

Nottingham City Council Delegated Decision



Nottingham
City Council

Reference Number:	4455
Author:	Ceri Walters
Department:	Finance and Resources
Contact:	Clive Heaphy (Job Title: Interim Corporate Director for Finance & Resources, Email: clive.heaphy@nottinghamcity.gov.uk, Phone: 07980 748057)
Subject:	Improvement & Transformation - Appointment of expertise for the Project Management Office #17
Total Value:	£0.510m (Type: Revenue)
Decision Being Taken:	<ol style="list-style-type: none">1.To approve the continuation of Pricewaterhouse Coopers (PWC) for a defined period to provide expertise for the Project Management Office in support of Transformation & Improvement;2. To approve the funding of this spend from the Transformation & Improvement fund.
Reasons for the Decision(s)	<p>The extension of this support is due to the breadth and complexity of the transformation programme which was not fully known when the original decision (Delegated Decision Form 4294) was taken. This expertise provides</p> <ul style="list-style-type: none">· Challenge;· Shared knowledge;· Enhancement of skills and capabilities;· Supporting with further development of programme management tools and templates;· Delivery of change activity and· The identification of new transformation opportunities <p>This expertise is time limited with a phased decline between mid Feb - Mid May when the exit plan will have delivered sufficient knowledge transfer to enable in house continuation of the programme requirements. The procurement has been undertaken through a framework arrangement.</p> <p>This resource provides the pace of change required in the short term to comply with the requirements of the Non Statutory Review. The funding allocation is being approved by the Chief Executive as an executive decision. Authority to take this decision was delegated to the Chief Executive, in consultation with the Leader of the Council, by the Executive Board at its meeting on 20 July 2021.</p>

Other Options Considered: Do nothing - This was rejected as the additional capacity, expertise and skill set required to lead the Improvement & Transformation activity and develop internal resource is not available internally.

Change provider - This would destabilise the work already undertaken within the transformation programme and delay any implementation. This is not an option as pace and success are key requirements.

Background Papers: None

Published Works: Non Statutory Review of Nottingham City Council - January 2021 & Executive Board 20 July 2021 - Transformation & Improvement Update

Affected Wards: Citywide

Colleague / Councillor Interests: None

Use of Consultants
Number of Days:0
Rate per Day:0
Total value:510000
Start date:26/11/2021
End date:25/05/2022

Reason for using a consultant: To provide additional support, skills & expertise for the organisation to undertake the Transformation & Improvement Programme Management Office and work alongside the interim director role.

Other options considered: To fill internally however due to a lack of capacity and skills this has not been possible.

Name of consultant: PWC

Reason for selection? Knowledge and expertise

Has the consultant previously completed work for the City Council? Yes

Specific activities to be undertaken by the consultant are:

Assess the Council's existing PMO, identify areas for improvement

and provide additional capacity and support and establish knowledge transfer / upskilling arrangements. Support the Council to develop a vision for what it wishes to achieve through transformation, set up a member transformation panel and identify options to deliver improvements in efficiency and effectiveness. Review the Council's current improvement plans and change activity and identify options to turn these into a strategic transformation portfolio.

Period of engagement:

4 months full time 2 months part time

By what process was the consultant selected?

CCAS framework

Consultations:

Date: 04/11/2021

Other:Executive Member Transformation Board including Cllr Mellen, Webster, Langton and Williams

The decision was approved. This was also discussed on the 10 November 2021.

Crime and Disorder Implications:

N/A

Equality:

EIA not required. Reasons: Any impact arising from the work undertaken by this role will form the basis of separate decisions and an EIA if applicable.

Social Value Considerations:

N/A

Relates to staffing:

Yes

Decision Type:

Officer

Executive Decision?

Yes

£50,000 or more:

Yes

**Scheme of Delegation
Reference Number or Other
Source of Delegation:**

Executive Board decision on 20 July 2021 Transformation and Improvement update

Subject to Call In:

Yes

Call In Expiry date:

03/12/2021

Advice Sought:

Legal, Finance, Procurement, Human Resources

Legal Advice:

The proposed decisions raise no significant legal issues and are supported. Advice provided by Malcolm Townroe (Director of Legal and Governance) on 25/11/2021.

Finance Advice:

This decision seeks the approval for the continuation of PwC to provide expertise for the Project Management Office in support of Transformation & Improvement. The cost of this appointment is £0.510m and covers the period November 2021 until mid-May 2022.

The full £0.510m is to be met from the Transformation and Improvement reserve therefore no financial pressure will occur as a result of approving this decision. The approval of this funding is delegated to the Chief Executive, in consultation with the Leader of the Council, in the report to Executive Board on 20 July 2021.

Spend should only be incurred where it aligns to the outcomes and objectives of the Recovery and Improvement Plan and Transformation work. Spend will need to be monitored to ensure approval limits are not exceeded. Should any further funding be required then appropriate additional approval will need to be sought.

Alternative internal delivery options were discounted due to lack of capacity and expertise to undertake this role within the organisation. It is a key deliverable that the upskilling of the organisation is achieved to prevent further external costs.

**This appointment aligns with procurement procedures.
Advice provided by Philip Gretton (Finance Analyst) on 25/11/2021.**

HR Advice:

This decision does not require HR advice as it is to bring in expert resource on a consultancy basis as this resource does not exist within the Council's staffing establishment. It does not relate to the Council's staffing arrangements. Advice provided by Nancy Barnard (Governance Manager) on 25/11/2021.

Procurement Advice:

Procurement Team advice has been sought on the procurement of PwC to undertake this work. Once the decision can be implemented, the preferred procurement route will be via the Cross Council Assurance Service(CCAS) Framework Lot 2 Advisory Services of which PwC have been selected as the sole provider. This is a compliant route to getting PwC on-board within a short time frame. Therefore, there are no Procurement concerns. Advice provided by Paul Ritchie (Procurement Manager) on 25/11/2021.

Signatures:

David Mellen (Leader/ PH Strategic Regeneration Communications)
SIGNED and Dated: 26/11/2021

Mel Barrett (Chief Executive)
SIGNED and Dated: 26/11/2021