



FINANCE, ASSETS, INVESTMENTS AND RECOVERY COMMITTEE

12 JULY 2023

REPORT TITLE:	OneTeam Transformation Programme – Strategic Partnership with Rochford District Council Quarter 1 Update
REPORT OF:	Greg Campbell, Director of Policy and Delivery

REPORT SUMMARY

The purpose of this report is to provide a quarterly update on progress of the One Team Transformation Programme.

RECOMMENDATIONS

- R1. That the Committee notes the progress of the OneTeam Transformation Programme.**

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

To ensure that Members are informed of the progress of the OneTeam Transformation Programme.

2.0 OTHER OPTIONS CONSIDERED

For information only.

3.0 BACKGROUND INFORMATION

On 26 January 2022, Extraordinary Council resolved to agree the Strategic Partnership between Brentwood Borough Council and Rochford District Council (RDC) appointed Jonathan Stephenson as the Joint Chief Executive for both councils. Work then commenced on developing this partnership.

This report sets out progress of the OneTeam programme development in the 1st quarter of the second year of this roadmap from February 2023 to April 2023.

Progress to Date

The following chart identifies the progress of service reviews so far commenced:

Service	Business Case Update	Implementation Update
Human Resources	Business Case approved by Transformation Programme Board April 2022	August 2023
Communications and Digital Engagement	Business Case approved by Transformation Programme Board November 2022	June 2023
Phase 1 – October 22-April 23		
Risk Management and Insurance	Business Case approved by Transformation Programme Board April 2023	Consultation in progress. Expected implementation and settled structure by September 2023
Emergency Planning and Business Continuity	Business Case approved by Transformation Programme Board April 2023	Consultation in progress. Expected implementation and settled structure by September 2023
Customer Contact	Business Case reviewed by Project Team in May 2023 and scheduled to be reviewed by the Transformation Programme Board in July 2023	To be confirmed once Business Case is approved
Procurement	Business Case reviewed by Project Team in May 2023 and scheduled to be reviewed by the Transformation Programme Board in July 2023	To be confirmed once Business Case is approved
Economic Development and Inward Investment	Business Case scheduled to be reviewed by the Project Team in July 2023 with progress to Transformation Board in October 2023	To be confirmed once Business Case is approved
Accountancy and Finance	Business Case in development. Expected completion date – July 2023	To be confirmed once Business Case is approved
ICT and Data Protection	Business Case in development. Expected completion date – October 2023	To be confirmed once Business Case is approved

Waste Recycling, Countryside Management and Public Realm, Open Spaces – management	Data capture in progress. Expected Business Case completion date – September 2023	To be confirmed once Business Case is approved
Democratic Services and Secretarial Support	Initial scoping being undertaken, new acting director now in position to undertake review. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Phase 2 – May 23-October 23		
Parking	Service review began in April 2023. Initial scoping complete. Expected Business Case completion date – August 2023	To be confirmed once Business Case is approved
Asset Management	Service review to begin in August 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Facilities Management	Service review to begin in August 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Health & Safety	Service review to begin in August 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Planning Policy and Strategy	Service review to begin in September 2023. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Planning Development Control and Enforcement	Service review began in April 2023. Data capture in progress. Expected Business Case completion date – July 2023	To be confirmed once Business Case is approved
Building Control	Service review to begin in September 2023. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Electoral Registration	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved

Homelessness	Service review began in May 2023. Data capture in progress. Expected Business Case completion date – September 2023	To be confirmed once Business Case is approved
Housing Options	Service review began in May 2023. Data capture in progress. Expected Business Case completion date – September 2023	To be confirmed once Business Case is approved
Community Safety and CCTV	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Safeguarding	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Public Health	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Communities and Partnerships	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Leisure, Culture and Health	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Leisure Contract Management	Service review began in June 2023. Data capture in progress. Expected Business Case completion date – October 2023	To be confirmed once Business Case is approved
Licensing	Service review to begin in September 2023, supported by an external subject specialist. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Environmental Health	Service review to begin in September 2023, supported by an external subject specialist. Expected	To be confirmed once Business Case is approved

	Business Case completion date – December 2023	
--	---	--

Update on Business Cases for Joint Working (Service Reviews)

The Communication Service Review implementation has begun, and all posts are set to be appointed to by the end of August, as is the HR Team.

The Risk Management & Insurance and Emergency Planning & Business Continuity service reviews have progressed to consultation stage. Both services expect to have a settled structure by September 2023.

The remaining service reviews in Phase 1 are expected to conclude in the following months, with some of the business cases completed by September / October 2023, ready for approval by the Programme Board.

Phase 2 of the service reviews began in May 2023 with the last of these reviews starting in September / October 2023, with business cases expected to be completed by services in this phase by December 2023.

Regular Lessons Learnt sessions with Service Managers and Key Change Champions ensure continuous improvement of the process and documentation to aid swifter delivery.

Support for Staff

Work continues to provide support for staff undertaking the reviews and the wider organisation. The councils continue to listen to feedback received from the staff surveys, service review lessons learnt sessions, as well as informal feedback from staff and managers.

'Resilience and Change' online training has been provided for staff, as well as Walk Around and 'Drop-in' Sessions, 1:1 meetings with managers and CLT engaging with Tea & Talk providing face-to-face support. Separately, all staff have access to external professional support by way of the Employee Assistance Programme.

Further, staff are supported by in-house Mental Health First Aiders, who can signpost to available help, and managers have undertaken mental health training. Lunchtime walks continue for staff at Brentwood and at Rochford and 'All Staff Briefings' are held quarterly. Team away days and the Partnership's first all staff away day enabled staff from the two authorities to meet face-to-face to truly bring staff together.

The councils are also engaging with other authorities undertaking similar transformation programmes to develop a best practice approach to supporting people through change.

Other Joint Working Initiatives & Benefits

The OneTeam partnerships is creating other areas of cross collaboration, including the exploration of a joint IT/Digital helpdesk, a review of our FOI processes, shared online forms, unified corporate project management process, joint Intranet and joint templates and approach to policy and strategy development, as well as consultation and engagement activity.

Budget Update

There was an underspend of £56,450 in Year One. In Quarter One of Year Two, there has been a spend of £27,300 to date, leaving a remainder of £279,000 for the year. The funding will continue to be closely monitored to ensure the spending remains in line with the budget.

4.0 FINANCIAL IMPLICATIONS

Name & Title: Tim Willis, Director – Resources & Section 151 Officer

Tel & Email: 01277 312500 / tim.willis@brentwood.rochford.gov.uk

The Council has budgeted to generate cumulative savings of £224k in 2023/24, £808k in 2024/25 and £846k in 2025/26 in respect of the efficiencies arising from the OneTeam Transformation Programme.

5.0 LEGAL IMPLICATIONS

Name & Title: Claire Mayhew, Joint Acting Director – People & Governance & Monitoring Officer

Tel & Email: 01277 312500 / claire.mayhew@brentwood.rochford.gov.uk

There are no direct legal implications from this report.

6.0 RELEVANT RISKS

The OneTeam Programme Board receive risk management reports by way of exception reporting.

Following a review, the Risk Register and Issues log has been reset to provide a truer reflection of programme risks. This creates a more accurate view of the risk profile of the OneTeam Transformation Programme.

Those risks that have escalated or remain an issue form part of the escalated risk register and are included in Appendix A. Please note at present there are no live Issues in the log to report.

7.0 ENGAGEMENT/CONSULTATION

A method to engage with residents and stakeholders to understand the impact of OneTeam will be agreed with the Communications Portfolio holder and results will be reported back to Council later this year.

8.0 EQUALITY IMPLICATIONS

Name & Title: Kim Anderson, Corporate Manager - Communities, Leisure and 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.

9.0 ECONOMIC AND CLIMATE IMPLICATIONS

Name & Title: Phil Drane, Director - Place

Tel & Email: 01277 312500 / phil.drane@brentwood.rochford.gov.uk

There are no direct economic or environmental implications arising from this report.

REPORT AUTHOR:

Name: Greg Campbell

Title: Director of Policy & Delivery

Phone: 01277 312500

Email: greg.campbell@brentwood.rochford.gov.uk

APPENDICES

Appendix A: Exception Risk Log

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Staff Appointments Committee	21/03/2023
Ordinary Council	15/03/2023
Policy, Resources & Economic Development Committee	08/03/2023
Policy, Resources & Economic Development Committee	08/02/2023
Ordinary Council	07/12/2022
Policy, Resources & Economic Development Committee	23/11/2022

Ordinary Council	02/11/2022
Staff Appointments Sub Committee	27/09/2022
Staff Appointments Sub Committee	26/09/2022
Ordinary Council	27/07/2022
Staff Appointments Committee	14/07/2022
Policy, Resources & Economic Development Committee	13/07/2022
Audit & Scrutiny Committee	05/07/2022
Staff Appointments Committee	16/06/2022
Extraordinary Council	26/01/2022