
Bath & North East Somerset Council

Improving People's Lives

Business Change Hub Update

Corporate Policy Development and Scrutiny Panel

30th January 2023

Introduction

The Council has created a Business Change Hub to provide a dedicated resource to drive transformation programmes across the Council.

The establishment of a professional hub provides the tools to deliver change more effectively

It allows for interdependencies between programmes to be identified and managed more strategically

It improves resource planning to ensure the right support, governance and structure is in place to realise the identified benefits of each programme.

Role of the Business Change Hub

Develop skills and expertise in a professional hub to support and add value to change programmes

Provide guidance, advice and knowledge through a partnering arrangement

Support changing of outcomes in services or to directly deliver corporate or high risk projects

Provide a good practice approach to change projects/programmes, but ensure this is flexible and adaptable based on the need, size and scale of each project

Supporting development of effective, robust business cases

Targeted end to end process redesign to create digital first modern, efficient and customer focused services

Ensure collection and handover of lessons learned from one initiative to the next

Focus on change projects/programmes, the hub does not intend to be involved with 'business as usual'

Coordinate and develop business intelligence and data driven decision making, including the development and integration of systems across the Council

Supporting benefit realisation, savings targets and delivery of outcomes for our communities

Principle programmes of work

Customer Experience programme (Customer Contact Strategy)

Children's Service and Education transformation programme

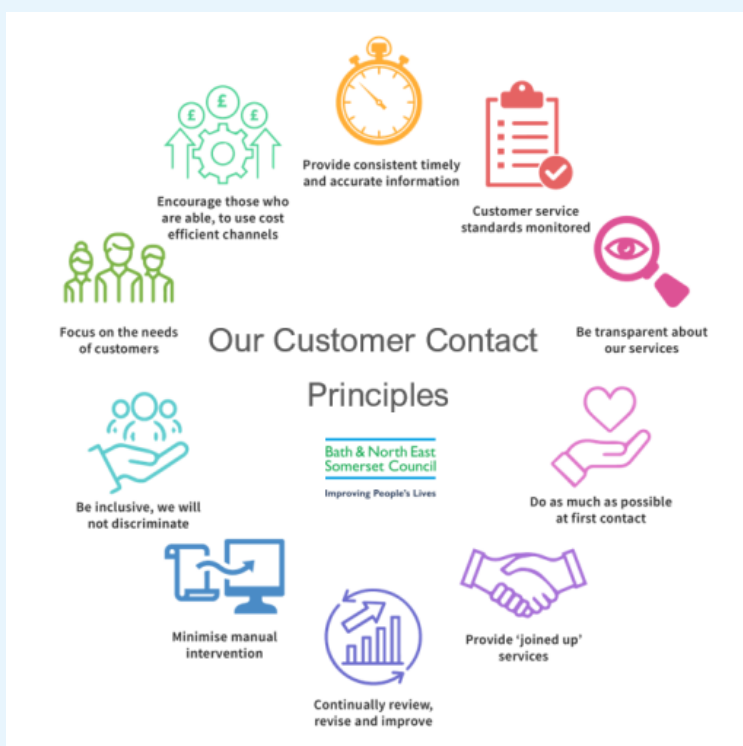
The adoption of the Corporate Landlord model for property asset management

Customer Experience programme

This programme of work aims to modernise the way we interact with customers using a digital first approach and includes the following outcomes:

- Residents/communities have greater access to the services and products they need
- A reduction in number of telephone calls, emails and letters received / sent out.
- A reduction in customers needing to contact us many times about the same issue.
- Simple, high volume, repetitive tasks are automated rather than manual.
- Core customer contact processes embedded within organisation
- All services follow the corporate customer service standards
- Customers clear about how, when and where they can contact us.

Customer experience workstreams



SUPPORTING OUR CUSTOMER CONTACT PRINCIPLES	
Consistent Customer Standards	Phased roll out corporately
Review of contacts by access channel	Initial focus on Telephony
Service Reviews to focus on the needs of our customers	Highways Service / Fix My Street
Digital first approach & improved efficiency	Improved and consistent technology for self service and mediated Customer Payments
Minimise manual intervention	Embed the use of hybrid mail / reduction in printing and posting corporately

Children and Education Transformation Programme

This programme initially is focussing on reviewing and improving the way we record data and make payments and relies on the development of a digital solution. The key outcomes are:

- Data and finance are managed robustly, and a long-term direction of travel and action plan is agreed
- The service can more easily link activity to payments.
- Support and interventions for children and families can be measured and the effectiveness can be easily tracked through the system
- Resources are targeted as the need arises
- Reliable data is available which can be used to forecast

Programmes

Outputs

Capabilities

Outcomes

Measurable benefits

Organisational objective

Data and Finance

Data infrastructure improvements

Better able to make links between Police and social care data

Current state and TOM developed

Able to understand current state, TOM and how to bridge the gap

Early help improvements

Early help system better understood, development pathway described

Better grip on data, including quality and management info

Reliable data which can be used to forecast

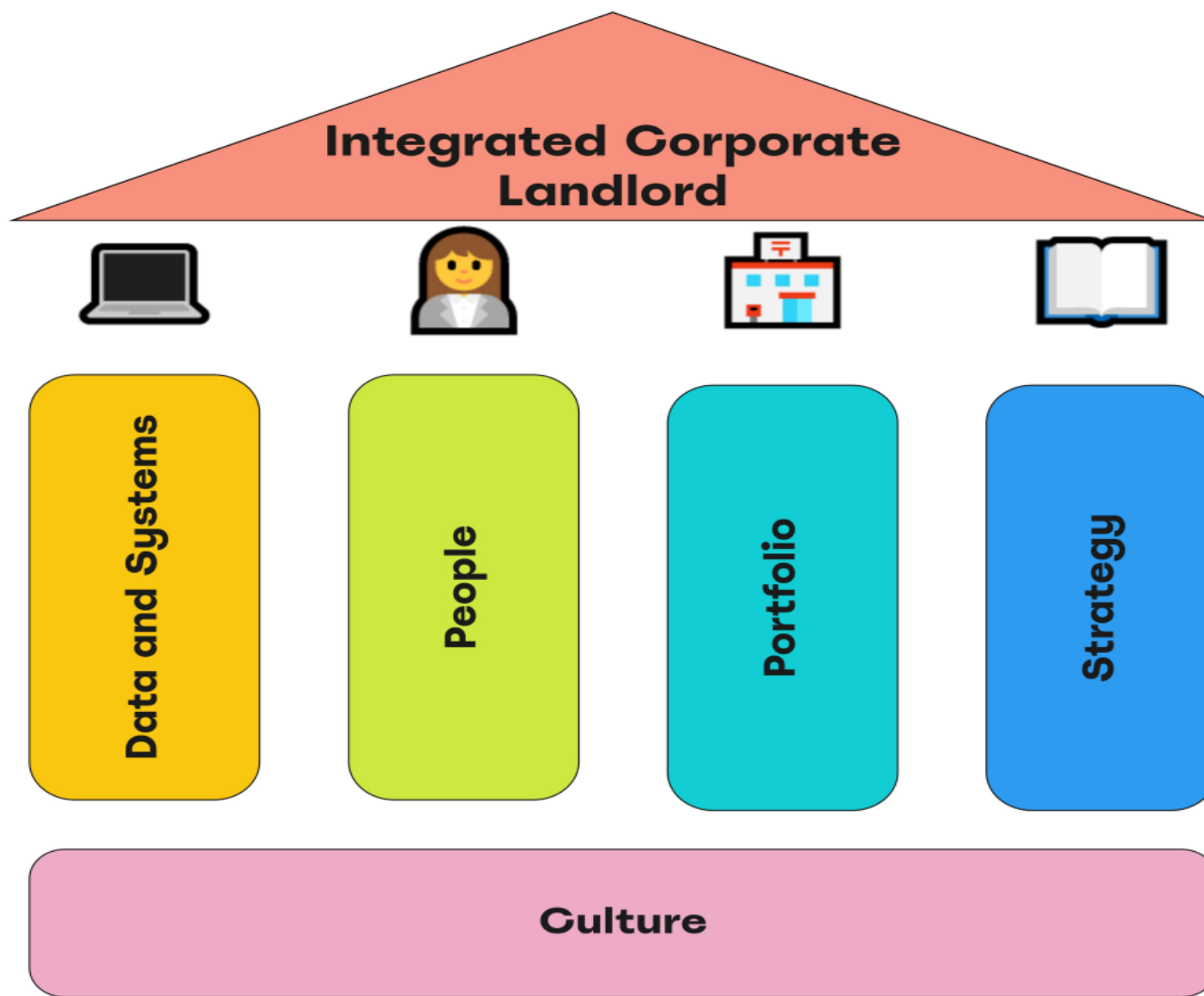
Resources targeted as need arises

Financial Sustainability

Corporate Landlord model

This programme supports the service to develop a Corporate Landlord Model. The key outcomes are:

- Development of a target operating model and implementation and embedding of a Corporate Landlord Model.
- Centralisation of all estate budgets, decision making and activities within one team.
- Driving of efficiencies and associated savings from economies of scale and a common approach to assurance.
- Ensuring that Council services occupy property that is in the right location, fit for purpose, economic to occupy, and compliant with statutory and regulatory codes
- Our estate leads by example in the contribution it makes to making Bath and North East Somerset carbon neutral and climate resilient by 2030.
- Our assets and property related activities support regeneration, economic development and housing objectives, creating vibrant and sustainable communities.



Development of a toolkit and processes



Series of templates being developed



Exploring the use of O365 products to improve the way we communicate and share project progress, risks, reporting etc



Developing a process for how we provide an overview of transformation across the Council



Working with RUH transformation team to create a peer network to support programme and project managers around transformation



Use data to inform a service review, understanding the current operating model (mapping the as is), creating a target operating model and establishing a plan to get there



Performance dashboard in development

Are there any questions?