



September 2016

## Appendix 4

### 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) Service Redesign	Year 3 (2019/20) Tender Evaluation	Year 5 ([2020/21) 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) Service Redesign	Year 3 (2019/20) Tender Evaluation	Year 5 ([2020/21) 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) Service Redesign	Year 3 (2019/20) Tender Evaluation	Year 5 ([2020/21) 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) Service Redesign	Year 3 (2019/20) Tender Evaluation	Year 5 ([2020/21) 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  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 Published March 2016	 CSR Report 2015 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  Responses are reviewed and assessed by SB Commercial Team. To date seven companies have expressed an interest :  Concur IT (National) Image Displays (Dorset) Fox & Duck Software (Birmingham) Purcell Radio Systems Ltd (London) Smarvisual (Hertfordshire)			

Number	Partnership Objective	Indicator		Year 1	Year 3	Year 5
			Optima Asset Management Solutions (Aberdeen) 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			
			<p>Capita (Data Centres) achieved re-certification of carbon gold standard recognising commitment to reducing energy and improving efficiency.</p> <p>Capita Group included in both the Ethibel and global and European sustainability indices.</p>			
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  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,  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 CJSMDec	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  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	