Rochford District Council

OVERVIEW & SCRUTINY COMMITTEE

1 February 2024

REPORT TITLE:	OneTeam Transformation Programme – Strategic Partnership with Brentwood Borough 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.

RECOMMENDATIONS

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

R2.   That the Committee makes any recommendations to the Executive for consideration.

SUPPORT ING 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 25 January 2022, 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. Work then commenced on developing this partnership.

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

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

Service	Update
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.
Phase 1 – October 22-April 23	
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

Service	Update
Democratic Services, Civics and Secretarial Support	Business Case on hold until further consideration of future requirement is agreed
Phase 2 – May 23-October 23	
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.

Service	Update
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
Phase 3 – November 23-March 23	
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

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.

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)

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.

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.

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.

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.

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

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.

Further a 'Staff Pulse Survey' is being held in December 2023 to gather feedback from staff.

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.

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

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.

4.0   FINANCIAL IMPLICATIONS

5.0   LEGAL IMPLICATIONS

No legal implications from this report. Any changes or impacts will be considered within individual service review proposals.

6.0   RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

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

7.0   RELEVANT RISKS

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

High risks, escalated 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.

Following previous concern, the risk register was considered as part of a wider workshop and updated. This included consideration of risks around staff morale.

8.0   ENGAGEMENT/CONSULTATION

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

9.0   EQUALITY IMPLICATIONS

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

10.0   ENVIRONMENT AND CLIMATE IMPLICATIONS

There are no environmental implications from this report.

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APPENDICES

Appendix 1 – Exception Risk Log

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Overview & Scrutiny Committee	03/10/23
Overview & Scrutiny Committee	05/07/23
Chief Officer Appointments Committee	20/03/23
Overview & Scrutiny Committee	07/03/23
The Executive	07/03/23
Overview & Scrutiny Committee	01/03/23
Extraordinary Council	21/02/23
Council	15/02/23
Council	13/12/23
The Executive	09/11/22
The Executive	11/01/22
Overview & Scrutiny Committee	04/10/22
Chief Officer Appointments Committee	27/09/22
The Executive	27/09/22
Chief Officer Appointments Sub-Committee	26/09/22
Chief Officer Appointments Committee	26/07/22
Council	14/07/22
Chief Officer Appointments Committee	14/07/22
The Executive	13/07/22
Overview & Scrutiny Committee	06/07/22
Chief Officer Appointments Committee	16/06/22
Extraordinary Council	14/06/22
Chief Officer Appointments Committee	01/06/22
Council	25/01/22

Project Name: OneTeam Transformation Programme
Version_Date: 07.12.23

No.	Programme/ Workstream/ Driver	Description of Risk	Potential Impact	Baseline Score			Mitigating Actions	Risk Owner	Revised Score			Latest 29.11.23			Trend	Notes
				Impact	Likelihood	Initial Risk Score			Revised Impact	Revised Likelihood	Revised Risk Score	Latest Impact	Latest Likelihood	Latest Risk Score		
R15	HR and Workforce Development	Policy framework and terms and conditions are not resolved	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk and considered within service reviews	HR & WD WL	3	2	6	3	1	3	⬇	1.2.23 - Key terms and conditions agreed by both Council Dec 22. 29.11.23 - Work continuing to complete Ts & Cs.
R25	ICT	Failure to manage risks within ICT, including resources, contract and management workload	Phase 2 service reviews within Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Regular meetings held with ICT on their particular workstream involved in the OneTeam review process and therefore aware of particular workload	SRO	5	2	10	5	2	10	⬌	29.11.23 - IT service review rescheduled to Phase 3.
R29	Programme	The programme no long delivers the benefits targets required by one partner authority, e.g. lack of savings against services with an imbalance in resource between councils.	One partner withdraws from the Transformation Programme preventing completion and delivery of benefits for OneTeam and the other partner.	5	4	20	A number of growth bids have been presented as part of service reviews impacting required savings for the relevant authority in each case. This is under discussion with the Programme Board to ensure expectations of all are managed and clear direction is given where savings are not possible to deliver.	PS	5	3	15			N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR1	Timescales/ Resource & Finance	Insufficient time within the Check & Challenge process to review and recheck business Cases before submission to Project Team/Programme Board.	Lack of clarity/accuracy of the proposal, including financial information, being progressed.	5	4	20	Ensure Check & Challenge group is updated on actions taken following the Check & Challenge session and that final versions of business cases are shared.	SDWL	5	2	10			N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR2	Timescales/ Process	Business cases are submitted for approval without complete information/documentation to ensure approval milestones are met, e.g. job evaluations.	Expected benefits are not possible to deliver, potential additional costs are incurred and service reviews may have to be revisited. Ultimately the success of the programme will be undermined.	5	4	20	The requirement for all business cases to be complete before proceeding is clearly stated. Any changes following each stage (e.g. Check & Challenge), must be reported back to that group for final approval before proceeding further.	SDWL	5	2	10			N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR3	Resource & Finance	There is insufficient resource to complete service reviews or implementation.	Business as usual is impacted and/or programme delivery is delayed, which may also impact budgets if savings aren't delivered in a timely manner.	5	4	20	SDWL continues to work with directors to identify where additional resource could be applied from the programme to alleviate this risk.	SDWL	3	2	6			N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR4	Staff Morale	The level of demand on officers to deliver ongoing significant change (not just for OneTeam) while maintaining service levels is cumulatively reducing staff resilience.	Staff do not feel valued or that they are an asset to the organisation(s). Potential opportunities from the OneTeam programme are not understood as staff are overwhelmed, risking low morale, higher sickness and turnover.	5	4	20	A number of support resources are available, but clear and ongoing communication from CLT and team managers is essential to support staff and monitor individual situations and concerns. BBC FAIR & RDC Executive report regarding support for the organisation based on analysis of staff turnover etc. also available.	SRO	3	3	9			N/A		New risk - Latest score to be completed following 19.12.23 Project Team review

Ref	Category	Risk Description	Impact Description	I	L	Score	Mitigation	Owner	I	L	Score				Notes
WR5	Staff Morale/ Leadership/ Process	Perception of inconsistent or limited communication from Directors and Managers fuels uncertainty, anxiety and lack of trust amongst staff.	Staff uncertainty and discontent increases sickness, turnover, decreases productivity and generally negativity across the organisation. Creates difficulty to deliver the Programme and operationally and staff disengage from the process also impacting the benefits achievable.	5	4	20	Corporate communications and HR continuing to work with CLT to ensure regular and consistent messaging via a variety of channels. BBC FAIR & RDC Executive report regarding support for the organisation based on analysis of staff turnover etc. also available.	HR&WF	5	3	15		N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR6	Staff Morale	Uncertainty over the likely outcome of service reviews as well as concerns and fears around the process make it challenging for managers to maintain and build optimism, even as reviews progress.	Staff uncertainty and discontent increases sickness, turnover, decreases productivity and generally negativity across the organisation. Creates difficulty to deliver the Programme and operationally and staff disengage from the process also impacting the benefits achievable.	5	4	20	Corporate communications and HR to develop Internet and other content to support officers' understanding of processes, e.g. consultation to improve understanding and manage expectations. BBC FAIR & RDC Executive report regarding support for the organisation based on analysis of staff turnover etc. also available.	HR&WF	5	3	15		N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR7	Staff Morale	Delays to business case completion/approval create additional uncertainty and anxiety for staff while they wait beyond initial timescales for the outcome of their service review.	Staff uncertainty and discontent increases sickness, turnover, decreases productivity and generally negativity across the organisation. Creates difficulty to deliver the Programme and operationally and staff disengage from the process also impacting the benefits achievable.	4	5	20	Essential that business cases are completed to time whenever possible and that there is transparency for staff regarding any change to planned completion dates and the reason why. BBC FAIR & RDC Executive report regarding support for the organisation based on analysis of staff turnover etc. also available.	SRO	3	5	15		N/A		New risk - Latest score to be completed following 19.12.23 Project Team review
WR8	Leadership	Perceived lack of ownership and direction for the Programme and changing objectives undermine support for individual services reviews, e.g. whether savings, joint working, sustainability etc are the priority.	Business cases are presented and approved or not without application of the methodology and the ability to prioritise the design principles, potentially risking failure of the Programme and/or rejection at later stages of approval, e.g. not meeting Members' savings requirements, changing priorities creating blockages.	5	4	20	The governance of Check & Challenge, Project Team and Programme Board review ensures all key parties have the opportunity to challenge every business case. Assessment of the likely financial models (growth or saving) for all business cases currently in progress to be completed.	SDWL	4	4	16		N/A		New risk - Latest score to be completed following 19.12.23 Project Team review

Definitions

	Impact	Likelihood
1	Minor Slippage	Rare
2	Minor	Unlikely
3	Moderate	Moderate
4	Major	Likely
5	Catastrophic	Almost Certain

Key	Name, Position	
Project Sponsor	Jonathan Stephenson, CEO	PS
Senior Responsible Officer	Emily Yule, Strategic Director	SRO
HR & Workforce Development Workstream Lead	Nichola Mann, Acting Director - People and Governance	HR & WD WL
Service Delivery Workstream Lead	Greg Campbell - Director - Policy & Delivery	SD WL
Communication & Engagement Workstream Lead	Leona Murray-Green, Comms Manager	C&E WL

Risk Score	
Risk score has increased	⬆
Risk score is unchanged	⬌
Risk score has decreased	⬇