		Classification:	Decision Type:
		Open	Non-Key

Report to:	Cabinet	**Date:** 14 December 2022
Subject:	Transformation Strategy Update	
Report of	Cabinet Member for Corporate Affairs and HR	

1   Introduction

The LET'S Do It! Strategy affirms the commitment of Bury Council and its partners to improving public services within reducing resources, by working together on a place-based approach, with a focus on prevention, partnership working and communities. Within the Council, this commitment is being realised through the delivery of our Corporate Plan and its constituent parts, one of which is our Transformation Strategy.

Recent budget reports presented to Cabinet have clearly set out that the Council continues to face significant financial pressures. This has increased the imperative to work with efficiency and purpose whilst retaining a focus on the outcomes agreed within LET'S Do It! to reduce deprivation in the borough through inclusive growth and tackling health inequalities.

At the start of the development of the Transformation Strategy, the Council engaged an external partner, Ameo, to provide the insight and approach required to identify priority areas for change and improvement. This report provides a detailed update on how that advice has been implemented to deliver the agreed savings. The report details the approach taken and the ways in which the work has evolved since the launch of the Strategy in July 2021

2   Context

Bury Council's Transformation Strategy was established in 2021/22 to deliver:

- Improved ways of working to facilitate the Council's contribution to the delivery of the borough's strategy, LET'S Do It! and the Council's Corporate Plan
- Savings of £4.937m by 2023/24 to support the delivery of the Council's Medium Term Financial Strategy.

Achieving these objectives has been delivered through:

- Three programmes of work: LET'S Do It! … Once, Well and Flexibly.

- A parallel digital strategy to enable transformation through:

  o Promotion of a digital first approach to engagement
  o Providing a high-quality digital workplace to underpin agile working
  o Creating improved access to business intelligence

o   Supporting collaboration between colleagues, partners and wider stakeholders.

An interim update report on delivery was provided to Cabinet in December 2021, which highlighted progress with the implementation of a cashless customer service and a new corporate Business and Executive Support Service. This report summarises progress since then including:

- Implementation of the digital strategy, including M365 roll out, cloud migration, a new website, i-trent development, and data warehouse design, together with extensive business change activity.
- Streamlined and digitally enabled business processes to drive savings of over £0.500m and customer service improvements. The new centralised business support function highlighted above will provide the platform for further system and process improvements building on the £0.900m of savings already delivered through this work.
- A comprehensive internal organisation development strategy including a management development offer, internal communications cycle, rhythm of staff "Pulse" surveys, annual staff awards and a values and behaviours framework which is drawn from mass staff engagement and flows from the LET'S principles.
- Forecast disposal of an initial 6 internal-facing buildings planned through effective use of an agile working model.

This report also highlights the outputs and outcomes of investment from the Transformation Reserve, as agreed with the December 2021 Cabinet Report. This reserve was agreed to provide additional capacity and specialist support to accelerate the delivery of the Transformation Strategy. This has included the use of external consultancies and specialist input, as well as strengthening internal teams whilst the organisation transitions to new ways of working.

Subject to agreement of the recommendations in this paper it is proposed that the current strategy continues through business-as-usual arrangements with focused work around digital and estates rationalisation specifically progressed as a continuation of the transformation activity.

3   Programme Delivery

3.1   Progress to date: LET'S Do It! ... Once

LET'S Do It! … Once is the contact and transact component of the digital strategy. Building on the advice provided by Ameo, two further phases of work have been delivered to develop a Digital Customer Experience Strategy for the Council and to begin to implement a wholescale review of contact across all Council functions.

Using the initial findings from Ameo, further and more detailed discovery work was commissioned. During this phase of activity, work was undertaken with key service areas based on volume of customer interactions to identify:

- Data Insights – Identifying opportunities and gaps

- User Experience –engage internal and external users to understand their pains and frustrations
- Quick wins for improving user satisfaction and generating efficiencies

This phase provided a much greater understanding of the current operating environments, how services performed against industry best practice, what technology was being utilised and the pains and frustrations of staff and residents. Work was undertaken in the following areas:

Service Area	Priority Order
Registrars- Births, Deaths & Marriages	Tranche 1
Licensing	Tranche 1
Housing Options & Homelessness	Tranche 1
Council Tax- Recovery	Tranche 2
Planning, building control & development	Tranche 2
Education & learning- School Admissions	Tranche 2
Waste & recycling	Tranche 3
Adult Social care & support	Tranche 3
Sport, leisure & events	Tranche 4

In reporting back on this phase, whilst recognising that work had started to improve digital accessibility within the Council, significant scope for improvement was identified. Based on user experience analysis, several key customer groups tended to be more confident transacting online than many parts of the Council gave them credit for, however trust, confidence and accessibility were the main barriers to adoption for even higher numbers of more complex transactions to be carried out digitally.

Investment into upgrading Council digital, web and IT infrastructure has recently been secured, representing an excellent opportunity for customer services to be re-designed into a single operating model. The customer journey mapping supported this as it was evident that high-volume transaction service areas were not aligned when it comes to what the customer services function should focus on.

Using the output of this work a series of design principles have been adopted to inform the LET'S Do It! … Once programme and to deliver the Council's vision "to use technology to enable the customer to help themselves to access a modern customer experience."

Digital Customer Experience Design Principles	
Help customers to help themselves	Services aim to provide the necessary information up front to allow customers to do it themselves.
Flexible customer offering	We will use existing data, to develop insights to continually adapt our customer offering and maintain alignment to changing expectations.

Designed for inclusivity, trust and confidence	Our services shall be inclusive and considerate by design, aiding vulnerable customers with their financial, digital and health related challenges
Prevent demand and resolve first time	Prevent demand from reaching the Council through proactive engagement, where it does, deal with the enquiry at first point of contact wherever possible.
Minimise resource input	We will actively seek value for money by reducing the cost of our services. We will slim down processes to the least steps possible. We will automate or eliminate low value work.
Digital channel of choice	Design of services will focus on the digital channel as the default but will not exclude those who cannot access services through that channel.
Actively breakdown silo working	We will challenge silo working. We will seek to invest in options which can be used multiple times across multiple services.
Exploit existing technology where possible	We will take advantage and maximise the use of technology and applications already used within the services.

To produce a common Target Operating Model and Toolkit for deployment across the Council, four services were selected to produce detailed customer-led service improvement roadmaps. The four service areas were selected based on a prioritisation framework which took account of factors such as scalability, replicability, benefits realisation and feasibility of implementation and were as follows:
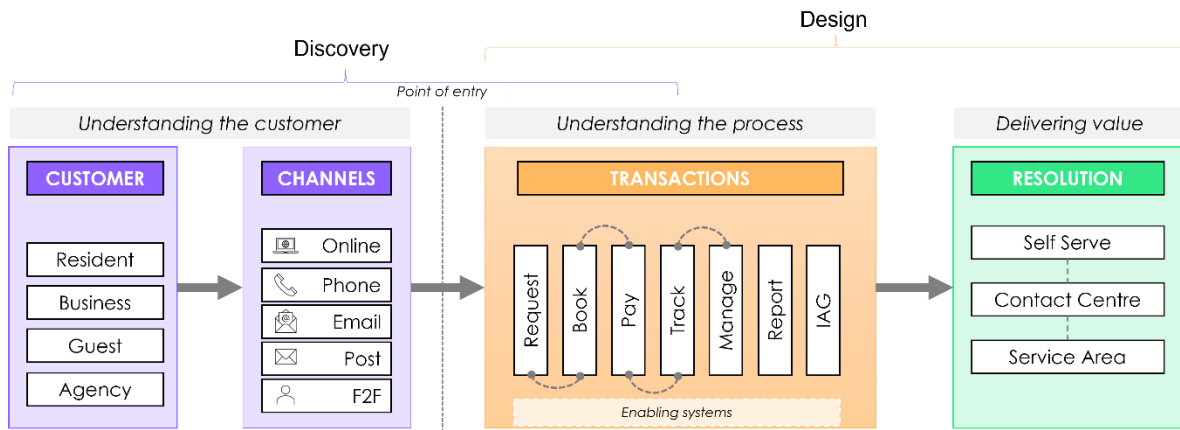
- Building Control
- Council Tax Recovery
- Housing Options
- School Admissions

In addition to these four in-depth service improvement plans, the Discovery work also resulted in over 40 "quick-win" recommendations which have been taken forward separately by the Council's in-house team across a range of Council Services.

Through a small delivery team of business analysts and enterprise architects the vision is to use technology to enable the customer to help themselves to access a modern customer experience through:
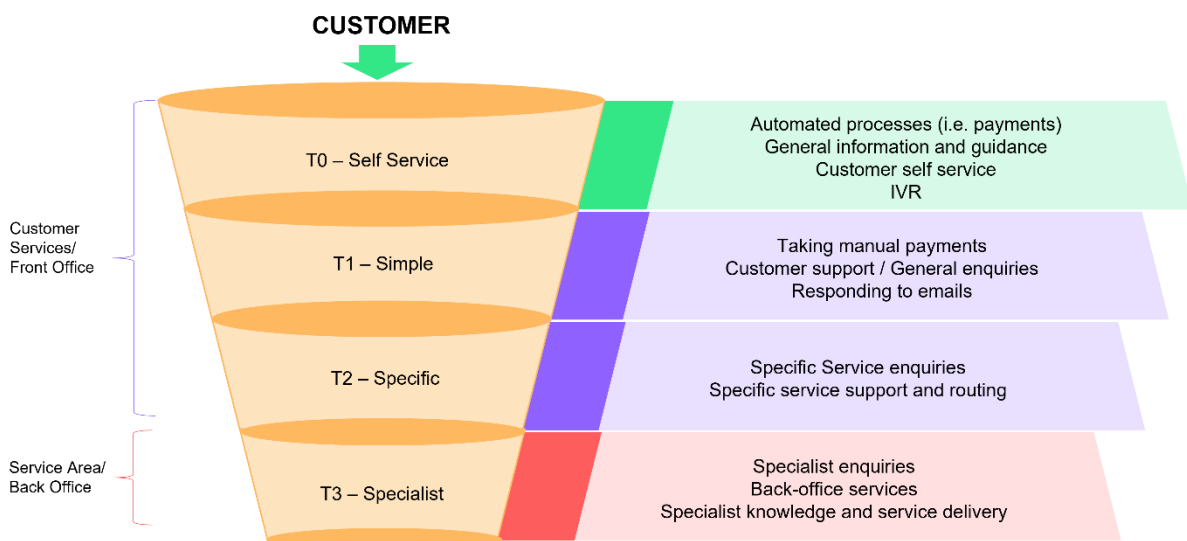
- Improved service and user experience standards through "digital-first" communication with residents on a 24/7 basis
- Automated transactions integrated with back-office systems as far as practicable, with information requested and input once

For each service area the following methodology has been adopted:

Point of entry

| Understanding the customer | Understanding the process | Delivering value |

CUSTOMER
- Resident
- Business
- Guest
- Agency

CHANNELS
- Online
- Phone
- Email
- Post
- F2F

TRANSACTIONS
- Request
- Book
- Pay
- Track
- Manage
- Report
- IAG

Enabling systems

RESOLUTION
- Self Serve
- Contact Centre
- Service Area

Using this analysis has informed a new and improved tiered engagement model for use across all Council services which incorporates a Target Operating Model for Customer Services built on seven "Golden Rules":

1. Our services will be accessed via a single common site and customers will use a single common phone number.
2. A roll out of 'Bury MyAccount' will support customers to self-serve and enable effective enquiry support from our staff.
3. Customers will be automatically kept informed and updated on the latest status of their interaction with us.
4. In ways of working we will collaborate, fully exploit the potential of our technology, set targets and report on performance.
5. We will train and develop our staff to enhance their capability and ensure their effectiveness and productivity.
6. We will continuously improve operational efficiency by removing unnecessary duplication in our back-office processes, developing the quality of information on our website and streamlining our services against our agreed capabilities- pay for it, apply for it, request it etc.
7. We will remove our old-fashioned receptions and instead, ensure there are face to face drop-in hubs, which will help facilitate our customers using the online channels.

CUSTOMER

Customer Services/ Front Office

T0 – Self Service — Automated processes (i.e. payments) / General information and guidance / Customer self service / IVR

T1 – Simple — Taking manual payments / Customer support / General enquiries / Responding to emails

T2 – Specific — Specific Service enquiries / Specific service support and routing

Service Area/ Back Office

T3 – Specialist — Specialist enquiries / Back-office services / Specialist knowledge and service delivery

Over the last 12 months the LET'S Do It! … Once programme has:

- Delivered improved digital self-service through the implementation of the One Account for residents with 3,666 sign ups in the first 5 months

- Accelerated the use of digital capabilities within existing business systems to automate high-volume manual processing in:
  - Revenues and Benefits service, where the potential has been identified for 22 high volume processes to be automated within Civica, for continued implementation within the finance restructure
  - Registrars through the implementation of self service for bookings and payments
  - Licensing through re-writing web pages, web forms and auto-replies to promote online services, the implementation of online bookings and payments for taxi compliance testing with reminders and amendments all integrated to the One Account providing taxi drivers with access to all their records. Further work in progress to include payment and booking knowledge tests.

- Designed a large-scale service re-design for Leisure Services which brings a new self-service operating model to the fore at the front door. This will be facilitated by developing a new online presence and digital offer so that customers can book and pay for sessions online, automating what is currently a face-to-face process and promoting Wellness through a range of added value membership services. This will be facilitated through the procurement of a bespoke management information system and the installation of front of house electronic gates and self-service ticket machines. Although implementation has been delayed due to supplier availability, work has now begun.

- Led the redesign of all contact for Council Tax and business rates through:

  - Process mapping customer journeys through Council Tax support and benefits changes including redesign and simplification of customer letters.
  - Updating online information and all web content to explain calculations in simple terms and added FAQ's
  - Reviewing all correspondence, announcements, and auto-replies to promote the portal and web forms
  - Making live the Council Tax 'online portal' so that customers can track changes and view bills and we can refer customers to the portal for text and email reminders for payments
  - Reviewing payment options to better suit customers

- Delivered a new approach to receiving, collating and actioning casework from Elected Members, the majority of which is now being responded to within 7.7 days against a target of 10 working days for replies.

- Commissioned a redesign of the corporate website to be compliant with Government Digital Service standards and to enable greater automation of transactions and integrated contact channels.

Whilst there is further work to be done to embed the new Target Operating Model, the overall approach to providing a Digital Customer Experience is now agreed and in the process of being implemented across high-volume contact and transact areas.

Further investment in IT & Digital Service will enable this transformation to continue at pace however future efficiencies will be used to contribute to service savings targets within the Medium-Term Financial Strategy rather than reported against the LET'S Do It! …. Once program.

3.2   Progress to date: LET'S Do It! ... Well

The LET'S Do It! … Well programme is focusing on internal service improvements; culture change and efficiencies through the modernisation of ways of working across a range of interconnected areas of Council activity. The programme is being delivered through eleven specific projects which support four broader themes of activity as described below.

LET'S Do It! ... Well: Programme Overview		
Theme	**Project**	**Activity Summary**
Efficiencies and improvements through streamlining and coordination within the Core	Business Support	Establishment of a single business and executive support service for the Council to deliver efficiencies, improve core administrative and processes and provide a platform for further transformation
	Strategic Procurement & Contract Management	Strengthening procurement and contract management systems and processes and delivering efficiencies through better coordination of purchasing activity and stronger tighter management of contracts
Strengthening our core workforce management approaches	Internal Performance Improvements	Strengthening workforce management arrangements and governance in several areas including: agency spend, the use of honoraria, sickness absence, casual staffing, and workforce data
	Job Evaluation	Reviewing and strengthening our approach to job evaluation
	Policy Handbook	Modernising our core workforce policies and making these more accessible to staff and managers
	HR Transactional Improvements	Improving our day-to-day HR processes, systems and operating arrangements
Embedding the LET'S Culture	Organisational Development	Driving culture change and skills development through a range of activities including a new behaviour framework and strengthened leadership and management development approach
	Staff engagement	Understanding workforce engagement levels and delivering a range of initiatives to strengthen this
Digital workplace	i-trent	A phased programme of system improvements and self-service developments aligned with the overarching digital transformation principles set out above
	M365 training and adoption	Workforce development to enable staff to maximise the opportunities posed by Microsoft 365

	Data Management Solution	Implementation of a new approach to coordinate the management and utilisation of data to inform and support decision making across the Council

Over the last 12 months the programme has:

- Delivered improved digital workplace delivery through:

  o The significant development of the Council's I-Trent HR management system including the launch of self-serve capability for sickness absence and leave management, single user sign-on, real-time management data and streamlined back-office processes.
  o Mass roll-out of Microsoft 365 User Adoption training for staff and Councillors to improve digital inclusion and introduce effective ways of working for improved productivity.

- Driven internal performance improvements to strengthen the consistency and quality of Human Resources to support better performance, modernise practices and deliver savings. Specifically, this has included:

  o The closure of the Council's outdated internally employed bank of casual staff (Bury Aces).
  o A structured process of review and improvement across all back-office transactional HR.
  o Work to review all areas of discretionary workforce spend and tighten management arrangements in relation to the use of honoraria, engagement of agency staff and sickness absence management.

- Established a corporate business and executive support service which brings together all administrative capabilities into a single service and provides a platform for further re-design. To date, the new service has:
  o Delivered a schedule of process improvements and surge capabilities including improvements to core information governance processes (FOIs and SARs), the elimination of several historic backlogs across services and focused work to strengthen processes as part of the Children's Improvement Plan.
  o Significantly improved workforce culture, aspirations, and core management practices across the service with a clear career pathway supporting a significant number of staff to progress internally through the service implementation.
  o The scale of change in business support caused some delay in implementing the savings, which was mitigated fully through alternative one-off efficiencies related to vacancies as detailed above.

- Introduced a new delivery model for health and safety which has significantly strengthened the Council's compliance arrangements, including the return of corporate performance reporting and the re-introduction of the Health and Safety Joint Consultative Committee.

- Developed a comprehensive internal staff engagement and development offer as the foundations for developing a new People Strategy including:

  - Creating an organisation identity and set of workforce behaviours to deliver LET'S.
  - Introducing a rhythm of staff "pulse" surveys and associated engagement activity to explore issues and ideas raised, including group sessions with the Leader and Chief Executive and management led departmental focus groups
  - Commissioning a management development programme for all people managers across the Council which will begin delivery in January.
  - Targeted development work across the Council's key leadership cohorts, the Strategic Leadership Group and Senior Managers' Forum

- Delivered the Council's first corporate Data Warehouse as part of the data management strategy as recommended by Ameo to improve access to business intelligence and support more interactive performance reporting and analysis. This work is also supporting the Council to be an early adopter of the GM Data Accelerator project to deliver the new Supporting Families programme.

- Supported Adult Social Care to Implement a major new system, Controcc, to manage all adult social care package costs in one system, to support cost control and analysis.

Further outstanding activity relates to:

- Ongoing delivery across the four core project themes which will continue, at pace, thorough business as usual arrangements.

- Procurement efficiencies which, despite the engagement of a specialist partner, have proven unachievable. Significant efficiency has been made in strategic commissioning, but this has been included in departmental-specific savings arrangements. For example, analysis of contract savings delivered by the One Commissioning Organisation has identified that they have delivered £0.350m this financial year and a further £0.319m that will be delivered in 2023/24.

To address this, a Procurement Savings Strategy will be launched in December 2022 following advice from the GM STAR procurement shared service. Procurement arrangements have been significantly strengthened through this collaboration, for example through refreshed contract procedure rules which will be launched in the New Year, along with training for all managers.

The identification of savings has, however, been impacted by the current economic climate and general market uncertainty, which means cost avoidance is more likely to be secured at a time of high inflation, rather than cashable revenue savings. To mitigate this, a Savings Strategy will be produced, benchmarking of unit price with other GM Local Authorities and early negotiation of contracts will take place to ensure value for money. STAR have also begun work across the Council to ensure that all contracts are recorded on the central contracts register. This will enable a

complete review of all contractual spend and potential rationalisation of contracts and the ability to move contracts onto framework agreements where this could deliver savings.

3.3   Progress to date: **LET'S Do It! ... Flexibly**

Within the Transformation Strategy was responsibility for establishing the agile working model and achieving revenue savings from the reduced cost base following disposal of a defined list of "administration" buildings as follows:

- St Mary's Place
- 157 Manchester Road
- Textile Hall
- Whittaker Street
- Seedfield
- Humphrey House

The successful closure and disposal from Whittaker Street; St Mary's Place and Seedfield has or is currently in delivery. Humphrey House commercial arrangements are described in a separate Cabinet report and negotiations are still ongoing with partners.

Whittaker Street successfully closed operationally on 4th November 2022 with an original savings target for 2022/23 of £98k associated with the closure of the building. Since closure it has become apparent this savings target did not include consideration of additional costs such as redundancy, ongoing costs between building closure and demolition or decommissioning costs and therefore there will be slippage on the savings target to accommodate these additional costs. Given the building is now closed, once the building is demolished, by March 2023, this will create a recurrent saving in future years.

Further work highlighted a requirement to retain Textile Hall but secure the forecast savings from an income model which is under development. Likewise, Manchester Road was not confirmed as a site for disposal, but the revenue savings target has been achieved through alternative efficiencies from within the One Commissioning Organisation.

The programme is currently forecast to deliver £0.039m in 2022/23 against a target of £0.392m, this is because of slippage in delivery. Full achievement of the 2022/23 savings, in addition to the £0.500m target forecast for 2023/24, will be delivered within the next financial year. The 2023/24 target will be reached through an options appraisal of Bury Town Hall, which is scheduled to report at the start of the calendar year 2023. Considering the findings of unforeseen costs associated with Whittaker Street, there is a further need to undertake in-depth financial analysis of all buildings (based on Whittaker Street model), in the Let's Do It Flexibly Programme, to ensure all savings targets are achievable.

3.4 Delivering our Digital Strategy

In support of the transformation journey a digital strategy has been developed to the principles of LET'S Do It! This is the next step in the evolution of the Council's ICT department into a Digital, Data and Technology function:
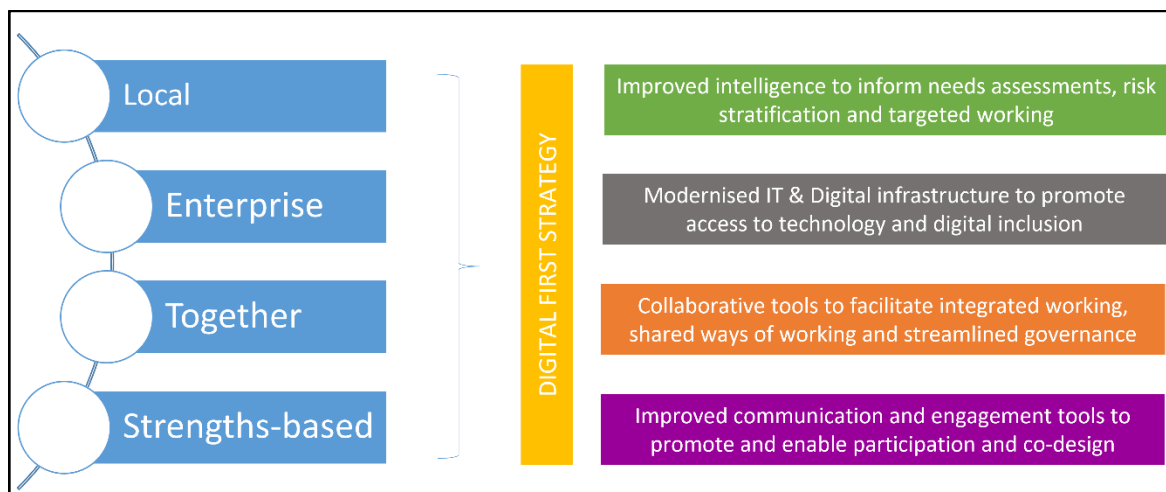
To support the Transformation Strategy the work programme underpinning the Digital Strategy has been structured around the three areas and mapped on to the traditional drivers of a modern digital delivery model:
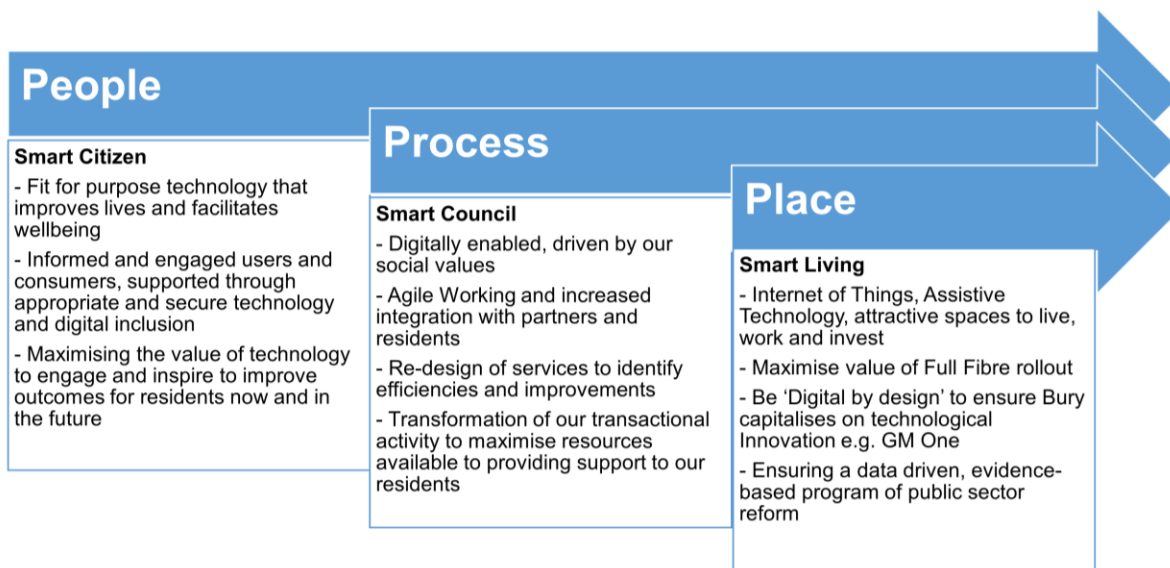
Alongside facilitating the delivering of projects across all three of the Transformation Programmes the IT function has also continued its work to upgrade the Council's infrastructure and reduce risks to business continuity. Over the last 12 months this has included:

- Cyber Security: In March 2022 Bury Council was accepted on to the Department of Levelling Up, Housing and Communities Local Digital Cyber Support Programme. This funding has enabled the Council to benefit from an

independent Cyber Security Risk assessment, resulting in a Treatment Plan and associated funding. As a result of this grant the Council has now signed a contract for a Managed Security Centre, allowing access to world class security support, underpinned by our Microsoft Enterprise Agreement product suite.

- Cloud Migration: The last year has seen an acceleration of the move from the Council's on-premise data centre to cloud-based services either within Azure or externally hosted environments. Work is on track to be completed by the next financial year when the residual data centre requirements will be re-scoped and re-commissioned.

- Enterprise Agreement: In addition to introducing the full M365 product suite which has allowed increased collaborative working and improved productivity, during the third year of our current Enterprise Agreement the Council have introduced new device management policies, threat protection, identity and access management and application management. This has helped to contribute to the application rationalisation targets.

- Business as usual work continues as the User Support and Service Desk Teams continue to support new starters and existing staff. In addition to system upgrades and ongoing device management, this year has seen staff migrated to a new mobile phone contract, delivering savings and improved connectivity. Further capital investment has been made into Town Hall meeting spaces with new hybrid technology now available for use.

External consultancy support has been commissioned to deliver a new Target Operating Model, aligned to current best practice within the Digital, Data and Technology sector, adopting industry standards such as the Skills for the Information Age Framework. This work is due to be completed early in 2023 with a new structure in place at the start of the next financial year.

Although the Council approved an additional minimum revenue investment requirement of £0.850m to stabilize the IT function in the budget in February 2022 it should be noted that, due to the Council's financial situation, the investment may be reduced on a risk-managed basis by £0.300m over the next Medium-Term Financial Strategy. Due to impact on the IT work programme and its ability to support future transformation work is underway to look for ways to mitigate this through increased capitalisation of digital spend or alternative commissioning arrangements.

4 Overall Financial Position

A recurring savings profile of £4.937m over the life of the programme was agreed alongside a one-off investment of £5.000m in a transformation reserve for IT & Digital infrastructure and specialist capacity. Detail regarding the £4.937m recurring savings were presented to Cabinet in December 2021 with the table below being an extract of that report for information.

Revenue	Activity	21/22 Refresh	22/23 Refresh	23/24 Refresh	TOTAL
…Once	Digitisation & channel shift	0.000	0.500	0.900	**1.400**
	Applications Rationalisation	0.000	0.280	0.000	**0.280**
…Well	Business Support	0.150	0.750	0.000	**0.900**
	Organisation Design	0.000	0.200	0.000	**0.200**
	Internal Performance Management	0.000	0.065	0.000	**0.065**
	Contract Management	0.000	0.500	0.500	**1.000**
…Flexibly	Building revenue reductions	0.034	0.358	0.500	**0.892**
New Mitigations (Delivered through Well programme)	Health & Safety Restructure	0.000	0.085	0.000	**0.085**
	Staff Travel Review	0.000	0.115	0.000	**0.115**
Total		**0.184**	**2.853**	**1.900**	**4.937**

An overview of the current financial position including delivery of forecast savings is summarised below.

4.1 Savings Delivery 2022/23

Revenue	Activity	Target savings 2022/23 £m	Forecast delivery 2022/23 £m
…Once	Digitisation & Channel Shift	0.500	0.301
	Applications Rationalisation	0.280	0.231
…Well	Business Support	0.900	1.100
	Organisation Design	0.200	0.100
	Internal Performance Management	0.065	0.065
	Contract Management (Procurement)	0.500	0.000
	Staff Travel	0.115	0.100
	Health & Safety Restructure	0.085	0.085
…Flexibly	Building Revenue Reductions	0.392	0.040
Total		**3.037**	**2.022**

Please note that total savings of £3.037m shown against 2022/23 below consists of the £0.184m target for 2021/22 and the 2022/23 target of £2.853m. The Business Support delivery includes £0.473m of one-off savings due to vacancies whilst the new structure was being implemented. Work is ongoing to identify all of the recurrent budgets impacted as part of this review

Undelivered savings in the 2022/23 year of £0.515m will be delivered in 2023/24, which includes all of the above with the exception of the £500k Contract Management, as shown in the table below.

4.2 Savings forecast 2023/24

Revenue	Activity	Target savings 2023/24 £m	Forecast delivery 2023/24 £m
…Once	Digitisation & channel shift	0.900	0.900
…Well	Contract Management (Procurement)	0.500	0.000
…Flexibly	Building revenue reductions	0.500	0.500
Total		**1.900**	**1.400**

Brought forward from 2022/23 (table above)		**1.015**	**0.515**

Grand Total		**2.915**	**1.915**

In summary for 2023/24 savings delivery as agreed in the December 2021 Cabinet report total £1.900m. In addition, the unachieved savings from 2022/23 currently forecast to be £1.105m will also need to be delivered. The result being total savings delivery of £2.915m for 2023/24.

Forecast delivery is currently £1.000m below target which relates to the Contract Management (Procurement) saving with a recommendation in Section 6 to remove Procurement as a savings target from the Transformation Strategy. The removal of this from the transformation strategy would add a further £1.000m to the Councils' overall financial gap, which has previously been reported as £29.2m for 2023/24.

4.3 Investment

A reserve of £5.000m was identified for investment in this programme. A total of £3.132m has been committed to date including the following areas of spend:

Investing in our Workforce:

- Additional time-limited capacity to support workforce transformation

- Developing an organisational set of values and behaviours
- Digital workplace developments including a comprehensive suite of specialist staff training in use of Microsoft 365 and the phased delivery of i-trent improvements.

Investing in our Digital Infrastructure:

- Developing a new target operating model for IT & Digital Service
- Commissioning a partner to design and deliver a new Council website
- Procurement of a data warehouse and consultancy to design the first suite of intelligence products
- Supporting the development and design of a digital-first customer engagement model to provide an organisation design structure
- Investment in new facilities to support remote working
- Cloud migration programme to the Azure cloud service environment and externally hosted solutions

5   Next Steps

The activity described in this report concludes delivery of the agreed initial two-year transformation strategy, including quantification of all achievable savings, progress against the ambitions of the digital strategy and recommendations for further investment.

Plans described for savings delivery next year are anticipated to complete all immediate efficiencies from streamlined back-office functions through self-service and automation. Whilst ongoing efficiencies will continue to be pursued, these will be included within service areas targets in the Medium-Term Financial Strategy, rather than being classified as Transformation Savings.

It is proposed that the overarching "transformation" strategy continues to deliver as business as usual but is reprofiled with two new, defined programmes of:

- Ongoing digital re-engineering of identified processes to drive improvements in the quality, standards and accessibility of Council services. The programme will continue to make a major contribution to budget strategy by mitigating the impacts of staffing reductions, but the scope for high value cashable savings will reduce. A Digital Board will be established, tasked with developing an annual work plan of systems development and process improvement.

- An estates programme which will include, estate rationalisation, review of leased buildings and a community asset transfer programme so that the circa 146 buildings are managed in the most cost-efficient way. This will include the reinvestment of receipts and recurrent savings in the improvement and modernisation of remaining provision and growth of staffing capacity for digital and process transformation described above. This programme, which will be led by the Executive Director BGI supported by the Executive Director of Operations through the Estates Transformation Board, will bring together:

- o The "flexibly" programme from the transformation strategy, which owns the internal agile working model and disposal of administrative buildings. (Ops)
- o The property component of the accelerated land and property disposal programme. (BGI)
- o The commitment to establish a Facilities Management function within a reduced operational estate; user engagement and building improvements. (Ops)
- o The planned activity for 2023/24 to complete an options appraisal for the Town Hall and bring forward options to reduce the cost base and tackle building repair issues. (BGI)

Over time, we will look to combining these areas of work under the leadership of one Executive Director to create a comprehensive Corporate Landlord function. It is proposed that the programmes are "pump primed" through investment of the remaining c £1.000m of the Transformation Reserve in the surveying, administration, facilities management and legal capacity required to begin this work.

The Council will bring forward a capital receipts strategy as part of its suite of documents for setting the 2023/24 budget and Medium-Term Financial Strategy, which will consider the best use of capital receipts and whether this should be through exercising the use of capital receipts for transformation flexibilities or funding of the capital programme at a time of rising borrowing costs.

6   Recommendations

It is recommended that:

- The delivery of planned activity against the three strands of the programme in 2022/23 and 2023/24 is noted.
- Work to deliver the remaining savings for 2023/24 in endorsed including staff consultation where required.
- The savings achieved from the work to date are recognised, including the in-year mitigations.
- The request to remove Procurement as a savings target is approved to be removed from the Transformation Strategy, recognising that the £1m gap that this will create will be added to the overall financial gap of the Council which will be addressed as part of setting a balanced budget for 2023/24 and beyond.
- The programme is now re-defined into the respective workstreams of digital and estates transformation as proposed.

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Links with the Corporate Priorities:

The transformation programme was established to create the internal capabilities to enable the Council to fulfil its leadership role in delivering the LET'S Do It! Borough vision

Equality Impact and Considerations:
An EIA has not been completed as this strategy does not make policy changes

Environmental Impact and Considerations:
The digital strategy as well as 'Flexibly' programme in particular will support the Council's environmental priorities by increasing on-line transactions and rationalising and improving our operational estate

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Legal Implications:

This report updates Cabinet on the progress in relation to the transformation agenda and the savings achieved to date and mitigations. Legal support has and will continue to provided to each of the transformation workstreams.

Financial Implications:

The financial implications are set out in the paper. The slippage that has occurred in year has been included within the overall financial monitoring reports that are reported to Cabinet on a quarterly basis.

The recommendation to delete the procurement/contract management savings are in recognition that these savings are being delivered and reported by departments as part of their own savings programmes. Work will continue as part of the revised contract management procedures following the engagement of STAR procurement to drive through efficiencies from rationalisation of the number of contracts and moving spend onto contract frameworks where possible.

Background papers:

Transformation Report to Council Cabinet; July 2021
https://councildecisions.bury.gov.uk/documents/s31135/Transformation%20Strategy.pdf

Transformation Report to Council Cabinet; December 2021
https://councildecisions.bury.gov.uk/documents/s29488/Transformation%20Update.pdf

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning