



FINANCE, ASSETS, INVESTMENTS AND RECOVERY COMMITTEE

20 DECEMBER 2023

REPORT TITLE:	OneTeam Transformation Programme – Strategic Partnership with Rochford District Council - Quarter 3 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.

SUPPORTING INFORMATION

1.0 OTHER OPTIONS CONSIDERED

1.1 For information only.

2.0 BACKGROUND INFORMATION

2.1 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.

2.2 This report sets out progress of the OneTeam programme development in the 3rd quarter of the second year of this roadmap, from August 2023 to October 2023.

Progress to Date

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

<u>Service</u>	<u>Update</u>
Human Resources	Business Case approved by Transformation Programme Board in April 2022. Implementation complete August 2022
Communications and Digital Engagement	Business Case approved by Transformation Programme Board in November 2022. Implementation complete June 2023.
<u>Phase 1 – October 22-April 23</u>	
Risk Management and Insurance	Business Case approved by Transformation Programme Board in April 2023. Consultation complete. Implementation and staff in place by January 2024.
Emergency Planning and Business Continuity	Business Case approved by Transformation Programme Board in April 2023. Consultation complete. Implementation and staff in place by January 2024
Procurement	Business Case approved by Transformation Programme Board in July 2023. Consultation complete. Implementation and staff in place by November 2023.
Customer Contact	Business Case approved by Transformation Programme Board in July 2023. Tier 4 Manager in post – November 2023. Consultation on remaining posts to be conducted in November/December 2023. Expected implementation and settled structure by January 2024
Economic Development and Inward Investment	Business Case approved by Transformation Programme Board in September 2023. Consultation in progress. Expected implementation and settled structure by January 2024
Accountancy and Finance	Business Case on hold. Service reviewing proposal
Open Spaces Admin	Slippage from original end date of March 2023. Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024. Delay due to a number of staff changes within the service and the need to bring in a manager to oversee this area.
Tree Management	Slippage from original end date of March 2023. Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024. Delay due to a number of staff changes within the service and the need to bring in a manager to oversee this area

Democratic Services, Civics and Secretarial Support	Business Case on hold until further consideration of future requirement is agreed
<u>Phase 2 – May 23-October 23</u>	
Electoral Registration	Business Case reviewed by the Project Team in October 2023 and Transformation Programme Board in November 2024. Deferred until after the May 2024 elections.
Parking	Slippage from original end date of August 2023. Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024. Delay due to the need for a manager to be appointed in early 2024.
Communities, Leisure and Health (includes Leisure Centre Contract)	Business Case on track. Scheduled to be reviewed by the Project Team in December 2023 with progress to Transformation Programme Board in – January 2024
Planning Policy and Strategy	Following presentation at Project Board, the service review is being reconsidered to develop a more effective structure for a joined-up service
Planning Development Control and Enforcement	Slippage from original end date of August 2023. Business Case development to align with delivering the recommendations of the Planning Improvement Board and appointment of new Director of Place which continues into 2024
Licensing	Slippage from original end date of December 2023. Business Case scheduled to be reviewed by the Project Team in January 2024 with progress to Transformation Programme Board in February 2024. Delay due to Tier 4 appointments and work on a roadmap to bring the services together
Environmental Health	Slippage from original end date of December 2023. Business Case scheduled to be reviewed by the Project Team in January 2024 with progress to Transformation Programme Board in February 2024. Delay due to Tier 4 appointments and work on a roadmap to bring the services together
CCTV	Business Case on track. Scheduled to be reviewed by the Project Team in January 2023 with progress to Transformation Programme Board in February 2024
Asset Management	Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024.

Facilities Management	Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024,
Health & Safety	Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024.
Homelessness	Slippage from original end date of November 2023. Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024. Delay due to Tier 4 appointment needing to be in place
Housing Options	Slippage from original end date of November 2023. Business Case scheduled to be reviewed by the Project Team in February 2024 with progress to Transformation Programme Board in March 2024. Delay due to Tier 4 appointment needing to be in place
<u>Phase 3 – November 23-March 23</u> No Update as these have not Commenced	
ICT & Data Protection	Service review in progress.
Digital Services	Service review in progress.
Revenues and Benefits	Service review due to commence March 2024
Waste and Recycling, Open Spaces & Street Scene Management	Service review due to commence March 2024
Performance & Data Insight	Service review due to commence March 2024
Policy Development and Innovation	Service review due to commence March 2024
Transformation, Research and Service Design	Service review due to commence March 2024
Community Safety	Service review due to commence March 2024
Legal	Service review due to commence March 2024
Audit Contract	Service review due to commence March 2024
Building Control	Service review due to commence March 2024

2.4 In addition to the above service reviews, other reviews are being undertaken into the councils' finance systems, audit contracts, and tree preservation orders, back-office and Land Charges functions. These are all presently being

worked upon with a target to consider them by March 2024 followed by implementation.

- 2.5 Following a review of the Tier 4 structure a consultation was undertaken with staff which concluded in November 2023, this process is due to complete in early 2024 so that all Tier 4 Managers are in position.

Update on Business Cases for Joint Working (Service Reviews)

- 2.6 New structures created through the One Team reviews will be made available to members digitally via the Members' SharePoint or Portal once implementation is complete. Human Resources are pulling this together with the staffing structures for Human Resources and Communications first to be added, with Risk Management and Insurance, Procurement, Emergency Planning and Business Continuity to follow in January/February 2024.
- 2.7 The Tier 4 position within Customer Services has now been appointed ahead of beginning the consultation to implement the new structure. The consultation for the Economic Development and Inward Investment will begin in December 2023.
- 2.8 The remainder of service reviews in Phase 1 are expected to conclude by February 2024, with the business cases completed by December 2023, ready for approval by the Programme Board in January/February 2024.
- 2.9 Phase 2 of service reviews began in May 2023, with the last of these reviews starting in September 2023. Business cases are expected to be completed by services in this phase by March 2023.
- 2.10 Phase 3 began in November 2023, with the final reviews beginning by January 2024. These business cases are due for completion by April 2024.

Support for Staff

- 2.11 Work continues to provide support for staff undertaking the reviews and the wider organisation, including feedback from staff surveys, service review lessons learnt sessions and informal feedback from staff and managers, Employee Assistance Programme, as well as mental health professionals to talk to.
- 2.12 Further a 'Staff Pulse Survey' is being held in December 2023 to gather feedback from staff.

- 2.13 The Intranet wellbeing pages are regularly updated to provide staff with the latest information on the support available to them. And recently the new Staff Digital Forum, a feature added to the OneTeam Intranet, designed to enhance communication, collaboration, and community among the two Councils is now available.
- 2.14 The councils are also engaging with other authorities undertaking similar transformation programmes to develop a best practice approach to supporting people through change.

Budget Update

- 2.15 There was an underspend of £56,450 in Year 1. In Quarter 3 of year 2, there has been a spend of £95,382 to date with further commitments of around £40,000. This leaves a budget of around £170,000 up until April 2024. The funding will continue to be closely monitored to ensure the spending remains in line with the budget.

3.0 FINANCIAL IMPLICATIONS

Name & Title: Tim Willis, Director – Resources (Section 151 Officer)
Tel & Email: 01277 312500 / tim.willis@brentwood.rochford.gov.uk

- 3.1 There are no financial implications arising from the recommendations. Individual service reviews consider the financial implications of proposals; there is also a savings target from OneTeam reviews built into the Medium Term Financial Strategy, which is actively under review.

4.0 LEGAL IMPLICATIONS

Name & Title: Claire Mayhew, Acting Joint Director – People & Governance (Monitoring Officer)
Tel & Email: 01277 312500 / claire.mayhew@brentwood.rochford.gov.uk

- 4.1 There are no legal implications. Any changes or impacts will be considered within individual service review proposals.

5.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 5.1 No resource impacts directly from this report. Any impacts will be captured in the individual service reviews.

6.0 RELEVANT RISKS

- 6.1 The OneTeam Programme Board receive risk management reports by way of exception reporting.
- 6.2 High risks, escalated risks or those that remain an issue form part of the extract from the risk register attached at Appendix 1. Please note at present there are no live Issues in the log to report.
- 6.3 Following previous concern, the risk register was considered as part of a wider workshop and updated. This included consideration of risks around staff morale.

7.0 ENGAGEMENT/CONSULTATION

- 7.1 A method to engage with residents and stakeholders to understand the impact of OneTeam will be undertaken and results will be reported back in early 2024.

8.0 EQUALITY IMPLICATIONS

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

Tel & Email: 01277 312500/kim.anderson@brentwood.gov.uk

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

9.0 ECONOMIC IMPLICATIONS

Name & Title: Phil Drane, Director - Place

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

- 9.1 There are no economic implications.

10.0 ENVIRONMENTAL IMPLICATIONS

Name & Title: Henry Muss, Sustainability & Climate Officer

Tel & Email 01277 312500 henry.muss@brentwood.gov.uk

- 10.1 There are no environmental implications.

REPORT AUTHOR:

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APPENDICES

- Appendix A: Exception Risk Log

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Finance, Assets, Investments and Recovery Committee	13/09/2023
Finance, Assets, Investments and Recovery Committee	12/07/2023
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