Rochford District
Council

REPORT OF THE OVERVIEW & SCRUTINY COMMITTEE

1　　ONETEAM TRANSFORMATION PROGRAMME – STRATEGIC PARTNERSHIP WITH BRENTWOOD BOROUGH COUNCIL – QUARTER 2 UPDATE

1.1　　This item of business was referred by the Overview & Scrutiny Committee on 3 October 2023, recommending that the Executive resolves to add a further risk to the risk register relating to staff accommodation and welfare that could impact on staff morale.

1.2　　An extract of key elements of the report to the Overview & Scrutiny Committee is attached in Appendix 1.

1.3　　At the meeting on 3 October, the Overview & Scrutiny Committee was mindful of the fact that staff accommodation would be perceived as a significant risk affecting staff morale. Officers advised that this was indeed a substantive risk that could affect staff retention.

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

(1)　　That a further risk be added to the risk register relating to staff accommodation and welfare that could impact on staff morale.

Rochford District
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REPORT TITLE:	OneTeam Transformation Programme – Strategic Partnership with Brentwood Borough Council - Quarter 2 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 as it sees fit to the Executive for consideration.

SUPPORT ING INFORMATION

1.0   REASONS FOR RECOMMENDATIONS

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

2.0   OTHER OPTIONS CONSIDERED

2.1   For information only.

3.0   BACKGROUND INFORMATION

3.1   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.

3.2   This report sets out progress of the OneTeam programme development in the 2nd quarter of the second year of this roadmap, from May 2023 to July 2023.

3.3   **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 in April 2022	August 2022
Communications and Digital Engagement	Business Case approved by Transformation Programme Board in November 2022	June 2023
Phase 1 – October 22-April 23		
Risk Management and Insurance	Business Case approved by Transformation Programme Board in April 2023	Consultation in progress. Expected implementation and settled structure by November 2023
Emergency Planning and Business Continuity	Business Case approved by Transformation Programme Board in April 2023	Consultation in progress. Expected implementation and settled structure by November 2023
Procurement	Business Case approved by Transformation Programme Board in July 2023	Consultation in progress. Expected implementation and settled structure by November 2023
Customer Contact	Business Case approved by Transformation Programme Board in July 2023	Consultation to begin once Tier 4 consultation is complete. Expected implementation and settled structure by January 24
Economic Development and Inward Investment	Business Case scheduled to be reviewed by the Transformation Programme Board in September 2023	To be confirmed once Business Case is approved
Accountancy and Finance	Business Case scheduled to be reviewed by the Project Team in August 2023 with progress to Transformation Programme Board in September 2023	To be confirmed once Business Case is approved
ICT and Data Protection	Business Case in development. This includes work across both organisations to identify similar programmes and systems/ Expected completion date – October 2023	To be confirmed once Business Case is approved
Open Spaces Admin	Business case in development.	To be confirmed once Business Case is approved

	Expected Business Case completion date – September 2023	
Tree Management	Initial scoping being undertaken. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Democratic Services and Secretarial Support	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 – September 2023	To be confirmed once Business Case is approved
Asset Management	Service review began in July 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Facilities Management	Service review began in July 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Health & Safety	Service review began in August 2023. Expected Business Case completion date – November 2023	To be confirmed once Business Case is approved
Planning Policy and Strategy	Service review began 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 – September 2023	To be confirmed once Business Case is approved
Building Control	Service review began 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	To be confirmed once Business Case is approved

	progress. Expected Business Case completion date – September 2023	
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 scope to be confirmed. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Communities, Partnerships and 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
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 began in July 2023, supported by an external specialist. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved
Environmental Health	Service review began in July 2023, supported by an external specialist. Expected Business Case completion date – December 2023	To be confirmed once Business Case is approved

3.4   Update on Business Cases for Joint Working (Service Reviews)

3.5   The Communication Service Review implementation has completed. All posts have now been appointed, as is the HR Team.

3.6   The Communication Review has secured an increase in permanent staff across both organisations to three. This will enable communications to be developed in a proactive manner and ensure we have capacity to meet future communication challenges of modern local government.

3.7   These staff will work across both organisations, develop a communications strategy, a forward plan and work with services to improve the communication

and methods by which we communicate. This has been realised with a saving of approximately £62,400 across both organisations.

3.8 Previous to this we relied on a mixture of permanent staff, seconded staff and contract staff some of whom were only provided temporarily and as part of a part time arrangement.

3.9 Further I can report that the HR review has also secured a team of six staff across both organisations, where before there was two at Brentwood and three (including two part time staff) at Rochford and the use of contract staff and interims was used to fill gaps. The development of this joined up team will support the inner workings of the organisations at an effective cost, improve efficiency and assist to make future opportunities the most attractive in a very competitive market.

3.10 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 November 2023.

3.11 The Customer Services and Procurement Service Review business cases have received approval from the Programme Board and are now progressing to consultation stage, with an anticipated settled structure by November 23 for Procurement and January 24 for Customer Services, following the Tier 4 consultation.

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

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

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

3.15 Further to the above, and in advance of a formal service review, the Projects and Programmes team at Brentwood has introduced a shared corporate project management process across both organisations. This includes shared best practice approach, documentation and staff resource.

3.16 Support for Staff

3.17 Work continues to provide support for staff undertaking the reviews and the wider organisation. In addition to previously reported support for staff including feedback from staff surveys, service review lessons learnt sessions and informal feedback from staff and managers, the councils have also provided mental health professionals to talk about whatever is playing on staff's mind at work. Over nine months of support can help staff build self-care and wellbeing routines, tackle issues and learn new ways to manage mental health.

3.18 1:1 meetings with managers and CLT engaging with Tea & Talk providing face-to-face support continue. Separately, all staff have access to external professional support by way of the Employee Assistance Programme.

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

3.20 Other Joint Working Initiatives & Benefits

3.21 New values were launched to staff at the All-Staff Conference in June. Through a series of workshops, staff explored the new values: Belong, Innovate, Nurture, Trust. Work now begins to embed those values and supporting behaviours across the organisation.

3.22 The way in which the organisations capture performance, development and career conversations has been reviewed. Appraisals across both organisations will be captured as part of 'One You Conversations', a pilot scheme with the conversation and two-way communication being the priority.

3.23 The joint IT/Digital helpdesk has been expanded to include a joint HR helpdesk. A review a back-office functions joins the review of our FOI processes and shared online forms. A new Corporate Project Management section has been added to the joint intranet to support staff undertaking projects.

3.24 Staff across both organisations now have OneTeam ID badges, which not only bring the two teams together as one, but they also allow access for RDC and BBC officers to Brentwood offices and to Rochford offices once the new workspace is settled.

3.25 The OneTeam partnerships is creating other areas of cross collaboration, not least with the National Three Peaks Challenge. Dedicated teams from Brentwood and Rochford joined many others across the public sector and beyond, each rising to the occasion, forming new relationships and, across all groups, raising over £50,000 for cancer research.

3.26 Budget Update

3.27 There was an underspend of £56,450 in Year 1. In Quarter 2 of Year 2, 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

4.1   The OneTeam Transformation Programme, whilst increasing the resilience of Council services, contributes to the Council's Medium Term Financial Strategy in the form of budget savings.

5.0   LEGAL IMPLICATIONS

5.1   There are none.

6.0   RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1   There are none.

7.0   RELEVANT RISKS

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

7.2   Those risks that have escalated or remain an issue form part of the escalated risk register and are included in Appendix 1. Please note at present there are no live Issues in the log to report.

8.0   ENGAGEMENT/CONSULTATION

8.1   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

9.1   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

10.1   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)

6.1.8

Council Meeting	Date
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: 19.7.23

No.	Programme/ Workstream	Description of Risk	Potential Impact	Re-baselined 27.4.23			Mitigating Actions - 27.4.23	Risk Owner	Revised 27.4.23			Latest 19.7.23			Trend	Notes
				Impact	Likelihood	Initial Risk Score			Revised Impact	Revised Likelihood	Revised Risk Score	Latest Impact	Latest Likelihood	Latest Risk Score		
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	4	20	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	5	4	20	5	2	10	⬇	27.4.23 - Political leadership to change May 23 9.6.23 - Political leaderships have confirmed their continued support for the programme
R12	Service Delivery	Service reviews do not deliver agreed benefits	Agreed benefits not realised	5	4	20	The Service Delivery Workstream will use a service review and business case template to ensure that all projects are evaluated using the same criteria and deliver the required benefits Check and Challenge process to ensure that the reviews are delivering the 6 design principles	SD WL	5	3	15	5	3	15	⬌	
R14	HR and Workforce Development	Staff are not supported through transformational change	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk - programme budget has been allocated to required training Ongoing support for staff going through change	HR & WD WL	5	3	15	5	3	15	⬌	
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	2	6	⬌	1.2.23 - Terms and conditions agreed by both Council Dec 22
R24	Programme	Finance function under resourced	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	06.10.22 Recruitment to vacant posts underway. SD WL considering best way to create capacity and temporary resourcing within Phase 2 of the Programme	SRO	5	3	15	5	2	10	⬇	13.12.22 - Moved to Issue status 27.4.23 - Finance support agreed 9.6.23 - Finance support in post
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	⬌	