

DIGITAL BARNSLEY

2021 ONWARDS

Foreword

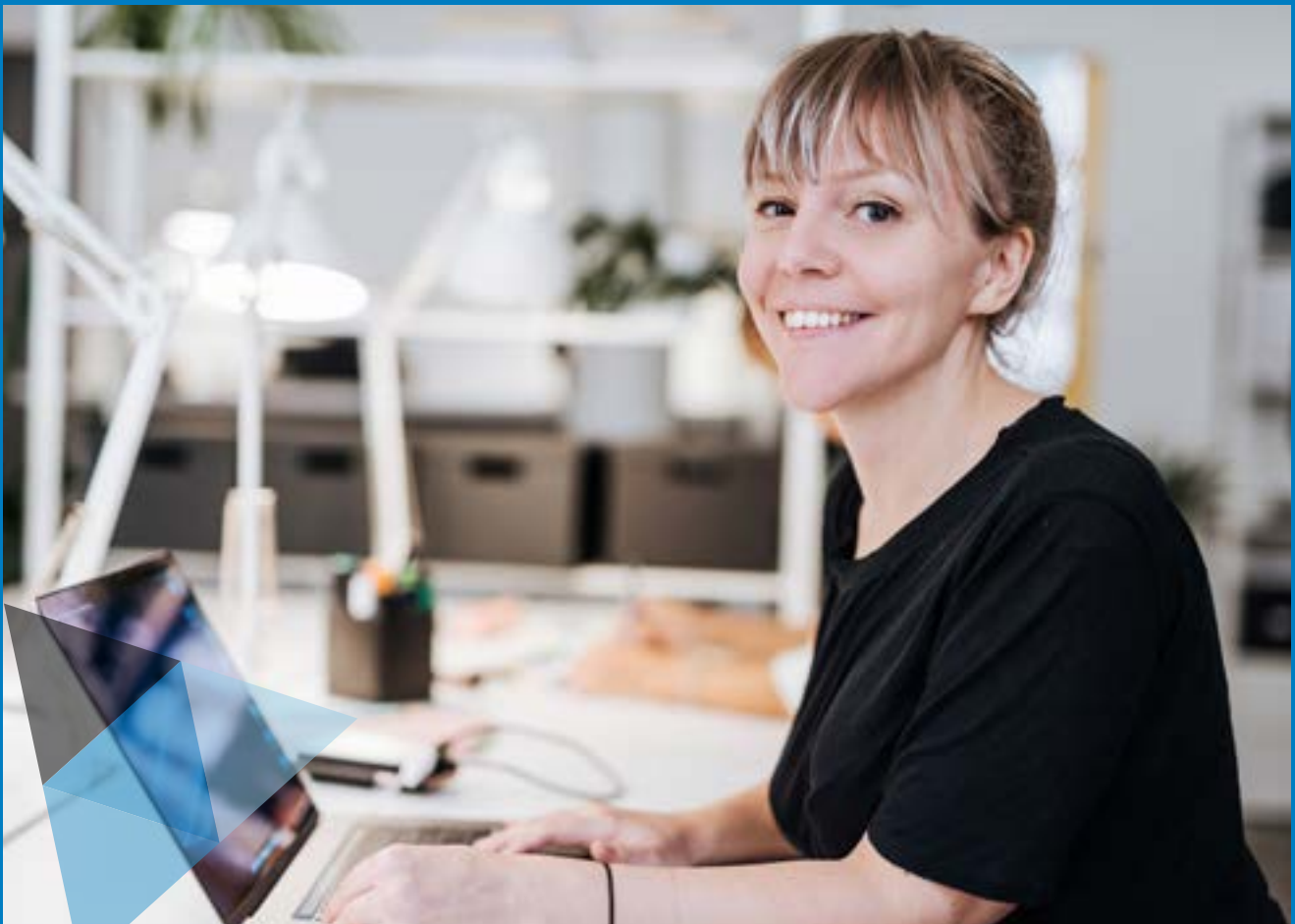
This strategy outlines the council's ambition of creating a digital town, enriching the lives of its citizens with modern, simple digital experiences, acting as a beacon for high value business investment and employment.

Barnsley's future is exciting with a comprehensive programme of development well underway which will transform not only the physical town centre but also our customers' digital experience of council services.

We intend to place Barnsley Council at the forefront of exploiting technology as an enabler to support the achievement of our strategic goals, working in partnership and across sectors to create a digital experience unique to the town and borough of Barnsley. In doing so, our ambition is for us to be a magnet for high value talent and business, generating additional wealth and aiding our economic development aspirations.

Digital Barnsley aims to ensure that Barnsley will continue to thrive, creating a platform to allow the future development of digital business and talent while optimising the use of technology as an enabler, giving value to our customers and bringing maximum benefit to our town and our citizens.

Implementation of our strategy will place the council at the forefront of Barnsley's digital journey and by being explicit about our digital aspiration we can align with our 2030 Plan aspiration to grow Barnsley and its citizens.



Reflections

Our digital journey has increased in speed over recent years, with highlights including:



Modernisation of our organisational infrastructure and applications providing a solid base for future development



Customers now choosing to access over 70% of available transactions online as opposed to over the phone or face to face



An improving reputation as a place in the sector, reinforced by initiatives like IoT Tribe and participation in the Local Digital Declaration as well as winning national awards for our digital change programmes, security posture, commercial initiatives, workforce and our strong inspirational leadership



Flagship buildings like Library @ The Lightbox, Glassworks, DMC02, The Seam Digital Campus and our cultural offerings providing leading edge digital solutions throughout the COVID-19 crisis, keeping our engagement with citizens alive despite not being able to offer a physical outlet



The foundations of an Enterprise Application Platform to ensure modern provision of vital core services to the council



A fully agile workforce enables us to provide quality and responsive services for all our customers

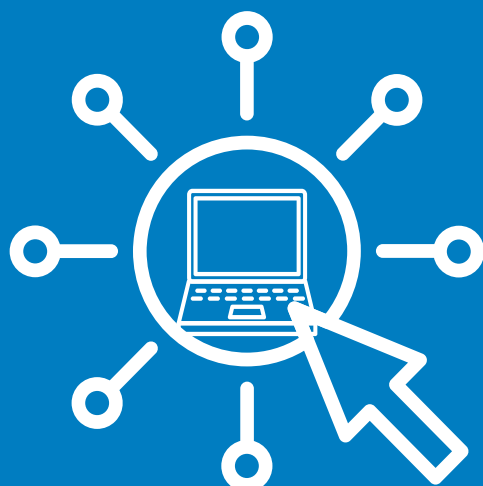
Reflections

The council's response to the pandemic situation through 2020/21 has shown the value of new ways of working by exploiting technology to preserve as many of our services as possible, finding new ways of using data to identify vulnerable citizens, and empowering our workforce to be truly agile. There has been a pivotal change in the way the organisation embraces technology which the Strategy must seek to build on.

We are using data more than ever to inform decisions, with our nationally recognised work on identifying the vulnerable featuring heavily. This has brought organisational recognition that data is a valuable asset. We must seek to build on this through delivering the strategic outcome "Data driven decisions".

We have been presented with opportunities to carry on more efficient ways of working such as using video calls to hold case conferences. This simple change could contribute significantly to the council's financial position by reducing travel costs. In addition, users have found them much more accessible than face to face conferences.

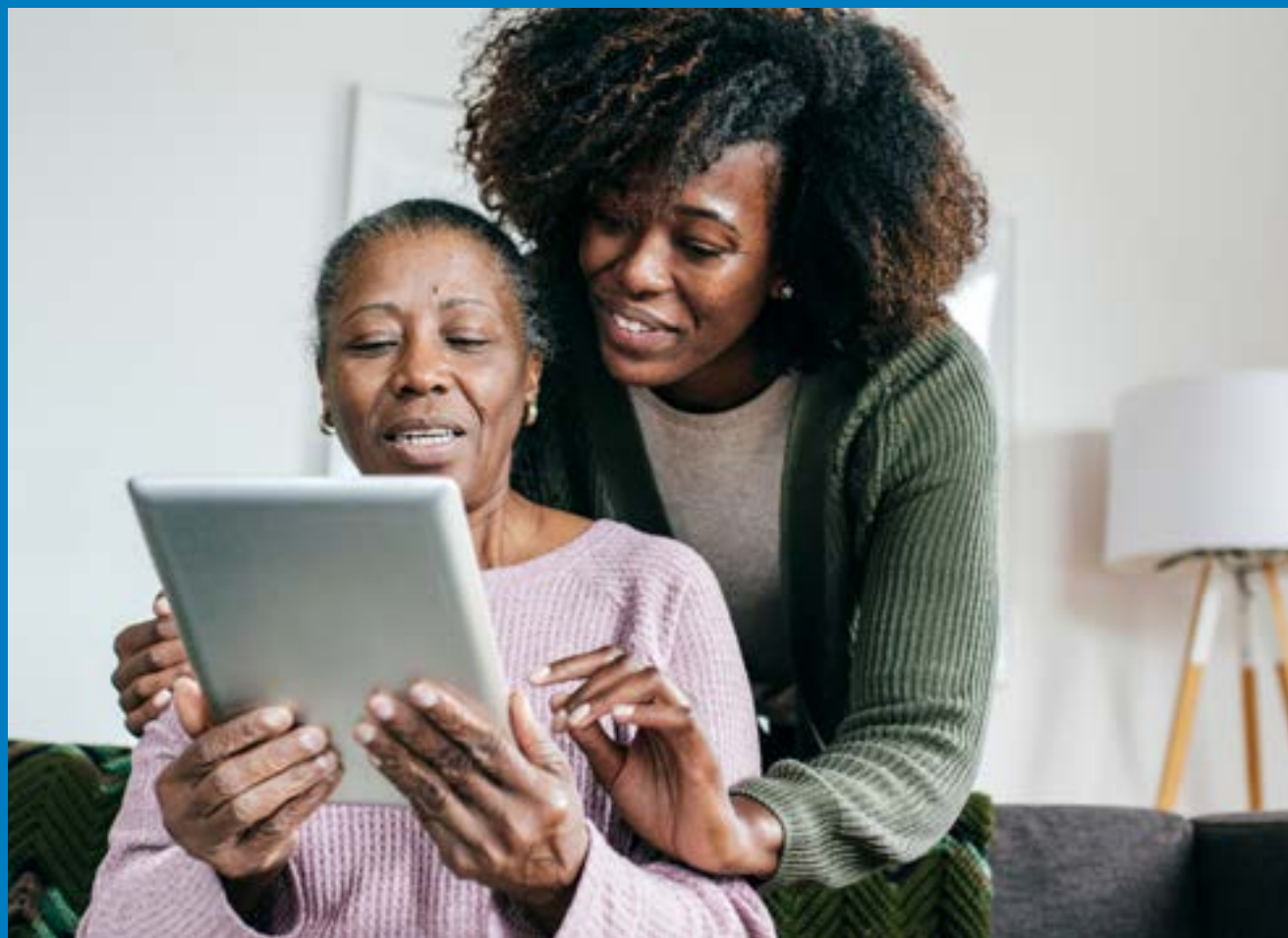
Our success in remote working means we have made a step change in the way we work which was already under consideration through our Smart Working initiative. Developing the theme for a post pandemic world will release cash efficiencies and make the council much more attractive to potential employees who are used to working in this way. The strengthening of our presence in Principal towns through modern work hubs can bring similar benefits, and a reduction in office space can contribute to our zero carbon goals through significantly reduced travel.



Vision

While we have achieved much in recent years, the pace of change is unrelenting. The COVID-19 crisis has reaffirmed the importance of digital in a world where the workforce is increasingly and necessarily dispersed, and the speed of change is increasing. We have a simple vision for Barnsley as a place:

**Barnsley is a connected,
smart town with a culture
of innovation, collaboration
and strong digital leadership**



Barnsley 2030



The Barnsley 2030 plan communicates our aspiration to be leading in providing 'a good life for all'. The digital strategy helps in delivering all four main areas identified within the 2030 plan:

Healthy Barnsley:



- Connecting to our health partners to provide better quality care
- Using digital to connect our communities
- Addressing digital exclusion to improve connectivity, reduce isolation and exclusion

Learning Barnsley:



- Improving digital skills
- Using technology to enhance access to quality education, volunteering and informal learning
- Being at the forefront of digital to help our businesses succeed

Growing Barnsley:



- Harnessing digital ways of working
- Creating inclusive, quality employment opportunities in the digital industry starting with the council's own digital workforce
- Better work life balance

Sustainable Barnsley:



- Providing data and intelligence on the success of 'green' initiatives
- Reducing our own carbon footprint through increased use of cloud technology

In addition to supporting the 2030 ambitions, our 'Be Even Better' Strategy has digital at its heart, outlining an aspiration to optimise our use of digital to assist not only the organisation but also our customers to realise the benefits of a successful digital strategy.

A Digitally Connected Region

The importance of a digitally connected region is recognised both in the SCR Strategic Economic Plan and the emerging refreshed digital strategy.

Barnsley continues to heavily influence this agenda across the city region with 'The Seam – Digital Campus' being recognised within the Economic Blueprint work, delivery of regional sector growth activity through interventions such as Digital Innovation Grants and the provision of digital infrastructure through the Superfast South Yorkshire Programme.

The work that we have undertaken to establish a Digital Barnsley has enabled the town to strongly influence and shape current and future emerging SCR Digital Strategy.

Through this strategy and associated work, Barnsley is well positioned to secure and maximise future regional digital growth opportunities, directly benefiting our businesses, residents and communities.

Digital Barnsley

We are working towards our vision and enhancing our contribution to the 2030 plan via a simple yet ambitious set of outcomes, supported by SMART objectives:

Digital Barnsley Outcomes

Digital by Choice

- Encourage a shift to digital channels by providing solutions customers choose to use
- We'll look to increase the availability of our services and information – making sure that we don't leave people behind
- We'll seek feedback and act on it to improve our digital solutions
- We'll look to make the best decisions using our data to build intelligence

Data driven decisions

- Proper management and stewardship of data to ensure its quality
- Application of technology such as Artificial Intelligence and Analytics to assist in decision making
- Protecting data through appropriate policy and technology
- Making appropriate data open to all to encourage innovation

Innovation

- Remove barriers and introduce incentives to encourage our staff to be innovative in the way they provide and access services
- Active participation in initiatives such as the Local Digital Fund
- Look to share innovation and learning with public sector partners and where appropriate explore commercial opportunities

A growing digital economy

- The council will actively seek to grow the town's digital economy through growing our relationship with local innovators
- Attract high value jobs and investment in digital business by having clear digital aspirations
- Work with educational institutions to embed digital in the town and grow our own digital talent

A Connected Town

- Address digital exclusion to allow residents to benefit from digital
- More households will benefit from gigabit capable, full fibre broadband infrastructure
- Data will be open by default to enable innovation and collaboration across the Borough
- We'll support the Internet of Things and make data produced by our IoT devices open
- Create conditions to facilitate the delivery of digital infrastructure including 5G and full fibre

Collaboration

- Work with other public sector partners to make Barnsley residents' digital journey an excellent one
- By building strong partnerships with innovative technology companies we'll keep ourselves at the forefront of digital services
- Engage with our diverse communities and staff to continually review and improve our digital offer

Principles and Deliverables

In order to fulfil our digital ambitions, we will abide by a set of guiding principles when designing or evaluating service provision to our customers. These design principles are described in Appendix 1 to the strategy.

We have a detailed programme of works which is either planned or already in delivery and will form the backbone of our Digital Barnsley Programme from 2021 onwards. This is described in Appendix 2 and referenced to our outcomes. This section of the strategy will be updated continually to reflect new programmes of work.

The programme outlined is supplemented by a comprehensive portfolio of projects that keep our systems up to date and support the priorities of all the council's business units and outcomes.



Governance

The council's leadership team have ultimate responsibility for ensuring that Digital Barnsley can come to life, through embedding digital in all plans and programmes. At a strategic level, the Senior Management Team will consider all aspects of the council's digital delivery plans and ensure they fit the Digital Barnsley strategy. To monitor and challenge the progress, we're making against the programme outlined, the Digital Leadership Team will be refreshed and report directly to senior management.

This won't be enough to ensure our success. Our leaders at every level of the organisation must own and embed our digital aspirations in their work too, promoting digital solutions and seeking innovation wherever and whenever possible.

Other areas of governance have an important role to play in our digital future:

The Information Governance Board will help keep the council, our customers and our data safe

The Organisational Improvement Board will oversee successful implementation of digital skills and change management for the workforce

The Customer Services Board will promote an appropriate shift to digital channels and play a part in identifying and addressing digital poverty and exclusion

The Commercial Board as a conduit for appropriate initiatives arising through innovation

The council will participate in the Barnsley Tech Leaders group and will continue to play a lead in the rollout of gigabit capable Broadband through the Cityfibre programme

Outside of the organisation, we'll work with City Region Partners and local businesses to help put Digital Barnsley on the map

What will success look like?

The scenarios described below are designed to provide a few practical examples of how achieving our objectives and outcomes will benefit our residents, partners and businesses.

Children's Services

Pre COVID, all meetings were held face to face, utilising venues and with some being held out of authority, incurring travel assistance and mileage expenses, parking, and additional staff time spent travelling. During the pandemic, the service has had to adapt ways of working and now all meetings are held virtually giving less reliance on buildings, reduced travel costs and staff time spent travelling and a consequent reduction in the council's carbon footprint.

There are other advantages to new ways of working which have led to reassessing whether meetings should be held face to face or virtually even when travel becomes a reality again, including:

- Virtual meetings have proved to be more focussed and efficient, and start more promptly
- They encourage strong partner engagement due to accessibility
- Virtual reviews for children placed out of area are much more efficient
- Children & young people prefer them as they provide creative opportunities, can be more frequent and provide greater accessible contact with their keyworker
- Feedback from families aligns with this. There is a feeling that they can express feelings more easily if virtual, rather than in a large meeting room with lots of professionals. Virtual meetings are far less intimidating for families
- Some meetings have brought a diverse range of people together from across the system and developed positive engagement and new relationships
- If well chaired it is far easier to achieve equality and true democracy in an online meeting

In addition, our workforce and families are becoming more confident with the approach which is in turn building digital skills across the Borough and contributing to tackling digital exclusion and building skills for the future.

Adoption of this approach across many services will see similar benefits, while giving us the flexibility to do things differently if the circumstances dictate. Most importantly and as illustrated above these are increasingly the expectations of our service users, which we should strive to meet at all times.

Internet of Things

The Internet of Things describes a network of physical things often embedded with sensors which exist to connect and exchange data with other 'things'. The Internet of Things has started to make a difference in our home lives – smart meters are an example where your gas and electricity usage and habits are not only fed to your provider for billing purposes but can also help you manage your bills.

By exploiting this technology, the council can not only make significant changes and improvements to its services but it can also make this data available to everyone to make a step change in the way we use data. For example, our smart parking initiative will use sensors to monitor car park occupancy, making this data available through applications to enable customers to make the easiest journey to a parking space. Building on this, with permission cameras can record number plates and therefore time spent in car parks and debit a prep-provided card with the parking fees when a customer leaves. The data can inform future strategies and traffic flows. Add to this a network of sensors monitoring traffic flow on primary routes and perhaps measuring air quality and we can route traffic past hot spots and avoid a build-up of pollution. Monitoring of initiatives such as active travel becomes a real time possibility by embedding the right sensors in to our network, and providing the right type of network gives us commercial and innovation opportunities via private sector partners.

The technology also has many possibilities in Health and Social Care, from simple monitoring of certain activity to being able to detect falls, all of which can facilitate provision of an earlier intervention and therefore a better service. The technology already exists for all these examples, and the Digital Barnsley Strategy seeks to implement projects to exploit it and improve our services.

Process Automation and Bots

Process automation and bots exist to remove human intervention from repetitive, system based tasks, for example inputting data from one system to another, interacting with customers for simple transactions over webchat, or even scanning documents for certain information to pass to a customer record.

By implementing a programme of process automation coupled with the use of bots we will enable appropriate services to free capacity which can be used to carry out service improvements. As a simple example, within our Contact Centre if we allow a bot to route switchboard calls we can free up advisor time to deal with complex queries, or simply to be able to respond more quickly. Automation has applications across all the council's services and the objective of the delivery plan is to seek out and implement automations across as many processes as possible.

Our customers, partners and business will feel the benefit of this work. Automated processes can work very quickly, for 24 hours a day and without error. This protects our customers' data and allows us to respond to simple queries more effectively, while giving our human resource more time to concentrate effort where its needed, eg for complex transactions or queries.

Innovation and Growing the Digital Economy

By fostering innovative approaches Barnsley can become recognised as a digital frontrunner, and attract inward investment and talent migration. Our DMC and Seam programmes will continue to help grow new digital business, and where opportunities arise the council can benefit from innovation, for example by presenting IoT Tribe start ups with our own wicked issues.

We can also benefit from innovation from within. Our in house Income Management System has already been the subject of 2 successful funding bids and will move to beta testing stage shortly. Success here means that not only has Barnsley saved money and implemented a better solution but potentially other councils can use the software and benefit too. Similarly, our own IT Service has built a DBS checking solution that is offered to other clients and a simple building check in / out system to replace paper versions who's adoption among customers is growing. These initiatives have the potential to create employment and commercial opportunity, enhance our reputation and make Barnsley more appealing as a place to work for digital professionals and businesses.

APPENDIX 1

Our Design Principles

In order to fulfil our digital ambitions we will abide by a set of guiding principles when designing or evaluating service provision to our customers. These are:

We say:	We mean:	Benefits:
Cloud computing	To enable mobility, reliability and resilience we will seek where appropriate to utilise cloud solutions for all new and replacement systems. We will only move legacy systems to the cloud when doing so is cost effective and will improve performance.	Resilience, reliability, reduced maintenance, potential to move out of the data centre, save associated costs and become greener.
Innovate	Actively encourage all our stakeholders to embrace digital and look at ways to change the way they do things through use of technology.	Continual Service Improvement, improvements to quality of services, potential to increase capacity.
Mobile and agile	As an organisation we will seek to mobilise our workforce, deploying resources where it's needed rather than where there are offices.	Reduced costs through less buildings, more attractive to potential employees, work life balance for workforce.
Design	Abide by the 10 Government Digital Service <u>design principles</u> .	Consistency, alignment to Government policy, customer centred approach to designing solutions.
Feedback	We will always seek feedback on our services from customers and our workforce, and keep our customers informed of the status of their enquiries.	Improvements to services through listening to feedback, reduced avoidable contact through self service.
Infrastructure	Our building and infrastructure initiatives will consider digital from the design stage onwards, creating agile workspaces for our workforce and customers.	Future proofing, enhanced data to improve services, better customer experiences.
Customer Focussed	We'll engage and consult those customers who face the greatest difficulty in accessing our services, to ensure that we remove barriers and provide the right level of support. Our aim is to ensure we offer accessible and inclusive services that don't leave anyone behind or excluded.	Reduced avoidable contact through better use of our digital solutions, providing accessible services and increased capacity to support those customers who face significant barriers to engaging with us digitally.
Secure	We will keep our data appropriately safe by using technology and upskilling our workforce and citizens in the principles of data protection. We will, however, promote the use of open data where it is appropriate and relevant.	Legislative compliance, trust in our digital solutions leading to widespread adoption, avoidance of costs from fines. Workforce and citizens assisted to be safe in the digital age.

APPENDIX 2

Achieving our Outcomes

Outcome	Objective	Supporting Projects	Benefits	Measuring Success	Delivered by
Digital by Choice	Providing as many of our services as possible through high quality, accessible, reliable and secure digital channels	Requestry Digital Customer Services Platform Chatbots Website accessibility	Release capacity to deal with complex transactions Enhance quality of interaction by relieving pressure on advisors Proactive and predictive engagement with customers	Corporate channel shift indicator Customer feedback Accessibility scores	March 2023
	Work closely with the Smart Working programme and projects to optimise use of technology	Office 365 continued rollout of communication and collaboration tools Enhancements to remote working and use of own device in prescribed circumstances Success Factors to enhance workforce interaction when working remotely Continued improvement in the level of digital skills in the workforce	Enabling our workforce to be completely agile in their location and delivery Quality digital interaction matching the workforce's home experiences Reduction in Service Desk and digital champion support required	Success Factors delivery Call volumes and other engagement metrics Feedback from staff through surveys, Digital Hub	March 2022

Data Driven Decisions	Application of technology such as Artificial Intelligence and Analytics to assist in decision making	The Business Intelligence workstream outlined within our 'Be Even Better' strategy transformation programme	Use of technology to make decision making easier / more accurate Improved ease of access to data Recognition of data as a resource	Number of people accessing dashboards and reports Completed requests for new dashboards / reports	March 2023
	Protect our data from criminals	Continual update and review of cyber security policy IG Board continues to be responsible for policy and technology contributing to safety	No ICO fines for breaches of data Reputation remains intact and residents and business are confident in giving us their information	Number of breaches and ICO reports PSN / Cyber essential compliance	Ongoing
Innovation	Organisational issues have a fast track to innovative solutions	Establishment of a portfolio of innovation projects with an ability to commercialise and take to market	Deliver tech solutions in response to business problems at minimum outlay Potential to commercialise successful products	Achieve business case benefits	December 2021
	Process Automation to reduce the requirement for repetitive tasks and allow focus where needed on more complex activities where greater benefits and value can be added	Robotic Process Automation – programme to implement across council services	Efficiency of process Reduction in errors and therefore data breaches Increase capacity to spend time on value add	Reduction in errors Data breaches	March 2024
A Growing Digital Economy	Attract investment and create employment in high value digital sector	The Seam Digital Campus – a new development to attract digital business and employment to Barnsley by establishing a 'digital environment' in the town centre	More and better jobs More digital business creating high value employment	Economic indicators within Corp KPIs	2022
	Encourage digital start up by providing opportunities for pilot schemes within the council	IoT Projects Shared data projects	More and better jobs More digital business creating high value employment	Economic indicators within Corp KPIs	March 2023

A Connected Town	Connectivity and innovation in our use of the Internet of Everything	Pilot IoE Projects including flood sensors, environmental info, traffic monitoring and control, assisted living Innovation team projects initiated through services presenting issues requiring tech solutions	Data feeds better decisions and deployment of resource Data can enable early intervention e.g. on flood sites	Number of available data sets Achieve business case benefits	March 2022
	Accelerating the roll out of gigabit capable broadband infrastructure	Increase and accelerate fixed line and mobile (5G) gigabit broadband	Maintain Barnsley's status as a centre of digital excellence	Measures of connectivity e.g. number of households enabled	December 2023
	Seek to identify and address digital poverty and exclusion in the borough	Identify areas of digital poverty and exclusion in the borough Digital Boost Tenants First	Better access to council and other services Cashable benefits for residents of being online	Number of engagements Reduced digital exclusion by 20%	March 2023
Collaboration	Shared Care - Enhancing provision of care services by joining up our intelligence (and systems) with health to provide proactive support when patients leave hospital, and avoiding people going into hospital	Shared Care record Data sharing	Better quality services through enhanced data insights Early interventions ensure efficiency and improve services	Improvements to Health and Social Care indicators Availability of integrated care records	December 2022
	Joint projects funded by Local Digital Fund to collaborate on digital initiatives, driving efficiency and quality and breaking ties with legacy suppliers	Income Management System Beta	Shared development and running costs Open source solutions	Funded projects Achieve business case benefits	December 2021

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