SERVICE BIRMINGHAM

Birmingham City Council

Appendix 4

Progress Report on Implementation:

Refreshing the Partnership: Service Birmingham

CONTENTS

Contents

Final

February 2016

Final

February 2016

1   OVERVIEW

This report provides an update to members following the February 2015 Overview and Scrutiny Committee and progress against the recommendations made.

As Deputy Leader I am pleased to report that good progress has been made in some key areas. A number of positive joint initiatives have been put in place or actions taken to improve some of the working practices and mechanisms which underpin the day to day working relationships with Service Birmingham. But there are also some areas where we all recognise that more work is needed.

It is early days for the new management team structures put in place by Service Birmingham to help strengthen its focus on the needs of our services and on helping them to meet their business outcomes. But I welcome the intent and some positive early feedback from some joint partnering events that have taken place to build positive future engagement. The updates provide some insight into how this is working in practice.

The Council must also continue to be diligent in ensuring that we are getting real value for money from the relationship. I welcome the ongoing discussions on financial transparency and the progress made towards realising the £140m saving that was negotiated over the remaining term of the contract in the 2014 review. But there is also recognition that Service Birmingham must play its part in enabling or contributing toward the unprecedented financial challenge that the Council faces to find a further £250m of savings over the next 3 years across all its services and controllable expenditure. Service Birmingham continues to help us explore options to achieve this and we must jointly remove any barriers to delivering those savings while ensuring we maintain fit for purpose, effective services that support our front line priorities.

The Council also recognises the opportunity to exploit the IT investment it has made to date and how the digital agenda can help us enable some of the benefits outlined in the Future Council Programme plans and the agreed themes for our 2020 vision for the City. This vision is likely to result in some fundamentally new ways of working and delivering services and achieving it may therefore require the re-alignment and/or investment in the technologies needed to support it going forward.

Balancing the short term need for change and savings and the Future Council vision whilst addressing some of the more strategic issues has its challenges. Service Birmingham needs to do its part in meeting these wider imperatives and it must act as an enabler not a blocker to achieving change. This will require a continued focus on different ways of working together and a consistent consideration of flexibility, scalability and innovation to support this.

While this reports key focus is to update members on the progress made against the specific recommendations set in the February 2015 committee, it is recognised that the actions and initiatives themselves only lay the foundations and we will need to work closely together to also respond to these wider shared challenges.

2   R01A RENEWED MISSION AND PARTNERSHIP PRINCIPLES

2.1   Mission Statement:

The following mission Statement and Partnership Objectives were jointly agreed between Service Birmingham and the Council and subsequently signed off by the Service Birmingham Partnership Board on 23 September 2015.

> *"BCC and Capita have a Joint Venture that enables the delivery of excellent public services for our citizens with innovative solutions that create value and deliver high performance"*

2.2   Partnership Objectives

The Service Birmingham Partnership objectives are to:

- Support and assist the Council in delivering the Future Council Programme and emergent models for service delivery

- Make step-change improvements in the economy, efficiency and effectiveness of the Council's delivery of services in the context of financial challenges

- Ensure our combined efforts deliver an excellent customer experience

- Deliver value-driven innovative solutions and services to respond to ever-changing requirements

- Support and deliver the Birmingham Business Charter for Social Responsibility

- Recognise the business imperatives of both partners

- Support the Council's governance model for ICT

- Be recognised as a strong and sustainable public/private partnership

2.3 Partnership Principles

The purpose of the Partnership is to bring together and exploit the skills, expertise and resources of both partners to support the delivery of the Partnership Objectives stated above.

Underpinning these objectives are a number of principles that set out how the Partnership will behave and operate:

- We will allow each party to 'play to its strengths' – jointly contributing the necessary resources to ensure the success of the Partnership,

- We will establish its own unique culture: drawing on and adopting the most beneficial aspects of each party's existing culture – and rejecting those aspects which get in the way of success,

- We will Implement a unified management structure within Service Birmingham with joint representation – operating seamlessly to deliver agreed outcomes, and

- We will establish a working environment at every level within Service Birmingham which is non-bureaucratic, customer focused, and focuses on professional excellence and service improvement.

Service Birmingham and the individual members of staff who work within it will adopt and actively encourage the following key values which are aligned with Capita values and mirror the Councils emerging thinking around culture and behaviours as part of the Forward the Birmingham Way sub-programme in the Future Council Programme:

- Deliver it right first time

- Respect our customers and treat them fairly

- Support employee development

- Take ownership and responsibility

- Collaborate and communicate, openly and honestly

- Celebrate success

Final

February 2016

3   R01B OPERATIONAL PLAN

3.1   Overview

The initial operational Business Plan has been submitted. The plan sets out the current services provided and performance standards Service Birmingham   will meet and how it expects to deliver the key elements of the ICT Improvement plan in relation to governance, savings and Critical projects in the short term. But the plan also provides the current roadmap in terms of planned capital investment and the initial outcomes of 40+ cross Council joint workshops aimed at identifying the Councils business needs to be addressed by the new ICT Strategy and the common themes. The draft plan is provided below.

SB Business Plan - Final.doc

3.2   A Strategic Approach

In terms of providing a strategic approach, the plan and draft ICT strategy recognise that council is currently faced with significant financial challenges at a time when public expectation and demand is continuing to rise. In parallel to this it is responding to the Kerslake Report and the resulting Improvement plan with wide reaching objectives that are being delivered under the scrutiny of an external Panel.

This is a huge and far reaching change agenda and the Council is having to move at pace. The Council, therefore, expects that Service Birmingham behaves as an equal partner in supporting and delivering the Councils agenda and specifically the financial challenge in terms of:

- Reducing its IT spend where practical

- Challenging unnecessary IT spend (for example duplication of functionality and assets)

- helping to identify opportunities to share systems, capabilities and re-use approaches and solutions

- Finding innovative IT solutions to drive out savings at a price BCC can afford or on a clear invest to save basis

- Supporting the Councils program of application rationalisation and decommissioning

- Challenging ICT that does not deliver value or creates further costs of change (impacts of bespoking systems)

- Reviewing standards and Policies that may add costs where the business risk of not having the same level of compliance in future is low.

- Understanding the current infrastructure roadmap and the controllable spend that can be influenced or the timing of decisions on investment where the solutions and costs can be revisited.

- Working with the Council to bring Service Birmingham and Capita expertise more widely to support the savings challenge and bring innovation and learning from other Capita contracts

At the time of the February 2015 committee, negotiations had completed on the 6th and 7th variation of the contract. This included contractual changes to reduce the core contract price providing the potential to realise a saving of £140m (the equivalent of £20m per annum) over the remaining contract term as reported to Cabinet in March 2014.

In addition a wider ICT Improvement Programme was launched seeking to address a number of key operational, financial and governance arrangements which are all progressing in conjunction with the financial savings initiatives.

Joint working by Service Birmingham and the Council's Intelligent Client Function has ensured that the target to realise a £140m reduction over the 7 remaining years of the SB contract with BCC to March 2021 has been substantially met through changes to the core contract and a number of proposals which are substantially either complete or in progress. SB and BCC continue to work together to identify additional proposals where any of those initial proposals have either not resulted in the full estimate of saving for the council or where the proposal is no longer operationally desired.

Progress on additional savings has not been as good as the Council would like and has had its challenges. Efficiencies in some cases rely on significant cultural change, services accepting corporate system offers rather than service specific standalone systems as part of the applications rationalisation or reductions in Council staff headcounts at a time when the level of demand seems to require additional capacity.

Key to making the right decisions about the future technology landscape, spend and scale is understanding the Councils future business need and strategy. A proposed 2020 vision for the city was presented to the Cabinet on 17th November 2015 and, following the outcome of the current budget consultation, once a decision around the Councils future operating model has been made the ICT strategy will need to be revisited and updated. Service Birmingham will be working with the Councils Interim Information & Technology Director to understand what the emerging thinking around the Councils operating model means for ICT and the opportunity it affords to make it more efficient, scalable and flexible.

But in the meantime the savings challenge does not stop. The Council has already set out plans in the next Long Term Financial Plan (LTFP) to deliver further step up savings from ICT over the three year period up to 2017/18. This is consistent with all the Councils support services. Service Birmingham and Council officers are working together to identify how these savings could be delivered and generating new options and proposals for consideration to address the gaps. Current proposals include

- Service Desk Automation - Staff savings as a result of improved Service Desk processes and automation tools

- Lean reviews – looking out how to create efficiencies in the processes to manage the Starters, Leavers and Movers process which is labour intensive within Service Birmingham and for BCC managers

- External trading opportunities

- Telephony – savings and variability as a result of a new corporate telephony managed service contract

- The move of the Council's work with Print Birmingham to the Mansfield site has provided significant savings whilst not adversely impacting jobs within the City.

- Revenues Efficiency Programme – improvements in Council Tax and Business rates collections from better workforce management and automations

- The migration of the Councils IT infrastructure to a new data centre at a lower ongoing cost for the remainder of the contract

3.3   Meeting the Councils Expectations

Four joint Council and Service Birmingham workshops have been held, one with each Directorate and one cross directorate, to help shape the vision and objectives of the partnership. These have been well attended events and have provided both parties with the opportunity to discuss perceived or real issues but also to focus on how a more positive relationship can be created going forward. The themes across the workshop were consistent, and short, medium and long term ideas were discussed. A number of specific quick fixes that could be delivered were also agreed

Action plans are being put in place as a result of these workshops and where possible Council officers and Service Birmingham are now implementing some of the ideas and quick wins that were agreed would create more benefit going forward.

3.4 Accountability

In relation to accountability Service Birmingham announced a new management structure during 2015 with clear lines of accountability and named contacts mapped to each directorate across the Design, Build and Operate functions.

The objective of creating a new Service Birmingham management structure is to ensure Service Birmingham consistently and deliberately focuses on the Councils needs at a directorate level and is best able to support the Councils governance. The new directorate based approach is shown below:

		People	Place	Economy
Client Services	Engagement Director	Paul Busst	Paul Busst	Trevor Vaughan
	Directorate Head	Sue Allen	Ian Bird	Tom Furey
	Business Officer	Najmul Hussain	Najmul Hussain	Sophia Deery
Technical Design, Assurance and Quote	Solutions Architect	David Mustin	Richard Grace	Colin Millar
	Gateway Manager	Chris Holt	Mark Brazier	Matt Davies
	Business Analyst	Julie Brown	Sushila Vadukul	Laura Slatcher
Project Delivery	Portfolio Manager	Jane James	Andy Eden	Trisha Thrupp
Operational Delivery	Service Delivery Manager	Linda Sheehan	Atif Mian	Martin Sanders

Service Birmingham are also taking the opportunity to invest in new resources within the technical design function, who will help shape technical and business requirements with the Council and bring more innovation and expertise to bear in the Councils business challenges. This technical design team has been working closely with the Councils new Interim Information and Technology Director about the future direction of the IT landscape including those solutions proposed as part of the Future Council Programme. Going forward there will be increased joint working on initiatives and projects and a shared ownership of the Councils ICT strategy. The Council will own the strategy from a business perspective to ensure that the vision for the Council drives ICT. Service Birmingham will work alongside to ensure the technical solutions fit that vision and need and deliver ongoing value for money.

4 RO1C ANNUAL REVIEWS

Although an initial Operational Business Plan has been produced and reviewed it currently only addresses a one year view. This is because there is recognition that the plan must

reflect the changing priorities of the Council, the 2020 vision for the City and the Future Operating Model as this emerges from the Future Council Programme work.

It is envisaged that the Business Plan will be updated when the Future Council Operating Model is complete and the Council has produced it's ICT strategy. By doing so the Councils business, workforce, customer and organisational strategies can be fully aligned and any required changes enabled by the ICT Strategy. Once the full plan is a greed an annual cycle of review can commence as recommended and to ensure the plan stays aligned to the Councils objectives.

5   R02 ATTENDANCE AT BCC MANAGEMENT MEETINGS

Tony Lubman (Service Birmingham's CEO) was invited to attend the Council's Executive Management Team meetings following the O&S meetings in early 2015. However, he has since been asked to step down to avoid any perception of conflicts of interest as EMT debates the future delivery options for council services

Service Birmingham representatives regularly attend the JNC Briefings, EMCB, Future Council Programme meetings, ICT Programme Board and all directorate senior management ICT strategic groups. This will enhance further their understanding or the Councils challenges and successes and give them the opportunity to respond proactively to the Councils existing and emerging agendas.

6   R03 DAY IN THE LIFE

6.1   Overview

One of the key ideas that emerged from previous events was the need for both parties to have a better understanding of the roles, challenges and day to day work of each other. The Director of Adult Social Care and Service Birmingham CEO agreed that a shadowing exercise would really help in creating this understanding. Staff from across the people Directorate (including social workers/support planning/assessment managers etc.) were released to spend time with individuals from Service Birmingham and in turn Service Birmingham staff got a chance to join their council colleagues. This has not only created a better understanding of each other's role but provided an opportunity to identify and discuss how technology may be able to assist them further and how Service Birmingham could facilitate their day to day work more effectively.

6.2   Outcomes

Service Birmingham staff reported not only how interesting they found the experience and how useful this insight was, but were also able to show Council staff how to use some of the ICT self-help tools, like the Service Birmingham portal to resolve issues where they had previously been unaware of the service.

The Chief Technology Officer from Service Birmingham also spent a day with a social workers as part of this initiative. The aim was for Service Birmingham to gain a better understanding of how its services support social workers in their day to day role and also identify if/how technology can assist further in meeting their existing and emerging challenges.

6.3   Visits to Service Birmingham

There have been a number of recent opportunities for the Council Directorate teams to meet with Service Birmingham teams and understand more about each other's roles, imperatives and accountabilities. In early 2016 it is planned to hold a number of open days for Council staff to come and see the IT operation and what happens on a day to day basis behind the scenes to keep the operation and systems running smoothly. In the meantime the following sections provide detail of the recent visits that have taken place.

6.3.1   Managers Forum

The Service Director for Health and Well Being presented to the Service Birmingham Senior Managers Forum (40 managers) giving an overview of the issues facing Adult Social Care and creating a better understanding of the environment and challenges they have to work within.

6.3.2   People Directorate site visits

Following the partnership workshop Service Birmingham also hosted a visit by representatives from the People Directorate with attendees including:

- IT Client Services Managers

- Carefirst & IT Training lead

- Systems & Projects Business Analysts

As well as a tour of the IT operation the teams also covered a range of service elements during the day giving the Councils staff a better sense of what Service Birmingham does

behind the scenes and day to day to keep the Councils systems and services running, this included:

- ICT Service Delivery & Service Management - Process Framework / Service Desk & Service Management / Facts & Figures / Service Catalogue / Trending / Continual Service Improvements

- Testing

- Data and Network Security

- Infrastructure

- Applications

- Application Landscape and Support

- Projects & Portfolio Management

6.3.3   Feedback received:

"..Very interesting and informative and has helped me to put names to faces and to gain a greater understanding of what goes on at Service Birmingham."

"..Very useful and informative, even for someone like me who has been engaged with various SB leads over the last 10 years it was refreshing."

Further programmes are being developed with the remaining directorates to help create a wider understanding and strengthened relationships.

6.3.4   Place Directorate

Arrangements are now also being made for Service Birmingham managers to spend time with the Fleet & Waste teams in the Place Directorate

Final

February 2016

6.3.5   Open Days

During March 2016 Service Birmingham held a series of open days for BCC staff to attend. These are designed to ensure that Council staff understand better the IT operation, what it does day to day and how it proactively manages the technical infrastructure to avoid unnecessary disruption to frontline services. These visits will help build better understanding on both sides and give Council staff insight into the behind the scenes support that is provided by Service Birmingham staff, many of whom are seconded BCC staff.

7   RO4A EXAMPLES OF NEW PROJECTS

The following section summarises a number of key projects that have been undertaken that have demonstrated collaboratively working towards joint successful outcomes. Were things have not gone so well the lessons are highlighted and how the learning will be applied to future projects to improve delivery.

7.1   Public Wi-Fi Project

Project Overview

The £150 million Urban Broadband Fund (UBF) was announced by the Government in December 2011 and was designed to improve access to high speed connectivity through the creation of 22 super connected cities.

The Free Public Wi-Fi project was a collaboration between Digital Birmingham and Service Birmingham that secured grant funding via the UBF to provide free public Wi-Fi to over 200 public buildings in Birmingham.

Successes

There are a number of reasons why the Public Wi-Fi Project was successful. These critical success factors included:

- Leadership - the project was sponsored throughout its duration within the City Council and Service Birmingham from a senior level.

- The City Council Project Sponsor recognised and acted on escalations from the Service Birmingham Project Manager and / or Project Board.

- Good working relationships – strong working relationships were built between the SB Project

Final

February 2016

Manager, SB Solutions Director and the BCC Project Sponsor and maintained throughout the duration of the project. A high level of flexibility and fast decision making was required due to the challenging nature of the project therefore the positive working relationship supported the need to deliver by the very tight deadline.

- Innovation and commercial acumen – the project required innovative technical and commercial solutions to secure the maximum amount of funding available and deliver the required solutions within the absolute time constraints defined in the grant agreement. In particular, additional funding was secured from the IBF to refresh the entire wireless infrastructure to support a second tranche of buildings, both BCC owned and third party owned, to help DCMS achieve their target and to provide free public Wi-Fi to many more public buildings than would have been possible with the original grant envelope (jointly secured over double the original grant). The refresh of the wireless infrastructure effectively saved over £750,000 from the Councils ICT capital programme without adding to revenue budgets through capitalisation of costs where allowed. Temporary solutions were designed using 4G hotspots to accommodate where network lines could not be installed within the required timelines, thereby protecting the agreed scope of buildings.

- Effective management of multiple third parties - due to its complex nature, the project involved multiple delivery partners including Cisco, O2/Telefonica, CDI and Capita IT Services. Weekly review meetings were established with key suppliers to ensure target delivery dates were achieved and any issues could be discussed and resolved.

- Structured and strong governance - the project was underpinned with an appropriate level of project governance, including:

  o Weekly review meetings with the Project Sponsor provided regular progress updates and ensured escalations were managed effectively.

  o Regular internal project boards within Service Birmingham to ensure that Senior Managers could take any necessary actions to resolve issues if required.

  o The Service Birmingham Project Team generated and communicated a detailed weekly Status Report. This ensured that key stakeholders fully understood the status of the project including any Risks, Issues and Dependencies.

o The financial status of the project was communicated on a regular basis ensuring that the City Council Project Sponsor was adequately informed.

o A communication plan was incorporated into the delivery to manage the political interest and high levels of scrutiny and governance.

Lessons

Decision making around buildings in scope was too slow given the time constraints. Where any project is reliant on directorate engagement, more senior representation is required on project boards.

7.2   Windows Server 2008 Operating System Project

The Windows Server 2008 operating system project was responsible for migrating or formally decommissioning all legacy Windows Server NT, Windows Server 2000 and Windows Server 2003 servers and updating them to the Windows Server 2008 operating system which was essential as the previous operating systems were no longer being supported. The project was responsible for migrating or decommissioning 452 servers over a 12 month period.

Successes

There are a number of reasons why the Server 2008 Project was successful. These critical success factors have been articulated below:

- The scope of the project was clearly defined at the beginning of the project. The agreed project scope was documented within the approved Project Initiation Document. A formal Project Change Control process was utilised to modify the scope of the project.

- The project was actively sponsored throughout its duration within the City Council by senior owners in both organisations

- The City Council Project Sponsor recognised and acted on escalations from the Service Birmingham Project Manager and / or Project Board.

- An open and honest working relationship between all Project Board members was developed and maintained throughout the duration of the project.

- The project was structured correctly and underpinned with an appropriate level of project governance:

Final

February 2016

o Formal Project Board meetings were held on a monthly basis. These were recognised by all invitees as being important and attendance was very good throughout the duration of the project

o All project Risks, Issues, Actions and Decisions were recorded and reviewed via a consolidated RAID Register. Items on the RAID Register were actively managed

o The Service Birmingham Project Team generated and communicated a detailed monthly Project Status Report to allow all members of the Project Board to understand the status of the project

o The financial status of the project was communicated on a monthly basis to ensure that the City Council Project Sponsor was adequately informed.

- The user community within the City Council and the support community within Service Birmingham were kept informed throughout the duration of the project via monthly Project Update reports.

- The highly motivated Service Birmingham Project Team was focussed on the project objectives, their roles and their responsibilities.

Lessons

- There needs to be a better escalation process where a specific team or function experience specific issues not widely faced. The People directorate raised some specific issues around relationships and delivery impacts and there needs to be a more effective process for senior Service Birmingham staff to consider and own resolution of such escalations and feedback.

- Dependencies should have been identified earlier (for example between hardware and software version) and co dependencies tracked more effectively.

7.3 SAP Supplier Relationship Management Upgrade to version 7.03

Project Overview

The SRM system is used widely across BCC directorates and provides the City's procurement services which include shopping basket functionality through to invoice payments.

The technical upgrade of SAP Supplier Relationship Management (SRM) to the latest version 7.03 went 'live' over the weekend of 4th/5th July 2015. The old version (SRM 5.0) was out of mainstream supplier support and, although the scope of this project was a technical upgrade only (i.e. no new process/functionality changes), the latest version introduced a number of significant changes to the look and feel of the product.

The implementation work started in December 2014 and was originally scheduled to complete in April 2015. Service Birmingham engaged a specialist third party supplier to deliver the upgrade due to limited capacity. The project eventually went live in early July 2015, three months later than planned.

Lessons

There are a number of reasons why the SAP SRM Upgrade Project was delayed and problematic and these have been documented as Lessons Learned and are summarised below.

- **Project Scope** - the scope of the project was defined and agreed between BCC, Service Birmingham and NTT Data. However, during the analysis phase of the project it became clear that essential, dependent work on both the Supplier Catalogue and the SAP External Portal (used by BCC suppliers to access the SRM system), had not been fully understood by Service Birmingham and scoped out at the outset.

  NTT Data were not contracted to deliver this work and the SAP Managed Service had to be engaged to fully assess what changes were required and to implement the changes to deliver a functioning Supplier Portal after the upgrade of SRM 7 went live. This additional work resulted in an 8 week delay to the project timelines.

- **Project Sponsorship** – Once the decision had been made to upgrade SRM a Council project sponsor was put in place. Key stakeholders within the Council highlighted a number of challenges from the outset but the lack of formal governance meant that these were not processed and assessed effectively although the project sponsor was kept up to date with developments and regular working group meetings were held.

  Project updates (Risks, Issues, Actions and Status) were regularly communicated to BCC via a weekly Project Status Report but it remains unclear as to whether the key stakeholders fully understood the status of the project and the impact in terms of timelines/cost/quality. The key lessons is to insist that regular face to face meetings are held with BCC Stakeholders to ensure important messages are communicated and

understood and that risks and issues can be managed collaboratively. From the Councils perspective delays on the project were of a technical nature and wouldn't have been avoided even if there had been a formal governance process in place so there needs to be a shared view on the level of risk, complexity and dependencies so that governance is relevant and appropriate.

- **Clarity on deliverables –** the Council also felt that Service Birmingham need to pay greater attention to the Statement of Work in terms of understanding key deliverables required as pre-dependencies of the project being delivered. Where gaps were identified these should have bene clearly communicated and the impact assessed. Dependant on costs, a review by SAP, as an independent organisation, should be considered for major designs of this nature.

- **User Communications/Training –** version 7.03 of SAP SRM introduced a number of significant changes to the look and feel of the product which in turn needed extensive end user training / change management as part of the upgrade scope.

  BCC chose to manage the implementation of all changes relating to the user experience (look and feel, business process, and changes to transaction processing) and not to retain 1400 officers which they believed to be the correct approach. But the key users who were involved in testing struggled to fully understand the depth of changes as a result of inadequate knowledge transfer from Service Birmingham to the Councils staff.

  The key lesson is to ensure that key users are engaged more fully earlier in the project to receive comprehensive Knowledge Transfer of the solution and subsequently have a clear plan for communications/training defined for the wider user community. Service Birmingham training provided excellent User guides and this has helped Users with the transition over to the new screens.

- **Resources** – the complexity of the project in the end demanded full time project management which had not been scoped and the challenges this raised were aggravated by absence due to illness.

- **Knowledge transfer** - Key BCC Users struggled to understand due to the lack of knowledge transfer from SB to BCC. Following implementation there should have been post go live support from SB to BSC and it was felt that this was unduly shortened without consultation due to the project overruns and costs.

- **Snags** – there remains one ongoing technical issue with the Portal is still ongoing 5 months after Go Live.

7.4 Sophos SafeGuard Encryption Project

Project Overview

Encryption is a form of security that turns information, images or other data into unreadable information is widely recognised as being necessary to secure documents that contain sensitive information.   The consequence of devices or sensitive data being accessed in the event of device loss can be significant for local authorities and recent fines have been in excess of £500k for proven breaches of data protection as a result of inadequate protections. The Introduction of Sophos was designed to put these protections in place. However the introduction of this product created significant, sustained problems across the Council and led to numerous calls to the SB help desk.

Lessons

The following contributing factors were reviewed as part of the lessons learnt post-delivery:

- Issues which occurred during the early stages of the project delayed the initial deployment plan. The go-live date was constrained due to the security risks, therefore daily deployments were increased to meet project timescales.

- Removing the existing encryption software and decrypting took greater effort than planned.

- Insufficient attention was paid to dependences and pre requisites, for example it emerged that testing prior to the rollout had been on machines with full memory and did not take account that some devices would not have this level of memory free to accommodate the new software

- Having unsupported Credant software created a number of issues in the decrypting and removal process and some machines faced conflicts between the two encryption applications

- High volumes of issues were raised due to users with relatively high volumes of data present on local hard drives.

- Devices with a combination of low memory and large user data stored locally were unable to cope with the Credant decryption process and Sophos encryption process running in parallel.

- Communications were reactive throughout the project and would have been improved by utilising a dedicated Communications Lead. Directorates complained that the level of communications was insufficient for this type of change project involving a large user base.

- Increased involvement from the Service Birmingham Service Delivery Managers during the early stages of the project to review and assess the impact on key areas across the city prior to deployment would have minimised escalations and complaints

- The high volume of performance related issues escalated to senior management resulted in floor walkers being diverted away from normal duties which adversely impacted the handling of other incidents raised by BCC users.

The costs associated with additional support for the project has been met by Service Birmingham.

The lessons learnt are being fed into similar projects where deployment to a large user base is required.

7.5   Projects - Process

The Council commissions a large number of ICT projects from Service Birmingham and the Council and Service Birmingham both wish to improve the overall management and delivery of such projects. The joint workshops and user feedback has identified a number of issues in the process including the time taken to produce designs, costs and responses to requirements.

In addition while there is a process and governance in place to allow the challenge of costs that are presented, there has been a growing demand to understand the way costs are built up and when and why project costs are reduced following reviews or increased as a result of change.

A whole life cycle review will be undertaken to address issues around quoting, governance, the role of Council officers in tenderer selection and evaluation, delivery and benefits and

overall performance monitoring and reporting. Steps have already been undertaken by SB to identify the reoccurring issues and find better ways or working or process improvements.

The Council and Service Birmingham are also working together to see how we can use better tools and processes to get consistency corporately across ICT projects and a better understanding of any duplications, spend and the associated savings that result from projects.

The review will build on the work the ICF has undertaken around operating models for projects and will also look to adopt the best practice, processes and tools established in the Future Council programme to create consistency.

8 R04B SUPPORTING THE COUNCIL PRIORITIES

8.1 A Fair City

8.1.1 Promoting Fostering

Overview

SB were asked by the Council to engage an existing partner organisation "Spaghetti" to help the Council explore the potential of new web services for adoption and fostering. This was seen as a pilot project as part of the ongoing transformation of digital services across the organisation and planned Council web platform replacement programme. Spaghetti are based at Impact Hub Birmingham and have undertaken a number of research projects, facilitating co-creation and designing learning experiences for organisations and individuals in the community. The advantage of working with them is their use of co-design and community/stakeholder engagement to develop solutions for customer issues with customers themselves.

The Challenge that was set was "How might we enable Birmingham's "pragmatic doers" to see the potential in fostering Birmingham's looked after children?" harnessing the community and citizens potential to help with the ongoing challenge of a shortage of foster or adoptive parents.

In response, Service Birmingham set up a "lab" which created the environment for collaboration and brought key stakeholders, service users (including looked after children) and heads of service into the conversation, in order to co-design possible solutions with people in the community.

Successes

After five days of research and contributions from looked after children, potential foster carers, existing foster carers, front line professionals and others, the team conceptualised a solution to the brief by discovering key insights to help them understand the real needs.

The solution uses the potential of digital technology to connect potential foster carers with existing carers so that they can share their questions, concerns and get help from people who know what they are going through. The value of this is that it gives access to a real time, personal service that is trustworthy and credible and builds a sense of belonging to make them feel part of the Birmingham Foster care family.

Next steps

▪ Proof of Concept through a series of foster care meetups to unlock the potential of existing networks quickly.

▪ Start to create and share digital content of real experiences from current foster carers.

▪ Decide on roles and responsibilities from across the organisation to move the project

More detail of how the project was run, its findings and the thoughts of the contributors can be seen in a case study separately attached.

8.2   Improving Children's Safeguarding

• Birmingham City Council's Children's Services has been subject to Government intervention with the appointment by the Department of Education (DoE) of an external Commissioner, Lord Warner, to oversee the significant improvements required to Children's Services. These improvements are designed to ensure that vulnerable children and children at risk or in care in Birmingham are safe from harm and able to achieve in line with every child in the City.

• The Council agreed a 3 year Improvement Plan with the DoE which set out a number of actions that needed to be implemented in Year 1 to make children 'safer', while providing the firm foundation for sustained improvement that would see the Council and partners providing 'Good' children's services by 2017 (as measured through Ofsted inspections).

Final

February 2016

- To support the change required at the scale and pace needed the Council enlisted the help and support of a number of trusted providers and resources to work alongside them to outline, schedule, plan and ultimately deliver with them the change needed.

- Service Birmingham was approached by senior BCC directors within People to provide Capita expertise (and previously used in the Adult Social Care Transformation) to support them. Service Birmingham secured a Capita Local Government resource, who had himself been a Social Worker, to work with the Children service to help implement improvements for a period of 6 months - October 2014 to March 2015.

- The Capita resource was able to leverage the close working relationship with the Directorate Management Team and wider staff group. He worked collaboratively on key activities that would give the Commissioner Lord Warner confidence and assurance that Birmingham was doing what it said it would do and also that the mechanism was being put in place that would drive and sustain change.

- The Capita resource worked with Council internal teams in Business Change and front line services to develop and write the Children's Services Commissioning Plan that went to BCC Cabinet in April 2015 and was later approved. The Commissioning Plan set out Children's Services commissioning priorities and intentions over the next 2 years.

- In addition to this our resource worked closely with the management team to bring together and draft the report and evidence base to be presented to Lord Warner at the end of Year 1 to evidence the improvement that had been delivered to date against Lord Warner's Directives and the plans in place to deliver sustained improvement in Years 2 and 3. This work is now BCC Early Help and Social Care Plan against which it is measured.

- A further request was made by the Peoples Directorate for the resource to continue to work with them to support the scoping and delivery of the Council's Early Years priorities and intentions, namely a new commissioning model from 2016/2017 and the mechanism to deliver savings against the medium-term financial plan - April 2016 – October 2016. In collaboration with Council staff the Early Years Review was concluded and the Cabinet were presented with a Commissioning Option in June 2016, which they approved to go out to consultation.

8.3 A prosperous city

Local Employment

Service Birmingham is also accredited under the Councils BBC4SR and is working to further support its action plan for this policy

- Although the contractual job promise of 720 new jobs by 2011 has been met, Capita sought to backfill further jobs into Birmingham as the Contract Centre staff vacated Fort Dunlop. Capita Businesses have created 153 jobs in Birmingham for local residents during 2015

- A further three apprentices joined the three year apprenticeship programme in September 2015

- Service Birmingham are also looking to provide work experience shortly within some of our Lean projects providing an insight into Lean methods and skills.

8.4 BCC in the Future

Future Council

The Council is currently responding to a wide range of well documented internal and external drivers. Extraordinary financial pressure has been compounded by the findings of several high profile external reviews (the Le Grand safeguarding review, the Kershaw and Clarke education reports, and the Kerslake review on governance and organisational capabilities).

The Council has created one strategic change framework through which it will oversee the necessary change to address these issues, the Future Council Programme (FCP). This has absolute timelines, some externally set, and requiring the Council to move at pace, redesign the organisation, and meet the financial challenges each year, in particular the gap in savings of £90m for 2016/17. One of the key initiatives within the FCP to achieve these aims is the redesign of support services, known as the Integrated Support Services (ISS) sub programme

Service Birmingham has recognised that it needs to further demonstrate how it will support BCC and understands that the Council expects that it acts as an equal partner in supporting and delivering the Councils financial challenge in terms of:

- Reducing its IT spend and identifying how BCC can meet its budget saving for ICT

- Challenging unnecessary ICT spend (e.g. duplication of functionality and assets) and adhering to the Councils design principles

- Supporting the Councils program of application rationalisation and decommissioning

- Finding innovative ICT solutions to drive out savings at a price BCC can afford

- Challenging ICT that does not deliver value or create further costs (impacts of bespoking systems)

Beyond the technical expertise to help drive innovation and efficiency, Service Birmingham brought in additional Capita expertise to support the savings challenge by helping to review wider business and operational functions and bring innovation and learning from other Capita contracts

During 2015 a dedicated Capita team has been supporting the Future Council Programme planning and options analysis around the integrated Support Services Programme. This has been led by an experienced Support Services operational and transformation lead provided initially at no charge by Service Birmingham. The ISS team has since been joined by three seconded BCC staff and two other experienced Capita consultants who have helped drive the support services review forward.

To date the ISS programme has met all of its Kerslake Improvement plan milestones including

- The creation of a proposed new Operating Model for support services

- Undertaking an impact assessment of that operating model

- Ensuring that the proposed redesign will align to the Children's Improvement Programme,

The next steps in early 2016 are to work alongside the Council heads of service within the Support Services to complete the bottom up redesign with a service offering and service levels that fits within the Councils LTFP affordability. The sub programme has also established an three foundation LEAN projects and will support the establishment of a LEAN academy across the Council helping to build improved processes and customer experience while training Council staff in how to create continuous improvement.

8.5   Capita Procurement Solutions (CPS) support to Cityserve

Following a tender process using a national consultancy framework Capita was chosen to progress a key project for the People Directorate looking at how Cityserve could become more cost effective at the same time as improving service delivery. The work included:

▪ **Cleaning, Food and Catering Equipment Budgets**: Capita P.S were asked to review the Cleaning, Food and Catering Equipment contracts and expenditure with a view to drive value for money for Cityserve. Working with Area Managers, the Council's Corporate Procurement Team and the supply market price, quality and process assessments were undertaken across each of the key contracts. Following product trails and supplier negotiations, c. £80k savings were identified for Cityserve to benefit from.

▪ **Cleaning Repairs & Maintenance Operations review** - November 2013 to January 2014: Capita P.S was engaged by Cityserve to carry out a review of the cleaning equipment repairs and maintenance service with a view to drive greater efficiency and value for money from the service. A report with recommendations was prepared and accepted by Cityserve. It is understood that the recommendations have now been implemented.

▪ **Transformation support** – February to July 2014: As a result of the Education Services review the recommendation was made (and endorsed by the Council) to restructure Cityserve in order to achieve cost savings and improve the way services were delivered to clients.

▪ **Universal Infant Free School Meals** - July to October 2014: Capita P.S was engaged to act as the Project Manager for Cityserve to support the implementation of Universal Free School Meals (UIFSM). This was a mandatory requirement where all infants in Reception, years 1 and 2 are entitled to a free school lunch. Capita P.S provided the Project Management support to cover the following:

   o   Attend the weekly programme board meetings with EdSi and Acivico

   o   Provide updates on the status of readiness for UIFSM

   o   Provide technical and client manager support for alterations to Kitchens, equipment choices, layout etc. The output being to ensure that all schools would be ready to provide meals from September 2014

   o   Ensure all Cityserve staff are trained in the safe and efficient use of new equipment, this included bring in third parties e.g. Oven Manufacturers

   o   Liaise with Cityserve's supply chain to ensure operational readiness

   o   Manage logistics and revisions to conveying routes etc.

- Lead on communications and briefing process for Cityserve staff

- Prepare risk logs and present mitigation plans

- Prepare a contingency plan

- Prepare and manage a final countdown plan to service launch

The service was successfully launched in the first week of the new school term (September 2014) with no adverse issues and was deemed to be a considerable success with more than 70,000 meals now being served each school day.

- **Future Delivery Models** -October 2014 to September 2015 Capita was also asked to provide some expertise in developing "Alternative Delivery Models". This work looked at the options, viability and financial case for externalising CityServe in some form. The use other alternative models has been an increasing trend in local government which has seen mutuals, joint ventures and other community groups take on the delivery of elements of Council Service. The work included:

  - The provision of market knowledge and current strategies for service delivery

  - Programme management; production of weekly reports, programme updates and preparation and maintenance of the risk register

  - Preparation of a Comms Plan and supporting information

  - Support to Equalities Impact Assessment

  - Preparation of documentation for Cabinet and other executive level reports

  - Access to industry including market soundings and research, support in the preparation of questionnaires

  - Full review of the marketplace capabilities and the suitability for future delivery models

  - Production of an options appraisal along with scoring criteria and justifications

In addition to the above, the Capita Finance Audit and Accounting team have supported BCC in preparing the financial performance analysis for Cityserve in order to support the commissioning process.

8.6   Other

8.6.1   CSR / Staff Benefit Scheme

Working in line with the Birmingham Business Charter for Social Responsibility, Service Birmingham invested over £2.5m from our Staff Benefit Scheme into community projects across Birmingham since its creation. An annual of Service Birmingham. Annually Service Birmingham produce a summary report is produced on this activity and the recipients of the funds.

8.6.2   Birmingham Business Charter for Social Responsibility

As an accredited supplier Service Birmingham continues to fulfil the requirements of the Birmingham Business Charter including:

- The recruitment of 3 additional apprentices

- An annual training budget maintained and additional training provided through our e-learning portal. Training is benchmarked annually as part of the SOCITM survey

- During the financial year ended December 2014 Service Birmingham spent £2,225,316 with 57 Birmingham based suppliers across a third party spend of £14.8m (which includes expenditure with large national providers)

Service Birmingham recognise that there is more to do in supporting local businesses and to that end a seminar will be put in place to discuss the Council ICT Strategy with Birmingham based companies once the shape of the Councils 2020 vision is confirmed and the Future Council Programme sets out the roadmap for the next 5 years. At that point there will be a clear view of what is needed to be procured and how that impact on work with Partners and other sectors too. This seminar will be advertised through FIIB and ensure that a communication plan is put in place that will maximise attendance.

8.6.3   Business Cases

Service Birmingham Business Case training – Service Birmingham have delivered a number of awareness/training session on the formulation of business cases to assist the Council in producing effective cost saving initiatives.

8.6.4   Service Desk

The Service desk has generally met all of its KPIs and had some sustained periods with month on month compliance. However there have been some months were the KPIs were breached in month as a result of specific projects (including the Sophos project outlined above)

However overall Customer Satisfaction results improved 5% on previous year – 93% (68% of which were excellent or good).

Nearly all respondents (94%) using the Service Desk rate the professional way their IT fault or requests are handled as excellent, good or satisfactory. Most respondents (93%) rate the level of accuracy their IT fault or requests are recorded to be excellent, good or satisfactory.

8.6.5   ServiceNow Planned Improvements

Service Now is the case management system used by Service Birmingham to handle all services requests, incidents and asset registrations.

Working with the ICF (the Councils ICT client Function) work is already underway to implement improvements for this and other critical customer facing processes. The Service Birmingham Portal will be redesigned to introduce better self-service and an online service catalogue with 'shopping trolley' functionality for the procurement of ICT.

In addition as part of the Integrated Support Services Review being supported by Service Birmingham (within the Future Council Programme) user workshops were undertaken that highlighted that the SLAM process (Starters, Leavers And Movers) was once of the single biggest complaints of managers. The process is complex and requires managers to navigate their way round a number of services with multiple requests in order to get a member of staff set up, the right IT, and the right access passes and systems permissions. A lean review of the SLAM process has been undertaken by Service Birmingham staff and representatives from directorates "the Voice of the customer" to redesign the processes to be efficient and customer friendly. This has identified a number of improvement areas and opportunities to remove demand failure and repeat calls.

9   R05 CITY COUNCIL IT USER GROUP

Following a number of discussions Cllr Brew has agreed to lead on this recommendation. Cllr Brew has attended Directorate Strategy groups to seek their feedback and has held an ICT User Group in March. Others are scheduled on a bi-monthly basis.

Service Birmingham have been participating in the Members Marketplace to increase understanding the ICT services we provide and to take on board feedback from Members and to deal with any IT issues presented on the day. A SB Service Delivery Manager for Places Directorate attends with a representative from Client Services in partnership with a representative from BCC Intelligent Client Function (ICF).

The November Marketplace event was targeted towards a more personalised ICT service that we offer to Members. Leaflets promoting this service and the new dedicated Service Desk Number were produced for the event. There was also a display presentation of the Two Factor Authentication process. The event had a desktop support technician to resolve any IT issues Members had on the day.

10 R06 COMMUNICATIONS FROM SERVICE BIRMINGHAM AND BCC

10.1 R06a - Contract Lite

In April 2006 Birmingham City Council decided to go into partnership with Capita for information communications technology (ICT); an ICT contract was drawn up and Service Birmingham was created! Since then there have been 7 amendments to the original contract

The ICF is working with Service Birmingham to create a "Contract lite" document to provide an overview for BCC Managers of the key principles of the ICT Contract.
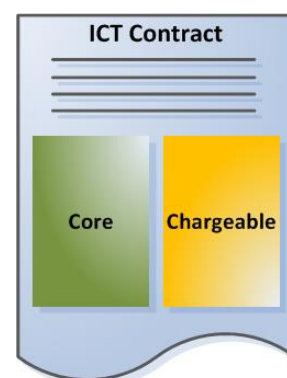
10.2 RO6b - Transparency of costs

A consistent theme, in conjunction with creating an improved understanding of the contract has been better transparency of costs. The Council has been discussing this with Service Birmingham to determine the additional financial information needed with the following broad areas being the main focus:

- The understanding of the way costs are allocated against Directorates using 'Spotllight' and Reporting related issues

- Costing, pricing and charging

- Third Party Arrangements as single contracts and aggregated spend amounting to more than £200k

- Project Costings

Final

February 2016

- Increased Visibility of internal Capita charges

- The levers and ability to vary charges in relations to the Councils changing size, needs and ways of working

A detailed action plan is currently being developed with the ICF on how this information could be provided and shared to create a better understanding of ICT costs.

10.3   R06b Benchmarking the Service

The 2015 results are shown in the tables below

Cost Metrics

Metric	SB/BCC	1st Quartile	Median	3rd Quartile	Comments
Sec B Number of 'workstations' per user	1.3	0.9	1	1.1	BCC have the highest number of 'workstations' per user.
Sec B Number of devices per user	3.1	2.10	2.50	3.10	Proliferation of ICT device types that ICT users may want or have to use to do work.
Sec C Average cost (£k) per FTE	48.6	35	43	47	
Sec D Percentage total expenditure spent on ICT	2.672%	1.49%	1.88%	2.43%	The range of results reflects the extremes of the profiles of the benchmarked organisations
KPI 4 Spend on end-user devices per user (£)	103.05	88.68	103.05	149.99	
KPI 7 Average support cost per user (£)	133	99	133	149.4	
KPI 7 Average support cost per device (£)	43	43	55	61	
KPI 17 Percentage network costs of total ICT expenditure	5.2%	7.5%	9%	16.2	
KPI 17 Percentage total ICT expenditure spent on networks per annum (annualised over a 5 year period)	5.2%	7.9%	10%	21%	
KPI 17 Network expenditure per device (£)	81	81	106	167	3rd cheapest in benchmark group for a second year
KPI 17 Network cost per user supported (£)	250	174	283	395	
KPI 17 Network expenditure per 'Workstation' (£)	187.9	188	268	338	

Metric	SB/BCC	1st Quartile	Median	3rd Quartile	Comments
KPI 4 Corporate Acquisition costs - Desktop (Fat PC)	391.14	358	384	393	On a like for like comparison of equipment (i.e. Lenovo) SB are comparable.
KPI 4 Corporate Acquisition costs - Laptop	580.51	614	659	686	On a like for like comparison of equipment (i.e. Lenovo) SB are the cheapest (£580 compared £664).
KPI 4 Corporate Acquisition costs - Tablet	343.18	377	407	615	

Total Cost of Ownership (All devices)

Metric	SB/BCC	1st Quartile	Median	3rd Quartile	Comments
KPI 18 Average total cost of ownership – All devices	**42**	**42**	50	61	Acquisition, support and Network

Performance of Service

Metric	SB/BCC	1st Quartile	Median	3rd Quartile	Comments
Devices supported per support specialist	**2153.8**	526	533	1095	
Sec E: Governance index	**33**	18	29	32	
KPI 1: User Satisfaction (max score 7)	**4.65**	5.32	5.39	5.57	Based on a full survey of all users. The majority (93%) of those participating in the survey rate the support they receive from the Service Birmingham Service Desk as excellent, good or satisfactory. An increase on 88% in 2014. Nearly all respondents (94%) using the Service Desk rate the professional way their IT fault or requests are handled as excellent, good or satisfactory Research by SOCITM has found that user satisfaction is 3.3% higher where the ICT service is provided in-house.
KPI 2a: Percentage of operational incidents when a service is restored within the agreed service levels	**94%**	88%	94%	98%	Only 5 of the participants have an SLA drawn up and agreed with the rest of the business. This years results adversely impacted by a number of specific incidents, e.g. deployment of security software Sophos.
KPI 2b: Percentage operational incidents resolved at point of contact	**50%**	48.25%	52%	54.25%	All participants are close to maximising this measure.
KPI 15: Networks and key applications availability index	**92**	69	81	84	Availability is measured over core hours when the system is supported by the individual organisation. (availability of network, key business applications and number of hours). Highest in the group.
KPI 19: Number of agile workers as a % of all ICT service users	**64.1%**	28.6%	46.2%	47.9%	

10.4   R06b - ICT Capital Programme

The underlying infrastructure that supports the BCC ICT Estate (e.g. servers, storage, networks, operating systems) requires replacement on a periodical basis as equipment and software comes to the end of its support lifecycle (typically five years for hardware). Over the past 12 months, the ICF has worked with Service Birmingham to develop a programme of work forecasting the investments required between now and the end of the Service Birmingham contract, to maintain the existing infrastructure estate. This is an important planning tool for the council helping them to proactively plan for key decision points, ensure capital funding is provisioned and dependencies with wider council plans are understood.

Final

February 2016

10.5   R06c - Service Birmingham Risk Register

Risks on the Service Birmingham risk register include hardware and software that is end of life and out of support and is managed by a dedicated team within Service Birmingham. It is subject to regular reviews and management scrutiny.

The Risk Register is now being reviewed at the ICT Corporate Strategy Group meetings and issues are also reviewed as part of the actions required to ensure that BCC remains complaint with the Public Services Network requirements and in order to ensure that we can act on any ICT security issues.

Risks are proactively monitored and there is an increasing focus on how better alerts can be provided for users when issues arise and where possible provide advanced warnings of potential issues. A automated voice recording streams are used on the service desk to advise people where there is a known issue that Service Birmingham are addressing and what they are doing so that they do not need to place further calls for information,

Service Birmingham work effectively with the Councils communications team to ensure ICT updates and alerts are also issued to the widest community. Better use of change management techniques are also being explored to help users and services prepare for significant planned changes so that they are ready and consider any impacts on their business or plans for example in change freeze periods. This will be particular important with the planned SAP upgrades due to be put in place during early 2016.

10.6   R06c - Public Services Network (PSN)

Maintaining compliance with the PSN requirements has been an ongoing challenge to many authorities following the introduction of a zero tolerance approach set by government. Every year Service Birmingham have to ensure that the latest security and data exchange standards and controls are in place to achieve compliance and are subject to rigorous testing and auditing. Maintaining compliance requires proactive monitoring of systems going out of support and of potential threats. The health check has been completed and whilst indicating some weaknesses it is generally a positive report on the Councils ICT security showing an improvement following the invest the Council has made it in this area.

10.7 RO6c - Protecting the Council's infrastructure and data from malicious attacks

10.7.1 Email security statistics

The councils e-mail service processes and distributes nearly 30 million emails per year. The service is fronted by a cloud filter service that intercepts approximately 3 million spam and virus affected emails, and stops them from entering the BCC IT infrastructure.

10.7.2 Denial of service attacks

Service Birmingham has implemented a Distributed Denial of Service (DDoS) protection service. The service defends the council's websites from attackers who would flood the council's websites with connection requests, thus depriving citizens and other legitimate users from accessing the council's web based services. The service also identifies and helps defend attempts to penetrate the councils systems.

The Councils websites are attacked thousands of times every day and night. The DDoS service protects the council from these attacks. In the last 12 months there have been very few outages caused by external attack. The outages have only been for minutes at a time whilst the DDoS service adjusts to manage a new type of attack.

The ICF works with SB to ensure that its policies around ICT are update and changed to reflect changing security issues.

11 R07 PARTNERSHIP PERFORMANCE INDICATORS

A set of indicators have been developed and agreed the Partnership Objectives and a further set are developed for Projects. In addition the partnership continues to be measured by the existing contractual performance indicators.

12 R08 SELLING SERVICE BIRMINGHAM SERVICES MORE WIDELY

Service Birmingham has previously invested heavily in trying to sell services externally. But at the time other authorities were not as receptive to shared services and combining resources. Financial constraints across Councils and new models for joint working have increased the opportunities to do this. The Combined Authority also represents and good future regional opportunity to provide Birmingham services and capacity to a wider group of Councils with a formally constituted set on combined outcomes.

However, in the meantime Service Birmingham is still pursuing opportunities including:

- Reviewing a number of requests to support the implementation of ServiceNow (an application used for ICT service management) in other Capita accounts.

- Looking to support other Capita businesses on work with public sector bodies.

- Initial discussions have taken place with the JV board on these opportunities and the board agreed that Service Birmingham could pursue discussions with interested parties but separate discussions on the governance and commercials would need to be completed in parallel.

12.1 Link2ICT Services - beyond Birmingham

- Working with the wider Capita businesses Link2ICT are now able to offer an expanded set of services to educational customers both within and outside of Birmingham. This includes:-

   o Safeguarding (see also 7.1) - a suite of products that provide schools with a mechanism of identifying, monitoring, escalating and managing safeguarding concerns to maintain the safety and wellbeing of their students. This has become particularly relevant with the recently published Government Guidelines to schools on the need to closely monitor internet traffic and pupil exchanges closely for signs of radicalisation and other threats.

   o Pupil premium eligibility checking service, an online portal to provide parents with access to check, claim and notify schools of their eligibility to pupil premium and a free school meal for their child. This removes the stigma from applying and has been found to increase the amount of pupil premium identified and claimed by schools.

   o BGfL365 – adapted for education, BGfL365 provides schools with access to Microsoft's Office365 product set alongside media rich learning content and full access control to all school data held within the MS environment. This is a new service being launched in 2016 to schools outside of Birmingham.

   o For 2016 Link2ICT are to expand their Internet Service offering to schools and educational sites beyond the current Birmingham network. This will allow for Link2ICT to offer their full service capability to any educational site nationally.

Final

February 2016