

Report subject	Transformation Programme Update
Meeting date	10 April 2024
Status	Public Report
Executive summary	<p>This report provides an update on the progress of the transformation programme of the BCP Council, which consists of three main elements: organisational design, where and how we work, and supporting our colleagues.</p> <p>The report highlights the achievements and benefits of the programme, such as the implementation of the new Dynamics Finance and Operations system, the launch of the new customer journeys on the Dynamics Customer Engagement system, the development of the new People Strategy and the negotiation of the pay and reward offer with the trade unions.</p> <p>The report also outlines the challenges and risks that the programme faces, such as data quality issues, the complexity and volume of the remaining customer journeys and processes that need to be developed and transferred to the new customer engagement system, the impact of the organisational change on the staff and the exit strategy from the transformation funding.</p> <p>There are a number of appendices that provide more details on the programme, such as the data and analytics case study, automation of manual processes, programme costs, benefits realisation and savings.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet note the progress made on the implementation of the Council's Transformation Programme.</p>
Reason for recommendations	To report a progress update on the Council's Transformation Programme.

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Wards	Council Wide
Classification	For Update

Background

1. The principal elements of the programme 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. **Where and How we Work** – the design, implementation, and benefits realisation in relation to Council's estate rationalisation strategy described in the Cabinet Report February 2020 and approved in Cabinet Report November 2020.
 - c. **Supporting Our Colleagues** – the design and implementation of the new People Strategy which incorporates amongst many other things, a new Pay & Grading methodology and the introduction of a single set of Terms & Conditions. This was described and approved in the Cabinet Report September 2019 and is intended to ensure equal pay and conditions for all Council employees.

Progress Update

2. Progress has continued to be made since the last update to Cabinet in October 2023. The details of which will be set out in this report and the relevant appendices.
3. The Transformation Working Group has now met on four occasions, and at their request had the opportunity to gain detailed information on a number of subjects which were all well received by the group and included;
 - a. Pay & Reward update
 - b. Benefits realisation & savings
 - c. Data & insights case study
 - d. Review of operating model
 - e. Estates & Accommodation clustering plans

Organisational Design

4. Dynamics Finance and Operations (F&O) has now been live for 12 months and staff managers and are using the new to manage their budgets and staff information. The ability for budget holders to see and drill down into their budgets has been a huge benefit in managing and setting budgets. It should be celebrated that for the first time, next years budget has been available for budget holders five months earlier than previously.
5. As mentioned in the last update data quality requires constant management particularly our HR data given the continuous organisational change. Development of HR dashboards to provide staff and managers with visualisations of our organisational structures, reporting lines as well as management information on absence levels and headcount will shortly be ready to launch.
6. The data and analytics technology skills and capabilities are now providing added value in terms of both automation of previously manual processes and connecting data sets together to support improved service planning and delivery. This should be celebrated and will continue to inform and transform service delivery. A case study example is available at Appendix 1.
7. Use of Microsoft Power Apps enables us to quickly develop automated solutions with less coding and automated testing. This is helping to remove complex manual processes in many areas of the organisation saving time and effort for staff examples of which is available at Appendix 2.
8. We are now live with the first set of new customer journeys on the Dynamics Customer Engagement System (CE). This is a great step forward but there is still a huge amount of work to complete the full transition to this new platform.
9. This is very complex and requires meticulous planning, design and implementation. We already have a CE platform that is integrated to many other systems such as the financial system to take online payments and running our services such as green waste, bulky waste, licensing, permits and beach hut booking. Some of the complexities are around the transition of the old system to the new system and still allowing us to operate and trade as Council. There are approximately 130 customer journeys and processes that need to be transferred and a further 480 identified as part of the high level service design that need to be developed.

Where and how we work

10. Four workstreams are now in progress which support the transformation and consolidation of the council's corporate estate, as part of the Estates & Accommodation project.
 - BCP Civic Centre – modernisation of civic space
 - Accelerated vacation of corporate properties surplus to requirements
 - Community hubs – clustering of services in our communities
 - Depot Review – establishing a fit for purpose operational hub

BCP Civic Centre

11. Work continues in association with the Civic Members Working Group to identify and agree the next phase of improvements necessary to support modern, comfortable

and accessible civic spaces. This work is primarily focused on the Council chamber and associated committee meeting rooms (those in the west wing of the Civic centre) and will include the wider introduction of hybrid meeting technology and online streaming capability, plus accessibility improvements to ensure access and participation in the democratic process is available to as many people as possible.

12. A disability access audit of the Civic Centre has been completed and the recommendations of that work are currently being evaluated in terms of cost and feasibility. Furthermore, informal investigation into the costs of improved streaming/hybrid meeting technology for all civic meeting rooms has led to the need for an appropriate procurement process. This is now being planned for and will clarify the funding requirements necessary and timescales for deliver.
13. The future requirements of the coroners service, including options for locating the service outside of the Civic Centre, are currently being explored. This requires design and feasibility work in respect of an identified alternative site in Bournemouth Town Centre, but progressing this option will be subject to Cabinet consideration in due course.

Accelerated vacation of surplus corporate properties

14. A number of corporate properties located around the BCP area, currently or previously used to support service delivery, have been identified for possible vacation. Feasibility work has commenced and where it is concluded that they can be vacated and services appropriately relocated to the Civic Centre or a community location elsewhere, this is being planned for. As each property becomes vacant the most appropriate disposal or reuse opportunity will be established. Initial consideration will be given to Housing or SEND opportunities, but disposal for capital receipt may be recommended, subject to the circumstances and constraints that may apply on each site.

Community Hubs

15. A number of asset related pieces of work are currently being progressed which aim to understand the services we operate in our communities and how they will develop in the future, so that they are accessible to those residents that rely upon them. This includes the development of the Library Strategy, work around Family Hubs, Adult Social Care Day Centres and community facilities. The aim of the community hub workstream is to ensure these separate pieces of important service strategy development are linked together, so that we can ensure the optimal use of our corporate estate in any future plans for change. This means that in some cases there will be opportunities to collocate services to support better joined up services to customers, as well as realise cost savings from underutilised or poor standard buildings.
16. The community hub workstream will develop over the next 12 months as other service strategy development work progresses, but with an initial focus on the Kinson area where a wide range of corporate buildings are located, and where there is high demand for services. This initial pilot will inform the wider development of the workstream across the conurbation.

Depot Review

17. Work has progressed on more fully understanding the council's depot requirements, in order to establish a fit for purpose operational hub for the future. This would be a

significant project for the council, and would underpin a range of changes, both operational and environmental, that are not possible to accommodate in current depot accommodation. Requirements have now been gathered and a process of identifying potentially suitable sites is due to commence shortly. This will inform future decisions on the way forward and the financial implications of delivery.

Supporting our Colleagues – People Strategy

18. The new People Strategy has been approved and communicated to our colleagues.
19. A comprehensive three-year implementation plan has been developed over the 12 workstreams identified in the People Strategy but the majority of the delivery will be dependent on the identification of a funding strategy to ensure that the People and Culture service can continue to build on the progress made so far.
20. Some aspects of the implementation plan and work programmes have had to be re-prioritised due to the demand required for P&C to support wider organisational change programmes such as voluntary redundancy.
21. Some of the progress made to date is outlined below:

Supporting our Colleagues - People Data and Insights

22. The new recruitment system is being embedded, which has created more efficient ways of working including the automation of contracts for new starters and invite to interview letters.
23. Collection of a variety of data has been collated which includes lone working, statutory professional memberships, and health surveillance to develop more efficient ways of working for managers and for data reporting.

Supporting our Colleagues - Leadership and Management Development

24. We have launched 360 feedback for the Corporate Management Board and this will form part of their personal development plans and on-going development. Next phase will be to launch 360 feedback for Directors.
25. As part of the Executive Leadership development programme, sessions have been run by Creative Huddle, with the aim to build trust, integrity, and authenticity within the leadership team; and align the team to improve collaboration, decision making and accountability. The outcome from these sessions will help the leadership team identify strengths and gaps and turn these into actionable plans with an agreed clear roadmap, with assigned responsibilities. Further sessions will be run in six months to identify progress and any areas which require additional focus.
26. As part of our new learning management system, we are reviewing baseline skills across the leadership job family, we are building a skills audit tool to identify any gaps supported with some relevant learning interventions. The initial focus is on financial management skills and performance management skills.

Supporting our Colleagues - Equality, Diversity, and Inclusion

27. Limited progress has been made due to the volume of organisational change work which has required additional support.
28. We are currently refocusing and working with communications to get better monitoring data around protected characteristics via a communication campaign which makes completion of protected characteristic data on Dynamics F&O

mandatory for employees (but with a prefer not to say option). This will help provide the data we need to build an effective proactive strategy to create an inclusive and diverse workforce.

Supporting our Colleagues – Performance Management

29. We have been developing an on-line performance management system, and refreshing our approach to performance management in summary: -
30. **Setting performance expectations:** to take place at the beginning of the annual performance year and designed to make clear performance expectations closely align to the corporate vision, directorate priorities, service plan and values/behaviours.
31. **Agree stretching objectives:** these should be agreed between colleagues and their line managers once they understand the performance expectations for their directorate. These must focus on both the **what and the how**.
32. **Corporate Objectives** We are also reviewing the development of corporate objectives across the leadership job family with an initial focus on financial management /efficiency, people capabilities (such as mandatory training) and EDI.
33. **Measuring success** linking success measures to the context of key indicators. For example, using sources of people data from the People Survey Results, learning and development, departmental learning from best practice and culture audits.
34. **Regular performance conversations:** between managers and colleagues to ensure objectives remain relevant and stretching and that performance progress can be informally assessed on a continuous basis.
35. **Mid-year and end of year measure (ratings)** introduced as part of the performance assessment process.
36. **In-year recognition** managers are encouraged to use Our Stars to recognise and reward members for their great performance

Supporting our Colleagues - Pay & Reward

37. We have been successful in negotiating an offer that the trade unions felt they could put to a ballot of their members. The ballot process concluded on 8 March 2024.
38. Significant work has been undertaken through colleague roadshows and drop in sessions to share information with colleagues and provide opportunities for questions so that all concerned felt informed before voting in the ballot process.
39. GMB and UNISON have advised the outcome of the ballot process is as follows.

	Turnout	Accept	Reject
GMB	70%	13%	87%
UNISON	71%	57%	43%

40. Both unions need to have a majority vote in order for the overall outcome to be accepted and we have therefore entered a further period of negotiations which are ongoing.

Forward Look

41. The transformation programme is now in its fifth year and final year of funding. The foundations of all of the technical elements of programme have been implemented staff have largely been moved around into the new operating model configuration with centres of expertise established for many areas such as business support, data and analytics, legal, marketing and communications etc.
42. In collaboration with Financial Services, members, and the Transformation Board we will be working on an exit strategy from transformation funding which ends in March 2025 and towards a formal completion and closure of the programme.
43. It is envisaged that a programme of continuous improvement of digital services, service delivery efficiencies and exploitation of technologies such as AI will be developed in order that we can continue to transform and improve our services.

Options Appraisal

44. This section is not applicable to this report.

Summary of financial implications

45. Appendix 3 includes a copy of a document originally included as part of the 2024/2025 Budget Report to cabinet and Council, which sets out both the budget for the transformation investment programme and details of the savings delivered in 2022/23 and forecast for 2023/24. The appendix includes the position as reported to Council in February 2024 for projected revenue budget savings, programme expenditure and the timing of the capital receipts to fund the programme. The final amounts are in the process of being established for 2023/24 and this will be reported to Cabinet in June.

Summary of legal implications

46. There are no legal implications arising from this update report.

Summary of human resources implications

47. There are no human resources implications directly arising from this update report.
48. It should be noted that for each element of supporting our colleagues activity regular engagement is made with both Unions and the wider staff of BCP Council. The People Strategy itself has been subject to considerable consultation with our colleagues and senior leadership teams.

Summary of sustainability impact

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

Summary of public health implications

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

Summary of equality implications

51. Each individual project within each element the Transformation Programme undertakes the appropriate Equality Impact Assessment at the point at which proposals are defined and considered.

Summary of risk assessment

52. The Programme Team continue to maintain a detailed Risks and Issues log and are using it regularly as we implement the programme. These risks and issues are monitored by the steering group and reported to the Transformation Board and the Transformation Working Group.

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 October 2023 – Transformation Programme Update

Appendices

Appendix 1 – Data & Analytics case study – supporting families.

Appendix 2 – Example and list of Power Apps.

Appendix 3 – Transformation Programme Investment Plan