

# BCP Council's Transformation

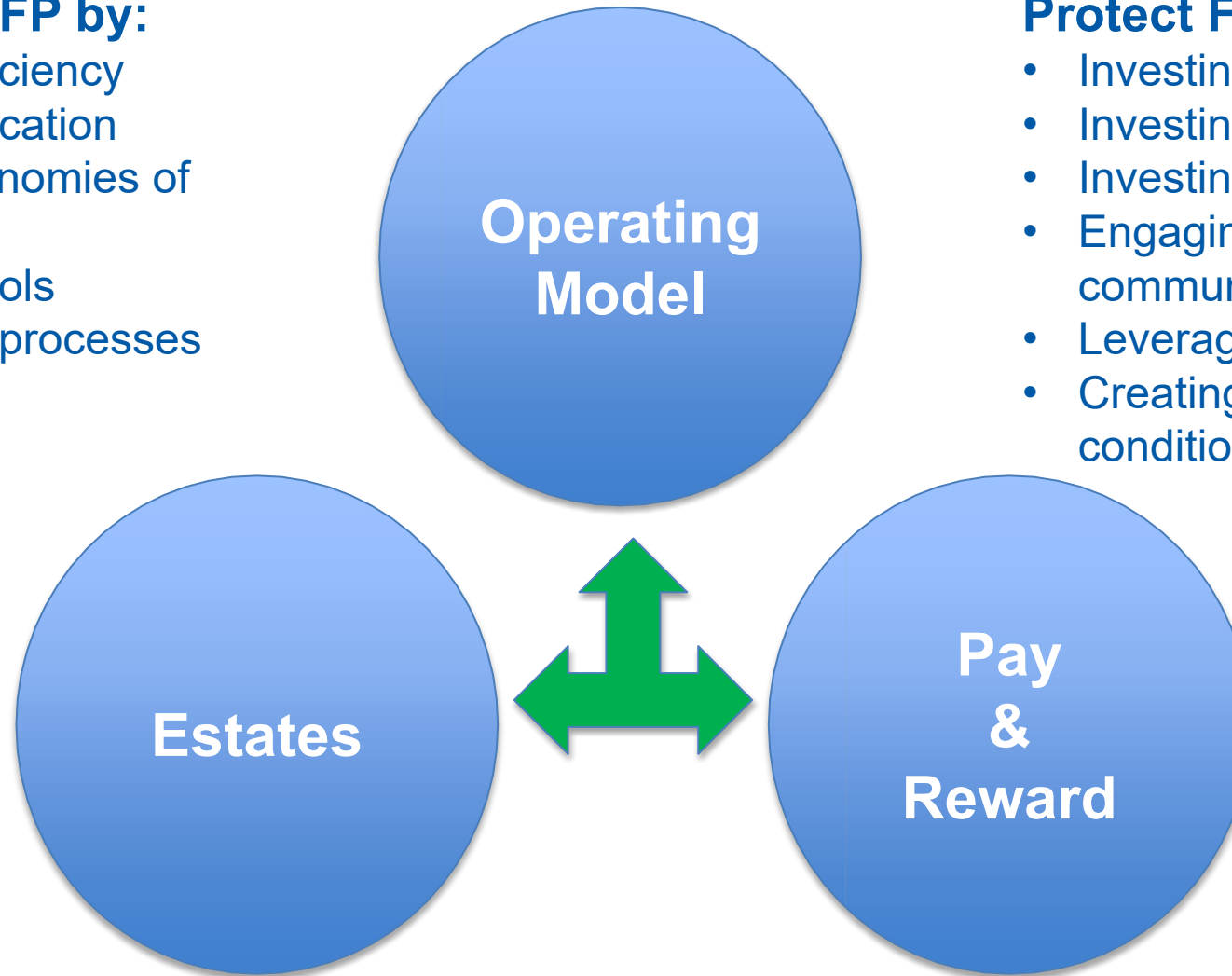
Update to Corporate & Community Scrutiny Committee  
May 2022

Julian Osgathorpe

# The Overall Transformation Programme

## Support the MTFP by:

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



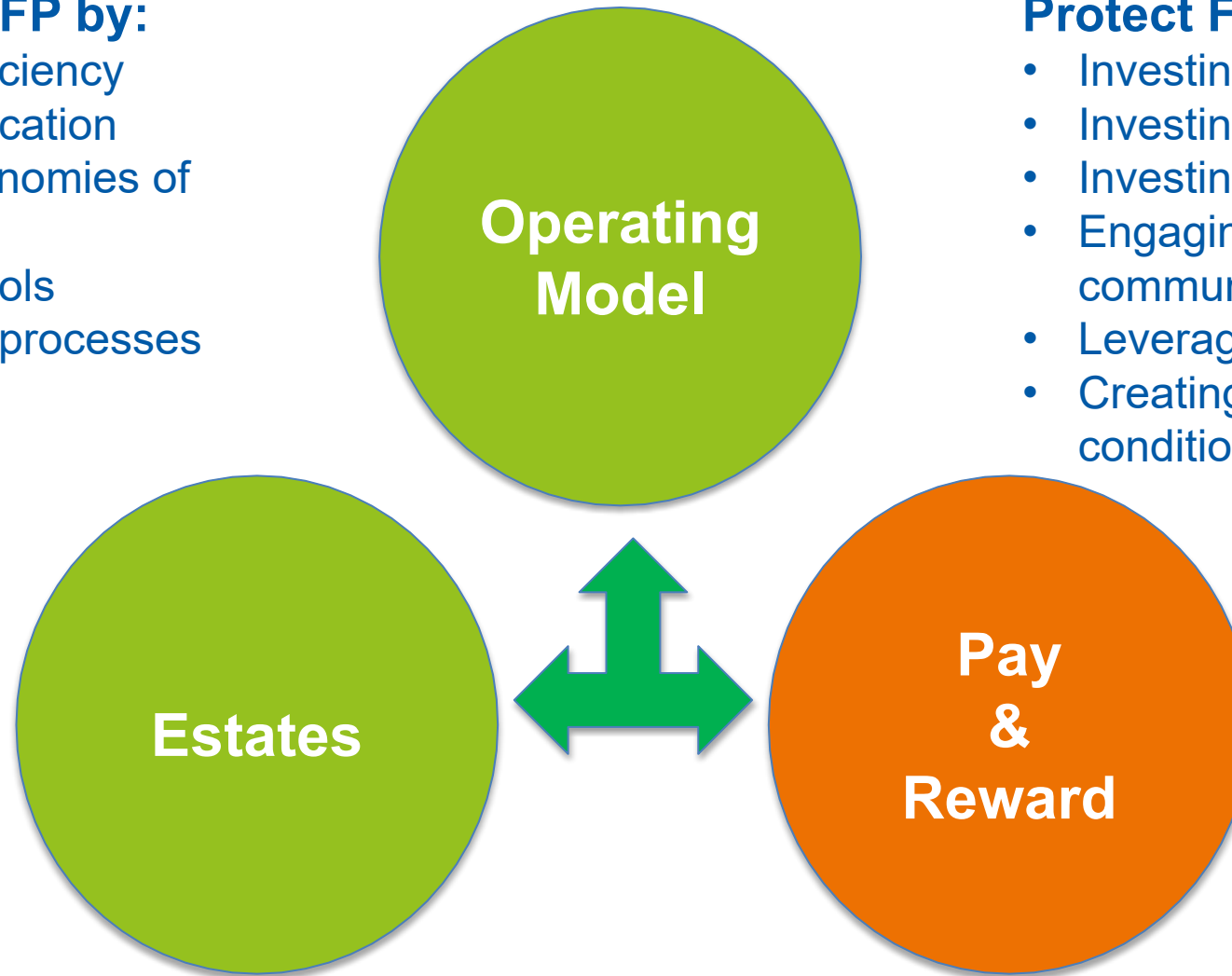
## Protect Frontline Services by:

- 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



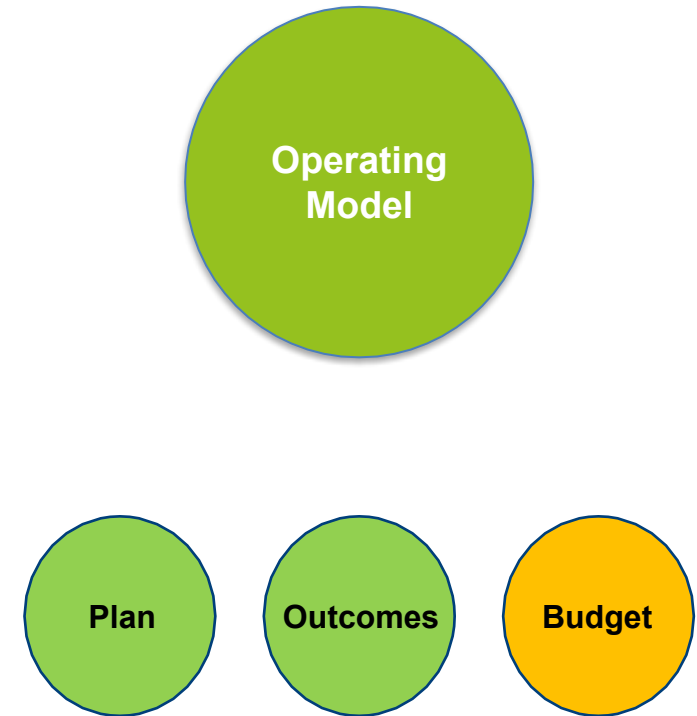
## Protect Frontline Services by:

- 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



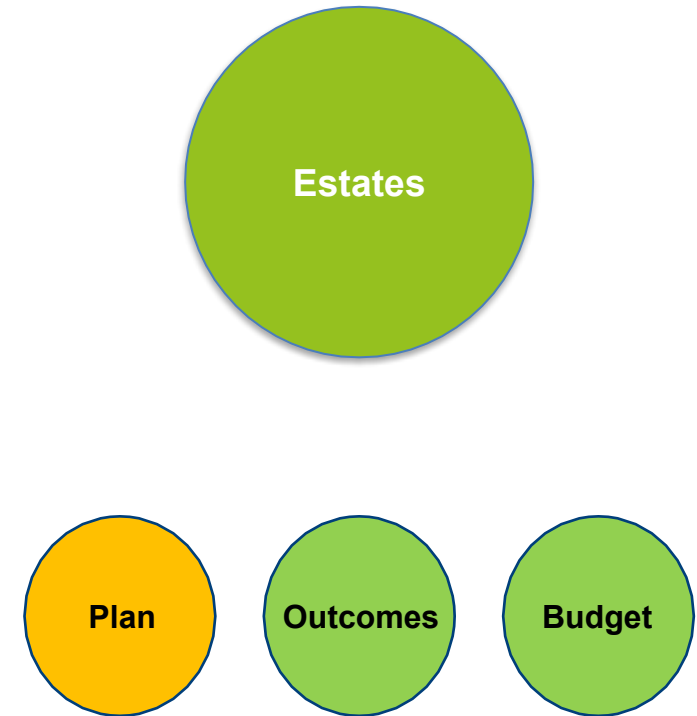
- What have we done
  - Full mobilisation of the programme with KPMG/Agilisys and Microsoft
  - Detailed Discovery and Design of all workstreams within the programme
- What are we doing now
  - Beginning to construct all of the new technology/data/process
  - First phase of Service Redesign with Housing 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

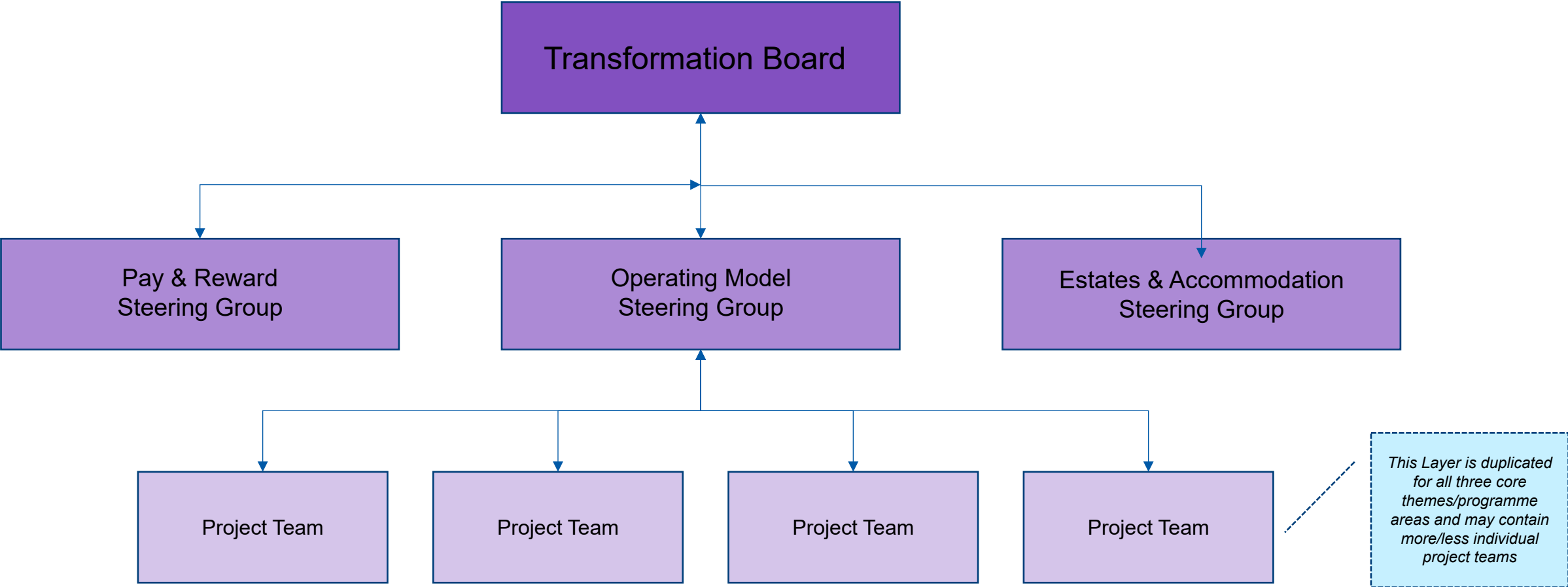


# Pay & Reward

- 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



NOT FOR PUBLICATION  
**BCP Council Transformation Programme**  
 Highlight Report: 10 May 2022

## 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

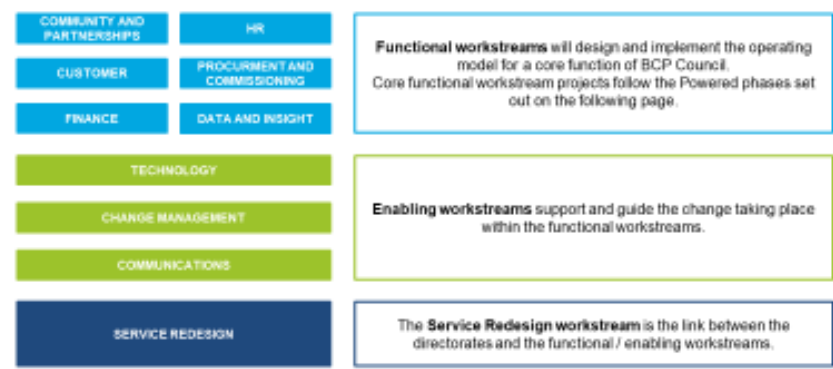
- Responsible for their specific theme within the council's Transformation Programme
- Directly manage all workstreams within their theme
- Responsible for Risk and Issue management within individual workstreams, ensuring that they are effectively managed and integrated at a theme level
- Responsible 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

Ref	Category	Description	Start	End	Lead	Theme	Sub-theme	Phase	Impact	Timeline	Notes
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	Milestone	Service Redesign - Enabling Functions	3	Detail business needs. 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	Current	Procurement and Commissioning	4	Workstream progress achieved and next steps
R_071	Technological	Lack of systems integration documentation	44450	Workstream	Funmi Oni	Finance	Finance	Initiation	Finance	12	Estates and Accommodation team are continuing to support colleagues as they are transition to the BCP Civic Centre. EP workstreams are continuing to progress at pace, with DWPP for business Support being presented to Transformation Board on 10 <sup>th</sup> May. The overall RAG status for the programme is 'Green'.
R_072	Data	Impact on work package due to potential changes to the BCP category management structure	44450	Workstream	Funmi Oni	Finance	Finance	Current	Finance	3	Strategic Theme - Where and how we work
R_073	Operational	Potential for other initiatives to impact on timescales for data migration.		Workstream	Amanda Coe	Mosaic	Mosaic	Initiation	Mosaic	4	Strategic Theme - Supporting our Colleagues
R_074	People	Lack of council resources impacting data migration						Initiation		12	Workstream progress achieved and next steps

### Workstream categories



Ref	Category	Description	Start	End	Lead	Theme	Sub-theme	Phase	Impact	Timeline	Notes
R_075	Operational	Detail business needs. Currently due			Mike			Initiation		3	In Progress
R_076	Operational	Workstream progress achieved and next steps						Current		4	In Progress
R_077	Operational	Estates and Accommodation team are continuing to support colleagues as they are transition to the BCP Civic Centre. EP workstreams are continuing to progress at pace, with DWPP for business Support being presented to Transformation Board on 10 <sup>th</sup> May. The overall RAG status for the programme is 'Green'.						Initiation		12	New
R_078	Operational	Strategic Theme - Where and how we work						Current		3	New
R_079	Operational	Strategic Theme - Supporting our Colleagues						Initiation		4	New



# 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

