

<b>Committee:</b> Ordinary Council	<b>Date:</b> 15 March 2023
<b>Subject:</b> Annual Update Report - OneTeam Transformation Programme Strategic Partnership with Brentwood Borough Council	<b>Wards Affected:</b> All
<b>Report of:</b> Greg Campbell, Director Policy & Delivery	<b>Public</b>
<b>Report Author:</b> Name: Greg Campbell, Director Policy & Delivery Telephone:01277 312500 E-mail: greg.campbell@brentwood.gov.uk	<b>Information Item</b>

### Summary

This report provides the first annual update on progress of the OneTeam Transformation Programme for February 2022 to January 2023. It includes information on the governance arrangements, the service reviews and set up arrangements.

The report also identifies that a saving of £290,000 across both authorities should be made by 2024/25 following recruitment at Tier 1 to 3. And further savings of £42,000 from HR service changes, £24,000 through initial ICT changes and a one off saving of £1,900 due to shared resource around the UK Shared Prosperity Fund have been achieved.

Other benefits highlighted include the close working arrangements that can be attributed to Electoral Services, a joint Environment Officer and more effective Wi-Fi at our buildings. This has created resiliency in the service and will develop the one team working ethos and generate efficiencies and therefore further savings

Other initiatives worked on jointly include the campaign to assist and sign post residents and businesses to help with the issues around the Cost-of-Living. Not an easy issue to deal with but one that both authorities were recognised for with the Director Of Communities & Health Being asked to present at conference and provide our product to the Local Government Association via a case study

There are presently 13 services from phase 1 underway with a number due for completion around March 2023 with phase 2 due to start in May 2023.

The above savings would be very unlikely without the formation of the partnership.

## Main Report

### **Introduction and Background**

1. The following recommendations were approved at an extraordinary meeting of the Council on 25 January 2022, and an extraordinary meeting of BBC on 26 January 2022.
  - (1) To agree the Strategic Partnership between Rochford District Council and Brentwood Borough Council and that Jonathan Stephenson is the Joint Chief Executive for both Councils with effect from 1 February 2022.
  - (2) To appoint Jonathan Stephenson as the Council's Head of Paid Service with effect from 1 February 2022.
  - (3) To approve the Heads of Terms.
  - (4) That the Joint Chief Executive and the Monitoring Officer of each Council be given delegated authority, in consultation with the Leader of each Council, to enter into a Memorandum of Understanding and s113 Agreement to give effect to the Partnership.
  - (5) That the Joint Chief Executive be given delegated authority to undertake a restructure of Tiers 2 and 3 of the Councils in consultation with the Leader of each Council.
  - (6) That the designated Head of Paid Service is the proper officer under s270(3) of the Local Government Act 1972.
  - (7) That a maximum of £300,000 be allocated from general reserves to fund the additional programme resource for the Transformation Unit.
  - (8) That the Monitoring Officer be given delegated authority in consultation with the Portfolio Holder for Governance to make any required changes to the Constitution to give effect to the recommendations in this report.
  - (9) That the MOU and s113 Agreement makes provision for robust Exit Arrangements and a Member-led Conflict Resolution Process.
  - (10) That the s113 Agreement comes to the Review Committee for scrutiny before it is executed.

- (11) That feedback from residents as to the impact of the partnership on services is regularly sought and reported upon.
  - (12) That there be an early review of technology in Phase 2 of the Transformation Programme to identify threats and/or opportunities.
  - (13) That the MOU and/or other document that underpins the Strategic Partnership makes clear that whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, that the starting point for that discussion should be 50/50.
2. It was noted at the January 2022 Meeting that the OneTeam Transformation Programme will report annually to full Council and quarterly to the Executive at Rochford District Council and to the Policy, Resources and Economic Development Committee (“PRED”) at Brentwood Borough Council.
  3. This annual report refers back to these recommendations where relevant in Section 1 to provide an update on their progress and other key considerations relating to the OneTeam Transformation Programme.

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

4. The following progress has been made in relation to the OneTeam Transformation Programme since January 2022.

### **Memorandum of Understanding (MOU) document and s113 Agreement**

5. The draft s113 Agreement was drafted by external lawyers and in accordance with the recommendations of the January 2022 Meeting, recommendations of both Councils’ Overview and Scrutiny Committees were captured within the final draft including:
  - Exit arrangements
  - Member-led Conflict Resolution Process
  - Whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, the starting point for that discussion should be 50/50 – set out in the Financial Protocol
6. At its meeting of 13 July 2022, the Executive agreed the draft s113 Agreement and authorised the Joint Chief Executive and the Monitoring Officer, in consultation with the Leader of the Council and the Leader of BBC, to approve the final terms of the draft s113 Agreement and enter into all necessary and appropriate contracts and agreements to implement the s113 arrangements.

7. This was taken forward and the s113 Agreement was executed on 1<sup>st</sup> August 2022. Related updates to both Councils' constitutions are in the process of being undertaken.

### **Tier 2 Senior Management Restructure**

8. A review of Senior leadership at Tier 2 has been undertaken and a new structure was put into place on 28<sup>th</sup> March 2022. This reduced the number of posts from 4 to 3 across both authorities.
9. These posts were recruited to earlier this year however following the resignation of one of these Strategic Directors, a further recruitment process was undertaken for a Strategic Director (Deputy CEO).
10. An appointment to this post was made by both Committees on 14 July 2022 and Emily Yule joined the authorities on the 10<sup>th</sup> October 2022 as the Strategic Director (Deputy CEO) with responsibility for
  - the customer experience, external partnerships, HR and governance and is the SRO (Senior Responsible Owner) for the OneTeam Transformation Programme, and the place lead for Rochford town and Shenfield.

Further Ian Winslet one of our other three Strategic Directors passed away late in 2022 and consideration of this post is now being undertaken.

### **Tier 3 Senior Leadership Restructure**

11. A restructure of Tier 3, which is the Council's Assistant Director tier (Corporate Director tier at BBC) began on 11 April 2022.
12. Following consultation, there was a reduction from the current 12 posts to 9. The RDC Chief Officer Appointments Committee and the BBC Staff Appointments Committee each met on 16 June 2022 to formally appoint the selected candidates.
13. This process resulted in 4 posts being appointed out of the 9 roles. Therefore, a further recruitment process was undertaken in September 2022 and a further 2 roles were appointed to. Following this process, a review of how to progress was undertaken and a further recruitment process to the remaining three roles would be undertaken in early 2023. In the meantime, the remaining three positions would be filled by interim arrangements.
14. 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 Holden
  - 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

The three interim roles in position are:

- Andrew Hunkin
  - Director - People and Governance, Democratic Services, Civics, Elections, Legal Services, People Services (HR & OD), DPA/FOI, Post Room & Secretarial Support & ASELA
  -

- Tim Willis
  - Director – Resources, Financing & Accounting, Payments & Income, Procurement, Revs & Benefits, Audit & Fraud & ASELA
- Julian Higson
  - Director – Housing, Housing Options, Homeless, HRA Stock Management, Housing Strategy & Management, Strategic Housing Delivery Programme, ASELA and LDP Cross over

### **Pay Policy Review**

15. 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 on the 14<sup>th</sup> June 2022. This statement covered T1 -to T3, and at Council on the 13<sup>th</sup> December 2022 at Rochford District Council a Pay, Terms & Conditions Harmonisation report was approved. The same report was approved at Brentwood Borough Council's Council Meeting on 7<sup>th</sup> December 2022.

### **OneTeam Transformation Programme Update**

16. Since the January 2022 Meeting, there has been a significant amount of work to bring the vision of the Strategic Partnership to life.

A Project Team has been created to ensure the robust and efficient delivery of the programme to realise anticipated benefits. This unit comprises of:

- Programme Sponsor – Jonathan Stephenson, Joint Chief Executive.
- SRO - Emily Yule, Tier 2 Strategic Director.
- Service Delivery Workstream Lead – Greg Campbell, Tier 3 Director – Policy and Delivery.
- Workforce Development Workstream Lead – Nichola Mann, HR Partnership Manager.
- Programme Management – commissioned service via EELGA.
- Communications and Engagement

The Governance in the next three months will be transferred away from EELGA to an inhouse provision

### **Programme Governance**

17. The OneTeam Project Team meets monthly. The main purpose of the Project Team is to ensure that business cases for change to services ("Business Cases") are reviewed and presented to the Programme Board for agreement as part of Phase 2 of the OneTeam Transformation Programme.

18. Phase 2 is the alignment of service delivery and creation of joint working opportunities and scheduled to take place from September 2022 to September 2024. Phase 2 contemplates those services delivered by both Councils will be transformed to optimise opportunities for improved delivery across both Councils, in order to achieve the vision and ambitions of the Strategic Partnership. Proposals for transformation of services will be subject to a robust service review methodology and captured in business cases.
19. To support the delivery of the programme and ensure the governance works key templates have been produced and are in place to support this work. This includes a master project plan, risk & issues register with mitigations, accumulative benefits tracker, programme resource tracker and templates for highlight reporting and service review business cases (supported by a user manual)
20. A Programme Board has been established, comprising the SRO, the Joint Chief Executive, both Council Leaders and the Service Delivery Workstream Lead. Notes of the Programme Board are made available to Members.
21. To date, the Programme Board has agreed the business case for a unified HR service to operate across both Councils. The implementation of the new team is in progress. The new structure comprises the joint appointment of an HR Partnership Manager, who works across both organisations and is the Workforce Development Workstream Lead for the OneTeam Transformation Programme. They also have line management responsibilities for officers undertaking operational HR delivery in both Councils
22. The transformation Board have also approved the business case for a Joint Communications Service. This change is presently working through the process and the new service should be in position April/May 2023

## **Service Reviews**

23. Service Reviews are the method by which the two authorities will review the services to seek to bring them together under the One Team banner. In order to work this through 'Key Change Champions' who are members of Rochford and Brentwood staff have been trained to assist with the service reviews. The Service Reviews have been split into three phases and will be undertaken over a 2-year period.
24. These Key Change Champions will be a critical friend, challenging the suggested ways forward looking at best practice and the different delivery options available.

25. At the end of the Service Review a business case will be produced which will be presented to the Programme Board for approval. If approved, they will then be implemented in a managed timeframe. If required, the service review decision will be taken through the appropriate governance route.

## **Road Map**

26. Phase 2 of the OneTeam Transformation Programme will be delivered via a series of service reviews. A 'Roadmap' setting out when service reviews are scheduled to start has been drafted

27. The roadmap was created following consideration of resources, the size of the services being reviewed and by mixing the need to develop both front facing and back-office services. Further, managers and directors were consulted, and any other issues were taken into account to create a well-balanced phase 1 service review agenda.

28. Phase 1 of this Roadmap is contained in Appendix A for reference. On approval of business case following a service review an implementation plan along with timelines will be set.

29. There are presently 13 services being reviewed as part of phase 1 of these it is expected that some services will start presenting their final business cases to the Transformation Board from March onwards.

## **Support and Training**

30. Commissioned external change management support has been delivered to assist Members and the Joint Chief Executive to develop and agree the shared vision and design principles.

31. In addition, training and coaching was provided to senior Council officers and Key Change Champions (KCCs) to strengthen required skills and tools to successfully implement the OneTeam Transformation Programme.

## **Resident Feedback**

32. It was agreed that feedback from residents as to the impact of the partnership on services is regularly sought and reported upon. This work will begin after initial service reviews are implemented in 2023.



## **ICT & Digital Update**

The ICT Teams have begun conversations on the future structure of the service and recently considered the direction of travel with the Digital Teams at an away day. This is so the ICT Teams are aligned and ready to support the outcomes and implementation phase 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.

Initial work by ICT has begun, including the standardisation of 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. 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.

Further both ICT Teams have worked together and are rolling out a Wi-Fi resource that will enable staff to log on from any of the two authorities' locations and any other local government building using one platform. So, logging on from Mill Hall to South Street to Brentwood Centre or Brentwood Town Hall should be far simpler.

In addition, the two ICT teams from Rochford and Brentwood have identified the technological threats and opportunities specific to them that the transformation programme poses. This was part of a particular request at the start of the programme. The present list will be updated, expanded and will be added to, where appropriate, and will be added to the overall Risk Register. The initial ICT risks 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 the customer
- One size fits all – easier to manage
- Uplift Skills
- Create Role Opportunities
- Create Resiliency
- Shared resources
- Cost savings

## **Joint Working Taking place**

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.

Further both authorities have and continue to work together to produce information, guidance and assistance in a response to the cost-of-living crisis which is an ever-evolving picture

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 will create a list of projects which will then be prioritised and worked through.

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 and the recent 'in person' events held at Brentwood and Rochford attracted over 80 employees to each one plus a further 50 to the on-line follow up.

## **Other Work Progressed**

- Key Change Champions training has been completed
- Meetings with managers from both authorities have been undertaken to develop relationships, build and develop cultures, working methods and the roadmap
- Directors are working from locations in both Rochford and Brentwood and supporting the governance processes by attending meetings in both boroughs
- Regular Staff Briefings with both groups of employees are being held
- A specific staff newsletter 20:8 has been created and is published to all staff at both authorities
- Work between the two authorities has begun to harmonise the project and programme governance arrangements
- Work continues to harmonise templates and ways of working that can be progressed quickly outside of the Service Review structure for example: Committee Report Template

## **Also to Note**

Recently 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. A further event was held at King Georges Pavilion where officers took part in Tag Active.

### Summary of Benefits

<u>Ref</u>	<u>Benefit Description</u>	<u>Saving Cost</u> <u>£</u>	<u>Year to Be realised</u>
<u>1</u>	<u>Joint HR Officer</u>	<u>20,000</u>	<u>2023/2024</u>
<u>2</u>	<u>HR Service Changes from Service Review</u>	<u>22,000</u>	<u>2023/2024</u>
<u>3</u>	<u>Tier 1 to Tier 3 Amalgamation providing strategic capacity</u>	<u>290,000</u>	<u>2024/2025</u>
<u>4</u>	<u>ICT System Alignment (so Far)</u>	<u>24,000</u>	<u>2023/2024</u>
	<u>ICT Wi-Fi Asset Alignment</u>	<u>Undetermined as yet</u>	
<u>5</u>	<u>Joint Environment Officer</u>	<u>Undetermined as yet</u>	
<u>6</u>	<u>Elections Joint Knowledge sharing</u>	<u>Undetermined as yet</u>	
<u>7</u>	<u>UKSPF – Joint Working realised a saving on consultant work</u>	<u>£1,900</u>	<u>One off Saving due to partnership approach</u>
<u>8</u>	<u>Service Reviews – creating improved services and efficient ways of working delivering savings</u>	<u>*Forecast across all services 75% of original Operating Budget</u>	<u>2023 through to implementation</u>

A full benefits table is being drawn together to capture all financial and non-financial benefits that the transformation programme will create

### **RISK IMPLICATIONS**

The OneTeam Programme Board receive risk management reports by way of exception reporting. An updated Risk Register of the key risks to this programme are included at Appendix B along with the issues log

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report. However, service reviews may identify these in the future and will be captured as the programme develops

### **Consultation**

Appropriate and necessary consultation will be undertaken if appropriate

## **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report. However, service reviews may identify these in the future and will be captured as the programme develops

## **References to Corporate Strategy**

### **Implications**

#### **Financial Implications**

**Name/Title: Tim Willis, Interim Director Finance and Section 151 Officer**  
**Tel/Email: 01277 312500/tim.willis@brentwood.gov.uk**

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 £24k 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.

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 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.

The first activity for the #OneTeam Transformation Programme has been the review of the senior leadership structure at Tier 2 (Strategic Director) and Tier 3 (Assistant Director/Corporate Director) levels. Appointments for new Tier 3 Director roles left vacancies arising for five of the nine new roles which are being recruited to in the autumn of 2022 and interim arrangements have been put in place to ensure that the Council continues to deliver services effectively during this transition period.

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

#### **Legal Implications**

**Name & Title: Andrew Hunkin, Interim Director of People & Governance**  
**Tel & Email 01277 312500 / andrew.hunkin@brentwood.gov.uk**

There are no legal implications arising from this report to be noted.

#### **Economic Implications**

**Name/Title: Phil Drane, Director of Place**  
**Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk**

There are no economic development implications arising from this report to be noted.

**Equality and Diversity Implications**

**Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure & Health)**  
**Tel/Email: 01277 312500/kim.anderson@brentwood.gov.uk**

Equality Impact Assessments will be undertaken as part of any service review that will affect or change the service being provided.

**Background Papers**

None.

**Appendices to this report**

Appendix A – Service Review Phasing  
Appendix B – Risk and Issues Log