

ASHFIELD DISTRICT COUNCIL: OFFICER DECISION RECORD

Please use this form to record those executive decisions which are taken by officers and are **not** designated as 'Key Decisions' – or in other words those decisions which are **not** included in the Forward Plan. There is a separate form for recording Key Decisions.

You should also use this form to record decisions about those functions which are reserved to the Council or to its committees. The Constitution explains what these reserved functions are and who is responsible for them.

1. Interim Transformation Resources – Business Analyst

This decision seeks to fund interim transformation resources and skills required to successfully progress three specific transformation projects up to March 2023 whilst the team are carrying vacancies.

2. Decision Reference No:

RBT-CST-JoF-ODR531

3. Decision Taken:

- To approve the commissioning of a total of up to 95 days business analyst specialist support at approximately £44,300.

4. Reasons for the Decision:

Several roles have been vacant across the wider transformation team throughout 2022/23. This decision seeks to both extend one existing interim support contract whilst commissioning one new, short-term support contract to meet pressing business analysis technical and process support, deliverables shown below.

Business Analyst – Revenues and Benefits Customer Services Phase 2 project

A new specialist was engaged in October 2022 to complete the detailed re-design of our revenues and benefits processes but most specifically overlaying the technical capabilities to build a requirements catalogue for going to market.

The existing contractor has been funded by Revenues & Benefits New Burdens funding.

Deliverables which have been progressed and will be finalised by the end of the current contract, at the end of January 2023 are: -

- Full documentation of To-Be processes within the service, to include identification of required technical capability to support process redesign and associated technical solutions.
- Production of a requirements catalogue, informed by service and stakeholder engagement via a series of workshops.
- Identification of the resources required to deliver proposals, including any efficiencies/cost savings.
- Benchmark exercise of arrangements in similar localities and horizon scanning of best practice.
- Completion of all relevant project documentation including recommendations report.
- Finalisation of analysis and review of customer demand and activity data.
- Arrangement and completion of soft market testing including incorporation of stakeholder feedback and development of recommendations to inform requirements.

To complete the Customer Phase 2 review, the following tasks will be required from February and March:

- Development and agreement of service KPIs.
- Finalisation of proposals for digital efficiencies based on research and analysis of activity/demand data and other information (eg NEC SPD Review).
- Mapping of activity to resources to produce recommendations for future resource requirements.
- Planning for review of roles/structures within Revenues & Benefits and Customer Services (to include new/revised arrangements such as JE and test of difference where required), in conjunction with the Service Managers for Revenues & Benefits and Customer Services.
- Communication to all key stakeholders including staff (to include formal consultation and other communication) and customers.
- Finalisation of requirements and recommendations and production of technical requirements to go to market.
- Provision of support to Innovations and Solutions Manager regarding procurement.

The Business Analyst will work closely with the Assistant Director – Corporate Services and Transformation, Service Manager Customer Services and Service Manager Revenues, in the development of final recommendations, end of stage documentation and transfer to ensure a smooth handover for the next stage/implementation (April 2023 onwards).

For continuity of support, the existing contract will require extending for a further 40 days, costing £19,000. This will be funded by Revenues & Benefits New Burdens funding.

Business Analyst – Planning solutions (Technical Business Analysis) and Customer Services Phase 3 (Process Business Analysis)

The existing Planning Solution contract expires in April 2023. Due to business analysis vacancy within the Digital Team, specialist support is required to work with the Innovations and Solutions Manager to build a detailed understanding of

the technical solution requirements of the Planning Function, in advance of going to the market. This resource will therefore be focussed on the production of a requirements catalogue, informed by service and stakeholder engagement via a series of workshops.

There is also a significant need for business analysis resource to support the Service Manager Customer Services in the review of processes as part of the Customer Services Phase 3. The business analyst will lead workshops identifying and mapping 'as-is' processes and supporting the Service Manager Customer Services in the redesign of such processes, in alignment with the objectives of the review.

A single specialist business analyst will be able to provide support across both projects in tandem until end March 2023, full time, equating to up to 55 days, costing £25,300.

Due to vacancy, the resource can be funded from existing salary budget as follows: -

Role	2022/23 Budget available (net of vacancy factor)	Vacancy Budget already spent	Vacancy Budget available
Digital Business Analyst (Vacant all year, allowed 10 months in case recruit later in New Year)	£27,052	0	£27,052

5. Alternative Options Considered / Rejected:

Consideration has been given to undertaking a further attempt to recruit to the vacant role, however, due to the need to review staff structures aligned to changing priorities and the significant need to identify and deliver efficiencies in this financial year, it has been deemed more prudent to bring in interim resources, to enable the roles to be reviewed and then a later attempt to recruit to the position on a permanent basis.

6. Implications

Legal – no implications. Selection of the successful specialist resource was made following review of potential agency candidates. Engagement of temporary staff within budget is delegated to the relevant Director. [RLD 20/01/2023]

Finance – the interim resources, whilst awaiting formal restructure, will cost a maximum of £44,300, the cost will be met from: -

Revenues & Benefits New Burdens funding for the Business Analyst Revenues and Benefits – 40 days @ £475 per day = £19,000

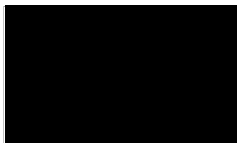
Staffing vacancy budget, net of vacancy factor (£27,052 available) for the Business Analyst Planning and Customer Services Phase 3 – 55 days @£460 per day = £25,300

[PH 20/01/2023].

HR –The team currently have a number of vacancies and are having difficulty recruiting. The temp agency cover will provide support to the current team and cover the work as required. IR35 assessments will need to be completed. [KB 12/01/23]

Name / Title of the officer taking the Decision:

Use your own name and title. Do not 'pp' for a more senior officer who has asked you to take the decision.



Craig Bonar, Director Resources and Business Transformation

Date: 24/1/2023

Name / Title of the relevant Lead Cabinet Member consulted (if appropriate)

(This decision is not subject to call-in and is circulated for information only). **If a Cabinet Member has a conflict of interest relating to this decision, then this should be declared and a request for dispensation will be considered.**

Date:

Name / Title of the relevant Committee Chairman consulted (if appropriate)

(for non Executive/Council side function decisions)

Date:

The completed form should be emailed to any member of the Democratic Services Team:

- Lynn Cain [email: l.cain@ashfield.gov.uk]

They will arrange for it to be published on the Council's web site.

EXEMPT OR CONFIDENTIAL BACKGROUND INFORMATION IN SUPPORT OF THE DECISION

Use this section to share any confidential information that would not be published or placed on the Council's web site. The information will only be shared within the Authority, as appropriate.

For further support or guidance please contact Ruth Dennis, Director of Legal and Governance (and Monitoring Officer) r.dennis@ashfield.gov.uk or any member of the Democratic Services Team