

Appendix 1 – Specification

Technology Enabled Transformation of
the Council and its Ways of Working

for

Bournemouth, Christchurch and Poole
Council

Introduction

Scope & Purpose

This document sets out the requirement of Bournemouth, Christchurch & Poole (BCP) Council ("The Council") to commission consultancy support for the purposes of reviewing and establishing a technology enabled transformation programme.

The Council wishes to work with a multi-disciplinary consultancy firm following the vesting of the new unitary council in order to identify opportunities to secure improved ways of working, deliver better outcomes for residents and enhance efficiency.

The scope of the services is to:

- Articulate and outline the opportunities for the transformation of the Council, including the use of leading edge technology such as process automation robotics, artificial intelligence and possible application, as well as harnessing and utilising the power of data and analytics to drive business decisions and planning
- Undertake activity analysis on current Council activity to properly understand current costs and working practices
- Provide options for the future of BCP Council including operating model, ways of working, process models, technology architecture along with an impact business case on each
- Provide details of a final recommended model and design outlining clearly the impacts and an implementation plan for the design and programme to deliver it

There may be a requirement during the term of the contract for the scope to change. Any potential further support will not exceed an additional 50% of the awarded contract value and will be quoted in line with the tendered day rates indicated in the successful supplier's tender return. The Council does not guarantee any additional scope of work beyond that indicated within this specification.

Please note that with effect from 1 April 2019, the administrative areas of Bournemouth Borough Council, the Borough of Poole and Christchurch Borough Council shall fall under the new administrative area of Bournemouth, Christchurch and Poole Council (the "Authority"). Accordingly, the rights and obligations of the Council which arise pursuant to this agreement shall automatically transfer to Bournemouth, Christchurch and Poole Council.

Background

The Council (and its predecessor authorities) has statutory duties to deliver specific services within the authority boundaries. The Council is responsible for the provision of a broad range of services from social services to planning applications and from the collection of waste to the collection of council tax and non-domestic rates.

Following the submission of the Future Dorset proposal in 2017, the Secretary of State for Housing, Communities and Local Government approved the establishment of a new unitary council to serve Bournemouth, Christchurch and Poole.

Since then, the preceding councils have been working together to complete a range of transition tasks in order to ensure the effective operation of the new council from April 2019. The Elected Members charged with overseeing this work have recently begun to consider how the new council could move forward after vesting day and become a 21st century model of local government and a model of public administration that has the potential to be used as the template for the development of new councils elsewhere in the country.

Context

Local government continues to face an unprecedented set of challenges with further reductions in the funding provided by central government anticipated alongside increasing demand for existing and new services. At its inception, BCP Council expects to have a funding gap of up to £30m in the period to 2022/23. The preceding Councils have risen to the challenges of the austerity era delivering significant efficiencies in the past few years although this has involved the use of some balances and reserves which we may not be able to do in the future. Consequently, we will need to be more flexible and entrepreneurial in order to rise to the new challenges we face over the next 3-5 years and beyond.

In the past, as the individual preceding authorities, we have tended to lead change through separate service areas. This has meant the preceding Council's ways of working have grown organically and whilst we have been successful in taking out some cost through tactical savings and budget reductions, the preceding Councils have not fully exploited the opportunities that full-scale transformation might offer – either in terms of cost savings or how we deliver services.

The establishment of the new council provides an opportunity to address some of these issues and put in place a model of local government that is streamlined, entrepreneurial, agile, innovative, ambitious and sustainable.

The Council are committed to building a case for change based on establishing new ways of working to help address the following challenges and opportunities:

- Shifting demographics including a growing and ageing population, high levels of deprivation and changing customer expectations and behaviours.
- Decreasing funding for local government means we need to work more closely and collaboratively in order to secure positive outcomes for local residents.
- Uncertain economic prospects due to global and national events such as Brexit.
- While the Council's traditional approach to setting a budget and identifying/delivering savings has worked effectively in the past, there is a belief that a shift away from service specific savings and towards identifying and delivering savings at an "enterprise" level is now necessary.
- The way our services and our statutory duties are funded is likely to change, so now more than ever, the Council needs to focus its resources on delivering our strategic priorities.
- The once in a generation opportunity that the Council has to deliver a design-led transformation programme that maximises the benefits associated with the establishment of the new council.
- The ambition of the new council to operate at the leading edge with IT, maximising the use of technology to deliver excellent services in the most efficient manner.

Requirements

The Council requires consultancy support to help us embark upon a transformation journey that is ambitious, challenging and inspiring.

To do this we are seeking to appoint a single consultancy firm who will provide critical capacity, capability, methodology, support, coaching and additional benefits, through a valued and trusted relationship, to enable us to deliver our priority outcomes and objectives. The successful supplier will need to help us drive change with pace and rigour and should have the depth of resources required to mobilise quickly and supply additional capacity and expertise at short notice, should this be required.

This could be a significant and complex period of transformation and we seek a consultancy firm that could potentially support us across the assessment, design and delivery phases associated with our programme. In the first instance our requirement is for:

Operating Model Assessment, Design and Business Case

The Council require immediate support to assess our ways of working, identify opportunities for improvement, design the functional components of the new authority and produce a compelling business case.

The Council is breaking down the requirement into four stages. Payments will be linked to the milestone completion of each stage. The four stages and the outputs expected at each stage are:

Stage 1 – Vision and Ambition

- Carry out a review of ways of working across the three previous councils.
- Identify and appraise current strengths, weaknesses and opportunities using a leading assessment framework to establish the current position of the new organisation.
- Engage with Members and Senior Officers in order to articulate the ambition for the future

Stage 2 – Activity Analysis

- Perform data analysis to identify areas of scale, duplication and fragmentation with regard to a standard process model(s) and conduct benchmarking analysis of current processes and activity against other councils or appropriately comparable organisations.
- Analysis will also be required in relation to the number of technology systems currently in use as well as change related projects either currently underway or planned.
- Translation of strategic aspirations of the councils into new ways of working to provide clarity on accountability, interrelations within and outside the councils and enable us to focus our finite resources on the collective delivery of our priorities.
- Facilitation of accelerated design or immersion events to help senior stakeholders to effectively challenge, understand and align around a coherent set of design principles.

Stage 3 – Outline Options for Transformation including impact analysis

- Delivery of a structured set of options around operating model design, technology led transformation and process reengineering that will enable the council to make conscious choices about how they would like the new council to operate in the future.
- Include opportunities for developing and implementing a small number of impactful projects or initiatives quickly that will contribute to the transformation effort and realise benefits
- Each option should be accompanied by indicative costs, benefits and implementation considerations in order to inform and support the review of these options and the selection of a preferred model/option.
- Risks & lessons learned from other comparable and leading-edge implementations across sectors

Stage 4 – Sign off of Final Operating Model and Design Recommendation including impact and recommended implementation plan

- Produce a final business case on the selected option which sets out the key findings from the data analysis, current ways of working assessment and opportunities, the vision and future design that will help us to deliver new ways of working and an investment / benefits case.

Potential further support

At this stage of the Council's transformation journey the Council does not know with certainty the specific types of support that may be required beyond the initial package of work.

The Council will work with the successful supplier to shape any specific future support requirements to be called off as part of any agreement. Separate work order packages will be directly commissioned with the successful supplier as part of the agreed commercial governance.

It is possible that this support may include:

- Support effective change management across the programme to ensure a consistent whole council approach is taken during implementation.
- Support for managers and those leading the programmes of change within services to develop and enhance their skills in managing change to ensure the benefits are delivered
- Quality Assurance, as well as the provision of direction, clarity and focus on programme outcomes.
- Provide advice on benefits realisation approaches.
- Support senior members of staff to a) maintain and monitor the overall work stream design and implementation plans; b) baseline, track and communicate the progress of the programme; c) monitor, manage and mitigate the programme wide work stream risks and issues; d) manage the interdependencies between each work stream in the programme.
- Support engagement with the Council's other strategic partners to test alignment of transformation approach with other strategic initiatives
- Support the overall 'Business and Technology Architecture' to enable a coherent and integrated operating model.
- Support the design and implementation of a new organisation structure – new functions with right-sized budgets, accountabilities, service offers, competencies / behaviours and hand-offs to other functions.
- Support in further developing customer insight and analytics, understanding customer demand through segmentation, cost to serve analysis and initiatives to offer digital services to customers. This will include reviewing the existing website and providing recommendations for user experience and content management improvements.
- Help build market and partner landscape analysis and strategy to enable new and existing products and services to be improved and refined and where relevant built and rolled out.
- Support in the production of a detailed design for front office transformation to incorporate a) optimisation of contact processes; b) digital opportunities; and c) mobile/agile working.
- Support to review, re-design, implement and transform current service delivery ranging across all customer facing services (including internal customers). Support here is likely to include a) service re-design b) business process improvement c) demand management/reduction/re-direction d) service innovation e) assessment and implementation of alternative delivery models (integrated care, shared services, joint ventures, strategic partnerships, outsourcings, traded services etc.) f) digital transformation and delivery etc.
- Support to review, analyse, cost and advise on the application and use of leading edge technologies such as robotic process automation and artificial intelligence along with data analytics and business intelligence engines
- Support to review, analyse, cost and advise on possible asset rationalisation and/or development strategies and/or plans to support the successful implementation of the new operating model for the organisation
- Support the transformation of our approaches to collecting, analysing and reporting data to provide better information, in real-time, with greater analytics and insight to drive improved decision making and service delivery. Support any necessary enhancement of our Programme Management Office and relevant programme governance structures

- Review our existing programme tools and where key gaps or improvements are identified provide support to produce or improve key tools and templates.
- Support to put in place the right rhythm, review and challenge points and reporting discipline across the transformation programme by providing a reporting template, reporting governance and reporting frequency plan.
- Support to establish a design authority by providing terms of reference to include its scope, powers, meeting frequency and resources required.

Additional Requirements

Qualifications and Experience

The work must be carried out by a team of suitably qualified specialist(s). The names and CV's of each team member must be provided within the tender return. Team members must have experience in completing similar projects.

Documentary evidence of the above is required as part of the bidder's proposal. The provision of "reference" sites should also be included and the Council may contact any such site provided to obtain feedback as part of the assessment process.

The Council reserves the right to reject any proposed team member should it feel they are not suitably qualified or experienced.

Compliance with the Council's Policies and Procedures

The supplier's personnel will adhere to the Council's professional codes of conduct and financial procedures at all times. They will maintain the highest relevant professional standards in delivering the services and comply fully with all policies and procedures. When handling data on behalf of the Council, the Successful Supplier will ensure that all of its staff, associates or agents full comply with the Council's data protection and acceptable use policies and procedures. For the avoidance of doubt, where a member of the Successful Supplier's staff, associates or agents are unsure of the Council's policies on handling data, they should seek instructions from the Council prior to handling any data.

Copies of all relevant documentation will be provided prior to commencement.

Indemnity and Insurance

The Successful Supplier shall indemnify, and keep indemnified, the Council against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever whether arising in tort (including negligence (default or breach of contract, including but without limitation any claim by a third party for damage occurring as a result of the Successful Suppliers performance of the service, to the extent that any such loss or claim is due to the breach of contract, negligence, wilful default or fraud of itself or its employees or of its representatives save to the extent that the same is directly caused by or directly arises from the negligence, breach of contract or law by the Council or its representatives (excluding the Successful Supplier)).

The Successful Supplier shall at its own cost take out and maintain with a reputable insurer/s who are authorised by the Financial Service Authority to conduct insurance business or equivalent the following insurance policies.

- Throughout the period of the Agreement, public liability insurance with a limit of indemnity of not less than ten million pounds (£10,000,000) in relation to any one claim or series of claims arising from the Service.
- Throughout the period of the Agreement, employer's liability insurance with a limit of indemnity of not less than five million pounds (£5,000,000) in relation to any one claim or series of claims arising from the Service.
- From the commencement date until the expiration of two (2) years from termination of the Agreement, professional indemnity/professional negligence insurance with a limit of cover of not less than two million pounds (£2,000,000) in relation to any one claim or series of claims arising from the Service.

The Successful Supplier shall on request supply to the Council for inspection documentary evidence that the Insurance Policies are properly in place, adequate and valid and evidence that the relevant premiums have been paid.

The Successful Supplier and the Council shall not take any action or fail to take any reasonable action, or (insofar as reasonable within its power) permit anything to occur in relation to it, which would entitle any insurer to refuse to pay any claim under any insurance policy in which the party is an insured, a co-insured or an additional insured person.

Within 30 days of any claim arising in excess of £50,000 on any of the Insurance Policies, the Successful Supplier shall notify the Council of the same including full details of the incident giving rise to such a claim.

Exit Payments

This is in relation to the Small Business, Enterprise and Employment Act 2015 – Repayment of Public Sector Exit Payments Regulation.

You are required to inform the Council if you, or a member of the team that will be working on this project, were previously employed by another Public Sector body as an employee and you/ they earned at least £80,000 per annum and you/ they also received an exit payment from that employer within the last 12 months.

You are also required to inform the previous Public-Sector employer that you, or the member of the project team, worked for.

Please confirm within your response if the above does or does not apply by referencing this section of the brief and then stating if it applies or not. If it does apply, the Council will contact you for further information.

Please note that failure to disclose this information or to make repayments as calculated by and agreed with the previous employer could affect your contract with the Council for this, and future, projects.

Exit Process

The consultant and Council's Lead Officer will hold a review meeting at the end of the commission to measure the resulting outcomes and supplier performance against the key deliverables and specification. Representatives of the other impacted councils may also be invited to attend.

The consultant will assist the Council with any transition arrangements to the next stage of the project, such as providing all information produced in relation to the project, an initial hand over

meeting with third parties, and any reasonable request for information in relation to the work the Consultant has undertaken.

The consultant will be expected to involve the Council's programme team in areas of the project and information produced to ensure that robust knowledge transfer results from this involvement and the Council is able to fully inform itself of any ongoing decisions and work required.

Remuneration for the Contract

The fee for the work will be determined by submitted quotation and will be inclusive of all travel and subsistence. All fees indicated in the tender should be exclusive of VAT.

Where it is determined that off payroll working through an intermediary (IR35) legislation will apply when making payments to the supplier, the Council will be required to follow the responsibilities of this legislation when making payments. Subject to whether the IR35 legislation applies, the Council may be required to deduct tax and Class 1 National Insurance Contributions and pay and report them to HM Revenue and Customs (HMRC) when making payments to the consultant.

The supplier will be required to provide all financial details required in order for the Council to raise a Purchase Order and make payment by BACS to the supplier.

Payment will be made on the completion of each milestone and in line with the quotation for each milestone submitted by the supplier as part of their tender. The Council reserves the right to finalise the submitted payment milestones with the supplier prior to award to reflect the level of work anticipated at each milestone.

The Council's payment terms are 30 days from the date a valid and undisputed invoice is received.

Health & Safety

The Consultant will be responsible for managing their own health and safety and those they work with, complying with all relevant legislation.

Desk space can be made available at appropriate local venues on an ad hoc basis via previous arrangement and subject to availability. The site-specific health and safety regulations should be adhered to. A briefing will be provided.