

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
CORPORATE AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the Meeting held on 19 May 2022 at 6.00 pm

Present:-

Present: Cllr H Allen, Cllr M Andrews, Cllr S Bartlett, Cllr L Dedman,
Cllr J Edwards, Cllr M Earl, Cllr N Hedges, Cllr R Rocca,
Cllr L Williams, Cllr J J Butt (In place of Cllr A Filer) and
Cllr G Farquhar (In place of Cllr L Allison)

Also in attendance Cllr N Greene
virtually:

1. Apologies

Apologies were received from Cllr L Allison and Cllr A Filer

2. Substitute Members

Cllr G Farquhar substituted for Cllr L Allison and Cllr J Butt substituted for Cllr Filer.

3. Election of Chairman

In accordance with the Constitution Meeting Procedure Rules the Chairman of the Council presided over the meeting for this item.

Nominations were received and seconded for Cllr L Williams and Cllr S Bartlett for Chairman. Both nominees addressed the Committee to give reasons why they should be elected Chairman. Following a secret ballot it was:

RESOLVED that Cllr L Williams be elected Chairman of the Committee for the 2022/23 municipal year.

Voting: 6 in favour of Cllr L Williams and 5 in favour of Cllr S Bartlett

4. Election of Vice-Chair

Cllr L Williams took the Chair and asked for nominations for Vice-Chair of the Committee. Nominations were received and seconded for Cllr R Rocca and Cllr M Andrews. Both nominees addressed the Committee to give reasons why they should be elected Vice-Chair. Following a secret ballot it was:

RESOLVED that Cllr R Rocca be elected Vice-Chairman of the Committee for the 2022/23 municipal year.

Voting: 6 in favour of Cllr R Rocca and 5 in favour of Cllr A Andrews

5. Declarations of Interests

There were no declarations of interest made on this occasion. Cllr M Andrews advised that as no papers had recirculated for agenda item 6, it was difficult to confirm that there were no declarations of interest to be made.

6. Public Issues

There were no Public Petitions, Questions or Statements.

The Chairman advised that he had been requested to vary the order of the agenda to take agenda item 7 Scrutiny of the Fly-Tipping and Fly-Posting Pilot Review Cabinet Report.

7. Scrutiny of the Fly-Tipping and Fly-Posting Enforcement Pilot Cabinet Report

The Portfolio Holder for Council Priorities and Delivery presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these minutes in the Minute Book. There were a number of points raised and responded to by the Portfolio Holder, Community Enforcement Manager and the Regulatory Services manager including:

- The Portfolio Holder was asked what the most prevalent type of fly-tipping was, whether it was chargeable or non-chargeable items. A Councillor commented that a lot of items fly-tipped appeared to be general household waste. The Portfolio Holder didn't have a breakdown of the types of waste but advised that as part of the communications strategy moving forward people would be made aware what items were chargeable for disposal and also how members of the public could make sure they were using a reputable company to remove waste. The Committee was advised that if the domestic waste was being collected by a commercial company it would be chargeable if taken to the tip. A lot of fly-tipping was carried out by waste removal companies.
- In response to a query, it was confirmed that untaxed cars abandoned on the public road were not considered fly-tipping.
- It was noted that the majority of inspections carried out were given a fixed penalty notice and a Councillor commented that they were aware of some adverse reaction to a number of calls. The Councillor asked if letters could be sent in advance. Notifications were given through the BIDS and the business development email circulation. The challenge was that businesses needed to provide proof of suitable waste collection for the previous 12 months, which some businesses were not prepared for. Waste environment officers provided feedback that warnings were given to businesses.

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- A Councillor commented that they supported the extension to the trial which appeared to have done some good work. However, they questioned if a further 6 months would be sufficient to conduct all inspections required. It was noted that there was rational behind the businesses which were chosen for inspection.
- A Councillor commented that the Council's online system for arranging collection of bulky items was difficult to navigate and they could see why residents would choose to use a third party.
- In respect of a particular case where a resident was fined for a disputed fly-tipping incident it was noted that there was a need for better face to face interactions in these instances. Another Councillor commented on another disputed case of fly-tipping in which the fine was rescinded and praised the reactions in this case.
- It was understood from the report that Communications did not have the resources to support the campaign, despite having 42 members of staff. It was suggested that if an outside contractor was brought in to conduct this there should be a way for its effectiveness to be audited. It was noted that the Communications team did provide support at the beginning of the pilot, but this was largely based on social media channels and there was a need to use other means of communication.
- A Committee member asked whether translation assistance provided to businesses could be considered within the communications strategy. It was noted that there were networks which the Council were aware of and the service was communicating well with them and through Trusted Voices. However, there were other avenues which may need further investigation.
- A Councillor asked if WISE officers could approach landlords directly to respond to clearing vacated properties. Officers advised that they were still finding out the best way to approach different groups. It was noted that Waste Enforcement Officers were working directly with WISE officers to address these issues.
- A Committee member commented that Ward Councillors were at the heart of these issues and were aware that the community was aggrieved by this behaviour. A Councillor asked if there was a dedicated data capture for instances of fly-tipping and how Ward Councillors could better support this initiative. Officers responded that they would want to see how other councils address this and ensure that it was as easy to report as possible.
- A Committee member asked about what approach was being taken to fly-posting. The Committee was advised that the events team approached businesses who routinely fly-posted and it was confirmed that certain instances would require planning permission. However, the number of reports of this coming in were quite low and consequently the corresponding activity in this area was low with approximately 10 responses in March.
- A Councillor asked whether a communication plan could be rolled out on an area basis with support of ward Councillors, local businesses and associations. However, it was noted that this was not just a geographic issue and there were many layers to how the provision

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operated, there were also issues with certain communities and sectors which didn't present on a geographic basis. However, the Portfolio Holder undertook to give this further consideration.

- A Councillor noted that it was positive that when fly-tipping was reported it was dealt with within 24 hours which seemed a significant improvement since the beginning of the scheme. However, there was a need to ensure that this was also followed up with clearance teams. It was noted that there were legal issues concerning clearing fly-tipping on private land but the teams were working to address this.
- It was noted that reporting fly-tipping on the Council's webpage was somewhat cumbersome and only photos could be uploaded as opposed to videos. Other Councils were considered to have better web pages for reporting these issues. The Committee was advised that the Council was aware of some of the issues and were working on these but there were difficulties with the different preceding authorities' systems.

The Chairman commented that overall, there was a general endorsement from the Committee for extending the pilot for another 6 months. The Chairman thanked everyone for their participation in this item and requested that this should be reviewed again in 6 months at the end of the extension to the pilot.

8. Update on BCP Transformation

The Corporate Director for Transformation and Resources gave a presentation to the Board a copy of which had been circulated to each Member and a copy of which appears as Appendix B to these minutes in the Minute Book. Following the discussion there were a number of comments and questions raised by members of the committee and responded to by Officers, including:

- A Councillor commented that the redevelopment of the Christchurch Library Hub was impressive, and it was wonderful that libraries were being used in this way.
- A Councillor suggested that a major part of transformation was getting the customer service offer right and asked what the timeline was for this. It was noted that there was a need to identify and transform all of the processes which sat behind the customer service offer. There was provision through the website to report issues but there were 29 different applications sitting across the Council currently supporting fly-tipping and fly-posting. It had been agreed that transformation would work with the Housing and Environment Teams first and these had significant amounts of customer interaction. It was expected that it would be approximately ten months before a noticeable improvement would be evident for these areas. In response to a query, it was confirmed that none of the preceding systems were able to be expanded on a wider basis.
- A Committee member raised concerns with recruitment and retention and that if grants were received for a particular purpose staff would

need to be appointed within a specific time frame or grants would be lost. There had been concerns that there would be staff loss as a consequence of the pay and reward review. The Council wanted this to have a positive effect and make BCP Council an employer of choice. There had been significant consultation with Unions, who would not have supported the implementation of the review when it presented a weaker offer to staff. The deferment of the implementation of the plan to 2024 allowed more time to model impacts and present a better offer for staff. There were delays in recruiting staff over the short term. There was a need to ensure that arrangements were in place to address this moving forward. It was noted that there was a difficulty in recruitment at the lower end of the scale

- A Committee member asked, in relation to the current rates of inflation, whether any consideration had been given to the price settings of chargeable services. It was noted that some consideration should be given to where service charges could be increased. It was confirmed that the budget was set back in January and February, inflation was about 3-4 times higher now and was running ahead very quickly. This would be considered where it was a possibility.
- A Councillor raised concerns that in some instances with regards the utilisation of technology, efforts were being blocked by primary legislation, particularly in terms of Council meetings which currently needed to be attended in person, having an impact on both time and the climate change agenda. There could also be some cost savings involved. The Councillor asked how this could be promoted to central government. The Chief Executive advised that this issue was already on the agenda and had been raised by local government bodies, including through the LGA. However, at present it was not a priority on the government's agenda. The Chairman officially requested that the Chief Executive raised this issue on behalf of the Committee.
- In response to a request that the Council did not forget those residents who were unable to access digital channels it was confirmed that the digital programme was intended to compliment other communication avenues. The Council was also working with appropriate community organisations to ensure means of contact were appropriate. In response to a specific enquiry, it was confirmed that the core functionality of the current system would not allow multiple accounts, although this function was expected to be developed soon.
- A Councillor raised an issue regarding Future Places and what was being done with the Poole Civic Centre. It was suggested that the committee make a recommendation to Cabinet that the future of Poole Civic Centre should be prioritised. The Committee was advised that Cabinet and Council had already approved the plans for the refurbishment for the Council Chamber within the BCP Civic Centre and it was expected that the works in this location would be completed in quarter 4 of this year. It was confirmed that in the interim there would be a dedicated committee suite within the annex building of the BCP civic centre. However, this issue was outside the remit of the transformation programme. The Chief Executive confirmed that the Future Places report was due to be received this summer.

- A Councillor advised that the purpose of LGR was to produce savings to enable the authority to sustain its services. The output on one of the rag reports said this was green at present. The Councillor asked what the timeline was for achieving the predicted savings and what the current risks were in terms of achieving these targets. The Corporate Director advised that the Council had exceeded the local partnership estimate of benefits which would arise purely through transition. Arrangements were now in place to deal with the transformation benefits which were anticipated through Price Waterhouse Coopers, the high case of these benefits being £43.9m. The current situation was intending to exceed this by around £7m. In response to the issue around risks it was noted that there were significant decisions which the Council would need to take in order to realise those financial benefits.
- A Councillor asked what the implications were for transformation if the Beach hut SPV terms did not go ahead as approved in the MTPF. The Director confirmed that they were currently reviewing the future profile of spend and commitments that the transformation program required in order to be completed. They were considering the current financial strategy for the Council as a whole, not just transformation if some of the financial risks which were identified by the S151 officer materialised.
- A Councillor asked about a previous suggestion that there would be oversight of the transformation agenda by a cross-party steering group. The Director advised that he would raise this at the next possible opportunity with the Leader as Portfolio Holder for Transformation.

The Chairman offered his thanks to the Director and Chief Executive for the presentation and responses to questions and to the teams working on transformation. The Chairman suggested that there should be another review in the autumn and that the attendance of the Chief Financial Officer should be requested.

Cllr G Farquhar left the meeting at 7:57pm and Cllr J Butt – left the meeting at 8:01pm

9. Forward Plan

The Chairman introduced the report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book. The Committee was asked to consider and identify work priorities for its next meeting pending a wider review of its forward plan at a future meeting.

The Chairman suggested that once issues were agreed for the next meeting it would be good to have an informal meeting via Teams to enable Board members to consider which items they would wish to include on their Forward Plan over the remaining year. The Committee discussed which items it would like to see at its next meeting. The current issues on the Cabinet Forward Plan were considered. A member noted that the Overview

and Scrutiny Board had previously identified the Beach Hut SPV report as an item for scrutiny and it would therefore be good to consider this issue. The items on the Cabinet Forward Plan for June relevant to the Committee were identified and it was agreed to consider all four issues at the next meeting.

RESOLVED: That the following items be included on the agenda for the Committee's next meeting:

- **Medium Term Financial Plan**
- **Outturn Report 2021/22**
- **LGR Three Year Stocktake**
- **Commercialisation of Beach Hut Assets through Special Purpose Vehicle (SPV) Wholly or Majority Owned by the Council**

Voting: Nem. Con.

10. Future Meeting Dates

The Chairman suggested Monday 13 June as the date for the next meeting which would allow the Committee to consider some of the items identified for scrutiny through the June Cabinet meeting

The Chairman advised that he would meet with the other Chairs of the Overview and Scrutiny Committee to collectively agree proposed dates for the remainder of the municipal year. These dates would then be brought to the next meeting of the Committee.

RESOLVED: That the date for the next meeting of the Committee be agreed as 13 June 2022.

Voting: Nem. Con.

The meeting ended at 8.17 pm

CHAIRMAN

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BCP Council's Transformation

Update to Corporate & Community Scrutiny Committee
May 2022

Julian Osgathorpe

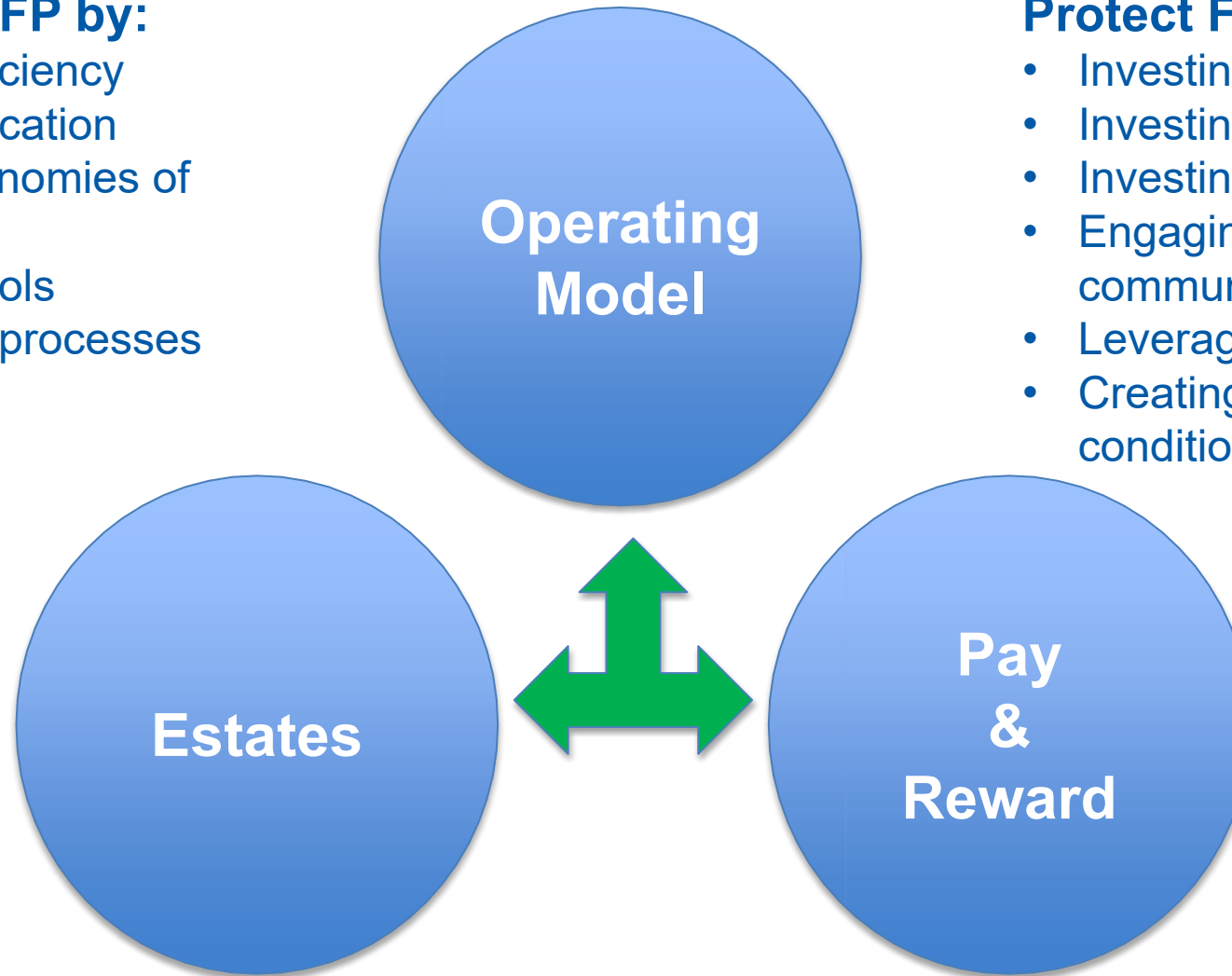
The Overall Transformation Programme

Support the MTFP by:

- Removing inefficiency
- Removing duplication
- Leveraging economies of scale
- Improving controls framework and processes

Protect Frontline Services by:

- Investing in Technology
- Investing in Data & Insight
- Investing in new ways of working
- Engaging & Empowering our communities
- Leveraging our partnerships
- Creating equity in pay & conditions



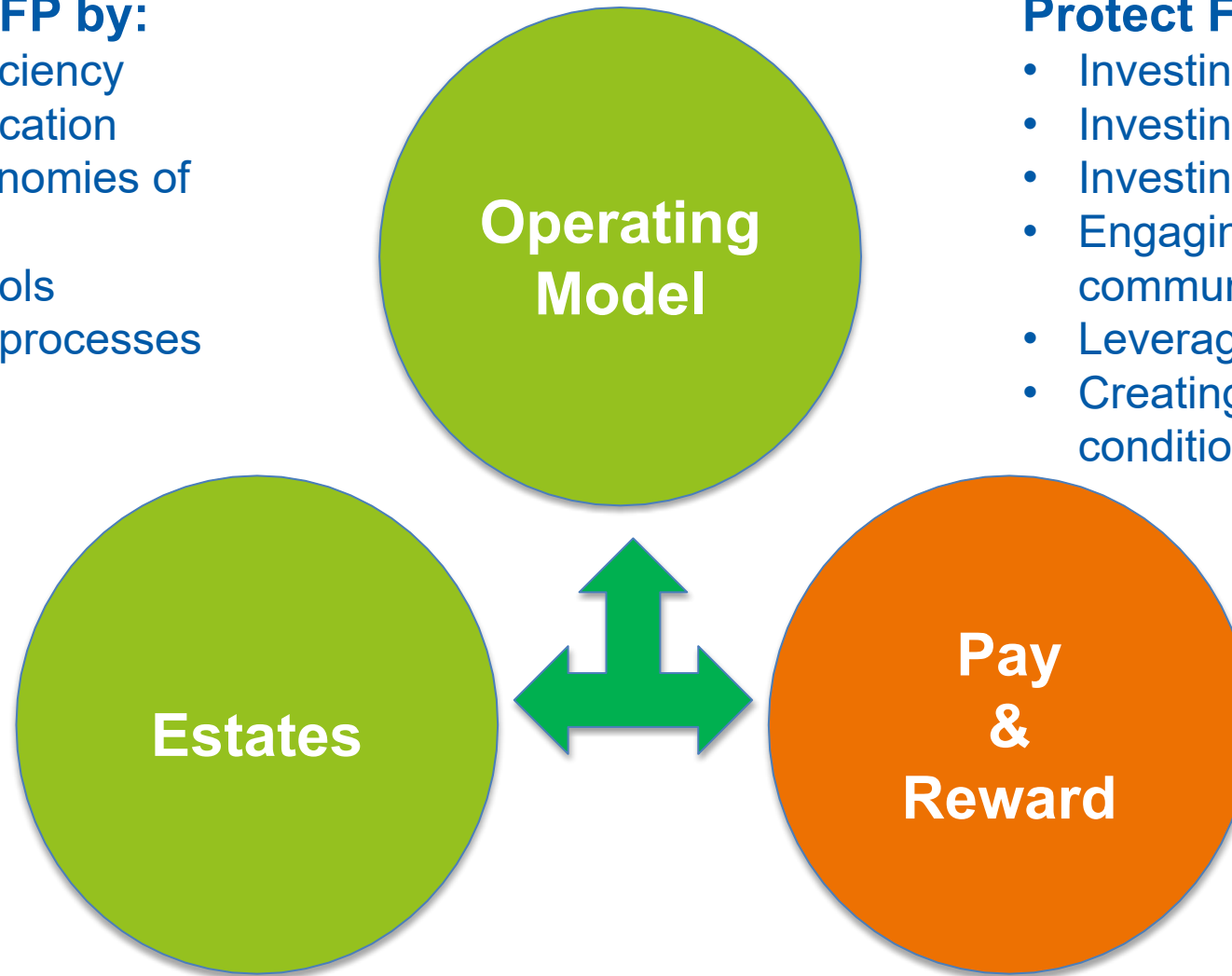
High Level RAG Status for the Programme

Support the MTFP by:

- Removing inefficiency
- Removing duplication
- Leveraging economies of scale
- Improving controls framework and processes

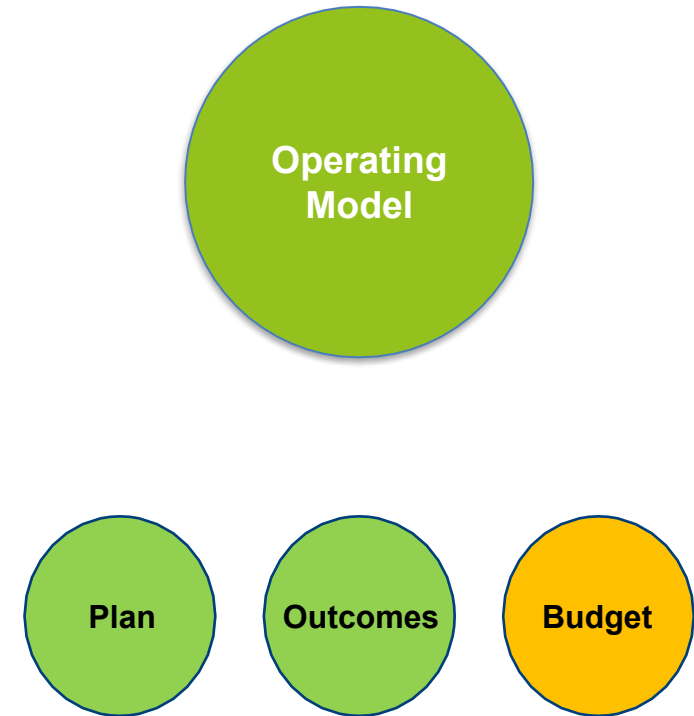
Protect Frontline Services by:

- Investing in Technology
- Investing in Data & Insight
- Investing in new ways of working
- Engaging & Empowering our communities
- Leveraging our partnerships
- Creating equity in pay & conditions



Organisational Design & Operating Model

- What have we done
 - Full mobilisation of the programme with KPMG/Agilisys and Microsoft
 - Detailed Discovery and Design of all workstreams within the programme
- What are we doing now
 - Beginning to construct all of the new technology/data/process
 - First phase of Service Redesign with Housing and Environment to redesign core processes and integrate them into the emerging technology/data/process environment
 - Implementing the Third Party Spend programme to deliver MTFP savings
 - Planning the delivery of the benefits realisation method and process to support the MTFP
- Key Milestones to come
 - Finance and HR systems/process “Go Live” Q1 2023/24
 - Customer Management systems/processes “Go Live” Q1 2023/24
 - Data & Insight and Commissioning & Procurement CoE’s established Q4 2022/23
 - FTE Benefits Realisation Q2 2022/23 and Q4 2023/24 to support MTFP



Estates & Accommodation

- What have we done

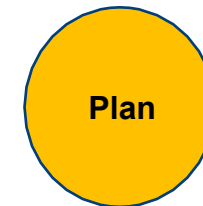
- Finished the refurbishment of BCP Civic Centre Extension and Annexe
- Relocated staff from Poole Civic, Christchurch Civic and Newfields into the BCP Civic Centre
- Closed the Christchurch Civic offices
- Opened the Christchurch Library and Customer Services Hub
- Fitted out the interim Coroners Court in BCP Civic Centre Annexe

- What are we doing now

- Refurbishing the Old Town Hall area of the BCP Civic Centre
- Preparing to decommission Poole Civic Centre
- Completing the Poole Dolphin Centre Library and Customer Services Hub
- Developing the scope for phase 2 of the Estates & Accommodation Programme

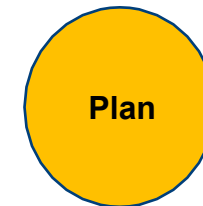
- Key milestones to come

- Poole Dolphin Centre Library and Customer Services Hub opening Q3 2022/23
- Old Town Hall element of the BCP Civic Centre opening Q3 2022/23
- Civic Rooms within the BCP Civic Centre Q4 2022/23

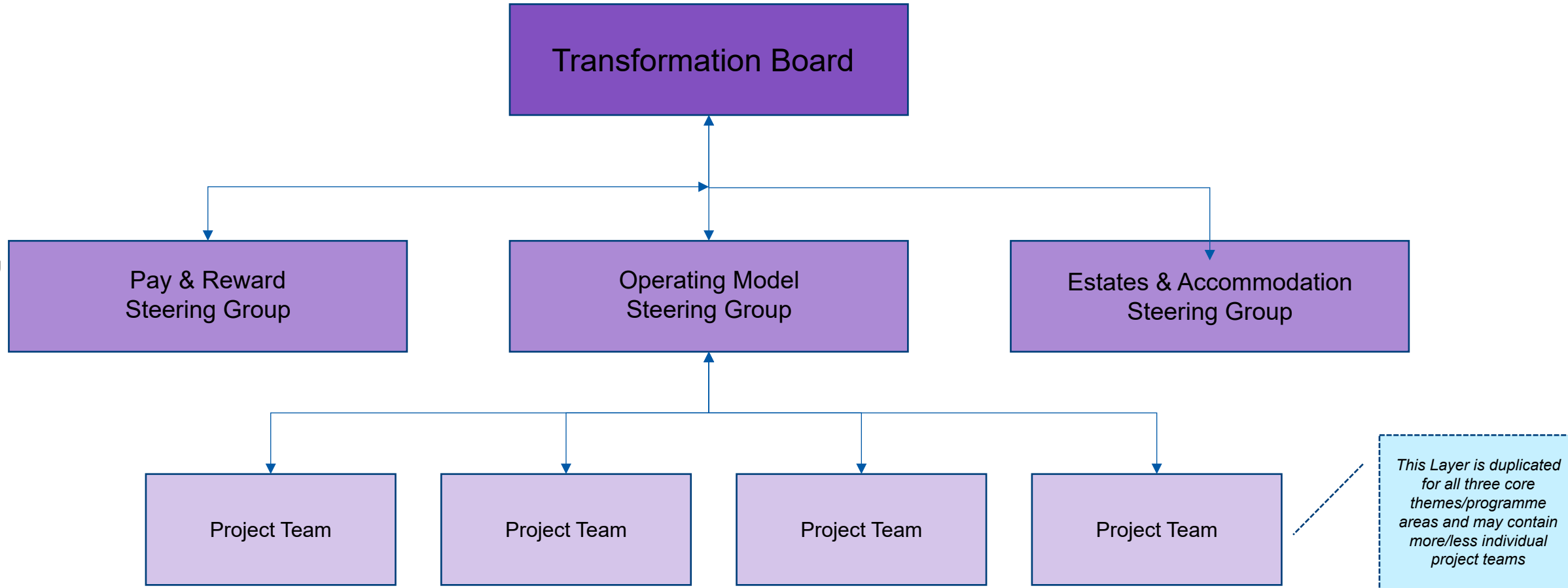


Pay & Reward

- What have we done
 - Developed c500 common role profiles from c2800 unique Job Descriptions
 - Worked with all services on consequences of implementation options for the programme
 - Undertaken extensive negotiations with Trade Unions, incorporating their views into the modelling of consequences for the organisation and the MTFP
 - Deferred the implementation timeline for the programme within the context of the Budget and MTFP agreed by Cabinet and Council in February 2022
- What are we doing now
 - Reviewing options for keeping the programme relevant and effective while paused for a later implementation
 - Reviewing “stranded” pay issues across the organisation and considering options for short term resolutions
- Key Milestones to come
 - Agree consultation and ballot process with Trade Unions in Q2/3 2023/24
 - Implementation of Pay and Reward in Q1 2024/25



Transformation Programme Governance



Transformation Programme Governance

Transformation Board

- Responsible for all elements of the Council's Transformation Programme
- CMB + specific senior officers relevant to the programme
- Delegations from Cabinet/council to this group
- Monthly integrated Highlight Reporting for progress and exceptions

Programme Steering Groups

- Responsible for their specific theme within the council's Transformation Programme
- Directly manage all workstreams within their theme
- Responsible for Risk and Issue management within individual workstreams, ensuring that they are effectively managed and integrated at a theme level
- Responsible for ensuring strong engagement and necessary alignment across themes and workstreams within the whole Council Transformation Programme
- Weekly integrated Highlight Reporting for progress and exceptions

Project Teams

- Responsible for developing project plans, resource management and identification of project specific risks, issues and activities
- Responsible for managing project level costs and budgets
- Reporting weekly into Steering Groups

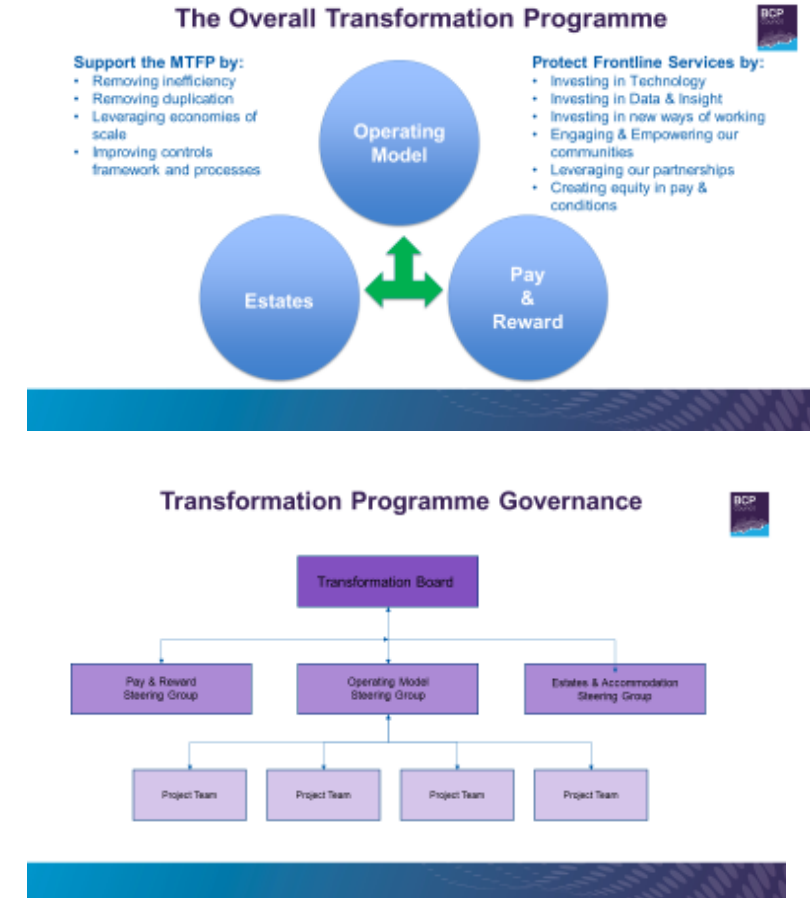
BCP Council Transformation Programme Highlight Report: 10 May 2022									
Overall Progress of the Transformation Programme									
R_069	Operational	Key stakeholder availability impacting quality of outputs	21/10/2022	Workstream 1	Dan Saul	Service Redesign - Enabling Functions	Service Redesign - Enabling Functions	Misunderstanding	Detail business needs. Mike currently due
R_070	Operational	Key stakeholder availability impacting quality of outputs	11/05/2022	Workstream 1	Matt Deane	Procurement and Commissioning	Procurement and Commissioning	Jeopardy	Need to take the 0
R_071	Technological	Lack of systems integration documentation	44450	Workstream	Funmi Oni	Finance	Finance	Initiative	Should design escalation to
R_072	Data	Impact on work package due to potential changes to the BCP category management structure	44450	Workstream	Funmi Oni	Finance	Finance	Communication	With the
R_073	Operational	Need for other initiatives to impact on timescales for data migration.		Workstream	Amanda Coe	Mosaic	Mosaic	Timeline	tion of times via
R_074	People	Lack of council resources impacting data migration							

Workstream categories

COMMUNITY AND PARTNERSHIPS	HR	<p>Functional workstreams will design and implement the operating model for a core function of BCP Council. Core functional workstream projects follow the Powered phases set out on the following page.</p>
CUSTOMER	PROCUREMENT AND COMMISSIONING	
FINANCE	DATA AND INSIGHT	
TECHNOLOGY		<p>Enabling workstreams support and guide the change taking place within the functional workstreams.</p>
CHANGE MANAGEMENT		
COMMUNICATIONS		
SERVICE REDESIGN		<p>The Service Redesign workstream is the link between the directorates and the functional / enabling workstreams.</p>

Key learning from the Programme so far

- What BCP Council is doing is unique in local government in the UK today
 - Ambition – delivering the LGR journey and then some
 - Scale – Top to bottom side to side
 - Complexity – every single part of the Council in scope
 - Method – leading edge
 - Pace – soon is not soon enough, doing multiple things at once
- The pandemic has impacted the pace and perception of the change
 - Dramatic changes to ways of working....but not fully enabled by transformation
 - Increases as well as shifts in demand for services causing some service pressures
 - Difficulties in recruitment and retention causing some service pressures
- The impact of change for staff is cumulative....and not always easy
 - Flexible working arrangements
 - No personalised spaces
 - New systems and processes
 - Impact of the delay in some parts of the Transformation Programme



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