



Agenda

Ordinary Council

Wednesday, 15 March 2023 at 7.00 pm

Council Chamber, Town Hall, Ingrave Road, Brentwood, Essex CM15
8AY

Membership (Quorum – 10)

Cllrs Mrs Francois (Mayor), Aspinell, Barber, Barrett (Deputy Mayor), Dr Barrett, Bridge, S Cloke, M Cuthbert, Mrs N Cuthbert, Mrs Davies, Mrs Fulcher, Fryd, Gelderbloem, Haigh, Heard, Hirst, Mrs Hones, Hossack, Jakobsson, Kendall, Laplain, Lewis, Mrs Murphy, Mynott, Naylor, Parker, Mrs Pearson, Poppy, Reed, Russell, Sankey, Slade, Tanner, Wagland, White and Wiles

Agenda

Item	Item	Wards(s) Affected	Page No
------	------	----------------------	---------

Live broadcast

[Live broadcast to start at 7pm and available for repeat viewing.](#)

Contents

- | | | | |
|----|---|--|-------|
| 1. | Apologies for Absence | | |
| 2. | Declarations of Interest | | |
| 3. | Mayors Announcements | | |
| 4. | Minutes of the previous meeting
To follow | | |
| 5. | Memorials or Petitions | | |
| 6. | Public Questions | | 5 - 6 |

7. **Committee Chairs Reports and Members Questions** 7 - 8
8. **Corporate Strategy 2020-2025 Annual Review** 9 - 12
Appendix to follow.
9. **Annual Update Report - OneTeam Transformation Programme Strategic Partnership with Brentwood Borough Council** 13 - 32
10. **Notice of Motion** 33 - 34
11. **Urgent Business**
An item of business may only be considered where the Chair is of the opinion that, by reason of special circumstances, which shall be specified in the Minutes, the item should be considered as a matter of urgency.
12. **EXEMPT - Disposal of Freehold**
The public were excluded from the meeting for the item of business on the grounds that the disclosure of exempt information as defined in Schedule 12A of the Local Government Act 1972 was involved.



Jonathan Stephenson
Chief Executive

Town Hall
Brentwood, Essex
28.02.2023

Information for Members

Substitutes

The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

Rights to Attend and Speak

Any Members may attend any Committee to which these procedure rules apply.

A Member who is not a member of the Committee may speak at the meeting. The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

Point of Order/ Personal explanation/ Point of Information

Point of Order

A member may raise a point of order at any time. The Mayor will hear them immediately. A point of order may only relate to an alleged breach of these Procedure Rules or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Mayor on the point of order will be final.

Personal Explanation

A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Mayor on the admissibility of a personal explanation will be final.

Point of Information or clarification

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate. If the Mayor gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Mayor on the admissibility of a point of information or clarification will be final.

Information for Members of the Public

Access to Information and Meetings

You have the right to attend all meetings of the Council and Committees. You also have the right to see the agenda, which will be published no later than 5 working days before the meeting, and minutes once they are published.

Dates of the meetings are available at www.brentwood.gov.uk.

Guidelines on filming, photography, recording and use of social media at council and committee meetings

The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

Where members of the public use a laptop, tablet device, smart phone or similar devices to make recordings, these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

If you wish to record the proceedings of a meeting and have any special requirements or are intending to bring in large equipment then please contact the Communications Team before the meeting.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of

these activities, in their opinion, are disrupting proceedings at the meeting.

 **Private Session**

Occasionally meetings will need to discuss some of its business in private. This can only happen on a limited range of issues, which are set by law. When a Committee does so, you will be asked to leave the meeting.

 **modern.gov app**

View upcoming public committee documents on your Apple or Android device with the free modern.gov app.

  **Access**

There is wheelchair access to the meeting venue from the Main Entrance. If you do wish to attend this meeting, please contact the clerk should you have specific accessibility needs. There is an induction loop in the meeting room.

 **Evacuation Procedures**

Evacuate the building using the nearest available exit and congregate at the assembly point in the Car Park.

Agenda Item 6

Committee: Ordinary Council	Date: 15 th March 2023
Subject: Public Questions	Wards Affected: All
Report of: Claire Mayhew – Corporate Manager (Democratic Services)	Public
Report Author/s: Name: Claire Mayhew – Corporate Manager (Democratic Services) Telephone: 01277 312741 E-mail: claire.mayhew@brentwood.gov.uk	For Information

In accordance with the Council’s Constitution, a member of the public resident within the Borough may ask a maximum of two questions relating to the business of the Council providing notice has been received by 10.00am two clear working days before the relevant meeting.

Every question asked pursuant to rule 11.1 of the Constitution shall be put and answered without discussion but the Member to whom the question has been put may decline to answer. An answer may take the form of a direct oral answer at the Council meeting or where there has been insufficient time to research an answer, a written answer will be sent to the questioner. Time for all questions from members of the public shall be restricted to 15 minutes in total. At the expiration of that period of time, any questions which have not been asked shall be answered in writing and the answer placed with the minutes.

Mrs Jan Gearon-Simm has submitted two questions.

1. *“We are now required to provide photographic evidence for our right to vote”.*

Brentwood residents are required to pay council tax.

In the light of this Conservative governments’ requirement, what will Brentwood Borough Council do to enable residents to participate in democracy?

2. *An amendment to the housing bill that is presently awaiting its third reading in the Commons will require landlords to fix health hazards withing strict timeframes.*

This has been prompted by the failure of Rochdale Borough Housing to tackle the black mould in the house where two year old Awaab Ishak lived. This mould caused his death.

England’s housing regulator will be given new powers to conduct inspections issue unlimited fines and charge landlords for emergency repairs.

I believe that his bill only applies to “social housing”?

If there is not a housing regulator in England for tenants who pay rent to private landlords in the free market, does Brentwood Borough Council inspect such properties?

Mrs Pat Smith has submitted one question.

- 1. What is the point of the public submitting objections (or ideas for compromises) to planning applications if they are completely disregarded in every respect and the plans voted through by the administration councillors who won't be affected?*

Agenda Item 7

Committee: Ordinary Council	Date: 15 th March 2023
Subject: Chairs' reports and Members' Written Questions	Wards Affected: All
Report of: Claire Mayhew – Corporate Manager (Democratic Services)	Public
Report Author/s: Name: Claire Mayhew - Corporate Manager (Director Services) Telephone: 01277 312741 E-mail: claire.mayhew@brentwood.gov.uk	For Information

In accordance with the Council's Constitution a brief written report by each committee Chair covering their area of responsibility is provided for Members' information at each Ordinary Council meeting.

Any member may ask a Chair written or oral questions on:

- (a) any matter included in a Chair's written report; or
- (b) any matter in relation to which the Council has powers or duties or which affects the Council's area and which falls within the area of responsibility of the Chair's committee.
- (c) No question should be put to the Chair if it relates exclusively to a ward, operational or resident matter that could have otherwise been resolved by reasonable use of the casework system.

The period allowed for Chairs' reports, written and oral questions and answers will not exceed 60 minutes without the leave of the Mayor and such leave will only be granted in exceptional circumstances.

Appendices to this report

Chairs Reports for:

Appendix A: Planning & Licensing Committee – to follow

Appendix B: Audit and Scrutiny Committee – to follow

Appendix C: Policy, Resources & Economic Development – to follow

Appendix D: Housing Committee – to follow

Appendix E: Community, Environment and Enforcement Committee – to follow

This page is intentionally left blank

Committee: Ordinary Council	Date: 15 March 2023
Subject: Corporate Strategy 2020-2025 Annual Review	Wards Affected: All
Report of: Jonathan Stephenson, Chief Executive	Public
Report Author: Name: Sarah Bennett, Director of Customer & Data Insight Telephone: 01277 312500 E-mail: sarah.bennett@brentwood.gov.uk	For Decision

Summary

This report updates members on progress of the Corporate Strategy 2020–2025 and presents an annual review document for approval.

Recommendation(s)

Members are asked:

- R1. To approve the Draft Corporate Strategy 2022/23 Annual Review as set out in Appendix A.**
- R2. To delegate authority to the Chief Executive in consultation with the Leader and Deputy Leader to make any minor amendments to Appendix A including decisions of other committees during March 2023.**

Main Report

Introduction and Background

1. The Corporate Strategy 2020-2025 was agreed at Ordinary Council on 22 January 2020, (Min.353 refers). The Corporate Strategy sets out the council's ambitions for a five-year period.
2. The Corporate Strategy identifies five priority themes:
 - a) Growing our economy
 - b) Protecting our environment
 - c) Developing our communities
 - d) Improving housing

- e) Delivering an efficient and effective council

Issue, Options and Analysis of Options

4. The Corporate Strategy Annual Review (attached as Appendix A) outlines the council's progress and achievements against its 2022/23 key objectives. This has been achieved despite significant pressures associated with the cost-of-living crisis.
5. The document also highlights achievements over and above the key 2022/23 objectives.
6. It is intended that, each year, the strategy document is refreshed to review progress against the key objectives for the previous year and updated for the forthcoming year. Objectives for 2023/24 will be reported to the appropriate committee in the new municipal year.
7. It is recommended to Members that they approve the draft Corporate Strategy Annual Review 2022/23, and the document is published via the Council's website. A small number of hard copies will be available, on request.

Reasons for Recommendation

8. The Council is required to have and publish a Corporate Strategy.
9. The Council requires sound strategic direction to deliver its objectives.

References to Corporate Plan

10. The Corporate Strategy Annual Review provides an update to the Corporate Strategy 2020-25 and ensures that objectives and achievements are adequately aligned.

Implications

Financial Implications

Name/Title: Tim Willis, Interim Director of Resources Tel/Email: 01277 312500/tim.willis@brentwood.gov.uk

11. The Corporate strategy has been aligned to the Medium-Term Financial Strategy as well as the 2023/24 budget. Adequate resources have been set aside to deliver the key objectives. In year budget monitoring is carried out to ensure budgets are being met and in line with the Corporate Strategy.

Legal Implications

Name & Title: Andrew Hunkin, Director of People & Governance

Tel/Email: 01277 312500/andrew.hunkin@brentwood.gov.uk

12. The Council, in making decisions to implement the Corporate Strategy and the key priorities, will ensure that any decision making complies with the legal and governance requirements necessary to implement the key priorities of the within the Corporate Strategy.

Economic Implications

Name/Title: Phil Drane, Director of Place

Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk

13. Growing the economy is identified as a key priority within the Corporate Strategy. Key objectives to achieve this priority are identified and monitored, along with other priorities that have economic benefits if objectives are achieved. It is important that the Council identify and monitor objectives to achieve economic growth for the borough. The annual review sets out several achievements in 2022/23 to support local businesses and progress development proposals.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

14. The Council, when implementing the key priorities identified in the Corporate Strategy, will have due regard to the public sector equality duty as laid out in s149 of the Equalities Act 2010.

Background Papers

None

Appendices to this report

- Appendix A: Draft Corporate Strategy Annual Review 2022/23

This page is intentionally left blank

Agenda Item 9

Committee: Ordinary Council	Date: 15 March 2023
Subject: Annual Update Report - OneTeam Transformation Programme Strategic Partnership with Brentwood Borough Council	Wards Affected: All
Report of: Greg Campbell, Director Policy & Delivery	Public
Report Author: Name: Greg Campbell, Director Policy & Delivery Telephone:01277 312500 E-mail: greg.campbell@brentwood.gov.uk	Information Item

Summary

This report provides the first annual update on progress of the OneTeam Transformation Programme for February 2022 to January 2023. It includes information on the governance arrangements, the service reviews and set up arrangements.

The report also identifies that a saving of £290,000 across both authorities should be made by 2024/25 following recruitment at Tier 1 to 3. And further savings of £42,000 from HR service changes, £24,000 through initial ICT changes and a one off saving of £1,900 due to shared resource around the UK Shared Prosperity Fund have been achieved.

Other benefits highlighted include the close working arrangements that can be attributed to Electoral Services, a joint Environment Officer and more effective Wi-Fi at our buildings. This has created resiliency in the service and will develop the one team working ethos and generate efficiencies and therefore further savings

Other initiatives worked on jointly include the campaign to assist and sign post residents and businesses to help with the issues around the Cost-of-Living. Not an easy issue to deal with but one that both authorities were recognised for with the Director Of Communities & Health Being asked to present at conference and provide our product to the Local Government Association via a case study

There are presently 13 services from phase 1 underway with a number due for completion around March 2023 with phase 2 due to start in May 2023.

The above savings would be very unlikely without the formation of the partnership.

Main Report

Introduction and Background

1. The following recommendations were approved at an extraordinary meeting of the Council on 25 January 2022, and an extraordinary meeting of BBC on 26 January 2022.
 - (1) To agree the Strategic Partnership between Rochford District Council and Brentwood Borough Council and that Jonathan Stephenson is the Joint Chief Executive for both Councils with effect from 1 February 2022.
 - (2) To appoint Jonathan Stephenson as the Council's Head of Paid Service with effect from 1 February 2022.
 - (3) To approve the Heads of Terms.
 - (4) That the Joint Chief Executive and the Monitoring Officer of each Council be given delegated authority, in consultation with the Leader of each Council, to enter into a Memorandum of Understanding and s113 Agreement to give effect to the Partnership.
 - (5) That the Joint Chief Executive be given delegated authority to undertake a restructure of Tiers 2 and 3 of the Councils in consultation with the Leader of each Council.
 - (6) That the designated Head of Paid Service is the proper officer under s270(3) of the Local Government Act 1972.
 - (7) That a maximum of £300,000 be allocated from general reserves to fund the additional programme resource for the Transformation Unit.
 - (8) That the Monitoring Officer be given delegated authority in consultation with the Portfolio Holder for Governance to make any required changes to the Constitution to give effect to the recommendations in this report.
 - (9) That the MOU and s113 Agreement makes provision for robust Exit Arrangements and a Member-led Conflict Resolution Process.
 - (10) That the s113 Agreement comes to the Review Committee for scrutiny before it is executed.

- (11) That feedback from residents as to the impact of the partnership on services is regularly sought and reported upon.
 - (12) That there be an early review of technology in Phase 2 of the Transformation Programme to identify threats and/or opportunities.
 - (13) That the MOU and/or other document that underpins the Strategic Partnership makes clear that whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, that the starting point for that discussion should be 50/50.
2. It was noted at the January 2022 Meeting that the OneTeam Transformation Programme will report annually to full Council and quarterly to the Executive at Rochford District Council and to the Policy, Resources and Economic Development Committee (“PRED”) at Brentwood Borough Council.
 3. This annual report refers back to these recommendations where relevant in Section 1 to provide an update on their progress and other key considerations relating to the OneTeam Transformation Programme.

Issue, Options and Analysis of Options

4. The following progress has been made in relation to the OneTeam Transformation Programme since January 2022.

Memorandum of Understanding (MOU) document and s113 Agreement

5. The draft s113 Agreement was drafted by external lawyers and in accordance with the recommendations of the January 2022 Meeting, recommendations of both Councils’ Overview and Scrutiny Committees were captured within the final draft including:
 - Exit arrangements
 - Member-led Conflict Resolution Process
 - Whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, the starting point for that discussion should be 50/50 – set out in the Financial Protocol
6. At its meeting of 13 July 2022, the Executive agreed the draft s113 Agreement and authorised the Joint Chief Executive and the Monitoring Officer, in consultation with the Leader of the Council and the Leader of BBC, to approve the final terms of the draft s113 Agreement and enter into all necessary and appropriate contracts and agreements to implement the s113 arrangements.

7. This was taken forward and the s113 Agreement was executed on 1st August 2022. Related updates to both Councils' constitutions are in the process of being undertaken.

Tier 2 Senior Management Restructure

8. A review of Senior leadership at Tier 2 has been undertaken and a new structure was put into place on 28th March 2022. This reduced the number of posts from 4 to 3 across both authorities.
9. These posts were recruited to earlier this year however following the resignation of one of these Strategic Directors, a further recruitment process was undertaken for a Strategic Director (Deputy CEO).
10. An appointment to this post was made by both Committees on 14 July 2022 and Emily Yule joined the authorities on the 10th October 2022 as the Strategic Director (Deputy CEO) with responsibility for
 - the customer experience, external partnerships, HR and governance and is the SRO (Senior Responsible Owner) for the OneTeam Transformation Programme, and the place lead for Rochford town and Shenfield.

Further Ian Winslet one of our other three Strategic Directors passed away late in 2022 and consideration of this post is now being undertaken.

Tier 3 Senior Leadership Restructure

11. A restructure of Tier 3, which is the Council's Assistant Director tier (Corporate Director tier at BBC) began on 11 April 2022.
12. Following consultation, there was a reduction from the current 12 posts to 9. The RDC Chief Officer Appointments Committee and the BBC Staff Appointments Committee each met on 16 June 2022 to formally appoint the selected candidates.
13. This process resulted in 4 posts being appointed out of the 9 roles. Therefore, a further recruitment process was undertaken in September 2022 and a further 2 roles were appointed to. Following this process, a review of how to progress was undertaken and a further recruitment process to the remaining three roles would be undertaken in early 2023. In the meantime, the remaining three positions would be filled by interim arrangements.
14. Please see below the list of appointments to Tier 3 to date.:

- Greg Campbell,
Director - Policy and Delivery, with particular corporate strategic responsibility for policy development and innovation, grants and funding, research and service design, OneTeam Transformation, communications and digital engagement, Association of South Essex Local Authorities (ASELA)

- Phil Drane,
- Director – Place, with particular corporate strategic responsibility for economic development and inward investment, tourism and visitor economy, ASELA and Local Development Plan (LPD) crossover, planning (DM and enforcement), planning policy and strategy.

- Tracey Lilley,.
- Director – Communities and Health, with particular corporate strategic responsibility for communities and partnerships, ASELA and LPD crossover, leisure, culture and health, public health, community safety, licensing, safeguarding, environmental health, emergency planning and business continuity, Regulation of Investigatory Powers Act 2000 (RIPA).

- Marcus Holden
- Director – Environment, with particular corporate strategic responsibility for waste and recycling, public realm and open spaces, country parks, ASELA and LPD crossover, building control, climate change.

- Phoebe Barnes,
○ Director - Assets and Investment, Asset Management, Parking, Health and Safety, Council Companies, Capital programme and Regeneration, Asset Delivery Programme & oversee the Leisure Contract Management

- Sarah Bennett
○ Director - Customer and Data Insight, Customer Services, Performance and Data Insight, ICT and Data Protection, Connect Programme and ASELA

The three interim roles in position are:

- Andrew Hunkin
- Director - People and Governance, Democratic Services, Civics, Elections, Legal Services, People Services (HR & OD), DPA/FOI, Post Room & Secretarial Support & ASELA
-

- Tim Willis
 - Director – Resources, Financing & Accounting, Payments & Income, Procurement, Revs & Benefits, Audit & Fraud & ASELA
- Julian Higson
 - Director – Housing, Housing Options, Homeless, HRA Stock Management, Housing Strategy & Management, Strategic Housing Delivery Programme, ASELA and LDP Cross over

Pay Policy Review

15. The creation of a single unified officer team required both Councils' pay policies to align and accordingly this new Pay Policy Statement was adopted by this Council on the 14th June 2022. This statement covered T1 -to T3, and at Council on the 13th December 2022 at Rochford District Council a Pay, Terms & Conditions Harmonisation report was approved. The same report was approved at Brentwood Borough Council's Council Meeting on 7th December 2022.

OneTeam Transformation Programme Update

16. Since the January 2022 Meeting, there has been a significant amount of work to bring the vision of the Strategic Partnership to life.

A Project Team has been created to ensure the robust and efficient delivery of the programme to realise anticipated benefits. This unit comprises of:

- Programme Sponsor – Jonathan Stephenson, Joint Chief Executive.
- SRO - Emily Yule, Tier 2 Strategic Director.
- Service Delivery Workstream Lead – Greg Campbell, Tier 3 Director – Policy and Delivery.
- Workforce Development Workstream Lead – Nichola Mann, HR Partnership Manager.
- Programme Management – commissioned service via EELGA.
- Communications and Engagement

The Governance in the next three months will be transferred away from EELGA to an inhouse provision

Programme Governance

17. The OneTeam Project Team meets monthly. The main purpose of the Project Team is to ensure that business cases for change to services ("Business Cases") are reviewed and presented to the Programme Board for agreement as part of Phase 2 of the OneTeam Transformation Programme.

18. Phase 2 is the alignment of service delivery and creation of joint working opportunities and scheduled to take place from September 2022 to September 2024. Phase 2 contemplates those services delivered by both Councils will be transformed to optimise opportunities for improved delivery across both Councils, in order to achieve the vision and ambitions of the Strategic Partnership. Proposals for transformation of services will be subject to a robust service review methodology and captured in business cases.
19. To support the delivery of the programme and ensure the governance works key templates have been produced and are in place to support this work. This includes a master project plan, risk & issues register with mitigations, accumulative benefits tracker, programme resource tracker and templates for highlight reporting and service review business cases (supported by a user manual)
20. A Programme Board has been established, comprising the SRO, the Joint Chief Executive, both Council Leaders and the Service Delivery Workstream Lead. Notes of the Programme Board are made available to Members.
21. To date, the Programme Board has agreed the business case for a unified HR service to operate across both Councils. The implementation of the new team is in progress. The new structure comprises the joint appointment of an HR Partnership Manager, who works across both organisations and is the Workforce Development Workstream Lead for the OneTeam Transformation Programme. They also have line management responsibilities for officers undertaking operational HR delivery in both Councils
22. The transformation Board have also approved the business case for a Joint Communications Service. This change is presently working through the process and the new service should be in position April/May 2023

Service Reviews

23. Service Reviews are the method by which the two authorities will review the services to seek to bring them together under the One Team banner. In order to work this through 'Key Change Champions' who are members of Rochford and Brentwood staff have been trained to assist with the service reviews. The Service Reviews have been split into three phases and will be undertaken over a 2-year period.
24. These Key Change Champions will be a critical friend, challenging the suggested ways forward looking at best practice and the different delivery options available.

25. At the end of the Service Review a business case will be produced which will be presented to the Programme Board for approval. If approved, they will then be implemented in a managed timeframe. If required, the service review decision will be taken through the appropriate governance route.

Road Map

26. Phase 2 of the OneTeam Transformation Programme will be delivered via a series of service reviews. A 'Roadmap' setting out when service reviews are scheduled to start has been drafted

27. The roadmap was created following consideration of resources, the size of the services being reviewed and by mixing the need to develop both front facing and back-office services. Further, managers and directors were consulted, and any other issues were taken into account to create a well-balanced phase 1 service review agenda.

28. Phase 1 of this Roadmap is contained in Appendix A for reference. On approval of business case following a service review an implementation plan along with timelines will be set.

29. There are presently 13 services being reviewed as part of phase 1 of these it is expected that some services will start presenting their final business cases to the Transformation Board from March onwards.

Support and Training

30. Commissioned external change management support has been delivered to assist Members and the Joint Chief Executive to develop and agree the shared vision and design principles.

31. In addition, training and coaching was provided to senior Council officers and Key Change Champions (KCCs) to strengthen required skills and tools to successfully implement the OneTeam Transformation Programme.

Resident Feedback

32. It was agreed that feedback from residents as to the impact of the partnership on services is regularly sought and reported upon. This work will begin after initial service reviews are implemented in 2023.

ICT & Digital Update

The ICT Teams have begun conversations on the future structure of the service and recently considered the direction of travel with the Digital Teams at an away day. This is so the ICT Teams are aligned and ready to support the outcomes and implementation phase following service reviews undertaken by services. This alignment of the ICT teams will not have any implications on the 'Business As Usual' but will align future work towards the provision of the OneTeam and will make business decisions based on this work.

Initial work by ICT has begun, including the standardisation of equipment used by officers making it far easier for officers from both authorities to use space at each other's sites. Work has also started on a joint intranet landing page, staff directory and HR microsite. Information on the different systems and programmes used by both authorities has also started to be gathered and new online forms created by a Brentwood Officer for the use by Rochford for their web site have been completed.

Further both ICT Teams have worked together and are rolling out a Wi-Fi resource that will enable staff to log on from any of the two authorities' locations and any other local government building using one platform. So, logging on from Mill Hall to South Street to Brentwood Centre or Brentwood Town Hall should be far simpler.

In addition, the two ICT teams from Rochford and Brentwood have identified the technological threats and opportunities specific to them that the transformation programme poses. This was part of a particular request at the start of the programme. The present list will be updated, expanded and will be added to, where appropriate, and will be added to the overall Risk Register. The initial ICT risks are set out below.

Technology Threats

- Understanding and alignment of budgets
- Integration – created by each organisations using different partners and systems
- Contract alignment may take longer than anticipated
- Location to support staff & Member
- Initial one-off costs may increase
- Unable to satisfy both organisations service level requirements
- Compliance/security needs aligning
- Skills Gap / Resources Shortage

Technology Opportunities

- Introduce best breed approach to technology integration
- Opportunity to better integrate with front line and delivery to the customer
- One size fits all – easier to manage
- Uplift Skills
- Create Role Opportunities
- Create Resiliency
- Shared resources
- Cost savings

Joint Working Taking place

Several initiatives are also underway between the two Councils and opportunities for joint working are being taken forward wherever possible, including joint contract management training which was held for officers from both authorities and joint work across the Electoral Service departments where ideas have been exchanged including the co-ordination, comparison and use of best practice to improve canvassing procedures, working together to improve counting procedures and sharing knowledge following a health check by the Association of Electoral Administrators.

Further both authorities have and continue to work together to produce information, guidance and assistance in a response to the cost-of-living crisis which is an ever-evolving picture

A schedule of work to harmonise some of the ICT, Facilities Management and Human Resource functions that may not necessarily form part of service reviews are being brought together. This work will create a list of projects which will then be prioritised and worked through.

Joint Staff briefings are regularly held to provide updates on the progress of the One Team programme but also information on other areas of development, achievements, and upcoming events. These have and continue to be well attended and the recent 'in person' events held at Brentwood and Rochford attracted over 80 employees to each one plus a further 50 to the on-line follow up.

Other Work Progressed

- Key Change Champions training has been completed
- Meetings with managers from both authorities have been undertaken to develop relationships, build and develop cultures, working methods and the roadmap
- Directors are working from locations in both Rochford and Brentwood and supporting the governance processes by attending meetings in both boroughs
- Regular Staff Briefings with both groups of employees are being held
- A specific staff newsletter 20:8 has been created and is published to all staff at both authorities
- Work between the two authorities has begun to harmonise the project and programme governance arrangements
- Work continues to harmonise templates and ways of working that can be progressed quickly outside of the Service Review structure for example: Committee Report Template

Also to Note

Recently officers from both authorities climbed the three Yorkshire Peaks raising over £12,000 for charity but also enabling officers to meet and interact and socialise

outside the office. A further event was held at King Georges Pavilion where officers took part in Tag Active.

Summary of Benefits

<u>Ref</u>	<u>Benefit Description</u>	<u>Saving Cost</u> <u>£</u>	<u>Year to Be realised</u>
<u>1</u>	<u>Joint HR Officer</u>	<u>20,000</u>	<u>2023/2024</u>
<u>2</u>	<u>HR Service Changes from Service Review</u>	<u>22,000</u>	<u>2023/2024</u>
<u>3</u>	<u>Tier 1 to Tier 3 Amalgamation providing strategic capacity</u>	<u>290,000</u>	<u>2024/2025</u>
<u>4</u>	<u>ICT System Alignment (so Far)</u>	<u>24,000</u>	<u>2023/2024</u>
	<u>ICT Wi-Fi Asset Alignment</u>	<u>Undetermined as yet</u>	
<u>5</u>	<u>Joint Environment Officer</u>	<u>Undetermined as yet</u>	
<u>6</u>	<u>Elections Joint Knowledge sharing</u>	<u>Undetermined as yet</u>	
<u>7</u>	<u>UKSPF – Joint Working realised a saving on consultant work</u>	<u>£1,900</u>	<u>One off Saving due to partnership approach</u>
<u>8</u>	<u>Service Reviews – creating improved services and efficient ways of working delivering savings</u>	<u>*Forecast across all services 75% of original Operating Budget</u>	<u>2023 through to implementation</u>

A full benefits table is being drawn together to capture all financial and non-financial benefits that the transformation programme will create

RISK IMPLICATIONS

The OneTeam Programme Board receive risk management reports by way of exception reporting. An updated Risk Register of the key risks to this programme are included at Appendix B along with the issues log

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report. However, service reviews may identify these in the future and will be captured as the programme develops

Consultation

Appropriate and necessary consultation will be undertaken if appropriate

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report. However, service reviews may identify these in the future and will be captured as the programme develops

References to Corporate Strategy

Implications

Financial Implications

Name/Title: Tim Willis, Interim Director Finance and Section 151 Officer
Tel/Email: 01277 312500/tim.willis@brentwood.gov.uk

A total project budget of £600k was agreed for the duration of the #OneTeam Transformation Programme, to be shared equally between RDC and BBC. Of this it was anticipated £247k would be spent in the first year of the programme. To date £173k has been spent with a further £50k committed against this budget across both organisations, leaving £24k available for the remainder of the year. Following a review of the financial position it is expected that costs can be contained within the available budget over the duration of the programme.

A joint savings ambition for the Partnership has been estimated at £595,000-£853,000 by 2025/26, however the apportionment of these savings between the councils will need to be agreed following further review of the respective current structures and so have not yet been included within the Council's Medium-Term Financial Strategy. One-off costs of redundancy and interim support may erode some of these benefits over the shorter term.

The first activity for the #OneTeam Transformation Programme has been the review of the senior leadership structure at Tier 2 (Strategic Director) and Tier 3 (Assistant Director/Corporate Director) levels. Appointments for new Tier 3 Director roles left vacancies arising for five of the nine new roles which are being recruited to in the autumn of 2022 and interim arrangements have been put in place to ensure that the Council continues to deliver services effectively during this transition period.

The financial position of the programme will continue to be closely monitored as it progresses.

Legal Implications

Name & Title: Andrew Hunkin, Interim Director of People & Governance
Tel & Email 01277 312500 / andrew.hunkin@brentwood.gov.uk

There are no legal implications arising from this report to be noted.

Economic Implications

Name/Title: Phil Drane, Director of Place
Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk

There are no economic development implications arising from this report to be noted.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure & Health)
Tel/Email: 01277 312500/kim.anderson@brentwood.gov.uk

Equality Impact Assessments will be undertaken as part of any service review that will affect or change the service being provided.

Background Papers

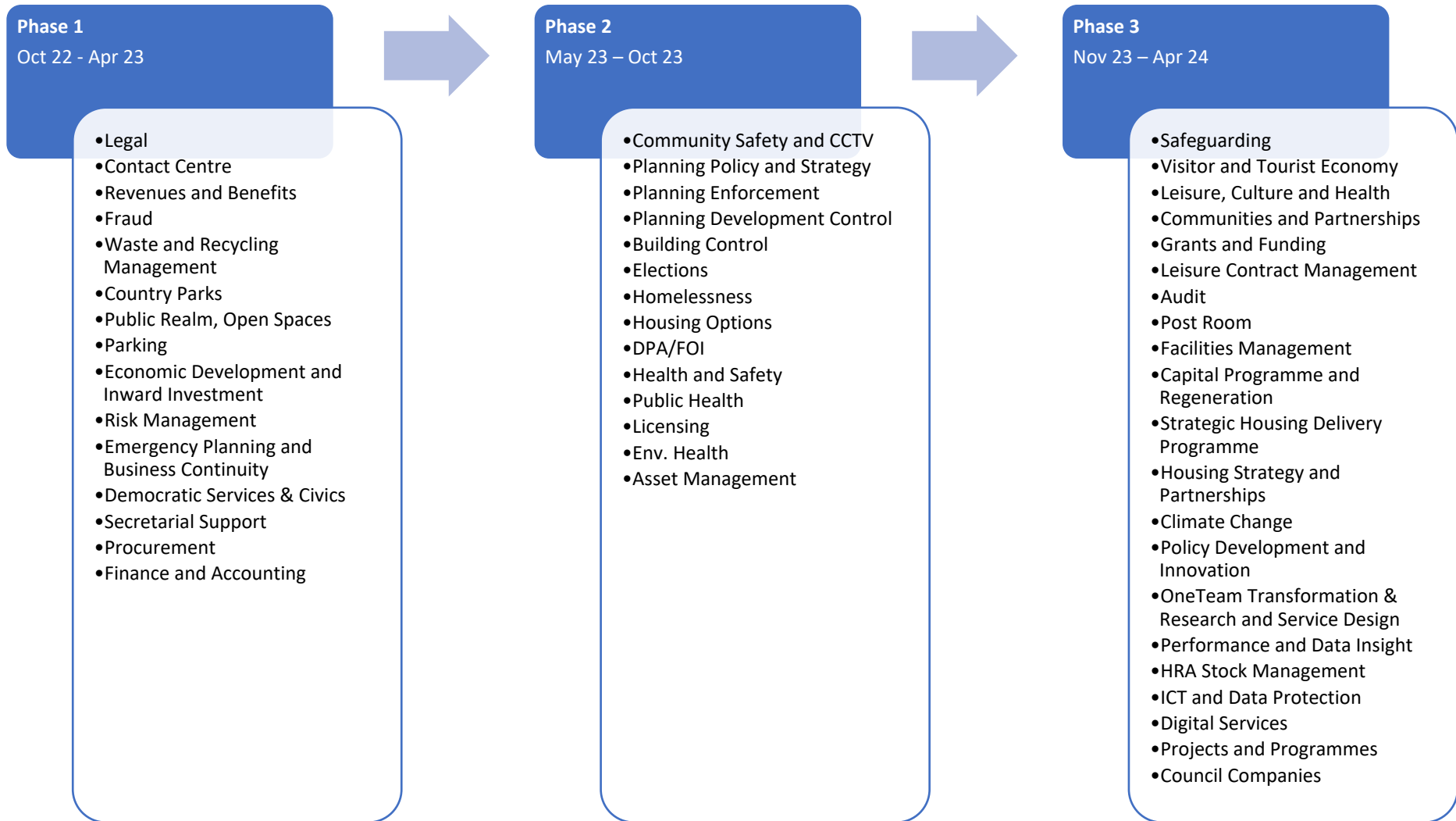
None.

Appendices to this report

Appendix A – Service Review Phasing
Appendix B – Risk and Issues Log

This page is intentionally left blank

Phase Approach to Service Reviews for One Team Transformation



This page is intentionally left blank

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	Comp-leted
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 particulare 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
2	Minor	Less Likely	Senior Responsible Officer	Emily Yule, Strategic Director - from October 2022
3	Moderate	Likely	HR & Workforce Development Workstream Lead	Nichola Mann, HR Manager
4	Significant	Very Likely	Service Delivery Workstream Lead	Greg Campbell - Director - Policy & Delivery
5	Major	Definite	Communication & Engagement Workstream Lead	Leona Murray-Green, Comms Manager

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.					

This page is intentionally left blank

Agenda Item 10

Committee: Ordinary Council	Date: 15 th March 2023
Subject: Notices of Motion	Wards Affected: All
Report of: Claire Mayhew – Corporate Manager (Democratic Services) & Deputy Monitoring Officer	Public
Report Author/s: Name: Claire Mayhew – Corporate Manager (Democratic Services) & Deputy Monitoring Officer Telephone: 01277 312741 E-mail: claire.mayhew@brentwood.gov.uk	For Decision

Summary

One Notice of Motion has been submitted in accordance with Rule 3 in Part 4.1 of the Constitution - Council Procedure Rules and are listed in order of the date received.

Motion 1 – Received on 24th February 2023 @ 22:51

Mover: Cllr Barber

Seconder: Cllr Russell

We believe the ULEZ expansion to be a regressive tax inflicted upon the poorest motorists and is to the detriment of residents living here in Brentwood.

Working people do not choose to drive older, more polluting vehicles out of choice. Placing an additional financial burden on them with a £12.50 charge every time that they need to use their cars to travel into Greater London will hit hard working families with a tax grab by the Mayor of London that will result in real hardship for those who need to work, travel to hospital or visit and support friends and relatives living within the proposed expanded zone but are unable afford to replace their cars.

This Council opposes the expansion proposal and supports Essex County Council in not co-operating with the installation of any signage to support such an expansion.

This page is intentionally left blank

Members Interests

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

If you are present at a meeting of your council or authority, of its executive or any committee of the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

- participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

- **Other Pecuniary Interests**

Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A 'relevant person' is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

Ordinary Council Terms of Reference

General Powers of Council

The Council is the ultimate decision making body of Brentwood Borough Council and the principal forum for major political debate. All 37 Councillors who have been elected to represent the borough attend the Council meeting.

The Council decides the overall objectives, major policies and financial strategies of the Council. It also considers recommendations from the Scrutiny and Regulatory Committees on issues of significance.

Through the Constitution, it delegates responsibility for carrying out many of the Borough Council's functions and policies to its committees. It also agrees the membership of the committees/sub-committees.

Only the Council will exercise the following functions:-

- (a) adopting and approving changes to the Constitution;
- (b) adopting and amending Contract Standing Orders and Financial Regulations;
- (c) agreeing and/or amending the terms of reference for committees and any joint committees, deciding on their composition chairmanship and making initial appointments to them;
- (d) appointing representatives to outside bodies and consultative groups unless the appointment has been delegated by the Council;
- (e) adopting and amending a members' allowances scheme under Chapter 6;
- (f) to elect the Leader and Deputy Leader of the Council;
- (g) to designate the Chairs and Vice Chairs of the Council;
- (h) adoption of the Code of Conduct for Members;
- (i) electoral and ceremonial matters relevant to the Council
- (j) changing the name of the area, conferring the title of honorary alderman or freedom of the borough;
- (k) setting the Council's Budget and Council Tax;
- (l) approving the making of a virement or payment from the Council's reserves for values exceeding £200,000;

This page is intentionally left blank