

**29th June 2016**

**Ordinary Council**

**Progress Update on Key Corporate 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 Ordinary Council Meeting with an update on the achievements and targets to date of the key corporate projects of the Council which were previously reported to Policy, Finance and Resources (PFR) committee. 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 exclusive 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 key corporate projects were taken to PFR on 2<sup>nd</sup> November 2015. This report provides an update on the position of the projects to date and upcoming actions.
- 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 Update**

##### **4.1 Town Hall and Service Delivery Hub**

4.1.1 The following actions have been completed since the previous report to PF & R Committee:

- Continued to hold Project Team Meetings with those groups involved
- Memorandum of Understanding signed and publicised by groups involved
- Strategic Outline Business Case complete for the Hub
- Project charter & governance agreed
- Citizens Advice Bureau pilot scheme started
- Continued individual discussions with groups on early relocation
- Wedding venue ready and available for hire from April 1<sup>st</sup> 2016
- Registrar's relocated to the Town Hall
- Continued to work with Essex Police and Brentwood Mind to relocate to the Town Hall prior to the Hub Development
- Developed the next phase business case for Committee to progress options and actions

4.1.2 The following actions are to be taken in the next three months:

- Approval of next phase business case
- Work starts on Business Case (DBC)
- Design brief started and to form part of DBC
- Detailed financial modelling complete and to support final DBC
- Any consultations are complete or started
- Contract complete with Mind and they are relocated to the Town Hall
- Work with CAB to develop Pilot and relocation to the Town Hall
- Seek to complete Lease with Essex Police to relocate to the Town Hall
- Develop as part of the DBC the headline project plan for the lead into and implementation stage

## **4.2 Local Development Plan**

4.2.1 The following actions have been completed since the previous report to PF & R Committee:

- Production of Draft Local Plan and supporting documents
- Public consultation held on the Draft Plan (February - March 2016), including consultation events across the Borough
- Processing of 3,941 representations (comments) from 1,280 respondents (people)

4.2.2 The following actions are to be taken in the next three months:

- Publish representations made in response to the Draft Local Plan consultation on the Council's website
- Approve and publish a Consultation Statement, setting out how consultation was undertaken, what was said, and how comments will inform the plan-making process in future
- Reconvene LDP Member Working Group and begin to consider review of Plan
- Continued work on supporting evidence base
- Ongoing meetings with Essex County Council and adjoining local planning authorities under the Council's duty to cooperate

### **4.3 The Town Centre (incorporating William Hunter Way)**

4.3.1 The following actions have been completed since the previous report to PF & R Committee:

- Steering groups organised and meetings held, both for officer and Member groups
- Strategic visioning workshop held with officers, facilitated by Design Council Cabe, to set the scope for the work
- Stakeholder workshop held with a range of Town Centre stakeholders, again facilitated by Design Council Cabe, to explore more detailed priorities for the brief
- Brief drafted and preparation for tender

4.3.2 The following actions are to be taken in the next three months:

- Finalise project brief ready for tender
- Tender, shortlist and interview
- Appoint specialist consultant to undertake the design-led masterplan
- Convene meetings with consultant and steering groups at relevant stages in the preparation of the plan

4.3.3 The Cross Party Working Group will continue to be involved and updated throughout the project.

### **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 Intrinsic to transformation is the 'New ways of working project', which will enable more agile working methods including home, office and in the field. Pilots have been completed in both Planning and Environmental Health. Information from these has been gathered and will be used to progress developments and a service wide pilot that will eventually provide the basis of a roll out programme to other services.

4.4.4 Work also continues to progress the Council's hybrid data centre using on premise and cloud services which increase our high availability of information and services to both offices and customers

4.4.5 The Customer Access Strategy approved January 2015 providing three main strands as below:

#### Programmes

- Ongoing workshops with services to develop both Services Improvement Programmes and Channel Shift Strategy. These programmes will deliver both improvements and financial savings for the council.

#### Infrastructure

- This part of the strategy requires the review and consideration of the following
  - Customer Relationship Management system including customer portal. Different options are currently being considered with a draft Outline Business Case being developed.
  - Text Message Service. The council currently offers this service in Streetscene, as part of the ongoing service workshops services are being asked to consider other possibilities.
  - Town Hall Reception/Kiosk. The redevelopment of the Town Hall Reception is linked to the overall Town Hall Project. The Kiosk has now been implemented and a launch date is proposed for end of June 2016.

#### Standards

- This part of the strategy relates to the following
  - Customer Service Standards. A review and refresh of the Council's Customer Services Standards has been completed and will be implemented alongside Customer Services Training for all front line staff.
  - Customer Satisfaction/Benchmarking. A review of the information collated and used is underway including using SOCiTM software on the Council's website to record customer satisfaction.
  - Complaint Handling. A new Complaints Policy has been approved and introduced. Review of complaints received is monitored and lessons learnt undertaken. Training on how to deal effectively with complaints for staff has been undertaken in May 2016.

4.4.6 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**

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

### **Legal Implications**

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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**

10.1 None.

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