



Transforming Together

Proposal for Project Management support to deliver a full Business Case for a Building Control LATC, shared between Horsham, Arun, Crawley and Chichester Councils



1. Background

This proposal sets out requirements identified by Stephen Shorrocks, Building Control Manager, Horsham District Council (HDC) and Haydn Lewis, Senior Business Consultant at iESE Ltd through a scoping discussion and follow-up conversation in winter 2015/16.

iESE understands the challenges being faced by the local authority Building Control sector through increased competition from private sector Approved Inspectors and reductions in central government grant funding to local authorities. Councils in Sussex are no exception and are experiencing the same issues as many others across the country.

In 2015 iESE was commissioned by Local Authority Building Control (LABC) - the organisation that represents local authority building control in England and Wales - to develop an Outline Business Case (OBC) for transformation in LA Building Control, focussed on providing a framework for councils to identify appropriate alternative delivery models for their BC service. The 'toolkit' was launched at the LABC National Policy Conference in September 2015. Horsham District Council were in the development of the guidance and used the principles to develop their own OBC for an alternative delivery model, which contained a preferred option for a shared service with a number of other Sussex councils.

HDC has approved the OBC and the Building Control Manager now has the green light to produce a Full Business Case (FBC) to look at a wider shared service and progression to a Local Authority Trading Company (LATC) with a cluster of Sussex authorities (Crawley Borough Council, Arun District Council and Chichester District Council). Discussions to date indicate that all are committed to supporting the production of the FBC.

As part of this process it was recognised that additional project management resource will be required and this may need to be sourced externally. HDC and its prospective partner authorities have expressed an interest in iESE providing this project management support, given iESE's work with LABC and council BC departments. This proposal outlines the anticipated project management requirements for supporting the delivery of an FBC for a shared service (potentially progressing to an LATC) across the four Sussex councils.

About iESE

Building on the successes of its predecessor, the South East Centre of Excellence (SECE), iESE (Improvement and Efficiency Social Enterprise) have spent over ten years helping local authorities to accelerate the pace of transformation by fostering trust and collaboration.



iESE is a 'not for profit', local government owned social enterprise with a public sector remit. It is wholly owned by public bodies which are the only members of the company. Councillors, drawn from its member councils, continue to oversee iESE as part of its governance arrangements.

The difference between iESE and other consultancies is iESE's local, grass roots approach; based on the effective delivery and providing on-site capacity, expertise and practical support to authorities in the public sector. iESE has a great track record of outstanding work with local authority customers; initiating, supporting and delivering projects that save authorities £5 for every £1 spent - our mantra of "Results not Reports" strikes a chord of pragmatism in the current climate.

iESE is a Premier Practice of the Institute of Consulting. As such we commit to work to the Institute's Code of Professional Conduct and Practice. This means we adhere to the standards of competence, honesty, integrity and other professional behaviours defined in the Code. Individual staff are members of the Institute and have a career pathway that ensures the development and continuity of skills and qualifications.

As such, iESE provides a credible alternative to private sector consultancy. The basis of our business model means we can develop a charging model that is most suited to your circumstances and will help you to deliver your outcomes in the most affordable way.

Directly linked to the requirements of this proposal, iESE has extensive experience in working with councils and other public sector organisations to define rationales for change through the production of robust business cases, built through engagement and an understanding of the sector and the way that councils operate as organisations. As part of the role, iESE's experienced and qualified consultants have supported authorities through the transformation by providing project/programme management, which has been essential in building the momentum for change and maintaining focus on realising the anticipated benefits of the project/programme. In particular, feedback from clients indicates that iESE's independent input to shared service projects/programmes has been essential in developing partnerships between authorities.

Other specific iESE projects relevant to HDC's requirements include:

- **LABC OBC Guidance:** iESE supported LABC in creating a generic Business Case and Guidance material to assist authorities nationally in looking to introduce appropriate new innovative and cost effective models of delivery. Working in conjunction with a number of local authorities in producing the business case and guidance, has given iESE a unique understanding of the needs and requirements of Building Control and what needs to be considered to effectively introduce new service models.

- **SWD Building Control:** Over the last year, iESE has supported South West Devon Building Control with an option appraisal and Business Case to consider the implementation of a LATC for an existing shared partnership.
- **Buckinghamshire and Surrey Trading Standards:** iESE recently supported Surrey and Buckinghamshire County Councils in developing a shared Trading Standards service by providing Project Management support to create a joint project governance and working group structure and the development of a Business Case and Target Operating Model (TOM) for a new shared Trading Standards service.

As well as iESE's approach and specific knowledge and experience being a good fit to this project, we are confident that iESE and HDC share the same values and ethos and would anticipate, upon the successful delivery of this work, to build a longer-term, more strategic relationship.

2. Your Requirement

iESE understands that HDC and its partner authorities require external Project Management to support them in the creation of a Full Business Case for an LATC shared Building Control service, from February through to the end of May 2016.

Scope

The scope of the work includes:

Providing Project Management support in the creation of a Business Case for the partnering authorities – this will require input from authority service areas (including but not exhaustive) Building Control, Corporate Support (Legal, Finance, HR, ICT etc) and Senior Management. A decision will need to be made whether other external expert advice will be required (dependent on internal capability).

- To create the overall project plan to create a Full Business Case including key milestones
- To identify and engage with the appropriate stakeholders
- To create and support the governance arrangements and maintain governance and procedure

The scope of the Full Business Case would likely need to cover (to a greater or lesser extent) the following:

- Background - drivers for change options

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- Financial information including financial assumptions and details (for example income/expenditure projections, pricing schedules, liabilities, Pensions, VAT, Corporation Tax, Working Capital, Insurances)
 - Service delivery (including fee-earning and non-chargeable services, scope of service, Service Contract, SLAs/KPIs)
 - Governance (including inter-authority / Shareholder agreement, Scrutiny and Board / Management)
 - People and organisation (including TUPE, definition of roles and responsibilities etc)
 - Provision of support services and accommodation
 - Implementation plan (project governance, timescales, resources, costs, risks and issues)

NB: This list is non-exhaustive and subject to change

Activity			
Set up project structure and Business Case	iESE	Partner Authorities BC	Partner Authorities other stakeholders
Initial meeting to discuss overall project and to clarify format and detail of Business Case	x	x	
Fortnightly catch up call to monitor input and resource requirements	x	x	
Creation and agreement of Governance Structure , Sign off Update meetings with Governance Board	x	x	x
Creation and agreement of overall Project Plan	x	x	
Create & Maintain a Risks and issues register	x		
Key staff meeting to feed into process (to help set out project input)	x	x	
Key Stakeholder Mapping and RACI	x	x	
Building Control Staffing information		x	
Financial information		x	x
ICT Information		x	x
Comparable financial data and performance information		x	x
Accommodation strategy		x	x
Creation of Business Case template and agreement to Business Case template	x	x	
Delivery of and attendance workshops (to agree stakeholder input requirements etc)	x	x	x
Compilation of workshop findings to feed into project and Business Case	x	x	

First draft of Full Business Case	x	x	
Final draft of Full Business Case	x	x	
Sign off of Full Business Case		x	x

Out of scope

This proposal is limited to the provision of the full Business Case. It does not include support in the implementation of the Business Case. We would be very happy to provide this support at the implementation stage.

3. Deliverables

The deliverable of this work is:

- The production of the Full Business Case for HDC and the partner authorities
- Project Plan
- Risk and Issues log
- Stakeholder Mapping
- As appropriate workshop design and delivery to support the creation of the Business Case information requirements
- Implementation Roadmap

4. Approach and Activities

On the basis of the project running from the end of February through to the end of May (15 weeks) iESE would consider that 2/3 days a week (on and off site) would be sufficient to provide the necessary project management to the partner authorities. This would be monitored through the fortnightly catch up call to review input and resource requirements. To ensure the right skills, capacity and resilience are provided in respect of Project Managing this project whilst keeping costs to a minimum iESE would propose utilising two of its most experienced consultants in this.

Activities and Approach

The approach will be one of engagement and active participation as outlined with the following activities providing an indication of what would be required.

Approaches

- Information gathering and analysis: This will require support from partner authorities in provision of existing information and data that will help to form the business case, such as Financial, Performance, Legal Governance etc. We expect that these phases are not completely linear and may take place concurrently through discussion and agreement between iESE and partner authorities.
- As necessary we intend to engage with Members and Senior officers and staff of participating authorities to gather overall views as to their considerations for future delivery of Building Control in the wider delivery of local authority services. This will help to shape the future strategic fit and business justification. This will require support by partner authorities to identify and provide contact details and support the communication.
- Workshops: these will be designed and facilitated by iESE with Building Control participants to enable the creation of the Business Case, including opportunities and risks.
- Engagement and local understanding: throughout this project we will aim to work closely with you to understand fully the Building Control environment and ensure validation of the final Business Case.

Information / Data

As an indication we envisage that comparative data will be available to inform the Project Business Case:

- Comparative and generic financial costings
- Available reports and plans in respect of Building Control
- Building Control KPIs/ Performance

5. Governance

We would anticipate that each authority will agree on the senior owner and champion for this work who has ultimate responsibility for sign off upon delivery and can deal with any escalated issues. In addition, each authority will have a member of staff who will act as key project lead from to support the day-to-day running of the project to help with requests for information, arrangement for key stakeholder availability for each participating authority to the workshops/meetings where appropriate.

iESE will provide access to a Senior Project and Project Lead for the project. A Principal Consultant will oversee the project and act on iESE's behalf in case of issues that need to be escalated.

The Senior Project and Project Lead will work closely with the Project Sponsor(s) throughout the review, presenting findings as they emerge where requested to ensure there are no surprises during development.

6. Timescales

It is understood that HDC and its partner authorities will start the project as soon as practicable (likely to be end of February). In order to ensure that iESE can provide the most suitable resources to this assignment providing the appropriate capacity and availability we would propose that the timelines take account of any parallel initiatives and staff availability etc. In accordance with your requirements we envisage the work to be conducted over a 15-week period. (to enable collation of information and staff/ participant availability etc).

7. Dependencies

The timings and successful outcomes of the programme have a number of dependencies:

- Real willingness of each authority to achieve common objective and outcomes
- Effective communications plan (between the partner authorities) to participants to ensure appropriate support and availability
- Availability of key staff and stakeholders for involvement and input to work, meetings and workshops
- This proposal assumes a degree of information to be available for the purposes of this
- Provision of / access to information as required as part of the project.
- Efficient sign-off of the programme of work
- In the case where there are any issues arising from the areas referred to above that may jeopardise the successful completion of stages, this will be dealt with through the project sponsor

8. Price

The price for the work is as follows:

Project	Fee
Project Management of the delivery of 4 authority Business Case for a shared LATC	£21,395

- The above cost is based on non-member rate. If HDC were to become members of iESE the member rate for this work would be £19,450
- The rates above are exclusive of VAT and reasonable expenses for travel, subsistence and accommodation if required. We will aim to keep the expenses to a minimum.

- If it is necessary to extend the project iESE and the artner authorites would need to consider additional input and resource requirements

Terms & Conditions

Charges and payment

The Charges for the Services and the date or dates on which they are payable are set out in the accepted Proposal (as appended in Annex 1) and Purchase Order; VAT and expenses are charged, mileage @50 p per mile, reasonable subsistence. Unless otherwise provided in the Purchase Order, the Supplier may invoice the Charges at any time on or after whichever is the later of acceptance of the Deliverables or completion of the Services. The Client shall pay the Charges as invoiced within 30 [thirty] days of receipt of the invoice.

Variation of the Services

In the event of a Variation iESE reserves the right that Charges may also be varied to fairly reflect the nature and extent of the Variation in all the circumstances. In an instance where The Client requires extending the number of days work detailed in the proposal the day rates defined in the original proposal will apply, provided that the same resource type is to be deployed

Indemnity

iESE will indemnify and keeps indemnified, within the Limits, The Client against all the costs, claims, actions, losses, damages and expenses including but not limited to legal costs and disbursements which may be incurred by The Client

- Reason of any negligence default (whether deliberate or otherwise) or any act or omission amounting to a breach of contract by any employee or agent of iESE assigned to undertake any work for The Client under this proposal.
- Reason of any employment related claim or any claim based upon worker status (including reasonable costs and expenses) brought by any person employed or engaged by iESE to deliver the services in this proposal against The CLIENT or the CUSTOMER arising out of or in connection with the provision of the services.

The Limits indemnity are Public Liability £10 million, Professional Indemnity £1 million.

Publicity

The Supplier and Council shall be entitled to publicise the Contract or any Purchase Order (or any information concerning either) for any reason and both parties shall be required to seek the prior consent of the other party and shall ensure the observance of the provisions of this Condition by its Representatives

THIS AGREEMENT is made the 5th day of February 2016 Between

Horsham District Council ("The Client") AND

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SIGNED:	SIGNED:
NAME:	NAME:
POSITION:	POSITION: