

Committee(s): Policy, Resources & Economic Development Committee	Date: 23 November 2022
Subject: OneTeam 3 rd Quarter Overview Update	Wards Affected: All
Report of: Greg Campbell, Director Policy & Delivery	Public
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Summary

The purpose of this report is to provide an update on progress to date to the Committee on the progress of the OneTeam Transformation Programme.

Main Report

Introduction and Background

1. On 26 Jan, Extraordinary Council resolved to agree the Strategic Partnership between Rochford District Council and Brentwood Borough Council (BBC) and appointed Jonathan Stephenson as the Joint Chief Executive for both Councils and the Council's Head of Paid Service with effect from 1 February 2022.
2. To develop this strategic partnership a road map has been created. It is estimated that the roadmap will take approximately 2.5 years to complete. Year 1 of the Programme is set out below.

Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23
Policy Alignment Workstream											
Tier 2 Process		Tier 3 Process					Service Delivery Workstream				
Workforce Development Workstream											
Communications and Engagement Workstream											

The following report identifies the progress to date, any slippages and other detail that supports the work of the Oneteam Transformation Programme.

PROGRESS TO DATE

Pay Structure Harmonisation

3. The creation of a single unified officer team required both Councils' pay policies to align and accordingly this new Pay Policy Statement was adopted by this

Council. This statement covered T1 to T3, and further work is progressing on the harmonisation on all other tiers within the organisation.

Senior Leadership Restructure

4. With the assistance of the East of England Local Government Association (EELGA) a review of the senior leadership structure at Tier 2 (Strategic Director) and Tier 3 (Assistant Director/Corporate Director) levels was undertaken.
5. Since the initial recruitment to the positions of Tier 2, one of the Strategic Directors left the organisation. This post has been successfully recruited to and Emily Yule joined as a Strategic Director on 10th October 2022.
6. A restructure of Tier 3, which is Corporate Director tier at BBC (Rochford District Council's Assistant Director tier) began on 11 April 2022. Following consultation, there was a reduction in the total number of posts from 12 to 9 across both organisations.
7. A Member interview process was undertaken on the 15 and 16 June as part of the restructure of Tier 3, in which 6 posts were offered, with 4 posts being confirmed out of the 9 roles. A further recruitment process was undertaken in September and October 2022 and a further 2 Director positions were filled.
8. A recruitment process for the remaining 3 posts will be conducted early in the New Year to ensure that we are able to attract the best field of candidates. The vacancies are being filled in the interim by temporary appointments, all of which will be in place by the end of November 2022.

Please see below the list of appointments to Tier 3 to date.:

- Greg Campbell,
- Director – Policy and Delivery, with particular corporate strategic responsibility for policy development and innovation, grants and funding, research and service design, #OneTeam Transformation, communications and digital engagement, Association of South Essex Local Authorities (ASELA)

- Phil Drane,
- Director – Place, with particular corporate strategic responsibility for economic development and inward investment, tourism and visitor economy, ASELA and Local Development Plan (LPD) crossover, planning (DM and enforcement), planning policy and strategy.

- Tracey Lilley,
- Director – Communities and Health, with particular corporate strategic responsibility for communities and partnerships, ASELA and LPD crossover, leisure, culture and health, public health, community safety, licensing, safeguarding, environmental health, emergency planning and business continuity, Regulation of Investigatory Powers Act 2000 (RIPA).

- Marcus Hotten
 - Director – Environment, with particular corporate strategic responsibility for waste and recycling, public realm and open spaces, country parks, ASELA and LPD crossover, building control, climate change.
 - Phoebe Barnes,
 - Director - Assets and Investment, Asset Management, Parking, Health and Safety, Council Companies, Capital programme and Regeneration, Asset Delivery Programme & oversee the Leisure Contract Management
 - Sarah Bennett,
 - Director - Customer and Data Insight, Customer Services, Performance and Data Insight, ICT and Data Protection, Connect Programme and ASELA
 - Director - People and Governance – to be appointed to
 - Director – Resources – to be appointed to
 - Director - Housing.- to be appointed to
9. Interim arrangements have also been put in place to ensure the statutory officer roles of Monitoring Officer and S.151 Officer are covered whilst permanent recruitment is undertaken. Once complete, Tier 1 to Tier 3 will deliver a reduced base line by approximately £290,000 per annum. These savings are likely to be fully realised during the budget year of 2024/2025

Programme Governance

10. The S113 agreement has now been completed and work will begin on updating the Constitutions of both Councils to reflect this.
11. The governance arrangements around the formal #OneTeam Transformation are now in place. The Project Team, which includes the joint Chief Executive, has begun to meet monthly and will be the vehicle to monitor progress and report items for decisions and noting to the Programme Board. The Councils' governance processes will be followed where required for decisions around service delivery models following reviews of each service.

Service Reviews

12. Key Change Champions (KCCs) across both authorities have completed their final training session delivered by Shared Service Architects (SSA). It is intended that these KCCs will continue to be supported throughout the service review process through the SSA or alternative providers.
13. KCCs are our own staff who will assist with the development of business cases to support change and the development of 'One Team' across the organisation.

They will also act as a critical friend, challenging the suggested way forward looking at best practice and different delivery options available.

14. A meeting of managers from Rochford and Brentwood was held on the 21st September to determine a high-level timeline (Roadmap) for the Service Reviews. The outcomes from this meeting informed the roadmap and the resources required. This has enabled a draft Roadmap to be created and enable service reviews to commence in October.
15. It was requested by Members that feedback from residents as to the impact of the partnership is regularly sought and reported upon. This work will begin when the outcomes of the service review work begin to be implemented early next year.

Other Joint Working Initiatives

16. Several initiatives are also underway between the two Councils and opportunities for joint working are being taken forward wherever possible, including joint contract management training which was held for officers from both authorities, and joint work across the Electoral Service departments where ideas have been exchanged including the co-ordination, comparison and use of best practice to improve canvassing procedures, working together to improve counting procedures and sharing knowledge following a health check by the Association of Electoral Administrators.
17. A schedule of work to harmonise some of the ICT, Facilities Management and Human Resource functions that may not necessarily form part of service reviews are being brought together. This work is likely to include harmonisation of directories, Key Fobs and security cards, email addresses etc.
18. Other areas of joint working include the employment of a joint Environment Officer. An informal arrangement had been in place previously whereby Brentwood's Environment Officer was assisting Rochford with environmental and carbon reduction work however this officer left the organisation creating the opportunity to employ to a joint role.
19. At present this officer is being provided via an agency whose cost is being split between the two organisations and represents a saving to both authorities.
20. The Councils have also been working together on bids for the UK Shared Prosperity fund. This has enabled the authorities to procure one consultant to work with and realised a one-off saving of £1,900 through joint working. This is another small example of working together to create efficiencies
21. Further both authorities have and continue to work together to produce information, guidance and assist each other to respond to the cost-of-living crisis which is an ever-evolving picture.
22. Joint Staff briefings are regularly held to provide updates on the progress of the One Team programme but also information on other areas of development,

achievements and upcoming events. These have and continue to be well attended.

ICT Update

23. The ICT Teams have begun conversations on the future structure of the service. This is so the ICT Teams are aligned and ready to support the outcomes and implementation following service reviews undertaken by services. This alignment of the ICT teams will not have any implications on the 'Business as Usual' but will align future work towards the provision of the 'OneTeam' and will make business decisions based on this work.
24. Initial work by ICT has begun to standardise the equipment used by officers making it far easier for officers from both authorities to use space at each other's sites. Work has also started on a joint intranet landing page, staff directory and HR Microsite and developing joint Teams sites for better collaboration. Information on the different systems and programmes used by both authorities has also started to be gathered and new online forms created by a Brentwood Officer for the use by Rochford for their web site have been completed.
25. Brentwood have invested in the same software as Rochford for its platform to support future hosting opportunities. Therefore, Brentwood are now aligned with 'Council Platform' and Brentwood have already shifted across a number of sites including the Corporate Website, Discover Brentwood, The Brentwood Business Showcase and Brentwood Partnership website. Others will be added in order that the platform we use will no longer be required to realise efficiencies in the way we manage the different websites under a single platform. The initial saving by just making this small change is approximately £16,000 however the real benefit will be in the way the two authorities can then use resources to develop one team sites, use resources, combine processes, and deliver better outcomes for users. Overall, there is likely to be far bigger saving that will be realised from this work as it progresses with the service reviews.
26. Further, due to the alignment of other software with Rochford the Council have realised another small saving from 2023/2024 of £8,000
27. In addition, the two ICT teams from Rochford and Brentwood have identified the threats and opportunities that the transformation programme poses. This was part of a particular request at the start of the programme. The present list that will be updated and expanded, if necessary, will be added to the overall Risk Register and are set out below:

Technology Threats

- Understanding and alignment of budgets
- Integration – created by each organisations using different partners and systems
- Contract alignment may take longer than anticipated
- Location to support staff & Member
- Initial one-off costs may increase
- Unable to satisfy both organisations service level requirements
- Compliance/security needs aligning
- Skills Gap / Resources Shortage

Technology Opportunities

- Introduce best breed approach to technology integration
- Opportunity to better integrate with Front line and delivery to customer
- One size fits all – easier to manage
- Uplift Skills
- Create Role Opportunities
- Create Resiliency
- Shared resources
- Cost savings

Update on Business Cases for Joint Working (Service Reviews)

28. A business case for a joint HR team was approved by the #OneTeam Programme Board on 28 April 2022. Phase one of the implementation has been undertaken which sees a shared resource of the Service Manager – People and OD, in place. This realises a saving of approximately £20,000 to both organisations from 2023/2024. Phase two, will commence once the pay structure and terms and conditions harmonisation workstream has been concluded. Once all positions are employed to and the service is up and running based against its business case it will realise an 8% service saving which is approximately £22,000 per annum.

29. Service reviews commenced in October 2022 and business cases from this work for joint working across service areas will be brought forward from December 2022 onwards. Once service reviews are complete, implementation will be scheduled to start.

Summary of Benefits

<u>Ref</u>	<u>Benefit Description</u>	<u>Saving Cost</u> <u>£</u>	<u>Year to Be realised</u>
1	Joint HR Officer	20,000	2023/2024
2	HR Service Changes from Service Review	22,000	2023/2024
3	Tier 1 to Tier 3 Amalgamation providing strategic capacity	290,000	2024/2025
4	ICT System Alignment (so Far)	24,000	2023/2024
5	Joint Environment Officer	Undetermined as yet	
6	Elections Joint Knowledge sharing	Undetermined as yet	
7	UKSPF – Joint Working realised a saving on consultant work	£1,900	One off Saving due to partnership approach
8	Service Reviews – creating improved services and efficient ways of working delivering savings	*Forecast across all services 25% of original Budget	2023 through to implementation

- *Work is being undertaken to identify the forecast of this saving*

RISK IMPLICATIONS

30. The #OneTeam Programme Board receive risk management reports by way of exception reporting. This exception report is included at Appendix 1

Also to Note

31. In September officers from both authorities climbed the three Yorkshire Peaks raising over £12,000 for charity but also enabling officers to meet and interact and socialise outside the office. Further officers met at a Tag Active event organised at the Pavilion in King Georges in October.

OVERALL SUMMARY

32. There has been some slippage around the delivery timeline related to the employment of Tier 3 Directors. The effect of this slippage has been minimised by the use of temporary staffing arrangements for an interim period whilst recruitment is completed. However, the programme budget remains within its spending profile

33. The draft 'Roadmap' for service reviews was in place by the end of September and initial service reviews commenced in October/November 2022.

34. Initial savings from Tier 1 to 3 have been identified and will be built into the base budget at the appropriate time. Other savings related to joint working are beginning to be drawn out and these will be captured in a 'Benefits Realisation' document. These other savings will include those identified through joint

working, the development and joint use of ICT service and its applications, ongoing procurement discussions and the savings from service reviews which seeks an overall reduction across both organisations of 25%

References to Corporate Plan

Deliver an effective and efficient Council

Implications

Financial Implications

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35. A total project budget of £600k was agreed for the duration of the #OneTeam Transformation Programme, to be shared equally between RDC and BBC. Of this it was anticipated £247k would be spent in the first year of the programme. To date £173k has been spent with a further £50k committed against this budget across both organisations, leaving £21k available for the remainder of the year. Following a review of the financial position it is expected that costs can be contained within the available budget over the duration of the programme,

36. A joint savings ambition for the Partnership has been estimated at £595,000-£853,000 by 2025/26, however the apportionment of these savings between the councils will need to be agreed following further review of the respective current structures and so have not yet fully been included within the Council's Medium-Term Financial Strategy. One-off costs of redundancy and interim support may erode some of these benefits over the shorter term.

37. The financial position of the programme will continue to be closely monitored as it progresses.

Legal Implications

Steve Summers, Strategic Director and Monitoring Officer

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38. There are no direct legal implications from this report.

Economic Implications

Phil Drane, Director of Place

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39. There are no direct economic implications from this report.

Background Papers

40. None.

Appendices to this report

41. Appendix A – Exception Risk Log