

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 OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 12 APRIL 2016 AT 14:00 HOURS
IN COMMITTEE ROOMS 3 & 4, 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) 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 - 10

3 MINUTES - 8 MARCH 2016

To confirm and sign the Minutes of the last meeting.

11 - 26

4a LEADER - DISTRICT AND WARD ARRANGEMENTS

4b LEADER - THE CITY COUNCIL MEETING

Verbal update

27 - 84

5a DEPUTY LEADER - TRACKING: SERVICE BIRMINGHAM

Tony Lubman, Chief Executive, Service Birmingham and Andy Fullard, Interim Information and Technology Director/Jackie Woollam, Head of Strategy and Governance, Change and Support Services

5b **DEPUTY LEADER - TRACKING: INCREASING PARTICIPATION IN
SPORT AND PHYSICAL ACTIVITY**

Karen Creavin, Head of Birmingham Wellbeing Service

6 **CORPORATE RESOURCES O&S COMMITTEE: WORK PROGRAMME
2015/16**

Report of the Head of Scrutiny Services.

7 **SCHEDULE OF FUTURE MEETINGS 2016/17 - PROVISIONAL**

To agree a provisional schedule of meetings for the next Municipal Year. It is proposed that meetings are held on Tuesdays commencing at 1400 hours on the dates set out below:-

2016	2017
28 June	17 January
19 July	14 February
6 September	7 March
25 October	11 April
8 November	
20 December	

8 **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).

9 **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.

10 **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'.

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE 8 MARCH 2016

**MINUTES OF A MEETING OF THE CORPORATE RESOURCES OVERVIEW
AND SCRUTINY COMMITTEE HELD ON TUESDAY, 8 MARCH 2016 AT
1400 HOURS IN COMMITTEE ROOM 2, COUNCIL HOUSE, BIRMINGHAM**

PRESENT:-

Councillor Zaffar in the Chair;

Councillors Brew, Bridle, Chatfield, Finnegan, C Khan, Kooner and Wood.

ALSO PRESENT

Councillor Stacey – Cabinet Member for Commissioning, Contracting and Improvement

Ms P Buckley – Assistant Director, Customer Services

Mr C Gibbs – Service Director, Customer Services

Mr N Kletz – Assistant Director, Procurement

Ms J Power – Scrutiny Officer

Miss V Williams – Committee Manager

Miss E Williamson – Head of Scrutiny Services

NOTICE OF RECORDING/WEBCAST

- 70 The Chairman advised, and the Committee noted, that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and members of the press/public could record and take photographs. The whole of the meeting would be filmed except where there were confidential or exempt items.

APOLOGIES

- 71 Apologies were submitted on behalf of Councillors Hunt, Lal, Mosquito and Sambrook.
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MINUTES

- 72 The Minutes of the last meeting, having been previously circulated, were confirmed and signed.
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DISTRICT AND WARD ARRANGEMENTS

- 73 Miss E Williamson, Head of Scrutiny Services, gave a verbal update and advised that it was the intention to send a letter to the Leader of the Council outlining the findings of the inquiry.

A discussion paper on the devolution options, to be compiled jointly with the Neighbourhood and Community Services Overview and Scrutiny Committee, was due to be submitted to a future meeting of the City Council.

A discussion ensued and the following were amongst the points made:-

1. It was recognised that webstreaming offered members of the public the opportunity to watch meetings they might be unable to attend. However, it was noted that it might be impractical to webstream meetings held in Wards and Districts.
2. The use of mobile 'apps' was suggested as a possible way of webstreaming meetings in remote locations.
3. Some members of the public still preferred to attend a meeting rather than watch the webstream. It was important for local residents to have the opportunity to take part in a debate.
4. It was suggested that the funding of Ward meetings and how they might be developed in the future should be investigated.
5. It was suggested that co-opted members and representatives of outside bodies/organisations serving on District Committees should be considered.
6. With regard to the number of people viewing webstreaming, it was important to identify how long they actually watched ie whether it was a few seconds, for a particular item, or the whole meeting.
7. One possibility was to strengthen the Ward Meetings and scrap District Committees altogether. The implementation of Parish Councils was also recognised as a possible way of doing things better in the future.
8. In some situations, such as holding contractors to account, there was a clear case for local Councillors working together regardless of the Ward they represented. The structure needed to be more flexible.

9. It was important to recognise the needs of the local community.
 10. There was concern that, with diminishing resources, it might be difficult for officers to cover a large number of Wards.
 11. It was suggested that the procurement system should be simplified to enable local working and decision making.
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CITY COUNCIL MEETINGS/AGENDA

The following report was submitted:-

(See document No 1)

Miss E Williamson, Head of Scrutiny Services, introduced the report.

Members commented on the information submitted and the following were amongst the points made:-

1. The time allocated for Notice of Motions should be used more wisely. It was suggested that only two Motions should be submitted with the debating time split equally between them.
2. It was recognised that there were some statutory issues that would need to be retained as part of the Council agenda.
3. Any important issues due to be considered by Cabinet should also be debated at City Council.
4. Backbench Councillors should be renamed 'Frontline Councillors'.
5. When debating Overview and Scrutiny reports, Members who did not sit on the responsible Committee should be given more opportunity to comment rather than the Councillors who served thereon and had, therefore, already had a chance to discuss the issue in detail.
6. Prior to the implementation of the current system comprising Regulatory, Scrutiny and the Executive functions, Members recalled that the Council had received regular reports from each Committee and meetings had, generally, tended to last longer than at present.
7. In the past there had been more opportunity, such as in the post room and canteen, for Members of all parties to interact. A common room for use by all parties to try to encourage more engagement between Members was suggested.
8. Members recognised the importance of giving members of the public the opportunity to ask questions but wondered whether there might be a more efficient way than inviting them to read it out at the Council meeting with the Cabinet Member giving a pre-determined answer.

9. Members wondered how many questions had been submitted by members of the public and how many had been refused/not permitted, for example if it had been of a personal nature.

74

RESOLVED:-

That the report be noted.

CABINET MEMBER FOR COMMISSIONING, CONTRACTING AND IMPROVEMENT

A. Update Report

The following update report of the Cabinet Member for Commissioning, Contracting and Improvement was submitted:-

(See document No 2)

Councillor Brew declared a non-pecuniary interest as a Director of Acivico.

Councillor Stacey, Cabinet Member for Commissioning, Contracting and Improvement, and Mr N Kletz, Assistant Director – Procurement, introduced the report and, in response to questions, the following were amongst the points made:-

1. Councillor Stacey undertook to provide Councillor Brew with information regarding the pilot to try to forge links between providers/contractors and local communities in Northfield District referred to in paragraph 2.3 of the document.
2. Nigel Kletz gave details of how many companies were registered with 'finditinbirmingham'.
3. Councillor Stacey undertook to speak to Councillor Brew after the meeting regarding Shelforce.
4. A report concerning commercialism was due to be considered by the Corporate Commissioning Board later in the month.
5. Nigel Kletz undertook to circulate further information to Members regarding commercialism, including details of the recently established team.
6. In order to be more 'commercial', it was noted that it might be necessary to bring in people with specialist sales skills.
7. Nigel Kletz briefly explained the contract management process which comprised three stages – product, process and price.

8. With regard to contract awards, Nigel Kletz explained the tolerances referred to in paragraph 2.1.1. – appendix 1 and pointed out that every local authority had its own set of arrangements.
9. With regard to schools' catering, Acivico and contracts generally, it was important to ensure that contractors fulfilled their obligations.
10. Nigel Kletz briefly explained why Acivico had been established as a wholly owned company.

75

RESOLVED:-

That the report be noted.

B. Progress Report on Implementation: Council Commissioning and Third Sector Organisations

The following tracking report was submitted:-

(See document No 3)

Councillor Stacey, Cabinet Member for Commissioning, Contracting and Improvement, introduced the report.

A brief discussion ensued regarding each recommendation.

The Committee agreed with the Cabinet Member's assessment in respect of recommendations 2, 4 and 5.

Recommendation 1

Councillor Kooner, requested more information regarding 1 c) which Councillor Stacey undertook to provide.

Councillor Kooner was concerned that recommendation 1 f) might have been misconstrued. She explained in more detail what had originally been the intention of the recommendation ie engaging in the delivery process not the commissioning process. She suggested and it was agreed that this should be assessed as 3 – not achieved (progress made).

Councillor Stacey acknowledged that there appeared to have been a difference of understanding regarding 1 f) and undertook to speak with Councillor Kooner after the meeting to clarify the matter.

Recommendation 2

Councillor Kooner requested more information regarding 2 a) which Councillor Stacey undertook to provide.

Nigel Kletz advised that meetings with third sector champions were due to take place in the next few weeks and undertook to provide information thereon.

Recommendation 3

Councillor Kooner considered that the recommendation had not been achieved and it was agreed that this should be assessed as 3 – not achieved (progress made).

76 **RESOLVED:-**

That the report be noted.

PROCUREMENT OF FLEET AND WASTE VEHICLES

77 The Chairman explained that, due to a family bereavement, Councillor Trickett, Cabinet Member for Sustainability, was unable to attend the meeting.

The Chairman updated the Committee on the progress to date.

Councillor Wood briefly explained the findings of the working group, outlining the shortcomings and the fact that the procurement process appeared to have been flawed.

Councillor Stacey, Cabinet Member for Commissioning, Contracting and Improvement, briefly explained the process adopted for the implementation of wheelie bins, pointing out that their introduction was Council policy and had been funded by the Government.

The Chairman advised that a letter, outlining the findings of the working group, was currently being drafted and would be sent to the Cabinet Member for Commissioning, Contracting and Improvement and the Cabinet Member for Sustainability in due course.

The Chairman varied the agenda and considered the following item at this point.

OTHER URGENT BUSINESS

The Chairman was of the opinion that the following item should be considered as a matter of urgency in view of the need to expedite consideration thereof and instruct officers to act:-

Birmingham City Council's Website Project – Design Concepts

78 Mr C Gibbs, Service Director – Customer Services, Ms P Buckley – Assistant Director, Customer Services and representatives of Jadu, a

website design company, gave a powerpoint presentation outlining the possible new design concepts to the contents of the Council's website.

Members commented on the proposed design and the following were amongst the points made:-

1. Information regarding local councillors should be easier to access and clearer.
2. A universal set of icons was welcomed.
3. It was important to ensure that the website would be easily understood by members of the public.
4. The current search facility was very poor and needed to be improved.
5. The number of links to access information should be reduced.
6. There should be prominence given to information on refuse collection, street lighting and roads, which tended to be the most popular issues raised by members of the public.
7. An A to Z of all services should be included.
8. A special folder to access all types of request forms etc would be useful.
9. It was important to include all different services covered by the Council and ensure training was given to staff, dealing with customer queries, on where to find information.

The Chairman thanked officers for attending the meeting.

The Committee returned to the original agenda order.

**CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2015-16**

The following work programme was submitted:-

(See document No 4)

The Chairman introduced the document and outlined the items due to be considered at the meeting scheduled to take place on 12 April 2016.

Councillor Brew advised that he hoped a report on the findings of the working group set up to consider the performance of the property portfolio would also be available.

79 **RESOLVED:-**

That the work programme be noted.

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

80 The Chairman advised that there had been no requests for call in/councillor call for action/petitions received.

OTHER URGENT BUSINESS

81 There were no other issues of urgent business raised.

AUTHORITY TO CHAIRMAN AND OFFICERS

82 **RESOLVED:-**

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

The meeting ended at 1627 hours.

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CHAIRMAN



COUNCILLOR ZAFAR IQBAL
Chair, Neighbourhood &
Community Services
O&S Committee

COUNCILLOR WASEEM ZAFFAR
Chair, Corporate Resources
O&S Committee

Council House, Victoria Square, Birmingham B1 1BB
Tel: 0121 303 4810 (Office)

30th March 2016

Councillor John Clancy
Leader

Dear John,

District and Ward Arrangements and Neighbourhood Challenge

Following discussions at the start of the municipal year, the Corporate Resources O&S Committee and the Neighbourhood & Community Services O&S Committee agreed to undertake inquiries to support the new arrangements for district and ward committees.

The Corporate Resources O&S Committee looked at the arrangements as a whole, whilst the Neighbourhood & Community Services O&S Committee looked at the Neighbourhood Challenge in particular.

The final reports of both inquiries are attached to this letter.

With regard to **District Committees**, members felt that the new structures were starting to work well and some had made real progress with important issues in their districts. However, it was still early days and ways of working have yet to be embedded and not all were convinced by the changes. The main points made were:

- The leadership role of Chairs is critical, as is the support given to the Chairs;
- Whilst the structures are now more flexible than they had been, there was still room to accommodate more local difference, for example on allowing more co-optees;
- Flexibility on where to hold District Committee meetings was also requested by some – though other members felt that holding these meetings in the Council House was the right option. Whilst there was no consensus within the Committee on this, this should be considered in future arrangements.

There were concerns that the current structures did not go far enough in empowering local residents to become active citizens; whilst there were areas of good practice, a fundamental transformation had not been achieved. Proposals put forward to strengthen local leadership included:

- That District Committees /Ward Committees should have budgets (as recommended by Kerslake) to fund smaller organisations in their area, to be meaningful and to

solve issues in the ward. It is recognised that from April 2016, District Committees will have responsibility for approving grants from the Local Innovation Fund. However, the full details of this are yet to emerge;

- Support for members was also raised. It is important to note that this is not just about having officers for district/ward administration but crucially about “bending” corporate resources to support local priorities. There was a view that the officer support regime is limited to “doing what we do” rather than exploring new ways of working in localities.

Furthermore, there was agreement that the current boundaries, based on parliamentary constituency boundaries, were artificial and not an effective basis for local decision making. It was also acknowledged that, by 2018 with the new ward boundaries, this model would no longer work. Members were in favour of removing district committees and focusing on wards as more reflective of local communities. Looking forward to 2018 and beyond, alternative models should be explored, perhaps including a flexible devolved model that allowed for different areas to come together as required.

It was also acknowledged that there is a need to address working with all partners at local level – including Amey and other contracted services, to ensure that the best local fit is achieved.

With regard to **Ward Committee/Forums**, the changes here were widely welcomed, with the flexibility to hold meetings in different styles and move away from simply receiving reports. It was suggested that mobile technology should be used to livestream meetings.

The inquiry into **Neighbourhood Challenges** found that a number have taken place on a variety of different topics using various approaches. There were areas of good practice identified, including:

- Discussion on progress and sharing emerging best practice at District Chairs meetings;
- Some Districts provide progress updates at their District Committee meetings;
- Learning from the challenges is shared with other districts.

It was suggested that consideration should be given to discussing Neighbourhood Challenge reports at Council as this would facilitate wider sharing of best practice and shaping of service improvements.

It was noted that there was limited evidence of citizens being involved in Neighbourhood Challenges. It was the Committee’s view that more needs to be done to facilitate wider sharing and promoting of service improvement work with partners and citizens and informing them about how they can become involved. One way to do this would be for District Committees to have work programmes, similar to scrutiny, so that all councillors, partners and citizens can know in advance what will be coming up and can get involved.

Reference was made to the resources available to support the Neighbourhood Challenge work and it was suggested that, in order to do the work justice within the limited resources available, each District should only do one Neighbourhood Challenge a year.

The inquiry identified the need to monitor the developing relationship between the work in the Districts and what is being done in Scrutiny to see how any potential duplication or overlap is being avoided.

Neighbourhood challenge provides a genuine opportunity to work collaboratively with partners, to break down silos between teams within the Council and for councillors to work together across the political parties. This seems to be happening widely but not yet in all districts.

We ask that you take each of these points into consideration when reviewing the Constitution and arrangements for devolution in May 2016.

Further to these reports, the Corporate Resources O&S Committee would like to invite you to the committee meeting on 12th April 2016 to discuss these findings further.

Yours sincerely



Cllr Waseem Zaffar
Chair, Corporate Resources O&S
Committee



Cllr Zafar Iqbal
Chair, Neighbourhood & Community
Services O&S Committee

Encs

cc: Members of the Corporate Resources and Neighbourhood & Community Services O&S Committees



District and Ward Arrangements

Corporate Resources O&S Committee

1 Purpose

- 1.1 At the start of this municipal year, the Corporate Resources O&S Committee agreed to undertake some inquiry work into the new arrangements for district and ward committees, agreed at the May AGM. Since then, the new Leader of the Council has indicated his intention to revisit those arrangements, with a view to “prioritising a radical new approach to devolution within the city”.¹
- 1.2 The Committee held an evidence gathering session to reflect on the district and ward arrangements put in place this year – what has worked well, and what has not worked so well. A note summarising the findings was then circulated to all members of the Council for comment. The findings will form part of the ongoing development process of devolution in Birmingham. Alongside this, the Neighbourhood & Community Services O&S Committee have done some inquiry work on Neighbourhood Challenge, which will also contribute to this work.
- 1.3 This note sets out a summary of the points discussed.

2 The Session

- 2.1 The evidence gathering session was held on Tuesday 9th February; members of the Committee welcomed the following members to contribute to the discussions:
 - Cllr John Alden (Chair, Edgbaston District Committee);
 - Cllr Sue Anderson (Chair, Yardley District Committee);
 - Cllr Peter Griffiths (Chair, Northfield District Committee);
 - Cllr Tony Kennedy (Chair, Hall Green District Committee);
 - Cllr Rob Pocock, (Member, Sutton Coldfield District Committee);
 - Cllr Claire Spencer (Vice-Chair, Hall Green District Committee).
- 2.2 The following members of the Committee were present: Cllrs Marje Bridle (Hodge Hill); Tristan Chatfield (Perry Barr); Mick Finnegan (Erdington); Jon Hunt (Perry Barr); Narinder Kaur Kooner (Perry Barr); Chaman Lal (Ladywood); Gary Sambrook (Erdington); Ken Wood (Sutton Coldfield) Waseem Zaffar (Perry Barr).
- 2.3 This meant that all ten districts except Selly Oak were represented at the meeting.

¹ Key Priorities for 2016, Report of the Leader of the Council, submitted to Corporate Resources O&S Committee on 19th January 2016



District and Ward Arrangements

3 Key Findings

Leadership Role

- 3.1 The District Chairs were very clear that their role is about leadership, but acknowledged that it is challenging to encourage fellow members and partners to change how they think and behave. A lot does depend on the commitment and ability of the Chair and lead officer. It was acknowledged that the leadership qualities of District Chairs have a strong impact on how the devolution agenda is progressing in individual districts. Some members felt unaware of progress within their districts.

Flexible Structures – but not flexible enough?

- 3.2 A number of different models of engagement and governance are being used across the city within the district and ward structures. Members welcomed the flexibility within the current structure and appreciated that a *“one size fits all”* approach was not helpful or relevant.
- 3.3 However, there were still some restrictions that members felt were unhelpful. For example, limiting co-optees to five was preventing some from taking a more strategic partnership/planning approach to District Committees. Current co-optees to District Committees are set out below:
- Edgbaston – West Midlands Police and West Midlands Fire Service;
 - Erdington – West Midlands Police and West Midlands Fire Service;
 - Hall Green – West Midlands Police, West Midlands Fire Service and Housing Liaison Board Representatives;
 - Hodge Hill – West Midlands Fire Service and West Midlands Police;
 - Ladywood – West Midlands Police and West Midlands Fire Service;
 - Perry Barr – West Midlands Fire Service & West Midlands Police;
 - Northfield – West Midlands Police, West Midlands Fire Service a Frankley Parish Council Councillor;
 - Selly Oak – West Midlands Police, West Midlands Fire Service, District Housing Panel Representatives and a representative from the Youth Council;
 - Sutton Coldfield – West Midlands Police, West Midlands Fire Service, two District Housing Liaison Board Representatives;
 - Yardley – West Midlands Police and West Midlands Fire Service.

Where Should the Meetings Be Held?

- 3.4 There was a divergence of views on whether District Committee meetings should be held out in the districts, or in the Council House where they can be livestreamed and recorded for later viewing. Those in favour of keeping the meetings in the Council House argued that it gives those people who are interested more opportunity to find out what is going on and is a way to get information out to more residents. However, those members who thought meetings should be held



in the district emphasised the importance of local people being able to attend and how that could give people a better opportunity to participate and engage.

- 3.5 The timing of meetings – being held during the day – was also raised as a potential barrier to participation.

What's Been Achieved

- 3.6 The members present outlined the activity undertaken, particularly as related to community planning and Neighbourhood Challenge:

- **Community Plans:** varied experience across the board. Some members could see the importance for their local areas whilst others were less convinced. In Shard End they were focusing on producing a ward plan as they felt it was more appropriate for the area. Councillor Anderson (Yardley pathfinder) valued the additional support being provided via the Future Council programme in drawing up their district community plan. District Conventions have taken place across a number of districts and the general consensus was that they have gone well especially in terms of highlighting key priorities for going forward. Concern was, however, raised about the impact the boundary changes will have on the community plans.
- **Neighbourhood Challenge:** a number of the Neighbourhood Challenges being undertaken were outlined; this is the subject of an inquiry by the Neighbourhood & Community Services O&S Committee, however it was commented that some topics lent themselves to longer timescales than a year.

- 3.7 On the whole, members felt that these had worked well and enabled them to make progress with important issues in their area. However, questions were raised as to whether District Committees were as effective as they could be, and whether they had fully settled into their "scrutiny" role. It was still seen as a "talking shop" by some. There was a disconnect as residents see the City Council as being about providing services and that was not what District Committees do.

- 3.8 Some District Committees have cross-party membership and there were mixed experiences though, on the whole, things were now working well. Having cross-party members on sub-groups or as champions was a good way of using all members of the Committee.

Ward Committee / Forums

- 3.9 The changes to Ward Committees were generally welcomed – the "old style" of receiving reports was not useful and had been replaced with something more effective.

- 3.10 A number of comments were received from members on Ward Committees/Forums:

I would like to say that our Ward committee, which has continued to function as it operated previous years, is performing well. We have had 3 meetings so far this year and I would think the average attendance is near to 80 people a time. We have focused on the local area and it seems to be effective.... Overall I think



District and Ward Arrangements

it is absolutely vital we strengthen wards, as these are where the Council actually is seen by the public.

Wards should become more influential: basic services, street cleaning, environment and so on should be dealt with at ward level.

Those wards where WABs still operate should be given help to encourage them

- 3.11 In all, 79 ward meetings have been held or are scheduled to be held before the end of the municipal year (a full list is attached in Appendix 1).
- 3.12 Members proposed that livestreaming and/or recording of ward committee meetings should be brought in, as the mobile technology is available, and has already been done in one ward.

Empowering Citizens

- 3.13 Nonetheless, there were concerns that the current structures did not go far enough in empowering local residents to become active citizens: *"We need a better deal for our communities"*. In particular, District Committees were becoming more distant from communities and moving them back into the local area would go some way to reconnecting with residents. Currently there was no real opportunity for community engagement or interaction at these meetings.
- 3.14 Good practice in wards included:
- Shard End has established two Neighbourhood Forums and ten new resident groups at a neighbourhood level across the ward
 - Kings Heath has employed a "Neighbourhood Innovator" funded via community chest monies but will be expected to fund raise for their own position in future. The Ward Forum has also been renamed as a "Neighbourhood Partnership";
 - Ward Advisory Boards (WAB): active in Perry Barr and Stockland Green wards. Some members felt the local community were more likely to attend a WAB as opposed to a ward committee.
 - It is more critical now than ever to engage with citizens and the most significant challenge for local authorities is to get the right level of infrastructure support for officers, members and citizens to take forward the ambitions.
- 3.15 Nonetheless, the challenge was issued as to whether we were still doing enough to get citizen engagement and involvement to bring about a fundamental transformation.

Further Improvements

- 3.16 A number of proposals were put forward to further strengthen local leadership arrangements.
- 3.17 Firstly, there was a strong feeling that District Committees/Ward Committees should have **budgets** (as recommended by Kerslake) to fund smaller organisations in their area, to be meaningful and to solve issues in the ward. Members told us:



A small pot of money is extremely useful and we in Edgbaston used to use a lot of it on COUNCIL services – extra street cleaning, double yellow lines etc. Things we bought off the Council which the Council centrally had not enough funding for. I thought that was ideal.

I think it imperative that devolution means control of the finance. Control means responsibility. Thus if Constituencies run a deficit they should not be bailed out by all the rest as happens at the moment. Irresponsibility should result in a forfeit of some kind related to the area in which the overspend occurs.

- 3.18 From April 2016, District Committees will have responsibility for approving grants from the Local Innovation Fund. However, the full details of this are yet to emerge.
- 3.19 There was some discussion of the boundaries used for local areas. Some members felt the **use of constituency boundaries** was artificial and irrelevant. These were not an effective basis for decision making, as this puts some very different areas of the city together for purely administrative purposes. It was acknowledged that, by 2018 with the new ward boundaries, this model would no longer work. Members were in favour of removing district committees and focusing on wards as more reflective of local communities. Looking forward to 2018 and beyond, alternative models should be explored, perhaps including a flexible devolved model that allowed for different areas to come together as required.

Support for Committees

- 3.20 A number of members made reference to the lack of “back office” support. They felt they were taking on heavier workloads (partly due to the impact of staff cuts within the council and also some councillors having to dedicate considerable time to championing some of the areas of improvement identified), which was preventing them from carrying out their community leadership role. There were three elements to this:
- Corporate support for local priorities / “bending” corporate resources to support local priorities: There is a view that the officer support regime is limited to “doing what we do” (e.g. Hall Green intends to submit a report to Cabinet on their plans to get corporate support).
 - Support for District Committees – Yardley had support on community planning (as one of two pilots) so were able to develop it “as it should be”, with support and time for face to face interviews, working with partnerships and attending partnerships.
 - Support for ward administration – members having to do a lot themselves (e.g. leafleting about ward meetings; supporting community engagement).

Good Practice across the country

- 3.21 Members cited some useful examples from other areas:



District and Ward Arrangements

- Queens Park in London, London's first Parish council with 14 local community councillors representing approximately 12,500 residents. They administer their own small grants programme. The Community Grant is worth £30,000 per annum allowing applications from £100 to £10,000 and is open to individuals, community groups and local organisations and charities based in Queens Park;
- Poplar HARCA (Housing and Regeneration Community Association) a registered social landlord managing around 9,000 homes in Poplar, East London; the majority of which were transferred from Tower Hamlets back in 1998. There is an active Community engagement model in place.

3.22 Within Birmingham there is currently one parish council (New Frankley in Birmingham) and this was cited as a good example of citizens getting together to work for improvement in their locality, which we can learn from.

Contact Officers:

Emma Williamson, Head of Scrutiny Services (0121 464 6870)

Jayne Power, Research & Policy Officer (0121 303 4810)



Appendix 1: Ward Meetings in 2015/16

District/Ward	Number of Meetings
Edgbaston:	
Bartley Green Ward	4
Edgbaston Ward	1
Harborne Ward	4
Quinton Ward	3
Erdington:	
Erdington Ward	3
Kingstanding Ward	1
Stockland Green	0 (active WAB)
Tyburn	1
Hall Green:	
Hall Green Ward	3
Moseley & Kings Heath	2
Sparkbrook	1
Springfield	3
Hodge Hill:	
Bordesley Green	2
Hodge Hill	1
Shard End	4
Washwood Heath	0
Ladywood:	
Aston	0
Ladywood Ward	2
Nechells	1
Soho	2
Longbridge:	
Kings Norton	2



District and Ward Arrangements

Longbridge	2
Northfield Ward	4
Weoley	0
Perry Barr:	
Handsworth Wood	1
Lozells and East Handsworth	4
Oscott	3
Perry Barr Ward	2
Selly Oak:	
Billesley	1+police tasking
Bournville	2
Brandwood	1
Selly Oak Ward	2
Sutton Coldfield:	
Sutton Four Oaks	1
Sutton New Hall	1
Sutton Trinity	1
Sutton Vesey	3
Yardley:	
Acocks Green	2
Sheldon	4
South Yardley	3
Stechford & Yardley North	2



Appendix 2: Neighbourhood Challenge

Neighbourhood and Community Services O&S Committee

1 Purpose

- 1.1 The Neighbourhood and Community Services O&S Committee agreed to undertake a short inquiry to investigate how the Districts were progressing with their Neighbourhood Challenges.
- 1.2 The intention was that this work should complement and contribute to the work being done by the Corporate Resources O&S Committee, looking at the new arrangements for district and ward committees which were agreed at the AGM in May 2015.

2 The Sessions

- 2.1 The Committee held two sessions within two committee meetings to undertake this piece of work. The discussion at the first session on 17th December 2015 included the changes to the Constitution. The second session on 18th February 2016 was used to gather evidence directly from the District Chairs. We would like to thank Cllr John Alden, Edgbaston District Chair; Cllr Josh Jones, Erdington District Chair; Cllr Peter Griffiths, Northfield District Chair; Cllr Steve Booton, Northfield Vice Chair, Cllr Sue Anderson, Yardley District Chair and Cllr Karen McCarthy, Selly Oak District Chair for attending and giving evidence. A number of District Chairs also attended the Corporate Resources O&S Committee on 9th February 2016 to discuss their Community Plans.
- 2.2 In addition we received written evidence from Ladywood, Perry Barr and Sutton District.
- 2.3 This note sets out a summary of the points discussed.

3 What is a Neighbourhood Challenge?

- 3.1 The Constitution, agreed by City Council in May 2015, set out the new duty on District Committees to undertake a "Neighbourhood Challenge". As set out in the constitution, functions delegated to district committees (Executive Members for District):

A duty of "Neighbourhood Challenge" – to investigate, review and gather data on the performance of all local public services, working in a collaborative but challenging way with all service providers and seeking out and promoting new ways of improving services, in conjunction with relevant Cabinet Member(s) as appropriate, including:–



- Approval of grants from the Local Innovation Fund (from April 2016)
- Bidding for external funding to support neighbourhood and service improvement

3.2 In addition, as per the constitution, the Cabinet Member for Neighbourhood Management and Homes

‘will work with Executive Members for Districts to support their “neighbourhood challenge” role – with the aim of improving the performance of all council services at a local level and promoting partnership working and service integration across the whole public sector on:

Tenant engagement in social housing	Tenant engagement in the management and development of social housing and Housing Liaison Boards.
Neighbourhood Management	Wider council and public sector integration at the local level.
Cleaner Neighbourhoods	Street cleansing, advising the Cabinet Member for Sustainability on neighbourhood issues. Enforcement of legislation relating to litter prevention, fly-posting, placarding, graffiti and fly-tipping.
Pest Control	Provision of the pest control service.
Local Parks and Allotments	Provision, maintenance and usage of local facilities.

4 Topics covered

4.1 Below is a list of the District's Neighbourhood Challenges.

District	Neighbourhood Challenge(s)
Edgbaston District	Health and Well Being Disability Club in Edgbaston. Jobs and Skills – focus on local apprenticeships and traineeships targeted at young people not in Education, Employment or Training (NEET).
Erdington District	Clean and Green.
Hall Green District	Road Safety and “Twenty is Plenty” Co-produced partnership and behaviour change with residents.
Hodge Hill	Youth Unemployment.
Ladywood	To establish the impact that high concentrations of private rented accommodation, HMOs and hostel accommodation have on local communities within the Ladywood District, and explore how this might be better controlled / managed in future.
Northfield District	Housing and Anti-Social Behaviour.
Perry Barr District	To examine and put in place a series of short and medium term action



	plan objectives to address (i) barriers with communication, engagement and coordination between education, jobs, skills, training and volunteering providers (ii) To identify and ensure key target 'hard to reach' groups are accessing the multitude of education, jobs, skills, training and volunteering opportunities available in the district.
Selly Oak District	Does the impact of the regeneration currently happening in Selly Oak reach those residents in the District living in Brandwood and Billesley in relation to jobs and skills opportunities.
Sutton Coldfield District	To identify the services currently available in 3 key areas of the Health agenda, being Obesity, Falls (prevention) and Dementia.
Yardley District	Youth Employment.

5 Key Findings

Different Ways of undertaking Neighbourhood Challenges

- 5.1 The Districts have undertaken their Neighbourhood Challenges on a variety of different topics using various approaches and carried them out in a number of different ways e.g. evidence gathering sessions in committee meetings, workshops, events and visits etc. This is to be expected as Districts vary greatly and have different issues and priorities and the range of approaches to and topics chosen for Neighbourhood Challenges reflects this.
- 5.2 It became clear that a wide range of service providers and partners have taken part in Neighbourhood Challenges including DWP (Job Centres), colleges, the adult education service, businesses, training and skills providers, West Midlands Police, the Fire Service, community based organisations and the Birmingham Social Housing Partnership.
- 5.3 Members were told that at their District Chairs meetings the Chairs have a useful discussion on progress and share emerging best practice. Also, some Districts provide progress updates at their District Committee meetings. This is important and it could also provide a useful forum to work towards a better understanding on some issues, such as antisocial behaviour, where a more common understanding about what does and does not constitute antisocial behaviour would be helpful.

Mechanism for sharing good practice/learning

- 5.4 There was evidence of much good work taking place which should lead to service improvements. For example:
- Perry Barr District and Selly Oak District have set-up a jobs and skills board/panel.
 - Hall Green District have developed a toolkit for Road Safety that others can use and learn from.
 - Erdington District intend to introduce a 'tracker', similar to the one used in scrutiny, so they can check on progress with recommendations made.



- 5.5 Members were informed that the majority of Districts are aiming to have their Neighbourhood Challenge reports ready for the end of March, which is too late for this report. However, the publication of these reports will help share the research and good practice and also, as per Councillor Peter Griffiths, Northfield District Chair:

“It is my expectation that the report recommendations will lead to improved partnership working locally, stimulate discussion and action across the whole City.”

- 5.6 In order to further assist in the sharing of good practice, learning and improvements more widely and in a more systematic way, it was suggested that a more formal mechanism would be useful. This could be done in a number of ways but one way would be **to have Neighbourhood Challenge Reports discussed at City Council to share best practice with all councillors and to shape service improvements.**

Citizen Involvement/Engagement

- 5.7 There was some limited evidence of citizens being involved in Neighbourhood Challenges. For example, Members were informed that in Northfield, ward committees and neighbourhood forums were consulted and the topic of antisocial behaviour was chosen by residents. Nevertheless we need to find ways of empowering and facilitating citizens to become more involved with and to contribute more widely to Neighbourhood Challenges.
- 5.8 **More needs to be done to facilitate wider sharing and promoting of service improvement work with partners and citizens and informing them about how they can become involved. This could be done in a variety of ways such as through the Council and partner websites, through social media and by discussions at ward and forum meetings.**
- 5.9 It was also suggested that **District Committees should have work programmes, similar to scrutiny, so that all councillors, partners and citizens can know in advance what will be coming up and can get involved**, rather than, in some cases, only the District Chair, or a few councillors being involved. This would help to not only share the workload, but also make it easier for more citizens to become involved and contribute to the work and would also facilitate a wider discussion and debate about the big emerging issues in Districts.

Opportunity for cross –party working

- 5.10 It is clear that there has been a lot of good work taking place in the districts and that the neighbourhood challenge provides a genuine opportunity to work collaboratively with partners, to break down silos between teams within the Council and for councillors to work together across the political parties. This seems to be happening widely but Members were also told that this is not necessarily happening everywhere.



Making best use of limited resources

- 5.11 One common thread was the recognition that there are limited resources available in Districts to support the work of Neighbourhood Challenges which can cause some difficulties. Some Districts Heads support two districts and support from other officers is shrinking as the workforce gets smaller. This makes the issue of increasing citizen engagement in Neighbourhood Challenges all the more important.
- 5.12 The suggestion was that **Districts should only do one Neighbourhood Challenge per year in order to be able to do the work justice with the limited resources available.**

Relationship between Scrutiny and Districts

- 5.13 One of the issues which was set out at the start of the inquiry was to monitor the developing relationship between the work in the Districts and what is being done in Scrutiny to see how any potential duplication or overlap is being avoided.
- 5.14 There are some examples of areas where potentially there could have been duplication between the work happening in the Districts and Scrutiny. For example, Scrutiny looked at antisocial behaviour and this was also a Neighbourhood Challenge for Northfield which was dealt with at the District committee. Similarly, scrutiny looked at problems with missed collections and wheeled bins and Erdington District are looking at the same topic at their District committee. However this appears to have been managed adequately to date by officers liaising, feeding back on outcomes and sharing information informally.

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Progress Report on Implementation:

Refreshing the Partnership: Service Birmingham

Inquiry Information

Date Approved at City Council:	9 th 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)	<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>An anticipated date by which the recommendation is expected to become achieved must be advised.</p>
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)	<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>An anticipated date by which the recommendation is expected to become achieved must be advised.</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	a) That the mission statement, objectives and principles of the partnership are renewed, to ensure proper account is taken of: <ul style="list-style-type: none"> 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')				
<p>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)</p> <p>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</p>				

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')				
<p>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.</p> <p>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</p>				

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
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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)				
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				

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.

	have not worked so well);			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')				
<p>a) Examples given in attached evidence pack</p> <p>b) Examples given in attached evidence pack</p> <p>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.</p>				

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')				
<p>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.</p> <p>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)</p>				

No	Recommendation	Responsibility	Original Date for Completion	Cabinet Members Assessment
R06	<p>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:</p> <ul style="list-style-type: none"> 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). 	<p>Deputy Leader</p> <p>Service Birmingham</p>	Ongoing	<p>3- Not Achieved (Progress made)</p> <p>The a most recent contract amendments to be published in late April 2016</p> <p>b and c see below</p> <p>(See p.32. Appendix 4)April 2016</p> <p>(See p.35. Appendix 4)</p>
Evidence e of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>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</p> <p>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:</p> <ul style="list-style-type: none"> a) A brief explanation of how the contract operates is being included in the joint BCC/SB Business Plan <p>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</p>				

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 these issues are also reviewed as part of the actions required to ensure that BCC remains compliant 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')				
<p>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:</p> <ul style="list-style-type: none"> 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

	<p>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.</p> <p>The report back should include a report from the user group</p>		<p>and then ongoing until O&S agree otherwise.</p>	
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
Details of progress included in the supporting evidence pack				



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1 OVERVIEW

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

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

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

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

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

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

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

2 R01A RENEWED MISSION AND PARTNERSHIP PRINCIPLES

2.1 Mission Statement:

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

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

2.2 Partnership Objectives

The Service Birmingham Partnership objectives are to:

- Support and assist the Council in delivering the Future Council Programme and emergent models for service delivery
- Make step-change improvements in the economy, efficiency and effectiveness of the Council’s delivery of services in the context of financial challenges
- Ensure our combined efforts deliver an excellent customer experience
- Deliver value-driven innovative solutions and services to respond to ever-changing requirements
- Support and deliver the Birmingham Business Charter for Social Responsibility
- Recognise the business imperatives of both partners
- Support the Council’s governance model for ICT

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

2.3 Partnership Principles

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

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

- We will allow each party to 'play to its strengths' – jointly contributing the necessary resources to ensure the success of the Partnership,
- We will establish its own unique culture: drawing on and adopting the most beneficial aspects of each party's existing culture – and rejecting those aspects which get in the way of success,
- We will Implement a unified management structure within Service Birmingham with joint representation – operating seamlessly to deliver agreed outcomes, and
- We will establish a working environment at every level within Service Birmingham which is non-bureaucratic, customer focused, and focuses on professional excellence and service improvement.

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

- Deliver it right first time
- Respect our customers and treat them fairly
- Support employee development
- Take ownership and responsibility
- Collaborate and communicate, openly and honestly
- Celebrate success

3 R01B OPERATIONAL PLAN

3.1 Overview

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



SB Business Plan -
Final.doc

3.2 A Strategic Approach

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

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

- Reducing its IT spend where practical
- Challenging unnecessary IT spend (for example duplication of functionality and assets)
- helping to identify opportunities to share systems, capabilities and re-use approaches and solutions
- Finding innovative IT solutions to drive out savings at a price BCC can afford or on a clear invest to save basis
- Supporting the Councils program of application rationalisation and decommissioning
- Challenging ICT that does not deliver value or creates further costs of change (impacts of bespoke systems)

- Reviewing standards and Policies that may add costs where the business risk of not having the same level of compliance in future is low.
- Understanding the current infrastructure roadmap and the controllable spend that can be influenced or the timing of decisions on investment where the solutions and costs can be revisited.
- Working with the Council to bring Service Birmingham and Capita expertise more widely to support the savings challenge and bring innovation and learning from other Capita contracts

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

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

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

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

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

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

- Service Desk Automation - Staff savings as a result of improved Service Desk processes and automation tools
- Lean reviews – looking out how to create efficiencies in the processes to manage the Starters, Leavers and Movers process which is labour intensive within Service Birmingham and for BCC managers
- External trading opportunities
- Telephony – savings and variability as a result of a new corporate telephony managed service contract
- The move of the Council's work with Print Birmingham to the Mansfield site has provided significant savings whilst not adversely impacting jobs within the City.
- Revenues Efficiency Programme – improvements in Council Tax and Business rates collections from better workforce management and automations
- The migration of the Councils IT infrastructure to a new data centre at a lower ongoing cost for the remainder of the contract

3.3 Meeting the Councils Expectations

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

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

3.4 Accountability

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

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

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

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

4 RO1C ANNUAL REVIEWS

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

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

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

5 R02 ATTENDANCE AT BCC MANAGEMENT MEETINGS

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

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

6 R03 DAY IN THE LIFE

6.1 Overview

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

6.2 Outcomes

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

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

6.3 Visits to Service Birmingham

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

6.3.1 Managers Forum

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

6.3.2 People Directorate site visits

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

- IT Client Services Managers
- Carefirst & IT Training lead
- Systems & Projects Business Analysts

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

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

- ICT Service Delivery & Service Management - Process Framework / Service Desk & Service Management / Facts & Figures / Service Catalogue / Trending / Continual Service Improvements
- Testing
- Data and Network Security
- Infrastructure
- Applications
- Application Landscape and Support
- Projects & Portfolio Management

6.3.3 Feedback received:

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

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

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

6.3.4 Place Directorate

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

6.3.5 Open Days

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

7 RO4A EXAMPLES OF NEW PROJECTS

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

7.1 Public Wi-Fi Project

Project Overview

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

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

Successes

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

- Leadership - the project was sponsored throughout its duration within the City Council and Service Birmingham from a senior level.
- The City Council Project Sponsor recognised and acted on escalations from the Service Birmingham Project Manager and / or Project Board.
- Good working relationships – strong working relationships were built between the SB Project



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

- Innovation and commercial acumen – the project required innovative technical and commercial solutions to secure the maximum amount of funding available and deliver the required solutions within the absolute time constraints defined in the grant agreement. In particular, additional funding was secured from the IBF to refresh the entire wireless infrastructure to support a second tranche of buildings, both BCC owned and third party owned, to help DCMS achieve their target and to provide free public Wi-Fi to many more public buildings than would have been possible with the original grant envelope (jointly secured over double the original grant). The refresh of the wireless infrastructure effectively saved over £750,000 from the Councils ICT capital programme without adding to revenue budgets through capitalisation of costs where allowed. Temporary solutions were designed using 4G hotspots to accommodate where network lines could not be installed within the required timelines, thereby protecting the agreed scope of buildings.
- Effective management of multiple third parties - due to its complex nature, the project involved multiple delivery partners including Cisco, O2/Telefonica, CDI and Capita IT Services. Weekly review meetings were established with key suppliers to ensure target delivery dates were achieved and any issues could be discussed and resolved.
- Structured and strong governance - the project was underpinned with an appropriate level of project governance, including:
 - Weekly review meetings with the Project Sponsor provided regular progress updates and ensured escalations were managed effectively.
 - Regular internal project boards within Service Birmingham to ensure that Senior Managers could take any necessary actions to resolve issues if required.
 - The Service Birmingham Project Team generated and communicated a detailed weekly Status Report. This ensured that key stakeholders fully understood the status of the project including any Risks, Issues and Dependencies.

- The financial status of the project was communicated on a regular basis ensuring that the City Council Project Sponsor was adequately informed.
- A communication plan was incorporated into the delivery to manage the political interest and high levels of scrutiny and governance.

Lessons

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

7.2 Windows Server 2008 Operating System Project

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

Successes

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

- The scope of the project was clearly defined at the beginning of the project. The agreed project scope was documented within the approved Project Initiation Document. A formal Project Change Control process was utilised to modify the scope of the project.
- The project was actively sponsored throughout its duration within the City Council by senior owners in both organisations
- The City Council Project Sponsor recognised and acted on escalations from the Service Birmingham Project Manager and / or Project Board.
- An open and honest working relationship between all Project Board members was developed and maintained throughout the duration of the project.
- The project was structured correctly and underpinned with an appropriate level of project governance:



- Formal Project Board meetings were held on a monthly basis. These were recognised by all invitees as being important and attendance was very good throughout the duration of the project
 - All project Risks, Issues, Actions and Decisions were recorded and reviewed via a consolidated RAID Register. Items on the RAID Register were actively managed
 - The Service Birmingham Project Team generated and communicated a detailed monthly Project Status Report to allow all members of the Project Board to understand the status of the project
 - The financial status of the project was communicated on a monthly basis to ensure that the City Council Project Sponsor was adequately informed.
- The user community within the City Council and the support community within Service Birmingham were kept informed throughout the duration of the project via monthly Project Update reports.
 - The highly motivated Service Birmingham Project Team was focussed on the project objectives, their roles and their responsibilities.

Lessons

- There needs to be a better escalation process where a specific team or function experience specific issues not widely faced. The People directorate raised some specific issues around relationships and delivery impacts and there needs to be a more effective process for senior Service Birmingham staff to consider and own resolution of such escalations and feedback.
- Dependencies should have been identified earlier (for example between hardware and software version) and co dependencies tracked more effectively.

7.3 SAP Supplier Relationship Management Upgrade to version 7.03

Project Overview

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

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

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

Lessons

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

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

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

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

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

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

- **Clarity on deliverables** – the Council also felt that Service Birmingham need to pay greater attention to the Statement of Work in terms of understanding key deliverables required as pre-dependencies of the project being delivered. Where gaps were identified these should have been clearly communicated and the impact assessed. Dependant on costs, a review by SAP, as an independent organisation, should be considered for major designs of this nature.
- **User Communications/Training** – version 7.03 of SAP SRM introduced a number of significant changes to the look and feel of the product which in turn needed extensive end user training / change management as part of the upgrade scope.

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

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

- **Resources** – the complexity of the project in the end demanded full time project management which had not been scoped and the challenges this raised were aggravated by absence due to illness.
- **Knowledge transfer** - Key BCC Users struggled to understand due to the lack of knowledge transfer from SB to BCC. Following implementation there should have been post go live support from SB to BSC and it was felt that this was unduly shortened without consultation due to the project overruns and costs.

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

7.4 Sophos SafeGuard Encryption Project

Project Overview

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

Lessons

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

- Issues which occurred during the early stages of the project delayed the initial deployment plan. The go-live date was constrained due to the security risks, therefore daily deployments were increased to meet project timescales.
- Removing the existing encryption software and decrypting took greater effort than planned.
- Insufficient attention was paid to dependences and pre requisites, for example it emerged that testing prior to the rollout had been on machines with full memory and did not take account that some devices would not have this level of memory free to accommodate the new software
- Having unsupported Credant software created a number of issues in the decrypting and removal process and some machines faced conflicts between the two encryption applications
- High volumes of issues were raised due to users with relatively high volumes of data present on local hard drives.

- Devices with a combination of low memory and large user data stored locally were unable to cope with the Credant decryption process and Sophos encryption process running in parallel.
- Communications were reactive throughout the project and would have been improved by utilising a dedicated Communications Lead. Directorates complained that the level of communications was insufficient for this type of change project involving a large user base.
- Increased involvement from the Service Birmingham Service Delivery Managers during the early stages of the project to review and assess the impact on key areas across the city prior to deployment would have minimised escalations and complaints
- The high volume of performance related issues escalated to senior management resulted in floor walkers being diverted away from normal duties which adversely impacted the handling of other incidents raised by BCC users.

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

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

7.5 Projects - Process

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

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

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

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

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

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

8 R04B SUPPORTING THE COUNCIL PRIORITIES

8.1 A Fair City

8.1.1 Promoting Fostering

Overview

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

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

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

Successes

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

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

Next steps

- Proof of Concept through a series of foster care meetups to unlock the potential of existing networks quickly.
- Start to create and share digital content of real experiences from current foster carers.
- Decide on roles and responsibilities from across the organisation to move the project

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

8.2 Improving Children's Safeguarding

- Birmingham City Council's Children's Services has been subject to Government intervention with the appointment by the Department of Education (DoE) of an external Commissioner, Lord Warner, to oversee the significant improvements required to Children's Services. These improvements are designed to ensure that vulnerable children and children at risk or in care in Birmingham are safe from harm and able to achieve in line with every child in the City.
- The Council agreed a 3 year Improvement Plan with the DoE which set out a number of actions that needed to be implemented in Year 1 to make children 'safer', while providing the firm foundation for sustained improvement that would see the Council and partners providing 'Good' children's services by 2017 (as measured through Ofsted inspections).

- To support the change required at the scale and pace needed the Council enlisted the help and support of a number of trusted providers and resources to work alongside them to outline, schedule, plan and ultimately deliver with them the change needed.
- Service Birmingham was approached by senior BCC directors within People to provide Capita expertise (and previously used in the Adult Social Care Transformation) to support them. Service Birmingham secured a Capita Local Government resource, who had himself been a Social Worker, to work with the Children service to help implement improvements for a period of 6 months - October 2014 to March 2015.
- The Capita resource was able to leverage the close working relationship with the Directorate Management Team and wider staff group. He worked collaboratively on key activities that would give the Commissioner Lord Warner confidence and assurance that Birmingham was doing what it said it would do and also that the mechanism was being put in place that would drive and sustain change.
- The Capita resource worked with Council internal teams in Business Change and front line services to develop and write the Children's Services Commissioning Plan that went to BCC Cabinet in April 2015 and was later approved. The Commissioning Plan set out Children's Services commissioning priorities and intentions over the next 2 years.
- In addition to this our resource worked closely with the management team to bring together and draft the report and evidence base to be presented to Lord Warner at the end of Year 1 to evidence the improvement that had been delivered to date against Lord Warner's Directives and the plans in place to deliver sustained improvement in Years 2 and 3. This work is now BCC Early Help and Social Care Plan against which it is measured.
- A further request was made by the Peoples Directorate for the resource to continue to work with them to support the scoping and delivery of the Council's Early Years priorities and intentions, namely a new commissioning model from 2016/2017 and the mechanism to deliver savings against the medium-term financial plan - April 2016 – October 2016. In collaboration with Council staff the Early Years Review was concluded and the Cabinet were presented with a Commissioning Option in June 2016, which they approved to go out to consultation.

8.3 A prosperous city

Local Employment

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

- Although the contractual job promise of 720 new jobs by 2011 has been met, Capita sought to backfill further jobs into Birmingham as the Contract Centre staff vacated Fort Dunlop. Capita Businesses have created 153 jobs in Birmingham for local residents during 2015
- A further three apprentices joined the three year apprenticeship programme in September 2015
- Service Birmingham are also looking to provide work experience shortly within some of our Lean projects providing an insight into Lean methods and skills.

8.4 BCC in the Future

Future Council

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

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

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

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

- Challenging unnecessary ICT spend (e.g. duplication of functionality and assets) and adhering to the Councils design principles
- Supporting the Councils program of application rationalisation and decommissioning
- Finding innovative ICT solutions to drive out savings at a price BCC can afford
- Challenging ICT that does not deliver value or create further costs (impacts of bespoke systems)

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

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

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

- The creation of a proposed new Operating Model for support services
- Undertaking an impact assessment of that operating model
- Ensuring that the proposed redesign will align to the Children's Improvement Programme,

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

8.5 Capita Procurement Solutions (CPS) support to Cityserve

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

- **Cleaning, Food and Catering Equipment Budgets:** Capita P.S were asked to review the Cleaning, Food and Catering Equipment contracts and expenditure with a view to drive value for money for Cityserve. Working with Area Managers, the Council's Corporate Procurement Team and the supply market price, quality and process assessments were undertaken across each of the key contracts. Following product trails and supplier negotiations, c. £80k savings were identified for Cityserve to benefit from.
- **Cleaning Repairs & Maintenance Operations review** - November 2013 to January 2014: Capita P.S was engaged by Cityserve to carry out a review of the cleaning equipment repairs and maintenance service with a view to drive greater efficiency and value for money from the service. A report with recommendations was prepared and accepted by Cityserve. It is understood that the recommendations have now been implemented.
- **Transformation support** – February to July 2014: As a result of the Education Services review the recommendation was made (and endorsed by the Council) to restructure Cityserve in order to achieve cost savings and improve the way services were delivered to clients.
- **Universal Infant Free School Meals** - July to October 2014: Capita P.S was engaged to act as the Project Manager for Cityserve to support the implementation of Universal Free School Meals (UIFSM). This was a mandatory requirement where all infants in Reception, years 1 and 2 are entitled to a free school lunch. Capita P.S provided the Project Management support to cover the following:
 - Attend the weekly programme board meetings with EdSi and Acivico
 - Provide updates on the status of readiness for UIFSM
 - Provide technical and client manager support for alterations to Kitchens, equipment choices, layout etc. The output being to ensure that all schools would be ready to provide meals from September 2014
 - Ensure all Cityserve staff are trained in the safe and efficient use of new equipment, this included bring in third parties e.g. Oven Manufacturers
 - Liaise with Cityserve's supply chain to ensure operational readiness
 - Manage logistics and revisions to conveying routes etc.

- Lead on communications and briefing process for Cityserve staff
- Prepare risk logs and present mitigation plans
- Prepare a contingency plan
- Prepare and manage a final countdown plan to service launch

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

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

- The provision of market knowledge and current strategies for service delivery
- Programme management; production of weekly reports, programme updates and preparation and maintenance of the risk register
- Preparation of a Comms Plan and supporting information
- Support to Equalities Impact Assessment
- Preparation of documentation for Cabinet and other executive level reports
- Access to industry including market soundings and research, support in the preparation of questionnaires
- Full review of the marketplace capabilities and the suitability for future delivery models
- Production of an options appraisal along with scoring criteria and justifications

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

8.6 Other

8.6.1 CSR / Staff Benefit Scheme

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

8.6.2 Birmingham Business Charter for Social Responsibility

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

- The recruitment of 3 additional apprentices
- An annual training budget maintained and additional training provided through our e-learning portal. Training is benchmarked annually as part of the SOCITM survey
- During the financial year ended December 2014 Service Birmingham spent £2,225,316 with 57 Birmingham based suppliers across a third party spend of £14.8m (which includes expenditure with large national providers)

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

8.6.3 Business Cases

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

8.6.4 Service Desk

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

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

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

8.6.5 ServiceNow Planned Improvements

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

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

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

9 R05 CITY COUNCIL IT USER GROUP

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

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

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

10 R06 COMMUNICATIONS FROM SERVICE BIRMINGHAM AND BCC

10.1 R06a - Contract Lite

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

The ICF is working with Service Birmingham to create a “Contract lite” document to provide an overview for BCC Managers of the key principles of the ICT Contract.



10.2 R06b - Transparency of costs

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

- The understanding of the way costs are allocated against Directorates using ‘Spotlight’ and Reporting related issues
- Costing, pricing and charging
- Third Party Arrangements as single contracts and aggregated spend amounting to more than £200k
- Project Costings

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

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

10.3 R06b Benchmarking the Service

The 2015 results are shown in the tables below

Cost Metrics

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

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

Total Cost of Ownership (All devices)

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

Performance of Service

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

10.4 R06b - ICT Capital Programme

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

10.5 R06c - Service Birmingham Risk Register

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

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

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

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

10.6 R06c - Public Services Network (PSN)

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

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

10.7.1 Email security statistics

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

10.7.2 Denial of service attacks

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

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

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

11 R07 PARTNERSHIP PERFORMANCE INDICATORS

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

12 R08 SELLING SERVICE BIRMINGHAM SERVICES MORE WIDELY

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

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

- Reviewing a number of requests to support the implementation of ServiceNow (an application used for ICT service management) in other Capita accounts.
- Looking to support other Capita businesses on work with public sector bodies.
- Initial discussions have taken place with the JV board on these opportunities and the board agreed that Service Birmingham could pursue discussions with interested parties but separate discussions on the governance and commercials would need to be completed in parallel.

12.1 Link2ICT Services - beyond Birmingham

- Working with the wider Capita businesses Link2ICT are now able to offer an expanded set of services to educational customers both within and outside of Birmingham. This includes:-
 - Safeguarding (see also 7.1) - a suite of products that provide schools with a mechanism of identifying, monitoring, escalating and managing safeguarding concerns to maintain the safety and wellbeing of their students. This has become particularly relevant with the recently published Government Guidelines to schools on the need to closely monitor internet traffic and pupil exchanges closely for signs of radicalisation and other threats.
 - Pupil premium eligibility checking service, an online portal to provide parents with access to check, claim and notify schools of their eligibility to pupil premium and a free school meal for their child. This removes the stigma from applying and has been found to increase the amount of pupil premium identified and claimed by schools.
 - BGfL365 – adapted for education, BGfL365 provides schools with access to Microsoft's Office365 product set alongside media rich learning content and full access control to all school data held within the MS environment. This is a new service being launched in 2016 to schools outside of Birmingham.
 - For 2016 Link2ICT are to expand their Internet Service offering to schools and educational sites beyond the current Birmingham network. This will allow for Link2ICT to offer their full service capability to any educational site nationally.

R07 Partnership Indicators (Joint BCC / SB)			1 Year ¹	3 Year	5 Year
	Partnership Objective	Indicator (s)			
1	Support and assist the Council in delivering the Future Council Programme and emergent models for service delivery	See Projects indicator PG1-2 & PD1-5 below			
2	Make step-change improvements in the economy, efficiency and effectiveness of the Council's delivery of services in the context of financial challenges	See Projects indicator PG1-2 & PD1-5 below			
3	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)	Baseline	Improving Trend	Improving Trend
		Annual ICT Survey (benchmarked against other Councils via Socitm)	Baseline	Improving Trend	Improving Trend
		Contractual obligation			
		Produce annual Service Improvement Plan based on the outcomes of the ICT Survey	Baseline	N/a	N/a
		Contractual obligation			
		Annual report of Complaints / Compliments & Comments	Baseline	Improving Trend	Improving Trend

¹ All baselines to be agreed by ICF and SB

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

		Project Completion Customer Satisfaction Questionnaire (see below) Contractual obligation	Baseline	Improving Trend	Improving Trend
4	Deliver value-driven innovative solutions and services to respond to ever-changing requirements	Number of proposals submitted to BCC for consideration	Baseline	N/a	N/a
		% of proposals implemented and savings agreed and delivered	Baseline	N/a	N/a
5	Support and deliver the Birmingham Business Charter for Social Responsibility	Publication of annual plan to support Birmingham Charter signed off by BCC4SR	Baseline	N/a	N/a
		6 monthly monitoring of Birmingham Charter Action Plan	Baseline	N/a	N/a
		Publication of Annual CSR Report	Baseline	N/a	N/a
		Monitoring of the Annual number of opportunities advertised on Find It In Birmingham	Baseline	Improving Trend	Improving Trend
		Annual event for Local Suppliers on the Councils ICT strategy and 5 year vision	First event	Yes	Yes
6	Recognise the business imperatives of both partners	Produce Joint BCC / Business Plan including strategic vision for 1, 3 and 5 years	Baseline	Yes	Yes
		Annual review of ICT Capex investment plan and alignment to BCC'S vision and savings initiatives	Baseline	Yes	Yes

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

		Annual review of the SB the ICT proactivity and innovation in providing technological solutions to meet BCC business needs	Baseline	Yes	Yes
		Evaluate SB staff understanding of the Mission, Vision and values we Share with BCC via annual staff survey (following manager cascade via PDR Process)	Baseline	Improving Trend	Improving Trend
7	Support the Council's governance model for ICT	See Projects indicator below	Baseline		
		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)	Baseline		
8	To be recognised as a strong and sustainable public/private partnership	Awards	Yes	Yes	Yes
		Business growth			
		Annual performance benchmarking (via Socitm)			

Appendix 1 Project Monitoring

R07 Partnership Indicators (Joint BCC / SB)	1 Year	3 Year	5 Year
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NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

PG1		% of new projects request that become live projects	Yes	Improving Trend	Improving Trend
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?	Yes	Improving Trend	Improving Trend
		Savings achieved to be reported annually	Yes	N/a	N/a
PD1	Project Delivery Indicators	% of Projects completed in year, delivered within agreed timescales	Yes	Improving Trend	Improving Trend
PD2		% of projects completed in year under budget / quote in relation to the agreed scope	Yes	Improving Trend	Improving Trend
PD3		% of projects completed in year over budget / quote in relation to the agreed scope	Yes	Improving Trend	Improving Trend
PD4		% of projects completed to agreed specification	Yes	Improving Trend	Improving Trend
PD5		% of projects that had one or more change requests			

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

Previously used Projects Questionnaire – agreed with ICF

Customer Satisfaction Survey

Project Details	
Planview Reference:	
Project Name:	
Directorate:	
Delivery Team	
Project Manager:	
Project Sponsor/Client:	
Date Sent:	
Date Received:	

Please return this questionnaire to pmo.support@servicebirmingham.co.uk		
1	Was the project delivered within the agreed timescales?*	Responses via dropdown selection boxes
2	Was the project delivered within / under the agreed budget?*	

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

3	Was the project delivered to the agreed specification?*	
4	Did BCC define how the cashable and non-cashable benefits delivered by this project will be measured and exploited?	
5	Have the anticipated business benefits from this project been achieved or are they still expected to be achieved?	
6	How would you rate the responsiveness of the Project Manager provided by SB?	
7	How would you rate the quality of the information that was agreed to be delivered throughout the lifespan of the project? (E.g. Project Initiation Document, Highlight Reports, meeting records, etc)	
8	How would you rate the management of risks and issues relating to the project by the SB Project Manager?	
	New Questions	

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

	Some questions on quotation process – speed, innovation in solution, ownership, vfm?	
	How creative was the SB team in bringing solutions to this project?	

Service Birmingham would welcome any further comments that you would like to make relating to our performance in the delivery of this project

Please use the box below

NB some PMs will be resource dependent and will need the new ICF Future Operating Model in Place

Report of:	Deputy Leader
To:	Corporate Resources Overview and Scrutiny Committee
Date:	12th April 2016

Progress Report on Implementation: A means to an end – increasing participation in sport and physical activity

Review Information

Date approved at City Council:	3 rd February 2015
Member who led the original review:	Councillor Zafar Iqbal
Lead Officer for the review:	Jenny Drew
Date progress last tracked:	N/A

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

1	Scrutiny Office guidance on the tracking process
2	Recommendations you are tracking today
3	Recommendations tracked previously and concluded

For more information about this report, please contact

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E-Mail:	Karen.creavin@birmingham.gov.uk

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
1: Achieved (Fully)	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
2: Achieved (Late)	The evidence provided shows that the recommendation has been fully implemented but not within the timescale 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 the timescale specified has not yet expired.

Appendix 2 : Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	<p>a) Continue work to identify and remove barriers to engagement for all citizens, especially the hardest to reach and most inactive.</p> <p>b) Work with existing structures like Sport Birmingham's Network, the Active Wellbeing Delivery Board, Wellbeing Service Operations Board and NGB forums to take a whole systems approach to identifying and building an effective delivery network for sport and physical activity such as walking; so that resources are grown and put to best use in order to bring the biggest benefit to inactive communities.</p> <p>c) Bring all stakeholders together on an annual basis to agree a shared action plan that goes beyond sport into wider activity initiatives and active travel.</p>	<p>Deputy Leader/Cabinet Member for Health and Wellbeing</p> <p>In partnership with Sport Birmingham and University of Birmingham School of Sport, Exercise and Rehabilitation Sciences</p>	September 2015	1

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

a). There is an over representation of the most deprived attending the wellbeing service activities. Specific work includes the work done on This Girl Can, as well as revised opening times and offer throughout Ramadan last year. As well as specific work on delivery like this, we also contribute to the national debate on identifying and removing the barriers to engagement. This is the whole focus of the work being undertaken within the Wellbeing service and also in partnership with organisations like Sport Birmingham, Saheli, Birmingham Open Spaces Forum, Bidgley Power, Age Concern and so on.

b). Strong partnership working exists in this area and there are a number of overarching strategic bodies that come together regularly including the wellbeing operational board, the Sport Birmingham Board, and then effective collaboration with the university, community groups and individuals. Sport Birmingham convened the first meeting of the 'Community Sport Alliance' involving members from public, private and voluntary sectors representing sport, activity and health. This group's purpose is to support the existing delivery network of providers of activity in Birmingham and identify new deliverers; through partnership work to seek to bring in investment to help with this purpose.

c) The work on active citizenship brings all stakeholders together and is being steered through the Health and Wellbeing Board. There will be a HWB workshop in April on this issue.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	Ensure that a target is set and signed up to across all relevant agencies to aim to make Birmingham the most improved City/City Region, in terms of physical activity levels, in the country (by 2017) to recognise the importance of work in this area.	<p>Deputy Leader/Cabinet Member for Health and Wellbeing in partnership with Sport Birmingham and University of Birmingham School of Sport, Exercise and Rehabilitation Sciences</p>	September 2015	1

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

Our active people results have shown an increase again against trend. Sport England recently sent a letter to the improvement panel endorsing the progress made and citing Birmingham as a trail blazer in terms of our approach. Further to 'Active People' soon to be replaced by 'Active Lives', there is a commitment to strengthen and capture and share local activity data, this being specially piloted with support from Sport England in Birmingham.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	Ensure that the City Council and partners explore how to incorporate innovation and the 'unusual suspects' such as Saheli and others into delivery, so that the inactive are catered for within the sport and physical activity pathway. Examples could include 'buddying' into current and future sports and physical activity projects to encourage sustainable physical activity.	Deputy Leader/Cabinet Member for Health and Wellbeing	September 2015	1

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

Wide range of partners involved in partnership and collaboration across the city. these include: Saheli, Bidgely Power, Sustrans, Push Bikes, CTC, St Basils, Midland Heart, Barnardos, Age Concern, BOSF, Northfield Eco Centre.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R04	<p>a) Ensure that the City Council continues work to develop an evidence base for future work with national and local partners to evaluate lessons learned on ensuring the diversity of the city's population in increasing participation in sport and physical activity.</p> <p>b) This should include further specific work identifying the barriers for women and specifically for women from BME groups in engagement in sport and physical activity.</p> <p>c) Explore the feasibility of a further Overview and Scrutiny committee investigation in the new municipal year to report back on b).</p>	Deputy Leader/Cabinet Member for Health and Wellbeing	September 2015	1

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

- a). Sport England have sited the city council as a trail blazer in this work nationally and the recent DCMS strategy further reinforces the direction of travel for the work being done here. We are working with Sport England on a national pilot around using activity for Community Cohesion.
- b) Initial work with TGC and other joint projects with Saheli has informed our work to date. There are further opportunities to continue to work jointly with the university to demonstrate the impact of This Girl Can across a wide range of women locally, nationally, and internationally.
- c) We would be very keen to look at further work with O&S committee around barriers for BME women.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R05	That the potential for workforce initiatives that include student placements/volunteers to support an improved evidence base and increased range of 'community activators' for physical activity projects (for example those undertaken with third sector partners) be explored with University partners and other third sector providers. Work with schools, particularly primary schools, is key and this should be integrated into any initiative.	Deputy Leader in partnership with the University of Birmingham School of Sport, Exercise and Rehabilitation Sciences and other relevant Further and Higher Education establishments along with Third Sector Organisations	September 2015	1

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

Sport Birmingham leading a piece of work with us and Sport England around developing a new workforce for the future. This will feed into the new DCMS strategy requirements too. We currently work in co-production with community groups and volunteers to develop the projects.

The project named 'The Birmingham Way' seeks to explore and evidence crucially what approaches to workforce development are most effective in ultimately engaging and inspiring the local population to become and to stay more active; together with a tandem pilot in Nottingham this will create new insight that will be showcased nationally; the work will complement the successful the successful approach being taken by Wellbeing Services and Sport Birmingham with community activators and community mentors.

Sport Birmingham is driving forward the PE and School Sport agenda, having formed a new strategy board and begun engagement with the BEP, developed an Education mentors programme, ran a Head Teacher conference and a PE & Sport Practitioner conference with national and local partners.

Partnership work with the University of Birmingham has established a solid Masters level Work placement programme during 2016 along with a visiting lecture exchange.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R06	That the City Council looks at ways to reduce bureaucratic processes that might act as barriers to engagement and participation within its service provision, for example exploring the scope to streamline existing induction processes and those for new wellbeing centres to make it easier for potential users to use them.	Deputy Leader	September 2015	1

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

There are concerns about some of the additional bureaucracy that has been created having more than 1 provider across the city, but plans have been put in place to rectify this with the installation of the new IT systems for BCC. This will continue the work done to date to identify and reduce the barriers to engaging in activity.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R07	That the StreetGames approach is incorporated into future work on sport and physical activity, to ensure that young people in Birmingham have access to non-	Deputy Leader	September 2015	1.

	traditional sporting activities in their local area. The concept of recognising Birmingham as a 'StreetGames' city be explored and further capitalised on.			
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Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

Streetgames are embedded within Active Parks in the city and a strong working relationship is evidenced in the city through the variety of joint working being undertaken. This includes both generic programmes for young people as well as specialised programmes for young people including the weight management programme Fizzical. The 'Sportivate' programme, commissioned through Sport Birmingham, has seen over 100 projects deliver and focus on areas of most need and has a new bias towards less traditional sports.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R08	<p>a) That Councillors be both kept up-to-date with local activities in which the Council is a partner (e.g. relevant Active Parks programme schedules) and contacted at the project inception stage to inform who the Council and partners might work with locally to recognise their local knowledge and connections which could support active lifestyles</p> <p>b) That this is integrated into work with Public Health and District Committees on healthy priorities and outcomes for Districts.</p>	Deputy Leader/Cabinet Member for Health and Wellbeing	September 2015	1

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

This is ongoing. Mechanisms are in place within the service to ensure that as much as possible members are briefed about activities in their area as well as city wide.

Many districts have successful Health and Wellbeing plans; and officers are supporting districts when requested on identifying health and wellbeing priorities to improve healthier outcomes for their local communities which includes local assets such as parks, cycle routes etc.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R09	That the City Council develops further existing policies to increase activity at work and campaigns both internally to its staff and Councillors and with partners to encourage the breaking up of sedentary time during the working day alongside increasing physical activity using lessons learned from local evidence-based campaigns.	Deputy Leader/Cabinet Member for Health and Wellbeing in partnership with University of Birmingham School of Sport, Exercise and Rehabilitation Sciences	September 2015	1

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

This work is being led by Sport Birmingham for the city. In addition both Big Birmingham Bikes and the runbirmingham project have had specific elements for the workplace within them that have been extremely popular.

Sport Birmingham run 'Workplace Challenge' and the CEO now chairs the national group for workplace wellbeing; this provides an opportunity for the council to lead the way and commit to the programme on mass, with the 'challenge' providing an on-line activity logging platform, and off-line offer of activity facilitation including business games events, and further a broader wellbeing consultation and assessment opportunity for organisations and business in Birmingham.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R10	Ensure all future major developments including transport are 'active lifestyle-proofed' to avoid inadvertently reducing opportunities for physical activity and active lifestyles through the use of the Cabinet Report Public Health Test for reports, shortly being introduced into the reporting template.	Cabinet Member for Health and Wellbeing/Cabinet Member for Development, Transport and Economy/Chair of the Planning Committee	September 2015	1

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

Through the Travel Planning process that encourages take-up of sustainable modes of travel, we are developing a Supplementary Planning Document to capture good practice and embed positive outcomes. To some extent this already occurs, however, what we are introducing is a monitoring of the implementation of the Travel Plans. This is not specifically aimed at sport, but does promote more active and suitable travel habits, which support healthy lifestyles, as well as, improve the environment, (improving air quality and reducing highway congestion). We are currently developing the work programme to deliver this.

We have developed a planning toolkit for local use which is adapted from the national "Healthy Urban Development" standards. This is being piloted in the Langley development and will be used in the Smithfield master plan.

Through the Birmingham Cycle Revolution programme, Top Cycle Locations are supporting businesses and other institutions to promote cycling in these organisations; and providing grants for facilities, including cycle parking, repair equipment and showers.

The original desire for a public health test was put on hold whilst there was a corporate view on making reports simpler and easier to follow (as part of the Kerslake recommendations) This is an ongoing process.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R11	That Planning colleagues provide clarity about the best way for the local authority to ensure that work on the Community Infrastructure Levy (CIL) Regulation 123 enables an appropriate percentage of CIL monies to be directed towards capital and particularly revenue which support active lifestyles and wellbeing – these could include public art.	Deputy Leader/Cabinet member for Health and Wellbeing/Cabinet Member for Development, Transport and Economy	September 2015	

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

The Regulation 123 list includes many projects to address sports participation and increase physical activity and health in general. Specifically, these are:

- Natural Health Improvement Zones
- Intelligent Health SMART Routes
- City wide sport and leisure provision (including Active Parks)

- Parks infrastructure growth schemes
- Canalside improvements

The Regulation 123 list also includes public art and public realm projects.

The Regulation 123 list can be reviewed regularly with appropriate consultation to ensure it reflects the balance between S106 funding and CIL funding. We anticipate a review at least annually. Decisions regarding the final CIL funding allocation will be made at Cabinet level and must demonstrate the support the growth of the city. CIL funds can be spent on revenue or capital.

In addition, we retain the ability to sign S106 agreements, linked to individual developments. These can provide additional health benefits through e.g. creation of new parks and public open space, as well as the improvement of existing open space. The individual requirements will be assessed against each planning application. Similarly, there is no requirement to spend S106 only on capital. However, the spend purpose should be included within the legal agreement, so if that project will support maintenance or revenue support, this should be included within the relevant clause within the agreement.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R12	That progress towards achievement of these recommendations is reported to the Culture, Learning and Skills Overview and Scrutiny Committee in September 2015. The Committee will schedule regular progress reports until all agreed recommendations are implemented.	Deputy Leader	September 2015	1
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
Reporting into Corporate Resources Overview and Scrutiny Committee April 2016.				



Corporate Resources O&S Committee: Work Programme 2015/16

Chair: Cllr Waseem Zaffar

Committee Members: Cllrs: Randal Brew, Marje Bridle, Tristan Chatfield, Mick Finnegan, Jon Hunt, Changese Khan, Narinder Kaur Kooner, Chaman Lal, Yvonne Mosquito, Gary Sambrook, Ken Wood

Committee Support: Scrutiny Team: Emma Williamson (464 6870), Jayne Power (303 4810)
Committee Manager: Victoria Williams (303 7037)

1 Meeting Schedule

Date	Item	Officer contact
16 June 2015	Informal Meeting	Emma Williamson/Jayne Power, Scrutiny Office
14 July 2015, 2pm Committee Room 2	Member development: <ul style="list-style-type: none"> Update on Member Development Programme Members as community leaders (Citizens UK – to be confirmed) <i>Outcome:</i> to support the development of a member development programme	Emma Williamson, Scrutiny Office / Tina Morris, Senior HR Practitioner - OD and Learning
	The Customer Journey: <ul style="list-style-type: none"> Briefing on work undertaken by former Governance, Resources and Customer Services O&S Committee; Customer satisfaction trends analysis Briefing note on complaints process <i>Outcome:</i> to agree two or three key lines of enquiry	Chris Gibbs, Service Director, Customer Services / Paula Buckley, Assistant Director, Customer Services Centre
08 September 2015 Committee Room 2	<i>Report of the Leader</i> Part 1: To answer questions on the Leader's Policy Statement, the Boundary Commission work and the Combined Authority	Deborah Harries, Head of Public Affairs / Ifor Jones, Service Director-Homes and Neighbourhood
	<i>Report of the Leader</i> Part 2: To update members on the Future Council programme, including discussion of: <ul style="list-style-type: none"> Financial strategy <i>Tracking:</i> Are Ward Committees Fit for Purpose <i>Tracking:</i> Devolution – Making it Real 	
	Terms of reference: customer journey inquiry	Emma Williamson/Jayne Power, Scrutiny Office



Date	Item	Officer contact
21 October 2015 1pm Committee Room 2	<i>Deputy Leader:</i> <ul style="list-style-type: none"> Update on HR Finance reporting 	Jon Warlow, Director of Finance Jonathan Evans/Kathryn Cook, HR
	Council Tax Localisation	Chris Gibbs, Service Director, Customer Services
27 October 2015 2pm	Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> To set out key priorities <i>Tracking:</i> Council Commissioning and Third Sector Organisations 	Jon Lawton, Cabinet Support Officer Nigel Kletz, Assistant Director Procurement
	Report back on Golden Square	Emma Williamson, Scrutiny Office
10 November 2015	<i>1100 hours: Visit to Contact Centre</i>	
	<i>1400 hours: Inquiry session: Customer Journey Committee Room 6</i>	
8 December 2015	Deputy Leader's Update	Rebecca Grant, Cabinet Support Officer
19 January 2016	Leader <ul style="list-style-type: none"> To set out key priorities 	Deborah Harries, Head of Public Affairs
	Deputy Leader <ul style="list-style-type: none"> Month 8 Revenue Monitoring and Grant Announcement Update Children and Families with No Recourse to Public Funds – Action Plan Update Performance of Property Portfolio 	Rebecca Grant, Cabinet Support Officer Jon Warlow, Director of Finance Brendan Seward, Team Manager Peter Jones, Director of Property Services
9 February 2016	District and Ward Arrangements	Ifor Jones, Service Director – Homes and Neighbourhood
	City Council Meetings/Agenda	Emma Williamson, Scrutiny Office



Date	Item	Officer contact
8 March 2016	<p>Update on District and Ward Arrangements and City Council Meetings/Agenda</p> <p>Cabinet Member for Commissioning, Contracting and Improvement</p> <ul style="list-style-type: none"> To report on progress made over the year <i>Tracking:</i> Council Commissioning and Third Sector Organisations <p>Report back on Procurement of Fleet & Waste Vehicles</p>	<p>Emma Williamson, Scrutiny Office</p> <p>Jon Lawton, Cabinet Support Officer</p> <p>Emma Williamson, Scrutiny Office</p>
12 April 2016	<p>Leader</p> <ul style="list-style-type: none"> District and Ward Arrangements City Council Meeting <p>Deputy Leader</p> <ul style="list-style-type: none"> <i>Tracking:</i> Service Birmingham <i>Tracking:</i> Increasing Participation in Sport and Physical Activity 	<p>Ceri Saunders, Head of Cabinet Office</p> <p>Nigel Kletz, Assistant Director, Procurement/Tony Lubman, Chief Executive, Service Birmingham</p> <p>Karen Creavin, Head of Birmingham Wellbeing Services</p>

2 To be Scheduled

- Budget Consultation meeting
- Birmingham Highways and Amey – Contract Performance Update
- Governance: Cabinet system
- Member development update
- Acivico – Contract Performance Update

3 Other Meetings

Call in Meetings

None scheduled

Petitions

None scheduled

Councillor Call for Action requests



None scheduled

The Committee approved Tuesday at 1400 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.

4 2016/17 – Programming Standard Items

4.1 As the 2015/16 year has progressed, members have identified some recurring items that need to be scheduled in from the start of the year. These are set out in the table below:

Date	Item
June 2016	<ul style="list-style-type: none">Work programme discussion
July 2016	<ul style="list-style-type: none">Leader's Policy Statement (assuming presented to City Council the previous month)Financial monitoring: 2015/16 year outturn and Month 2 monitoring
October 2016	<ul style="list-style-type: none">Financial monitoring: Month 5 Revenue Monitoring
December 2016	<ul style="list-style-type: none">Financial monitoring: Budget Consultation
January 2016	<ul style="list-style-type: none">Financial monitoring: Month 8 Revenue Monitoring and Grant Announcement Update

5 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Corporate Resources remit.

ID Number	Title	Portfolio	Proposed Date of Decision
000318/2015	Discharge of Accountable Body Arrangements for AMSCI – Standing Item	Leader	17 May 2016
000812/2015	Winning Resources for Birmingham City Council Priorities – Standing Item	Leader	17 May 2016
000957/2015	Shelforce Project	Leader	17 May 2016
001203/2016	City Centre Chamberlain Buildings	Leader	17 May 2016
001429/2016	Disposal of Surplus Properties	Leader	17 May 2016
001613/2016	Creative Equity Fund – Investment Strategy – Public	Deputy Leader	19 April 2016
001382/2016	Outturn Report 2015/16	Deputy Leader	17 May 2016
000246/2015	HS2 Programme Delivery Plan and Resource Requirement	Deputy Leader	28 June 2016



ID Number	Title	Portfolio	Proposed Date of Decision
000598/2015	Replacement of IT systems for the Wellbeing Service	Deputy Leader	28 June 2016
000261/2015	Tender Strategy for the Sale of the Kick Start Residual Loan Portfolio (P0260) – Public	Commissioning, Contracting and Improvement	19 April 2016
000930/2015	Procurement Strategy for the Hire of Small Mechanical Sweepers (T69) – Public	Commissioning, Contracting and Improvement	19 April 2016
001135/2016	Contact Centre provider for out of hours call handling (P0291) – Public	Commissioning, Contracting and Improvement	19 April 2016
001475/2016	Fresh Milk & Dairy and Morning Goods – Public	Commissioning, Contracting and Improvement	19 April 2016
000286/2015	Council Print Strategy and Associated Procurement Strategy – F0248 – Public	Commissioning, Contracting and Improvement	17 May 2016
000288/2015	ICT Investment and Strategy – Public	Commissioning, Contracting and Improvement	17 May 2016
000606/2015	Arboricultural Services (Non Highways) – P0252 – Public	Commissioning, Contracting and Improvement	17 May 2016
001104/2016	Procurement Contract – Public	Commissioning, Contracting and Improvement	17 May 2016
001473/2016	Electronic Bill Payment Service – P0171 – Public	Commissioning, Contracting and Improvement	28 June 2016

