

2 November 2015

Policy, Finance and Resources Committee

Town Centre and Town Hall Projects

Report of: Philip Ruck *Head of Paid Service*

Wards Affected: All

This report is: Public

1. Executive Summary

1.1 This report provides the Policy, Finance and Resources (PFR) committee with an update on the key corporate projects of the Council. These are currently defined as:

- a) The Town Hall & Service Delivery Hub
- b) The Local Development Plan (LDP)
- c) The Town Centre (incorporating William Hunter Way)
- d) The Transformation Agenda of the Council

1.2 The above is not an inclusive list and other projects may be incorporated as determined by the committee. However such projects are defined as being integral to the delivery of the revised Corporate Plan 2016-2019.

2. Recommendation

2.1 That Members agree to the actions and timescales incorporated in the report.

3. Introduction and Background

3.1 The Corporate Plan 2016-2019 is in the process of being approved by the appropriate committees. (PFR and then full Council) It is clear however, that the Council needs to ensure that key supporting corporate projects are in place, with correct governance to deliver the vision that is embedded in the Corporate Plan.

3.2 The four projects referred to in 1.1 above are considered key for the following reasons.

Project	Validation
The Town Hall & Service Delivery Hub	Will support the transformation of service delivery, provide modern and effective customer services as well as increased utilisation of existing assets for the Council and partner organisations.
The Local Development Plan (LDP)	Will broaden the range of housing in the Borough and guide infrastructure delivery to meet the needs of our population now and in the future.
The Town Centre (incorporating William Hunter Way)	Will promote the use of Council assets to promote sustainable development in the Borough whilst supporting the future local economy.
The Transformation Agenda of the Council	This will explore alternative methods of service delivery, develop new ways of working for the Council and modernise service delivery, whilst delivering greater value for money.

4. Project Detail

4.1 Town Hall and Service Delivery Hub

4.1.1 This project has two distinct elements. The works needed to the infrastructure of the Town Hall and the identification of services to be offered from the Town Hall – the “Service Delivery Hub”.

4.1.2 Brentwood Borough Council has begun work with partners to develop an outline business case for a service delivery hub in the Borough. It is anticipated that this will be available in January 2016. On the 13th October 2015, Brentwood Borough Council led a joint multi agency workshop with key partners including:

- a) Essex County Fire & Rescue Service
- b) Job Centre Plus
- c) Essex County Council including Libraries
- d) The Police
- e) NHS- Clinical Commissioning Group including Assets
- f) Citizens Advice Bureau
- g) Community Voluntary Services.

The Council will also be meeting with East of England Ambulance Service.

4.1.3 There was a consensus at the workshop that co-location with back office and front office would be beneficial for both the organisations involved and the customer. These benefits included but are not restricted to:

- Improve access for customers
- Promote service integration
- Develop collaborative working
- Target integrated services at hard to reach groups
- Secure financial savings by consolidating the public sector estate & property operations
- Deliver for the informed residents with high expectations
- Financial savings for each partner

4.1.4 The next stages, which have already begun, include follow up conversations with those who attended to confirm their involvement and the agreement to sign up to a Memorandum of Understanding, agreement of the draft project charter and governance arrangements, and begin drafting the outline business case. Information from each of the partners wishing to participate is being sought which will be used to support the outline business case to be ready in draft format in January 2016.

4.1.5 Following approval of the OBC a detailed business case with options appraisal will be developed in the early part of 2016. Following agreement of this detailed business case, the project will move into mobilisation stage.

4.1.6 In the meantime, Brentwood are also:

- working with the Registrars to relocate this service to the Town Hall
- creating a pilot front desk for Citizens Advice Bureau in reception
- seeking to licence a wedding venue and hire out rooms within the Town Hall and
- investing in new furniture (which will be transferable) to support staff in the new ways of working.

4.2 Local Development Plan

4.2.1 Members will be aware of the requirement to produce a Local Development Plan. An update report will be going to Full Council 18th November 2015. For information purposes the key milestones for the LDP are provided below:

- a) Consult on draft Local Plan Jan - March 2016

- b) Consider consultation response and then Submit Final Plan in Oct – Dec 2016
- c) Public Examination of Final Plan Jan – March 2017
- d) Adopt Final Plan April – June 2017

4.3 The Town Centre (incorporating William Hunter Way)

- 4.3.1 Extraordinary Council (April 2014) approved the creation of a planning framework for the redevelopment of the William Hunter Way (WHW) car park and the Baytree Centre, so ensuring a co-ordinated and concerted public/private approach to the regeneration of Brentwood town centre. This was to be carried out in conjunction with the consultation on William Hunter Way. However, over the last year, the Council focused on the WHW project in the Town Centre with little consideration to potential projects on the other side of the High Street.
- 4.3.2 The aim of the new Administration is to move away from seeing the WHW project in isolation and ensure the Council approach is more joined up with any possible changes to the Baytree Centre being considered as well. This will allow for questions and issues such as those relating to Town Centre Parking, Traffic Flow etc to be considered more comprehensively.
- 4.3.3 The next step is to consider the necessary resources to produce options for the Town Centre, including the WHW site. Resources are currently being sourced and once identified, work will begin. This will move on from the consultation of WHW to bring forward proposals, whilst ensuring a joined up and inclusive approach for town centre development. It is envisaged that a draft development paper and associated options will be brought before PFR in March 2016.

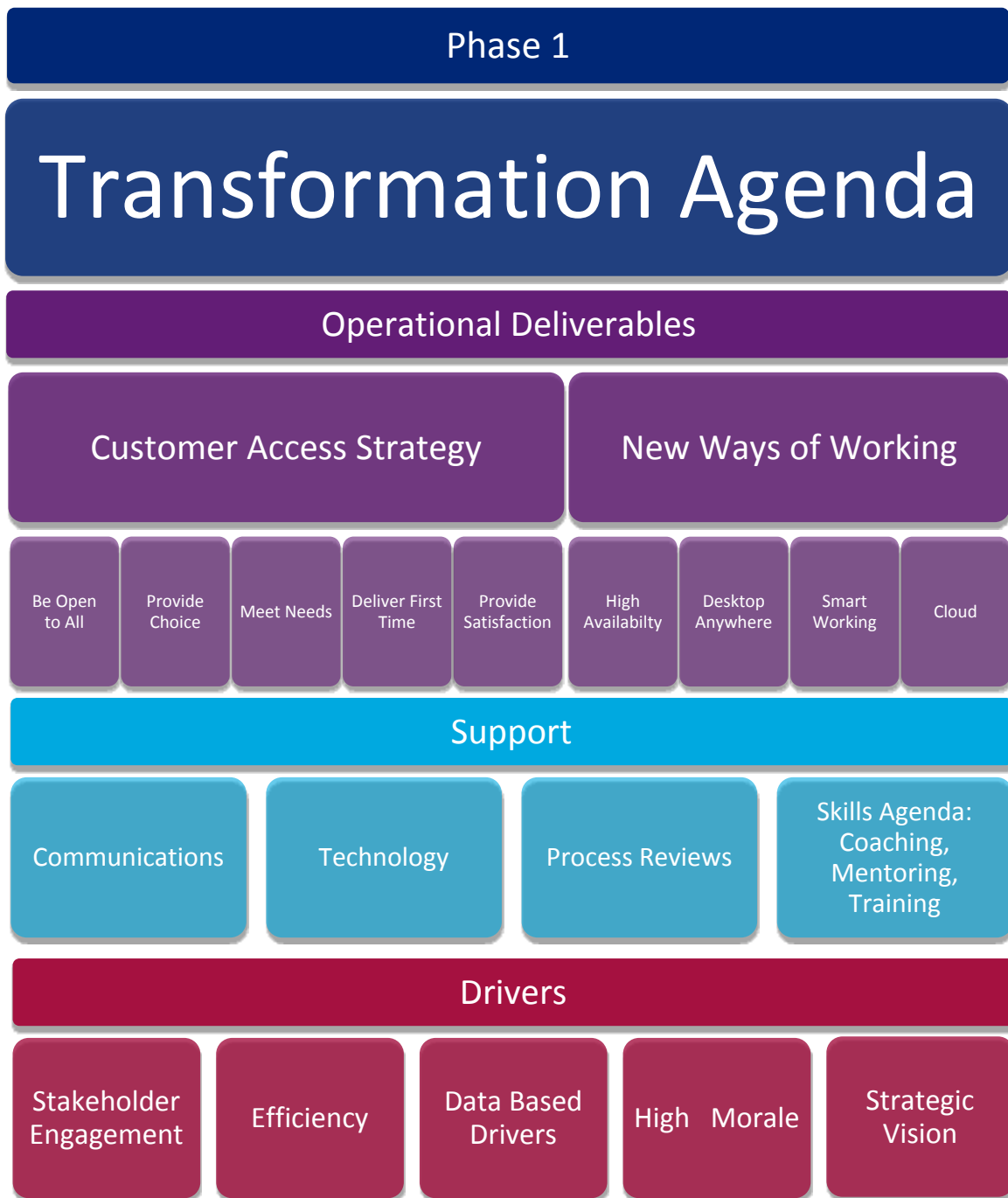
4.4 The Transformation Agenda of the Council

- 4.4.1 It is clear that the Council has to transform the way that it conducts its business. Advances in technology, changes in legislation and financial and other pressures, requires an organisation that is flexible; one which meets the needs of its customers but also provides employees of the Council with the tools to perform.
- 4.4.2 Key to any transformation is ensuring that the Council can continue to make the changes it needs to on an on-going basis. This implies an ability to adapt and be innovative.

4.4.3 Phase 1 of the Transformation agenda has commenced and will focus on the delivery of the Customer Access Strategy and New Ways of Working. This is a vital piece of work and will support and make evident the change that is happening within the Council. This phase focuses on :

- i. The progress and implementation of the New Ways of Working programme, highlighting major milestones achieved and to follow.
- ii. Implementation of the Customer Access Strategy and current progress.
- iii. A review of the work programme that supports both of the above.

4.4.4 A schematic of Phase 1 of the Transformation Agenda is provided below:



5. Reasons for Recommendation

- 5.1 To ensure that the Corporate Plan 2016-2019 is supported by projects that deliver the necessary change.

6. Consultation

6.1 Not appropriate at this stage

7. References to Corporate Plan

7.1 A Modern Council transforming its services to improve efficiencies and economies through new ways of working.

8. Implications

Financial Implications

Name & Title: Christopher Leslie, Section 151 Officer

Tel & Email christopher.leslie@brentwood.gov.uk 01277 312712

8.1 These will be fully evaluated as part of the business case process

Legal Implications

Name & Title: Christopher Potter, Monitoring Officer

Tel & Email Christopher.potter@brentwood.gov.uk Tel 01277 312860

8.2 The legal implications in respect of service level agreements etc. will need to be considered in detail should this option be progressed.

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

8.3 These will all be addressed should the option be progressed.

9. Background Papers

9.1 None at this stage

10. Appendices to this report

- Key corporate projects milestones

Report Author Contact Details:

Name: Phil Ruck

Telephone: 01277 312569

E-mail: philip.ruck@brentwood.gov.uk

