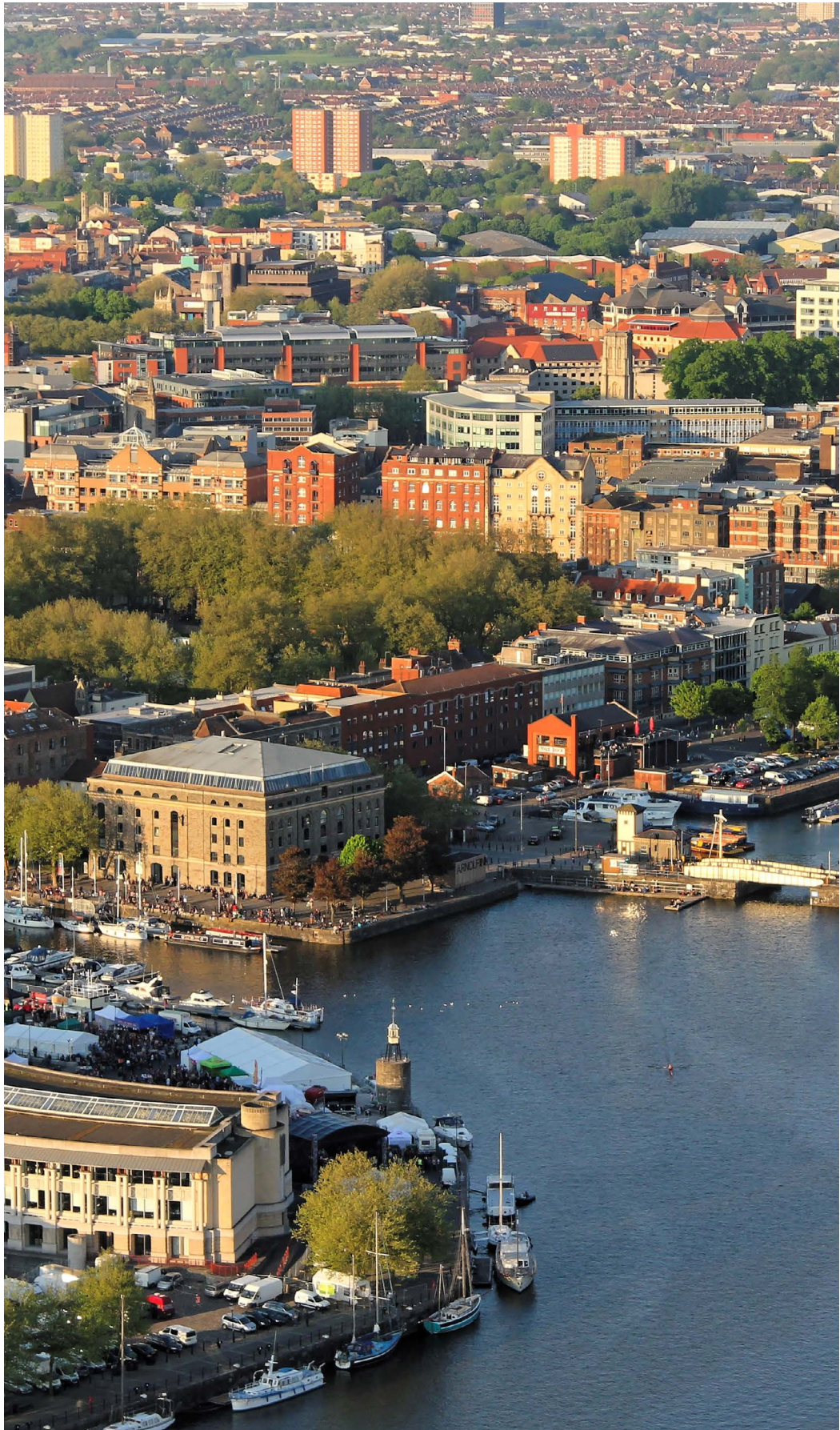


Bristol City Council



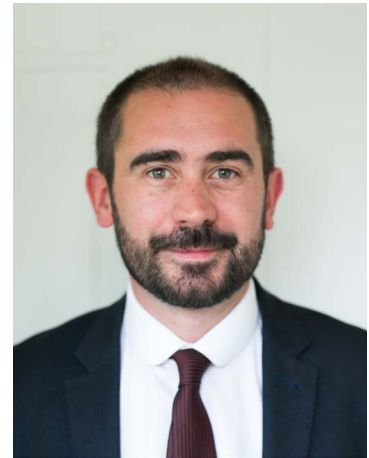
Digital Strategy 2022 – 2027





Foreword

Our council vision is to play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success. Our digital ambitions play a critical part in delivering this. The digital agenda provides a new lens through which major city and council challenges can be addressed, and digital inclusion can support us becoming a smart, well-connected and inclusive city.



Digital supports the efficient and effective running of our business. It can save us money without compromising outcomes. It enables us to partner well with others. It can help us to innovate and try new things. It can make our services simpler, easier to access and more straightforward to use.

Citizens and users of our services rightly expect a user experience from their council that is comparable to that which they experience in other parts of their lives. They need ways of getting things done 24/7 in ways that suit them. They need it to be as simple, intuitive, and quick as possible. We run a large, complex range of services, many of which face significant financial pressures and increasing demand. Navigating this complexity and challenge to deliver our digital ambitions in an ever-changing world is no small task, and one which this strategy helps us address.

Our digital plans over the next five years are carefully designed to achieve the right balance. We need to keep operating costs down whilst maximising the security, quality, and effectiveness of our services. These services will fundamentally change by using improved technology, supported by a culture that makes sure we adopt it and use it well.

In recent years we have invested heavily in getting much of the technical foundations right and adopting more modern tools. There is more to do to complete this work, but we are in a stronger position and are now better placed to improve in ways that will make a real difference. As we do this, it is important that we leave no-one behind. Accessing digital services of course requires people to be digitally enabled, and we will work to help tackle digital exclusion in our communities. Our improving digital capabilities will seek to support digital equity and, by providing many people with more effective digital options, free up capacity to support those who struggle to access digital services and still need to contact us in other ways.

Councillor Craig Cheney

Deputy Mayor – Finance, Governance and Performance

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Introduction

Times change. So will this strategy. It sets out a five-year plan to renew our digital platforms and to build and mature our capabilities, but because the world of technology and digital innovation is ever-changing, it will also evolve as we go. As we learn from feedback and evidence we will adapt, using an annual delivery plan to confirm the detail and a two-yearly review to consider broader issues. This will also enable us to adapt plans quickly to support changes or pressures in the council's budget and financial plans.

What won't change is our drive to deliver good services supported by the digital entry points that people need and expect. Our use of digital tools and technologies will drive continuous improvement, and support the efficient, effective running of our business. We will also remain committed to having a secure, resilient, and inclusive IT environment, one which enables us to engage with citizens and join-up across the council and with partners. We will plan and implement our digital initiatives in ways that recognise the potential of digital technology to both help and hinder accessibility, working pro-actively to maximise inclusion and tackle inequality; for example, by working with partners to tackle digital exclusion, and supporting digital care services.

This Digital Strategy is part of a wider framework that supports the delivery of our overarching [Corporate Strategy 2022-27](#). It shares important links with our [Data, Insight and Information Strategy](#), [Connecting Bristol Strategy](#), our emerging Channel Shift Strategy and our approaches to citizen services and rationalising our corporate property estate. It aims to consolidate and improve our core technology platforms that provide the building blocks for running our business and digital engagement with citizens and partners.

Digital technology underpins practically all elements of council operations. It helps colleagues to work efficiently and focus their efforts on the practical things people need from us. It supports access to services and provides the systems that capture the information we need to understand how we are doing and how we can improve.

In recent years we have invested significantly in our technology, establishing strong assets including our own fibre network, and moving to more modern internal tools including an enterprise-level Microsoft 365 environment. This has already dramatically improved our technological foundations, and it is on this stronger base that our next phase will be built.

This strategy sets out a continuing journey through our next phase of improvement. It will help us increase productivity, build digital capabilities and deliver projects that move Bristol to a new level of digital maturity and practice. It will be supported by strong governance which will ensure that we manage both our business as usual and this complex programme carefully; prioritise thoughtfully; innovate safely; and never lose sight of the fact that whilst technology is an important enabler, our service delivery is about people and culture.



Photo credit: Bristol Waste

Strategic Direction and Objectives

To us, digital transformation means securely and ethically using technology, tools, and information to deliver services better, faster, and cheaper. It also means solving traditional problems through the capabilities brought by this technology and improved access to quality information. It is a vital part of changing how the council operates and engages with citizens and partners. It goes beyond basic improvements to current systems and working practices, and should be used to tackle inequality, design, and deliver services more effectively, improve access and participation, reflect citizens' preferences, and maximise opportunities to partner with other organisations.

This is a major task, and it is made more challenging in several ways which are important to recognise and address:

- There is continued pressure on services and less financial and staff resource available to meet demand. This puts a financial imperative on increasing people's access to (and use of) digital services, which can benefit them whilst costing us less. This will help us make sure our offline options more available to those who need them
- We have a very large IT estate, some of which has suffered from historic lack of investment and poor housekeeping. There is a continued need to simplify and modernise in many areas, to make sure things keep working and are secure
- There is a high and increasing threat to cyber-security, requiring investment in security and privacy measures to protect people's data and our services
- Technology used to focus more on occasional capital investment to buy physical kit. Now it is more focused on consumption-based subscriptions, changing the way we pay for it. This makes it even more vital to carefully manage our consumption, supplier contracts and third-party spending.
- Global issues including multiple supply chain crises, post-pandemic changes to ways of working and an ever-increasing pace of technological change make for an unpredictable environment
- There are greater opportunities for different organisations and agencies to work together and work anywhere, meaning we need more flexible technology provision. The same is true of hybrid and flexible working options which are now more widely available to many of our staff.

Ultimately our investment in technology and capabilities must allow us to focus our limited time, people, and money on delivery of our corporate priorities and doing the work that only people can do. In line with our Corporate Strategy commitments, it must also have practical outcomes that encourage the inclusion, independence, and enablement of all citizens.

Given the scale of challenge, the pace of change and the regular need for highly specialised digital skills that are hard to recruit and may not be needed permanently, we intend to seek support with our journey from a single Digital Strategic Partner. This single-partner arrangement will help ensure we have a coherent, consistent approach and solutions. It will be on a no-commitment basis, meaning we only spend money with them when we need to, rather than being obliged to. By doing this we aim to gain maximum flexibility and be well-supported to deliver our digital projects and services quickly and to a high quality.

To achieve our aims and address our challenges, we have identified four strategic ambitions for our digital transformation work:

1. **Easy, engaging, and inclusive.** Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.
2. **Simple, stable, and secure.** Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.
3. **Well-used and used well.** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.
4. **Ready to partner, willing to share, and able to innovate.** Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.



Ambition 1 - Easy, engaging, and inclusive

Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.

Why this ambition?

Whether we're doing our shopping, ordering a take-away, booking a holiday, arranging healthcare, or any number of other daily tasks, it's now widely expected that we can do this easily and intuitively online. Whatever device is being used, wherever we are and whatever the date or time, an always-on approach to goods and services is the norm.

We need our services to meet these expectations. Whilst many council services are already accessible digitally, there is a wide scope for improving this further.

It isn't only about providing digitised services. People expect a range of contact options and ways in, with online services easy enough to use that most people prefer them to calling, writing, or visiting. With limited resources available to us, we need this to allow us to focus our face-to-face and phone-handling efforts on the people who need them most.

As noted in our Corporate Strategy, digital inclusion is also a key priority. Tackling this can help address inequalities in health, wealth, and life chances, so it's vital that our digital transformation journey supports meaningful digital inclusion. There are many reasons for digital exclusion. Not everyone can afford a device, or if they can, maybe they can't afford the data or internet subscription. In Bristol, around 5% of people from deprived areas report not being able to afford a connection, whilst over 20% report feeling restricted by their broadband speed or reliability. Other people might have the financial means but lack confidence or the right skills. For example, people in economically deprived areas are less likely to feel comfortable using digital services, with 28% reporting a level of discomfort doing so compared to 18% in less deprived parts of the city. Meanwhile some people will have impairments that needn't be a barrier if we offer the right options and adjustments.

We aim to:

- Improve our digital services so that people choose to use them, learning from the best government and private sector organisations and tailoring our solutions to the needs of our citizens and involving them in co-design. Services should be as simple and intuitive as possible, available 24/7 and meet the government Service Standard and Design Principles. They should be more preferable to use than any other available option, and broadly comparable to digital services enjoyed in other areas of people's lives.
- Provide a wider range of ways to access services digitally. These should meet different citizen needs and preferences, including options with maximum accessibility for disabled citizens.
- Design and configure our services for digital consumption, affecting our choices about which systems to buy and processes to follow. This must reduce and automate the steps needed in customer transactions to make things quicker and more reliable, seeking full automation of processes.
- Support corporate and partnership planning and action in tackling digital exclusion in its various forms.
- Work closely with our partners in delivering digitally enabled services.
- Provide engaging and accessible online content across our web and social media platforms.

High level actions

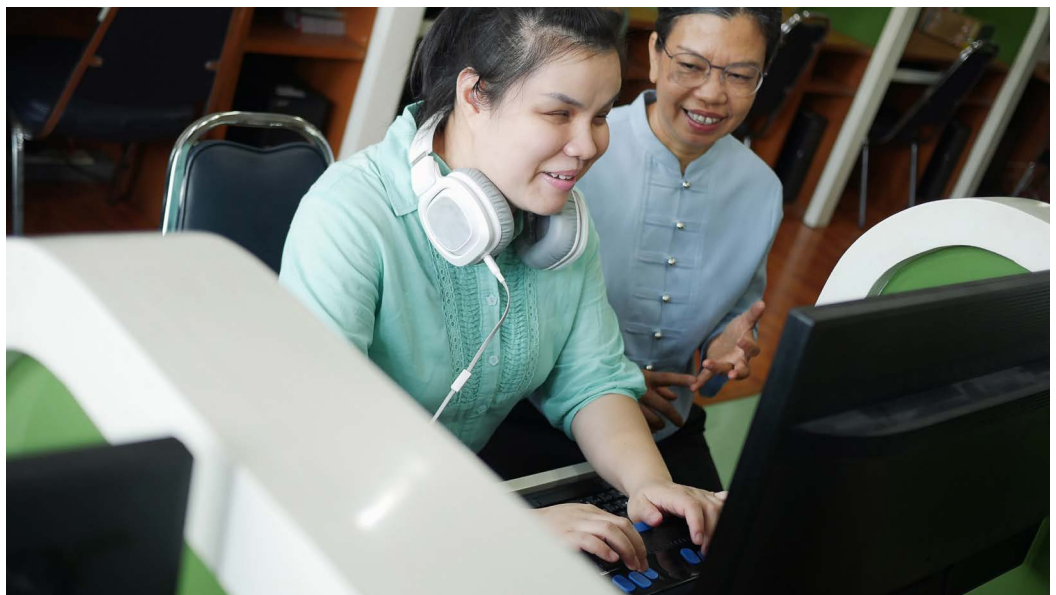
There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

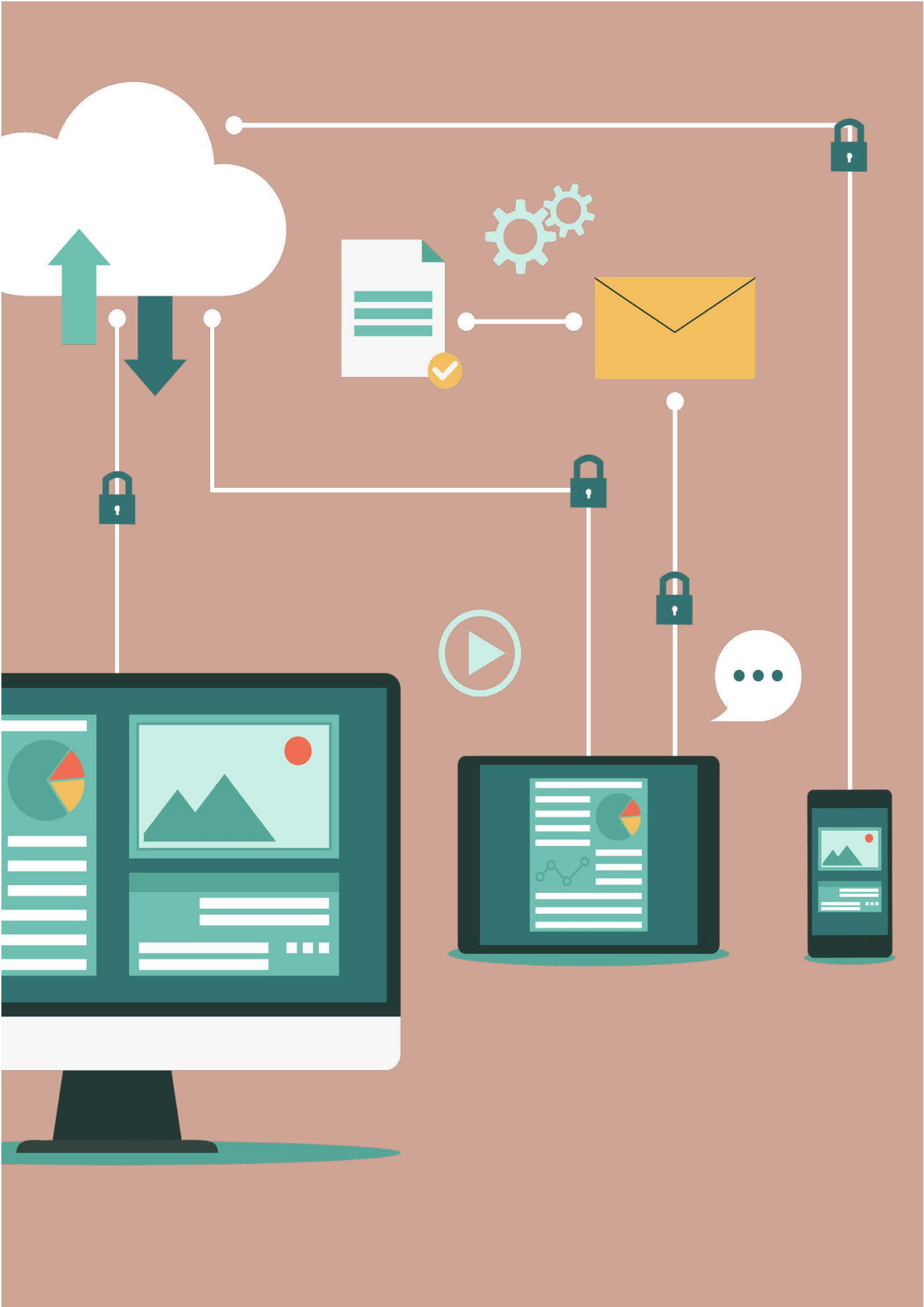
1. Create a strategy and business plan to introduce new contact channels such as apps, chat and more. Ensure choices are informed by user feedback, and leverage technical and data services so that new channels can be trialled and iterated quickly. Work to promote digital channels and maximise take-up.
2. Review and enhance existing online services, with a preference for full process automation and ensuring they can be fully accessed by citizens using any device.
3. We will work to migrate more online services to a single citizen account where this is proportionate and cost-effective, providing unified access to as many online council services as practicable.

4. Modernise and enhance both our website and telephony platforms, providing more reliable, feature-rich entry points for information, advice, and guidance, and to other citizen-facing services.
5. We will work to meet or exceed legal accessibility standards on our own platforms and press external suppliers to improve where necessary. Seek active feedback from users and ensure we have mechanisms in place to respond.
6. Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion.

Measures of success

- Increase the percentage of channel shift achieved for Citizens Services overall; including reduction in telephone and face-to-face transactions
- Increase in speed of resolution times for service requests
- Online content meets or exceeds Web Content Accessibility Guidelines (WCAG) 2.1 AA
- User sentiment and feedback on the ease of accessing online services
- Increase in services using Single Citizen Account
- Increase in enrolment for Single Citizen Account
- Completion of Channel Shift Strategy (milestone measure; year one)





Ambition 2 – Simple, stable, and secure

Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.

Why this ambition?

We are all increasingly reliant on technology, and the impacts of it going wrong are no longer just an inconvenience. For the council, large-scale disruption could become a major crisis which impacts our ability to deliver critical services that keep people safe.

Institutions are increasingly targeted by cyber-criminals, and in the UK and abroad whole municipalities have been the victim of ransomware attacks that bring public services to near-standstill and take months or years to recover from. Increasingly it is a case of when an attack is successful, not if one will be.

There are many other things that can cause problems aside from malicious attack. We have hundreds of systems and some of these are nearing the end of their useful life and don't work well on newer platforms. Physical kit can become outdated quite quickly or fail with age, creating further risks to our digital operations.

Recognising these drivers, we have been transforming the way the technology is delivered and operated. The long-established need for IT to be available, secure, and adaptable has changed with the increasing use of 'cloud' computing. This is where the delivery of technology services no longer requires physical in-house data centres and council-owned infrastructure. Instead, it is based on configuration rather than hardware, and is typically paid for by subscription rather than capital expenditure on physical kit followed by maintenance and support. Work to move to this modernised cloud-based platform is well developed, with roll-out of Windows 10 and new products like Microsoft 365 around three-quarters complete as of May 2022.

We aim to:

- Downscale our IT estate and redesign our infrastructure alongside our planned reduction in office floorspace.
- Rationalise to have fewer applications, technologies, and tools. Make sure those we do have are modern, secure and have robust measures in place to recover from any disasters. Keep any business disruption from unexpected events, including cyber-attack, to a minimum.

- Complete roll-out of new platforms and products to remove the costs of operating a hybrid IT estate and exploit our new digital architecture. This will make it quicker for the IT team to respond to service needs.
- Strengthen and support compliance with Information Security policies
- Align costs with demand and consumption volumes.
- Buy physical kit less often and at a smaller scale. This creates more flexibility to spend more time supporting services and colleagues rather than maintaining or configuring hardware. This shifts our digital teams towards leveraging services and away from managing infrastructure.

High level actions

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

1. Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications estate, including:
 - Further optimisation and rationalisation of office productivity applications. Maximise the use of features that are now available to all staff, such as enhanced collaboration using Microsoft 365.
 - Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Prioritise this carefully according to risk and reward, whilst continuing the standardisation of core business systems and our enterprise approach to data. This includes specific work on our Customer Relationship Management system, Document Management systems, housing, and social care systems.
 - Continue to decommission legacy technology and systems - safely migrating or archiving data to our new integrated data and insights platform as required. This will reduce operating costs, remove vulnerabilities, and enable past data to enrich our insights.
 - Reduce use of online sub-sites with duplicated or out-dated content and use our core platforms for new content wherever possible.
2. Complete outstanding planned migrations of users, applications, and data to cloud based services. Embed the updates and maintenance processes and cycles to keep the platforms up to date.

- 3.** Develop, procure, and install a modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely. Make use of appropriately layered and zoned network architecture to ensure we can collaborate effectively whilst maximising the security and privacy of sensitive data. Explore options within this to expand our public Wi-Fi offer.
- 4.** Continue horizon-scan and develop an iterative applications roadmap which meets emerging service needs and provides appropriate digital capabilities for the 2020s and beyond.
- 5.** Evolve our IT function(s), resourcing, financing, and services meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital, Data and Technology Capability framework.

Measures of success

- Achieve ISO27000 accreditation for the council, with milestones linked to better utilisation of the security features in our Microsoft E5 license.
- Overall reduction in the number of unsupported or unsuitable IT applications and systems retained by the council
- Overall reduction in Line of Business systems used in the council, with commensurate reduction in IT application support
- Reduced calls to the IT Service Desk
- Proportion of IT Service Desk contacts which are ‘incidents’



Ambition 3 – Well-used and used well

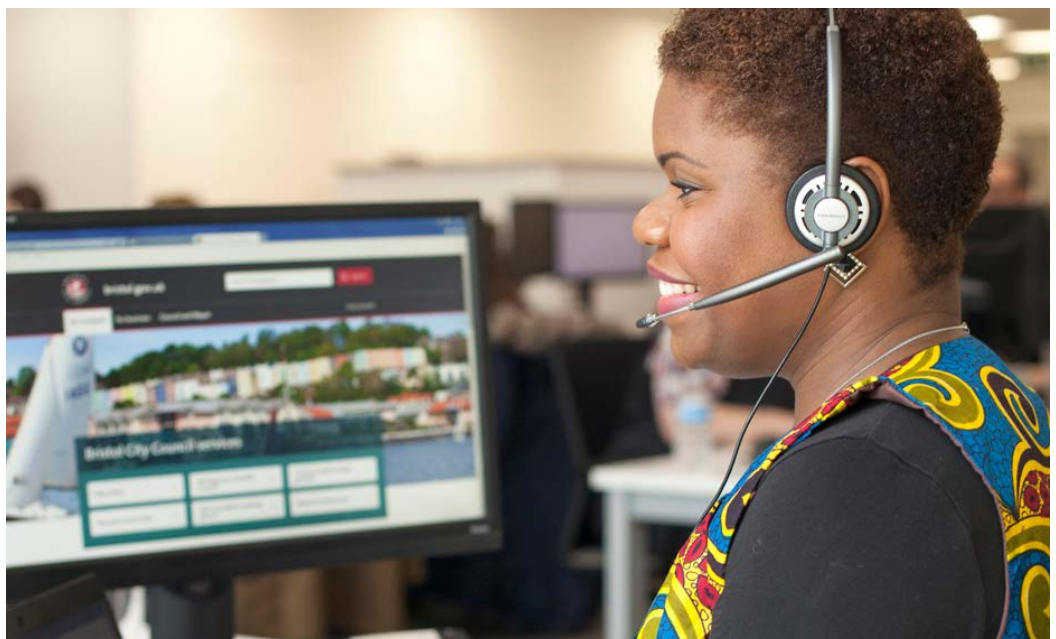
Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.

Why this ambition?

Our strategy will only be achieved if our culture supports it. This means that in order to make the most of our investment in new tools, technologies, and applications, colleagues must be supported to use them to their full potential. Developing a data-driven, technologically savvy culture takes real time and effort, and means asking already busy colleagues to make space for learning and change.

The recent pandemic accelerated the shift to more flexible and smarter working, but new tools were launched at pace, and we didn't always have the luxury of time and resources to launch and embed them in the ways we'd have ideally wanted to. We need to improve and enrich the support for Council teams to collaborate, making services more responsive and efficient as people benefit from new ways of working together anywhere.

Our Corporate Strategy calls for world class employment and prioritises working as 'One Council' to get things done efficiently, safely, and in line with our priorities. Our Workforce Strategy stresses supporting colleagues to adapt to new ways of flexible working as a result of new technology.



Both strategies call for us to make sure we have the right skills in the right places when we need them.

This strategy seeks to support new ways of working and aims to develop our workforce with highly transferable and sought-after professional skills and experience.

We aim to:

- Provide training and increase the sharing of knowledge and skills to allow staff and councillors to have confidence to make best use of our organisational digital capabilities. This requires support to help them make the most of the platforms, and to become advocates and champions for these tools.
- Enable and support collaboration in line with our council values, through providing digital tools, monitoring usage and both seeking and responding to feedback. Contribute to a positive organisational culture and behaviours.
- Streamline processes, providing tools and easier access to information and insights that can reduce process costs if they're used well.
- Enable anywhere, anytime access to an integrated ecosystem of flexible, individual, cloud-based solutions and applications. These solutions will be increasingly integrated, highly available and remain protected by layered security.
- Support the council in becoming more data driven, with higher levels of data literacy. Support and enable delivery of the Data, Insight and Information Strategy.

High level actions

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

- 1.** Invest in the digital skills, awareness, experience and capabilities of our colleagues and councillors through a continuing programme of adoption and change activities. This includes encouraging behaviour change, delivering training and supporting a high-performing champions' network. These help people gain confidence and get the most from the platforms we have invested in.
- 2.** Accelerate the use of self-service internally and the availability of self-help services as part of new digital service design.

3. Adapt business processes to exploit digital capabilities and boost innovation, whilst avoiding complex solutions that are hard to maintain.
4. Continue work to fully centralise data and insights capacity and deliver the council's agreed programme of data and insight improvement work, evolving it over time. Ensure that robust, accurate data and that its correct and ethical use is embedded across the council.
5. Pro-actively evaluate our usage and performance, allowing planned space in our programme for reflection and to adjust our course as required.

Measures of success

- Take-up and completion of self-service training
- Levels of use of Microsoft tool functions
- Number of business processes reviewed and remediated annually
- Milestone completion and usage of insights generated within Data and Insight programme
- Reduction in user support requests
- Reduction in IT cost per user supported
- Staff satisfaction with tools available to them (annual staff survey)
- Self-reported staff confidence in using digital tools available to them (annual staff survey)
- Delivery of defined annual savings targets linked to digital enablers





Ambition 4 – Ready to partner, willing to share, and able to innovate

Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

Why this ambition?

As our Corporate Strategy sets out, we recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Because of this we are a partner in the long-term One City Plan for Bristol. This plan for 2050 envisages Bristol as fair, healthy and sustainable – a city of hope and aspiration where everyone can share in its success. It recognises Digital as a key enabler across all its six themes, contributing to goals for Bristol such as:

- everyone will be well-connected with digital services
- everyone will contribute to a sustainable, inclusive, and growing economy from which all will benefit
- everyone will have the opportunity to live a life in which they are mentally and physically healthy
- everyone will live in a home that meets their needs within a thriving and safe community
- everyone will have the best start in life, gaining the support and skills they need to thrive and prosper in adulthood

Delivering on this, alongside our commitments to local delivery of the United Nations' Sustainable Development Goals, requires collaboration with partners from all sectors of the city and beyond. The challenges and opportunities for modern cities and citizens require can also call for true innovation, so over the course of this strategy we need to build up to a safer platform for both.

We recognise that whilst the council has pockets of digital and innovation excellence, our overall level of digital maturity is relatively low and, in many cases, it will be wiser to adopt existing, tested and proven solutions. In these cases, it will be important that we and our partners consider how to maximise interoperability and the potential for responsible innovation, consciously working to remove technological and cultural barriers to joint working. Where we do need to genuinely innovate and break new ground

to get the best outcomes for our citizens, it must be carefully planned, highly intentional in nature and able to fail safely.

If we do this well, real benefits for local people could be realised. For example, using technologies to enhance independent living can support more people could living in their own homes for longer as they get older. Establishing new ways to provide social or public broadband can provide access to services that would otherwise not be available. Providing open data to citizens and organisations can ensure people are informed and empowered to engage with the council and organisations. Innovative monitoring technologies could ensure better asset management of infrastructure like solar panels and heat pumps, ensuring our housing stock is energy efficient and allowing remote access to troubleshoot issues quickly and save citizens money.

With these kinds of potential benefits and a city which has much supporting infrastructure to support collaboration and innovation – including its One City Approach, world class universities, strong tech sector, incubator spaces and assets such as council-owned ducting and fibre network and multi-agency Operations Centre – we need to keep developing our ability to deliver.

We aim to:

- Co-ordinate effectively internally and partner across sectors to ensure we have a joined-up, prioritised and planned approach to technology and innovation that puts people first.
- Support this with the right levels of technical compatibility, ethical data sharing, and governance to ensure delivery.
- Draw from our past experiences of innovation – both success and failure – to learn and create safe spaces to tackle city problems.
- Provide compelling, comprehensive, and highly usable open data.
- Make great use of our existing estate and assets to develop a more connected city, including consideration of harnessing external investment and/or partnering.

High level actions

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

- 1.** Work with a single Digital Strategic Partner to provide expert skills, technical advice, strategic support and practical capacity to support our digital transformation journey. This will enable us to more quickly progress to a secure foundation from which to co-source, partner and innovate more widely. It will also support us in future-proofing our organisation and we will retain full decision ownership and cost control through a no-commitment, non-exclusive contract.
- 2.** Configure the council to support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with services and outside organisations to develop new digital services that incorporate customer feedback.
- 3.** Through our enterprise approach to data and insights, continue to make core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing. Develop open data and city-wide intelligence products in line with the Data, Insight, and Information Strategy.
- 4.** Support and/or lead digital innovation that changes the lives of citizens and the most vulnerable, such as Technology Enabled Care.
- 5.** Work closely with city partner institutions on digital transformation, including the design and delivery of digitally enabled services. Ensure that we maximise our collective ability to collaborate effectively, including within the emerging Integrated Care System.
- 6.** Closely align our in-house innovation expertise with our policy expertise to ensure that we work together on prioritising and addressing key city challenges that are recognised corporate priorities.
- 7.** Continue to run and evolve the Bristol Operations Centre, which has provided a ground-breaking technology collaboration with partners.
- 8.** Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services; either publicly, commercially or in partnership.

Measures of success

- Increased levels of interoperability between partner systems
- Successful procurement of a Digital Strategic Partner during 2022/23
- Levels of compliance with Information Security policy requirements in establishing collaborations
- Achieve measures set out in the Data, Insight and Information Strategy
- City Partner satisfaction in opportunities to collaborate on digital initiatives
- Increase number of people able to access care & support using Technology Enabled Care



Glossary of Terms

Throughout this strategy there are that are used regularly and may have specific meaning, for the purposes of this strategy, this is how we define them:

Artificial Intelligence (AI): refers to systems or machines that mimic human intelligence to perform tasks and can iteratively improve themselves based on the information they collect.

Digital Engagement: Digital engagement is how users interact with a software application or platform that is a route into accessing council services

Digital Exclusion: is the inability to access online products or services or to use digital technology

Digital Inclusion: It is the ability to access and use information and communications technologies, regardless of any factor including protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation), income or current ability. In encouraging digital inclusion, we can help create digital equity.

Digital equity means information technology needed for participation in day to day life covering all aspects for example, employment, education, business and economic development, lifelong learning and access to essential services that are generally available to citizens regardless of their racial grouping, socioeconomic status or cultural identity.

Digitised services: a service provided to citizens that has been enabled and assisted by technology either through online information support to people delivering the service or through information automation or semi automation.

Digital Strategic Partner: An arrangement where Bristol competitively procures a partner organisation that has proven expertise and experience in adoption and delivery of digital services in organisations like Bristol City Council that can be used on a demand basis to help BCC deliver on its digital ambitions.

Evolution: improvement in systems and services achieved through incremental changes.

Inclusion: per our Equality and Inclusion Policy and Strategy 2018 – 2023, inclusion means taking active steps to create equality, ensuring equal access and opportunity for all and tackling discrimination and injustice. It is also about ensuring that people feel they belong, and are encouraged and equipped to connect with others and to contribute to the life of the city. Inclusive design creates environments that everyone can use to access and benefit from the full range of opportunities available in society. It enables people to participate, confidently, independently and with choice and dignity. Inclusive design avoids separation or segregation and is made up of places and spaces meet the needs of everyone in society.

Information technology (IT): refers to the equipment, software and organisation that manages it on behalf of an enterprise.

ISO27000 – a family of international standards for implementing information security management systems recognised to provide a framework for best-practice information security management.

IT estate: The specific collection of IT equipment, software and operating processes that provide information technology enablement of an enterprise.

Microsoft 365 or M365: Suite of software that provides software capabilities aimed at individual and groups of end users. It consists of an entire ecosystem of security, management, monitoring and user features such as email, office software, information storage and office tools. Sometimes specific reference to a license type e.g. E5 that relates to the particular set of features the license subscription allows the end user to use.

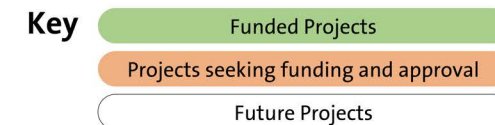
Licensing: most software is licensed to be used on either an enterprise, application or user basis. The licences may be perpetual which means they can be used for an upfront fee sometimes with support costs on top or increasingly as subscription that entitles usage for a period of time.

Platforms: are a group of technologies that are used as a base upon which other applications, processes or technologies are developed or provide a set of integrated features that can be used by a business user.

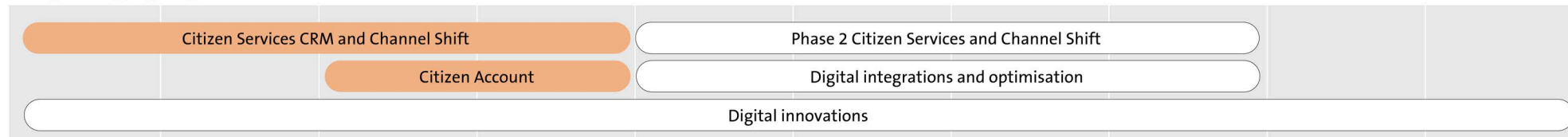
Telephony Platform: The hardware, software and communications links that provide support for telephone services to end users and integration with other communication systems.

Transformation: delivering the current service or products, better, faster, and or cheaper.

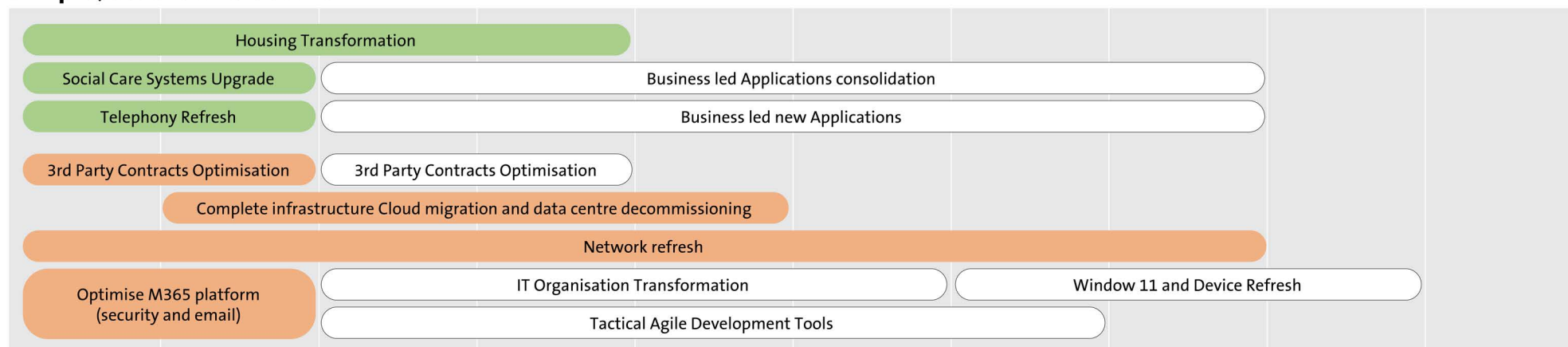
Appendix A: Digital Transformation roadmap



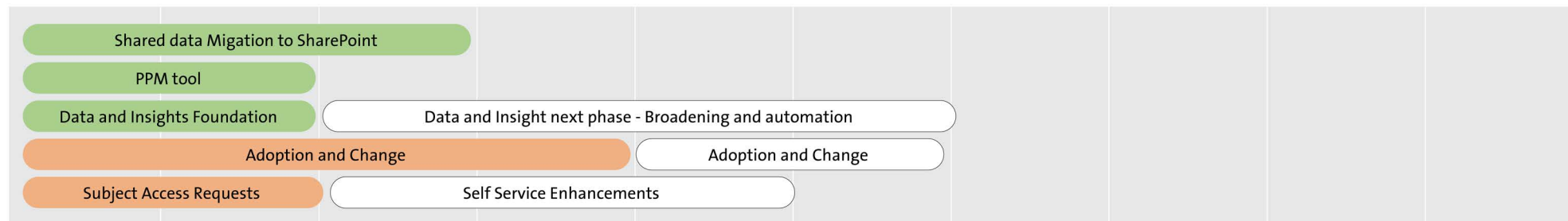
Easy, engaging and inclusive



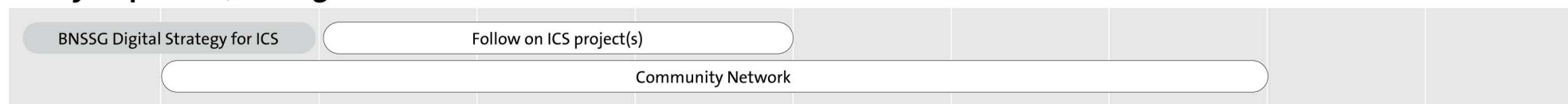
Simple, stable and secure



Well-used and used well



Ready to partner, willing to share and able to innovate



2022/23

2023/24

2024/25

2025/26

2026/27

Appendix B: Objectives with more detail; broken down by each high-level action into: What – Who – Why

This action plan will be updated annually (starting from April 2023) to reflect our learning, any changes in needs or priorities, the realities of delivery, and – crucially – the finance and other resources available to us. Items marked with an asterisk (*) are intentions only at this stage, which are subject to further engagement, business cases and/or formal decision making and/or confirmation of available finance and enabling resources.

Action Plan 1 - Easy, engaging, and inclusive

High Objectives: Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.

| ID | High Level Action | Objectives | Timing |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| EEI1 | Create a strategy and business plan to introduce new contact channels such as apps, chat and more. Ensure choices are informed by user feedback, and leverage technical and data services so that new channels can be trialled and iterated quickly. Work to promote digital channels and maximise take-up. | <ol style="list-style-type: none"> 1. Plan for, co-develop and launch (subject to approval) a channel shift strategy. 2. Measure customer satisfaction and feedback for digitally enabled channels. | <p>FY 2022/23</p> <p>FY 2022/23</p> |
| EEI2 | Review and enhance existing online services, with a preference for full process automation and ensuring they can be fully accessed by citizens using any device. | <ol style="list-style-type: none"> 1. Prioritise candidates for digital service provision based on levels of contact and demand from citizens. 2. Continue to enhance and expand our citizen facing technology platform that underpins the council's city-wide digital agenda.* 3. We will build on the council-wide customer relationship management system which will increasingly provide our citizens with a cohesive engagement experience. 4. Leverage technical and data services so new channels can be trialled and iterated quickly.* 5. Continue to work closely with our strategic partners in delivering digitally enabled services, learning from the best government and private sector organisations and tailoring to the needs of our citizens. | <p>FY 2022/23 to 2024/25</p> <p>FY 2023/24 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2023/24 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> |

| ID | High Level Action | Objectives | Timing |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| EEI3 | We will work to migrate more online services to a single citizen account where this is proportionate and cost-effective, providing unified access to as many online council services as practicable. | 1. Where beneficial, migrate online services to a single citizen account providing citizen centric unification of access to online council services. | FY 2023/24 to 2026/27 |
| EEI4 | Modernise and enhance both our website and telephony platforms, providing more reliable, feature-rich entry points for information, advice, and guidance, and to other citizen-facing services. | 1. Deliver platforms and technology to enable the digital channels and experience <ul style="list-style-type: none"> • Telephony platform that provides the necessary integration and management features to enable efficient contact centre operations* • Webchat capabilities to support online dialogue* • Website platform that is more resilient, secure, accessible and user-friendly | FY 2022/23 to 2023/24 |
| EEI5 | We will work to meet or exceed legal accessibility standards on our own platforms and press external suppliers to improve where necessary. Seek active feedback from users and ensure we have mechanisms in place to respond. | 1. Engage with suppliers whose products are not suitably accessible, seeking remedy including potential contractual review. 2. For internal and external systems provide ability to capture user feedback, monitor and analyse the trends and feedback. 3. Define and implement a dedicated specialist service to support the timely provision of assistive technology for colleagues.* 4. Complete existing and any future actions that identified by internal and external auditors throughout the duration of digital transformation programmes. 5. Ensure any new systems procured meet accessibility standards. Ensure that the 'Functional Requirements' section of any procurement specification include meeting the latest WCAG standards as a mandatory requirement. | FY 2022/23 to 2024/25 FY 2022/23 to 2024/25 FY 2022/23 FY 2022/23 to 2026/27 FY 2022/23 to 2026/27 |
| EEI6 | Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion. | 1. Seek to align various council, city-wide and region-wide Digital Inclusion initiatives to enable access to vulnerable and digitally excluded citizens. 2. Monitor digital infrastructure improvements such as full fibre roll out and 5G availability through OFCOM data, and the use of council's Quality Of Life survey to help track progress around digital inclusion. | FY 2023/24 to 2026/27 FY 2022/23 to 2026/27 |

Action Plan 2 - Simple, stable, and secure

High Level Objectives: Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.

| ID | High Level Action | Objectives | Timing |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| SSS1 | Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications estate, including: <ul style="list-style-type: none"> Further optimisation and rationalisation of office productivity applications. Maximise the use of features that are now available to all staff, such as enhanced collaboration using Microsoft 365. Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Prioritise this carefully according to risk and reward, whilst continuing the standardisation of core business systems and our enterprise approach to data. Continue to decommission legacy technology and systems – safely migrating or archiving data to our new integrated data and insights platform as required. This will reduce operating costs, remove vulnerabilities, and enable past data to enrich our insights. Reduce use of online sub-sites with duplicated or out-dated content and use our core platforms for new content wherever possible. | <ol style="list-style-type: none"> Build on the implementation of the Microsoft 365 office platform. <ul style="list-style-type: none"> Continue to enhance security configuration to maintain cyber security levels.* Simplify and enhance the system management capabilities within the IT platform to make it easier to maintain and more responsive to council staff needs. Replace and consolidate older applications and systems used throughout the business, including: <ul style="list-style-type: none"> Specify and procure new housing system for managing housing stock and resident services.* Consolidate where possible and build on the corporate CRM system (Dynamics 365).* Review and upgrade as necessary the revenues and benefits system, especially with regard to digital channel support.* Upgrade key social care system.* Review and consolidate document management systems and upgrade or replace where necessary.* Continue the migration and clean-up of citizen facing websites and applications and instigate regular review to ensure all content remains relevant and accurate. Ensure all projects to replace or remove IT systems include activity to decommission legacy product(s) and delete or archive any legitimately required data. This will avoid incurring unnecessary costs such as for duplicated licensing, storage, or backups.* Data that needs to be retained will be stored in a secure place in either the replacement system or the Integrated Data Analytics Platform. Once the retention period (according to the retention policies of the council) has expired, data will can be securely disposed of. | <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2025/26</p> <p>FY 2022/23 to 2023/24</p> <p>Y 2022/23 to 2024/25</p> <p>FY 2022/23 to 2026/27</p> |

| ID | High Level Action | Objectives | Timing |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| SSS2 | Complete outstanding planned migrations of users, applications, and data to cloud based services. Embed the updates and maintenance processes and cycles to keep the platforms up to date. | <ol style="list-style-type: none"> 1. Migrate our shared drive content to SharePoint Online to improve resilience and retention management, reducing storage requirements.* 2. We will fully embrace a cloud-first approach to our IT. Newly procured digital systems will be required to be cloud-based with internet browser user access wherever possible. 3. A significant portion of the technology estate has already been migrated to the cloud. The remaining estate will be re-architected to integrate with a cloud-based security model. By 2025 the goal is to remove the need for on premise infrastructure in total or as much as it is possible, in order to reduce the support needed and make savings in running costs.* | <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2024/25</p> |
| SSS3 | Develop, procure, and install a modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely. Make use of appropriately layered and zoned network architecture to ensure we can collaborate effectively whilst maximising the security and privacy of sensitive data. Explore options within this to expand our public Wi-Fi offer. | <ol style="list-style-type: none"> 1. Continue work to specify and plan for a new network and the core communications technologies and services; to be procured and implemented by mid-2024.* 2. Procure and install this modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely.* 3. Consider how this project can help provide a secure, performant and flexible networking capability across the wider city; including its relationship with existing ducting and council-owned dark-fibre. | <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> |
| SSS4 | Continue to horizon-scan and develop an iterative applications roadmap which meets emerging service needs and provides appropriate digital capabilities for the 2020s and beyond. | <ol style="list-style-type: none"> 1. A full applications review has been carried out for Bristol and this objective will take this output, align it with business changes, cloud migration activities and exploitation of core platforms. 2. The application roadmap will inform the sequence and investment required to evolve the council's systems to meet the multiple goals of digital, business functions required, whole life cost and data surfacing/integration to allow business critical data to be made available for insights and decision making. 3. Map out the Line of Business applications standardisation, upgrade and renewal path, incorporating the work already underway in some areas. 4. Establish an annual process to maintain the applications roadmap, aligning with emerging service needs and providing appropriate digital capabilities over the life of this strategy. | <p>FY 2023/24 to 2025/26</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23</p> |

| ID | High Level Action | Objectives | Timing |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SSS5 | Evolve our IT function(s), resourcing, financing, and services meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital, Data and Technology Capability framework. | <ol style="list-style-type: none"> 1. Re-centralise IT and application support activity from around the council, ensuring there is an efficient and effective central function working to deliver corporate priorities. 2. Work to address an existing revenue budget gap as many IT-related payments change from Capital to annualised Revenue spending. Review options for further capitalisation of cost and seeking alternative forms of funding (within statutory and regulatory obligations). 3. Ensure new products with subscription-based licensing have the associated costs factored into the project cost analysis. This will ensure the relevant service area(s) can budget for the ongoing cost of the product. 4. As our digital operations change, consider how IT teams are skilled and arranged to best support the business and its technology. This reflects a move to configuring and managing services and away from installing equipment and software. 5. Update our workforce development plans to ensure we train and grow our own digital development talent from within the council. 6. Identify and secure arrangements with partners to augment in-house capabilities, providing flexible capacity whilst ensuring in-house skills are developed for core support requirements and avoiding over dependence on third parties where there may be associated higher costs. 7. Develop stronger Business Partnering and implement a Project Management Office planning and management tool. This will help align work prioritisation and resource management to improve the IT change planning process.* 8. Review and iterate the council's annual service planning and its standing project-initiation processes to ensure IT-related or dependent work reflects corporate priorities and is prioritised in alignment with supplier roadmaps, contract expiry schedules, existing corporate priorities and BCC business service area ambitions | <p>FY 2023/24 to 2024/25</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p> |

Action Plan 3 - Well-used and used well

High Level Objectives: Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.

| ID | High Level Action | Objectives | Timing |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WUW1 | Invest in the digital skills, experience and capabilities of our colleagues and councillors through a continuing programme of adoption and change activities. This includes encouraging behaviour change, delivering training and supporting a high-performing champions' network. These help people gain confidence and get the most from the platforms we have invested in. | <ol style="list-style-type: none"> 1. Continue adoption and change activities to assist service areas and council staff with getting the most from platforms that we have invested in and deployed. 2. Re-instate a regular Member IT support forum and work with Member Development colleagues to develop an ongoing schedule of training and support activities. 3. Consider the future needs of the workforce in terms of digital skills, and through the updated Workforce Strategy identify how to best deliver this as part of our core learning and development. 4. Continue to run a Digital Champions network and equip these colleagues with enhanced digital skills. | <p>Support would run through the period of the Strategy but evolve according to need</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2023/24</p> |
| WUW2 | <p>Accelerate the use of self-service internally and the availability of self-help services as part of new digital service design.</p> <p>Adapt business processes to exploit digital capabilities and boost innovation, whilst avoiding complex solutions that are hard to maintain.</p> | <ol style="list-style-type: none"> 1. Review common internal processes and create a prioritised pathway for improving existing digitised services or moving towards digital self-service from paper or telephone-based requests. (Whilst retaining alternative contact forms for those who cannot use digital channels). 2. Further develop the in-house IT service management tool to automate more IT requests, leading to reduced handoffs and increasing responsiveness to business needs.* 3. Provide support to change and transformation projects which have been corporately prioritised, helping design or change business processes to make them more efficient; particularly when departments or teams are redesigning themselves or making major IT system changes. 4. Leverage M365 discovery tools and where possible consolidate information into the M365 platform to allow easier searches for Subject Access and Freedom of Information requests.* 5. Deliver and continue to iterate the Special Educational Needs and Disabilities (SEND) top up scheme application, improving the process for both the business and users within schools. | <p>FY 2023/24 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p> |

| ID | High Level Action | Objectives | Timing |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| WUW3 | Continue work to fully centralise data and insights capacity and deliver the council's agreed programme of data and insight improvement work, evolving it over time. Ensure that robust, accurate data and that its correct and ethical use is embedded across the council. | <ol style="list-style-type: none"> 1. Complete and implement a new centralised Functioning Operation Model for data and insights, taking an Enterprise Data Management approach in line with the council's Data, Insights and Information Strategy. 2. Continue delivery of the council's approved Data and Insight Programme, whilst iterating it to identify and plan for future insight needs. 3. Refresh governance around project and system-replacement initiation, to ensure data and insight needs are properly captured and specified. 4. Establish a Data and Insight Strategy group to take forward the wider DII Strategy and embed data ethics and data literacy more widely throughout the council. | <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2026/27</p> |
| WUW4 | Pro-actively evaluate our usage and performance, allowing planned space in our programme for reflection and to adjust our course as required. | <ol style="list-style-type: none"> 1. Utilise technology to measure usage of Microsoft 365 tools and identify what new technologies are, and are not, being used effectively. Use this insight to efficiently design and direct training to support colleagues. 2. Through the established Digital Transformation Programme Board, undertake regular performance monitoring of digital projects and have a quarterly performance-clinic focusing on delivery of this strategy. 3. Undertake an annual review of this Digital Strategy action plan and report progress and changes to the council's Resources Scrutiny Commission and Cabinet. 4. Monitor and respond to annual Staff Survey feedback on digital tools; undertaking additional discovery or focus groups as required to understand key drivers of feedback. | <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> |

Action Plan 4 - Ready to partner, willing to share, and able to innovate

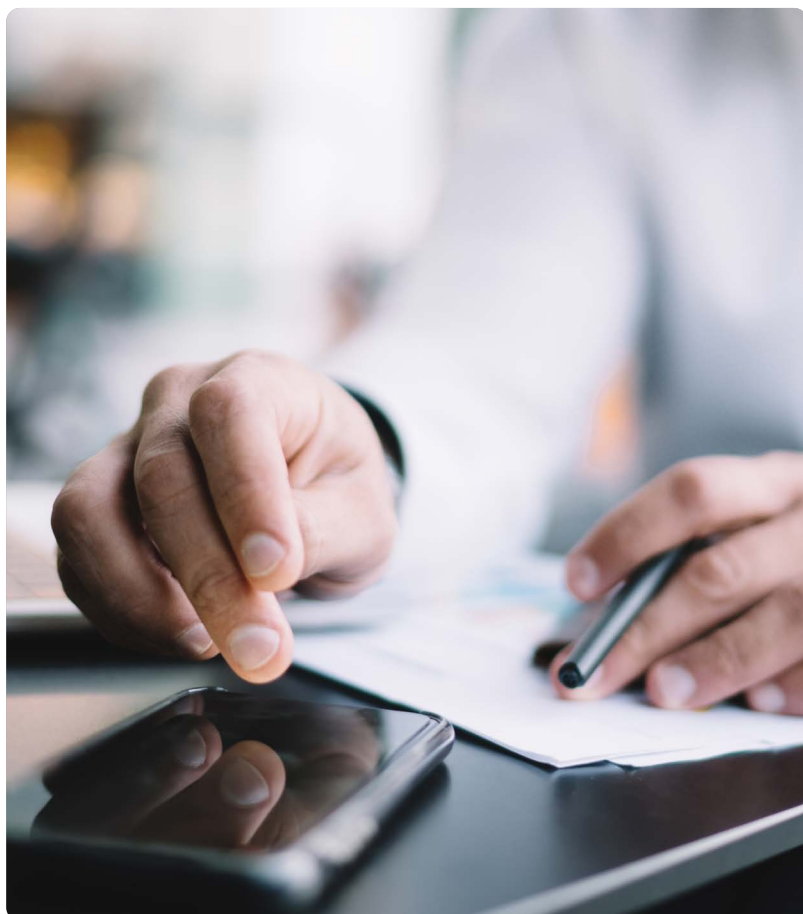
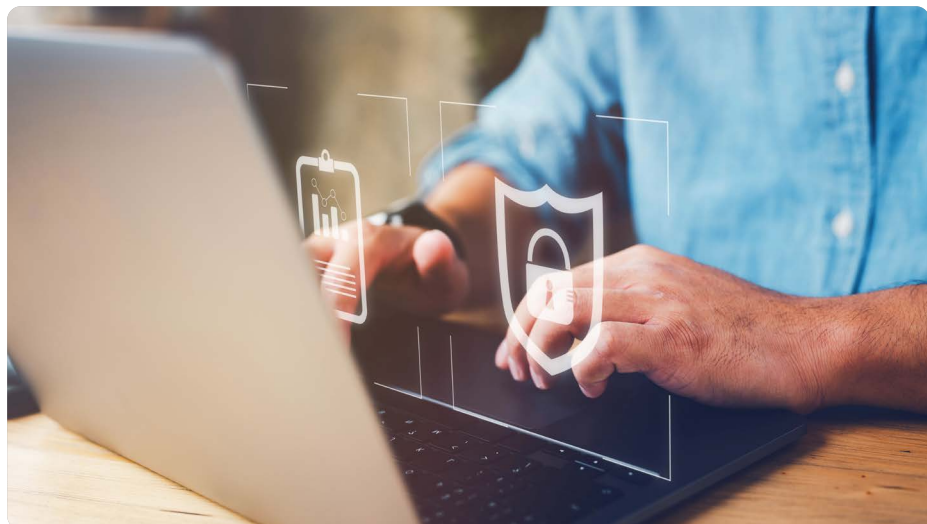
High Level Objectives: Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

| ID | High Level Action | Objectives | Timing |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| PSI1 | Work with a single Digital Strategic Partner to provide expert skills, technical advice, strategic support and practical capacity to support our digital transformation journey. This will enable us to more quickly progress to a secure foundation from which to co-source, partner and innovate more widely. It will also support us in future-proofing our organisation and we will retain full decision ownership and cost control through a no-commitment, non-exclusive contract. | <ol style="list-style-type: none"> 1. Procure and appoint a single Digital Strategic Partner to help deliver digital transformation and services. 2. Identify and scope appropriate projects within our Digital Transformation Programme which may need this form of external support. Undertake due diligence to ensure that utilising a partner offers best value. | <p>By Q4 FY 2022/23</p> <p>FY 2022/23 to 2024/25</p> |
| PSI2 | Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion. | <ol style="list-style-type: none"> 1. Building on the success of our pandemic-era partnership digital inclusion scheme, convene colleagues and partners to consider a longer term approach to promoting digital equity, aiming to produce a clear, costed and deliverable plan.* 2. Within this work, seek to map and align with Digital Inclusion initiatives to enable access to services by vulnerable and digitally excluded citizens. Provide particular focus on the opportunity for digitally connected council housing stock.* 3. Deliver our planned social housing connectivity pilot project, to test viability of bringing high-speed fibre directly into social housing developments.* 4. Be ready and responsive to seize opportunities from external funders (grant and inward investment) around digital and innovation that supports digital equity, partnering with others to strengthen our bids as required. | <p>FY 2022/23</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> |

| ID | High Level Action | Objectives | Timing |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| PSI3 | Configure the council to support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with services and outside organisations to develop new digital services that incorporate customer feedback. | <ol style="list-style-type: none"> 1. In collaboration with our partner organisations, continue to develop citizen web forms and portals including improvements to waste services, and improving end-to-end service of those who need housing. 2. Increase opportunities for co-design of digital services with users, and establish structured review points to reflect on feedback and its implications for our activities and strategy. | <p>FY 2022/23 to 2026/27</p> <p>Y 2023/24 to 2026/27</p> |
| PSI4 | Through our enterprise approach to data and insights, continue to make core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing. Develop open data and city-wide intelligence products in line with the Data, Insight, and Information Strategy. | <ol style="list-style-type: none"> 1. Participate in appropriate partnership forums to understand data-sharing needs and ensure good information governance is in place to assess it and deliver it as necessary. 2. Produce a city dashboard providing transparent, open access to key performance information about the city.* 3. Specify and procure a replacement Open Data solution, as part of the Data and Insights Programme.* 4. Establish a codified approach to data ethics and clear process for engagement, proper consideration and decision making; particularly when innovating or considering the use of predictive techniques such as machine-learning. | <p>FY 2023/24 to 2026/27</p> <p>FY 2023/24 to 2024/25</p> <p>FY 2024/25 to 2025/26</p> <p>FY 2024/25 to 2025/26</p> |
| PSI5 | Support and/or lead digital innovation that changes the lives of citizens and the most vulnerable, such as Technology Enabled Care. | <ol style="list-style-type: none"> 1. As part of the council's horizon scanning around future innovations, follow major themes around big data and ethics; AI; immersive realities; robotics; and industry digitalisation, building new links with specialists in these fields. Consider if and how such innovations could benefit Bristol citizens and communities.* 2. Support the work the Western Gateway, which has, as one of its five key missions, to 'unlock further digital-driven innovation in some of the highest value-add sectors', to help create jobs and skills.* 3. As part of the Temple Quarter regeneration project, harness the benefits of a new innovation district in the city. This includes the University of Bristol's new enterprise campus, which will provide support to link leading R&D with major businesses. 4. Developing the Technology Enabled Care Hub and TEC offer/kit. Support most vulnerable in society to remain supported in their own home to maximise their independence.* 5. Support Adult Social Care to incorporate Technology Enabled Care (TEC) into care packages where appropriate, enabling citizens to use TEC gaining further control of their care, have less intrusive care, so that they may remain supported in their own home for longer to maximise their independence.* | <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2025/26</p> <p>FY 2022/23 to 2025/26</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2023/24</p> |

| ID | High Level Action | Objectives | Timing |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| PSI6 | Work closely with city partner institutions on digital transformation, including the design and delivery of digitally enabled services. Ensure that we maximise our collective ability to collaborate effectively, including within the emerging Integrated Care System. | <ol style="list-style-type: none"> 1. Continue to work with external partners developing the Integrated Care System (ICS) and aligning our digital plans, seeking strong levels of interoperability on a technical level, and join-up on citizen-focused activities such as addressing digital poverty or promoting services.* 2. Work with surrounding councils and partnerships to better improve digital insights that may mutually benefit the National Health Service and local partners. 3. Continue to engage externally to explore and build one city partnerships. Build on collaborations with health partners, BNSSG and Police to provide join up between services for the benefit of citizens. 4. Develop and implement security models and measures in the digital health space to mitigate any risks related to greater collaboration in service delivery. Recognise the sensitivity of personal data and maximise security within any pilots.* | <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2023/24</p> |
| PSI7 | Closely align our in-house innovation expertise with our policy expertise to ensure that we work together on prioritising and addressing key city challenges that are recognised corporate priorities. | <ol style="list-style-type: none"> 1. Pilot a closer alignment of the council's policy, partnership and innovation expertise within the newly-formed Policy, Strategy and Digital division. Within this: <ul style="list-style-type: none"> • Consider appropriate bids for external funding and attract inward investment on developing and piloting new digital services, including using the city's R&D network and academic expertise in innovation. Ensure this is aligned with delivering existing corporate priorities. • Improve and communicate process to develop ideas into delivered digital solutions. • Identify specific opportunities for incubation of digital services which offer efficiency and performance improvements. Do this in collaboration with Bristol-based enterprises.* 2. Update our working practices to ensure we consider external digital initiatives in our internal process for digital operational planning. 3. Investigate new models for the delivery of a Research and Development test bed, including new partners, and how it could be part of a regional offer to generate investment into the city. | <p>FY2022/23 to FY2026/27</p> |

| ID | High Level Action | Objectives | Timing |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| PSI8 | Continue to run and evolve the Bristol Operations Centre, which has provided a ground-breaking technology collaboration with partners. | <ol style="list-style-type: none"> 1. Support the 24/7 secure, resilient running of the council's Operations centre through network configuration and a high level of responsiveness to any issues. 2. To support the delivery of a secure network capacity to operate digital / IP cameras.* 3. Upgrade priority public space CCTV cameras from analogue to digital.* 4. If required, support any changes to the Operations Centre resulting from the council's Estate Rationalisation project.* | <p>FY2022/23 to FY2026/27</p> <p>FY2023/24</p> <p>FY2022/23</p> <p>FY2022/23 to FY2024/25</p> |
| PSI9 | Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services; either publicly, commercially or in partnership. | <ol style="list-style-type: none"> 1. Review the opportunity for further utilisation of the council's BNet capability; including opportunities relating to our corporate network redesign.* 2. Work in partnership to ensure Bristol can maximise inward investment to improve our digital infrastructure, including by exploring streamlining and standardising processes to access public assets. | <p>FY2022/23 to FY2024/25</p> <p>FY2022/23 to FY2026/27</p> |



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