

**Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting**

**BIRMINGHAM CITY COUNCIL**

**CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE**

**WEDNESDAY, 07 SEPTEMBER 2016 AT 10:30 HOURS**  
**IN COMMITTEE ROOM 2, COUNCIL HOUSE, VICTORIA SQUARE,**  
**BIRMINGHAM, B1 1BB**

**A G E N D A**

**1 NOTICE OF RECORDING/WEBCAST**

The Chairman to advise the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Internet site ([www.birminghamnewsroom.com](http://www.birminghamnewsroom.com)) and that members of the press/public may record and take photographs. The whole of the meeting will be filmed except where there are confidential or exempt items.

**2 APOLOGIES**

To receive any apologies.

**3 - 6**

**3 CORPORATE RESOURCES & GOVERNANCE: ACTION NOTES JULY 2016**

To confirm the action notes of the meeting held on 18 July 2016.

**7 - 44**

**4 DEPUTY LEADER - TRACKING: SERVICE BIRMINGHAM**

To receive a further progress report on the recommendations from the "Refreshing the Partnership" Inquiry

**5 DEPUTY LEADER - FINANCE REPORTING**

- a) 2015/16 Outturn Report
- b) 2016/17 Period 2 Monitoring Report

**45 - 58**

**6 DEPUTY LEADER - TRACKING: CONTACTING THE COUNCIL**

Item Description

7 **DEPUTY LEADER - MEMBER DEVELOPMENT**

Update on member development

**59 - 64**

8 **CORPORATE RESOURCES AND GOVERNANCE O&S COMMITTEE:  
WORK PROGRAMME 2016/17**

Report of the Head of Scrutiny

9 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR  
ACTION/PETITIONS RECEIVED (IF ANY)**

To consider any request for call in/councillor call for action/petitions (if received).

10 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

11 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

12 **EXCLUSION OF THE PUBLIC**

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Exempt Paragraph 3

**P R I V A T E   A G E N D A**

13 **CORPORATE RESOURCES & GOVERNANCE: ACTION NOTES JULY  
2016 - PRIVATE**

Item Description

14 **OTHER URGENT BUSINESS (EXEMPT INFORMATION)**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

**BIRMINGHAM CITY COUNCIL**

**CORPORATE RESOURCES AND GOVERNANCE O&S**

**COMMITTEE – PUBLIC MEETING**

**1430 hours on 18<sup>th</sup> July 2016, Committee Room 2 – Actions**

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**Present:**

Councillor Mohammed Aikhlaq (Chair)

Councillors Randal Brew, Changese Khan, Chaman Lal, Ewan Mackay, Yvonne Mosquito, Rob Pocock, Hendrina Quinnen and Sybil Spence

**Also Present:**

Cllr John Clancy, Leader of the Council

Baseema Begum – Research & Policy Officer, Scrutiny Office

Richard Cowell, Assistant Director Development

Kevin Hubery, Head of Strategic Policy

Peter Jones, Director of Property Services

Emma Williamson – Head of Scrutiny Services

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**1. NOTICE OF RECORDING/WEBCAST**

The Chairman advised the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Internet site ([www.birminghamnewsroom.com](http://www.birminghamnewsroom.com)) and that members of the press/public may record and take photographs.

**2. APPOINTMENT OF CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE, CHAIR, DEPUTY CHAIR AND MEMBERS**

**RESOLVED:-**

i) To note the resolution of the City Council appointing the Committee, Chair and Members to serve on the Committee for the period ending with the Annual Meeting of the City Council in 2017:-

**Labour Group**

Councillors Afzal, Aikhlaq (Chair), C Khan, Lal, Mosquito, Pocock, Quinnen and Spence.

### **Conservative Group**

Councillors Brew, Mackey and Underwood.

It was noted that Cllr Anne Underwood will be withdrawing from the Committee and will be replaced at the next City Council meeting.

### **Liberal Democrat Group**

Councillor Hassall.

(ii) To elect Cllr Randal Brew as Deputy Chair.

## **3. APOLOGIES**

Apologies were submitted on behalf of Cllrs Muhammad Afzal, Ray Hassall and Anne Underwood.

## **4. DECLARATIONS OF INTERESTS**

None

## **5. CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE - TERMS OF REFERENCE**

(See document No 1)

### **RESOLVED:-**

To note the Committee's terms of reference

## **6. REPORT OF THE LEADER OF THE COUNCIL**

(See document No 2)

Following an outline from the Leader, the discussion covered the priorities (including young people and safeguarding; house building); devolution including the potential for future parish councils; innovative approaches to bringing in finance (e.g. "Brummie Bonds"), participatory budgeting; the need for leadership and staffing with regard to Bereavements Services; property services and how we use assets to drive economic growth.

In addition the Committee heard that:

- The Leader will be the economic and growth lead on the Combined Authority and this will include delivery of strategic econ plans, access to finance, the growth company, international trade and exports , digital and arts and cultural activity;

- The Leader will expect to be judged by the number of houses built in two years' time as well as school results and delivering the free school meals programme.
- The Children's Society have been asked to report by the end of the summer on free school meals so that the decision can be made in the autumn;
- The Council has to decide in October whether to avail itself of a four year settlement. That may be advisable if Birmingham receives fair funding. If that is agreed, then radical changes may be needed to the budget.

## **7. CORPORATE RESOURCES AND GOVERNANCE O&S COMMITTEE: WORK PROGRAMME 2016/17**

(See document No 3)

The work programme was noted and it was agreed that two sub-groups would be set up with regards to the Future Council and a short inquiry into issues around bereavement services. Emma Williamson, Head of Scrutiny Services, undertook to email the Committee to agree nominations to the sub-groups.

Cllr Brew raised the matter of partnership working, in particular in relation to concerns with how the City Council relates to organisations we work with and lessons to be learned.

Cllr Yvonne Mosquito asked which Committee would deal with conditions of EU workers in our city and the responsibilities of the City Council. Emma Williamson undertook to confirm and report back to the Committee.

## **8. CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE - DATES OF MEETINGS**

### **RESOLVED:-**

i) That the Committee meets on the following Wednesdays at 1030 hours in the Council House:

| <b>2016</b> | <b>2017</b> |
|-------------|-------------|
| 7 September | 4 January   |
| 5 October   | 1 February  |
| 2 November  | 1 March     |
| 14 December | 5 April     |

(ii) The Committee approved Wednesdays at 1030 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions

**9. REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**

**9A. REQUEST FOR CALL IN: DISPOSAL OF LAND AT GREAT CHARLES STREET, BIRMINGHAM – PUBLIC**

**10. OTHER URGENT BUSINESS**

None

**11. AUTHORITY TO CHAIRMAN AND OFFICERS**

Agreed

**12. EXCLUSION OF THE PUBLIC**

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Request for Call In - Disposal of Land at Great Charles Street, Birmingham - Exempt Paragraph 3

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## **Progress Report on Implementation:**

### **Refreshing the Partnership: Service Birmingham**

#### **Inquiry Information**

|                                     |   |
|-------------------------------------|---|
| Date Approved at City Council:      | 9 <sup>th</sup> June 2015                 |
| Member who led the original review: | Cllr Carl Rice                            |
| Lead Officer for the Review:        | Emma Williamson, Head of Scrutiny Service |
| Date last tracked                   | 12 <sup>th</sup> April 2016               |

1. In approving this inquiry the City Council asked me, as the appropriate Cabinet Member, to report on progress towards these recommendations to this Overview and Scrutiny Committee
2. Details of progress of the recommendations are shown in Appendix 4
3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorised for each.

#### **Appendices**

|          |  |
|----------|--|
| <b>1</b> | Overview   |
| <b>2</b> | Scrutiny Office Guidance on the tracking process |
| <b>3</b> | Recommendations you are tracking today           |
| <b>4</b> | Supporting Evidence Pack                         |

#### **For more information about this report, please contact**

|                   |   |
|-------------------|---|
| Contact Officers: | Nigel Kletz; Tony Lubman  |
| Title:            | Assistant Director Procurement ; Chief Executive, Service<br>Birmingham                                     |
| Telephone:        | 303 7207; 07710648615   |
| E-Mail:           | <a href="mailto:Nigel.Kletz@Birmingham.Gov.Uk">Nigel.Kletz@Birmingham.Gov.Uk</a> ; Tony.Lubman@Capita.co.uk |

## Appendix 1: Overview

This report provides an update to members following the April 2016 Overview and Scrutiny Committee and progress against the recommendations made.

As Deputy Leader I am pleased to report that since the original Scrutiny Review good progress has been made against the recommendations. This report provides an update to members following the April 2016 Overview and Scrutiny Committee and progress against the outstanding recommendations:

- RO1 - Operational Plan
- RO6 - Improved Communication
- RO7 – Partnership Performance Indicators

Appendix 1 provides updated and supporting evidence

Over the last year Service Birmingham has run over 50 workshops with the various service areas across all directorates, to get a better understanding of individual business plans over the coming years and to explore how ICT can play its part as a business enabler for the significant financial challenges the city is facing, as well as maintaining, and wherever possible, improving service delivery.

This had previously been a challenge, as there was no clear corporate business strategy in place and no clarity over the future operating model for the city as a whole. The Future Council Programme has been a catalyst for change and has given a direction for future need. In addition, six months ago, BCC appointed an Interim ICT Director. Service Birmingham has worked closely with him on a number of initiatives, with development of the new ICT & Digital Strategy being at the heart.

While this reports key focus is to update members on the progress made against the specific recommendations set in the April 2016 committee, it is recognised that the actions and initiatives themselves only lay the foundations and we will need to work closely together to respond to the wider shared challenges.



## Appendix 2: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress / key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

| Category                                   | Criteria   |
|--|--|
| 1: Achieved (Fully)                        | The evidence provided shows that the recommendation has been fully implemented within the time scale specified   |
| 2: Achieved (Late)                         | The evidence provided shows that the recommendation has been fully implemented but not within the time scale specified   |
| 3: Not Achieved<br>(Progress Made)         | <p>The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement.</p> <p><b>An anticipated date by which the recommendation is expected to become achieved must be advised.</b></p> |
| 4: Not Achieved<br>(Obstacle)              | The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation)                          |
| 5: Not Achieved<br>(Insufficient Progress) | <p>The evidence provided shows that the recommendation has not been fully achieved and there has been insufficient progress made towards full achievement.</p> <p><b>An anticipated date by which the recommendation is expected to become achieved must be advised.</b></p> |
| 6: In Progress                             | It is not appropriate to monitor achievement of the recommendation at this time because time scale specified has not yet expired.  |

## Appendix 2: Progress with Recommendations.

| No  | Recommendation   | Responsibility                          | Original Date for Completion | Cabinet Members Assessment                         |
|---|--|---|------------------------------|--|
| R01   | b) That an operational plan for Service Birmingham is produced to evidence a Strategic approach, including how the City Council's expectations of Service Birmingham as its ICT department will be met, show clear lines of accountability for achieving the outcomes, and state clearly what is included in the core contract costs. This should include a plan for one, three and five years. The Strategic Partnership Board should monitor progress against these plans. | Deputy Leader<br><br>Service Birmingham | April 2016                   | 1- Achieved (Fully)<br><br>(See p3 /8. Appendix 4) |
|   | c) That these are reviewed annually to ensure they remain relevant and aligned with Corporate objectives.  | Deputy Leader<br><br>Service Birmingham | Annual Review                | 1-Achieved (Fully)                                 |
| Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')  |  |   |                              |  |
| <p>Partnership working is about understanding the objectives of both parties and working together to agree and then achieve joint objectives. The Service Birmingham Partnership Business Plan has been jointly developed with BCC. However, we have made two important changes this time:</p> <ul style="list-style-type: none"> <li>a) It has a longer term focus, reflecting the Council's new operating model and medium term financial strategy that will enable us to operate more effectively in the longer term.</li> <li>b) It incorporates an updated ICT strategy that reflects the "Future Council" and shows how we will support the vision.</li> </ul> <p>The one, three and five year Business Plan is summarised in the attached evidence pack (p8)</p> |  |   |                              |  |

| No   | Recommendation  | Responsibility                          | Original Date for Completion | Cabinet Members Assessment   |
|--|---|---|------------------------------|--|
| R06  | That communications from Service Birmingham and the City Council to all staff and members are examined and improved, with an emphasis on transparency wherever possible. This should include consideration of:<br>a) Sharing information about the contract (BCC);<br>b) Transparency on costs and charging wherever possible (Service Birmingham and BCC);<br>c) Alerting City Council officers when specific issues arise that have an impact on Service Birmingham's ability to deliver services or projects (Service Birmingham). | Deputy Leader<br><br>Service Birmingham |                              | 1- Achieved (Fully)<br><br>(See p 5 Appendix 1)<br><br>a) 1 Achieved (Fully)<br><br>b) 1 Achieved (Fully)<br><br>c) 1 Achieved (Fully) |
| Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')   |   |   |                              |  |
| <p>There were 2 outstanding items:</p> <p>The full contract is available on the Council's website with commercially sensitive information redacted) was which was published in December 2015 as part of the ongoing commitment to transparency. Contract (Fifth, Sixth and Seventh ) Variations have been redacted and ready to publish and will be available on the Council's new website when priority work is complete.</p> <p>To publish a 'Contract Lite' to make more easily understood the commercial agreement between the parties. This is complete and is ready for circulation</p> <p>C) This part of the recommendation was fully achieved at the last meeting</p> |   |   |                              |  |

| No  | Recommendation  | Responsibility                          | Original Date for Completion | Cabinet Members Assessment                      |
|---|---|---|------------------------------|---|
| R07   | a) That a set of indicators (including relationship indicators) are agreed with Service Birmingham, the City Council and Capita to capture the range of success measures set out above; | Deputy Leader<br><br>Service Birmingham | November 2015                | 1- Achieved (Fully)<br><br>(See p12 Appendix 4) |
|   | b) These should form part of the one, three and five year operational plans;  | Deputy Leader<br><br>Service Birmingham | Ongoing                      | Achieved Fully                                  |
|   | c) These should be reported to scrutiny on an annual basis.   | Deputy Leader<br><br>Service Birmingham | Annual update                | Achieved Fully                                  |
| <b>Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')</b>   |   |   |                              |   |
| A set of indicators have been developed and agreed that measure the Partnership Objectives and the performance of Projects .These complement existing contractual performance measures. The first years results are presented in the attached evidence pack |   |   |                              |   |



September 2016

## Appendix 4

Page 13 of 64  
**Progress Report on Implementation:  
Refreshing the Partnership: Service  
Birmingham 2<sup>nd</sup> Report**

**Evidence Pack**

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## 1. OVERVIEW

This report provides an update to members following the April 2016 Overview and Scrutiny Committee and progress against the outstanding recommendations made:

- RO1 - Operational Plan
- RO6 - Improved Communication
- RO7 – Partnership Performance Indicators

This paper provides an update and supporting evidence.

## 2. R01 OPERATIONAL PLAN

### 2.1 Overview

Service Birmingham as a Joint Venture between Capita & Birmingham City Council is a vital strategic partnership for the Council as it adopts the changes within the Future Council Programme.

Partnership working is about understanding the objectives of both parties and working together to agree and then achieve joint objectives. The Service Birmingham Partnership Business Plan has been jointly developed with BCC. The ICF will review the Business Plan and ensure that it delivers value for the Council. However, we have made two important changes this time:

- It has a longer term focus, reflecting the Council's new operating model and medium term financial strategy that will enable us to operate more effectively in the longer term.
- It incorporates an updated ICT strategy that reflects the "Future Council" and shows how we will support the vision.

The Plan is being implemented with clarity of ownership against each deliverable. The summary in Appendix 1 captures numerous work activities that are being delivered across SB, the ICF and Directorates. In all cases project and programmes are governed by the Council, overseen by the ICF and where appropriate Directorates. However a number of areas, in practice, are jointly developed and shaped as part of a partnership approach.

### 2.2 A Strategic Approach

Over the last year Service Birmingham has run over 50 workshops with the various service areas across all directorates, to get a better understanding of individual business plans over the coming years and to explore how ICT can play its part as a business enabler for the significant financial challenges the city is facing, as well as maintaining, and wherever possible, improving service delivery.

This had previously been a challenge, as there was no clear corporate business strategy in place and no clarity over the future operating model for the city as a whole. The Future Council Programme has been a catalyst for change and has given a direction for future need. In addition, six months ago, BCC appointed an Interim ICT Director. Service Birmingham has worked closely with him on a number of initiatives, with development of the new ICT & Digital Strategy being at the heart.

Information, Communication and Digital technologies (ICT&D) are key enablers and innovators to provide the Council with an effective, efficient and reliable set of services that supports the achievements of the business plan.

Change in ICT&D technologies are rapid and growth in the uptake of the latest, emerging technologies such as mobile devices, social media, and high-speed broadband together with the use of Open Data present huge opportunities for the Council, our communities, citizens and suppliers.

To support the City Council's core mission, objectives and business plan, a number of key cross-cutting themes have been identified. The vision and strategy for ICT&D is influenced by many internal/external drivers in each of the council's directorates. The themes have been developed from the needs of the council, partners and associated entities, which are tasked with delivery of services to the citizens, businesses and visitors of Birmingham, upholding the core aims of the mission, objectives and business plan.

The 6 'Key' themes are summarised below,

|   | Theme                               | Description   |
|---|-------------------------------------|---|
| 1 | Integrated ICT and Digital Services | With our partners and suppliers, we will deliver an innovative, reliable, flexible, integrated, secure and well managed |
| 2 | Digital Facilitation                | Enabling our Citizens to be fully included in the Digital Economy and Digital Society                                   |
| 3 | Insight                             | We will use our Data Assets to enable the Council, Partners, Citizens and Innovative businesses                         |
| 4 | Commissioning and Procurement       | Enabling the Council to deliver services through the provision of suitable ICT&D services                               |
| 5 | Governance                          | Delivering the effective management of ICT&D resources  |
| 6 | Innovation                          | We will innovate; to make changes to what's established, by introducing new methods, ideas, and solutions.              |

The ICT & D Strategy is being iterated in three levels, these are:

1. Method and Approach Completed May 2016



2. Developed Strategy Completed July 2016
3. Cabinet Report for approval scheduled for 18<sup>th</sup> October 2016

The summarised one, three and five year Joint Business Plan is shown in Appendix 1

### **3. RO 6 IMPROVED COMMUNICATIONS**

There were 2 outstanding items:

To publish the Capita/BCC contract. This is ready to publish and will be available on the Council's new website when priority work is complete.

To publish a 'Contract Lite' to make more easily understood the commercial agreement between the parties. This is complete and is ready for circulation.

### **4. R07 PARTNERSHIP PERFORMANCE INDICATORS**

A set of indicators have been developed that measure the Partnership performance. The first year's results are shown in appendix 2.

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. A number of the projects are for the supply of resource, either to coordinate activities or the provision of a resource of a particular skill set, which do not result in a specific project deliverable by Service Birmingham. For all projects with an agreed deliverable the BCC project sponsor is asked to complete a Customer Satisfaction Survey. In compiling the project indicators a number of issues have been identified including:

- Increasing the response rate of project satisfaction questionnaires
- Introducing project feedback mechanism for resource and coordination projects
- Structuring projects within Planview (project management system) to enable change requests to be tracked more accurately

### **5. R08 OPTIONS FOR SERVICE BIRMINGHAM TO SELL ITS SERVICES MORE WIDELY ARE EXPLORED**

Since the last Scrutiny meeting discussions have been held for Service Birmingham to deliver ICT to Staffordshire Schools. In both Birmingham and Staffordshire, 2016 has seen a slow reduction in buy-back of services as competition grows. The CEO of Entrust (Staffordshire) and the CEO of Service Birmingham believe combining the two businesses to ensure we maximise our strengths across the region is the most appropriate future strategy.

On 1<sup>st</sup> August, the ICT team from Entrust (Learning Technologies) transferred to Service Birmingham will deliver ICT support to Staffordshire schools. Link2ICT will deliver the service to education establishments in both Birmingham and Staffordshire. Some staff will be added to those based in the Fort but most will remain close to their schools in Staffordshire.

Also Service Birmingham is selling its services to other parts of Capita, particularly other local government Accounts. There has been increasing success as the scale and capability of the SB team is recognised. This shared service now extends to delivering some support to Southampton, West Sussex, Barnet and Sheffield.

## Appendix 1 – Summarised Operational Plan (one, three and five years)

| Year 1(2016/17)<br>Service Redesign  | Year 3 (2019/20)<br>Tender Evaluation  | Year 5 ([2020/21)<br>Contract Transfer  |
|--|--|---|
| Refreshing the Service Birmingham Partnership by ensuring that communication and stakeholder engagement is undertaken to best effect between Service Birmingham and BCC to maximise the benefits of the SB Partnership | Continued engagement / relationships with BCC members and Senior Officers and proactively manage client perceptions of all Service Birmingham Services | Continued engagement / relationships with BCC members and Senior Officers and new supplier(s)   |
| Maintain strong business as usual services achieving KPI Service Levels (ICT, Link2ICT, Revenues)  | Maintain strong business as usual services achieving KPI Service Levels (ICT, Link2ICT, Revenues)  | Maintain strong business as usual services achieving KPI Service Levels (ICT, Link2ICT, Revenues)   |
| Deliver key projects to help Birmingham City Council improve its service and efficiency. Maintain Project delivery to time, cost and quality to 95%  | Deliver key projects to help Birmingham City Council improve its service and efficiency. Maintain Project delivery to time, cost and quality to 95%    | Deliver key projects to help Birmingham City Council improve its service and efficiency. Maintain Project delivery to time, cost and quality to 95% |
| Support BCC on Future Council Programme and align ICT strategy   | Support BCC on Future Council Programme and align ICT strategy   | Support BCC on Future Council Programme   |
| Support BCC People Directorate to deliver the  | Support BCC People Directorate to deliver the  | Support BCC People Directorate to deliver the   |

| Year 1(2016/17)<br>Service Redesign  | Year 3 (2019/20)<br>Tender Evaluation  | Year 5 ([2020/21)<br>Contract Transfer  |
|--|--|---|
| Improvement Plan for Children's services   | Improvement Plan for Children's services   | Improvement Plan for Children's services  |
| Work with BCC to progress ICT Cost Reduction Proposals (CRP's)   | Work with BCC to progress ICT Cost Reduction Proposals (CRP's)   |   |
| Work with Capita local Government to share knowledge and best practice to aid development of further (NON ICT) saving opportunities to BCC | Work with Capita local Government to share knowledge and best practice to aid development of further (NON ICT) saving opportunities to BCC |   |
| Benchmarked ICT services via the Socitm benchmarking service for customer satisfaction and value for money.                                | Benchmarked ICT services via the Socitm benchmarking service for customer satisfaction and value for money.                                |   |
| Embrace Corporate Social Responsibility for the good of the company, our staff, their families and the community                           | Embrace Corporate Social Responsibility for the good of the company, our staff, their families and the community                           | Embrace Corporate Social Responsibility for the good of the company, our staff, their families and the community                |
| Implement Major Application Upgrades as per ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016).           | Implement Major Application Upgrades as per ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016)            | Implement Major Application Upgrades as per ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016) |
| Implement Major Infrastructure Upgrades as   | Implement Major Infrastructure Upgrades as per   | Implement Major Infrastructure Upgrades as  |

| Year 1(2016/17)<br>Service Redesign   | Year 3 (2019/20)<br>Tender Evaluation  | Year 5 ([2020/21)<br>Contract Transfer  |
|---|--|---|
| per ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016) | ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016)  | per ICT & D Strategy and Capex Programme (to be approved 18 <sup>th</sup> October 2016)   |
| Full ISO 20000 re accreditation   | Full ISO 20000 re accreditation  |   |
| Creation of combined Enterprise Architecture Team                                       | Support ISS Design Authority   | Support ISS Design Authority  |
|   | Support The Councils Tender Process  | Support the Council Due Diligence Process   |
|   | Support possible service divestments: <ul style="list-style-type: none"> <li>• Creation of Children's Trust</li> <li>• Transfer of Benefits Service to DWP</li> <li>• Support BBC in transitioning to the new Waste Management Contract</li> </ul> | Service Birmingham will work with the Council and facilitate the efficient transfer with of the Services to a new provider the minimum possible disruption to service provision     |
|   |  | Service Birmingham will work with the Council and facilitate TUPE Negotiations and staff transfer with of the Services to a new provider the minimum possible disruption to service |


| Year 1(2016/17)<br>Service Redesign | Year 3 (2019/20)<br>Tender Evaluation | Year 5 ([2020/21)<br>Contract Transfer   |
|-------------------------------------|---------------------------------------|--|
|                                     |                                       | provision  |
|                                     |                                       | Service Birmingham will support the Asset transfer process / IPR Rights Transfer/ Contract Novations |
|                                     |                                       | Service Birmingham will support the Data Transfer to BCC / New Provider                              |
|                                     |                                       | Service Birmingham will support the Closure of Staff Benefit Scheme                                  |
|                                     |                                       | Close Outstanding Commercial issues  |
|                                     |                                       | Contract Closure   |

## APPENDIX 2 - PARTNERSHIP INDICATORS

| Number | Partnership Objective   | Indicator   |                        | Year 1 | Year 3 | Year 5 |
|--------|---|---|------------------------|--------|--------|--------|
| 1      | To ensure our combined efforts deliver an excellent customer experience | Quarterly Customer Satisfaction Short Surveys (e.g. derived from a sample of recent service desk calls / requests) 2015/16 [Random sample of 1000 Service Desk Calls}   | Excellent/ Good        | 85%    | N/a    | N/a    |
|        |   |   | Satisfactory           | 13%    | N/a    | N/a    |
|        |   |   | Less than Satisfactory | 2%     | N/a    | N/a    |
|        |   |   | Weighted               | 79%    | N/a    | N/a    |
| 2      | To ensure our combined efforts deliver an excellent customer experience | Annual ICT Survey (benchmarked against other Councils via Socitm) Contractual obligation 2015/2016 [Customer Satisfaction Survey carried out in April 2016 by Capita Surveys and Research. A total of 12051 people were invited to participate with a response rate of 11%] | Excellent/ Good        | 63%    | N/a    | N/a    |
|        |   |   | Satisfactory           | 28%    | N/a    | N/a    |
|        |   |   | Less than Satisfactory | 9%     | N/a    | N/a    |
|        |   |   | Weighted               | 68%    | N/a    | N/a    |

| Number | Partnership Objective   | Indicator   |   | Year 1         | Year 3 | Year 5 |
|--------|---|---|---|----------------|--------|--------|
| 2a     | To ensure our combined efforts deliver an excellent customer experience                         | Produce annual Service Improvement Plan based on the outcomes of the ICT Survey<br><br>Contractual obligation | Plan currently being discussed with ICF |                |        |        |
| 3      | To ensure our combined efforts deliver an excellent customer experience                         | Annual report of Complaints / Compliments & Comments  |   |                |        |        |
|        |   | Average number of complaints per month / percentage of calls  | Dec 2014 to May 2016                    | 1.28 / 0.0133% | N/a    | N/a    |
|        |   | Average number of Comments per month/ percentage of calls   | Dec 2014 to May 2016                    | 10.06 / 0.1050 | N/a    | N/a    |
|        |   | Average number of Comments per month/ percentage of calls   | Dec 2014 to May 2016                    | 6.39 / 0.0667% | N/a    | N/a    |
|        |   | Average number of support calls per month   | Dec 2014 to May 2016                    | 9575           | N/a    | N/a    |
| 4      | Deliver value-driven innovative solutions and services to respond to ever-changing requirements | Number of proposals submitted to BCC for consideration  | See Appendix 3                          |                |        |        |
| 4a     |   | % of proposals implemented and savings agreed and delivered   | See Appendix 3                          |                |        |        |



| Number | Partnership Objective   | Indicator   |  | Year 1  | Year 3 | Year 5 |
|--------|---|---|--|---|--------|--------|
| 5      | Support and deliver the Birmingham Business Charter for Social Responsibility | Publication of annual plan to support Birmingham Charter signed off by BCC4SR   | See Appendix 4   |   |        |        |
|        |   | 6 monthly monitoring of Birmingham Charter Action Plan  | Ongoing  |   |        |        |
|        |   | Publication of Annual CSR Report  | Report to 31 <sup>st</sup> December 2015<br>Published March 2016   | <br>CSR Report 2015<br>final version - 22.3.16 | N/a    | N/a    |
|        |   | Monitoring of the Annual number of opportunities advertised on Find It In Birmingham. opportunity advertised for one year | 12 months advertisement published on FIIB March 2016<br><br>Responses are reviewed and assessed by SB Commercial Team. To date seven companies have expressed an interest :<br><br>Concur IT (National)<br>Image Displays (Dorset)<br>Fox & Duck Software (Birmingham)<br>Purcell Radio Systems Ltd (London)<br>Smarvisual (Hertfordshire) |   |        |        |

| Number | Partnership Objective                               | Indicator   |  | Year 1 | Year 3 | Year 5 |
|--------|---|---|--|--------|--------|--------|
|        |   |   | Optima Asset Management Solutions (Aberdeen)<br>innovation Pathways (National) |        |        |        |
|        |   | Annual event for Local Suppliers on the Councils ICT strategy and 5 year vision   | Awaiting Approval of ICT Strategy September 2016                               |        |        |        |
| 6      | Recognise the business imperatives of both partners | Produce Joint BCC / Business Plan including strategic vision for 1, 3 and 5 years   | See summarised plan Appendix 1   |        |        |        |
| 6a     |   | Annual review of ICT Capex investment plan and alignment to BCC’S vision and savings initiatives  | Awaiting Approval of ICT Strategy September 2016                               |        |        |        |
| 6b     |   | Annual review of the SB the ICT proactivity and innovation in providing technological solutions to meet BCC business needs                              | Awaiting Approval of ICT Strategy September 2016                               |        |        |        |
| 7      | Recognise the business imperatives of both partners | Evaluate SB staff understanding of the Mission, Vision and values we Share with BCC via annual staff survey (following manager cascade via PDR Process) |  |        |        |        |
| 7a     |   | I understand SB's mission & values  | Staff Survey   | 85%    | N/a    | N/a    |

| Number | Partnership Objective                          | Indicator   |                      | Year 1 | Year 3 | Year 5 |
|--------|--|---|----------------------|--------|--------|--------|
|        |  |   | 2015/16              |        |        |        |
| 7b     |  | I am clear on how I can contribute to our objectives        | Staff Survey 2015/16 | 87%    | N/a    | N/a    |
| 7c     |  | SB values being delivery focused                            | Staff Survey 2015/16 | 77%    | N/a    | N/a    |
| 7d     |  | SB values being customer focused                            | Staff Survey 2015/16 | 83%    | N/a    | N/a    |
| 7e     |  | SB values developing employee potential                     | Staff Survey 2015/16 | 64%    | N/a    | N/a    |
| 7f     |  | SB values ownership & responsibility                        | Staff Survey 2015/16 | 73%    | N/a    | N/a    |
| 7g     |  | SB values openness  | Staff Survey 2015/16 | 71%    | N/a    | N/a    |
| 7h     |  | SB values having respect for each other/celebrating success | Staff Survey 2015/16 | 70%    | N/a    | N/a    |
| 8      | Support the Council's governance model for ICT | See Projects indicator below                                |                      |        |        |        |

| Number | Partnership Objective   | Indicator  |  | Year 1 | Year 3 | Year 5 |
|--------|---|--|--|--------|--------|--------|
|        |   | Projects referred by SB to BCC or BCC to SB or other body due to non-compliance of agreed design principles or governance (e.g. duplication of functionality, lack of SB engagement, bespokeing) | TBC  |        |        |        |
| 9      | To be recognised as a strong and sustainable public/private partnership | Awards   | ISO 20000 accreditation maintained and subject to 6 monthly external compliance audits   |        |        |        |
|        |   |  | Certified Public Sector Network (including walled garden for public services information (secure zone)   |        |        |        |
|        |   |  | Certified NHS N3 secure network  |        |        |        |
|        |   |  | Capita (Data Centres) achieved re-certification of carbon gold standard recognising commitment to reducing energy and improving efficiency.<br><br>Capita Group included in both the Ethibel and global and European sustainability indices. |        |        |        |
| 9a     | To be recognised as a strong and sustainable public/private partnership | Business growth  | It has been agreed that from 1 <sup>st</sup> August Service Birmingham will deliver ICT support to Staffordshire   |        |        |        |

| Number  | Partnership Objective   | Indicator  |  | Year 1 | Year 3 | Year 5 |
|---|---|--|--|--------|--------|--------|
|   |   |  | schools<br><br>Also Service Birmingham is selling its services to other parts of Capita, particularly other local government Accounts. |        |        |        |
| 9b  | To be recognised as a strong and sustainable public/private partnership   | Annual performance benchmarking (via Socitm)                             | Socitm Benchmark results due September 2016  |        |        |        |
| Project Monitoring: Service Birmingham complete approximately 200 projects per annum. A number of the projects are for the supply of resource, either to coordinate activities or the provision of a resource of a particular skill set, which do not result in a specific project deliverable by Service Birmingham. For all projects with an agreed deliverable the BCC project sponsor is asked to complete a Customer Satisfaction Survey. Between 1 <sup>st</sup> January 2016 and 31 <sup>st</sup> July 2016 40 questionnaires have been sent out and 15 responses received representing a response rate of 37.5% The results below are taken from this sample. |   |  |  |        |        |        |
| PG1   | Support and assist the Council in delivering the Future Council Programme and emergent models for service delivery and,<br><br>Make step-change improvements in the economy, efficiency and | % of new projects request that become live projects (% of proposals won) | Jan 2016 – Jul 2016  | 76%    | N/a    | N/a    |

| Number | Partnership Objective  | Indicator  |                     | Year 1     | Year 3 | Year 5 |
|--------|--|--|---------------------|------------|--------|--------|
|        | effectiveness of the Council's delivery of services in the context of financial challenges |  |                     |            |        |        |
| PG2    |  | % of projects where the business case included the definition of expected tangible and measurable benefits (both cashable and non-cashable) to be realised by the project, complete with timescales for realisation? | Jan 2016 – Jul 2016 | 46.67%     | N/a    | N/a    |
| PG2a   |  | Savings (net) identified to be reported annually (based on Business Case Report not actuals)   | Jan 2016 – Jul 2016 | £7,449,688 | N/a    | N/a    |
| PD1    |  | % of Projects completed in year, delivered within agreed timescales  | Jan 2016 – Jul 2016 | 66.67%     | N/a    | N/a    |
| PD2    |  | % of projects completed in year under budget / quote in relation to the agreed scope   | Jan 2016 – Jul 2016 | 93.33%     | N/a    | N/a    |

| Number | Partnership Objective | Indicator   |                     | Year 1 | Year 3 | Year 5 |
|--------|-----------------------|---|---------------------|--------|--------|--------|
| PD3    |                       | % of projects completed in year over budget / quote in relation to the agreed scope | Jan 2016 – Jul 2016 | 6.67%  | N/a    | N/a    |
| PD4    |                       | % of projects completed to agreed specification                                     | Jan 2016 – Jul 2016 | 73.33% | N/a    | N/a    |
| PD5    |                       | % of projects that had one or more change requests                                  | N/a                 | N/a    | N/a    | N/a    |

### APPENDIX 3 – SB BCC SAVINGS TRACKER 2016

| Project  | Month    | Cost       | Savings    | Net Savings |
|--|----------|------------|------------|-------------|
| Savings Monitoring: The saving identified is based on reported business cases and represents the savings over the life of the project. Actual BCC Benefit realisation is not tracked by Service Birmingham |          |            |            |             |
| 104833 Decommission iPortal Training System Dec  | Dec 2015 | £1,574     | £7,452     | £5,878      |
| 104733 CMS Replacement – Jadu  | Dec 2015 | £434,214   | £565,682   | £131,468    |
| 104742 Application Cost Saving Initiative  | Jan 2016 | £28,659    | £86,047    | £57,388     |
| 105266 (plus) B1 Move  | Jan 2016 | £1,000,000 | £6,400,000 | £5,400,000  |
| 105029 Rent Service Barcode Project  | Jan 2016 | £21,562    | £100,000   | £78,438     |
| 104740 Raise Secure Email and CJSM Dec   | Feb 2016 | £3,457     | £7,362     | £3,905      |
| 105575 Impulse BSS & Brighter Futures  | Mar 2016 | £1,864     | £106,395   | £104,531    |
| 105575 Impulse BSS & Brighter Futures Module Dec   | Mar 2016 | £1,864     | £106,395   | £104,531    |
| 103874 Housing IRS Implementation  | Apr 2016 | £45,323    | unknown    | Unknown     |
| 104488 Decommission of SmartCar  | Apr 2016 | £5,057     | £32,052    | £26,995     |



| Project  | Month     | Cost              | Savings            | Net Savings       |
|--|-----------|-------------------|--------------------|-------------------|
| Adult Education ICT Service                                  | Apr 2016  |                   | £702,090           | £702,090          |
| 104338 Laindon transition                                    | Apr 2016  | £1,885,000        | £2,500,000         | £615,000          |
| 105762 O2 Mobile Extensions Proposal                         | May 2016  | N/a               | £225,674           | £225,674          |
| 104368 Capex – Core / Edge Lan Switch Infrastructure Refresh | June 2016 | N/a               | £93,000            | £93,000           |
| <b>Total 2016 Savings to date</b>                            |           | <b>£3,438,177</b> | <b>£10,749,542</b> | <b>£7,449,688</b> |

## APPENDIX 4 - BIRMINGHAM BUSINESS CHARTER - SERVICE BIRMINGHAM ACTION PLAN 2016.

With the Business Charter now live, we wish to set out our Action Plan to demonstrate how Service Birmingham will follow the principles and policies of the Charter in our role as a major supplier to Birmingham City Council.

| Principals           | Activity Type  | What will Service Birmingham do  | How Will Service Birmingham Measure  |
|----------------------|--|--|--|
| Local Employment     | New Apprenticeships Supported  | Support the local economy and continue to develop the Service Birmingham Apprenticeship scheme   | The apprenticeship programme can be assessed on an annual basis. Our target for 2016/17 is to recruit 2/3 additional apprenticeships from September 2016 |
| Buy Birmingham First | Support local economy by choosing suppliers close to the point of service delivery | In some categories of spend Service Birmingham source requirements on a national basis through frameworks. In other cases our opportunities relate to very specific technical application knowledge where the suppliers are known and would therefore not necessarily be available in Birmingham. Where we are able to, outside of the above constraints, we will use FIIB to advertise opportunities. | Will measure the value of spend with Birmingham based Suppliers on an annual basis   |
| Buy Birmingham       | Support local economy by choosing suppliers close to the point of                  | Service Birmingham plan to hold a seminar to discuss the Council ICT strategy with Birmingham based ICT companies. We will   | The seminar will be held once the ICT strategy has been signed off.  |



| Principals                | Activity Type  | What will Service Birmingham do   | How Will Service Birmingham Measure |
|---------------------------|--|---|-------------------------------------|
| First                     | service delivery   | advertise this through FIIB. This will allow potential future ICT requirements to be known more widely. We expect this seminar to be held within one month of the renegotiated contract being signed. Note: the ICT strategy is dependent on clarity from the Council of their business strategy, where this is not available we will interpret the strategy accordingly. |                                     |
| Buy Birmingham First      | Use FindItInBirmingham (FIIB) as a method for sourcing suppliers from Birmingham where possible;   | Service Birmingham will post an annual opportunity on Find it in Birmingham outlining our general areas of procurement, inviting suppliers to provide their details for consideration. Relevant suppliers will be held on a database and where appropriate, will be considered for providing services to Service Birmingham.  | Advert on Find it in Birmingham     |
| Partners in the Community | Signatories will play an active role in the Local Community and Community Support Organisations <ul style="list-style-type: none"> <li>Build Capacity by supporting</li> </ul> | All Corporate Social Responsibility activities are formally agreed and documented<br><br>Service Birmingham will make Charitable  | Production of Annual CSR Report     |

| Principals    | Activity Type   | What will Service Birmingham do   | How Will Service Birmingham Measure  |
|---------------|---|---|--|
|               | <p>community organisations with resources and expertise in areas with the greatest need.</p> <ul style="list-style-type: none"> <li>• Make Local impact through staff volunteering schemes and other areas.</li> <li>• Provide support to third sector organisations.</li> <li>• Work with schools and colleagues to offer work experience and business awareness to students.</li> </ul> | <p>donations via Staff benefits Fund</p> <p>Build capacity in the community by recycling use IT equipment via Secure IT</p> <p>Work with schools and colleagues to offer work experience and business awareness to students</p> | <p>Amount of funding allocated during</p> <p>Number of Computers donated</p> <p>Number of students allocated work placements with Service Birmingham during 2016</p> |
| Good Employer | Signatories will support staff development and welfare and adopt the Birmingham living wage within their organisations and supply chain   | All Service Birmingham contracted staff receive the appropriate living wage. The position will be maintained.   | No staff paid less than the Living wage  |

| Principals            | Activity Type  | What will Service Birmingham do  | How Will Service Birmingham Measure   |
|-----------------------|--|--|---|
| Good Employer         | Signatories will support staff development and welfare and adopt the Birmingham living wage within their organisations and supply chain  | Service Birmingham will continue to invest in training.  | Amount spent on training  |
| Good Employer         | Signatories will support staff development and welfare and adopt the Birmingham living wage within their organisations and supply chain  | Employee diversity recorded and reported   | Compliance – Service Birmingham’s working practices for employment mirror those of either Capita or BCC. We have signed up to the staffing agreement which provides a list of commitments to our staff. |
| Green and Sustainable | <p>Signatories will commit to protecting the environment, minimising waste and energy consumption and using resources efficiently</p> <ul style="list-style-type: none"> <li>• Adopt a ‘reduce, reuse ,recycle’ policy</li> <li>• Reduce carbon footprint</li> <li>• Measure carbon emissions</li> </ul> | <p>Service Birmingham are obligated to follow both the Councils and Capita’s policies in this area. Service Birmingham will:</p> <ul style="list-style-type: none"> <li>• Reduce carbon footprint by encouraging staff to use public transport</li> <li>• Achieve recognised sustainability standard</li> <li>• Reduce carbon footprint by sharing accommodation with BCC</li> </ul> | <ul style="list-style-type: none"> <li>• Removal of Shuttle Buses</li> <li>• Retain Carbon Savers Gold Standard</li> <li>• Move from B1 into BCC accommodation</li> </ul>                               |

| Principals          | Activity Type  | What will Service Birmingham do  | How Will Service Birmingham Measure |
|---------------------|--|--|-------------------------------------|
| Ethical Procurement | Signatories will commit to employing the highest ethical standards | We aim to pay 100% of invoices in accordance with agreed contractual terms which are generally 40 days |                                     |
| Ethical Procurement | Signatories will commit to employing the highest ethical standards | We achieve recognised standard   |                                     |

**ADDITIONAL ISSUES RAISED AT OVERVIEW AND SCRUTINY ON 12<sup>TH</sup> April 2016**

| Issue Raised   | Action/Comments   |
|--|---|
| A Member/officer briefing note on security and what we do to protect the council and those most vulnerable.  | <p>Briefing note prepared and sent to all Councillors on behalf of the Deputy Leader. Attached</p>  <p>Birmingham City Council Security Briefing</p>   |
| LOB – get someone to spend a day in the life.  | <ul style="list-style-type: none"> <li>• Contact made to undertake Day in Life and ICT Surgery for both LOB and Community Libraries.</li> <li>• Initiatives meeting held SB Visited Birchfield Library 19<sup>th</sup> July agreed: subject to Staff benefit scheme approval <ul style="list-style-type: none"> <li>○ The SBS award of £10k for the summer reading challenge/improving the literacy of children</li> <li>○ The SBS award for purchasing new books for children</li> </ul> </li> </ul> <p>SB will attend Summer Reading Challenge sessions on Thursday 25 August</p> |
| CLlr Ward undertook to investigate how Members wishing to access information regarding cases via their mobile phones etc., especially when out and about, might be improved                | <p>Members Portal to address these issues is included within the new ICT &amp; Digital Strategy to be considered at the 18<sup>th</sup> October Cabinet meeting.</p> <p>The briefing attached shows the current services available</p>  <p>Exec Briefing - ICT Support for Agile Work</p>  |
| <p>Update On recommendation RO8:</p> <p>That options for Service Birmingham to sell its services more widely are explored and reported back to Corporate Resources O &amp; S Committee</p> | <p>Since the last Scrutiny meeting discussions have been held for Service Birmingham to deliver ICT to Staffordshire Schools. Also Service Birmingham is selling its services to other parts of Capita, particularly other local government Accounts. This shared service now extends to delivering some support to Southampton, West Sussex, Barnet and Sheffield</p>  |

## **Birmingham City Council**

### **Members briefing**

#### **Cyber security incidents**

##### **Introduction**

Attempts to attack Birmingham City Council's information resources happen many times every day. Hackers try to break into the council's network and systems to steal or damage its data or to disrupt its services. The following briefing note outlines the level and broad categories of those attacks and gives some statistics and descriptions of the technologies deployed by the council. But before the attacks are described it is worth reminding ourselves of what information / cyber security is about.

The council has adopted a cyber security strategy called 'defence in-depth'. This can be thought of as a series of checks, controls and precautions that are in place to protect every piece of information used by the council in the delivery of its services.

The key objectives of cyber security are to maintain **Confidentiality** (information can only be accessed by an authorised person); **Integrity** (making sure that the information is accurate and complete); and **Availability** (making sure that the information is accessible when and where required to deliver a service.) The attributes of **CIA** are embedded in our People, Processes and Technology. When added together these attributes form the basis of our 'defence in-depth' cyber security strategy.

As discussed above, cyber security attacks fall into a number of broad categories:

##### **Attacks involving people (social engineering)**

Social engineering attacks involve deceiving people in some way – an example would be of a phone call by a person pretending to be a support engineer and asking you for your passwords or credentials to fix a problem. These types of attack take place in BCC from time to time. There are many variations and pretexts that are tried to con people into revealing information.

##### **Email**

The council sends and receives approximately 30 million emails per year. Email attacks are a major threat to the council. There are many variations of email attacks that are fundamentally similar. They involve the sender spinning a story or presenting a bogus screen that entices the user to divulge their credentials, or to click on a link in an email which then carries out some unauthorised activity.

Over the last year the council's email filtering service blocked approximately 100 thousand emails which had malware attached to them. January 2016 was the busiest month, with 24,000 blocked.

##### **Website attacks**

A very dangerous category of attack is the Denial Of Service attack (Dos) or (Ddos) when carried out by many attackers at the same time. In essence, this attack relies on the hacker sending many web page requests to the council's web sites at the same time; so many requests are sent in a short time



that the website can't cope with the number and slows down so that legitimate users can't get access. These types of attack happen on average 1500 times per month. The council has a defence system in place that detects and defends us from these attacks.

Other types of website attack try to find weaknesses in the council's web site pages and network devices. All web facing systems are tested for vulnerabilities before they are deployed to the public. Service Birmingham spends a lot of time ensuring that the council's software and hardware is up to date in line with the manufacturers guidelines. Any vulnerabilities found are fixed as soon as they become known.

### **Network attacks**

On average the councils network is accessed at a rate of approximately 1000 requests per second. 24/7, 365 days per year. During the working day peak, the connection rate is higher, reaching 5000 requests per second or higher. Each of these requests is filtered and analysed for malicious intent. Any untrusted connection requests are dropped

### **Cyber defence**

As discussed above, the council has invested in cyber security defences over many years. The current generation are placed in a 'sentry' position, outside of the council network. In that way most attacks are stopped before they ever reach the councils network, but not all.

The council has deployed 'firewall' technology that rapidly scans all network traffic passing into and out of the council's network. Each security system provides a range of monitoring tools that help Service Birmingham advise the council on threat trends and new types of attacks.

The council works with a range of security partners and Service Birmingham to ensure that it is up to date with new and emerging security threats and challenges and defences.

### **Personal cyber security precautions**

Every member of BCC plays a role in protecting the councils information assets. Here are three practical top tips to help keep BCC information safe. The same good practice applies to your home systems and services.

- Do not click on an email link if you don't recognise the sender or subject. Just delete it.
- Do not reveal your user ID or password to anyone over the telephone.
- Do not use weak passwords that can be easily guessed.

These simple points will help to protect the councils and your own personal information

If you would like further information on this subject please contact the ICF at Birmingham City Council or Nigel Jones at Service Birmingham (Nigel\_i\_Jones@servicebirmingham.co.uk)

## Executive Briefing: ICT Support for Agile Working

BCC staff increasingly need to access corporate data and applications from a non-traditional office setting; for example from home using their own broadband connection, from public locations using free WiFi hotspots or via the mobile network using 3G/4G.

Some staff and third parties are also asking to use their own devices to access data and applications either whilst in a BCC building on the corporate network or from external locations. For example: a BCC user may wish to use their own personal tablet to access data and applications or a third party organisation may want access to specific data or applications using their own devices.

Consideration of security and performance are increased when connecting to corporate data and applications from outside of the corporate network because the devices and/or the connection used are outside the control and management of the ICT support teams.

**Question 1** What capabilities currently exist to allow workers to access data and applications whilst not directly connected to the corporate network using corporate or non-corporate owned devices? - See "Current Connection Scenarios"

**Question 2** What are the gaps in the current capability and how are they planned to be filled? See "Future Considerations"

### Current Connection Scenarios

This table shows if there is a current IT solution in place for data and applications to be accessed for each combination of device and connection method.

|                       |  | Corporate      |                     | Non-Corporate |                     |
|-----------------------|--|----------------|---------------------|---------------|---------------------|
|                       |  | Laptop         | Tablet / Smartphone | Laptop        | Tablet / Smartphone |
| <b>Corporate WiFi</b> | Connecting within a BCC building directly to the corporate network | ✓              | ✗ <sup>1</sup>      | ✗             | ✗                   |
| <b>Public WiFi</b>    | Connecting using a WiFi hotspot, e.g. in Café                      | ✗ <sup>2</sup> | ✗ <sup>2</sup>      | ✓             | ✓                   |
| <b>Home Broadband</b> | Connecting using own home connection either wired or wireless      | ✓              | ✓                   | ✓             | ✓                   |
| <b>Mobile Network</b> | Connecting using the national telecoms network, e.g. O2            | ✓              | ✓                   | ✓             | ✓                   |

#### Notes

1. BCC tablets are WiFi enabled but Corporate Smartphones are not; Corporate Smartphones cannot be configured to securely connect to the Internet via the current network without creating policy compliance issues and security vulnerabilities. Future smartphone updates are expected to remove this limitation.
2. This gap in capability is due to public WiFi networks being insecure for the period between connecting, authenticating (typically via a portal) and then securing the connection to the corporate network through solutions like NetMotion. This security risk could be easily exploited to gain access/control of the device. We are currently evaluating solutions to manage this type of connection.

## Future Considerations

### Corporate Devices Connecting using Public WiFi

Users of Corporate devices are not currently able to utilise public WiFi hotspots due to security vulnerabilities. A capability known as SSL VPN (Secure Socket Layer - Virtual Private Network) is currently being explored to enable such connectivity.

### Skype for Business

A proof of concept is in initial planning stages with the aim to explore the recently launched cloud-based Skype for Business service. This is expected to enable Corporate Laptop, tablet and Smartphone users to use Skype features, whilst avoiding the security vulnerabilities that exist with the standard Skype services.

### Outlook Web Access (OWA)

The decision has been made to temporarily turn off the OWA capability from July 2015 as a result of additional security requirements mandated by the PSN. This is under review.

### Smartphone Single-Sign

When using a BCC Smartphone there are 3 passwords to manage: phone screen lock, network and the Corporate APN (access to the corporate network via 3G/4G). Work is underway to investigate if the user experience can be improved.

## FAQs

### Q: Can I connect to the corporate network using my BCC laptop when I am working at home?

A: Yes, you will need a home broadband connection (either wired or wireless), a BCC Laptop with NetMotion software installed and a NetMotion license.

### Q: Can I connect to the corporate network using the free WiFi in a Café?

A: No, as stated earlier, there is a security vulnerability that means using free WiFi could endanger corporate data.

### Q: Can I connect to the corporate network using my BCC Smartphone to check my emails and calendar?

A: Yes, if your phone is connected to the O2 network it can securely connect to check emails and calendars.

### Q: Can I connect to the corporate network using my BCC Smartphone to use my desktop applications?

A: Not necessarily, not all applications are mobile enabled – it will depend on the application vendor what mobile offering is available.

### Q: Can I use my BCC Smartphone to provide an internet connection which my BCC laptop can use to connect to the corporate network?

A: Yes, this is known as tethering. A BCC Smartphone can share its mobile data connection with your BCC laptop. For this you will need a BCC Smartphone, a BCC Laptop with NetMotion software installed and a NetMotion license.

### Q: Can someone from another organisation get access to data or applications within BCC network?

A: Yes, this should be raised a specific request to Service Birmingham.

### Q: Why do I have a different password on my BCC Smartphone and Network?

A: You have 2 separate passwords to manage when using a BCC Smartphone, the first unlocks the phone and is to secure the phone – you must enter this every time you use the phone. The second password provides access to the BCC network and is the same password that you use to access your PC – you will only need to enter this password when you change your network password.

## IT Security Layers

|                      |  | Corporate |                     | Non-Corporate |                     |
|----------------------|--|-----------|---------------------|---------------|---------------------|
|                      |  | Laptop    | Tablet / Smartphone | Laptop        | Tablet / Smartphone |
| <b>MDM</b>           | Secures data on mobile devices, provides remote support capabilities and ability to remote wipe data on lost or stolen devices |           | ✓                   |               | ✓                   |
| <b>Corporate APN</b> | Provides secure connection for mobile devices to the corporate network via 3G/4G   |           | ✓                   |               |                     |
| <b>NetMotion</b>     | Provides secure connection for laptops to the corporate network  | ✓         |                     |               |                     |
| <b>2FA</b>           | Two factor authentication - increases authentication security, a requirement for PSN and UAG users                             | 1         |                     | ✓             | ✓                   |
| <b>UAG</b>           | Provides web access to specific published applications (NB. 2FA required)  | ✓         | ✓                   | ✓             | ✓                   |
| <b>Citrix</b>        | Provides remote access to specific published applications, including desktop applications                                      | ✓         |                     | ✓             |                     |

### Notes

1. Users accessing the PSN "walled-garden" environment will continue to require 2 factor authentication, but other users of Corporate Laptops do not

|                   |   |
|-------------------|---|
| <b>Report of:</b> | <b>Deputy Leader</b>  |
| <b>To:</b>        | <b>Corporate Resources &amp; Governance Overview and Scrutiny Committee</b> |
| <b>Date:</b>      | <b>7<sup>th</sup> September 2016</b>  |

## **Progress Report on Implementation: Contacting the Council – Improving Satisfaction**

### **Review Information**

|                                     |  |
|-------------------------------------|--|
| Date approved at City Council:      | 02 February 2016                           |
| Member who led the original review: | Cllr Waseem Zaffar                         |
| Lead Officer for the review:        | Emma Williamson, Head of Scrutiny Services |
| Date progress last tracked:         | NA   |

1. In approving this Review the City Council asked me, as the appropriate Cabinet Member, to report on progress towards these recommendations to this Overview and Scrutiny Committee.
2. Details of progress with the remaining recommendations are shown in Appendix 2.
3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

### **Appendices**

|          |   |
|----------|---|
| <b>1</b> | <b>Scrutiny Office guidance on the tracking process</b> |
| <b>2</b> | <b>Recommendations you are tracking today</b>           |
| <b>3</b> | <b>Recommendations tracked previously and concluded</b> |

### **For more information about this report, please contact**

|                  |  |
|------------------|--|
| Contact Officer: | Paula Buckley  |
| Title:           | Assistant Director - Customer Services   |
| Telephone:       | 0121 464 2167 / 48298  |
| E-Mail:          | <a href="mailto:Paula.buckley@birmingham.gov.uk">Paula.buckley@birmingham.gov.uk</a> |

## Appendix 1: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress/ key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

| Category                                      | Criteria   |
|---|--|
| <b>1: Achieved</b>                            | The evidence provided shows that the recommendation has been fully implemented within the timescale specified.   |
| <b>2: Not Achieved (Obstacle)</b>             | The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation).   |
| <b>3: Not Achieved</b>                        | The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement.<br><b>An anticipated date by which the recommendation is expected to become achieved must be advised.</b>  |
| <b>4: In Progress</b>                         | It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.   |
| <b>5: Achieved (outcomes to be monitored)</b> | The evidence provided shows that the recommendation has been fully implemented within the timescale specified. However, the outcome has not yet materialised, or "work on the ground" has yet to be seen.<br><br>Reporting on the recommendation as part of the tracking process ceases. However, a report back on the outcome or continuing implementation will be reported back to the Committee as determined by the members in consultation with the Cabinet Member. |

## Appendix 2 : Progress with Recommendations

| No.  | Recommendation   | Responsibility | Original Date For Completion | Cabinet Member's Assessment |
|--|--|----------------|------------------------------|-----------------------------|
| R01  | <p>a) That targets for customer satisfaction are reviewed and ambitious but achievable measures are set to facilitate continuous improvement.</p> <p>b) That the forward plan for achieving the target is brought to an early meeting of the Corporate Resources O&amp;S Committee.</p> <p>c) Trend analysis of all customer satisfaction data is reported to the Corporate Resources O&amp;S Committee bi-annually.</p> | Deputy Leader  | September 2016               |                             |
| Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')   |  |                |                              |                             |
| <p>Customer satisfaction targets were reviewed as part of Divisional target setting for 2016/17. The target of 67.1% for year end is considered to be a challenging target, when benchmarked with the ICS (Institute of Customer Service) and in an environment of reduced budgets. The benchmark of citizen satisfaction results against the Institute of Customer Service annual Customer Satisfaction Index (CSI) survey that shows satisfaction with local councils at 61.1% (as at January 2016) an increase from 60.9% as at January 2015.</p> <p>Customer Services also measure performance for Advisor Willingness to Help, which is shared with staff, to recognise the importance that we place on delivering a professional service to citizens.</p> <p>Satisfaction in both those areas has increased with since August 2015, with an increase of 6% from 54% to 60% for satisfaction with the contact centre and an increase of 4% from 63% to 67% for agent willingness to help. This has been achieved against a backdrop of savings which include £4.8m savings achieved in 2015-16 and further savings of £882k achieved in 2016-17. Satisfaction with end to end service delivery has decreased by 2% since August 2015, from 55% to 53%.</p> <p>Trend analysis of customer satisfaction data is provided in Appendix 4.</p> <p>We have a number of measures for customer satisfaction including satisfaction with End-to-End service delivery as well as the initial contact through the Contact Centre. While these surveys are issued separately there is a strong link between satisfaction levels across the Contact Centre and End-to-End service delivery. Dissatisfaction in one area impacts on the other, from the citizen's point of view the service is received from the council and the score is attributed to the council. It is clear from reviewing comments made by citizens in feedback and then listening to the original telephone call the citizen had with us, that dissatisfaction with the end service will impact upon the citizen's perception of how the call was handled and vice versa.</p> <p>The end of year target increase in satisfaction levels will be difficult to achieve and require a step change in how we deliver services to customers; including the need to influence service delivery across the council from a customer's perspective.</p> <p>A review of processes and procedures in partnership with Service Areas is underway to deliver a number of key improvements. For example, the Benefits LEAN Review identified a number of areas for improvement which have been incorporated in the Benefits Service Improvement Plan. We are also working with Waste Management and Housing to identify areas for inclusion in their improvement plans and supporting their implementation.</p> <p>Individual improvement plans have been developed with larger service areas, such as Revenues, Benefits, Rents, Waste Management and Housing Repairs (examples available to members on request).</p> <p>For service delivery in the contact centre we have in place a number of supporting measures to support achieving the increase in customer satisfaction scores. These measures include enhanced Customer Service training for all new recruits, and ongoing refresher training for existing Advisors, including:</p> <ul style="list-style-type: none"> <li>• Importance of vocal tone through pitch, pace, volume and clarity of speech</li> <li>• The difference between listening and hearing</li> </ul> |  |                |                              |                             |

- Barriers to active listening and ways of overcoming them
- Recognise and explain the importance of call structure and links to quality measures
- Training staff in questioning techniques
- Define ways of minimising customer anger by reacting rather than responding
- Show an awareness of the need for care when dealing with bereaved customers

| No. | Recommendation  | Responsibility | Original Date For Completion | Cabinet Member's Assessment |
|-----|---|----------------|------------------------------|-----------------------------|
| R02 | That consideration is given to conducting telephone interviews with a sample of those using the Contact Centre. This could focus on one service area (e.g. waste and environmental services). The Deputy Leader is asked to report back to the Committee on costs and feasibility of conducting such surveys. | Deputy Leader  | June 2016                    |                             |

**Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')**

An outbound customer satisfaction pilot commenced in July 2016 for Revenues, Benefits, Housing Repairs, Waste Management and Rents.

At present this pilot is taking place utilising existing Contact Centre Advisors, who were selected on the basis of their quality scores or being one of our Golden Call achievers. There is currently no additional financial cost for carrying out this outbound exercise, as we are utilising existing staff and the impact on citizens and service levels can be managed by ensuring outbound calling takes place at periods of lower inbound call volumes.

Feedback reported for the first month was as follows:

- 26% of respondents had tried to use the website before calling us
- Of those that didn't try the website before calling us 46% said that they didn't have a computer, 21% said it was because they preferred to speak to a person and a further 12% didn't like going online. This is a positive result in the fact that the outbound survey appears to be reaching our target audience of those that we would have been unable to reach via an email survey or SMS.
- 46% of respondents had called us more than once about their query
- 40% of citizens rated at a 7 or above that we were easy to get through to – during June and July we have experienced issues with dealing with the number of calls received for example high volumes to Housing Repairs because of the flooding, so we expect to see these results improve during August.
- 77% of respondents rated our Advisor willingness to help at a score of 7 or above
- 29% of citizens had ongoing issues with the Council that they were seeking to resolve. Our outbound Advisors were able to escalate these to Resolution Champions.
- Overall experience of dealing with the Council was that 71% of citizens rated BCC at a 7 out of 10 or above

| No. | Recommendation  | Responsibility | Original Date For Completion | Cabinet Member's Assessment |
|-----|---|----------------|------------------------------|-----------------------------|
| R03 | That consideration is given to the role of Resolution Champions (or other role within the Contact Centre) to make more of local links, to build local knowledge and to allow councillors to build relationships with them<br><br>This must be done without disturbing the | Deputy Leader  | September 2016               |                             |



|   |  |  |  |  |
|---|--|--|--|--|
|   | quality of the work that is being done by resolutions champions. |  |  |  |
| <b>Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')</b>   |  |  |  |  |
| <p>Consideration has been given to the role of the Resolution Champion which has resulted in a number of changes including a pilot set up in May 2016 between the Contact Centre and Waste Management to trial a new way of working which helps to maximise local knowledge and links. Waste Management was chosen due to the volume of enquiries received; from April 2016 a different pilot was in place with Housing, another high volume area. The Waste Management pilot meant a Contact Centre Resolution Champion was based at the Perry Barr Depot. The majority of incidents reported to the Contact Centre can be resolved at first point of contact with no requirement to escalate to a Resolution Champion. However, having direct access to Operatives supports the resolution of repeat issues as it has increased the Resolution Champion's understanding of local problems and being based at the depot has given him access to operatives to help speed up resolution. This close working relationship enables both areas to have an improved understanding of their respective processes and procedures.</p> <p>Customer Services has retained management responsibility for the Resolution Champion who is involved in this pilot. This is important as we need to ensure that the call handling aspects are in line with the standards set by the corporate Contact Centre. Regular contact visits, performance 1:1s, briefings/training take place to maintain the link into the Contact Centre.</p> <p>In another example, since the new Housing Repairs contractors have gone live in April 2016 we now have contractor staff based within the Contact Centre working alongside our Resolution Champions. This has also led to further improvements in the resolution of citizen escalations and as each of the contractors is represented this helps to bring local knowledge into the contact centre. The other high volume areas are Revenues and Benefits and Rents, all of which are central services and supported through the link between the Resolution Champions and the service. The Rent service transferred to the Contact Centre in February 2016 and there are plans to implement a Resolution Champion role for that service before the end of the year.</p> <p>The pilots are under review with an analysis of the impact of each to ensure it enhances rather than disturbs quality of the service delivered by Resolution Champions.</p> <p>Resolution Champions specialise in the area in which they work with 12 FTE Resolution Champions across a number of teams. Initial indications for the Waste Management pilot are that this will be extended to at least one other depot that receives a high volume of repeat contact and the current arrangements with Housing Repairs will continue so that there is a strong link between the contact centre and contractor resource for allocation of repair jobs, allowing issues to be brought to the attention of contact centre staff and Resolution Champions in a timely manner.</p> <p>In order to allow councillors build relationships with resolution champions they are now liaison point for Councillors enquiries. Earlier in the year we re-launched the dedicated Councillor Enquiry mailbox and telephone line (BCCCouncilorsEnquiry@birmingham.gov.uk). The Resolution Champions deal with the enquiries received from councillors and liaise with the Service Area to ensure a speedy response is provided. It should be noted that not many Councillors utilise this service but feedback from those that do has been positive.</p> |  |  |  |  |

| <b>No.</b> | <b>Recommendation</b>   | <b>Responsibility</b> | <b>Original Date For Completion</b> | <b>Cabinet Member's Assessment</b> |
|------------|---|-----------------------|-------------------------------------|------------------------------------|
| <b>R04</b> | <p>That members are offered the opportunity to visit</p> <ul style="list-style-type: none"> <li>• The Contact Centre;</li> <li>• Fleet and waste depots;</li> <li>• Other service areas</li> </ul> <p>to gain an insight into the work and to meet staff.</p> <p>Our suggestion is that a series of these sessions takes place in June/July so that it can form part of new members' induction.</p> | Deputy Leader         | September 2016                      |                                    |

**Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')**

An invitation to visit the Contact Centre was extended to all Councillors following the last Overview and Scrutiny visit. Georgina Foxwell, Head of Business Change and Service Improvement also attended the induction day for Members in June 2016 and gave an overview of the contact centre. As part of this presentation an invite to visit the Contact Centre was also extended. In conjunction with member support dates are currently being finalised for new members to visit the contact centre.

Since the last scrutiny visit, the Deputy Leader has visited the contact centre; a visit was made by Cllr Alden and Brew who were updated on progress on the website.

The Chief Executive has also recently visited the Contact Centre and dates have been arranged for other CLT members to attend.

| <b>No.</b> | <b>Recommendation</b>   | <b>Responsibility</b> | <b>Original Date For Completion</b> | <b>Cabinet Member's Assessment</b> |
|------------|---|-----------------------|-------------------------------------|------------------------------------|
| <b>R05</b> | <p>With regards to the Birmingham Promise:</p> <ul style="list-style-type: none"> <li>• That the Birmingham Promise reflect existing contractual requirements: if these are met, then the Birmingham Promise is met. However, explanations should be given to those citizens who do not receive the service as specified;</li> <li>• That the Birmingham Promise uses working days as the measurement in the first year, to reflect contractual arrangements;</li> <li>• That the Birmingham Promise is simplified and put on a single page document, which is displayed in council buildings across the city.</li> <li>• That the Birmingham Promise is subject to external assessment – for example by the Plain English Campaign – to ensure that it is clear and easy to understand. In particular, the language used to describe the expectations of citizens should be reviewed. References to using "the correct channels" could be made;</li> <li>• That the Birmingham Promise is reviewed annually to ensure it remains achievable in the light of future budget cuts, and to ensure that improvements</li> </ul> | Deputy Leader         | September 2016                      |                                    |

|  |  |  |  |  |
|--|--|--|--|--|
|  | are made wherever possible; <ul style="list-style-type: none"> <li>• That the Birmingham Promise has a named officer and Cabinet Member against each promise;</li> <li>• Monitoring should continue to take place quarterly so that corrective action can be taken when needed; however publication of the results need only be annually or bi-annually</li> </ul> |  |  |  |
|--|--|--|--|--|

**Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')**

The Birmingham Promise was changed to reflect any contractual requirements prior to April 2016

- The Birmingham Promise has been changed to use working days as the measurement
- The Birmingham Promise was approved at cabinet in April as part of the council's 2016/17 business plan. Appendix 5 includes the simplified document which will be published on the performance area of the new website.
- The Birmingham Promise was subjected to the scrutiny of a professional copywriter to ensure it is in plain English
- The Birmingham Promise has been reviewed for the 2016-17 year and will be review annually going forward
- There has been a named Officer identified and each Promise has been agreed with the appropriate Cabinet Member, when performance against the promise is displayed at the end of quarter 2, it will include the officer and cabinet member details.
- The Birmingham promises are reported each month to CLT performance board and every quarter to Cabinet. Arrangements are being made to externally publish performance against the Birmingham Promise on the website for quarter 2 performance by end of October 2016, and bi-annually thereafter.

The revised Promise for 2016-17 is contained in Appendix 5.

| <b>No.</b> | <b>Recommendation</b>   | <b>Responsibility</b> | <b>Original Date For Completion</b> | <b>Cabinet Member's Assessment</b> |
|------------|---|-----------------------|-------------------------------------|------------------------------------|
| <b>R06</b> | Progress towards achievement of these recommendations should be reported to the Corporate Resources Overview and Scrutiny Committee no later than October 2016. Subsequent progress reports will be scheduled by the Committee thereafter, until all recommendations are implemented. | Deputy Leader         | October 2016                        | 1 – Achieved (Fully)               |

**Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')**

This report is the first progress report for this inquiry.

## **Appendix 3: New Website and Online Transactions**

### **Background**

The new Birmingham City Council website went live on 24 August 2016. This is the first step in a number of activities to improve online information and services for Birmingham citizens and businesses.

Responsiveness to demands for ease of access in other sectors has increased citizen's expectations of local government services available through online service delivery. In order to meet this expectation the new website is the first step in developing an improved digital offer.

The new website is mobile responsive enabling Birmingham to respond to technological advances especially the increase in the use of smartphones and mobile devices. The first phase is the revised content will allow customers to use their mobile devices to obtain a variety of information about council services at the time and place of their choosing.

The move to the alternative CMS (content management system that supports the website) technology enables the council to future proof its functionality requirements. This will provide the foundations of a modern website which renders well on mobile devices and supports the development of a digital offer, that improves customer confidence in Birmingham's digital access channels and increases take up and use of the website.

The website is designed to meet the differing needs of our citizens and is focused on the citizen, not internal service boundaries. During development of the site, we have sought feedback from citizens, stakeholders and those with interest and expertise in websites locally so that we met the user needs as effectively as possible.

The current scope to the migration of services to the new CMS in phase 1 was as follows:

- Birmingham.gov.uk
- HR – Peoples Solutions (information only not transactions)
- HR – Schools (information only not transactions)

The next phase of the work will focus on improving the online forms that allow customers to transact online.

### **Design**

The design of the new site has involved a broad range of stakeholders and we have consulted widely to ensure we deliver a website that meets the needs of citizens and businesses in Birmingham. The stages of design have been as follows:

**Design Brief** – this was the suppliers (Jadu) interpretation of our requirements for the new site. It set out the key principles for the new website and what the council was looking to achieve in three key design goals:

- DESIGN GOAL 1 - *“we want to make transactional services and information more visible to users and easier to use because we want to encourage people to use the website as a platform to find information and transact online so that we reduce phone calls and other higher cost to serve channels.”*

We have achieved the first phase of this goal through ensuring that the user journeys have been constructed around how people use the website rather than around council service structures. Through feedback obtained from the citizens' access panel, public feedback sessions in the library and other events across the city we have ensured the focus has been on the requirements of external website users.

- DESIGN GOAL 2 - *“we want to provide more relevant, up-to-date, quality content in plain English because it will be the user's experience easy, engaging and intuitive so that we enhance the council's reputation and provide a credible and reliable experience.”*

We have re-written every page of content – and removed quite a lot too – to ensure that what customers see is the key facts, uncluttered by irrelevant text. We have ensured that what is written is in jargon free plain English ensuring it is more accessible to a wide variety of users.

- DESIGN GOAL 3 – *“we want to help users of the website to understand the range of services available to them - including those not provided by the council because our partners and other service providers will increasingly provide alternatives to Council services so that they are empowered to do more things for themselves.”*

A key principle of the content strategy that we have adopted is to use the most relevant and up to date content available to us. Sometimes this means signposting customers to other sites, but ensures the customer will always get accurate and up to date information.

### **Activities undertaken in the development of the website**

**Eye Tracking** – once the design started to take shape we tested it with citizens to make sure the design met their needs. This involved the use of technology that tracks peoples' eye movements and helps us understand what colours, fonts and styles are most appealing to users. We used this information to refine the site design. We followed this up towards the end of the project with a further eye tracking session at the Library of Birmingham where we were able to test the full site,

including user journeys, with customers. This has been very valuable and allowed us to further refine user journeys.

**Information architecture event** – in May we held an event at Kings Heath Community Centre where we invited people to come, look at and comment on the design but also to help us to define the most logical place within the site for each piece of content to reside from a citizen's perspective. While some of this was fairly intuitive, engaging customers was extremely valuable for some content that did not logically fit into one place or another.

**Accessibility event** – the new site conforms to the AA standard of accessibility. But to make sure disabled users were happy with the site we held an event to which over 90 people were invited. Feedback from those who attended was largely positive and provided us with some further enhancements that could be made in future phases

**Member and chief officer consultation** – events were held in April to allow Members from all parties and Chief Officers to give their view on the designs.

### **Skills transfer**

A key learning point from the implementation is the importance of having the right skills to write for the web and to develop effective customer journeys. The web team have worked very hard with Jadu to ensure they have fully developed the skills to write effectively for the web. In order to ensure the quality of the content remains high with a focus on the citizen/business new governance procedures have been implemented. These mean that the web team have full control over the presentation of content supported by the services areas that ensure that information is up to date and factually accurate.

### **Next Steps Transactional Services and Microsites**

Following on from the development of the new website the next stage is to review the current e-forms solution which allows citizens to use the online account to report issues or request a service.

This is a significant project that will be delivered iteratively.

Interim steps that will make incremental improvements to the user journey, these include replacing non-integrated forms with new forms from the CMS and making the existing forms in the online account mobile-responsive by the end of this year.

During 2017 new forms will be developed for those services in the online account, the changes to the forms will be supported by end to end reviews that improve the efficiency of citizen access arrangements by reducing failure demand and ensuring that the user experience on the website is intuitive and easily completed only requiring information needed to complete the transaction.

There is also a desire to deliver a new Universal business Service – a single point of contact and on-line services for businesses to cover their transactions with the council; this will be made available in later phases.

A number of activities have already taken place to support this ambition including soft market testing to understand what is currently available. Requirements gathering have been completed with services across the council and Service Birmingham to identify what services will be available via the online solution.

We have been collaborating with a number of local authorities, including those in the West Midlands Alliance to understand what online solutions they have in place for customer service delivery and what can be shared or learnt from their experiences.

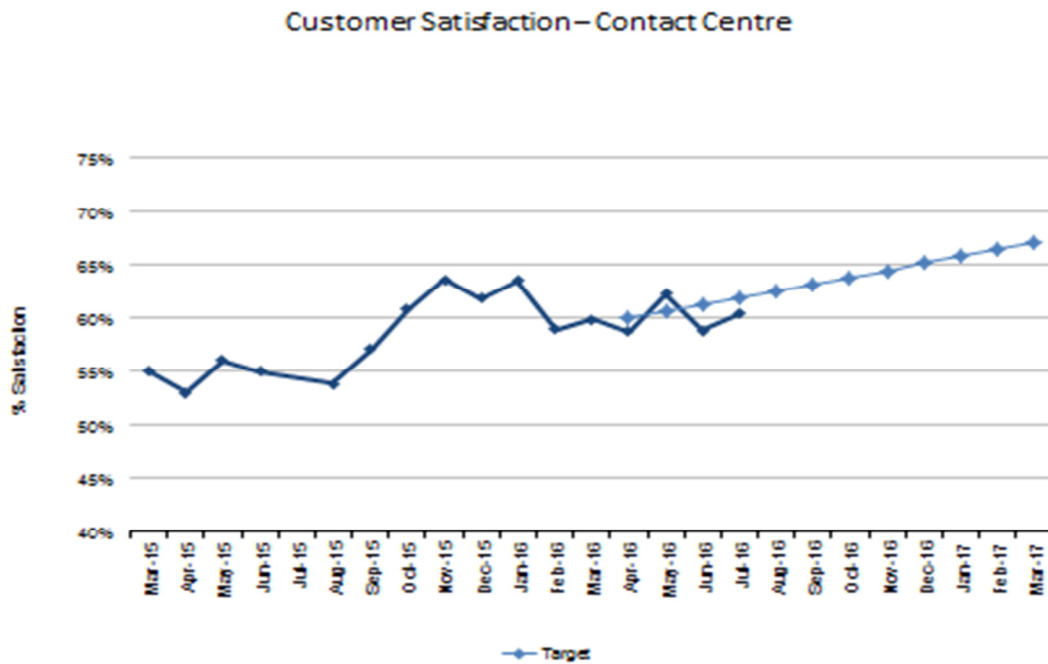
The market has evolved over the last few years and with the simpler platforms there have been a number of innovative changes which the Council can capitalise on to provide leading edge web forms that are now simpler and easier to develop. There have also been developments in the market place where suppliers are now working with authorities to enable them to share the forms they have built with other authorities, thus reducing costs and increasing collaboration across councils.

### **Plan and Next Steps**

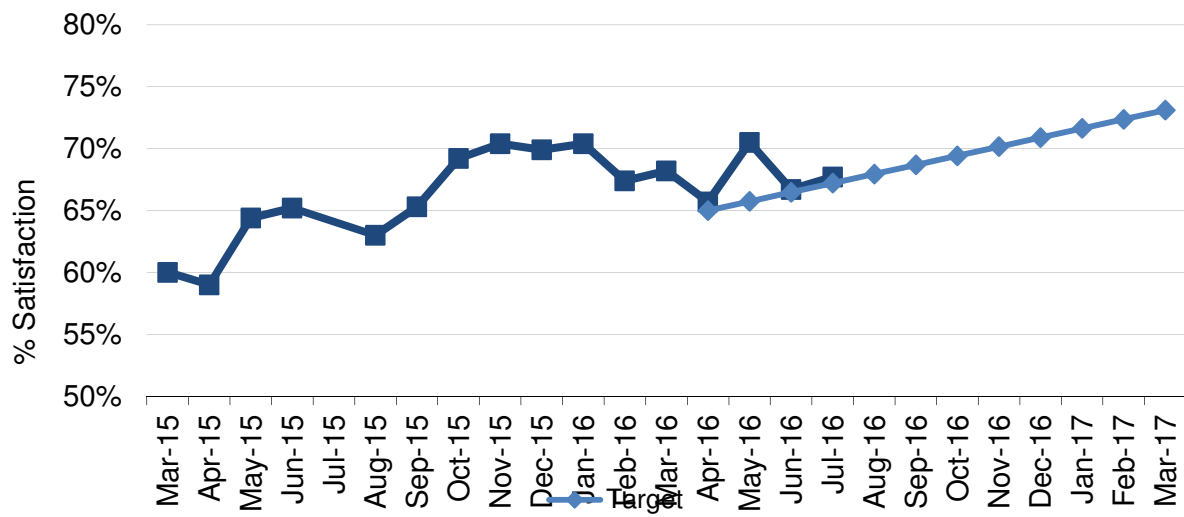
- Business/Technical requirements finalised – September 2016
- Site visits to neighbouring local authorities – August & September 2016
- Business Case & Approvals – September 2016

## APPENDIX 4 – CUSTOMER SATISFACTION TRENDS

### Customer Satisfaction with Contact Centre



### Advisor Willingness To Help





## Customer Satisfaction – End-to-End



| Month     | Contact Centre |                            | End-to-End   |                            |
|-----------|----------------|----------------------------|--------------|----------------------------|
|           | CSAT overall   | Number of survey responses | CSAT overall | Number of survey responses |
| 18 May-15 | 56%            | 1,426                      | 57%          | 314                        |
| 19 Jun-15 | 55%            | 1,514                      | 54%          | 61                         |
| 20 Jul-15 | 55%            | 1,515                      | 55%          | 188                        |
| 21 Aug-15 | 54%            | 827                        | 55%          | 71                         |
| 22 Sep-15 | 57%            | 1,307                      | 46%          | 246                        |
| 23 Oct-15 | 61%            | 1,193                      | 52%          | 238                        |
| 24 Nov-15 | 64%            | 1,134                      | 58%          | 297                        |
| 25 Dec-15 | 62%            | 1,212                      | 48%          | 288                        |
| 26 Jan-16 | 64%            | 1,192                      | 50%          | 298                        |
| 27 Feb-16 | 59%            | 1,289                      | 51%          | 476                        |
| 28 Mar-16 | 60%            | 1,309                      | 52%          | 474                        |
| 29 Apr-16 | 59%            | 1,126                      | 49%          | 370                        |
| 30 May-16 | 62%            | 1,052                      | 50%          | 326                        |
| 31 Jun-16 | 59%            | 1,323                      | 52%          | 353                        |
| 32 Jul-16 | 58%            | 681                        | 52%          | 261                        |

## Appendix 5 – Birmingham Promise

### Birmingham Promise Measures 2016/17

- If you make a complaint, we will: - acknowledge it and provide you with a reference number; - investigate the complaint thoroughly; - send you a full response or an update within 15 working days
- When you make a claim for Housing Benefit or Council Tax Support, we will make a decision on your claim within 10 days of receiving it.
- If you report a dangerous pothole or other dangerous defect we will make it safe within one hour\*
- If you report a dangerous pothole or other dangerous defect we will make temporary repairs within 24 hours\*
- If you report a dangerous pothole or other dangerous defect we will fully repair the street within 28 days\*
- We will repair red traffic light signal fault within 2 hours\*
- We will repair unlit street lights, within 1 month\*
- We will respond to council housing emergency repairs within 2 hours\*
- We will resolve council housing routine repairs within 30 days\*
- If you report any tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to and the area made safe within 2 hours.
- Hold appeals for reception or year 7 school places within 40 school days
- Offer a place at the nearest school with availability within 10 school days if you have not received an offer
- Have an independent appeal panel consider in-year appeals within 30 school days of receiving you're an appeal application
- Process applications for Blue Badges, within 40 working days of receiving all required documents.

*Those marked with an asterix are contractual KPI's*



## Corporate Resources and Governance O&S Committee: Work Programme 2016/17

**Chair:** Cllr Mohammed Aikhlaq

**Committee Members:** Cllrs: Muhammed Afzal, Randal Brew, Ray Hassall, Changese Khan, Chaman Lal, Ewan Mackey, Yvonne Mosquito, Rob Pocock, Hendrina Quinnen, Sybil Spence

**Committee Support:** Scrutiny Team: Emma Williamson (464 6870), Iram Choudry (303 8263)  
Committee Manager: Victoria Williams (303 7037)

### 1 Meeting Schedule

| Date  | Item  | Officer contact  |
|---|---|--|
| 15 June 2016<br>10am<br>Committee Room 1                      | <i>Informal:</i> Work Programme Discussion<br><br><i>Outcome:</i> to determine the work programme priorities for the year   | Emma Williamson/Iram Choudry, Scrutiny Office  |
| 18 July 2016<br>2.30pm<br>Committee Room 2                    | 1) Report of the Leader of the Council <ul style="list-style-type: none"> <li>Priorities for the year in relation to corporate leadership;</li> <li>Improvement Panel and next phase of Future Council;</li> <li>Evolution of Devolution: Cabinet Committee Local Leadership and Local Innovation Fund;</li> <li>West Midlands Combined Authority update;</li> <li>Update on Bereavement Services</li> </ul>      | Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive   |
|   | 2) Work Programme   | Scrutiny Office  |
|   | 3) Call In: Disposal of Land at Great Charles Street, Birmingham  | Basit Ali, Birmingham Property Services  |
| 7 <sup>th</sup> September 2016<br>10.30am<br>Committee Room 2 | Deputy Leader update: <ul style="list-style-type: none"> <li><i>Tracking:</i> Refreshing the Partnership – Service Birmingham</li> <li>Financial Monitoring: 2015/16 year outturn and latest monitoring report; and to discuss with the Committee their input into budget setting</li> <li><i>Tracking:</i> Customer Journey including update on website and on-line forms</li> <li>Member Development</li> </ul> | Rebecca Grant, Cabinet Support Officer<br>Nigel Kletz, Assistant Director, Procurement/Tony Lubman, Chief Executive, Service Birmingham<br>Jon Warlow, Strategic Director, Finance and Governance<br>Chris Gibbs, Service Director, Customer Services<br>Shauna Posaner, AD Organisational Development |



| Date  | Item  | Officer contact  |
|---|---|--|
| 5 <sup>th</sup> October 2016<br>10.30am<br>Committee Room 2   | 1) Cabinet Member for Value for Money and Efficiency <ul style="list-style-type: none"> <li>• Priorities for the year</li> <li>• Update on Commissioning and Procurement Strategy</li> <li>• Update on business charter, including outcome of consultation</li> <li>• To explore how the City Council engages local supplier and businesses through our contractors</li> <li>• <i>Tracking:</i> Council Commissioning and Third Sector Organisations</li> </ul> | Jon Lawton, Cabinet Support Officer  |
|   | 2) Cabinet Member for Transparency, Openness and Equality <ul style="list-style-type: none"> <li>• Priorities for the year in relation to transparency and openness</li> <li>• <i>Tracking:</i> Citizen Engagement – to include update on community engagement strategy</li> </ul>  | Marcia Wynter, Cabinet Support Officer   |
| 2 <sup>nd</sup> November 2016<br>10.30am<br>Committee Room 2  |   |  |
|   |   |  |
| 14 <sup>th</sup> December 2016<br>10.30am<br>Committee Room 2 | Deputy Leader – Budget Consultation   | Rebecca Grant, Cabinet Support Officer/Jon Warlow, Strategic Director, Finance and Governance  |
|   | Financial monitoring: Latest Revenue Monitoring   |  |
|   | Briefing on Council Tax   | Chris Gibbs, Service Director, Customer Services   |
| 4 <sup>th</sup> January 2017<br>10.30am<br>Committee Room 2   | Leader <ul style="list-style-type: none"> <li>• Update on priorities</li> </ul>   | Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive                           |
| 1 <sup>st</sup> February 2017<br>10.30am<br>Committee Room 2  |   |  |
| 1 <sup>st</sup> March 2017<br>10.30am<br>Committee Room 2     | Deputy Leader   | Rebecca Grant, Cabinet Support Officer<br>Jon Warlow, Strategic Director, Finance & Governance |
|   | Financial monitoring: Latest Revenue Monitoring Report  |  |
| 5 <sup>th</sup> April 2017<br>10.30am<br>Committee Room 2     |   |  |



## 2 Working Groups

1. Future Council – to receive regular updates on the progress of the Future Council programme and to advise the Committee on areas it should be considering/potential areas for in-depth work (Membership: tbc)
2. Issues around the timescales from report of death to release of the deceased to the family, to understand reasons as to why delays might occur and to consider any areas for improvement (Membership: tbc)

## 3 To be Scheduled

- Cabinet Member for Value for Money and Efficiency / Cabinet Member for Transparency, Openness and Equality – second attendance to be scheduled;
- Centenary Square Public Realm Improvement Scheme: programme of milestones to be received and a series of information reports to the Committee to be agreed;
- Update on Council's Highway Maintenance and Management Services contract with Amey;
- *Tracking*: Are Ward Committees fit for purpose?
- Briefing on the transition to universal credit

## 4 Other Meetings

### Call in Meetings

|                                |   |                    |
|--------------------------------|---|--------------------|
| 18 <sup>th</sup> July 2016     | Disposal of Land at Great Charles Street, Birmingham  | Decision Called-In |
| 1 <sup>st</sup> September 2016 | Strategy / Award Report – Consultancy for Contract Negotiations<br>– Revenues Service (PQ135) |                    |

### Petitions

*None scheduled*

### Councillor Call for Action requests

*None scheduled*

## 5 Forward Plan

| ID                   | Decision                             | Date      |
|----------------------|--------------------------------------|-----------|
| <b>Deputy Leader</b> |                                      |           |
| 000288/2015          | ICT Investment and Strategy – PUBLIC | 20 Sep 16 |



| ID                                    | Decision   | Date      |
|---------------------------------------|--|-----------|
| 001865/2016                           | The Future Council work – a review and next steps  | 20 Sep 16 |
| 001925/2016                           | Capital and Treasury Monitoring Quarter 1 (April to June 2016)                             | 20 Sep 16 |
| 001929/2016                           | Corporate Revenue Monitoring Report Months 3 and 4   | 20 Sep 16 |
| 002160/2016                           | Performance Monitoring - April to June 2016  | 20 Sep 16 |
| 001926/2016                           | Capital and Treasury Monitoring Quarter 2 (July to September 2016)                         | 15 Nov 16 |
| 001930/2016                           | Corporate Revenue Monitoring Report Months 5 and 6   | 15 Nov 16 |
| 002161/2016                           | Performance Monitoring - April to September 2016   | 13 Dec 16 |
| <b>Leader</b>                         |  |           |
| 002046/2016                           | Sale of 21 William Street  | 20 Sep 16 |
| 002264/2016                           | Disposal of land at Station Road/Flaxley Road, Stechford                                   | 20 Sep 16 |
| 002313/2016                           | Market Rent Programme : Land acquisition and disposal                                      | 20 Sep 16 |
| 002333/2016                           | Council House Complex  | 20 Sep 16 |
| 002334/2016                           | Birmingham Museum and Art Gallery  | 20 Sep 16 |
| 001585/2016                           | Disposal of Prospect Place Industrial Estate at Clifton Road, Balsall Heath                | 20 Sep 16 |
| 001429/2016                           | Disposal of Surplus Properties   | 18 Oct 16 |
| 000318/2015                           | Discharge of Accountable Body Arrangements for AMSCI - Standing Item                       | 18 Oct 16 |
| 000812/2015                           | Winning Resources for Birmingham City Council Priorities -Standing Item                    | 18 Oct 16 |
| 001780/2016                           | Innovation Birmingham Ltd (IBL) Site Development and Expansion                             | 18 Oct 16 |
| <b>Value for Money and Efficiency</b> |  |           |
| 000606/2015                           | Arboricultural Services (Non Highways) – P0252 - PUBLIC                                    | 20 Sep 16 |
| 001909/2016                           | The future Council with Acivico Ltd - PUBLIC   | 20 Sep 16 |
| 002028/2016                           | Construction West Midlands Framework Extension<br>– Lots 1-4 & 7 - PUBLIC                  | 20 Sep 16 |
| 002032/2016                           | Tender Strategy for the Provision of Major Adaptations for Housing (PO344) - Public Report | 20 Sep 16 |



| ID          | Decision  | Date      |
|-------------|---|-----------|
| 002066/2016 | Provision of Temporary Accommodation through Private Sector Leasing PO328 - Public        | 20 Sep 16 |
| 002070/2016 | Procurement Contract - PUBLIC   | 20 Sep 16 |
| 002181/2016 | Council print strategy and associated procurement strategy (contract ref: F0248) - PUBLIC | 20 Sep 16 |
| 002195/2016 | ICT and Digital Strategy 2016-2021 PUBLIC   | 18 Oct 16 |

