

Solihull MBC and Solihull Community Housing Digital Strategy 2022-27

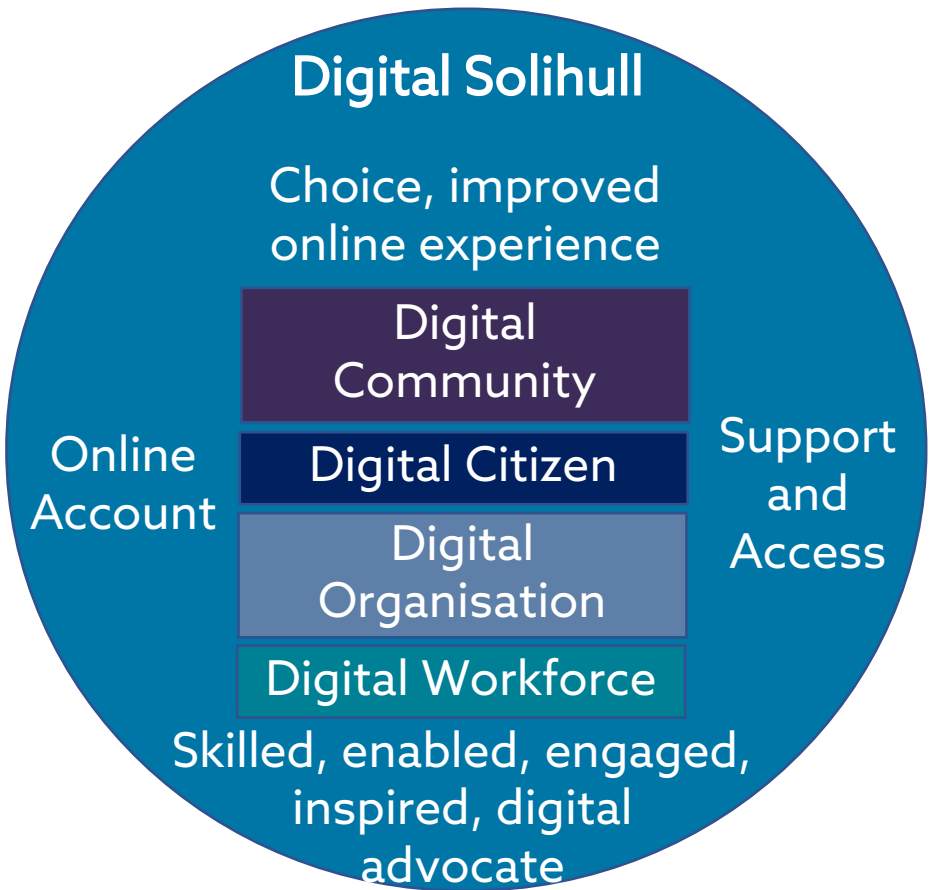
Our Vision:

"To improve everyone's opportunity to engage in a positive digital way in all parts of their life"

Digital technology has become an essential part of life and this trend has only accelerated over the past five years. Increasingly we are reliant on digital tools and skills to undertake work, connect to others, to access information, and to share knowledge.

This document summarises the Solihull Metropolitan Borough Council and Solihull Community Housing Digital Strategy 2022-2027. It is intended for our residents, workforce, partners, and the wider public.

The following slides outline our digital plans and objectives, our approach to delivery and principles, links to our other strategies, and our major digital themes. More detail can be found in the full strategy.



Our digital strategy supports our overall plans to:

- Help get people into employment
- Promote social inclusion and connectedness and improve financial inclusion
- Bring in business opportunities and contribute to improving the economy
- Help people access the information and support they need online
- Help people to be able to make the shift to digital channels of help and support

Our universal service principles are

- Enquiries and transactions should be able to take place through modern digital channels;
- We will provide support for those who cannot access SMBC and SCH services digitally.

Our key digital objectives are:

- Support the rollout of superfast and full fibre broadband, and improved 4G / 5G mobile networks across the Borough
- Provide efficient and effective digital services which are cost effective and enable our workforce to focus on people who need in person support

Our 3 outcomes are:

1. Digitally empowered citizens and workforce from improved digital skills, better access to digital opportunities, and designed digital services.
2. Maximum value is being delivered for citizens and residents through digital processes in a measurable way
3. Our communities are inclusive and everyone has access to local digital services and amenities

Our Digital Standards:

When we design digital processes we ensure that they meet our standards to ensure that they add value to our services and give the best experience possible to residents and citizens. Alongside the Local Digital Declaration Principles, we have five standards we test our processes against by asking:

1. Have we created one process for citizens and our workforce?
2. Is the process using evidence and feedback and led by engagement with citizens and our workforce?
3. Does the process use existing best practice/standards from Local Government and partner organisations;
4. Is the process good enough to meet the majority of requirements – and flexible enough to meet the specialist requirements;
5. Is the process able to be accessible any time, any place and via any device; and is the process resilient and reliable?
6. Have we considered the whole process from the point that a customer makes contact to the completion of the request;

Our Change Principles:

- Make processes 'Digital by choice' – processes will be designed in a digital way that encourages our workforce and residents to use them
- Roll out products in an incremental and agile way – design a working model then develop it further, rather than seeking perfection first time
- Balance digital investment between buying external products and developing in-house solutions to manage our investment in upskilling staff and tailoring systems, and adopting systems to ensure value for money
- Identify critical systems and integrate them with our corporate customer relationship system and operating environment
- Conduct a cost benefit analysis to determine the most appropriate solution
- Ensure we have a rigid scope to support successful deployment on time and to budget
- Make our implementation collaborative and business led, but technically informed
- Appropriate skilled people to support the work at the right time

Our Change Principles continued.

- Embed being a digital organisation within our procurement process

Our Digital Governance:

To provide assurance to our colleagues, Councillors, citizens, and residents as we continue delivering our Digital strategy we have put strong governance in place.

The projects that aim to deliver our vision are divided into various programmes. These programmes are then divided into collections of projects that together lead to a major step forward in meeting our goals.

Other digital work across the SCH and SMBC is owned and run by our business areas and their individual programmes but overseen by the Digital Transformation Programme. The programme acts as an oversight group to ensure that we avoid duplicate work, identify efficiencies, and get the best value for money

How our Digital Strategy links to our priorities:

Digital as Enabler of Efficiency and Value for Money

Enable the future service offer built around 'universal, targeted and specialist' services
Improve customer experience and save money e.g. through new website, e-revenues

Economy

Supporting the UKC and Inclusive Growth programmes to maximise the opportunities generated in a digital economy
Superfast broadband/5 G

Environment

Redesigning services in ways that lower the impact on the environment
Utilising digital technology to enable efficient management of buildings and monitor highway condition

People and Communities

Encouraging and supporting residents to do as much as possible for themselves through Digital inclusion and empowerment
Work with community groups, networks and charities to help communities make the shift to digital

Our Digital Themes:

Our digital themes provide a focus on what we will do to achieve our vision. Five major themes have been identified - with the addition of 'Digital Workforce' as a theme in this revision. Each theme contains specific goals that our digital projects contribute towards.

Digital
Solihull

Digital
Community

Digital
Citizen

Digital
Organisation

Digital
Workforce



Digital Solihull - Bringing digital businesses and partners together within a digital community

- **Better connectivity:** Support the roll out of superfast and full fibre broadband through the CSW Broadband project, and interested companies such as CityFibre, along with improved 4G / 5G mobile networks with the WMCA's WM5G team. 95% of the Borough is connected to superfast broadband with mainly the rural areas still to be connected, however there are many "not spots" within the Borough for mobile networks in both urban and rural areas.
- **Digital Collaboration:** Using technology such as Microsoft 365 to support closer working among partners to address complex issues seamlessly for communities and individuals.
- **Local Digital Roadmap:** Bridges the gap between the Sustainability and Transformation Plan and the digital world through identifying our Digital maturity across the economy, focusing on whether: information is paper free and flows between organisations; patients, carers, and citizens are included in the use of digital technology



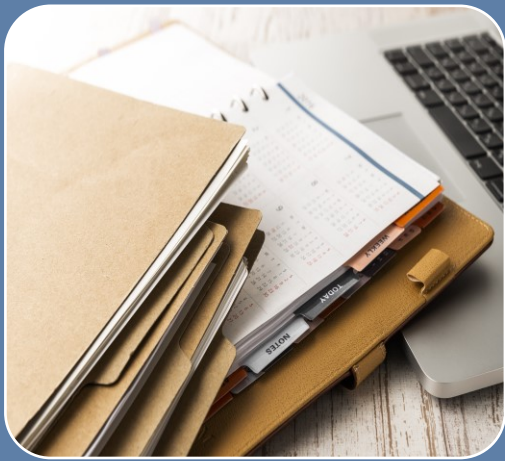
Digital Community - Ensuring our digital workforce supports our digital community

- **Digital Community Offer:** Describe for communities what it is that SMBC can offer to support communities to access the digital society and digital economy
 - Help to 'get online' through training
 - Access to PCs within the community using Council and non-Council devices
 - Workforce volunteering involving offering online support and advice including for social media
 - Active citizenship through digital learning for pleasure, and connecting with individuals and communities



Digital Citizen - Underpinned by our digital workforce working in a digital organisation

- **'Digital by choice' first when appropriate:** Non digital access channels will remain but processes will be designed wherever appropriate to enable transactions online including taking payments upfront in a way that people choose.
- **Drive digital behaviour:** Through the provision of assisted self service at face to face service points. There will be active channel management for certain enquiry types.
- **Digital inclusion:** Customers will be encouraged to use online access channels which must be 'right first time'. Support to 'get online' will be available within the community.
- **Customer online account:** Provides customers with a single view of the Council. Customers will be able to sign in once and access a range of services through their online account.
- **Standard and transparent experience:** Throughout the end to end process there will be a familiar feel to processes. Process design where online will deal with common scenarios. Scenarios outside of 'the norm' will be dealt with through non digital access channels.



Digital Organisation - embedding digital tools and processes to support citizens

- **The right tool for the job:** People need the right technology to enable them to work effectively in a digital way. These tools are complimentary to our ability to be a digital organisation.
- **Be a digital organisation:** Processes designed to be digital by default. Internal processes for workflow across the business such as HR and payroll, Finance and ICT need to be designed in a smart digital way. This becomes the way we work and thus second nature.
- **Service improvement tested against design principles:** Where services are reviewed and 'improved' these proposals need to be tested against digital design principles to ensure that they are digital and customer focussed.



Digital Workforce - ensuring we have the capability to be a digital organisation

Developing a digital workforce plan that enables:

- **Digital awareness and capability:** Develop digital thinking, knowledge, skills and behaviours in pursuit of effective citizen, colleague and organisational outcomes
- **Digital citizen advocacy:** Using digital thinking, systems and processes that support citizen outcomes
- **Digital Continuous Improvement:** Continually evolving, evaluating our digital approach to add value to our citizen and colleague experience
- **Digital Local:** Enabling digital to become embedded within the organisation, through employee voice, education, engagement, and participation
- **Digital Leadership:** Leaders are equipped to lead our workforce towards a digital future
- **Digital Diversity and Inclusion:** Digital reaches and enables our workforce who have diverse roles, working arrangements and places of work