



CORPORATE INFORMATION SYSTEMS/INFORMATION
TECHNOLOGY AND INFORMATION STRATEGY

Version 7.0

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1.0 THE VISION FOR BIRMINGHAM

The council's vision for its future is contained in the **Sustainable Community Strategy: Birmingham 2026**, which outlines the developments anticipated up to 2026. The core of the vision is:

“It’s 2026.... Birmingham is a globally comprehensive city contributing fully to the thriving, prosperous and sustainable city region. Birmingham people have high aspirations, and the skills and opportunities they need to succeed. Birmingham is a safe, clean and friendly city that is tackling climate change and enhancing the local environment. People are healthy and enjoy living together. It is a great place to live, learn, work and visit: a global city with a local heart.

The high level, medium term corporate plan for the Council is set out in the Business Plan and its associated documents. The Corporate Information Systems/Information Technology and Information Strategy sets out the systems, technology and information services needed to support delivery of the vision in the Council Business Plan and Budget 2012+. As of May 2012 the new leadership of the council has indicated that there are many changes planned for the structure and the work of the organisation. This strategy is in line with the current Council Business Plan 2012+ and will be reviewed when more detail of the proposed changes and their implications for IS/IT and Information services becomes apparent.

2.0 THE VISION FOR IS/IT AND INFORMATION SERVICES

The vision for information systems, technology and services is for an effective, efficient and reliable set of services which supports the achievement of the outcomes described in the Business Plan. The key strategic objectives that will enable this vision are:

- to maintain a set of applications which provide flexible, reusable, integrated application services
- to have the technology, business awareness and information structure in place to support the commissioning from and/or sale of services to other organisations
- to provide system integration and information exchange with new service delivery bodies
- to have a consistent and comprehensive approach to creating, storing and using knowledge, information and data
- to make informed decisions on the procurement of new systems and services
- to have a governance process that ensures consistency, coherence and value for money whilst ensuring accessibility and longevity
- to have increased transparency of spend and performance information
- to have an innovative approach to IS/IT and information services including exploitation of mobile technologies as a delivery channel and as an enabler for internal agility and flexibility
- to increase the use the Web as a primary platform for service delivery and to enable collaboration.

The council needs to continue to work towards the target of making £400m in savings over 4 years, £213m of which were made in the first year. It is doing this by becoming increasingly a strategic commissioning authority rather than one engaged in delivering all of its services directly, 'enabling' and 'empowering' individuals and communities to be self sufficient. The Council Business Plan and Budget 2012+ lays down clear priorities and principles for future service design, and IS/IT and Information Services will need to be re-engineered to support this. It is this re-engineering that will provide the council with scalable more flexible applications and standard interfaces to enable the delivery of the IS/IT and Information vision and strategic objectives.

The Business Transformation programme has been a major vehicle for delivering back office and efficiency savings, wherever possible through innovation. An example of this is the Working for the Future Programme which enables agile working alongside rationalisation of the property portfolio. Service Birmingham has been responsible for delivering the technology needed for the transformations and continues to provide the council with an ICT service that supports and aligns with the Business Plan 2012+.

The Corporate IS/IT and Information Strategy balances the constraints of the current financial position with other internal and external pressures and the need to continue to ensure services are provided in the most efficient way. It also provides a way of assessing the potential benefits of new and innovative technologies.

2.1 Key External and Internal Drivers and the Impact on IS/IT and Information Strategy

The council's work does not take place in a vacuum. The vision and strategy for IS/IT and information are influenced by many external drivers. The key external/internal drivers and their impact on the Corporate IS/IT and Information Strategy are:

Future Funding Position of the Council

The majority of the council's income comes from central government. The government's spending review 2010 identified a 28% reduction in funding which forms part of the £400m savings that need to be made.

The government has stipulated that spending on health and education must be protected resulting in savings falling more heavily on other council services.

The strategic partnership contract between Capita and Birmingham City Council, delivered by Service Birmingham, has already been renegotiated to support the savings targets and provide more flexibility in charging as the council's staffing levels reduce.

Information technology is a driver for efficiency. The council's funding position will mean that it will need to consider giving greater scrutiny to proposed future IT investments including 'invest to save' opportunities.

The Changing Role of the Council

The government's spending review of 2010 introduced significant cuts in public spending. Over the past year the government has also announced a significant set of policies aimed at:

- increasing the diversity of service providers
- devolving central power to local government, and local government power to communities
- encouraging and enabling people to play a more active part in society including the delivery of services
- promoting best use of public sector resources including prevention through improved partnership working
- recognising the needs and impact of "troubled families".

In addition to this, the council will increasingly take responsibility for the transition/transformation of public health and health improvement (currently planned to begin in April 2013), involving all council services to help reduce health inequalities across Birmingham.

The impact of these changes in role is that services will be redesigned. Information technology, information systems and data need to be flexible enough to accommodate the changes in service provision and the need to work differently. This will bring new challenges for each of the five key components within this strategy, for example the extension of shared budgets, increased security implications and issues of information and data ownership.

Commissioning

As part of developing an enabling and empowering council, there will be a need to develop more personalised services and joint service delivery with a range of public and private sector partners. Directorates will need to work with partners to improve value for money, fill service gaps and smooth the transition between statutory services.

Birmingham City Council is looking to become increasingly a Strategic Commissioning Authority and will move away from providing services as its default approach. It will look to explore what alternative options there are for providing each service.

There will be a number of ways of doing this, such as in-house, through a joint venture with partners, a management buy-out, a Trust, an arms length company, a social enterprise, outsourced or a mixture of these.

There will be a need to ensure that systems used for service provision integrate seamlessly and securely. Compliance with existing and future ICT controls and processes, such as Government Connect, will ensure appropriate levels of protection of sensitive or confidential data. Existing and future service providers will have to work collaboratively with the council to achieve this. There will be an increasing need for access to service information and business intelligence to support client management of service delivery.

Council information is a valuable asset, and effective information management will be even more important as we move to these new ways of working. The quality, stewardship and validation of this information will be an essential part of the way the council operates in the future.

The key objective of this Strategy is to provide consistent and reliable information and data, technology that enables different ways of working and delivering services, as well as IT commissioning that provides value for money. The 'New Deal' contract with Service Birmingham that came into effect in April 2011 provides additional flexibility to support the council in the redesign of service delivery. Future commissioning must take account of this contract when identifying any savings.

Government ICT Strategy

The Government ICT Strategy published in March 2011 reflects the long term priorities of the present administration and its vision of ICT for the wider public sector. The revised strategy includes a greater emphasis on interoperability, access to information and personalisation.

The main objectives of the Government ICT Strategy are to move towards greater use of cloud computing, a common secure infrastructure with proven common solutions, policies, and standards and increased opportunities for the use of open source software. The move to a Public Services Network will form a major part of this work.

The Government's ICT strategy will impact the way IS/IT services are procured, provided and managed across the whole public sector. However consideration would need to be given to how the council continues to work in partnership with private sector organisations and groups.

Cloud Computing

The arrival of cloud computing is part of a wider move to seeing the world-wide web as a primary platform for delivering services both to citizens and customers and within and between organisations. The facilities available on the web have moved on from the largely static display of information to allowing complex transactions to be completed. In addition, access to these transactional services is being extended from the traditional PC platforms to other consumer devices such as tablets and smart 'phones.

Cloud computing offers the opportunity to the council of having its infrastructure, applications, and business processes delivered as a complete service, over the Internet or using our own network. Cloud computing models vary and the choice of the appropriate model is a key requirement.

Cloud computing can provide elasticity and scalability, meaning that services are provided according to demand and it is easy in principle to scale up or down with changing requirements. However there are a number of issues to be considered including reliability, security, standards, compliance, manageability and governance.

One major impact of this would be the way in which IS/IT services are supplied to and managed by the council. The council recognises that savings may be made by using cloud services. However consideration must be given to current contractual obligations and perceived benefits balanced against the additional risks of operating in this way. Cloud computing does not always save money and replacing 'like for like' systems and processes may prove more expensive.

Although the council is becoming a commissioning authority with devolved responsibility there is still a need to ensure that information continues to be secure, accessible and shared where appropriate. The big gains will require seeing the deployment of cloud services as part of a strategic change linked to the changing delivery models and increased collaboration with partners.

Developing Birmingham as a Smart City

Improvements in technology and techniques of managing and analysing data are providing the council with the opportunity to achieve its ambition to become a Smart City. This involves increased support for and investment in improved infrastructure, including 4G wireless and data services and access to high speed broadband services. Developments in handling "big data" and the automatic analysis of significance (the "semantic web") are making it easier for the individual or small business to extract significant value from publicly available data.

However, these technical improvements need to be matched by greater cooperation among public sector agencies and with appropriate partners in the commercial and education sectors. This will include collecting or aggregating data on key services such as health and transport as well as traditional council services.

Public Access to Data and Social Networking

Central Government has made a commitment to making more information available free of charge to the public. Providing public access to data in formats which will promote re-use is now a major requirement of information services throughout the council.

The council also has a duty to inform, consult and involve representatives of local people about the decisions it makes. All Birmingham City Council directorates will engage with and listen to local people, communities and voluntary sector organisations to understand what the local issues are and to ensure that they have an involvement in shaping service provision and are kept informed about service performance.

Making council information available both to improve transparency and encourage the growth of new industries will be a major feature of the work of all services.

The ICT industry itself has been undergoing technology shifts with an increasing move to technologies delivered on or for the Internet. These are driven both by cost pressures and by trends towards deploying and using more collaborative technologies and, in particular, social networking technologies.

There is a need to be innovative in the ways in which ICT can be used to deliver data automatically to meet the growing requirement for public access. Consideration must be given to the accuracy and consistency of information and to standards for metadata and basic file formats.

Internet and social networking technologies offer opportunities for improved consultation, communication and access to services. The use of social networking has already opened up opportunities for greater engagement with citizens and in particular with young people.

Cutting CO2 for a Smarter Birmingham

By 2013, the council intends to reduce CO2 emissions by 25% (from 2007-08 baseline), while its longer term vision is to reduce it to 60% by 2026.

The main impact of this will be the need to ensure that ICT services achieve maximum sustainability and thereby help to decrease the council's carbon footprint. All ICT hardware will need to conform to the latest sustainability standards/recommendations. Greater re-use of surplus ICT equipment alongside recycling in the most efficient manner, will contribute to reducing the carbon footprint and ensuring any potential financial returns are realised.

In addition to this the continuing utilisation of ICT to support agile working reduces the need for some staff to travel to or between places of work contributing to a reduction in the council's carbon footprint.

The Changing Workforce

By 2014/15, it is anticipated that the council will have redesigned its structure and will have a considerably reduced workforce.

The ICT infrastructure that supports the larger organisation will need to be reviewed and changed to meet the requirements of the future smaller organisation. It will also need to sustain a major investment in the services needed to support a more agile workforce. Changing work practices will need matching changes in the delivery of information, collaboration and the use of services (such as social media) and technology which supports these changes.

The ICT service and infrastructure will need to be flexible and responsive enough to support the council in the redesign of its service delivery and in making the required savings. The flexibility to accommodate these changes has been built into the 'New Deal' contract with Service Birmingham any new commissioning must take account of this. However, it is not always possible to shrink investment/costs at the same rate as service redesign due to existing

and previously agreed commitments. This is likely to impact the rate at which potential savings are realised.

Alongside this, it is important to ensure the highest levels of availability of key information i.e. that it is provided in the right place at the right time so that the smaller organisation is able to continue to function effectively.

2.2 Additional Key Drivers Birmingham City Council Directorates

The vision and strategy for IS/IT and Information are also influenced by many internal/external drivers in each of the council's directorates. These are outlined in the Council's Council Business Plan and Budget 2012+ and the key ones are summarised below.

The effective use of the appropriate information technology will enable directorates to make their services as efficient as possible, and provide best value for money.

Adults and Communities

Adults and Communities approach to adult social care is based on personalisation. This is in line with the Government's commitment to transforming adult social care. The directorate's business plan includes plans for achieving savings of £191m by 2017/18. The priorities for 2012/13 will be:

- to invest in and develop preventative services
- to develop enablement services
- to provide social care funding through individual budgets to meet assessed eligible needs
- to develop and change social care services to meet the needs of people in Birmingham
- to invest in social care services to benefit people's health
- to take lead local responsibility for the transition of public health into local government (currently planned for April 2013).

Children, Young People and Families

The previous structure and operational arrangements in the CYPF directorate were not considered suitable to deliver the directorate's priorities for 2012/13 in a sufficiently integrated way. These priorities are to:

- protect children from significant harm
- improve engagement in learning and achievement in education
- reduce health inequalities.

Changes to children's social care service arrangements introduced in September 2011 will need to be further developed throughout 2012/13. Education and Commissioning services will continue to tackle variability in terms of individual school performance with their emphasis on facilitating school-to-school support.

Corporate Resources

The directorate has undergone significant change and continues to make significant contribution to the savings challenge whilst providing support services to meet the council's changing needs.

Development

The Development directorate has completed the first phase of its reorganisation. The new structure has enabled greater integration and a new improved customer focus to planning and regeneration services. It reorganises the 'core' strategic and regulatory functions under two Service Directors - Sustainability, Transportation and Partnerships and Planning and Regeneration.

The directorate's priorities are focussed to ensure that limited resources are directed to areas which will have the greatest impact and benefit to the citizens and economy of Birmingham.

Acivico

Acivico is a new Birmingham City Council Wholly Owned Company (WOC) that delivers various specialised transactional services to the council and other local authorities. It is an early example of one of the new service delivery bodies that the council's directorates will use to deliver some of their services.

The introduction of these service delivery bodies will bring new challenges for each of the five key components of this strategy for example – the need for access to service information and business intelligence and having appropriate governance structures in place.

Digital Birmingham

The work of Digital Birmingham continues to work with partnerships to increase the use of digital services within the city. Digital Birmingham's activity is now formally linked to the council's regeneration strategies. Greater coordination of effort will allow the council to extract more value from its investment in ICT by working collaboratively with other bodies in the private and public sectors

Digital Birmingham plays a key role in linking the development of information systems within the city council with the information and technology needs of the wider community. This includes support for the exploitation of public data as well as technology initiatives to support digital inclusion.

The work of Digital Birmingham will be central to meeting the objective of making Birmingham a Smart City. There are a number of important strands to this work which include the provision of improved digital infrastructure to provide services for both business and citizens and the provision of open and linked data.

Key initiatives include Digital Districts, which is encouraging the take-up of ultrafast broadband connections; the possibility of developing shared regional networks; participating in the Intelligent Cities and Intelligent Transport

projects; Birmingham Open City; Virtual Birmingham and Universal Access for Learning. The creation of a framework for the roll-out of 4G network services ahead of the planned national roll-out will be a major contribution to innovation. A major expansion is also planned of the Civic Dashboard and other initiatives to encourage the open publication of council data.

Environment and Culture

The directorate has reviewed the operation of a number of services in order to determine the most effective future delivery models. These include:

- establishing a charitable company to run the Museums Service
- undertaking an options appraisal of future library provision associated with the Library of Birmingham
- externalisation of golf courses
- commissioning of community development and play services.

Services will continue to be reviewed to:

- transform efficiency – reduce costs and increase income
- prevent problems to avoid bigger costs later – proactively engaging with potential service users
- reduce dependency and enable self sufficiency
- collaborate effectively – internally and externally to deliver more cost effective services
- personalise public services – to meet customer needs.

Homes and Neighbourhoods

The directorate are proposing to redesign the service by example:

- personalisation – improved through Choice Based Lettings
- collaboration – developing this by close working with other social landlords
- self sufficiency – enabled by commissioning of support services
- prevention – investment in large scale maintenance programmes
- efficiency – developing more ways of interfacing with customers.

Service reviews have identified by example:

- Sport and Leisure – focus remains on high use sites and opportunities to enhance income. Potential development of new partnership service delivery framework.
- Libraries – keep all branches but change staffing levels and some opening times. Introduction of self service technology in some libraries.
- Car Parking, Engineers, Community Play, School Patrols – Review charging levels, where appropriate, consolidate teams. Integration of services and reductions in management costs – seek contribution from other relevant stakeholders.

The proposed future service model seeks to protect the front line and integrate area working by:

- sharing back office services across full range of front office activities
- acting and managing as one organisation
- removing overlap, duplication and unnecessary transactional costs
- seeking a disproportionately higher cut in overhead costs to protect frontline activity
- focussing on statutory services and services with key strategic outcomes
- reducing levels of activity or ceasing services which are not statutory or are not strategically important
- supporting the council's transformation of the customer experience.

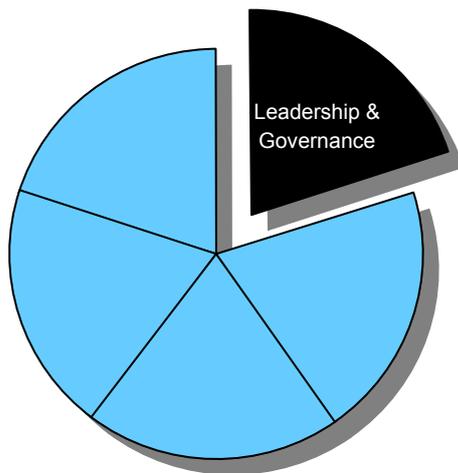
2.3 How the IS/IT and Information Strategy addresses the Business Plan Strategic Outcomes

This strategy is built on five key components, each of which is needed to ensure a reliable strategy and helps identify which specific actions are needed to deliver the strategy overall. These five areas for action support and align with the strategic outcomes in the Business Plan as detailed in the table below.

IS/IT & Information Strategy	Leadership & Governance	Knowledge, Information & Data	Technology	IT Commissioning	Internal/Partnership Organisation & Staff
Business Plan Strategic Outcome					
Enjoy a High Quality of Life*	√	√	√	√	√
Succeed Economically		√	√	√	√
Stay Safe in Clean Green Neighbourhoods		√	√		
Be Healthy		√	√		

* Overarching Strategic Outcome

3.0 LEADERSHIP & GOVERNANCE



Governance is the activity which ensures successful delivery of strategic objectives. It provides the framework for implementing policies, business processes and internal controls to effectively support the achievement of council outcomes described in the Business Plan.

Robust and effective governance is a key contributor to a successful IS/IT and Information Strategy.

3.1 Strategic Alignment

Much of the business has already been modernised so that the council can respond more readily to the challenges ahead. The priorities in the business plan will be delivered through fundamental service redesign across the majority of council services. To deliver 'better for less' new ways to provide services are being developed.

The council continues its move towards becoming a Strategic Commissioning Authority'. Services will be provided directly but will also be delivered in partnership with others through arms length companies, social enterprises, co-operatives or a mixture of all – whatever makes the best use of resources.

Business transformation will continue to make fundamental changes to the way the council works so that better services are delivered to citizens. The programme is enabled by technology and further supported by a consistent set of policies and standards. Effective leaders who can provide direction, build trust, and engage their teams are also a critical component in delivering the improved service.

The existing governance model is based primarily on structures which assume direct city council management of all services. It needs to be updated to recognise the role of the various new partner organisations in the delivery of service and an assessment made of the commissioning services which are required to support them.

Improvements also need to be made to the methods of securing investment in infrastructure. This is particularly important as existing assets are reaching the end of their useful life and additional requirements are emerging from the new service delivery models which are being introduced.

3.2 Achieving Excellence

Effective IS/IT leadership and governance will contribute to the council's strategic outcomes by:

- fostering a culture of innovation and managed risk taking
- enabling and supporting close collaboration with partners
- providing robust and effective governance frameworks that ensure all ICT projects and programmes deliver strategic outcomes and benefits
- ensuring the development, communication and enforcement of policies, standards and processes that will support business change and ensure standardisation
- ensuring alignment of Service Birmingham's Business Plan with the outcomes detailed in the Business Plan.

3.3 Effective IS/IT Leadership and Governance for Birmingham City Council will mean that:

- senior officers have a clearer understanding of what ICT does and how it can change business processes
- service areas across the council will develop strong intra-organisational and cross-organisational collaborative skills to design, develop, implement and manage shared business processes. This capability will enhance the opportunities establishing shared service delivery with partner organisations
- the council and its staff are responsive to changes in service delivery mechanisms e.g. service commissioning
- there is effective and increased understanding of the IS/IT policies, standards and processes that are in place
- there is effective and increased understanding of controls to ensure standardisation
- there is effective governance of the strategic partnership with Capita and a sound rationale for project priorities
- there is effective governance of joint working relationships with other organisations.

3.4 Business Transformation Governance

[The detail of business transformation governance arrangements are detailed in Appendix 1.](#)

3.5 Service Birmingham Governance

[The details of governance arrangements for Service Birmingham are detailed in Appendix 2.](#)

3.6 Standards, policies and procedures

Robust and reliable policies, strategies and standards are all essential to providing a high quality IS/IT and Information Management environment. The council is also required to comply with an increasing number of externally mandated standards or to adopt recommended good practice.

The contribution that standards make to effective systems and processes is not always apparent, with their importance often only realised when they are absent. This could result in, for example, a poor quality service where several sections need to cooperate or incompatibility issues with ICT equipment.

The Performance and Information (P&I) Division of the Corporate Resources Directorate works in partnership with Service Birmingham to develop IS/IT and Information policies and standards for the council. Representatives of the P&I Division are active in a number of national forums in order to get early notification of likely changes to standards and, where possible, to influence their development. Service Birmingham has an ICT Service Management framework with established policies, processes and procedures to support the effective delivery of ICT to the council. In appropriate cases, business transformation work streams develop standards, policies and procedures to support business change, in line with the basic principles of governance.

Other council stakeholders and structures are also responsible for some policies that have a significant IS/IT impact such as the Corporate Information Management Team.

Governance of IS/IT and information policies relies on P&I governance processes supported by the Service Birmingham Strategy, Policy and Business Security team, both working to ensure compliance and also providing a route for the escalation of key issues to senior management.

3.6.1 Policies, Strategies, Procedures and Guidelines (PSPG) database

The PSPG database provides a single repository for all IS/IT and Information policies and standards. All standards and procedures produced by the council's business transformation work streams are approved using this process and can also be accessed via the database.

To access the database hover the mouse over the link below, hold down the 'ctrl' key and click the mouse.

<http://bccapps06.addm.ads.brm.pri/PSPG/BCCPSPG.nsf/mainframeset?OpenFrameset>

3.7 Achievements

- Service Birmingham's organisational structure has continued to evolve and change to support better the needs of the council
- the governance arrangements that exist are robust and continue to provide good levels of assurance
- successful recertification against the Government Connect Code of Connection.

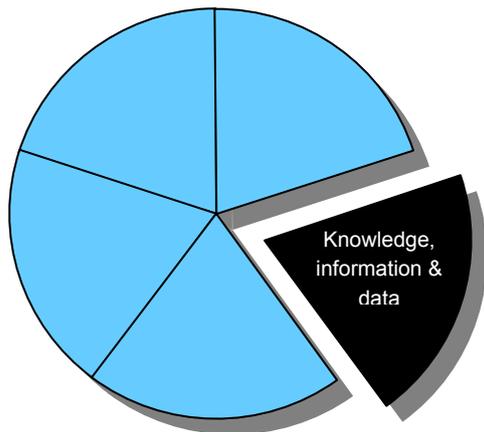
3.8 Challenges

- encouraging the maximum degree of flexibility in the strategy formulation process to ensure quick response to changes
- ensuring that directorate requirements and technical roadmaps are in alignment with each other
- ensuring that changes in ICT service delivery mechanisms are led and managed to meet the council's changing needs
- ensuring that the move towards becoming a Strategic Commissioning Authority and the introduction of new service delivery vehicles take into account the impact on internal control mechanisms
- identifying risks as a result of changes in ICT service delivery and managing them effectively
- ensuring that the introduction of Smart City initiatives is done in a co-ordinated and cohesive manner
- ensuring that alternative service delivery vehicles (WOC's, Trusts etc.) do not introduce risks to information security
- ensuring that new service delivery vehicles fully take into account the IS/IT and Information Strategy and needs.

3.9 Areas for Action

- regularly assess the strategy against changes as they emerge and review/amend as appropriate
- development of a process to ensure alignment of directorate requirements and technical roadmaps
- ensure that leadership and governance mechanisms within IS/IT continue to be appropriate for the redesigned council organisation
- review and redesign of internal control mechanisms where appropriate as new service delivery vehicles are introduced
- to have developed a Cloud or Externally Hosted Service Development and Delivery policy and supporting processes and procedures
- to develop appropriate governance mechanisms for the introduction of Smart City initiatives
- for each service delivery vehicle undertake an impact assessment giving consideration to IT and Information security
- BDGs to be given high level visibility of projects to help to avoid duplication and to ensure joined up solutions are implemented
- redesign of the quotation and WIP process.

4.0 KNOWLEDGE, INFORMATION AND DATA



4.1 Overview

The council faces a number of significant challenges to its ability to continue to make effective use of its knowledge, information and data. The departure of large numbers of experienced and knowledgeable staff (whether through redundancy or through redesigned services) constitutes a major risk to the council's ability to continue to ensure the provision of high quality services. In addition, the need to redesign services and change to new and possibly untested ways of working require it to develop new knowledge and fresh expertise.

Adequate, reliable and timely information and data are critical to the effective operations of any service organisation. Knowledge is critical for the capacity not only to deliver effectively existing services but also provides the "capital" with which to develop new skills and capabilities to meet future needs. Knowledge, information and data have a central importance for the work of the council. However, as far-reaching changes take place in the structure of the council and the nature of the services it provides or for which it is responsible, they are increasingly assuming the critical role in ensuring high quality delivery of services. The risk of losing critical knowledge is increased by the lack of a consistent approach to encouraging collaboration and the maintenance and creation of knowledge.

In particular, as the delivery of more services is in the direct hands of external providers or provided jointly with partners, both knowledge (in its widest sense) and information and its underlying data are becoming increasingly the council's key assets. Where the council continues to have accountability for services (regardless of who delivers them), it needs regular and accurate information to oversee effective services. It also needs to provide assurance to citizens that services are both delivered in a cost-effective way and data on citizens and customers is managed and protected in line with the highest standards.

The proper management of information and data is also an essential building block for increasing the transparency of its activities. The publication of data in reusable formats is a key part of meeting the objective of making Birmingham a Smart City whilst supporting transparency.

The council also needs to ensure that the knowledge and capability of its own employees keeps pace with the changing patterns of delivering services. Increasingly, existing knowledge needs to be retained when key staff leave. In parallel, the council also needs to ensure that its employees develop the new knowledge required to manage the new working arrangements and changed organisations.

To make the most effective use of these assets, the council needs to have a consistent set of strategies to manage knowledge, information and data.

Why do they need to be managed?

Although knowledge, information and data are integral to every service that the council provides, traditionally, their haphazard use across all services has caused the council as a whole to fail to utilise resources effectively. This long-standing problem is being made more complicated by the increasing move to delivering services through partners. The consistent management of data used by multiple partners is highly correlated with the effective delivery of services.

The need to deliver significant reductions in expenditure while minimising the impact on key services puts a very high premium on knowledge and understanding. The council needs urgently to assess the risk of losing or failing to acquire the necessary skills and knowledge needed to manage services in complex and constantly changing environments.

Knowledge-sharing is a key feature of partnership working, in particular to ensure that the council and its partners continue to develop their capacity to contribute to delivering high-quality services. While collaboration cannot be managed in the same way as physical assets, it does require management effort to develop, encourage and exploit the abilities, skills and knowledge of staff at all levels. The emergence of web-based forms of social networking offer both opportunities and challenges to the city council.

4.2 How will we deliver these strategies?

Detailed strategies have been developed for knowledge work, information and data. However, these need to be kept under constant review to adapt to the changing environment. These strategies have been designed to address the following key risks:

- the loss of critical business knowledge through the departure of key staff, whether through redundancy or to the various new arms-length organisations
- the lack of a consistent council approach to the development of new skills and knowledge to meet changing needs
- the lack of capacity to support widespread collaboration, inside the council as well as externally
- the need to ensure the security and integrity of data in an environment where data is increasingly shared among organisations and much of that sharing takes place on the Internet

- the consequences for the council of its poor approach to information management, when information flows to support service delivery now have to span multiple organisations involved in service delivery
- the reputational risk to the council of poor data quality exposed by increased public transparency
- the lack of adequate and generally accepted standards for many of these key areas.

These themes are structured on a common basis and address four key areas: People, Content, Process and Technology, as follows: (see Figure 4.1).

Knowledge, Information and Data

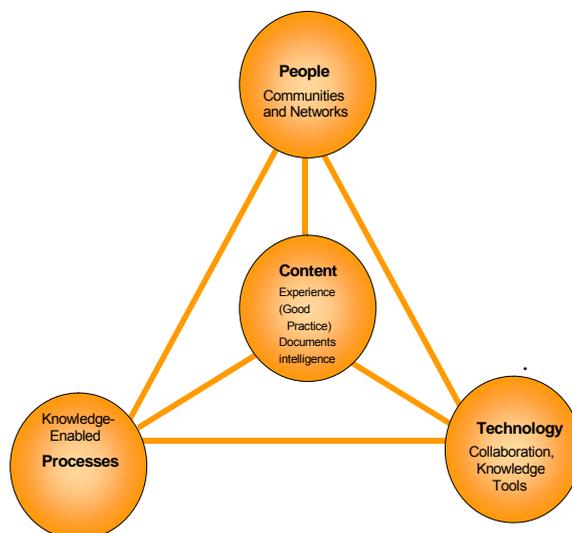


Figure 4.1

People

The Strategy for Knowledge Work identifies how:

- knowledge work is integrated into employees' jobs
- knowledge creation and collaboration is recognised, valued and maintained by the council fostering a knowledge sharing culture.

It documents how specific skills and knowledge required in specialised services can be identified and risks to these capabilities are assessed. There is a degree of alignment with the wider council human resources strategy to encourage personal and organisation development. The increasing use of social media is likely to play an increasingly important role in encouraging the better exploitation of knowledge both within the city council and between the council and its partners and citizens.

The Information Management Strategy identifies the people responsible for information and data as well as their areas of responsibility. It links to the need for a competency framework for information professionals as defined as part of the council's business transformation programme.

In order to meet the Audit Commission's recommendations for data quality, the council's Data Quality Strategy mandates standards which will be implemented in all new and changed ICT systems. This is being addressed by the development of a set of basic data management competencies to be embedded in the jobs of staff across the council. A Data Quality Group is introducing these changes.

Content

Most of the effective or desirable knowledge is created or acquired by individuals. One of the most significant roles of the Strategy for Knowledge Work is identifying and encouraging effective ways of sharing personal knowledge. Some of this will be recorded in forms which can be accessed by others but much of it will be transmitted through direct collaboration, whether in projects or in other, less formal communities.

The Information Management Strategy specifies how the critical information in the organisation is identified, recorded and made accessible to all those who need it. This includes unstructured data: both that held in documents and, increasingly, in non-text formats such as audio and video. All these formats are to be managed through the development of a common set of information and data standards. These standards will provide the basis for improved information sharing within the city council and with its partners by making documents and other forms of information available across different internal systems.

Increasingly, the council is required to publish, for unrestricted reuse, much of the data which it currently uses internally. As a responsible data manager, the council needs also to publish additional information and advice (in the form of metadata) which will help citizens and those not familiar with the nature and limitations of this data to begin to use it effectively.

Processes

The Strategy for Knowledge Work depends on several key processes, including those for learning from customers and providing effective forums for staff to share knowledge. The key knowledge sharing forums for staff are communities of practice and virtual teams.

The Information Management Strategy addresses how:

- Standards, policies and guidelines on the management of information - including currency, physical handling of data, supporting technology and working practices will be carried out.
- Unstructured information is managed. These documents underpin the development of the planned corporate document management system.
- Access to information is being improved through better information management processes. These processes are documented in the Information Management Strategy.

Data quality is heavily reliant on robust and tested processes for ensuring quality and minimising errors, particularly when data is initially input to applications. These processes are a mixture of data validation techniques designed into key ICT systems and the encouragement of a sense of responsibility in employees who input data into systems or rely on it to make critical decisions.

Technology

Technology is not the most important aspect of knowledge work. However, the effective use of technology is a major contributor to an effective approach to creating and exploiting knowledge. The key contribution of technology is to provide platforms for people to collaborate. These include systems which allow colleagues and partners to work collaboratively on documents.

Increasingly, however, the major benefits are being obtained through the use of social media – including basic messaging services (including microblogging), collaborating on wikis and maintaining blogs. The other key technology for collaboration is videoconferencing.

The Information Management Strategy addresses how:

- appropriate technologies and tools are obtained and evaluated to deliver adequate and timely information to stakeholders
- information is kept secure regardless of where it is stored or needs to be moved
- key information policies are renewed as required to meet the changing needs of the council and its customers, in particular, how emerging information requirements from partnership working are met.

Key tools include Business Intelligence environments and the production and development of dashboards and other forms of visualisation of data.

The key developments for data management are concerned with the increasing requirements to provide data for open public use. The major technologies to be deployed are the resources description frameworks that have been developed for web-based data discovery and linking.

4.3 Achievements

- development of a Knowledge Work Strategy
- development of an Information Management Strategy
- development of a Data Quality Strategy.

4.4 Challenges

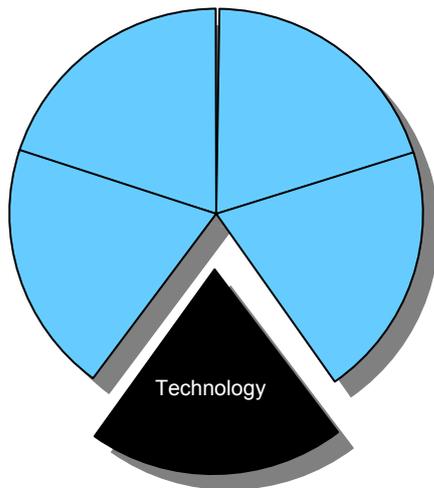
- meeting the increasing requirements for data transparency
- retain or acquire the knowledge to manage and develop services
- having knowledge to enable people to “do things” effectively and to have the capacity to “do new things”

- having information available to the right people, in the right place at the right time thus ensuring the effective delivery of services
- the availability of adequate and reliable data to ensure effective use of knowledge and information
- deriving more “intelligence” from basic council operational data
- concepts of “stewardship” are crucial to ensuring the quality and reusability of data but not yet well understood within the council
- developing the capacity to exploit the opportunities offered by social networking services
- meeting the increasingly onerous requirements of external compliance with information security standards
- working with partners within a comprehensive and agreed framework for using knowledge, information and data
- developing and implementing an adequate and coherent response to the use of social media to support internal collaboration, communications strategy and interacting with citizens.

4.5 Areas for Action

- develop and disseminate the basic management framework for providing open and linked data for public reuse
- produce a risk-based approach to identifying where key knowledge is in danger of being lost and how it might be retained
- ensure that managers involved in change activities are aware of the tools and other resources available to them to identify and retain vital knowledge and expertise
- implement fully the council’s information sharing protocol
- undertake work to identify the importance of incorporating data quality into roles and performance reviews
- design and test an environment to improve the approach to business intelligence, particularly for performance management
- continue to develop and maintain a comprehensive set of information and data standards including for document management
- refine the corporate security model to reflect the emerging collaborative environment
- identification of information asset owners with responsibility for data quality
- using existing collaboration tools, provide a basic platform for communities of practice and virtual teams
- complete the development of and implement a strategy for the use of social media
- improve guidance on the use of cloud storage including the assessment of security risks.

5.0 TECHNOLOGY



5.1 Overview

The technology section sets the direction for technical services provided by Service Birmingham based on the key drivers and the vision outlined in this document and in the Council Business Plan and Budget 2012+.

Further details regarding the technical components and approach, including the key steps, challenges and architectural governance can be found in the **ICT Strategy – a Service-based ICT Vision for Birmingham City Council**.

The council faces several major challenges in its choice of an efficient and effective technology infrastructure. These include significant changes in the way in which the ICT industry now develops and deploys systems and services; ensuring the security and integrity of data when systems are increasingly being made more open; choosing new or innovative technologies which maximise opportunities while minimising risk and exploiting existing investments in technology, especially technical infrastructure.

Choosing the appropriate technology will enable delivery of cost efficient, reusable ICT solutions that can be shared across directorates to deliver economies of scale, increased flexibility, a reduction in risk, improved delivery times and quality of output.

ICT needs to be fully exploited to support the council in realising its vision for the future and in meeting the Business Plan outcomes.

The four key objectives for achieving this are:

1. active review of the ICT estate
2. development of a common services infrastructure
3. common standards
4. common capability.

The reference framework in Figure 5.1 provides a conceptual view of the ICT service groups which logically form this section of the strategy.

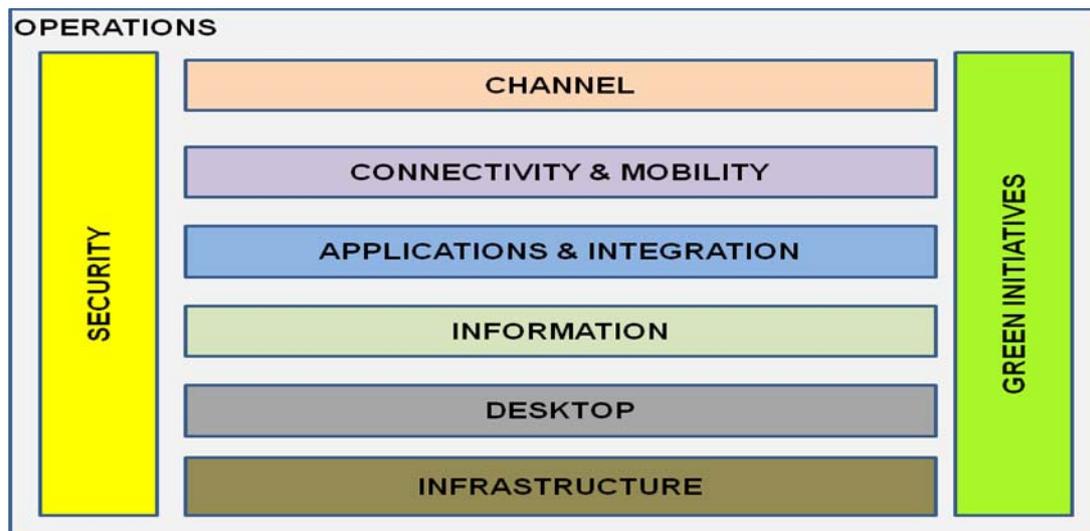


Figure 5.1 – High level technical components of the ICT landscape

5.2 Implementation of the Technology Section

The implementation of the technology section will follow agreed roadmaps. There is a roadmap for each of the strategy areas outlined in section 5.5. Each roadmap is a live document which details service implementations, potential benefits and timescales and will be subject to review and change.

Given the current financial climate the council will work closely with Service Birmingham to assess and prioritise the options. This will be driven by a series of business roadmaps which define the business services that need to be changed or developed. Analysis will determine the IT services required to support the business services to identify priorities, synergies and the opportunities for technology reuse and rationalisation.

5.3 Achieving Business Plan Outcomes

Technology is an enabler to help the council deliver modern and efficient services to its customers. It is also an enabler for successful partnership initiatives with both the public and private sectors. As a consequence, technology has a direct impact on all of the council's strategic outcomes outlined in the Council Business Plan and Budget 2012+ by:

- providing access and information
- giving opportunities for inclusion
- offering alternative methods of interacting with the council and its business
- enabling rapid and accurate communications
- providing monitoring capabilities for vulnerable people and the environment
- reducing energy and waste
- improving efficiencies.

In addition, technology and the IT approach make a major contribution in supporting the required savings principles as defined in the Council Business Plan and Budget 2012+ i.e.

- transforming efficiency
- preventing problems to avoid big costs later
- reducing dependency and enabling self sufficiency
- collaboration between service areas and public agencies
- personalisation such as moving to individual budgets giving more choice to service users
- maximising income streams
- leveraging in funds from the private sector.

5.4 Effective Technology usage for Birmingham City Council will mean that:

Employees, members, citizens, customers and partners will be allowed access to the information and transactions appropriate to their needs when and where they need it. In order for this to happen, the right people will have to have access to the right systems and information delivered in a secure, efficient way by making the best use of the resources available.

5.5 Technology Section Summary

A key component of the vision for this strategy is the increased use of the web as a primary platform for service delivery and to enable collaboration. All of the ICT service groups that make up the Technology Section will take account of this to ensure capability to rapidly develop and deploy web based and mobile applications.

The section is summarised into the areas below:

	ICT SERVICE GROUPS	DESCRIPTION
TECHNOLOGY RELATED		
1	Applications & Integration	Actively review the application estate and provide reusable, integrated enterprise application services
2	Infrastructure	Review, and make best of use of supporting infrastructure technologies reduce costs and maximise return on investment
3	Information	Assist in improving the quality, accuracy, security, and sharing of digitally stored data and information
4	Connectivity & Mobility	Provide an agile, secure and flexible approach to support office based, mobile and home working needs of end users and citizens
5	Channel	Deliver a variety of gateways to information using different end user access points and interfaces
6	Desktop	Simplify and standardise the whole desktop and laptop environment making best use of existing investments
7	Security	To protect the user, citizen and organisation from a number of security threats and provide a robust platform of solutions to build future services around.
8	Operations	To continually improve a number of key operational services that will enable ICT services to be recognised as a best in class exemplar
9	Green Initiatives	To implement and support some of the key objectives of the council's Green charter commitments and reduce the ICT carbon footprint through new ways of operating.

5.5.1 Effective Applications & Integration for Birmingham City Council will mean:

A collection of reusable applications will be provided to standardise, promote reusability and rationalisation.

The key benefits will be:

- significant improvement in the return on investment that will reduce the future expenditure required
- improved integration which will enable easier partnership working between directorates and partner organisations
- a framework for flexible business change
- a minimised variety of technical skills required by Service Birmingham staff, increasing resource utilisation, efficiency and flexibility. This in turn will result in financial benefits for the council
- a reduction in the requirement for training through use of standard systems which will foster a more flexible, agile workforce
- the use of common systems that will minimise risk to the organisation.

5.5.2 Effective Infrastructure for Birmingham City Council will mean:

A flexible, responsive framework designed to meet the peaks and troughs in service delivery, driven by business processes and requirements.

The key benefits will be:

- greater flexibility, resilience and business responsiveness
- easier integration with partner organisations and public access to information
- enhanced ICT service quality
- lower operating and maintenance costs
- realise energy saving opportunities.

5.5.3 Effective Information for Birmingham City Council will mean:

The right technologies are in place to provide an integrated, co-ordinated and cost-effective approach to information management across the council.

The key benefits will be:

- having a secure platform from which to share information internally and with partner organisations
- reduced time and cost storage and retrieval of information
- facilitate greater workforce flexibility and mobility to meet changing service demands and financial constraints
- increased accessibility and availability of knowledge and data to make more informed decisions.

5.5.4 Effective Connectivity & Mobility for Birmingham City Council will mean:

Improved ways to digitally connect and utilise mobile and remote methods of working.

The key benefits will be:

- a secure gateway to enable remote access to the network that will support agile working
- improved security for the network and remote access into it
- improved network performance, monitoring and operational support
- the ability to build on existing infrastructure to join some services together
- improved and increased wireless access provision
- increased access to systems using mobile devices
- improvements in telephony to support mobility and agile working.

5.5.5 Effective Channels for Birmingham City Council will mean:

Improved channels of communication for citizens, customers and employees and having the ability to maximise the benefits of social media and other technologies.

The key benefits will be:

- improved customer satisfaction with their increased choice and flexibility of council communication channels
- improved relevance and personalisation of content
- increased provision of self service for customers so that they can manage and control their interaction in a way most suitable to their needs
- the use of low cost Internet technology contributing to the council's savings targets
- reduced staff costs as a result of increased self service by the customer
- greater ability for increased & enhanced collaboration between the council, its customers, employees and partner organisations
- having channels of communication that citizens and customers feel comfortable with such as smart phones, kiosks and telephony automation etc.

5.5.6 Effective Desktops for Birmingham City Council will mean:

A standard desktop and server environment. This will simplify and rationalise existing applications and standardise hardware.

The key benefits will be:

- supporting the council's intentions to reduce CO2 emissions
- facilitate agile working
- increased use of automated software deployment and support leading to increased resource utilisation, efficiency and flexibility in Service Birmingham. This in turn will reduce costs for the partnership and the council
- to provide the flexibility that will aid the implementation of new business processes and systems in an easier and more cost effective way.

5.5.7 Effective Security for Birmingham City Council will mean:
A framework which meets present and future compliance standards.

The key benefits will be:

- minimisation of security threats through implementation of access controls
- the secure sharing of information
- ensuring the council complies with legal requirements.

5.5.8 Effective Operations for Birmingham City Council will mean:
ICT services which are continually improved to ensure delivery of a service with minimal business disruption and effective change management.

The key benefits will be:

- improved continuity of ICT services
- minimised business disruption by enhanced support and disaster recovery provision
- improved & consolidated operational reporting to drive increases in proactive ways of working
- improved quality and increased speed of project delivery with improvements in process and standards
- improved forecasting of future growth to better enable on-demand scalability
- improved change management to reduce risk and manage costs
- improved understanding of the true cost of ICT to identify areas of inefficiency
- improved flexibility of core operations to meet the needs of the council's ways of working.

5.5.9 Effective Green Initiatives for Birmingham City Council will mean:

ICT services achieving maximum sustainability and thereby helping to decrease the carbon footprint. All ICT hardware will conform to current sustainability standards/recommendations for ICT. Sustainable procurement policies will be implemented to ensure that all ICT is energy star compliant. There will be greater reuse of surplus ICT alongside recycling.

The key benefits will be:

- supporting the overall aim of a 25% saving in CO2 emissions by 2013 and a further overall reduction by 60% by 2026
- maximise potential financial returns by reuse and recycling.

5.6 Achievements

- E-Admissions was successfully delivered this involved upgrading the software, hardware and security of the booking system, to ensure it was fit for purpose for the legislation
- completion of three disaster recovery exercises for the first time

- the Annual Billing run for council tax and business rates (over 450,000 bills) was successfully completed within contractual timescales
- completion of the Corporate Voice project, having successfully installed over 12,000 new IP phones in council offices
- rationalised buildings, refurbished 14 neighbourhood offices and opened brand new facilities such as including Sparkbrook Community and Health Centre, providing council and health services under one roof, Shard End joint community centre and library and New Aston House, first customer service centre
- successful implementation of a desktop application that encrypts data removed from PCs via USB stick or disk
- replacement of E-Start with a new application 'Children's Centre Manager' providing improved planning and measurement of the activities that children's centres undertake
- implementation of the POPI system helping to improve the parks service in Birmingham
- delivery of innovative ICT to support the new Library of Birmingham such as the website, digital asset management system and joint ticketing with the Repertory Theatre
- continued consolidation of servers to reduce energy consumption
- the council was rated by SOCITM as one of four authorities where solid progress is being made towards reducing the impact of ICT on the environment
- successful pilot of the one sign self service password initiative
- successful completion of phase one of the migration from Lotus Notes mail to MS Exchange
- implementation of an MDM layer to secure, support and manage mobile devices such as smart phones/tablet PC's
- successful deployment of new services such as Netmotion and UAG providing support for secure agile working
- Windows 7 has been successfully piloted
- Service Birmingham has continued to support the business transformation programme during 2011/12. Key highlights include:
 - Implemented the document management solution and continued with the on-going enhancement of GIS and LLPG
 - Successful deployment of Customer First release 2.3.

5.7 Challenges

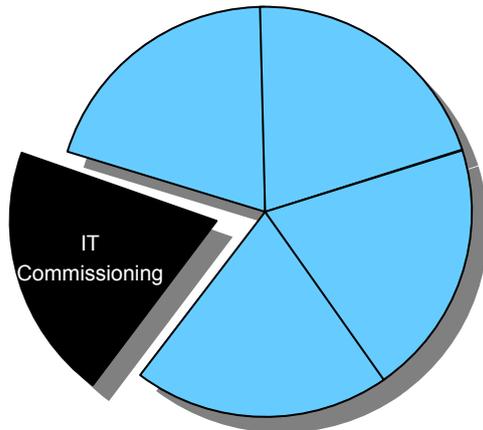
- the current economic situation and large cuts in finances will mean that the council will need to consider giving greater scrutiny to proposed future IT investments including 'invest to save' opportunities
- exploit the flexibility incorporated into the 'New Deal' with Service Birmingham
- work towards the objectives outlined in the Government's ICT Strategy (section 2.1) e.g. a common secure infrastructure with proven common solutions, policies, and standards

- Investments in ICT will need to have a signed business case dependant on value. Where ICT project benefits are linked to changes in working practice this will need to be supported by cultural change
- to remain compliant with government legislation and protect against a number of internal and external threats
- exploit new and alternative ways of providing service delivery e.g. Cloud, development of new, reusable services from existing investments
- to work in partnership with strategic vendors to drive innovation, reduce capital spend and overall costs
- business disruption management during transition from legacy or outdated versions of technologies currently in use.

5.8 Areas for Action

- review and update of Service Birmingham's ICT Strategy – a Service-based ICT Vision for Birmingham City Council to ensure that it fully supports this strategy
- assess suitability of cloud services for delivering secure infrastructure
- identify and secure capital funds for proposed expenditure
- review and update the ICT Strategic Technology Roadmaps 2012 – 2014 to ensure they support each of the technical components in figure 5.1
- ensure that the city council has the capability to develop and deploy web-based applications and services
- develop and approve business cases to secure funding for non-capital projects
- develop and approve project plans
- to have clear channels in place to foster the investigation of innovative ideas.

6.0 IT COMMISSIONING



Intelligent commissioning makes a key contribution to a successful IS/IT and Information Strategy by ensuring that the services which are provided meet the goals of both innovation and financial efficiency.

The major commissioning challenge for the council is how to respond effectively to the twin pressures of continuing to obtain value for money from its existing systems and services while ensuring that the future investment in technology doesn't increase costs in excess of the benefits delivered.

The council's current strategy for commissioning its major IS and ICT services is through the strategic partnership with Capita for both ICT services (delivered by Service Birmingham) and to provide capacity to assist in the business transformation programme. The contract was extended ('New Deal') in April 2011 providing flexibility to support the council in the redesign of service delivery. All IT commissioning must take account of this contract when identifying any savings.

In May 2012 the new council Administration stated that an independent review of the Strategic Partnership was required. This will be undertaken in the near future by an external party.

Effective commissioning also needs to meet the challenges presented by the increasing reliance on external delivery partners and their specific IT requirements.

Working together, the strategic partnership and the council will achieve the vision for Birmingham's future. Service Birmingham's business plan aligns with and supports the strategic outcomes in the council's Council Business Plan and Budget 2012+.

The council's Performance and Information Division works within the strategic partnership to deliver transformational change but also to ensure that Service Birmingham meets its contractual obligations in delivering the ICT services. As the council becomes a Strategic Commissioning Authority and provides services in a number of ways e.g. social enterprise, joint venture with partners wholly

owned company etc. the delivery and monitoring of ICT services will become more complex and require stringent governance.

Service Birmingham's mission is to work in partnership with the council to transform its public services. Its principal focus is on the provision of cost effective and world-class ICT services. The company also supports the council in achieving its business transformation objectives, delivering the council's contact centre and council tax collection services.

Service Birmingham shares the council's vision to take the lead in making a reality of the Government's national strategy for transformational government enabled by ICT. It aims to transform the council's use of technology, firmly placing it as a leader within local authorities and providing excellent services to Birmingham's citizens.

The Performance and Information Division and directorate representatives work closely with Service Birmingham to communicate a clear understanding of business needs and to help Service Birmingham align its resources in support of the council's Business Plan.

More detail about the management and governance of the partnership can be found in the 'Leadership and Governance' section of this document.

6.1 Achieving Excellence

The strategic partnership will support and contribute towards the council's Business Plan by:

- supporting service redesign and the different shape and focus of the council
- providing an ICT service that is, delivered at the right price and to the right quality
- ensuring that all council and Service Birmingham information/data has the appropriate levels of security
- ensuring that all ICT services achieve maximum sustainability
- positioning the council as a provider of shared services
- providing an ICT service that is fit for purpose, innovative and embodies the council's internal and external requirements and aspirations.

6.2 Effective IT Commissioning for Birmingham City Council will mean that:

- value for money is obtained from the contract with Service Birmingham
- Service Birmingham continually review and improve its service provision with the objective of providing a world class ICT service
- the council's electronic information is managed and held by Service Birmingham in a secure and appropriate manner
- business transformation work streams are compliant with approved business transformation methodologies and governance standards
- ICT services provided are appropriate to support the strategic outcomes within the council's Council Business Plan and Budget 2012+.

6.3 Continuous Service Improvement

The ICT service is benchmarked annually against other Local Authorities by SOCITM. This review provides valuable information to inform future improvement.

Service Birmingham was first certified against the ISO/IEC 20000 Information Technology – Service Management standard in April 2008. This certification covers the provision of end to end information technology service management. The certification is awarded for three years and is reviewed every six months. Service Birmingham was re-certified for a subsequent 3 years in April 2011. This helps to ensure continuous service improvement which embodies accepted good practice.

Other national and international standards or accepted good practices are regularly evaluated to decide if they would assist in achieving a world class ICT service. Service Birmingham achieved the Investors in Excellence standard in 2008 and successful re-accreditation in November 2010.

In early 2010 Service Birmingham assumed total responsibility for the day to day delivery of the council's contact centre services and achieved the Customer Service Excellence Standard in December 2010. This standard was maintained after a review in February 2012.

Service delivery is continually reviewed and improved based on actions arising from regular customer surveys and feedback.

6.4 Contract Management

6.4.1 Contract Review

The contract between the council and Service Birmingham is kept under regular review and an agreed review schedule is in place. These reviews assess and monitor performance, developments and Improvements against contractual obligations. Where appropriate, formal reviews are conducted which may result in contractual amendments.

6.4.2 Quality Measures and Criteria

Service delivery is measured against Key Performance Indicators (KPIs), Performance Indicators (PIs) Service Level Agreements (SLAs) and service performance reports provided by Service Birmingham.

Business transformation programme delivery and progress is monitored against strategic outcomes.

6.4.3 Performance Data

Service Birmingham provides the Performance and Information Division with monthly service reports that detail performance against the KPIs and PIs. The

reports provide detailed information that is used to inform and support effective commissioning whilst ensuring value for money.

Benefits and associated performance are reported corporately through the Performance and Information Division.

This information is reported regularly to Programme Boards, Cabinet, relevant Scrutiny Committee, Business Transformation Coordination Group and Senior Responsible Officers.

6.5 Achievements

- the 'New Deal' has been successfully integrated/implemented
- successful integration of the Revenues Service into Service Birmingham
- an independent review of the Contact Centre shows that it is performing very well. A quote from the review states: "We compared the performance of the Contact Centre against our benchmark database of leading practice performance for call centres. The performance of the Service Birmingham Contact Centre compares very favourably with top quartile organisations across the private sector and is extremely efficient in its operations when compared with Contact Centre operations run by other local authorities."
- Customer Contact Centre has maintained accreditation in Customer Service Excellence
- the Contact Centre now handles 3 million customer calls per year of which 2.8 million are 'in bound' calls
- the Contact Centre received 0.001% complaints for the numbers of calls handled against a target of 1%
- Successful introduction of a defective ticket process to manage advisor errors. The Contact Centre has successfully maintaining an error rate of 2% against a target of 5%.
- The SB Portal (also known as assystNET) was made available for every PC or laptop user, enabling customers to access self-service call logging and tracking, ICT service news and information. Within the first two weeks of the launch nearly 600 calls were raised online using the SB Portal.
- Business Transformation has seen Excellence in People Management deliver the schools payroll, further implementation of Excellence in Information Management and there is continued good progress on the award winning Customer First programme
- Service Birmingham has participated in SOCITM Benchmark Service to demonstrate value for money and customer satisfaction. Results showed improvement in eight out of ten key performance indicators and Service Birmingham in the top range against the Audit Commission's value-for-money indicators.
- Service Birmingham regained ISO20000 certification
- Service Birmingham achieved a highly commended status in the 2012 Midlands Excellence Awards, for showing a clear commitment to continuous improvement
- CAFM was delivered in short timescales in readiness for the go live of business operations for Acivico

- Service Birmingham have maintained strong business as usual services achieving KPI service levels
- continued use of remote support that helps reduce the need to travel to support calls resulting in an increased number of calls being resolved at first contact
- extended the use of mobile computing to support agile working and help achieve the council's CO₂ target.

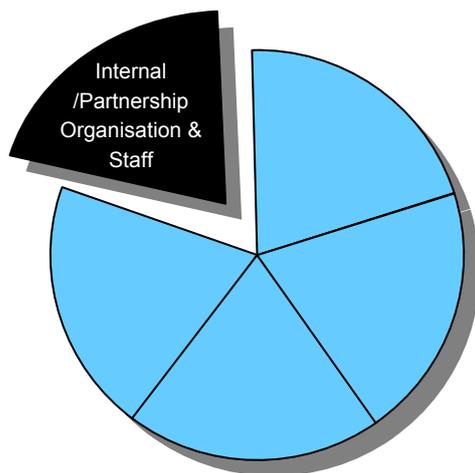
6.6 Challenges

- work within the 'New Deal' contract, to achieve maximum benefit without incurring extra charges
- the identification and implementation of efficiency savings to achieve value for money from the partnership with Service Birmingham
- provide innovative new solutions and changes to existing systems to incorporate service redesign and maximise efficiencies
- working with suppliers to provide cost effective and innovative mechanisms for service delivery
- channel shift from face to face and telephone enquiries to web based contact with the council
- to manage the new service delivery requirements for WOCs, Academies, Trusts etc. with Service Birmingham
- the service transition of SAP to a managed service
- the designing of new services to support mobile device management
- prioritisation of requirements at a corporate level within the council to design solutions that will support service delivery
- ensuring that supporting technical roadmaps are in line with the Business Plan strategic outcomes, take account of directorate requirements and are responsive to the pace of change required
- demand management – the development of long term activity plans by the council that are based on efficient use of resources within Service Birmingham and take account of potential reductions in staff and finance for service provision, whilst maintaining client satisfaction
- ensuring effective management of commissioning when services such as Cloud are required by the business and the need for these to be integrated with the existing contract.

6.7 Areas for Action

- ensuring that communication and stakeholder engagement is undertaken to best effect between Service Birmingham and the council to maximise the benefits of the partnership
- continue to ensure a value added service focus
- identifying innovative ways to maximise efficiencies through use of technology and new ways of working
- ensuring that the right governance mechanisms are in place to manage the effective use of technology between the city council and its partners

- ensuring best levels of engagement with suppliers to provide maximum benefit from the relationship
- continuing to exploit new technology and facilitate channel shift
- understanding service delivery requirements, developing services based on those requirements and ensuring that service availability is communicated
- Service Birmingham to maintain upper quartile score for client satisfaction
- ensuring that the right governance mechanisms are in place to effectively manage commissioning when services such as cloud are required by the business.



7.0 INTERNAL/PARTNERSHIP ORGANISATION AND STAFF

The staff dimension of the strategy is dominated by the planned changes in the council's workforce. By 2014/15, it is anticipated that the council will have a considerably reduced workforce. This reduction will be the consequence not only of direct losses of employees but of the introduction of new delivery bodies, which will include various arms-length and partnering organisations. This will present many challenges and the remaining workforce will need to be developed enabling them to be flexible and responsive to changes in service delivery. Informed planning will ensure that the size and shape of the workforce matches service needs.

The access to and ability to use technology effectively both as an IT professional and as applied to service provision is also a key element of ensuring that the council realises its vision.

Some of the skills that will increasingly be required by council staff and staff working for its partners are information and data management, project and programme management, business change management, partnership working, and customer services skills as well as the ability to assess technology strategically.

As the council moves towards becoming a Strategic Commissioning Authority there will be a requirement to manage and monitor effectiveness and ensure the priorities outlined in the Business Plan are realised. Examples of the skills needed to achieve this are commercial and contract management, information security management and service management.

Birmingham City Council has a leading edge HR strategy and range of HR services to provide the framework for making this happen.

7.1 Service Birmingham Workforce

The introduction of a SAP managed service within Service Birmingham will be used to increase efficiencies, reduce costs and ease skills shortages.

Service Birmingham will continue to support the council in achieving its vision by ensuring that the right people, with the right skills are in the right place at the right time.

A multi-layered approach has been adopted by Service Birmingham to develop the skills of its workforce to ensure the delivery of its strategic objectives which support the Business Plan 2012. Service Birmingham's People and Talent Management Strategies provide the framework for making this happen.

7.2 Achieving Excellence

Effective organisation and staff will contribute to the council Business Plan by:

- using the PDR process to link each staff member's objectives to outcomes and priorities within the Council Business Plan and Budget 2012+
- Service Birmingham linking its outcomes to the council's Council Business Plan and Budget 2012+. This is measured using a scorecard approach
- ensuring that the reshaped workforce is equipped with the necessary skills and abilities to deliver the changing service needs over the next 4+ years
- proactively working with partners to address areas of skills shortages
- using the People Solutions IT system as the key communication mechanism for people management.

7.3 Achievements

- implementation of People Solutions across the council
- continued improvement to the PDR process and pay progression across the council and Service Birmingham
- efficiencies made with minimal impact on service delivery
- improved communications across the council and Service Birmingham.

7.4 Challenges

- to develop skills in both organisations to support the public provision of open and linked data
- Service Birmingham to develop skills to provide support to new systems including Exchange and Windows 7
- succession planning
- the loss of staff, knowledge and skills
- reducing costs and making efficiency gains
- significant change in culture required particularly around the use of information and data
- maintaining staff satisfaction and motivation
- implementing a SAP managed service without adversely impacting services.

7.5 Areas for Action

- to keep abreast of proposed changes in the council and manage staff skills and future development to meet the changing needs and service redesign
- to maximise retention of knowledge and facilitate skills transfer as staff numbers reduce
- introduction of training for all staff in the areas of information governance and data quality
- maintain staff satisfaction and embed and recognise 'can do' customer focused behaviours
- further skills realignment to improve customer satisfaction.

8.0 IMPLEMENTATION

As owner of this document the Assistant Director Performance and Information Division is accountable its implementation.

Areas for action have been identified for each of the five key components within this strategy:

- Leadership and Governance
- Knowledge, Information and Data
- Technology
- IT Commissioning
- Internal/Partnership Organisation and Staff

These will be used to formulate more detailed plans.

Business cases, agreed funding sources and agreed staff resources will be needed to enable implementation along with the high level activities in the table below.

Activity	Birmingham City Council Responsible Officer	Service Birmingham Responsible Officer
Approval of strategy by BTCG	Information and Strategy Manager, Performance and Information Division	
Identify and communicate with individual owners for each area for action	Information and Strategy Manager, Performance and Information Division	Head of Strategy, Policy & Business Security
Implement areas for action as identified in the five key components	Identified individual owners	Identified individual owners
Develop council and Service Birmingham joint communication plan	Information and Strategy Senior Analyst, Performance and Information Division	Strategy Manager, Strategy Policy & Business Security
Communication and promotion of the strategy within Birmingham City Council via Directorate/Business Development Groups	Information and Strategy Manager, Performance and Information Division	
Communication and promotion of the strategy within Service Birmingham		Head of Strategy, Policy & Business Security

9.0 GLOSSARY

Reference	Definition
BS25999-2:2007	British standard for business continuity management (BCM) that provides the process, principles and terminology of BCM
BDG/DDG	Business Development Group/Directorate Development Group
CAFM	An acronym for Computer Aided Facilities Management
CYP&F	Children, Young People & Families.
DP	Data Protection
EIM	Council business transformation – Excellence in Information Management
Encryption	The conversion of data into a form that is not easily understood by unauthorised people
Government Connect	Manages a secure government network for all local authorities in England and Wales.
GIS	Geographic Information System
HR	Human Resources
ICF	Intelligent Client Function
ICT	Information Communication & Technology
IS	Information Systems (Business)
ISO/IEC 20000	International standard for IT Service Management. This standard promotes the adoption of an integrated process approach to effectively deliver managed services to meet the business and customer requirements
ISO 27001	Is an international standard for a specification of an information security management system (ISMS). This provides a framework of policies and procedures.
IT	Information Technology
KPI	Key Performance Indicator
LLPG	Local Land and Property Gazetteer
PI	Performance Indicator
POC	Proof of Concept
SB	Service Birmingham
SLA	Service Level Agreement
SOCITM	Society of Information Technology Management which promotes effective and efficient usage of IT in Local Government
UAG	Unified Access Gateway (Microsoft appliance for enabling secure remote access).
VFM	Value for Money
VoIP	Voice over IP - A way of utilising data communication channels as a voice network

10.0 APPENDICES

Appendix 1 Business Transformation Governance

Business transformation is led by business managers from the service(s) being transformed, and supported by the strategic partnership with Capita.

Business / Service Delivery Areas as business sponsors and stakeholders are responsible for the delivery of transformed services.

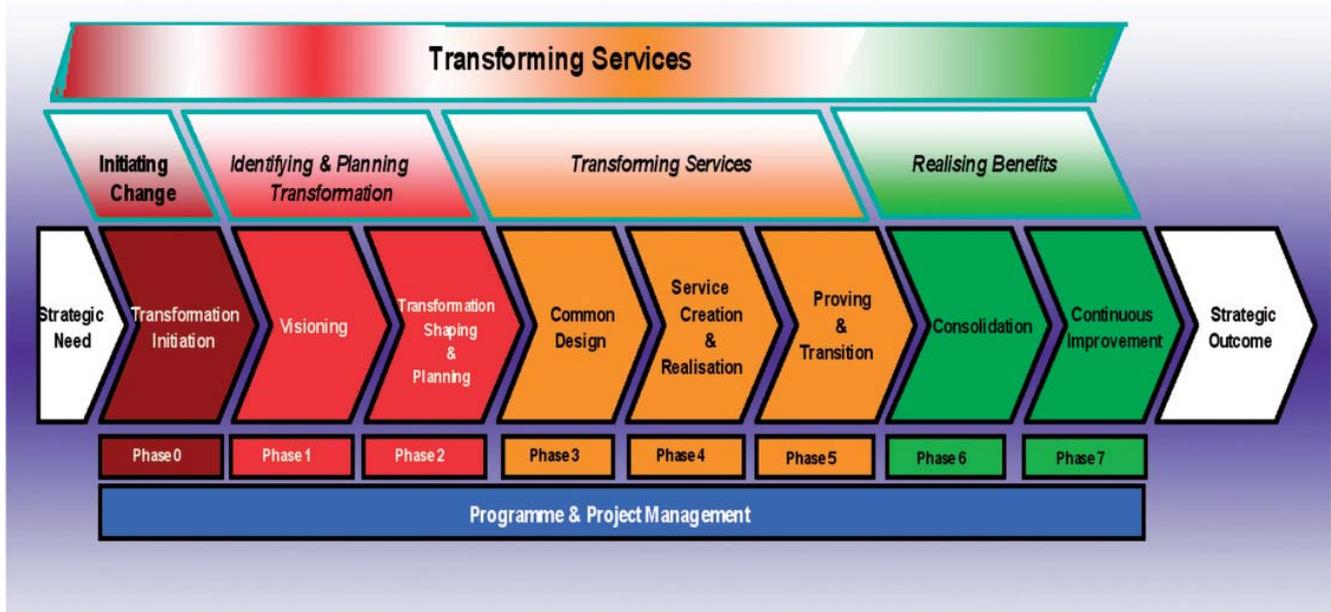
The strategic oversight and co-ordination of business transformation workstreams is the responsibility of the Business Transformation Coordination Group (BTCG). This group gives consideration to and will comment on all business transformation business cases at each stage prior to approval by Cabinet in addition to regular reports from Programmes on progress.

Performance and Information Division is responsible for reporting corporately on benefits realisation on a monthly basis.

The original Business Transformation workstreams are either closed, closing or transitioning to Business as Usual and arrangements are in place to ensure that appropriate governance remains.

Delivery of Business Transformation

The diagram below provides the high level view of the current business transformation methodology otherwise known as CHAMPS2. There are 8 clear phases that each have quality gateway checks to allow or prevent further progression.



Reporting

Four regular types of progress report are produced; each is based on a template to provide the appropriate level of detail and consistency of approach to the recipient:

- Monthly internally within the Workstream
- Monthly to Business Transformation Co-ordination Group (BTCG)
- Quarterly to the governing Groups and Committees
- Annually to Cabinet

All reports highlight progress of the Workstream/project against plans previously approved by the Programme Board.

Standards

In order to provide consistency within and across the Workstreams all of the corresponding Sub-Programmes and projects work to common principles and standards. The business transformation workstreams follow the corporate process for developing policies, strategies and standards.

Appendix 2 Service Birmingham Governance

The Business Transformation Strategic Partnership Board (BTSP) monitors the business of and agrees the strategic direction of Service Birmingham. They are also responsible for ensuring the shared aims, vision, purpose, strategy; values of the partnership are maintained.

The role of the BTSP is supported by the Service Birmingham Joint Venture (JV) Board who are responsible for Service Birmingham's business planning, service delivery, investment, innovation, communication, people and business transformation activities.

Service Birmingham is responsible for the IT delivery, operational support, technology roadmaps and architecture vision.

Service Birmingham is subject to regular audits undertaken by Birmingham Audit across all of its activities.

The Work Initiation Process (WIP) is the governance model to coordinate all work requests from Service Birmingham's clients and is managed by the Client Services function and the Project Services function (including Gateway Office) within Service Birmingham.

Prior to submission to Service Birmingham all WIPs are approved by Directorate BDG/DDGs to ensure that they are in line with business priorities.

The Technical Strategy and Architecture Team (TSA) within Service Birmingham provide a strategic led approach to architectural design and governance to minimise risk. The TSA function is responsible for producing an IT architecture framework, an ICT Strategy that supports this IS/IT and Information Strategy, analysis and solution designs, guidance and technical assurance to the council and Service Birmingham.

Additionally, the TSA is responsible for defining the future strategic technology and architecture vision and ensures that delivered solutions conform to developed strategies and their strategic roadmaps that are aligned to the council's IS/IT and Information Strategy and the Business Plan.

The Strategy, Policy and Business Security Team within Service Birmingham currently provides a business assurance and compliance service for Service Birmingham which includes;

- Strategy and business planning service for Service Birmingham
- A policy and standards service for Service Birmingham
- Information Security ISO 27001 and BS25999 framework service
- An organisational wide Data Protection Service
- An organisational wide risk management service

Service Birmingham's Service Management function and the Performance and Information (P&I) Division work collaboratively to continually review and improve service delivery performance. Service Management is responsible for;

- Service delivery assurance and compliance to the IT Service Management standard (ISO20000)
- Service delivery and performance management
- Continual service improvement
- Service level management

The P&I Division is responsible for best value and account management and jointly responsible for development of the Service Birmingham partnership on behalf of the council. Service Birmingham's business plan which includes a detailed action plan is agreed and monitored by the P&I Division.

Review of the contract, provision and monitoring of performance data is undertaken by Service Birmingham and the P&I Division and is detailed more fully in the IT commissioning section of this document.