

**Bristol City Council**  
**Minutes of the Business Change and Resources**  
**Scrutiny Commission – presentation supplement**



**18 July 2016 at 9.30 am**

**Members Present:-**

**Councillors:** Graham Morris (Chair), Donald Alexander, Tom Brook, Barry Clark, Stephen Clarke, Helen Godwin, Geoff Gollop and Tim Kent

**Officers in Attendance:-**

Anna Klonowski (Interim Strategic Director - Business Change), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Dominic Mason (Interim Service Director for Change), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change), Louise deCordova and Andrea Dell

**1. Change Programme - Presentation**

The Commission received a presentation from the Interim Service Director, ICT/Business Change. (attached) The overarching objectives being to synch with the Mayor's Bristol Plan; address the financial savings targets; and guide major changes to ensure business continuity.

The following points were noted in discussion:

- a. It was confirmed that the executive member for Business Change was invited to engage regularly with the Directorate Leadership Team.
- b. Members voiced concerns that a significant impact of channel shift was a loss of confidence in systems. Citizens feedback suggested that the online tools to engage with Waste and Parking services did not deliver; and any frustration was compounded by the reduction in support staff and digital telephony systems.
- c. Officers confirmed that that work was being carried out in service areas to ensure that when frontline and telephony systems moved to digital services that teams had plans in place to resource the transition period in the right ways through citizen centric contracts. This was being monitored through regular reporting of the customer experience and took steps to address areas of concern.



- d. Officers confirmed the need to re-engage and restore confidence to Councillors in order that Councillors were able to provide the support needed to drive through the necessary changes.

The meeting closed at 11.20am

Meeting ended at 11.20 am

**CHAIR** \_\_\_\_\_



Change Programme update  
13<sup>th</sup> July 2016



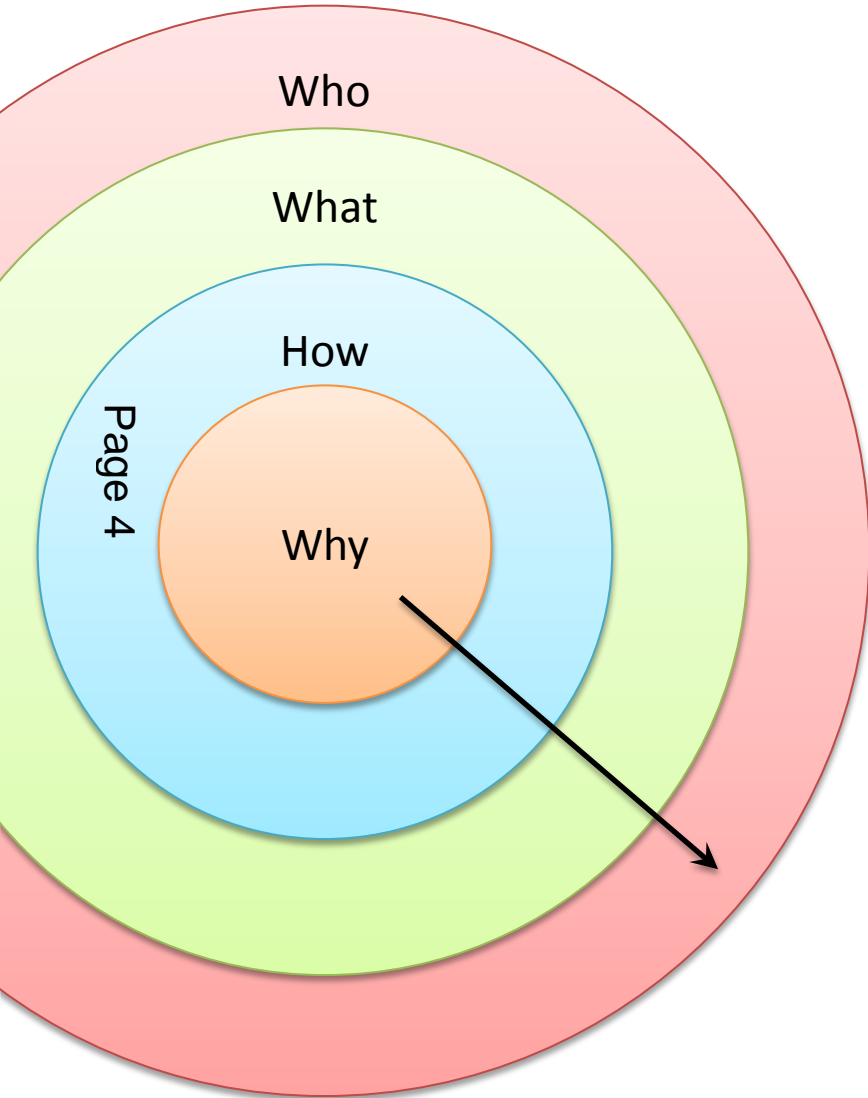
# Change Programme Update

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- **Dominic Mason**
- **(Interim) Service Director, ICT/Business Change**

Minute Item 11

# Why are we doing this?



**Why?**

- Synch with Mayor's Bristol Plan
- Guide major changes

**How?**

**What?**

**Who?**

# Why?

## We must synch with Mayor's Bristol Plan:

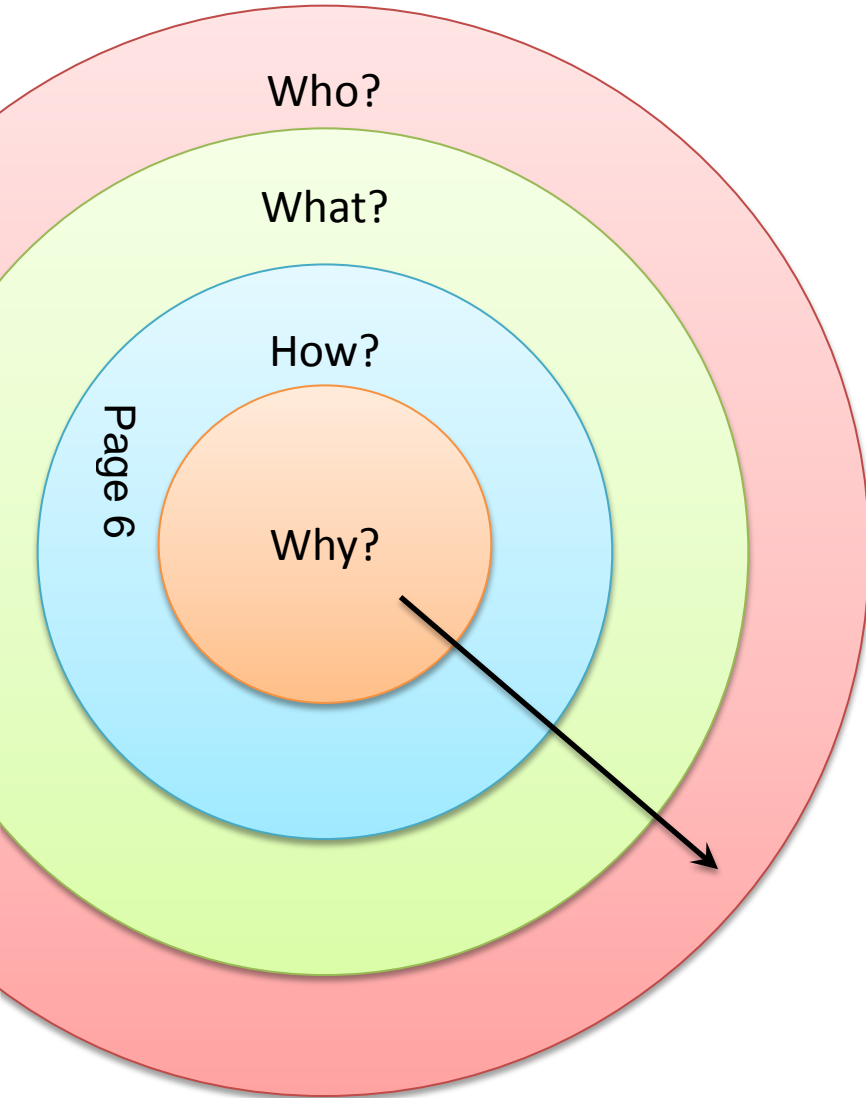
- Address the financial savings target in 16/17 & 17/18
- Ensure initiatives to address the financial savings target are divided into three areas:
  - **Service deliverable:** a service can complete, no political context
  - **Management deliverable:** BCC Management can deliver and inform Mayor and Cabinet
  - **Political deliverable:** BCC Management, Mayor and Cabinet work together to decide which actions to take and when

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## Our role is to guide major changes:

- Ensure business continuity in transition between:
  - New Mayor and new Cabinet members
  - New Chief Exec
  - New Business Change Management Team
  - New MTFP

# How will this be achieved?



## Why?

- Synch with Mayor's Bristol Plan
- Guide major changes

## How?

- Address financial savings target for 16/17 and 17/18
- Create stable base for MTFP

## What?

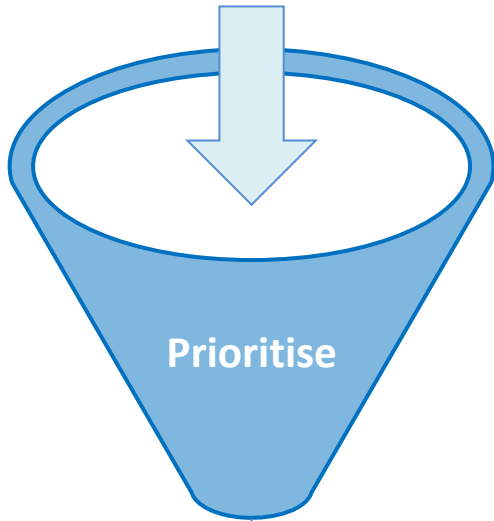
## Who?

# Prioritising the List of Savings Initiatives

Highest value / lowest effort, and delivers savings in 16/17

## Savings Tracker

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3 outcomes

**Prioritised - Minimal supporting Change Resources/ Investment**

*Service Area people deliver the change via Service Area Action Plan*

or

*Service Area people shape and deliver the change via rapid 'Hothouse'*

**Prioritised - Needs Change Resources/ Investment**

*'Project Team' from Business Change work with Service Area to deliver the change*

**Not Prioritised**

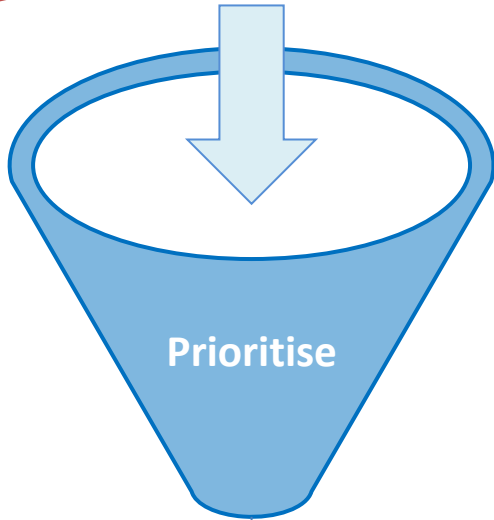
*Paused until capacity to deliver available*

# Business benefits of this approach in baselining for future MTFP

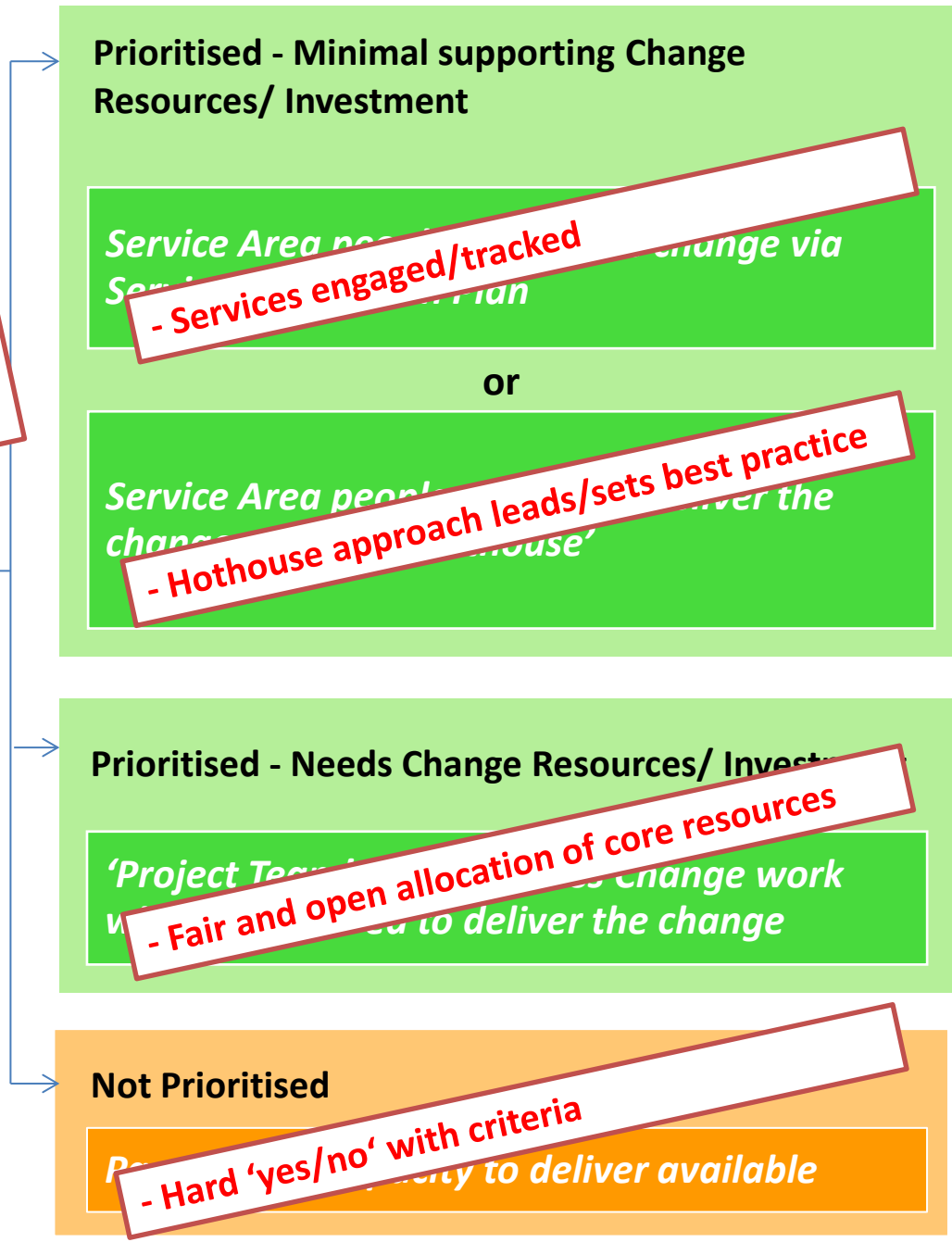
## Savings Tracker

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- Single view of BCC for change purposes
- Establishes underlying baseline dataset
- Financial/HR/Change rigour

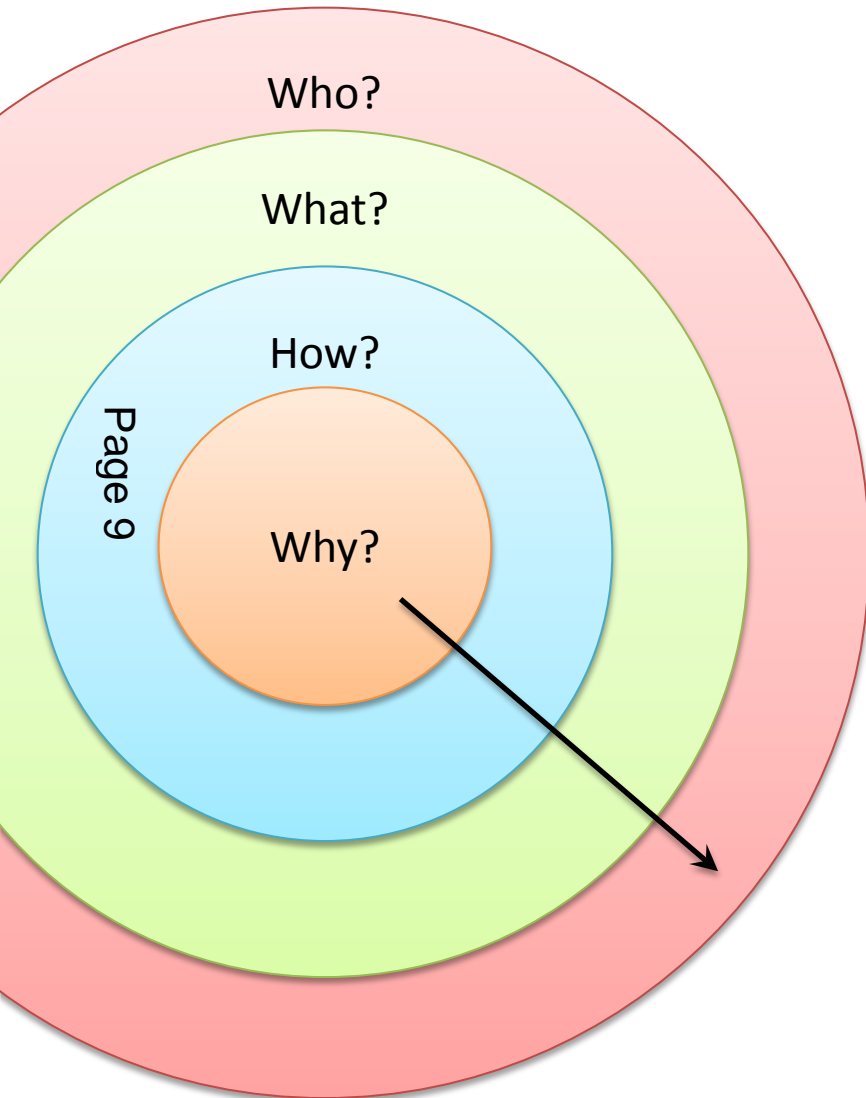


3 outcomes





# What mechanisms?



## Why?

- Synch with Mayor's Bristol Plan
- Guide major changes

## How?

- Address financial savings target for 16/17 and 17/18
- Create stable base for MTFP

## What?

- 2 x 'Bristol Plan' weekly meetings
- 1 x 'Bristol Plan' fortnightly board

## Who?

# 2x 'Bristol Plan' weekly meetings

## 'Bristol Plan Financial Component' Working Group

### *Active documents*

- *Finance Tracker*
- *Action log/Risk log*
- *Workstreams report*
- *Programme of work*
- *BAU decisions/actions*
- *SLT agenda items*

### *Decisions*

- *SLT agenda items*
- *Comms plan changes*
- *BAU prioritisation*
- *Service attendance*
- *ELT/DLT agenda items*

### **Various workstreams reporting in to the Group:**

- *Change inc. Hothouses*
- *Finance*
- *HR*
- *Services*

# 1x 'Bristol Plan' fortnightly Board

## 'Bristol Plan Financial Component' Board

### *Active documents*

- *Register of Service Area*

### *Actions plans*

- *Hothouse plans and WIP*

- *Project plans and WIP*

- *Action log/risk log*

- *Programme of work*

### *Decisions*

- *Business case analysis*

- *Work prioritisation*

- *SLT agenda items*

### **Reporting in to the Group:**

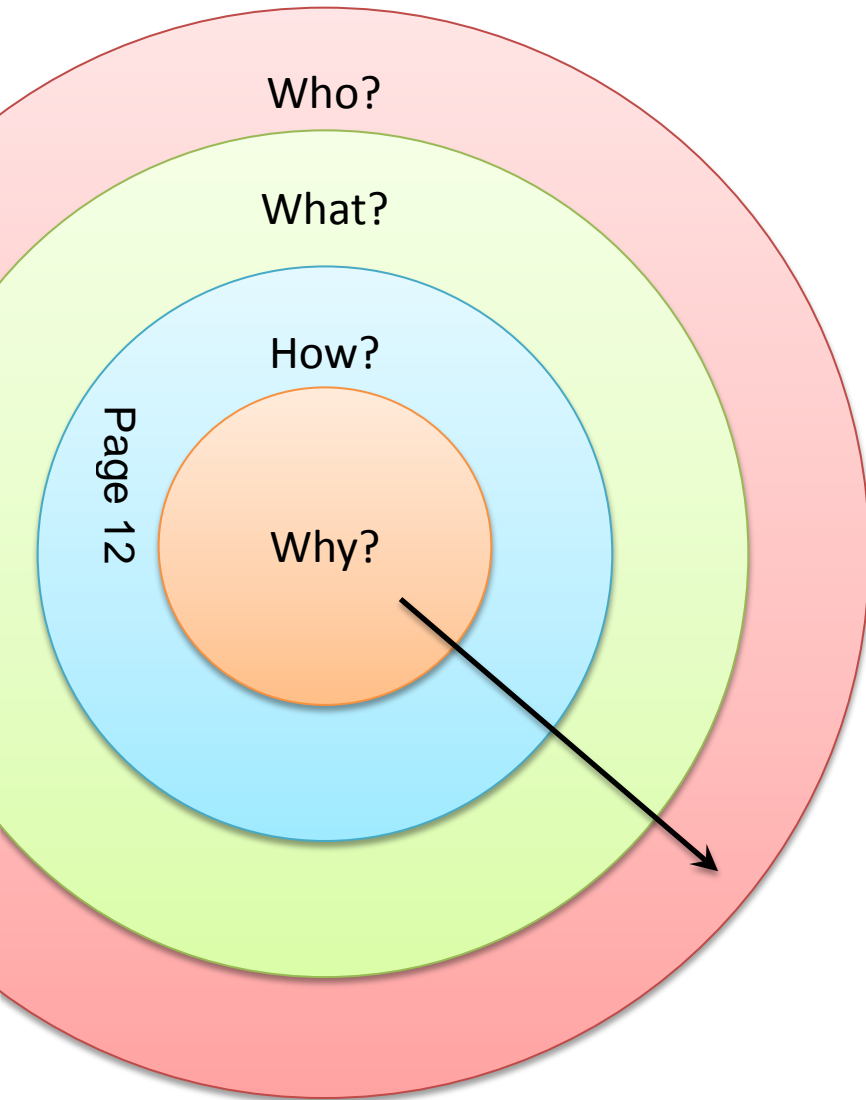
- *Service Directors*

- *Hothouse leads*

- *Project leads*

- *Subject Matter Experts*

# Who is involved?



## Why?

- Synch with Mayor's Bristol Plan
- Guide major changes

## How?

- Address financial savings target for 16/17 and 17/18
- Create stable base for MTFP

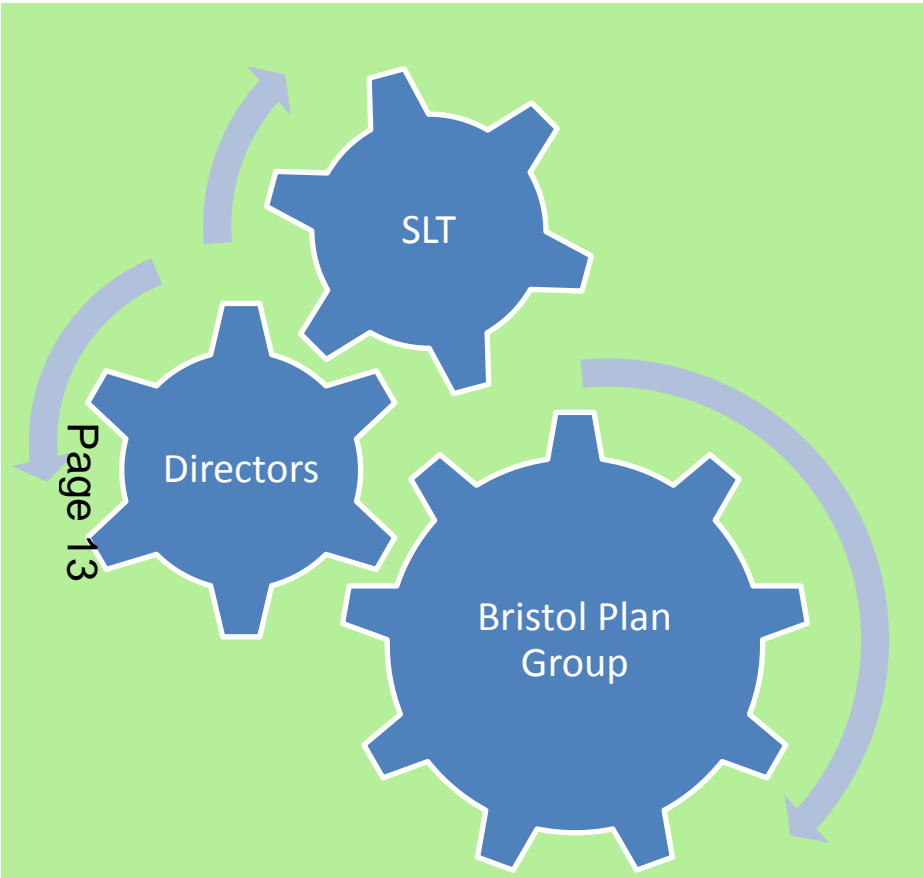
## What?

- 2 x 'Bristol Plan' weekly meetings
- 1 x 'Bristol Plan' fortnightly board

## Who?

- Bristol Plan Group & Directors
- SLT

# Who?



## **SLT**

- *Informed and advised*
- *Link to Mayor and Cabinet*

## **Directors Working Group**

- *Pre-SLT resource*
- *Years of BCC experience*
- *Bring staff empathy*

## **Bristol Plan**

- *Reps from IT, HR, Finance...*
- *Work through the details*
- *Take BAU actions*
- *Inform and advise upwards*