

**OFFICER DELEGATION SCHEME  
RECORD OF DECISION**



**TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES**

<b>Date:</b> 4 <sup>th</sup> April 2023	<b>Ref No:</b> CC005
<b>Responsible Officer:</b> Kate Waterhouse, Chief Information Officer	
<b>Type of Decision (please refer to MO Guidance):</b>	
<b>Key</b> <input type="checkbox"/>	<b>Non-Key</b> <input checked="" type="checkbox"/>
<b>Freedom of Information Status:</b> <i>(can the report go in the public domain)</i>	
<b>Yes</b>	
<b>Title/Subject matter:</b>	
<b>Award of contract for Phase 2 of the Implementation of a new Digital Target Operating Model</b>	
<b>Budget/Strategy/Policy/Compliance:</b>	
(i) Is the decision within an Approved Budget?	Yes
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?	No
(iii) Does the decision amend existing or raise new policy issues?	No

<p>(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?</p>	<p>Yes/no – if yes please state: The value of this contract will be £153,000 plus Vat</p>
<p><b>Equality Impact Assessment</b> [Does this decision change policy, procedure or working practice or negatively impact on a group of people? <b>If yes</b> – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]</p>	<p>No</p>

In June 2022 One Consulting were awarded the contract to undertake the development of a New Digital Target Operating Model and Programme Governance Structure (Op Dec Reference LR127).

A full procurement exercise was undertaken in conjunction with the Council's Procurement Team via The Chest. In total, twenty tenders were received and five were shortlisted to provide a presentation via Teams.

In terms of the final five providers, all tenders were within the budget specified for the work. The price weighting was 30%. It was agreed to award to One Consulting on the basis of the final overall scores.

The products of this phase of work have now been completed, namely:

The products expected from this commission include:

- A fully developed Target Operating Model for the IT function which incorporates the current work programme and the transition to new ways of working through our Cloud Migration, Disaster Recovery and Data Management work programme.
- A new approach to Programme Management and project governance including the standardised tools and documentation to maintain this within the new Target Operating Model.
- Complete documentation for the associated structure including fully moderating job descriptions and person specifications in line with Bury Council HR policies including costings, assessment criteria and support with staff consultation and engagement.

In order to continue with the implementation of this work it is recommended that One Consulting are award the Phase Two contract via this exemption. The rationale is that this will allow continuity of consultancy support as One Consulting have built strong working relationships with the team and now have a detailed knowledge of the current and proposed structure. To go to market at this point would delay implementation. There is also a risk that alternative supplier would charge additional consultancy days to undertake work required to understand the proposed structure and to familiarise themselves with the extensive data gathered during Phase 1 of the project.

Required outputs from Phase Two of the work are as follows:

<b>Task</b>	<b>Deliverables</b>	<b>Benefits</b>
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Leadership, Internal & External Recruitment	<ul style="list-style-type: none"> <li>- Job Ads</li> <li>- Application Criteria</li> <li>- Shortlisting,</li> <li>- Interview Design, Mediation, Evaluation &amp; QA</li> <li>- AD in Post with opt. to assist AD in Recruiting HO as above</li> </ul>	<ul style="list-style-type: none"> <li>- Future-fit, robust recruitment process/methodology aligned to the TOM</li> <li>- Collegiate leadership team ready to hit the ground running in the new TOM Ways of Working</li> <li>- Co-created and leadership owned strategy that links to wider Council strategies and brings together Data, Service Excellence, Technology, and Programme Delivery with well-managed risk, change and assurance approaches</li> <li>- Prioritised, rationalised work plan that validates and aligns to the new TOM, ensure future-fitness and enables a more robust approach to project initiation across the Council.</li> <li>- Accurately resourced, budgeted for and well-prepared for projects, ensuring successful delivery across the Council.</li> <li>- Assurance that all projects are the right projects and are correctly financed.</li> <li>- Assurance that DOIT have the right skills and capabilities to support the delivery of the TOM/Strategies/Programmes and if not, that a robust development plan for colleagues is in place that will support them to learn, grow and develop within Bury Council, ensuring business resilience and increasing morale and retention.</li> </ul>
Leadership Development	<ul style="list-style-type: none"> <li>- How to Lead in the new TOM</li> </ul>	
Strategy Workshops & Development	<ul style="list-style-type: none"> <li>- Supporting DOIT Leaders to design, develop and document a strategy</li> <li>- Strategic Risk</li> <li>- Review</li> <li>- Strategy QA &amp; Assurance</li> </ul>	
Overall Service Work Plan Creation <ul style="list-style-type: none"> <li>- WP Sequencing &amp; Priority</li> <li>- WP Allocation/Assignment</li> </ul>	<ul style="list-style-type: none"> <li>- Programme/Project Rationalisation</li> <li>- Strategic &amp; Technology Alignment</li> <li>- Singular, visible, owned and resources identified Work Plan (Dossier)</li> </ul>	
Skills & Capability Analysis	<ul style="list-style-type: none"> <li>- Identified and agreed T&amp;D needs</li> <li>- Identified individual ways of working and capability to work in new TOM</li> <li>- Identified courses/materials</li> </ul>	
Training & Development Plan	<ul style="list-style-type: none"> <li>- Holistic &amp; Strategic T&amp;D plan for CIO &amp; HR to agree to</li> </ul>	

The value of this contract will be £153,000 plus Vat. This is to be funded from the underspend within the ICT budget due to the phased implementation of the new

target operating model and the new structure being costed at the top of grade which will not be required for all posts.


**Wards affected:** NA

**Consultations:** NA

**Scrutiny & Review Committee Interest:** NA

**Options considered:** Procurement exercise however this option provides continuity and allows the delivery of Phase 2 to continue at pace.

**Decision** [*with reasons*]

<b>Decision made by:</b>	<b>Signature:</b>	<b>Date:</b>
Director or Chief/Senior Officer		04/04/2023
<b>Members Consulted</b> [ <i>see note 1 below</i> ]		
Cabinet Member		
Lead Member		
Opposition Spokesperson		

### Notes

1. Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.
2. **This form must not be used for urgent decisions.**
3. Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council's Monitoring Officer.