

**REPORT TO THE MEETING OF THE EXECUTIVE  
11 OCTOBER 2022**

**PORTFOLIO: LEADER/DEPUTY LEADER**

**REPORT FROM THE OVERVIEW & SCRUTINY COMMITTEE**

**SUBJECT: #ONETEAM TRANSFORMATION PROGRAMME –  
STRATEGIC PARTNERSHIP WITH BRENTWOOD BOROUGH  
COUNCIL**

**1 PURPOSE OF REPORT**

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

**2 INTRODUCTION**

2.1 On 25 January 2022 (the “January Meeting”) the Council resolved to agree the Strategic Partnership between the 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. This included the decision to work on and complete a Section 113 agreement referred to later in this report

2.2 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
<b>Policy Alignment Workstream</b>											
<b>Tier 2 Process</b>		<b>Tier 3 Process</b>					<b>Service Delivery Workstream</b>				
<b>Workforce Development Workstream</b>											
<b>Communications and Engagement Workstream</b>											

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

**3 PROGRESS TO DATE**

**Pay Structure Harmonisation**

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

this Council on 14 June 2022. This statement covered T1 to T3 and further work is progressing on the harmonisation for T4 and below.

### **Senior Leadership Restructure**

- 3.2 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.
- 3.3 Since the initial recruitment to the positions of Tier 2, one of the Strategic Directors has left the organisation. This post has been successfully recruited to and Emily Yule will join as a Strategic Director on 10 October 2022. Ian Winslet will be leaving his post as Strategic Director at the end of October due to health issues.
- 3.4 A restructure of Tier 3, which is Rochford District Council's Assistant Director tier (Corporate Director tier at BBC) began on 11 April 2022. Following consultation, there was a reduction in the total number of posts from 12 to 9 across both organisations.
- 3.5 A Member interview process was undertaken on 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.
- 3.7 Therefore, a further recruitment process was undertaken in September 2022 and a further two roles were appointed to. Please see below the list of appointments to Tier 3 to date:-
- Greg Campbell  
Director of 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 of Place - with particular corporate strategic responsibility for economic development and inward investment, tourism and visitor economy, ASELA and Local Development Plan (LPD) crossover, planning (development management and enforcement), planning policy and strategy.
  - Tracey Lilley  
Director of 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 of 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 of Assets and Investment – with particular corporate strategic responsibility for Asset Management, Parking, Health and Safety, Council Companies, Capital programme and Regeneration, Asset Delivery Programme and overseeing the Leisure Contract Management
- Sarah Bennett  
Director of Customer and Data Insight – with particular corporate strategic responsibility for Customer Services, Performance and Data Insight, ICT and Data Protection, Connect Programme and ASELA
- Director of People and Governance – to be appointed to
- Director of Resources – to be appointed to
- Director of Housing.- to be appointed to

Whilst recruitment to the outstanding Tier 3 roles is in progress, Steve Summers has been appointed as temporary Monitoring Officer for BBC and Angela Law will continue as Monitoring Officer at RDC until the end of the year.

- 3.8 The present vacancies are being managed through the use of temporary staffing arrangements, including the retention of existing staff displaced by the process, for an interim period whilst the recruitment process is reviewed before re-advertising.

### **Programme Governance**

- 3.9 The S113 agreement has now been completed and work will begin on updating the Constitutions of both Councils to reflect this.
- 3.10 The governance arrangements around the formal #OneTeam Transformation Project Team, which includes the joint Chief Executive, have begun to meet monthly and will be the vehicle to monitor progress and report up to the Programme Board.

### **Service Reviews**

- 3.11 Key Change Champions (KCC's) across both authorities have completed their final training session delivered by Shared Service Architects (SSA). It is intended that these KCC's will continue to be supported throughout the service review process through SSA or alternative providers.

- 3.12 KCC's are our own staff who will assist with the development of business cases to support change and the development of 'One Teams' across the organisation. They will also act as a critical friend, challenging the suggested way forward looking at best practice and the different delivery options available.
- 3.13 A meeting of managers from Rochford and Brentwood was held on 21 September to determine a high level timeline (Roadmap) for the Service Reviews. The outcomes from this meeting will inform the roadmap and the resources required. This should enable service reviews to commence in October.
- 3.14 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 outcome of the service review work begins to be implemented early next year.

#### **Other Joint Working Initiatives**

- 3.15 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.
- 3.16 Furthermore, both authorities have, and continue to, work together to produce information, guidance and to assist each other to respond to the cost of living crisis which is an ever evolving picture.
- 3.17 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 will create a list which will then be prioritised. This work is likely to include harmonisation of salaries, harmonisation of key fobs and security cards, email addresses, etc.
- 3.18 Joint Staff briefings are regularly held to provide updates on the progress of the #OneTeam programme but also information on other areas of development, achievements and upcoming events. These have, and continue to be, well attended.

#### **Also to Note**

- 3.19 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 has been organised for Tag Active at King Georges Pavilion.

### **ICT Update**

- 3.20 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.
- 3.21 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, joint Teams sites for better collaboration 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 use by Rochford for its website have been completed.
- 3.22 In addition, the two ICT groups have begun work to identify threats and opportunities that the transformation programme poses and this will be completed early in Phase 2 of the programme.

### **Update on Business Cases for Joint Working**

- 3.23 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 Organisational Development, in place. Phase two will commence once the pay structure and terms and conditions harmonisation workstream has been concluded.
- 3.24 A business case is being concluded for a joint Communications team which will operate across both Councils. This is anticipated to be taken to the next One Team Programme Board to be held on 24 October for approval. If approved, the business case will then be taken forward for implementation.
- 3.25 Service reviews will commence in October 2022 and business cases from this work for joint working across service areas will be brought forward from November onwards. Once service reviews are complete, implementation will be scheduled to start.

## **4 OVERALL SUMMARY**

- 4.1 There has been some slippage around the delivery timeline related to the employment of Tier 3 Directors due to the need to recruit to five of the nine new Director roles. The effect of this slippage has been minimised by the use of temporary staffing arrangements, including the retention of existing staff displaced by the process for an interim period whilst recruitment is completed.
- 4.2 The programme budget is within its spending profile; however, there is expected to be a pressure due to the slippage of employment to Tier 3. This slippage is unknown at present and Finance will work this through and provide

as a future budget update or will be reported as part of a future #OneTeam update.

- 4.3 The anticipated ongoing savings are still expected to be delivered; however, one off costs of redundancy and interim support may erode some of these benefits over the shorter term.
- 4.4 The draft 'Roadmap' for service reviews was in place by the end of September and therefore it is envisaged that service reviews can commence in October 2022.

## **5 PRE-SCRUTINY BY OVERVIEW AND SCRUTINY COMMITTEE**

- 5.1 The Overview and Scrutiny Committee considered the Quarter 3 update on progress to date of the #OneTeam Transformation Programme at its meeting on 4 October 2022.
- 5.2 At the meeting a number of questions were raised and the following points were noted:-
- There may be slight cost pressure due to the need to go out to recruitment for the outstanding Director posts.
  - There would be challenges associated with merging teams from RDC and BBC; however, service reviews which were due to commence at the end of the month should assist in identifying any issues. It was difficult to identify all potential risks until the service reviews were completed.
  - As part of the service review process baselines for delivery of services would be taken and used to set objectives and put in place new performance measures.
  - Issues would be logged and monitored.
  - Redundancy costs would be split 50/50 between RDC and BBC.
  - The budget set out in paragraph 8.1 of the report was not yet spent and there was no slippage with around six months left of the first year of the project. However, a cost pressure is expected from the delay in recruiting to Tier 3 positions.
- 5.3 The Overview and Scrutiny Committee requested that consideration be given of investigating if any existing staff could be upskilled to take on the outstanding Director roles.
- 5.4 The Committee also requested that appropriate methodology be adopted to log and track any issues within the project that were likely to pose risks to the Council.

**6 RISK IMPLICATIONS**

- 6.1 The #OneTeam Programme Board receives risk management reports by way of exception reporting. An updated Risk Register of the risk to this programme is included at Appendix 1.

**7 ENVIRONMENTAL IMPLICATIONS**

- 7.1 None arising out of this report.

**8 RESOURCE IMPLICATIONS**

- 8.1 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 £230k would be spent in the first year of the programme. To date £138k has been spent or committed against this budget across both organisations, leaving £92k 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; however, as identified earlier in this report, there will be a cost pressure due to the slippage in the recruitment to Tier 3 positions.
- 8.2 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.
- 8.3 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 has left 3 vacancies of the nine new roles which will be recruited to. Interim arrangements have been put in place to ensure that the Council continues to deliver services effectively during this transition period.
- 8.4 The financial position reported to the Executive at Quarter 1 does not yet fully reflect all the cost impact of changes agreed under the #OneTeam Strategic Partnership programme which are still subject to change, pending agreement of final arrangements and recruitment to vacant posts.
- 8.5 The financial position of the programme will continue to be closely monitored as it progresses.

**9 LEGAL IMPLICATIONS**

- 9.1 None arising from this report.

**10 EQUALITY AND DIVERSITY IMPLICATIONS**

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

**11 RECOMMENDATION**

10.1 It is proposed that the Executive **RESOLVES**

- (1) To investigate if existing staff can be upskilled to take on the outstanding roles.
- (2) To adopt an appropriate methodology to log and track issues that pose risks for the Council.



Greg Campbell

Director of Policy and Delivery

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**Background Papers:-**

None.

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If you would like this report in large print, Braille or another language please contact 01702 318111.



Project Name: #OneTeam Transformation Programme												
Version_Date: 15.09.22												
No.	Programme/Workstream	Description of Risk	Potential Impact	Impact	Likelihood	Initial Risk Score	Mitigating Actions	Risk Owner	Revised Impact	Revised Likelihood	Revised Risk Score	Notes
R1	Programme	Lack of trust within the partnership	Programme becomes viable and collaborative transformation not achieved	5	3	15	Effective governance structure developed to build trust and mutual understanding of issues	PS	2	2	4	Completed
R2	Programme	Robust contracts not drawn up to underpin the partnership	Programme not viable and collaborative transformation not achieved	5	4	20	A formal contract/memorandum of understanding in place, and agreed by all partners	PS	2	2	4	Completed
R3	Programme	Problems with underpinning ICT infrastructure and cloud solutions	Delay and/or erodes benefits	5	3	15	An early review of technology in Phase 2 of the Transformation Programme to be undertaken to identify threats and/or opportunities	SRO	3	2	6	
R4	Programme	The Programme is under resourced	Project benefits not realised impacting on viability of delivery of the programme. Knock on effect to BAU	5	4	20	Budget approved to fund external commission of specialist services to deliver the programme  HR and Comms service reviews prioritised as they are critical in supporting delivery of Phase 2 of the programme  Consideration also given to supporting and creating capacity for those internal staff involved in undertaking service reviews i.e. those performing roles plus their day job, e.g. Key Change Champions  Service delivery workstream to be led by Tier 3 Assistant Director once Phase 1 completed	SRO	3	2	6	Note: 15.06.22 - Comms WSL not in place - need to understand impact of this on project from September 2022. Agreed Comms WS move to BAU from September 2022
R5	Programme	Changes in Council leadership result in change to strategic direction	Project assumptions and plans become invalid and changing priorities prevent delivery of the programme	5	3	15	Leadership of both councils committed to the delivery of the programme to ensure they are best placed for the future and provide the best services to their respective communities  Clear communication and engagement with all stakeholders to be maintained throughout life of the project	PS	3	2	6	
R6	Programme	Effective governance and monitoring is not in place	Anticipated benefits are not achieved	5	4	20	Programme Management services commissioned, with supporting governance, monitoring and reporting in place	SRO	2	2	4	Completed
R7	Comms and Engagement	Lack of engagement and understanding of the programme across all levels of the organisation	Key messages not received and understood. Engagement opportunities missed. Delays and/or benefits eroded. Transformation not achieved	5	4	20	Communications consultant brought in for up to 29 days between March and July  Communications strategy and accompanying communications handling plan in place  Annualised communications planner for project in development.	C&E WL	5	2	10	Risk likely to reduce further one annualised communications planner and associated actions embedded.
R23	Programme	Impact of Tier 3 review and vacant posts	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Recruitment to vacant Tier 3 posts and Road Map reviewed in light of appointments made June 2022. Interim arrangements in place as may be required (to be discussed at monthly #OneTeam Project Team meetings). 12.07.22 position to be assessed at Project Team meeting September 2022	PS	4	3	12	
<b>Definitions</b>												
		<b>Impact</b>	<b>Likelihood</b>				<b>Key</b>	<b>Name, Position</b>				
1	Negligible	Unlikely				<b>Project Sponsor</b>	Jonathan Stephenson, CEO					
2	Minor	Less Likely				<b>Senior Responsible Officer</b>	Greg Campbell, Strategic Director - from August 2022 TBC					
3	Moderate	Likely				<b>HR &amp; Workforce Development Workstream Lead</b>	Nichola Mann, HR Manager					
4	Significant	Very Likely				<b>Service Delivery Workstream Lead</b>	Greg Campbell - Director - Policy & Delivery					
5	Major	Definite				<b>Communication &amp; Engagement Workstream Lead</b>	Leona Murray-Green, Comms Manager					