————— **Key drivers for the Council** ———————◆

Our customers like how they interact with the Council and its services.

Our clients with complex needs are supported to achieve the best possible outcomes.

Our services can manage demands and pressures with productive ways of working.

Our people and services can continuously develop and adapt how they work and deliver services.
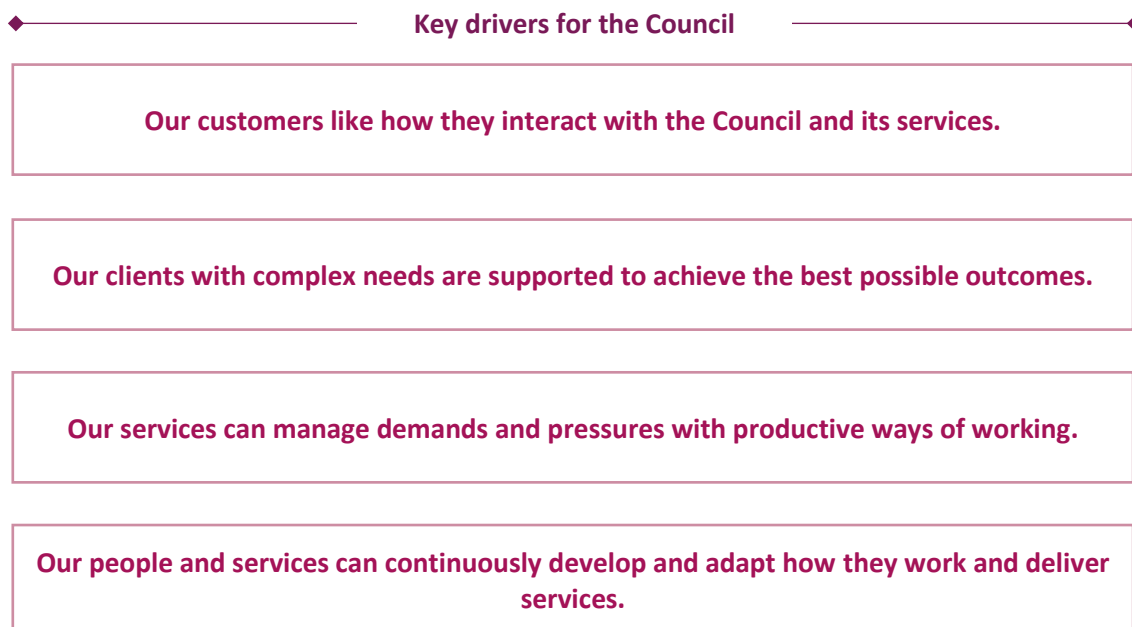
Development of the 5 core DDaT capabilities to levels of good practice consistently across the organisation will help to deliver against the ambition and drivers. The ambitions for each of the DDaT capabilities are:

Ambitions for the DDaT capabilities

Digital Customer	Digital Organisation	Data	Foundational IT	Service Systems
Digital channels are used for all transactional services and meet customer expectations, with customers able to interact with 'One Council'. Services are designed with a customer-centric focus and digital tools are used to support more vulnerable clients.	*Staff are able to get the most from modern productivity tools and available technology for service delivery and efficient ways of working. Leaders and managers embrace use of technology, digital and data to drive continuous improvement of services.*	*Consistent practices for data use, management, and reporting. High levels of data integrity and join-up, with a single view of customers and assets. Service delivery and decision-making is data-driven, with simple and secure data exchange between services and with partners.*	*Staff and teams are able to access applications and information securely, reliably and efficiently from all working locations, with remote and cloud-based systems, modern devices and telephony.*	*Modern line of business systems are in place, allowing for effective and efficient service delivery, with integration with internal and external systems. Systems are effectively managed at service and organisational level.*

Moving forward to deliver on the ambitions

The journey to develop the capabilities and deliver on the ambitions is based on addressing current and emerging risks in the first instance, to ensure that the foundations are in place to be able to move forward. The immediate priorities for initial focus include ensuring that: existing digital customer channels remain functional; staff are supported to develop fundamental skills and awareness; services can use data to meet statutory responsibilities; and systems and data are recoverable.

As well as focusing on these immediate priorities initially, there is a need to establish the required working conditions to deliver the strategy. The organisational approach set out in this strategy defines the framework and principles for working on DDaT, which centres on collaboration and co-design between IT&Digital, GPR and service teams. The core aspects of the approach are outlined below:

Corporate resources	Collaboration and co-design	Develop capabilities	Governance
Establish and develop GPR and DDaT resources, assets and practices (e.g., IT&D teams and DDaT products).	Services working with IT&D and other GPR teams to co-design service improvements, incorporating DDaT capabilities and principles.	Corporate resources are used to develop and deploy capabilities in operations and service delivery.	IT&D and Council joint DDaT governance to oversee delivery against the strategy, set priorities and facilitate co-design and collaboration.

Corporate and service level investment in DDaT

Development of the DDaT capabilities requires both corporate and service level activity and investment. This is based on a joined-up single Council approach with continued investment and development of the corporate DDaT resources, assets, and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods) which are used to develop and deploy capabilities in service delivery.

By investing in and developing the DDaT capabilities at corporate and service levels, and delivering on the ambition of this strategy, the following key outcomes can be achieved for Councillors and Customers, Leaders and Managers, and Staff:

Customers and Councillors	• Customers' experience of carrying out simple transactions and interacting with services meets their expectations. • Clients with more complex needs feel more supported and can have a better way of life with greater independence. • Councillors are assured that customers are content with how they interact with the Council and clients with more complex needs can achieve better outcomes. • Councillors will be more able to progress with policy and strategic ambitions with a Council that is working efficiently and with greater agility to respond to change.
Leaders and Managers	• Leaders and managers will have the resources, tools and skills to continuously improve how their teams and services work. • Leaders and managers and their teams will be able to manage pressures and focus more and more on improving customer experiences and outcomes from their services. • Leaders and managers can access greater insights on service performance and demand to make more informed decisions on how to respond and adapt services. • Leaders and managers will be supported to develop further skills and learn the latest methods for driving business strategy and transformation.
Staff	• Staff spend less time on manual tasks and more time on the high value-adding activity such as more complex client cases and service delivery improvement. • Staff are more informed to understand their customers and assets and are able to take prompt and effective action. • Staff can contribute to improvements to services and focus on more challenging work, meaning they can develop new skills and have greater fulfillment in their roles.

1. Purpose of the strategy

The Digital, Data and Technology (DDaT) strategy defines the Council's ambition for digital, data and technology. It builds on the Council's Business Framework by setting the direction for building the organisation's DDaT capabilities in the next 5 years, from where they are today. It is a 5-year strategy for how the organisation will use DDaT to improve how the organisation works and delivers services, whilst putting the foundations in place to build towards a long-term vision. The direction and ambition are based on services' key priorities that were identified as part of engagement with all directorates.

The strategy also sets out how the Council will develop the DDaT capabilities and deliver on its ambition. This includes an organisational approach to DDaT moving forward that is based on developing and investing in corporate resources and assets to shape, design and enable improved services and outcomes for customers.

2. How the strategy works

2.1 DDaT as part of the Council's Business Framework

DDaT and this strategy sit as part of the Council's Business Framework, which defines how the organisation will deliver the priorities of the forthcoming Corporate Plan for 2023-2027. The framework sets the principles for how the Council will work and deliver services to meet the pressing needs of Brighton & Hove, within a challenging fiscal environment. DDaT will serve as one of a number of key organisational pillars to support the delivery against the Council's priorities and improve how the organisation and services work.

The Corporate Plan and Business Framework are underpinned by a series of key corporate strategic objectives and agendas (as outlined in Figure 1). The DDaT strategy sits alongside the *People strategy* and *Future Ways of Working strategy* as key organisational strategies that set the direction and approach for developing organisational capabilities. The DDaT strategy and its ambitions (in combination with the People strategy and Future Ways of Working strategy) will be delivered in practice through service's delivery models.

Figure 1. An overview of the Council's strategic context
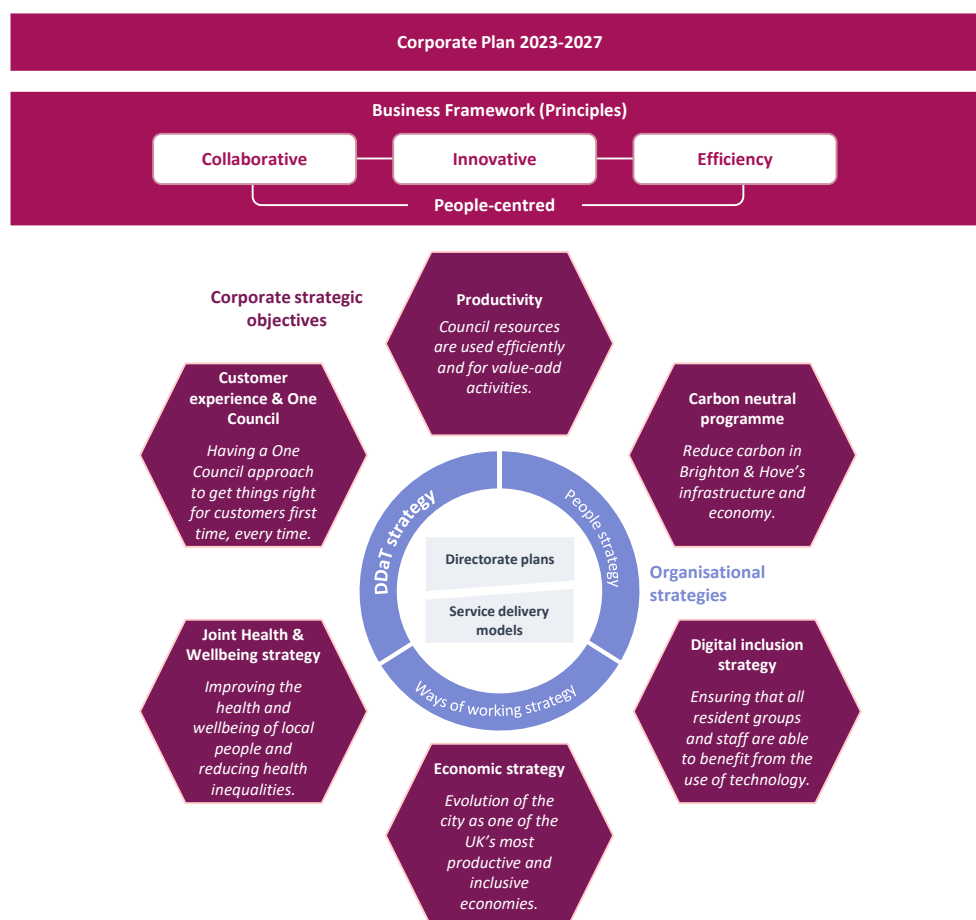
The DDaT strategy and its inclusion within the Council's Business Framework is acknowledging the need to incorporate the investment, development, and use of the DDaT capabilities within the strategic business planning for the Council.

2.2 Structure of the DDaT strategy

In setting the future direction for DDaT, the strategy is made up of the following key elements:

- The Council's context and where it is today: Outlining the Council's current fiscal and local position, where it is today broadly with DDaT, and the key organisational drivers for DDaT moving forward

- The overall ambition for DDaT: Statement of where the organisation wants to get to with DDaT in the next 5 years

- The ambitions for each of the 5 core *DDaT capabilities*: Defining where the organisation wants to get to with the 5 capabilities to collectively deliver the overall ambition. These have been developed based on engagement with all directorates to understand service priorities. Definitions and summaries of each of these capabilities can be found in section 4 ('Where the Council is today with DDaT')
  - *Digital Customer*
  - *Digital Organisation*
  - *Data*
  - *Foundational IT*
  - *Service Systems*

- The organisational approach to deliver the ambition: Defining how DDaT capabilities will be developed through the joint working of corporate teams (including IT&Digital and other GPR teams) and Council services to deliver improved services and outcomes for customers. This includes an outline of the indicative investment required in corporate resources, assets and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods) and service-specific developments

3. Background and context

3.1 The Council local context

The current political and economic environment is an uncertain one for all local authorities and customers. The recent developments and emerging challenges in the UK economy are putting significant pressure on budgets, with limited local authority allocations from central government.

The impending fiscal pressures on the Council and cost-of-living challenges for customers means that the organisation is facing a period of greater demand to support local people, with constraints on resources to do so. With the objective of delivering on the Corporate Plan outcomes, the Council's focus in the next few years will be to ensure that services are able to work effectively to support local people through these challenging times.

This puts even greater emphasis and importance on the need for the Council to be able to respond to these local demands and pressures using the resources available in the coming years. Now more than ever, it is imperative that the Council has joined-up, effective and efficient services, with ways of working that allow our people to focus on the value-add activities and deliver the best outcomes possible for customers. DDaT and the organisation's other fundamental operational pillars are essential to supporting services to do this (see 'The Council DDaT context' below).

3.2 The Council DDaT context

DDaT is one of a number of organisational pillars in the Council's Business Framework, with a significant role to play in developing how the organisation delivers services (Figure 2). As mentioned in section 2, DDaT is made up of the 5 core capabilities that support and enable service delivery through integration and application of tools and practices by service teams into their working. The development and deployment of the DDaT capabilities going forward is dependent on the alignment and development of the other organisational pillars; all of the pillars need to be aligned and collectively developed to enable improved service delivery (Figure 2).

Figure 2. An outline of the Council's key organisational pillars
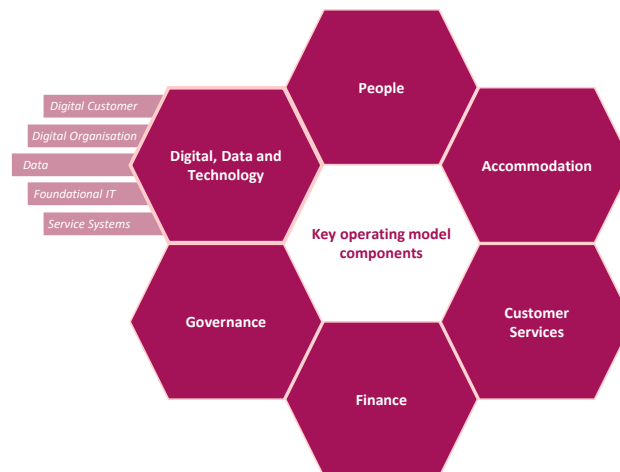
By way of an example of this interdependency, in order to develop the Council's data capability (how it uses data to inform decision-making and deliver services), this is not only dependent on developing the technology and methods, but also ensuring: there are clear roles for different uses of data; staff are equipped with the required skills and knowledge to use data in their roles; there is a culture for maximising use of data; there are defined processes and practices for data use and management, and consistent data management approaches and controls are in place.

The rapid changes forced on the council during the COVID-19 pandemic highlighted the dependency on DDaT to keep the council running and to be able to respond at pace to unprecedented service demands and challenges. It is also recognised that, in this digital age, the Council's clients' and customers' expectations of the Council are changing, and there is a need to continue to adapt to this.

Moving forward, DDaT has huge potential to enable the Council to proactively respond and enhance the way it serves its clients and customers, and other community stakeholders. It can enable quick and convenient access to Council services, whilst also facilitating more efficient and effective administrative processes for council staff. When combined with the right skills and culture, DDaT can provide the organisational capability and capacity to fundamentally transform how it works and what it does.

3.3 The Council's approach to DDaT

In recent years, the Council has invested in DDaT, with spend in this area comparable with other unitary authorities. Corporate investments have generally been focused on accelerating the development of specific capabilities, with 'spot' investment particularly in foundational IT and digital customer platforms. Whilst this enabled the Council to respond to changes in working practice and service delivery as a result of the COVID-19 pandemic, with the upcoming financial pressures there is a need now to define an organisational direction of travel for DDaT so that developments and investment are joined up and focused on priorities. This strategy enables this by setting the ambition for where the organisation wants
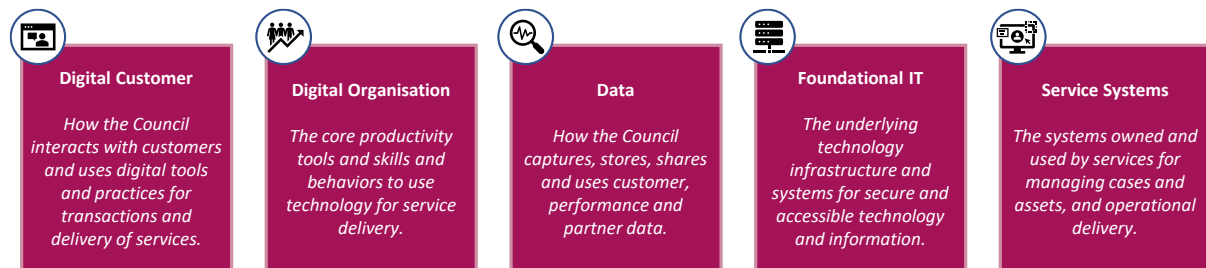
to focus development and investment in DDaT, whilst defining the approach for how it will do this and prioritise work moving forward.

4. Where the Council is today with DDaT
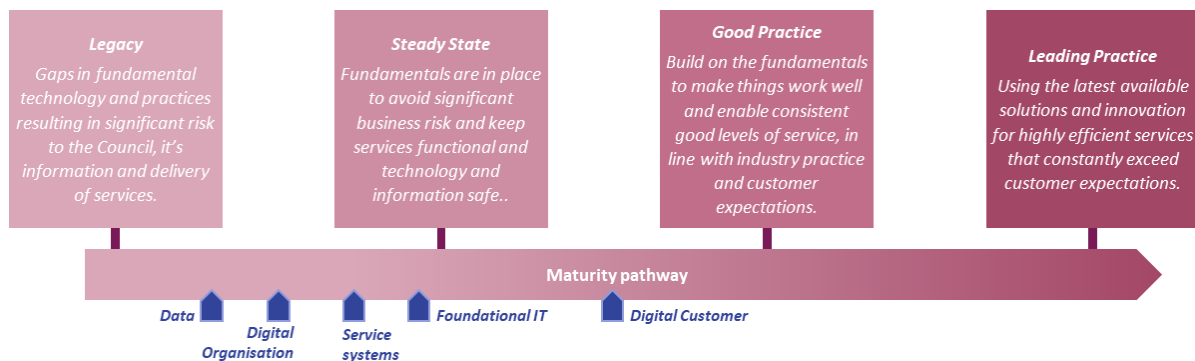
4.1 Organisational DDaT maturity

As a precursor to the development of this strategy a review of the Council's DDaT capabilities was carried out. In doing this, 5 core DDaT capabilities were defined: *Digital Customer*, *Digital Organisation*, *Data*, *Foundational IT* and *Service Systems*. The strategy is focused on the development and deployment of these capabilities in service delivery models. Summary definitions of the capabilities are outlined in Figure 3.

Figure 3. The DDaT core capabilities

Digital Customer	Digital Organisation	Data	Foundational IT	Service Systems
How the Council interacts with customers and uses digital tools and practices for transactions and delivery of services.	*The core productivity tools and skills and behaviors to use technology for service delivery.*	*How the Council captures, stores, shares and uses customer, performance and partner data.*	*The underlying technology infrastructure and systems for secure and accessible technology and information.*	*The systems owned and used by services for managing cases and assets, and operational delivery.*

A broad assessment was conducted through a process of engagement with directorates and IT&Digital to understand the maturity level of the 5 core capabilities across the organisation (Figure 4 for a summary of findings). Progress has been made in developing the capabilities in the last 5 years, particularly in the case of Digital Customer and Foundational IT. Whilst progress continues to be made, there is a need to focus efforts on pushing through with the development of the capabilities to enable step change in how the organisation works.

Figure 4. A summary of the maturity assessment of the DDaT core capabilities

Legacy	Steady State	Good Practice	Leading Practice
Gaps in fundamental technology and practices resulting in significant risk to the Council, it's information and delivery of services.	*Fundamentals are in place to avoid significant business risk and keep services functional and technology and information safe..*	*Build on the fundamentals to make things work well and enable consistent good levels of service, in line with industry practice and customer expectations.*	*Using the latest available solutions and innovation for highly efficient services that constantly exceed customer expectations.*

Maturity pathway

Data, Digital Organisation, Service systems, Foundational IT, Digital Customer

The findings from the maturity assessment help to define where the Council is today and consequently, inform the ambition and direction for developing these capabilities moving forward. Details of the findings from the maturity assessment for each of the 5 capabilities can be found in Appendix A.
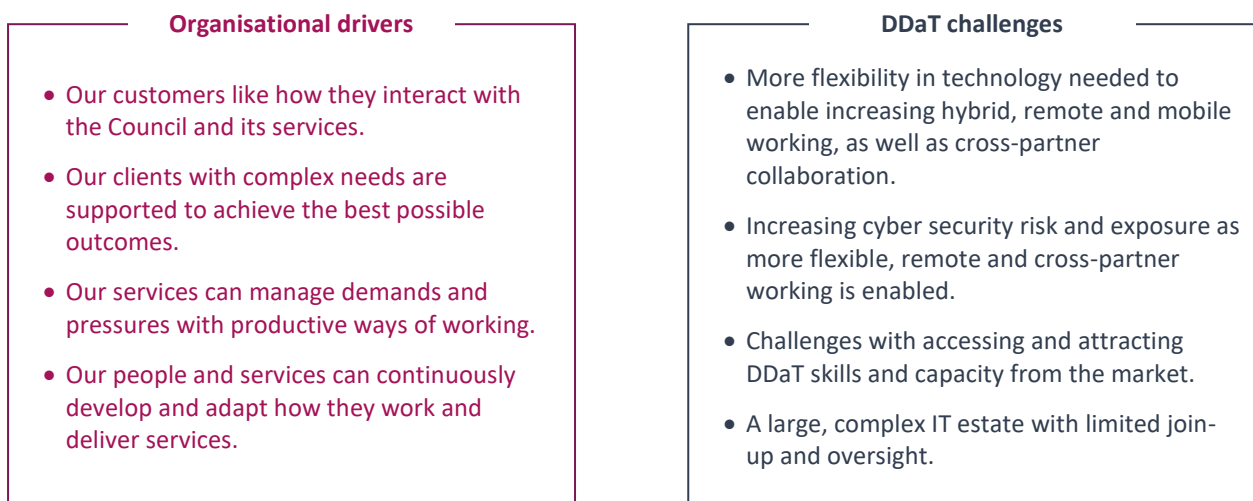
4.2 DDaT drivers and challenges

As outlined above, the Council has invested in a number of areas in recent years, particularly in response to the changing ways of working and customer service expectations arising from the COVID-19 pandemic. Key developments in DDaT in recent years include:

- Customer '*MyAccount*': Customer online account as a single-entry point for customers to access information and services and carry out certain transactions (with successful integration into Parking and Revenue & Benefits services)
- Microsoft applications suite (M365): New versions of communication and collaboration tools (M365) to support hybrid and mobile working
- '*Customer Index and Viewer*': Single central repository of core customer identity details and records for teams to look-up individuals
- Network remote access: Modern platform to enable effective remote working.
- Modern systems: Number of new key line of business systems introduced (HASC, FCL, Housing).

Whilst these developments have provided advancements in specific capabilities, there is a need to define a strategic focus for DDaT moving forward. Based on where the Council is today, there are a set of broad organisational drivers and specific DDaT challenges that underpin the strategic focus (Figure 5).

Figure 5. Organisational drivers and challenges for DDaT

Organisational drivers

- Our customers like how they interact with the Council and its services.
- Our clients with complex needs are supported to achieve the best possible outcomes.
- Our services can manage demands and pressures with productive ways of working.
- Our people and services can continuously develop and adapt how they work and deliver services.

DDaT challenges

- More flexibility in technology needed to enable increasing hybrid, remote and mobile working, as well as cross-partner collaboration.
- Increasing cyber security risk and exposure as more flexible, remote and cross-partner working is enabled.
- Challenges with accessing and attracting DDaT skills and capacity from the market.
- A large, complex IT estate with limited join-up and oversight.

5. The future direction for DDaT

5.1 The overarching ambition for DDaT

The Council's ultimate ambition for DDaT is:

To support and enable all Council services to deliver improved outcomes for customers, through the development of the DDaT capabilities.

In order to deliver on this ambition, the primary focus for the next 5 years is to reach and maintain good practice DDaT capabilities across the organisation through development and deployment in service delivery models. The journey to achieve this is based on working through the following 3-stages:

- Address significant risks to the Council and ensure the foundations are in place to develop good practice DDaT capabilities

- Developing and sustaining good practice across the core capabilities by making the most of available technologies and applying consistent approaches and methods to deliver effective and efficient services that meet customer expectations

- Starting to explore more leading practice capabilities by looking to incorporate the newest technologies and practices for highly efficient services with experience and outcomes that exceed customer expectations.

The immediate priority moving forward is to address risks, by focusing on current limitations and gaps in DDaT capabilities to mitigate against potential disruption to service delivery; these are considered '*must do*' activities. With the foundations in place and maintained, this means that the Council will be able to develop the capabilities to a level of good practice across services effectively and securely. By developing and maintaining efficient services that meet customer expectations, the Council will be able to pursue more strategic ambitions and innovative leading practice capabilities. The development of capabilities to levels of good and leading practice are considered '*should do*' and '*could do*' (respectively) and will generally require business case approval (see section 6 – 'The organisational approach to DDaT moving forward').

Figure 6. Overarching direction for DDaT in the next 5 years

Putting the foundations in place to be able to move forward to 'good practice'.

Activity and investment the Council <u>must do</u> to ensure that the core technology, digital and data foundations are in place and maintained, to deliver services and be compliant with statutory and regulatory requirements.

Applying established technology and practices to run effective and efficient services.

Activity and investment the Council should do to maximise the use of readily available technology and practices so that the Council works and delivers services efficiently and meets customer expectations.

Building on good practice to start to apply leading edge tools and approaches.

Activity and investment the Council could do to start deploying more innovative tools and ways of working, to go beyond effective and efficient services, and exceed customer expectations.

2022/23 to 2026/27

5.2 The long-term vision for DDaT: Going beyond this strategy

Beyond the next 5 years, the Council's long-term vision is to enable Brighton & Hove to move towards becoming a 'smart' city. Becoming a smart city means exploiting the full potential of smart technology and digital innovation to revolutionise the way the city works and focus on maximising outcomes for all customers; from supporting the most vulnerable to economic growth and the prosperous. A connected and smart Brighton & Hove would be built on a smart infrastructure with high levels of technology integration across partners and businesses, providing a wealth of connected and rich data. The Council and city partners could leverage this data for deep and real-time insights into customer needs and behaviours, and asset performance; enabling Brighton & Hove to continuously work better, faster and cheaper for residents, service providers and businesses.
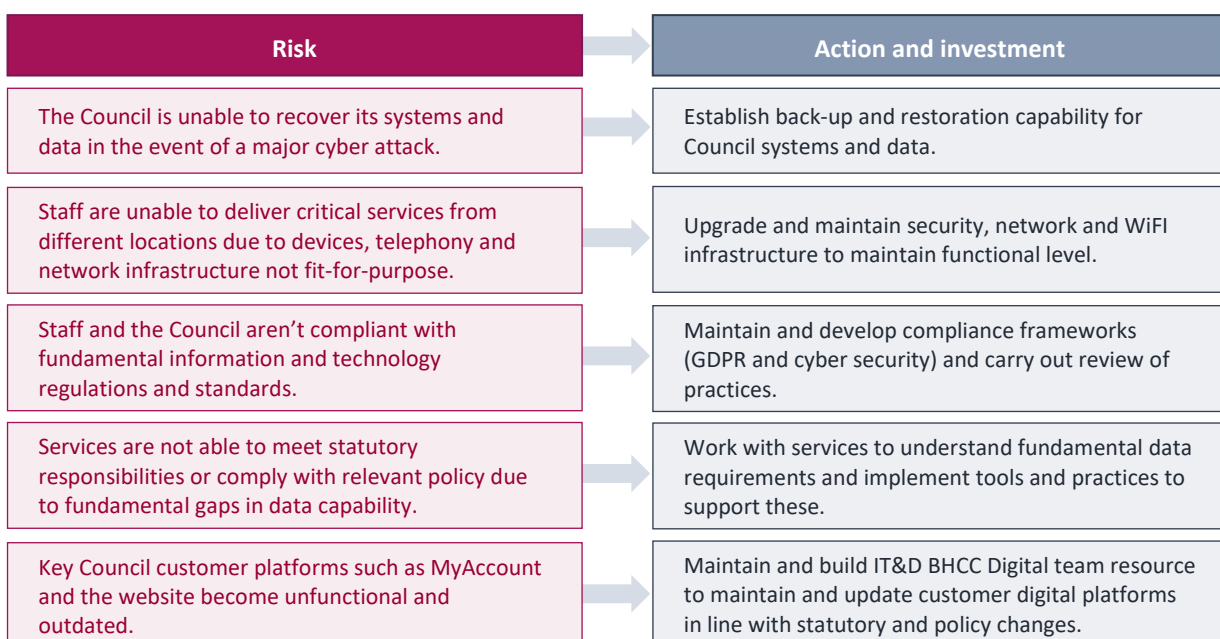
The direction and ambition for DDaT set by this strategy will put in place the fundamental DDaT capabilities that are needed to be able to move towards this long-term vision for how the city will work in the future.

5.3 Where we want to get to with the DDaT capabilities

A set of ambitions and objectives for each of the DDaT capabilities have been defined, which collectively enable the overall DDaT ambition. The ambitions and objectives set out where the Council wants to get to with each of the capabilities and what these will look like for services and customers. These have been developed based on engagement that has been carried out with all directorates to understand their service priorities.

The immediate focus is to address areas that pose material risk to the Council and ensure that the foundations are in place to then be able to really develop and utilise the capabilities across the organisation within service designs and delivery models. The activity and investment to do this are considered critical and 'must do' for the organisation; these are summarised in Figure 7.

Figure 7. Summary of immediate DDaT priorities to address material risks

Risk	Action and investment
The Council is unable to recover its systems and data in the event of a major cyber attack.	Establish back-up and restoration capability for Council systems and data.
Staff are unable to deliver critical services from different locations due to devices, telephony and network infrastructure not fit-for-purpose.	Upgrade and maintain security, network and WiFI infrastructure to maintain functional level.
Staff and the Council aren't compliant with fundamental information and technology regulations and standards.	Maintain and develop compliance frameworks (GDPR and cyber security) and carry out review of practices.
Services are not able to meet statutory responsibilities or comply with relevant policy due to fundamental gaps in data capability.	Work with services to understand fundamental data requirements and implement tools and practices to support these.
Key Council customer platforms such as MyAccount and the website become unfunctional and outdated.	Maintain and build IT&D BHCC Digital team resource to maintain and update customer digital platforms in line with statutory and policy changes.

With these foundations in place, the Council can start to develop the DDaT capabilities to enable improved ways of working for services and outcomes for customers. The ambitions, objectives and key steps for each of the capabilities is outlined below (page 16). What this will look like and mean for customers, services and staff is summarised in Figure 8.

Figure 8. Summary of the 5-year DDaT ambition, with practical examples

What it will look like	What this will mean for customers and staff	Example of application in service delivery
All repeatable, simple customer transactions are available online, with access through a single customer account and different devices.	Customers can make payments, submit requests, and report issues from any device, only having to provide information once.	Residents report fly tipping from a mobile device which goes straight to the relevant team to update records, respond to the customer and resolve the issue efficiently.
Delivery of client-based services are tailored to client needs, using assistive technology combined with human support.	Clients with complex needs can be better supported to improve personal outcomes and independence, whilst freeing up front line service capacity to manage demand.	Use of assistive technology within social care packages enables more clients to remain in their homes and maximises their independence.
Dedicated resources are in place to support staff and teams in developing technology skills for day-to-day working and service delivery.	Staff have the skills and confidence to use available corporate tools and service systems, freeing up time and equipping staff with relevant contemporary skills.	Staff delivering client-based services, such as social care and housing, are proficient in using latest applications and devices to reduce manual tasks and have more time to focus on complex cases.
Datasets are joined up with simple and quick access to rich accurate data from across the Council and partners.	Services can quickly understand complex customer cases with insight of case histories from all services and needs and risks to put in place the best possible actions for the customer.	Safeguarding professionals have access to a single view of vulnerable families to understand risks such as debt, homelessness, and health and wellbeing, to take prompt and effective mitigating action.
Applications and data can be used and accessed securely and efficiently from different work devices and locations.	Staff can carry out their work effectively from any location, from Council sites and home working to out in the community.	Housing repairs operatives can access property information and process customer orders in real-time from a property, allowing for efficient job fulfillment and good customer experience.

It should be noted that the development of the Digital Organisation capability will be progressed by IT&Digital and HR&OD teams together, as this is focused largely on the people, skills and culture aspects required for DDaT going forward.

Digital Customer

How the Council interacts with customers and uses digital tools and practices for transactions and delivery of services.

Maturity pathway

Our immediate priority is to address risk	**Our 5-year ambition is to get here**	**Our long-term ambition is to get here**
Existing corporate digital customer platforms are maintained on an ongoing basis to ensure they continue to be functional and work for customers.	*Digital channels are used for all transactional services and meet customer expectations, with customers able to interact with 'One Council'. Services are designed with a customer-centric focus and digital tools are used to support more vulnerable clients.*	*Using the latest available technology and digital design approaches to optimise service delivery, and customer outcomes.*

What it will look like

• Council MyAccount and websites continue to be functional for customers to access existing services and transactions. • The platforms that hold and match customer information (Customer Index) and process customer contacts (Contact Management), are functional. • The corporate customer digital platforms are updated in line with statutory or policy changes.	• All repeatable, high-volume transactions are online, and can be carried out through personal MyAccounts. • Use of digital channels is maximised but balanced with human-centric routes where appropriate. • Customers only give the Council information once. • Council website is clear, easily navigated and continuously adapted to customer preferences • Services can respond to customer contact and queries efficiently with use of digital tools. • More vulnerable clients are supported to manage needs and maximise independence with use of digital tools. • Use of interactive digital channels for engagement and consultation with diverse resident groups.	• Online customer transactions are progressed to fulfilment automatically where possible. • Artificial intelligence chatbots and online help guide customers to the relevant information and resources. • High level of customer experience with personalisation and choice. • Wide variety of channels and media support service delivery (e.g., remote video consultations, support and monitoring services). • Service staff are freed up to focus on the more complex cases and customers. • All services adopt user-led and agile approach to service design with continuous improvement through data insights and adaptability.

Key steps to get there

• Ensure there is the digital team resource to maintain and develop customer digital platforms to maintain functionality and respond to statutory and policy changes.	• Work with services to improve service models and customer outcomes, with user-led service design including customer journeys and business processes. • Support services with channel shift including use of available digital channels for customer transactions and contact. • Work with specific services on use of digital tools and assistive technology to enhance service delivery and outcomes for vulnerable residents.	• Establish corporate digital resources and tooling for advanced digital transactions and services. • Work with services to introduce advanced digital tools for high level of user experience that continuously meets and exceeds customer expectations. • Support service leads and managers to develop digital skills and practices (see Digital Organisation).

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To be progressed with HR&OD

Digital Organisation

The core productivity tools and skills and behaviors to use technology for service delivery.

Maturity pathway

Our immediate priority is to address risk	Our 5-year ambition is to get here	Our long-term ambition is to get here
Staff are confident in using standard technology and are able to use the core business productivity tools to carry out fundamental working tasks effectively.	*Staff are able to get the most from modern productivity tools and available technology for service delivery and efficient ways of working. Leaders and managers embrace use of technology, digital and data to drive continuous improvement of services.*	*Staff and teams can continuously improve how they work by being agile and responsive to challenges and opportunities and using innovative technology.*

What it will look like

• Staff have the skills and confidence to use the common business productivity tools at a basic level to be able to carry out their work. • Staff have an awareness and openness to the opportunities technology provides. • Staff are aware of and compliant with the defined principles and practices for safe and secure use of technology, including data privacy (GDPR) and cyber security.	• Staff are equipped with and confident in using modern productivity tools that support hybrid and flexible working. • All staff are proficient in use of productivity tools and service systems, so that services can make the most of these tools for efficient working; minimising paper-based processes. • Staff have foundational skills for use and management of data in line with organisation practices (see Data capability). • Management staff have the skills and behaviours to drive business strategy and change in services. • Leadership and management levels embrace working with IT&D and are open to use of DDaT to improve service delivery and efficiency.	• Services work to high levels of efficiency with advanced productivity tools. • Manual and repeatable operational tasks are automated as much as possible. • Staff embrace continuous improvement in ways of working, actively seek use of technology and collaboration with IT&D. • All staff are aware of latest digital and agile principles and methods, and practice these in team working. • Leadership and management levels have digital leadership skills and behaviours to constantly challenge and adapt service models, such as digital literacy and awareness, and focus on data to inform changes.

Key steps to get there

• Staff training in basic use of communication and collaboration tools ('Connecting You' programme in-flight). • Carry out review to understand current skills base. • Work with HR&OD to incorporate basic technology skills development into induction processes. • Maintain and develop compliance frameworks (GDPR and cyber security) and carry out review of practices across services.	• IT&D teams work with HR&OD to support services to develop, support and recruit staff digital, data and technology skills. • IT&D teams work with HR&OD to support development of hybrid and flexible working models. • Establish 'tech advocate' roles to support staff to use existing productivity tools in processes for efficient working.	• Support services to reach high levels of efficiency in business processes, with innovative productivity and automation tools. • IT&D teams work with HR&OD to support services to develop, support and recruit staff DDaT skills.

Maturity pathway

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BHCC Digital, Data and Technology

Data

How the Council captures, stores, shares and uses customer, performance and partner data.

Our immediate priority is to address risk	Our 5-year ambition is to get here	Our long-term ambition is to get here
Practices are in place to ensure services meet statutory reporting duties with accurate and reliable data. Staff are compliant with GDPR policies and have an awareness of basic practices for using data.	*Consistent practices for data use, management and reporting. High levels of data integrity and join-up, with a single view of customers and assets. Service delivery and decision-making is data-driven, with simple and secure data exchange between services and with partners.*	*Advanced data tools and capability to predict future outcomes for individuals and groups, and shape services to intervene earlier and more effectively, for optimal customer outcomes and reduced demand.*

What it will look like

• Staff understand and apply the fundamental GDPR principles and practices. • Services have the tools and practices to meet statutory responsibilities for information management and reporting. • Services are supported to meet policy requirements that require data capability. • Foundational principles for use and management of data, information and files are defined for the organisation. • All staff have basic-level data literacy and awareness, and apply the foundational data and information management principles when using and handling data.	• Consistent practices for data management, allowing for high levels of data integrity and use. • Use of data is embedded in service delivery. • Services can readily access a single in-depth view of customers and assets; to inform decision-making. • Data can be shared and accessed securely and intuitively between services and with external partners (e.g., health, voluntary and community sector, local businesses) • Services can react to customers' needs effectively and efficiently using joined up and up-to-date data. • There is an organisational culture for sharing data. • There is a consistent and efficient approach to business reporting and intelligence.	• Services can use data to identify emerging risks and future outcomes. • Services have forward-looking insights, to take proactive action to shape decisions and actions. • Services can prevent customer needs and issues from arising using predictive modelling. • Reduced demand for costly complex services, resulting in savings and more targeted use of resources. • Use of live reports and analytics is incorporated into service operations.

Key steps to get there

• Develop basic level data literacy and understanding in services, working with HR&OD to develop learning & development programme. • Work with services to understand data requirements and implement tools and practices to support these and existing/emerging key programmes (e.g., FCL Supporting Families) • Establish organisational data strategy and foundational principles and oversee these through corporate data governance group.	• Wider development of data capability across the organisation, with corporate tools and practices for organisation-wide sharing, integration and access to data. • Deploy modern business intelligence tool as a single platform with consistent practices for reporting across the Council. • Explore advanced tooling for join-up of Council datasets. • Corporate data governance defines and oversees organisational data standards and practices.	• Work with services to identify opportunities for using advanced analytics for predictive insights. • Develop corporate predictive analytics and machine learning tools and practices. • Work with services to incorporate advanced analytics into reporting and service models. • Support the development of advanced data skills and capabilities in services.

Foundational IT

The underlying infrastructure and systems for secure and accessible technology and information.

Our immediate priority is to address risk	**Our 5-year ambition is to get here**	**Our long-term ambition is to get here**
Modern network security provides essential perimeter protection from breaches, and Council data is backed up and recoverable. Systems are available when needed.	*Staff and teams are able to access applications and information securely, reliably and efficiently from all working locations, with remote and cloud-based systems, modern devices and telephony, connectivity and security.*	*Advanced security and connectivity infrastructure to enable optimal use and high performance of cloud-based systems for any form of working and location.*

What it will look like

• Service and corporate systems and applications function as needed for teams and staff to carry out day-to-day work. • The Council can respond in the event of a major cyber-attack to recover and restore systems and data. • Critical services can be provided in the event of a failure in the core infrastructure. • WiFi infrastructure is up-to-date and functional across all Council sites.	• Modern network infrastructure for efficient and reliable connectivity for all core working locations. • Systems and data can be quickly recovered from a major cyber-attack. • Advanced protection from cyber-attacks, for a low risk of breach. • Externally hosted (cloud-based) systems and applications can be used securely. • If part of the infrastructure is down systems can continue to operate with limited downtime. • Staff and external partners can access and navigate information and systems simply and securely. • Modern telephony platform supports efficient routing of customer contacts. • Range of modern devices deployed to staff, which can be tailored to meet specific needs.	• Parts of the core technology infrastructure can fail and result in no or minimal downtime for services and customers. • Customers will be unaware of incidents and failures within the technology infrastructure. • High levels of cloud-based application usage across the Council can be done in a highly secure way (with the impact of breaches limited to isolated devices). • High speed of access and connectivity to systems and data. • Most modern devices deployed to all staff and swapped out to support changing service requirements.

Key steps to get there

• Establish back-up and restoration capability for Council systems and data. • Upgrade WiFi access infrastructure across all Council sites. • Network and security upgrades to ensure up-to-date fundamental security and network performance in place and maintained (in-flight).	• Implement advanced cyber security monitoring tool and protection for web-based applications. • Establish specialist resource to support/maintain security and network assets. • Laptop and mobile upgrades. • Implement modern telephony solution. • Review of systems and information access for users and external partners.	• Explore options and approaches for implementing a 'zero trust' infrastructure for a cyber security capability that supports and enables high levels of remote/mobile working and use of cloud-based applications.

Maturity pathway

Our immediate priority is to address risks	**Our 5-year ambition is to get here**	**Our long-term ambition is to get here**

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BHCC Digital, Data and Technology

Service Systems

The systems owned and used by services for managing cases and assets, and operational delivery.

Service systems are functional for effective case and asset management. Systems are procured and implemented in line with fundamental technology and data security and technical standards.	*Modern line of business systems are in place, allowing for effective and efficient service delivery, with integration with internal and external systems. Systems are effectively managed at service and organisational level.*	*All systems are always on the very latest versions available. Simplified and rationalised organisation systems estate with use of cloud-based applications optimised.*

What it will look like

- Service systems are compliant with security, information and architecture policies and standards.
- Services are able to meet statutory responsibilities for service delivery and reporting with functional systems for processing cases and information.
- Services and IT&D work together on new system implementations, from scope, procurement, design and implementation.
- New service systems or changes to existing ones are coordinated so that they support digital design.

- Services have modern systems that enable efficient ways of working and case management.
- Simple systems landscape, with rationalised set of service applications.
- System integrations are in place between service and corporate systems for exchange of key Council data.
- System integrations between Council systems and partner organisation systems to allow for simple exchange of customer data (linked with Data and Digital Customer capabilities).
- The organisation and IT&D can identify and manage cross-cutting dependencies and opportunities.
- Services can manage and procure systems effectively to get optimum value.

- Optimal mix of systems that are held on-premise, through external hosting, and in public and private clouds.
- Systems are automatically on the very latest versions and are 'evergreen' (constantly adapted to support modern ways of working).
- High-performance systems that are highly available for staff with split second refresh and upload times.
- Highly rationalised and simplified systems landscape with zero cases of 'shadow IT'.

Key steps to get there

- Establish robust and agile corporate assurance process and governance to ensure systems meet IT standards (see section 6 – 'DDaT governance framework').
- Establish joint IT&D and service governance forum to oversee developments in key service systems and ensure they are aligned with corporate principles for digital and data design (see section 6 – 'DDaT governance framework').

- Establish directorate/service level IT governance to help services to manage overall systems maintenance, contracts/suppliers and changes.
- Support services to develop systems, supplier and contract management skills and capabilities.

- Build productive relationships with system providers that enable deployment of the very latest technologies and upgrades to continually improve ways of working.
- Continual review and updating of service technology infrastructure to take advantage of new components, market opportunities and system optimisation and rationalisation
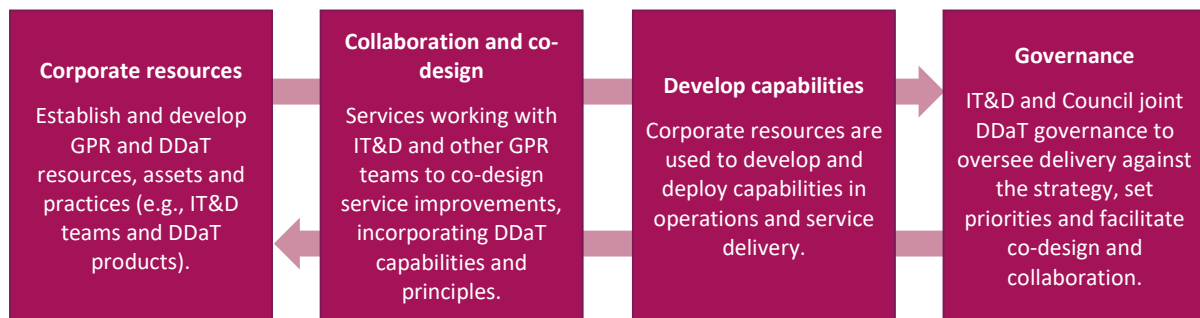
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6. The organisational approach to DDaT moving forward

6.1 Summary of the DDaT approach and principles

Delivering the DDaT ambition and objectives with the development and deployment of the DDaT capabilities hinges on the collective working of IT&Digital and other GPR functions with service teams. It is largely through services' delivery models and operations that the practical development, application, and benefits of the DDaT capabilities will be seen.

The overall approach to delivery primarily centres on building and deploying corporate resources (including DDaT resources) which are used to develop capabilities and fundamentally improve service delivery. These resources include IT&Digital teams and corporate DDaT platforms and practices, along with other GPR teams such as HR&OD, Finance, and Customer, Modernisation & Performance Insight. A summary of the approach is outlined in Figure 9.

Figure 9. Outline of the organisational approach to DDaT

Corporate resources	Collaboration and co-design	Develop capabilities	Governance
Establish and develop GPR and DDaT resources, assets and practices (e.g., IT&D teams and DDaT products).	Services working with IT&D and other GPR teams to co-design service improvements, incorporating DDaT capabilities and principles.	Corporate resources are used to develop and deploy capabilities in operations and service delivery.	IT&D and Council joint DDaT governance to oversee delivery against the strategy, set priorities and facilitate co-design and collaboration.

In order to deliver the DDaT ambition as an organisation, it is imperative that IT&Digital (along with the other GPR functions) and Council services work together in close partnership. To achieve this, the approach for delivering the strategy and ambitions is based on the application of a set of key principles, as set out below:

- Adopting a user-centered design ethos to underpin service improvement and redesign and not leading with technology products
- Open, collaborative and partnership working between services, IT&Digital and other GPR teams, with the collective goal of delivering better services and outcomes for customers
- Effective governance and engagement with services as they develop and implement business plans to ensure effective involvement of IT&Digital (and other GPR teams) and application of the DDaT ambitions, objectives and principles
- Co-design and development of services using technology with DDaT specialists working together with service teams (see 'DDaT governance framework' below).
- Outcomes and success of the strategy are dependent on working with directorates/services and GPR teams to make use of the corporate DDaT resources and assets for service transformation and continuous improvement

- Ongoing review and evolution of the strategy in line with changing Council priorities and technological changes.

The application of these principles is fundamental for the Council to deliver against the ambitions and objectives. They will be further developed and built out into a model that defines how work will be carried out with services (this will be done by the 'Digital Design Group' as a key forum as part of the DDaT governance framework – outlined below).

6.2 Corporate and service DDaT developments and investment

In line with the principles outlined above, to move forward with developing the DDaT capabilities for service delivery, there is a need to work as a single Council. This means ensuring join-up and co-working between IT&Digital, GPR and service teams. As a result, the Council's approach is based on:

1. Continuing to invest in and develop corporate DDaT resources, assets, and practices (IT&Digital teams, corporate technology platforms and tools, organisational DDaT practices and methods)
2. Corporate DDaT resources, assets and practices are used to develop and deploy capabilities in service delivery.

It is recognised that development of capabilities in services will require application of the corporate resources, assets and practices, as well as developing specialist solutions to meet the specific needs of services and their customers.

With this, there is a need for directorates and services to develop their own business plans in line with their specific business ambitions and customer and client needs. These business plans should include reference to the DDaT capabilities that would enable the planned business changes. The intention is for the IT&Digital Business Partners to work with service leads and Business Improvement Managers and draw upon the expertise of DDaT specialists and service practitioners to support services in their development of strategies and business cases. The development of business cases will aid the alignment of service led DDaT development proposals with the Council's DDaT strategy (this strategy) and principles for the 5 capabilities. It should be noted that business cases will generally be expected for both investment in corporate DDaT resources and assets, and service specific developments, with approval and prioritisation through the DDaT governance (see 'DDaT governance framework' below).

Summary of corporate and service investment

The required indicative investment in DDaT at the corporate and service levels has been identified to inform the Council's Medium-Term Financial Plan (MTFP) 2023-27. This comprises £c.10-20m of investment in the core DDaT strategy and an investment requirement for service specific developments from directorate business planning (to be defined in the Policy & Resources Committee report for February 2023). Investment of this

magnitude as part of the financial plan going forward will enable the following fundamental outcomes for the Council's key stakeholder groups:

Customers and Councillors:

- Customers' experience of carrying out simple transactions (e.g., making payments or bookings) and interacting with services meets their expectations
- Clients with more complex needs feel more supported and can have a better way of life with greater independence
- Councillors are assured that customers are content with how they access, contact and transact with the Council and those clients with more complex needs can achieve better outcomes
- Councillors will be more able to progress with policy and strategic ambitions with a Council that is working efficiently and with greater agility to respond to change.

Leadership and Management:

- Leaders and managers will have the resources, tools and skills to continuously improve how their teams and services work
- Leaders and managers and their teams will be able to manage pressures and focus more and more on improving customer experiences and outcomes from their services
- Leaders and managers can access greater insights on service performance and demand to make more informed decisions on how to respond and adapt services
- Leaders and managers will be supported to develop further skills and learn the latest methods for driving business strategy and transformation.

Staff:

- Staff spend less time on manual tasks and more time on the high value-adding activity such as more complex client cases and service delivery improvement
- Staff are more informed to understand their customers and assets and are able to take prompt and effective action
- Staff can contribute to improvements to services and focus on more challenging work, meaning they can develop new skills and have greater fulfillment in their roles.

Corporate DDaT investment

The indicative investment in corporate DDaT resources and assets to enable the development of DDaT capabilities has been identified (as shown in Table 1). These activities and investments will generally require business case development and approval through the DDaT governance arrangements. The indicative investment figures are presented as ranges with the '*must do*' non-discretionary investment (lower value) to the '*could do*' discretionary investment (upper value).

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Table 1. Indicative investment in corporate DDaT resources and assets

Capability	Indicative medium-term investment (for medium-term financial plan 2023-2027)[1,2]	Key investments	Key outcomes
Digital Customer	c.£6.9m - £10.1m	• Ongoing maintenance and development of corporate platforms (e.g., Council website, MyAccount) • Digital specialists to support service design and development and deployment of channels and tools • Digital resource to design and implement assistive digital tools • Functional and user experience improvements to platforms	• Corporate platforms remain functional for customers and meet statutory and policy requirements • Services meet customer expectations • More efficient customer fulfillment • Improved outcomes for clients with complex needs
Digital Organisation	c.£0.5m – £3.7m	• Learning & Development resources to support staff in use of all IT&Digital and productivity technology • Resource to support business process improvement	• Staff can get the most from available technology for more effective and efficient service delivery • Services work more efficiently, freeing up staff capacity
Data	c.£1.3m - £2.9m	• Develop specialist data team to support services' key data requirements and develop wider organisational capability for integration and data insights • Develop corporate platforms to support data access, integration and analysis	• Services have greater insight into services, assets and customers to improve decision-making and outcomes • Services can access information and work more efficiently between themselves and with partners
Foundational IT	c.£1.5m – £4.4m	• Establish back-up and restoration capability for Council systems and data • WiFi infrastructure refresh • Deploy modern corporate telephony platform • Refresh staff mobile devices and laptops • Improve infrastructure resilience and systems availability	• Council data and systems can be recovered from a major cyber breach • Staff can access what they need and work efficiently from Council, remote and community locations • Services can continue to run seamlessly if part of the IT infrastructure fails
Service Systems	*Based on directorate strategies and plans*		
Total corporate DDaT investment	c.£10.1m - £21.1m		

[1]*Indicative investment range based on 'must do' non-discretionary investment (lower value) to 'could do' discretionary investment (upper value)*

[2]*Indicative numbers take account of inflationary factors for the MTFP period*

Service-led DDaT developments and investment

A number of key directorate strategic agendas have been identified where the development of DDaT capabilities will play a significant part. These and further developments for services will be identified and worked through the directorate and service business plans and DDaT governance arrangements (see 'DDaT governance framework' below). Examples of current directorate agendas include:

HASC and the Sussex Health and Care System: Integrated and closer working between the local NHS, local authorities and health & care organisation to address complex challenges in the system.

FCL and the Early Help programme: DLUHC and DfE led agenda to drive continual improvements to local partnership working and data use to help children, young people and families at the earliest opportunity.

City Clean Modernisation programme: Transformation of the service's ways of working and service delivery with core system upgrade and development the digital offering.
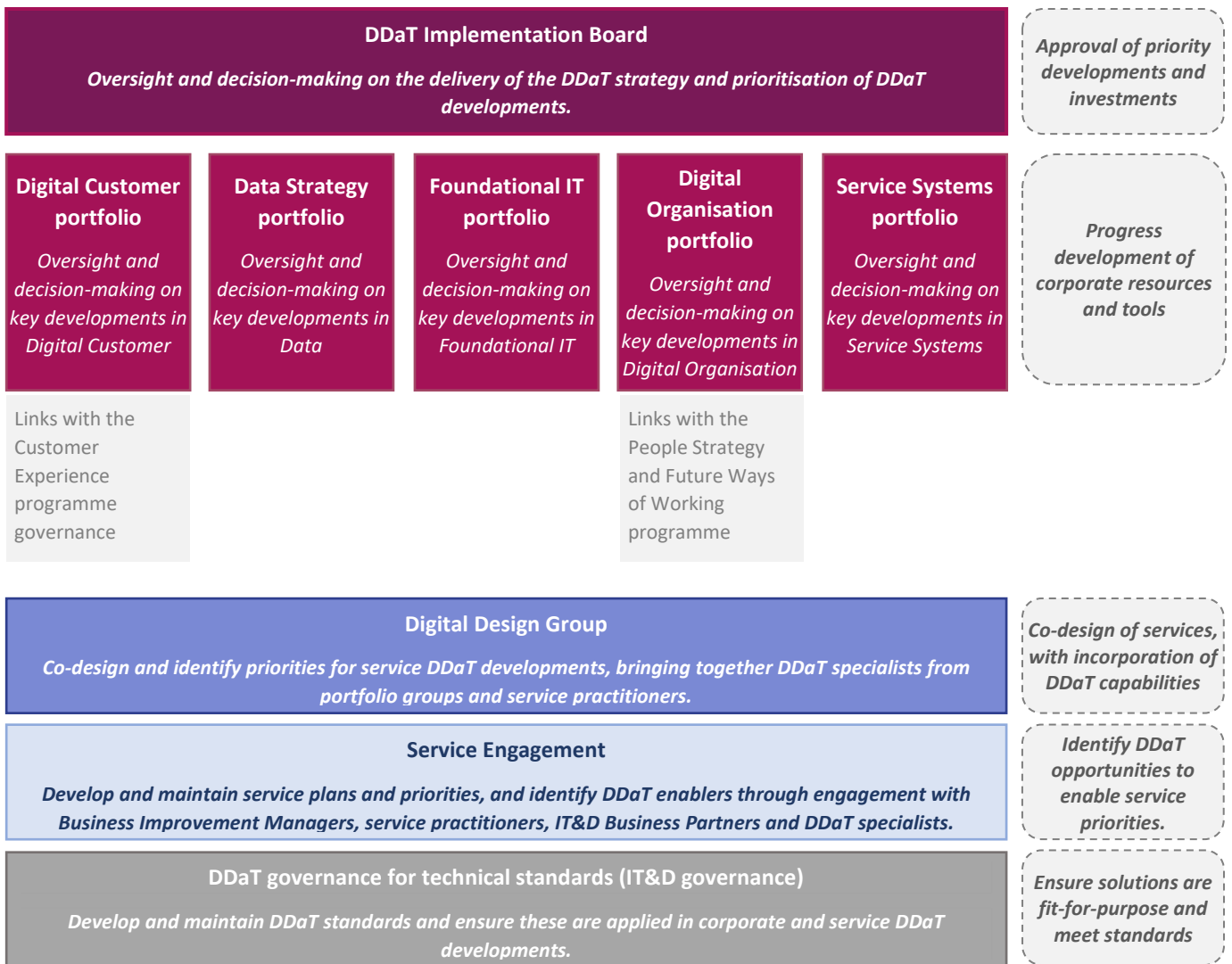
Housing digital programme: Review and development of the service design and customer experience, with opportunities for digital channel shifts.

6.3 DDaT governance framework

A DDaT governance framework will be established to oversee and manage the developments in the DDaT capabilities and delivery against the strategy (Figure 10). Crucially, this framework will provide the connection between services and DDaT specialists for the fundamental co-working required and ensure service developments are joined-up with corporate ones. The framework will also allow for effective prioritisation and coordination of corporate and service developments.

As well as this, the framework will facilitate cross-Council collaboration and working, with links into existing organisational forums such as the Customer Experience programme and HR&OD groups, so that service designs and developments are shaped with the required people, customer and DDaT inputs. This multi-disciplinary approach allows for more effective join-up and awareness of opportunities between services and corporate teams.

Figure 10. DDaT governance framework

DDaT Implementation Board	*Approval of priority developments and investments*
Oversight and decision-making on the delivery of the DDaT strategy and prioritisation of DDaT developments.	

Digital Customer portfolio	Data Strategy portfolio	Foundational IT portfolio	Digital Organisation portfolio	Service Systems portfolio	*Progress development of corporate resources and tools*
Oversight and decision-making on key developments in Digital Customer	*Oversight and decision-making on key developments in Data*	*Oversight and decision-making on key developments in Foundational IT*	*Oversight and decision-making on key developments in Digital Organisation*	*Oversight and decision-making on key developments in Service Systems*	
Links with the Customer Experience programme governance			Links with the People Strategy and Future Ways of Working programme		

Digital Design Group	*Co-design of services, with incorporation of DDaT capabilities*
Co-design and identify priorities for service DDaT developments, bringing together DDaT specialists from portfolio groups and service practitioners.	

Service Engagement	*Identify DDaT opportunities to enable service priorities.*
Develop and maintain service plans and priorities, and identify DDaT enablers through engagement with Business Improvement Managers, service practitioners, IT&D Business Partners and DDaT specialists.	

DDaT governance for technical standards (IT&D governance)	*Ensure solutions are fit-for-purpose and meet standards*
Develop and maintain DDaT standards and ensure these are applied in corporate and service DDaT developments.	

The roles of each of the governance groups is outlined below ('Roles of the DDaT governance groups').

Governance for DDaT developments and investments

With the financial pressures faced by the Council and a clear organisational direction for DDaT moving forward, there is a need for clear and efficient mechanisms for decision-making on DDaT investments going forward. This is to ensure that effective decisions can be taken to prioritise development and investments at both corporate and service levels within a constrained funding envelope, based on organisational and service objectives, and alignment with the DDaT strategy. The portfolio groups for each of the DDaT capabilities and Digital Design Group will identify priorities for corporate and service developments respectively, with the DDaT Implementation Board approving the prioritisation.

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The process for identifying and progressing DDaT developments and investments starts with service-led business planning and prioritisation (see 'Service Engagement' as part of the governance framework). This involves directorates and services developing and maintaining the directorate business plans to define service priorities. DDaT opportunities to enable service priorities can be identified through working with IT&Digital Business Partners and DDaT specialists and service subject matter resources, practitioners and Business Improvement Managers.

Roles of the DDaT governance groups

DDaT Implementation Board

Purpose: To oversee and take decisions on the delivery of the DDaT strategy and monitor progress against the ambitions and objectives.

Representation: Senior officer board.

Role:

- Ultimate decision-making group for major corporate and service developments and investments across the DDaT capabilities
- Oversees the progress of developments in the 5 DDaT capabilities to ensure overall delivery against the DDaT strategy and ambitions (with reporting from the 5 capability portfolio groups)
- Approves prioritisation of corporate developments and service developments (as set by the portfolio groups and Digital Design Group)
- Monitors service engagement with the Digital Design Group and agrees how to respond to any significant blockers.

Digital Customer portfolio

Purpose: To oversee and take decisions on the delivery of the Digital Customer portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of corporate digital customer developments (e.g., MyAccount) – through the Digital Customer programme
- Links with the Customer Experience programme governance to ensure the Digital Customer portfolio and programme is aligned with evolving priorities from the customer experience programme
- Makes decisions on key corporate and service digital customer designs and developments (emerging from the Digital Design Group's work with services – see below)
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments

- Defines the corporate design principles for digital customer platforms, channels and practices (including the 'One Council' principles)
- Manages the corporate resources and assets for digital customer (e.g., MyAccount)
- Engages with and supports services on key design decisions for digital customer practices and tools, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Data Strategy portfolio

Purpose: To oversee and take decisions on the delivery of the Data Strategy portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Sets and oversees the Council's data strategy to deliver the ambitions and objectives for the Council's data capability
- Oversees the portfolio and programme of corporate data developments through a Data Strategy programme (e.g., ongoing developments to the Customer Index)
- Makes decisions on key corporate and service data designs and developments (emerging from the Digital Design Group's work with services – see below)
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investment
- Defines the corporate design principles for data platforms and practices.
- Manages the corporate resources and assets for data (e.g., PowerBI)
- Engages with and supports services on key design decisions for data, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Foundational IT portfolio

Purpose: To oversee and take decisions on the delivery of the Foundational IT portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Sets and oversees the Council's Foundational IT strategy to deliver the ambitions and objectives for the Council's foundational IT capability
- Oversees the portfolio and programme of corporate foundational IT developments through the FIT programme (e.g., refresh of devices)
- Makes decisions on key corporate and service foundational IT designs and developments (emerging from the Digital Design Group's work with services – see below)

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- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments
- Defines the corporate design principles for foundational IT platforms, tools, devices and practices
- Manages the corporate resources and assets for foundational IT (e.g., devices and telephony)
- Engages with and supports services on key design decisions that have foundational IT implications, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Digital Organisation portfolio

Purpose: To oversee and take decisions on the delivery of the Digital Organisation portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of digital organisation developments through a digital organisation programme (e.g., central resources for learning and development)
- Links with the Council's People Strategy and Future Ways of Working programme governance to incorporate the ambitions and objectives for the Council's digital organisation capability
- Ensures that the digital organisation portfolio is aligned with and supports the delivery of the People and Future Ways of Working strategies
- Makes decisions on key corporate and service digital organisation designs and developments (emerging from the Digital Design Group's work with services – see below)
- Reports to the DDaT Implementation Board for approval of priorities and progressing major corporate developments and investments
- Engages with and supports services on key design decisions for digital organisation tools and practices, ensuring the corporate design principles are applied (as part of the Digital Design Group – see below).

Service Systems portfolio

Purpose: To oversee and take decisions on the delivery of the Service Systems portfolio and monitor progress against ambitions and objectives.

Representation: Joint IT&Digital and GPR group.

Role:

- Oversees the portfolio and programme of major service systems developments

- Sets the standards and controls process to ensure systems meet fundamental technical and security criteria
- Defines the corporate design principles for service systems, including those for digital design and data
- Ensure developments in service systems are aligned with corporate principles (through engagement in the Digital Design group).

Digital Design Group

Purpose: Brings together representatives from the 5 portfolio groups and service leads to work through service model designs and improvements.

Representation: Joint IT&Digital, GPR and service representation.

Role:

- Ensure service and corporate developments (from the portfolio groups) are coordinated when shaping and developing service models
- Develop and implement the principles and model for how DDaT and service teams work together
- Ensures service model redesign and decisions are informed by and take into account the principles for the 5 capabilities
- Serves as the key forum for DDaT specialists to come together, engage and work with service practitioners to develop designs and business cases for service change work
- Manage the pipeline of work with services and make decisions on how and to what extent work will be carried out
- Define the priorities for service change work with sign-off from the DDaT Implementation Board
- Manage the schedule of work with services that aligns with the individual programmes of the 5 portfolio groups
- Bring in representatives and teams from GPR, Council corporate programmes and wider IT&Digital teams where necessary.

Service Engagement (Business Improvement Managers and service practitioners with IT&D Business Partners and DDaT specialists)

Purpose: Develop and maintain service plans and priorities, and identify enabling DDaT opportunities through engagement with business managers, service practitioners, business partners and DDaT specialists.

Representation: Joint IT&Digital, GPR and service representation.

Role:

- Develop, deliver and continuously review medium-term service business strategies and plans
- Define and manage the business priorities and initiatives for services.
- Identify where DDaT can enable business strategies and priorities, and identify possible options and solutions
- Develop business cases for DDaT developments and investments with input and review from the Digital Design Group.

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7. Appendices

Appendix A – DDaT Maturity Assessment

	Digital Customer	Digital Organisation	Data	Foundational IT	Service Systems
Definition	*How the Council interacts with customers and uses digital tools and practices for transactions and delivery of services.*	*The core productivity tools and skills and behaviors to use technology for service delivery.*	*How the Council captures, stores, shares and uses customer, performance and partner data.*	*The underlying infrastructure and systems for secure and accessible technology and information.*	*The systems owned and used by services for managing cases and assets, and operational delivery.*
Example tools/methods	• *MyAccount*: Single customer account for certain basic transactions and access to service portals and forms. • *Contact Management application*: Corporate tool for efficient channeling and processing of customer contact. • *Customer Index*: Dynamic database for customer identity details that underpins MyAccount and Contact Management solutions.	• *Microsoft 365 communication (Teams, Outlook, SharePoint)* • *Microsoft 365 information management (OneDrive)* • *Microsoft 365 business applications (PowerPoint, Word, Excel)*	• *Customer Index* • *Customer Viewer* • *Business Objects* • *PowerBI*	• *Data centres* • *Network (local and wide area)* • *Devices and telephony* • *Cyber security tools*	• *Eclipse Social Care system* • *Northgate Housing Management system* • *Civica Finance and Civica Pay*
Maturity level	*Working between Steady State to Good Practice, with risk of fallback*	*Working between Legacy and Steady State*	*Working between Legacy and Steady State*	*Working between Legacy and Steady State*	*Working between Legacy and Steady State*
Maturity assessment summary	• Significant progress has been made in developing the council's digital capability and customer channels.	• New versions of productivity and collaboration tools (Microsoft 365) being rolled out and supported.	• There are inconsistent practices for data and information management, which can risk compliance with regulatory and statutory requirements.	• Core foundations have been built towards establishing fundamental level of security and availability of systems, services and data.	• Several core line of business systems have been upgraded or replaced during the last couple of years.

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	• MyAccount as a single digital entry point for customers for high volume transactions (as part of the 'One Council' customer approach). • Progress made with specific services such as Parking and Revs & Bens to incorporate MyAccount and digital service; but work needs to be done with other services. • There is a risk that the Council will not be able to keep the existing MyAccount and Contact Management platform functional with the current digital capacity	• Broadly there are mixed skills, confidence and culture around using technology. • There's an opportunity to get more from the enterprise tools and service systems for improved business processes and reduced manual working.	• There is a lack of culture and awareness for maximizing the use of and value from the Council's data. • Limited data sharing and join-up across services, which can result in multiple versions of the truth and services missing out on insights to inform decisions.	• Improvements ongoing currently to address remaining security and connectivity gaps. • Lack of back-up of Council systems and data means the Council is not able to recover from major cyber-attack. • Infrastructure refresh needed in next 2 years, includes local area network, telephony and devices.	• Further work is required to modernise the entire IT Application estate and make better use of technology and data innovation to support service delivery. • Lack of central oversight and planning for service systems, with applications often sourced and implemented in services in silos; can add to complexity of the IT estate and mean opportunities are missed for economies of scale and a simpler architecture. • Data exchange between services can be impacted by gaps in system join-up (linked to Data capability).
Maturity assessment findings	• Significant progress made over the last 4 years to build the 'One Council' approach and single-entry point (with corporate MyAccount) and develop digital customer channels and transactions. • Particular progress with Parking service and implementing digital channels and MyAccount for online transactions. • 120,000 citizens have BHCC MyAccounts, 350,000 transactions	• New versions of communication and collaboration tools (M365) being rolled out and supported, with dedicated training for user adoption taking place. • New versions of Teams, SharePoint Online and OneDrive being implemented, with training for basic-level use being delivered for all staff through the 'Connecting You'	• Mixed levels of practice for data and information/file management, which poses a risk to compliance with regulatory and statutory reporting. • Lack of culture and practice for maximising the use of and value from the Council's data. • Limited data sharing and join-up across services, which can result in multiple versions of the truth and services	• Significant progress in 4 years of partnership to progress towards a steady state position, with remaining gaps in security and network to be addressed (with some activity in-flight). • Modern network security tools being deployed to ensure essential level of perimeter security. • Cyber monitoring tool being updated to ensure the Council can effectively detect and	• Upgrading these systems presents a significant opportunity for transformation (including automation, reporting and analytics). • But this is dependent on services planning and designing these with an appetite for changing ways of working, rather than replacing like-for-like. • Exchange of data for reporting and service operations can be impacted by gaps in

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have been delivered through the platform.

- There is still a need to work with a significant number of services to optimise use of digital customer channels.
- Before further work can be done with more services, there is a need to put in place the necessary resources to support and maintain what is in place already. There is a risk that developed platforms can't be supported effectively going forward and the Council won't fully deliver on the 'One Council' vision for customer access.
- There are opportunities to start to exploit readily available digital tools in the delivery of services to customers with more complex needs.

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programme (completed with FCL).

- Broadly there is inconsistent skills and proficiency in enterprise productivity tools (M365 etc.) with a need to support services to get the most out of these for their needs.
- There is a risk that without supporting and enabling staff to use what is now readily available standard technology and the ways of working that goes with it, the Council won't be able to make the most of the enterprise (and service-specific) tools and productivity gains these provide.
- There is an opportunity to work with staff and teams to engage and support them in the use of the standard productivity tools (e.g., M365 applications) to support and improve business processes; serving as the foundation to develop the organisation's culture towards one that values and maximises the use of technology for better services and customer outcomes.

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missing out on insights to inform decisions.

- Customer Index tool has been deployed, establishing core identity details and linked records from 15 BHCC datasets and 500k records with daily feeds, matching and reconciliation.
- Customer Viewer (on top of Customer Index) enables BHCC teams to search for individuals to see which service that person is known to and to search for cohorts.
- PowerBI has been introduced with an early adopter group and data analyst community workspace in MS Teams.
- Further roll-out of PowerBI premium licenses has been agreed.
- Data Governance & Insight Steering Group recently set-up as a forum for data insights and reporting matters (currently driving PowerBI for corporate reporting).

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respond to incidents and breaches.

- Lack of back-up of Council systems and data means the Council is not able to recover from major cyber-attack.
- Local Area network refresh is in-flight, improving connectivity at remote and core Council sites.
- Currently working to stabilise AOVPN network to ensure consistent performance and availability for all users.
- Devices and telephony are coming to end of life and require upgrades in next 2 years. Corporate telephony strategy is being developed.
- Work ongoing by IT&D on improving corporate systems and process for managing staff access and data.
- The need for mobile, flexible and secure access to corporate and service systems is growing with new ways of working and the increased collaboration between services and with external partners. There is a need to develop simple and secure means for staff and partner access to systems and information.

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system join-up (linked to Data capability).

- Lack of central oversight and planning for service systems, with applications often sourced and implemented in services in silos; this means that there isn't a central forum to manage service's technology and identify opportunities for shared systems or lessons learned from previous implementations.
- There is limited capability within services for effective ownership and management of systems, including lifecycle, contract and supplier management; services generally own their systems and contracts, with limited procurement and IT capability.

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