

Business Transformation in Birmingham

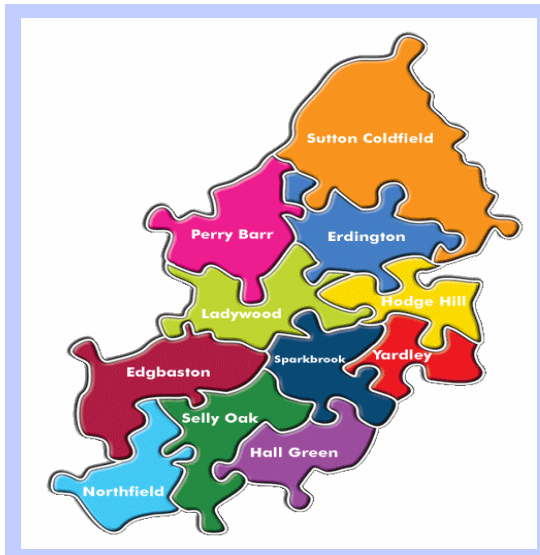
Stephen Hughes
Chief Executive
Birmingham City Council

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- Why, when and how
- The Programmes
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The City

- The largest UK local authority
- 1 million citizens, culturally diverse, relatively young
- 391,000 households, 30% social housing
- Cradle of industrial revolution but suffered from decline in manufacturing
- Reinventing itself around knowledge and service economies
- Excellent recent record of attracting private investment



The Council

- Inventor of modern municipal Government
- 120 councillors
- 40,000 non-teaching employees
- An annual budget of £3.5 billion
- 5000 customer facing staff
- Over 1000 locations - £1.4bn property portfolio

Why Business Transformation

Drivers

- Members wanted to improve services with low tax
- To improve customers experience and satisfaction
- Improve productivity
- Improve working environment
- Avoid “Salami” slicing

How

- Joint venture with Capita (2006)
- Improved IT as foundation
- Rigorous methodology (CHAMPS)
- Strong governance

Birmingham's objectives

Council Key Outcomes

- Succeed economically
- Stay safe
- Be healthy
- Enjoy a high quality of life
- Make a contribution
- Achieving Excellence

The world to be

- Customer comes first
- Managers & staff serve Birmingham people wherever needed
- We solve people's problems
- Collaboration and decision making as near front line as possible
- We have excellent, cost effective services
- We have high levels of job satisfaction

Delivered by: Business Transformation – *changing what we do*
Organisational Development – *supporting staff to do it*

What are we doing?

Housing

Environment

Children, Young People &
Families

Adults

Corporate Services
Transformation

Customer First

Excellence in Information
Management

Working for the Future

Excellence in People
Management

Realising more than £2 billion of benefits (£1.424 billion cashable) over ten years for an investment of £591 million

EPM

- Establish acceptable behaviours via BEST
- Bring in performance related pay
- Consistent comprehensive PDRs
- Modern, interactive, self service HR tools
- Results in powerful performance management framework

customer first

Customer First will deliver the following outcomes

Simple and convenient access to services

More transactions completed at first point of contact

More proactive use of customer information

Tracking transactions from point of contact to delivery

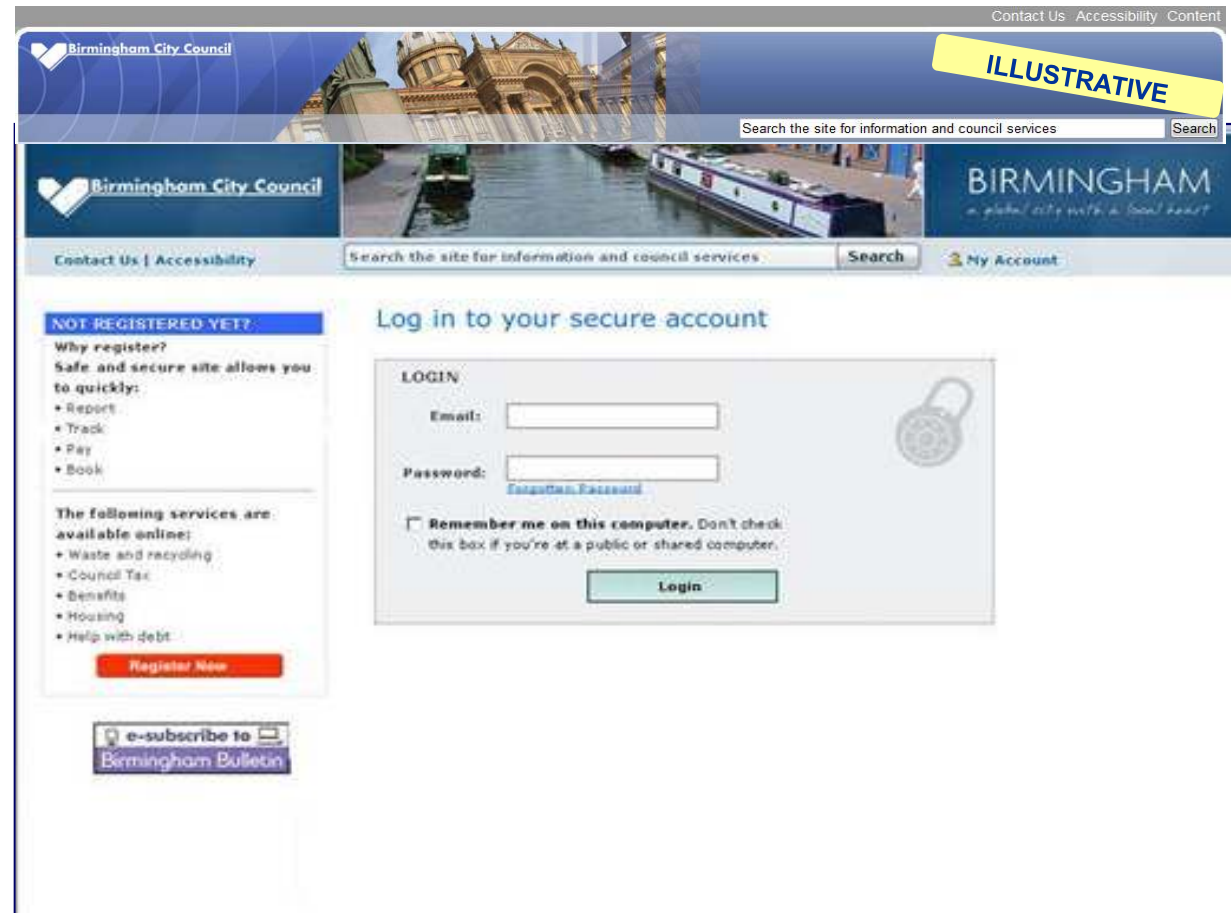
Stronger culture of customer focus

Consistent & improved standards of customer handling



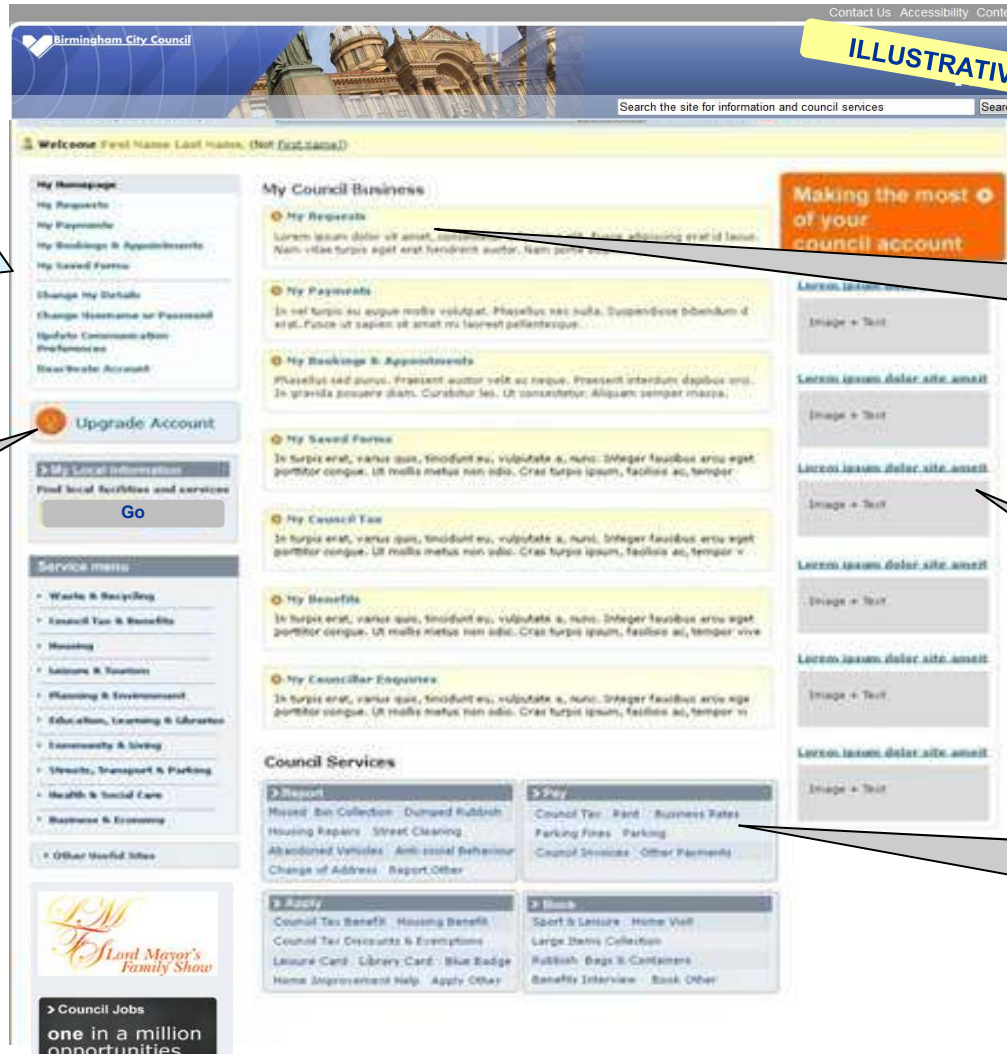
Customers will be able to register and login to their secure account to manage their Council-related affairs

Customer Login: Giving customers access to their secure account to transact with the Council



Once logged in, customers will access their personal homepage with access to their transactions and statements

Customer Home Page: Secure, personalised page for every customer



My homepage navigation to keep your personal details up to date and view your transactions

Upgrade your account (by verifying your identity) to access more secure services

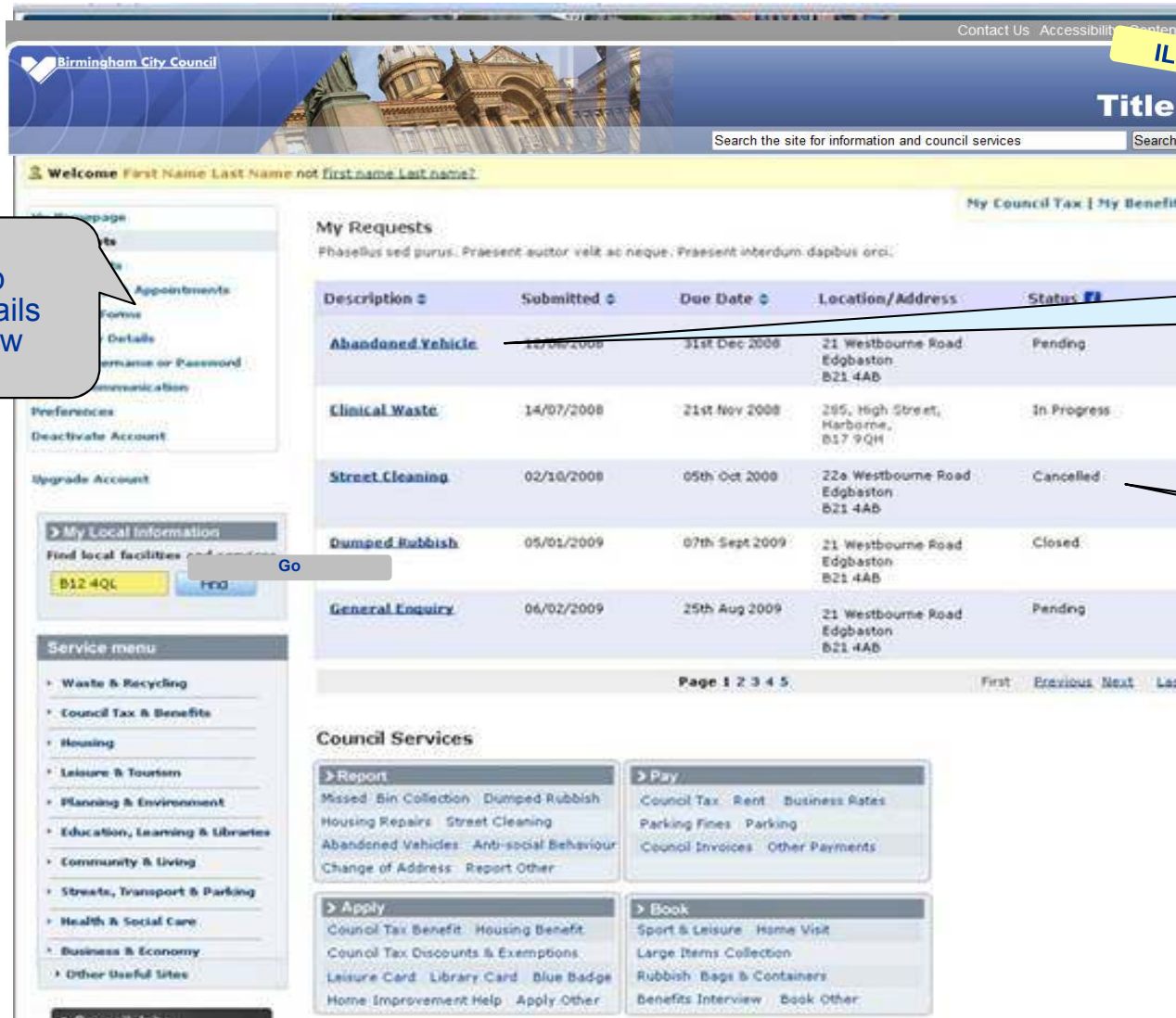
1 click access to transactions, bookings, forms and statements

Personalised campaigns targeted to the customer

Quick 1-click access to most common services to drive channel shift, pre-populating forms with customer details

Clicking 'My Requests' allows customers to view their own transactions submitted across all channels

Customer Portal: Viewing your transaction history across channels



My Requests

Description	Submitted	Due Date	Location/Address	Status
Abandoned Vehicle	18/08/2008	31st Dec 2008	21 Westbourne Road, Edgbaston, B21 4AB	Pending
Clinical Waste	14/07/2008	21st Nov 2008	295, High Street, Harborne, B17 9QH	In Progress
Street Cleaning	02/10/2008	05th Oct 2008	22a Westbourne Road, Edgbaston, B21 4AB	Cancelled
Dumped Rubbish	05/01/2009	07th Sept 2009	21 Westbourne Road, Edgbaston, B21 4AB	Closed
General Enquiry	04/02/2009	25th Aug 2009	21 Westbourne Road, Edgbaston, B21 4AB	Pending

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Council Services

- Report**
 - Missed Bin Collection
 - Dumped Rubbish
 - Housing Repairs
 - Street Cleaning
 - Abandoned Vehicles
 - Anti-social Behaviour
 - Change of Address
 - Report Other
- Pay**
 - Council Tax
 - Rent
 - Business Rates
 - Parking Fines
 - Parking
 - Council Invoices
 - Other Payments
- Apply**
 - Council Tax Benefit
 - Housing Benefit
 - Council Tax Discounts & Exemptions
 - Leisure Card
 - Library Card
 - Blue Badge
 - Home Improvement Help
 - Apply Other
- Book**
 - Sport & Leisure
 - Home Visit
 - Large Items Collection
 - Rubbish Bags & Containers
 - Benefits Interview
 - Book Other

ILLUSTRATIVE

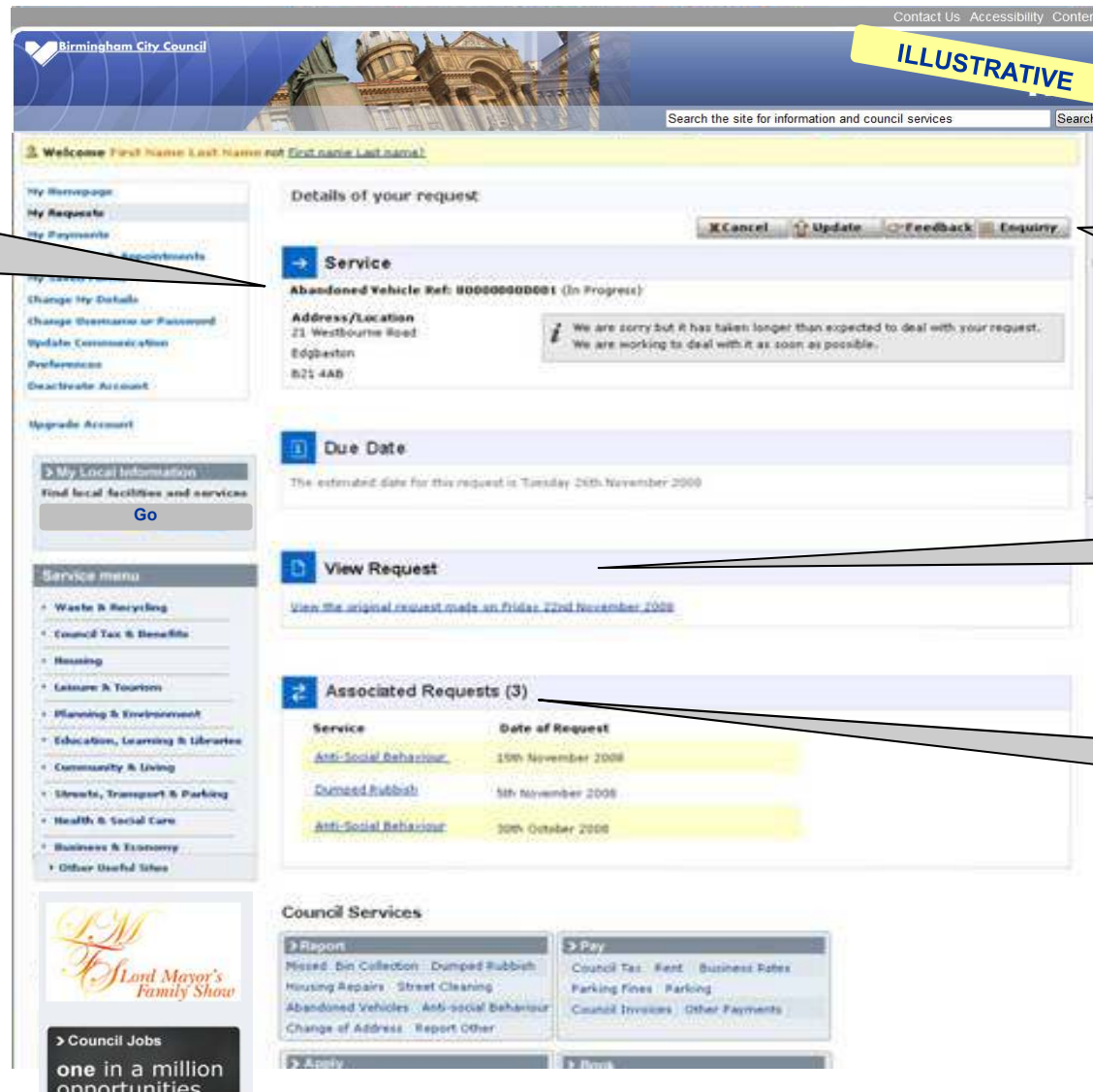
My homepage navigation to keep your personal details up to date and view your transactions

1 click to view full details of the transaction

Easy to view status and due dates for each transaction

1-click access to view and act on specific transactions, bookings and statements

Customer Portal: Viewing a specific transaction



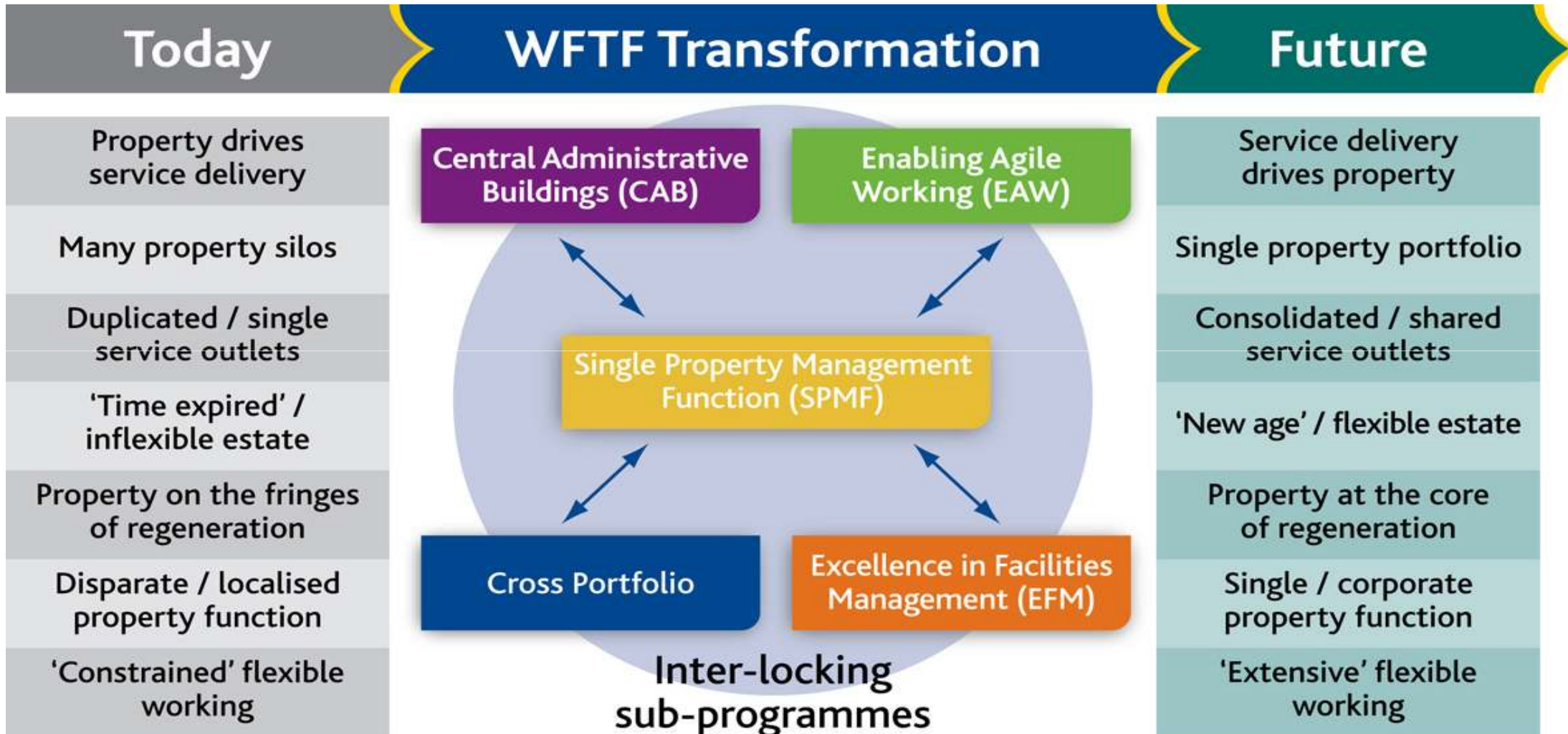
Details of the transaction including status, service due date and escalations

Easy access buttons to Enquire, Send Feedback, Update and Cancel a transaction

Ability to view full details of original transaction

1-click access to related transactions

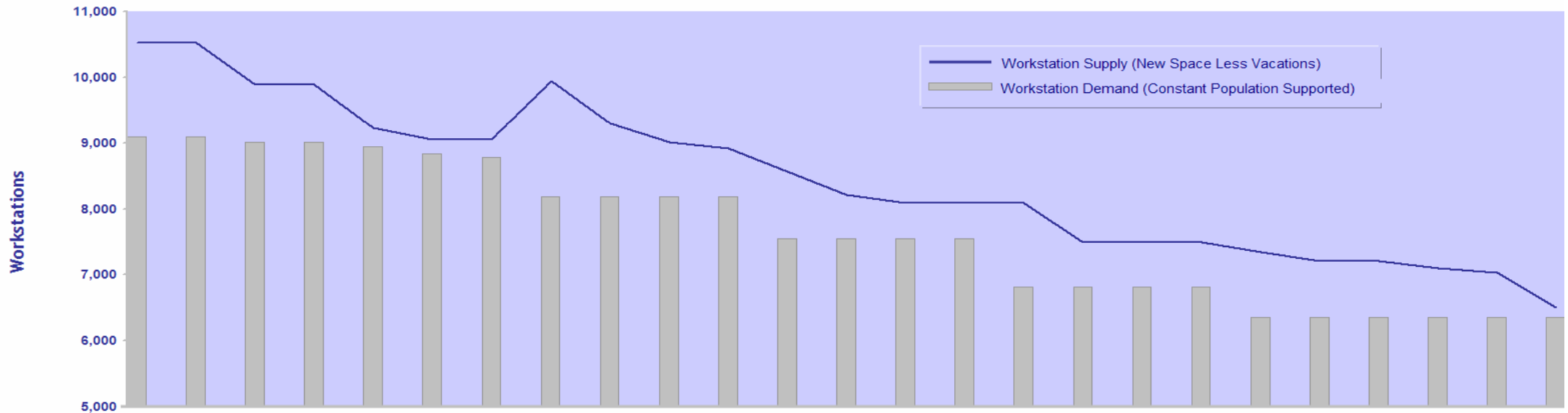
working for the future



our journey



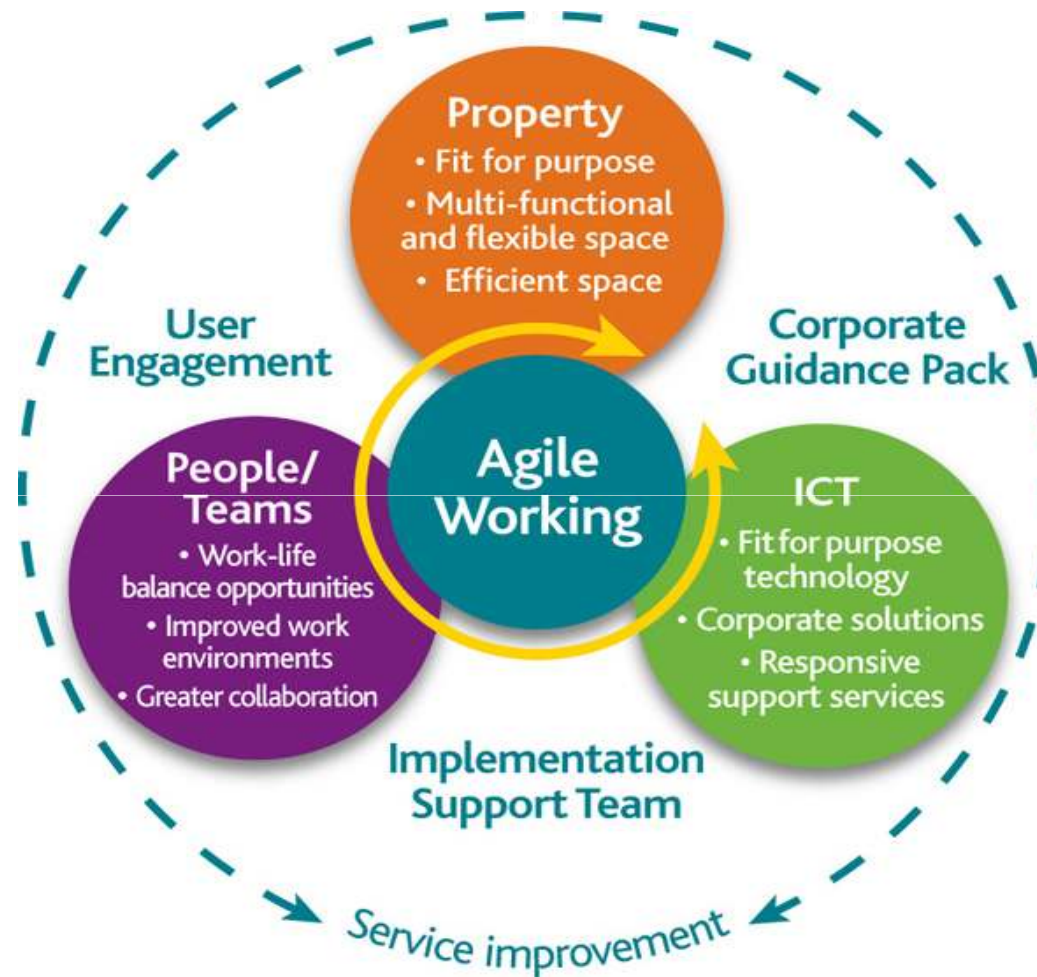
	2008/9				2009/10				2010/2011				2011/2012				2012/2013				2013/2014				14/15
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
SIP	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086	9,086
Supply	10,525	10,525	9,895	9,895	9,224	9,046	9,046	9,940	9,296	9,015	8,908	8,561	8,214	8,083	8,083	8,083	7,491	7,491	7,491	7,343	7,201	7,201	7,094	7,034	6,509
Demand	9,086	9,086	9,006	9,006	8,946	8,827	8,775	8,177	8,177	8,177	8,177	7,541	7,541	7,541	7,541	6,815	6,815	6,815	6,815	6,360	6,360	6,360	6,360	6,360	6,360



moving people

Year	Number of Moves
2008 – 2009	500
2009 - 2010	2,150
2010 – 2011	3,400
2011 – 2012	3,000
2012 – 2013	300
2013 – 2014	300
20 14 - 2015	300
Total	9,950

agile working



Lancaster Circus

b
e
f
o
r
e



a
f
t
e
r

Lifford House



Woodcock Street



Where next?

- State of Public Finances
- Total Place
- Building in
 - Personalisation
 - Prevention
 - Collaboration
 - Self Sufficiency

Thank you