

Corporate and Community Overview & Scrutiny Board



Report subject	Transformation Programme Update
Meeting date	6 February 2023
Status	Public Report
Executive summary	<p>The implementation of the Council's new Organisational Design and Operating model is a fundamental part of the wider "Our New Normal" transformation programme.</p> <p>Significant progress is being made in the implementation of the three programmes:</p> <p>Organisational Design; including new technology and service redesign.</p> <p>Where and how we work; in the refurbishment of the BCP Civic Centre and Poole Hub and Library with a full face to face Customer service offering.</p> <p>Along with Supporting our Colleagues; with Pay & Reward, Values and Behaviours framework and new Talent Acquisition and Wellbeing strategies as well as underpinning the savings required by the Medium Term Financial Plan.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Corporate and Community Overview & Scrutiny Board note the progress made on the implementation of the Council's new Organisational Design & Operating Model</p>
Reason for recommendations	To update Corporate and Community Overview & Scrutiny Board on progress in delivering the Council's new Organisational Design & Operating Model.

Portfolio Holder(s):	Councillor Drew Mellor, Leader of the Council and Portfolio Holder for Transformation and Finance
Corporate Director	Graham Farrant – Chief Executive
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Wards	Council-wide
Classification	For Update

Background

1. BCP Council's Transformation Programme is described in full through the "Our New Normal" logo and corresponding communications platform within the BCP Council Intranet:
2. The programme's principal projects are as follows:
 - a. Our New Organisational Design – the design, implementation and benefits realisation in relation to the Council's new Operating Model as described and approved in the Cabinet Reports of November 2019 and June 2020;
 - b. Supporting Our Colleagues – the design and implementation of the Council's new Pay & Grading methodology along with the introduction of a single set of Terms & Conditions to replace those inherited from the preceding councils. This was described and approved in the Cabinet Report of September 2019 and is intended to ensure equal pay and conditions for all Council employees;
 - c. Where and How we Work – the design, implementation and benefits realisation in relation to Phase 1 of the Council's estate rationalisation strategy described in the Cabinet Report February 2020 and approved in Cabinet Report November 2020.
3. While the projects to deliver Our New Normal is managed as a single, integrated programme of transformation the high level decisions and updates to Cabinet and Council are kept separate for ease of decision-making. This extends to the budgets for each element of the programme, which are outlined, approved and managed independently of each other, albeit within the overall expenditure limits for the transformation programme as a whole
4. All council staff are regularly updated on the programmes' progress and asked for their input via face-to-face sessions at the Senior Leadership Network, on-line 'A Conversation With' sessions and through our regular internal communication such as 'Our Week'.
5. The whole programme is fundamentally linked to the successful completion of the Local Government Reorganisation (LGR) journey and the aspirational financial

targets set out in the reports that led up to LGR. The nature of this fundamental link is two fold:

- a. It is the delivery vehicle for the investment required to create a single, high performing and exemplar local authority and will remove the inequality, complexity, duplication and end-of-life systems and processes that existed in the preceding Councils, and
 - b. It is the delivery vehicle for the identification, estimation and realisation of the £43.9m in benefits and efficiencies that are now required to support the Medium Term Financial Plan (MTFP) and the Financial Strategy that sits behind it, having been identified and adopted as the upper end of estimated efficiencies that were available.
6. It should be noted that previous decisions taken to delay the implementation of pay and reward and bring forward savings from the Transformation programme to support the MTFP before the transformational work has been completed have put added pressure on the programme and the ability of the council to deliver against the programmes' original transformational ambition.

Progress to Date

7. A number of key milestones have been achieved since the last update to the Corporate and Community Overview & Scrutiny Board in May 2022.

Organisational Design & Operating Model

8. The work leading towards the implementation of the new ERP (Enterprise Resource Planning) system built on Microsoft Dynamics Finance and Operations which is planned to go live in April 2023. This will provide our staff, managers, HR and Finance colleagues with a single modern integrated Finance and HR system. Current systems are separated and require significant manual inputs to update data, which an ERP will connect and simplify updating processes and data matching.
9. We have implemented a new single common data platform using modern technology to help us gain a single view of our customers by mastering data from multiple sources. As we continue to develop this it will provide a single point of access to council wide connected insights. This is, and will be, truly transformational, enabling us to use our data and insight more effectively to improve service delivery. This is just the start of this journey, and the Data and Analytics team will continue to develop and refine the data sets and self-service reporting for use across the council. This work should give us a class-leading position using data and insights to design and change our services and support for our communities.
10. We have the initial build of our new Customer Relationship Management (CRM) system built on Microsoft Dynamics Customer Engagement, which is planned to go live in the autumn of 2023. This will be a significant improvement for the customer contact centre and our citizens with a much-improved customer experience allowing those who can and want to interact with us online to do so, freeing up time for our contact centre team to deal with those with more complex needs over the telephone or face to face.
11. We have developed a new operating model for Commissioning and Procurement that supports the consolidation of all procurement activity into one service to

better leverage savings on 3rd party spend and reduce the cost and effort of procurement.

12. We are currently going live with a single application system (Mosaic) for Adults and Children's social care. This will reduce service risks, supports the Children's Services formal Written Statement of Action and reduces the number of systems in our IT architecture.
13. We are also delivering other service-based systems including the consolidation of three planning systems into one Planning system which is scheduled to complete in June 2023. The introduction of the new system is being built around a single BCP process for registration, validation and determination of Planning Applications, ensuring maximum flexibility and efficiency for the planning service, and clarity and consistency for our customers and stakeholders. We are also implementing a new case-management system for Legal Services to a similar timescale.
14. Customer led service redesign is now driven by the BCP team building on the work done with our strategic implementation partner KPMG and Agilisys. We have made good progress with our colleagues in Housing and Environment, identifying how these services should be delivered in line with our target operating model. This will ensure that common functions are brought together eg, customer contact, which will allow for more customer queries to be dealt with at the first point of contact, and a single view of our customers to be established. Typical customer journeys within these services have been captured with a view to ensuring they work as smoothly for customers as possible, and in particular so that they can be satisfactorily resolved through our digital platform in as many cases as possible. We have a high level plan and are now engaging with other departments. The key objectives of the work are:
 - a. **People** – To align the current operating structure for each service to the Target Operating Model and identify potential savings to be realised through moving to the new operating model.
 - b. **Process** - To redesign and develop end to end customer processes – from web site through CRM to back office systems. Providing a transformed simplified and standardised approach to digitally enabled service delivery.
 - c. **Technology** - To align the systems and technology within each service to the new technology infrastructure. Rationalise, simplify and integrate back office systems where appropriate.

Where and how we work

15. The refurbishment of BCP Civic centre is ongoing, with floors in the east and west wings being released for use as they become ready, and subject to the wider health and safety constraints affecting the building during this time. This means meeting rooms and additional touchdown workspace on East Wing floor 3 is now open to staff, which alleviates pressure on the limited meeting facilities in the Extension. East Wing Floor 4 is also now open and available to meet the storage requirements of services.
16. The remaining floors in the East Wing will be completed and released over the next 3 months. West wing civic meeting rooms Phoebe, Royal Hants and Rm50

have all been remodelled and updated, including the introduction of hybrid meeting technology and are now open. Accessibility is currently temporarily limited due to the lifts being located in the East Wing build site, but this should be resolved by March.

17. Poole Hub and Library, located in the Dolphin Centre, has been refurbished and has fully reopened. The building now provides a full face to face customer services offer, transferred from Poole Civic Centre, alongside the library service, as well as touchdown space for approximately 90 officers to work in the Poole area. Its new location should be more convenient for many of our customers, being located close to public transport links and other town centre facilities.
18. Further work is now being planned to improve the Council Chamber in the BCP Civic Centre in Bournemouth, which will entail improvements in technology, accessibility and comfort for users. This work is subject to a listed building consent process, which is now being progressed, ahead of establishing a clear timeline for completion of works. Consideration will be given as part of this project to the Coroners service accommodation, to ensure necessary improvements can be made to support the delivery of the service within the BCP Civic Centre
19. The Estates and Accommodation Project is now widening its focus and Phase 2 will aim to consolidate the wider council estate. Initial priorities have been identified and council buildings at Wallisdown Heights and St Ambrose Cottage are now scheduled for closure by March 2023. Staff and services affected are being relocated to either the BCP Civic Centre or alternative community based sites as appropriate. Further priorities are now being developed and will be progressed as soon as possible. This project will reduce the council's exposure to high energy and maintenance costs, and lead to a more fit for purpose and efficient office accommodation estate in the future.

Supporting our colleagues

Talent Strategy

20. We have developed a Talent strategy that underpins three of the four priority themes of the People Strategy
 - a. **High Performing Teams** - Workstreams are; building a sustained performance culture; resourced for the future and customer focused; delivering at pace.
 - b. **Delivering our Potential** - Workstreams are: continuously improving and encouraging innovation and flexibility.
 - c. **Inspiring People** - Workstreams: leading change; celebrating our diversity
21. The talent strategy has 5 core pillars of which each has a set of deliverables in the next 3 years:
 - a. Talent Acquisition
 - b. Talent Enablement
 - c. Workforce Shaping
 - d. Sustained performance culture

- e. Diverse, equitable inclusive talent enablement framework
- 22. The Covid pandemic, the UK's exit from the European Union, changing demographics and the uncertain economic climate has created some profound and immediate changes to how society operates, and to how employees interact and work. Remote working, dynamic reallocation of resources the recognition to accelerate digitalisation and automation to meet changing council service and employment, and individual customers' needs has increased rapidly
- 23. We need to change how we acquire, invest and develop our current workforce for now and for the future, and develop one which is flexible, responsive and maximises the use of automation and digitalisation to lower transactional costs.

Wellbeing strategy

- 24. We have developed a Wellbeing strategy that is prevention focused and has the aim of ensuring that wellbeing is embedded in everything we do, championed at all levels and across all services, so that positive wellbeing becomes part of our culture. The strategy has been developed with input from the Mind workplace wellbeing survey done in 2021/22
- 25. The strategy encompasses the physical, mental, social, financial and environmental wellbeing of our people and recognises that much of what we do at work can impact people's overall wellbeing. A new Wellbeing Charter will soon be launched endorsing the support for colleagues and signposting to appropriate support services where required

Our culture, values and behaviours

- 26. We have developed a behavioural framework that articulates the Council's values and the associated behaviours expected of our colleagues in order to live the values in our everyday roles and work towards the creation of our desired culture. The embedding of these values has begun, and a programme of activity and communications is in place.
- 27. We have also developed a performance management framework which builds on those behaviours and will be used to set clear performance expectations throughout the council's employment structures and to enable appropriate career development and progression.

Pay and Reward

- 28. A revised grading structure has been agreed that supports a lower implementation cost and fewer colleagues impacted by the change. A revised plan is in place throughout 2023 with the planned implementation scheduled for January 2024 subject to a positive trade union ballot outcome.
- 29. With the support of the trade unions, we have developed and implemented a full suite of HR policies that harmonise legacy procedures for employment related processes. All remaining terms and conditions will be addressed through the implementation of Pay and Reward

Options Appraisal

- 30. This section is not applicable to this report.

Summary of financial implications

- 31. There are no financial implications directly arising from this update report.

Summary of legal implications

32. There are no legal implications directly arising from this report.

Summary of human resources implications

33. There are no human resources implications directly arising from this report.

34. It should be noted that each element of Our New Normal undertakes regular engagement with both Unions and the wider staff of BCP Council.]

Summary of sustainability impact

35. There are no sustainability impacts directly arising from this report.

36. Each individual project within each element of Our New Normal undertakes the appropriate Sustainability Impact Assessments at the point at which proposals are defined and considered.

Summary of public health implications

37. There are no public health implications directly arising from this report.

Summary of equality implications

38. Each individual project within each element of Our New Normal undertakes the appropriate Equality Impact Assessments at the point at which proposals are defined and considered.

Summary of risk assessment

39. The Programme Team continue to maintain a detailed Risks and Issues log and are using it on a weekly basis as we implement programme.

Background papers

- Cabinet Report September 2019 – Implementation of Pay & Reward Strategy
- Cabinet Report November 2019 – Organisational Development Design Outcomes
- Cabinet Report February 2020 – Organisational Development Estates & Accommodation Strategy
- Cabinet Report November 2020 – Estates & Accommodation project
- Cabinet Report June 2020 – Organisation Design Implementation & Budget
- Cabinet Report December 2020 – Acceleration of Transformation savings for 21/22 budget
- Cabinet Report October 2021 – Organisational Design – Implementation Progress.
- Corporate and Community Overview & Scrutiny Board May 2022 – Transformation Programme Presentation.

Appendices

There are no appendices to this report.