

REPORT OF THE OVERVIEW & SCRUTINY COMMITTEE – 1 MARCH 2023

- 1 ONETEAM TRANSFORMATION PROGRAMME – STRATEGIC PARTNERSHIP WITH BRENTWOOD BOROUGH COUNCIL QUARTER 4 UPDATE**
 - 1.1 The Overview & Scrutiny Committee pre-scrutinised the Quarter 4 update on the OneTeam Transformation Programme – Strategic Partnership with Brentwood Borough Council.
 - 1.2 A copy of the report to the Overview & Scrutiny Committee is appended to this report, together with the corresponding appendix to the report.
 - 1.3 At its meeting on 1 March 2023, the Overview & Scrutiny Committee made the following recommendation to the Executive.
- 2 RECOMMENDATION**
 - 2.1 That the progress of the OneTeam Transformation Programme be noted.

ONETEAM TRANSFORMATION PROGRAMME – STRATEGIC PARTNERSHIP WITH BRENTWOOD BOROUGH COUNCIL QUARTER 4 UPDATE

1 PURPOSE OF REPORT

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

2 INTRODUCTION

- 2.1 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.
- 2.2 To develop this strategic partnership a roadmap has been created. It is estimated that the roadmap will take approximately 24 months to complete.
- 2.3 This report sets out progress in the 4th quarter of the first year of this roadmap from November 2022 to January 2023.

3 PROGRESS TO DATE

- 3.1 The following chart identifies the service reviews started and a recent short update of progress so far:

<u>Service</u>	<u>Business Case Update</u>	<u>Expected Business Case Completion Date</u>	<u>Implementation Update</u>
Human Resources		Approved April 2022	August 2023
Communications and Digital Engagement		Approved November 2022	May 2023
<u>Phase 1 – October 22-April 23</u>			
ICT and Data Protection	Scope set on initial structure review to	April 2023	To be confirmed once business case is approved

	support service reviews		
Revenues and Benefits	Information Pro forma from Basildon in progress to be completed	June 2023	To be confirmed once business case is approved
Economic Development and Inward Investment	Initial meetings completed and work commencing on Business Case preparation	April 2023	To be confirmed once business case is approved
Risk Management and Insurance	Initial fact-finding meetings taken place, data gathering started and a general way forward agreed.	March 2023	To be confirmed once business case is approved
Emergency Planning and Business Continuity	On hold while scope of review is confirmed.	May 2023	To be confirmed once business case is approved
Accountancy and Finance	Limited resources in Finance have delayed initial start however initial scoping has now started. The 'As Is' work will begin once budget setting process is complete	May 2023	To be confirmed once business case is approved
Customer Contact	Initial scoping and 'As Is' work progressing, meetings set up to consider the 'To Be' stage	April 2023	To be confirmed once business case is approved
Waste Recycling, Countryside manager and Public Realm,	Initial scoping complete, data	May 2023	To be confirmed once business case is approved

Open Spaces – management	gathering being undertaken		
Parking	Initial scoping schedule to be confirmed following change in service management	May 2023	To be confirmed once business case is approved
Democratic Services and Secretarial Support	On hold due to key staff absence. Some initial scoping being undertaken	June 2023	To be confirmed once business case is approved
Legal	Data capture in progress.	April 2023	To be confirmed once business case is approved
Fraud	Initial scoping meeting held between Service Managers.	May 2023	To be confirmed once business case is approved
Procurement	Initial data gathered, 'To Be' complete and 'As Is' initial work being undertake.	March 2023	To be confirmed once business case is approved

Update on Business Cases for Joint Working (Service Reviews)

- 3.2 The Communications Review has been progressed and work aligning the team is ongoing, as is the development of the HR Team under the new joint manager. Both services expect to have a settled structure by August 2023.

Other Joint Working Initiatives & Benefits

- 3.3 To enable smooth transition to OneTeam, a report to harmonise pay and conditions across all tiers at both councils was approved by both authorities in December 2022.
- 3.4 To reduce security risks and allow joint working across Brentwood and Rochford, both authorities are standardising Wi-Fi access. This will allow staff and members to access internet services at both Brentwood and Rochford, and other public sector sites, using a single username and password.

- 3.5 New shared channels have been enabled on Microsoft Teams, allowing streamlined collaborative working across the two authorities.
- 3.6 A new joint intranet is in development, which will provide a single, central location for all news and information relating to OneTeam, staff directory, HR policies, forms and procedures, safeguarding, health and safety, etc, as well as other information to support the OneTeam employee experience.
- 3.7 ICT & Digital have met and discussed closer working collaboration between the two groups and where support and early quick wins can be made. This meeting also considered the risks around overstretching and managing expectations.
- 3.8 Templates are beginning to be aligned and should be in place for the new Council year, starting after Annual Council in May 2023.
- 3.9 On the 30th of November 2022, a joint workshop of the leadership and managers from both authorities met at Mill Hall, Rochford to develop relationships and identify future ways of working. These workshops are scheduled quarterly and will assist the development of the OneTeam and relationships between the two authorities. This was followed up with two face-to-face meetings with all staff in December, which were very well attended, and a third online session was held. In all over 200 staff participated or were in attendance.

4 Budget Update

- 4.1 There has been no change in the budget since the 3rd Quarter update and therefore of the anticipated spend of £247k for year one £173k has been spent with a further £50k committed against this budget across both organisations, leaving £24k available for the remainder of the year.
- 4.2 However, some legal costs are anticipated which have been identified at approximately £10,000.
- 4.3 Therefore, following a review of the present financial position, it is expected that costs can be contained within the available budget over the duration of the programme.

5 OVERALL SUMMARY

- 5.1 Work continues to develop transformation towards One Team – Two Councils. 13 service reviews will have started by the end of February, some reviews to be before the Programme Board in March for determination. Other areas continue to develop to identify where contracts or ways of working can be co-ordinated to improve the service, make savings and develop resiliency and create that One Team.

6 RISK IMPLICATIONS

- 6.1 The OneTeam Programme Board receives risk management reports by way of exception reporting. The current report and issues log is included at Appendix 1.

7 ENVIRONMENTAL IMPLICATIONS

- 7.1 There are no environmental implications from this report.

8 RESOURCE IMPLICATIONS

- 8.1 Estimated budgetary savings arising from the OneTeam Transformation Programme have been factored in to the 2023/24 Budget and Medium Term Financial Strategy.

9 LEGAL IMPLICATIONS

- 9.1 There are no legal implications arising from this update 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.

Appendix 1

Risk Register & Issues Log

Project Name: #OneTeam Transformation Programme												
Version Date: 06.12.22												
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
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	HR & Comms Service Reviews moving to delivery stage and BAU
R7	Comms and Engagement	Lack of engagement and understanding of the programme across all levels of the organisation	Key messages not recieved 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 once annualised communications planner and associated actions embedded.
R8	Programme	Programme not delivered due to resource skill set issues	Slippage, reduction in staff morale and perception of programme. Knock on effect to BAU	5	4	20	Resource planning in place for programme, including use of external specialist resources. HR and Workforce Development Workstream will specifically address this risk	HR & WD WL	3	2	6	Ongoing

R9	Programme	Lack of cross Council/services working prevents successful delivery of programme	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Shared priorities and objectives confirmed Project processes/templates introduced to encourage and support cross Council working	SRO	2	2	4	Work on templates being undertaken to develop cross working relationships
R11	Programme	Failure to engage key stakeholders leading to lack of understanding of programme, its goals or achievements. Also leads to deterioration in working relationships with external partners at an operational and strategic level	Benefits are eroded. Reputational damage. Operational effectiveness impacted	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 Stakeholder and channel mapping being undertaken Annualised communications planner for project in development	C&E WL	5	3	15	Comms service review complete and moving to implementation stage with expected completion by May 2023. Will assist with joint comms strategy and annualised planning
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	HR & WD WL	3	3	9	HR Service Review moving to delivery stage and BAU
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	4	12	Completed
R19	Comms and Engagement	Current market for communications specialists makes recruitment into revised roles more challenging.	Failure to recruit. Delays and/or benefits eroded. Transformation not achieved. Reputational damage	5	4	20	None at present	C&E WL	4	4	16	This risk will become clearer as the implementation of the business case is delivered. Market may also change as current situation is believed to have only arisen in past 6 months.
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 - agreed Phase 2 remains on track. Nov 22 - interim arrangements in place therefore risk reduced until final permanent appointments and full establishment of Tier 3 in place	PS	3	3	9	Tier 3 recruitment to be undertaken in Spring 2023, covered by interims at present
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	3	3	9	Situation impacted further with present staff not available due to personnel reasons or sickness. Continuing to discuss situation with Finance Managers
R25	ICT	Failure to manage risks within ICT, including resources, contract and management workload	Phase 2 service reviews within the 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 therefore aware of particular workload	DoCS&D	5	2	10	Continue to be part of process.

Definitions

	Impact	Likelihood	Key	Name, Position	
1	Negligible	Unlikely	Project Sponsor	Jonathan Stephenson, CEO	PS
2	Minor	Less Likely	Senior Responsible Officer	Emily Yule, Strategic Director - from October 2022	SRO
3	Moderate	Likely	HR & Workforce Development Workstream Lead	Nichola Mann, HR Manager	HR & WD WL
4	Significant	Very Likely	Service Delivery Workstream Lead	Greg Campbell - Director - Policy & Delivery	SD WL
5	Major	Definite	Communication & Engagement Workstream Lead	Leona Murray-Green, Comms Manager	C&E WL

Issues Log

Project Name: #OneTeam Transformation Programme						
Version_Date: 16.01.23						
Ref	Date Logg	Issue	Impact	Priority	Action(s)	Update & Date
I1	24.02.22	Clarity on agreed shared principles and priorities to guide Phase 2 service reviews	Delay to start of Phase 2	Critical	JS working with Members to aim to have shared principles and priorities to guide Phase 2 service reviews	16.01.23 - alignment review of Corporate Strategy and Business Plan being undertaken by JS in liaison with key Member leads
I2	24.02.22	Lack of key programme resources	Inability to deliver programme	Critical	Commission sufficient external resources and second internal staff to key programme project roles to build resilience within the organisation to be able to maintain momentum, capacity and energy to deliver programme Consideration of extra resource to support financial information to be considered Prioritise HR and Comms service reviews	16.01.22 - key programme resources commissioned and in place. Additional resources to be considered by the SRO within the allocated programme resourcing budget HR and Comms service reviews prioritised and implementation of business cases being delivered
Key						
Critical	Project will stop if issue not resolved					
High	Project budget, timeline, quality or scope will be effected (exceeding tolerance) if issue not resolved					
Medium	Project budget, timeline, quality or scope may be moderately effected (within tolerance) if issue not resolved. Potential to escalate to "High".					
Low	Project budget, timeline, quality or scope may be slightly effected (within tolerance) if issue not resolved.					