

<b>Committee(s):</b> Policy, Resources & Economic Development	<b>Date:</b> 13 <sup>th</sup> July 2022
<b>Subject:</b> #OneTeam Transformation Programme	<b>Wards Affected:</b>
<b>Report of:</b> Jonathan Stephenson – Chief Executive	<b>Public</b>
<b>Report Author/s:</b> Name: Steve Summers – Strategic Director Telephone: 01277 312500 E-mail: steve.summers@brentwood.gov.uk	<b>For Decision</b>

### Summary

The purpose of this report is to provide an update to the Executive on the progress of the #OneTeam Transformation Programme and to consider the recommendations made by the Audit & Scrutiny Committee following their pre-scrutiny of the draft s113 Agreement on 5 July 2022 and the additional recommendations made by the Rochford District Council Overview and Scrutiny Committee on 6 July 2022.

### Recommendation(s)

**Members are asked to:**

- R1. To note the progress of the #OneTeam Transformation Programme.**
- R2. Subject to any further recommendations, to approve the draft s113 Agreement.**
- R3. To authorise the Joint Chief Executive and the Monitoring Officer, in consultation with the Leader of the Council and the Leader of Rochford District Council to approve the final terms of the draft s113 Agreement and to enter into all necessary and appropriate contracts and agreements to implement the s113 arrangements.**

### Main Report

#### **Introduction and Background**

1. On 26 January 2022 (the “January Meeting”) the Council resolved to agree the Strategic Partnership between the Council and Rochford District Council (“RDC”) and appointed Jonathan Stephenson as the Joint Chief Executive for both Councils with effect from 1 February 2022. In addition, Council delegated authority to the Joint Chief Executive to undertake a restructure of Tiers 2 and 3 of the councils in consultation with the Leader of each council.

2. At the January Meeting, the Council further approved the Heads of Terms which underpin the Strategic Partnership and delegated authority to the Joint Chief Executive and the Monitoring Officer in consultation with the Leader to enter into a Memorandum of Understanding (“MOU”) and an agreement pursuant to s113 Local Government Act 1972 (“s113 Agreement”) to give effect to the Strategic Partnership.
3. Since the January Meeting, there has been a significant amount of work to bring the vision of the Strategic Partnership to life. Creation of a single unified officer team as #OneTeam is at the heart of that vision and so the project has been titled the #OneTeam Transformation Programme.
4. It was noted at the January Meeting that the #OneTeam Transformation Programme will report annually to each Council and quarterly to the Executive (for RDC) and to the Policy, Resources and Economic Development Committee (“PRED”) for the Council. In advance of these meetings, reports will be presented to each Council’s Scrutiny Committees in order that questions can be asked and performance scrutinised and recommendations made.

### **Issue, Options and Analysis of Options**

5. An update on the #OneTeam Transformation Programme has been provided to the Council’s Audit & Scrutiny Committee on 5 July 2022 and RDC’s Overview & Scrutiny Committee on 6 July 2022 and PRED is asked to note that update accordingly.
6. As part of its pre-scrutiny function, the Audit & Scrutiny Committee considered the proposals for the creation of the s113 Agreement. The report of the Audit & Scrutiny Committee is attached at Appendix A.
7. The Audit & Scrutiny Committee gave the draft s113 Agreement careful consideration and made the following recommendation:-

**The proposed exit strategy should include reference to voluntary termination being quicker than one year if necessary and also reference the impact of local government reorganisation, taking into account any guidance available at the time.**

8. On 6 July 2022, the Overview & Scrutiny Committee of RDC, as part of its pre-scrutiny function, considered a report written in near identical terms to the 5 July 2022 Audit & Scrutiny Committee report. Following consideration of that report, the Overview & Scrutiny Committee made no additional recommendations.

## Reasons for Recommendation

9. The s113 Agreement is legally required to give effect to the Strategic Partnership between the Council and RDC and is necessary to underpin the appointments at Tiers 1, 2 and 3 plus other workforce alignment as progressed pursuant to Business Cases.

## Consultation

10. There has been no public consultation required to date. Statutory employee consultation has been undertaken as required by HR processes.

## References to Corporate Plan

11. The Partnership will identify further opportunities for beneficial shared service arrangements with other local authorities. In addition, the Partnership's strategic priorities of:
  - Deliver financially sustainable, high-quality services that are valued by our community;
  - Lead the way to improve our environment by acting locally, contributing globally;
  - Provide high quality, sustainable housing to meet the needs of our community;
  - Improve the quality of life, health and wellbeing of our residents; and
  - Create opportunities for economic growth and improved connectivity in which businesses can flourish;
  -broadly reflect the Council's priorities of :
  - Growing the economy;
  - Protecting the environment;
  - Developing communities;
  - Improving housing; and
  - Delivering an effective and efficient council.

## Implications

### Financial Implications

**Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)**  
**Tel/Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk**

12. A total project budget of £600k was agreed for the duration of the #OneTeam Transformation Programme, to be split equally between RDC and the Council. Of this it was anticipated £230k would be spent in the first year of the

programme. To date £119k has been spent or committed against this budget, leaving £111k available for the remainder of the year.

13. The anticipated profile of the programme savings was set out in detail in the report agreed by Council at the January Meeting. This showed a joint total savings ambition across both RDC and the Council of between £595k and £853k per annum by the end of the programme in 2025/26. This was broken down into three phases; with Phase 1 being based on the creation of a single unified leadership team by September 2022.
14. Estimated savings were shown as a range, following indicative benchmarked salary forecasts at the early stage of analysis. The lower number of the range was based on proposed headcount appointed at the mid-point of a revised salary scale (as per the EELGA Benchmarking Report) and the higher number of the range was based on proposed headcount appointed at the bottom of that scale. A new Pay Policy Statement for Tiers 1-3 was subsequently approved by Council on 22 June 2022 (15 June for RDC) and the anticipated savings will be updated to reflect that decision, and the outcome of the Tier 3 appointment process.
15. Displacement of employees following the Tier 3 appointments process may give rise to redundancy and/or pay protection which will have further financial implications.
16. Phase 2 savings are more difficult to quantify with accuracy at this stage as the changes required to deliver a unified workforce at Tiers 4 and below will be inherently linked to the service re-design process. Re-designed services will be agreed via individual Business Cases which will be subject to internal programme governance before formal approval by each council if required in line with its corporate governance.
17. The financial position of the programme will continue to be closely monitored as it progresses and will be regularly reported to Audit & Scrutiny Committee and PRED as well as Ordinary Council.

### **Legal Implications**

**Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer**

**Tel & Email: 01277 312705/amanda.julian@brentwood.gov.uk**

18. At the January Meeting, the Monitoring Officer was given delegated authority in consultation with the Constitution Working Group to make any required changes to the Constitution to give effect to the recommendations agreed.

19. Failure to adopt a s113 Agreement will prevent sharing of staff between the two councils and frustrate the #OneTeam Transformation Programme and the ambitions of the Strategic Partnership.
20. Further work will continue to be undertaken to complete the drafting for the s113 Agreement before it is executed.

### **Economic Implications**

**Name/Title: Phil Drane, Corporate Director (Planning and Economy)**

**Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk**

21. The establishment of a Strategic Partnership between Rochford District Council and Brentwood Borough Council enables two relatively small district councils to gain a stronger and more influential regional voice. This will assist in securing additional opportunities for public and commercial sector inward investment into both council geographic areas.

### **Equality and Diversity Implications**

**Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager**

**Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk**

22. There are no Equality and Diversity Implications.

### **Other Implications**

23. Project risk management is the process of identifying, assessing and responding to any risk that arises over the lifecycle of a project, to ensure the project remains on track and meet its objectives. As part of the central #OneTeam Transformation Programme central documentation, a risk register has been created.
24. In line with the agreed Terms of Reference, this register is reviewed and discussed at the #OneTeam Project Team meetings and shared with the #OneTeam Programme Board by way of exception reporting. At the time of writing this report, the top initial programme risks are outlined in Appendix B also showing the adjusted rating on taking mitigating actions.

### **Background Papers**

25. None

### **Appendices to this report**

26. Appendix A: Audit & Scrutiny Report – 5<sup>th</sup> July 2022  
Appendix B: Initial programme risks

