Progress Report on Implementation:

Refreshing the Partnership: Service Birmingham

Inquiry Information

Date Approved at City Council:	9th 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	N/a – first update

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

1	Overview
2	Scrutiny Office Guidance on the tracking process
3	Recommendations you are tracking today
4	Supporting Evidence Pack

For more information about this report, please contact

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Appendix 1: Overview

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

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

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

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

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

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

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

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 (Progress Made)	The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement. **An anticipated date by which the recommendation is expected to become achieved must be advised.**
4: Not Achieved (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 (Insufficient Progress)	The evidence provided shows that the recommendation has not been fully achieved and there has been insufficient progress made towards full achievement. **An anticipated date by which the recommendation is expected to become achieved must be advised.**
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	a) That the mission statement, objectives and principles of the partnership are renewed, to ensure proper account is taken of: • Financial challenge; • The Council's changing role and relationships.	Deputy Leader Service Birmingham	November 2015	1- Achieved (Fully) (see p8 Appendix 4)
	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 Service Birmingham	November 2015	3 Not Achieved (Progress made) (See p8. Appendix 4) April 2016 (Review alignment to Future Council Programme Plans)
	c) That these are reviewed annually to ensure they remain relevant and aligned with Corporate objectives.	Deputy Leader Service Birmingham	Annual Review	1-Achieved (Fully)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)				

a) A new Mission statement for the Joint Venture Partnership has been jointly developed and agreed with the Deputy Leader. This was formally ratified at the Strategic Partnership Board in September 2015. The Mission statement is supported by a new agreed set of partnership objectives and principles. (See p6. Appendix 4)

b) A Joint Council / Service Birmingham operational Business Plan for 2015/16 has been finalised and partially achieves this objective. The plan sets out the current services provided and performance standards, but also the current roadmap in terms of capital investment and the initial outcomes of 40+ cross Council workshops aimed at identifying the business needs that the new ICT Strategy should address. However, the plan only fully addresses a one year

view and we envisage that it will be updated once the Council's Future operating Model is complete and the Council has established its ICT Strategy.

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

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

   c)   The initial operational Business Plan has been submitted and agreed but the recommendation cannot be fully met until the year 3 and 5 plans can be outlined following the outcomes of the budget planning and confirmation of the Council's plans until 2020.

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R02	That Service Birmingham are invited and encouraged to attend relevant senior BCC management meetings both at a corporate and directorate level. (It is accepted that there may be occasions when the Council has to exclude SB from meetings due to (for example) commercial confidentiality).	Deputy Leader Service Birmingham	August 2015	1- Achieved (Fully) (See p12. Appendix 4)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)				
SB attendance at EMT is agenda driven and SB now attend JNC Briefings, EMCB, Future Council Programme Board, ICT Programme Board and directorate senior management ICT strategic groups. Tony Lubman (Service Birmingham's CEO) was invited to attend the Council's Executive Management Team meetings following the O&S meetings in early 2015. However, he has since been asked to step down to avoid any perception of conflicts of interest as EMT debates the future delivery options for council services				

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment

| R03 | That the options for a "day in the life" initiative between Service Birmingham and relevant City Council departments are explored. | Deputy Leader

Service Birmingham | November 2015 | 1- Achieved (Fully) (Ongoing)

(See p12. Appendix 4) |

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

a) The Councils Service Director for Health and Well Being presented to the Service Birmingham Senior Managers Forum giving staff an overview of the issues facing Adult Social Care and his staff.

b) The Director of Adult Social Care and Service Birmingham CEO agreed that a shadowing exercise would really help in creating this understanding. 10 staff from across the People Directorate (including social workers/support planning/assessment managers etc.) were released to spend time with individuals from Service Birmingham and in turn Service Birmingham staff got a chance to join their Council colleagues. This has not only created a better understanding of each other's role but provided an opportunity to identify and discuss how technology may be able to assist them and how Service Birmingham could facilitate their day to day work more effectively.

c) Service Birmingham managers have also had opportunities to spend "A Day in the Life" of staff in the Fleet & Waste teams in the Place Directorate, staff within the Education Psychology Service and Social Work staff. This has proved invaluable in seeing how IT impacts their day to day work and how it facilitates the services the Council provides to citizens.

d) The planned set of visits to work alongside Council staff are still happening and will conclude with shared learning, identifications of opportunities for quick wins and further joint working on how Service Birmingham can help meet some of the wider challenges and use IT to its full benefit.

e) During March 2016 Service Birmingham held a series of open days to allow the Council's staff to come and see the IT operation and understand how it works, what it does day to day and how the systems and infrastructure are proactively managed to ensure the Council can operate with minimum disruption.

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R04	That examples are brought of: a) new projects where Service Birmingham and City Council officers have worked together to deliver a project successfully (and examples where things	Deputy Leader Service Birmingham	November 2015	1- Achieved (Fully) (See p15.

				Appendix 4)
	b) Work where the City Council has utilised Service Birmingham/Capita expertise to further City Council priorities.	Deputy Leader

Service Birmingham | November 2015 | 1- Achieved (Fully)

(See p23. Appendix 4) |
| **Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)** | | | | |

a) Examples given in attached evidence pack

b) Examples given in attached evidence pack

We would draw the committee's attention in particular to page 23 of the evidence pack and the recent project undertaken with a group of designers in the Birmingham Impact Hub around web services and in particular how we can encourage Birmingham residents to see the potential in fostering Birmingham's looked after children?" The project is a good example of working collaboratively with Council Services, communities, users (including cared for children) to find digital solutions that make a difference to everyday lives.

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R05	That a City Council user group is set up to test how things are working in the service areas and feedback experiences, perhaps chaired by a councillor.	Deputy Leader

Service Birmingham | First meeting before November 2015 and then 3 times per annum | 3-Not Achieved

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

a) Cllr Brew has agreed to lead on this recommendation. In the first instance he attended Directorate Strategy groups to seek their feedback. The first meeting of the ICT User Group took place in March 2016 and others will follow on a bi monthly basis.

b) Two Members Market Place events have been held (September & November 2015) to showcase some of services we provide and to take on board feedback from Members and to deal with any IT issues presented on the day (p32 Appendix 4)

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: a) Sharing information about the contract (BCC); b) Transparency on costs and charging wherever possible (Service Birmingham and BCC); 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 Service Birmingham	Ongoing	3- Not Achieved (Progress made) The a most recent contract amendments to be published in late April 2016 b and c see below (See p.32. Appendix 4)April 2016 (See p.35. Appendix 4)

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

The full contract is available on the Councils 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 will be published in late April 2016

The contract between the Council and Service Birmingham contains the details of what is covered by the core service charges and what is not and can be charged over and above it. This is defined in the Core Definition Table which contains over 300 lines of activities and states whether they are part of the core service or not. Contract information has been shared via:

a) A brief explanation of how the contract operates is being included in the joint BCC/SB Business Plan

Bulletins have been issued to Directorates by the Council's Client Function about specific areas of the contract. These include two briefings notes on procurement governance, and ICT charges

A document explaining the contract ("Contract Lite") has been drafted by Service Birmingham and following internal review will be issued to BCC by April/May via the ICF. This is a guide for managers that is more accessible and understandable than the full contract.

b) An action plan on further transparency requirements was agreed in October 2015 and these actions are nearing completion. The plan focuses on creating better visibility of how Service Birmingham's costs are constituted and a review of the elements of variability that could be built in at key points in the contracts as the infrastructure is refreshed and re-sized to meet the current Council's needs.

c) Benchmarking certain aspects of the service against other Local Authorities e.g. the cost of kit

d) Examples of alerting BCC officers to issues include:

- Risks on the Service Birmingham risk register include hardware and software that is end of life and out of support.

- The Risk Register is now being regularly reviewed at the ICT Corporate Strategy Group meetings and is these issues are also reviewed as part of the actions required to ensure that BCC remains complaint with the Public Services Network requirements

- Regular discussions about the priorities and dependencies for SAP work via the SAP Strategy Board meetings.

- Protecting the Council's infrastructure and data from malicious attacks and viruses and reporting the level of activity

- Advising the Council of any known threats or issues being experienced in other Capita sites or accounts.

- The use of the Communication channels, email alerts and the use of recorded messages on the service desk to advise staff of any ongoing incident and what is being done to resolve it.

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 Service Birmingham	November 2015	1- Achieved (Fully) (See p36. Appendix 4)

	b) These should form part of the one, three and five year operational plans;	Deputy Leader Service Birmingham	Ongoing	6- In Progress
	c) These should be reported to scrutiny on an annual basis.	Deputy Leader Service Birmingham	Annual update	6-In Progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)				
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.				

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R08	That options for Service Birmingham to sell its Service's more widely are explored and reported back to the Corporate Resources O&S Committee.	Deputy Leader Service Birmingham	Ongoing	1- Fully Achieved (Progress Made) (See p36. Appendix 4)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)				

Service Birmingham has had feedback in the past from many other public sector organisations within the West Midlands that indicated a reluctance to work with a company part-owned by BCC but the increasing use of shared services and shared resources and the potential for the Combined Authority opens up new opportunities. In the short term, Service Birmingham is:

- Progressing plans with strong early success, to sell LINK2ICT services for schools on a wider basis than Birmingham. This is being facilitated by close working relationships with another Capita Joint Venture with Staffordshire Council (Entrust).

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

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

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R09	Progress towards achievement of these recommendations	Deputy Leader	November 2015	1-Fully Achieved

should be reported to the Corporate Resources Overview and Scrutiny Committee no later than November 2015. Subsequent progress reports will be scheduled by the Committee thereafter, until all recommendations are implemented. The report back should include a report from the user group		and then ongoing until O&S agree otherwise.	

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved)
Details of progress included in the supporting evidence pack