



Agenda

Policy, Finance and Resources Committee

Tuesday, 14 March 2017 at 7.00 pm
Council Chamber - Town Hall

Membership (Quorum – 3)

Cllrs Mrs McKinlay (Chair), Kerlake (Vice-Chair), Barrett, Faragher, Hossack, Kendall, McCheyne, Mynott and Parker

Agenda Item	Item	Wards(s) Affected	Page No
1.	Apologies for Absence		
2.	Minutes of the Previous Meeting		5 - 8
3.	Town Hall Remodelling - Temporary Relocation	All Wards	9 - 12
4.	Brentwood Economic Strategy 2017-2020	All Wards	13 - 36
5.	Herongate Village Hall	Herongate, Ingrave and West Horndon	37 - 40
6.	Grass Verge Bylaws Report to follow.	All Wards	
7.	Forestry Management Plan Report to follow.	All Wards	

8. **Finance Restructure**

All Wards 41 - 44

9. **Urgent Business**

A handwritten signature in black ink, appearing to read 'P. L. R. B.' with a large, sweeping underline.

Head of Paid Service

Town Hall
Brentwood, Essex
06.03.2017

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.

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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.

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



Minutes

Policy, Finance and Resources Committee Wednesday, 15th February, 2017

Attendance

Cllr Mrs McKinlay (Chair)	Cllr Kendall
Cllr Kerlake (Vice-Chair)	Cllr McCheyne
Cllr Barrett	Cllr Mynott
Cllr Faragher	Cllr Parker

Apologies

Cllr Hossack

Substitute Present

Cllr Ms Sanders

Also Present

Cllr Aspinell
Cllr Hirst
Cllr Mrs Pound

Officers Present

John Chance	-	Finance Director (Section 151 Officer)
Ramesh Prashar	-	Financial Services Manager
Philip Ruck	-	Chief Executive
Jean Sharp	-	Governance and Member Support Officer
Lorne Spicer	-	Business Development and PR Manager
Steve Summers	-	Group Manager In House Services
Daniel Toohey	-	Monitoring Officer

279. Apologies for Absence

Apologies were received from Cllr Hossack. Cllr Ms Sanders substituted for him.

280. Minutes of the Previous Meeting

The minutes of the Policy, Finance and Resources Committee meeting held on 31st January 2017 were approved as a true record.

281. General Fund and Housing Revenue Account (HRA) Budget 2017/2018

The Medium Term Financial Plan (MTFP) considered by Policy, Finance and Resources Committee on 29 November 2016 gave Members an update on the various significant changes that would impact on the Council's financial position. Particular issues highlighted, relevant to the General Fund & HRA, included the phasing out of the Revenue Support Grant (RSG), changes to the New Homes Bonus and the Business Retention schemes.

The fundamental principles of the Council's MTFP were to:

- (i) Maintain a sustainable financial position against a background of unprecedented financial uncertainty and reduced government funding, including the delivery of efficiency targets.
- (ii) Support the vision of our Borough through appropriate identification of resources required to deliver the key priorities outlined in the 'Vision for Brentwood'.
- (iii) Maximise opportunities and mitigate risks associated with the fundamental change to the way in which key local government is financed.

The report considered:

- (i) The General Fund budget proposals for 2017/18 to 2019/20.
- (ii) The Housing Revenue Account (HRS) budget proposals for 2017/18 onwards.
- (iii) The Capital Programme 2017/18 to 2019/2020.
- (iv) The Treasury Management and Investment Strategy for 2017/18.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report and a vote was taken by a show of hands and is was

RESOLVED

That the Committee recommends to Council on 1 March 2017:

General Fund:

- 1. To approve the General Fund – Revised MTFP for 2017/18 as shown in Table 7.1 at paragraph 8.2 which includes the proposed savings target envelope as shown in Table 8 at paragraph 8.7 of this report.**

Housing Revenue Account (HRA)

- 2. To approve the HRA Business Plan for 2017/18 and beyond as shown in Appendix B of the report.**
- 3. To approve a 1% decrease in rents for 2017/18 and for the following 2 years.**

4. To recommend to apply the formula rent to all new tenancies from April 2017/18.

Capital Programme

5. To approve the proposed Capital Programme and Funding totalling £33.9 million for 2017/18 to 2019/20 as set out in Tables 15 and 16 of this report.
6. To approve the Treasury Management and Investment Strategy as set out in Section 12 of the report.
7. To note the Section 151 Officer's Assurance Statement as set out in Section 13 of the report.

(Cllr Barrett declared a non-pecuniary interest under the Council's Code of Conduct by virtue of being a Council leaseholder).

Reason for recommendations

The Council is required to approve the Budget as part of the Budget and Policy Framework.

282. Revenues & Benefits Shared Service Agreement

The report recommended to enter into a new sharing agreement for the provision of the Revenues and Benefits Service with Basildon Borough Council including the formal co-location of Brentwood Borough Council Revenues and Benefits staff within one merged site located within Basildon Council offices.

This would allow the services to merge formally through TUPE arrangements, building upon the existing Revenue and Benefits shared service that commenced in April 2015, where Brentwood Borough Council entered into a partnership with Basildon Borough Council which provided a managed service and hosted IT platform for the Council's Revenue and Benefits service, located in Brentwood's Town Hall.

The approval would formalise the partnership between Brentwood Borough Council and Basildon Borough Council – supporting the Councils partnership aspirations to deliver quality front and back office services in partnership.

In order for the proposed collaboration to achieve maximum success, it was recommended that the committee grant approval for the council to enter a new sharing agreement for Revenue and Benefits. This would also set a framework for any future shared service arrangements.

Cllr Mrs McKinlay **MOVED** and Cllr Kerlake **SECONDED** the slightly amended recommendation in the report, a vote was taken by a show of hands and it was

RESOLVED :

That the Committee recommend approval, subject to the appropriate delegated authority, of the Revenues & Benefits Shared Service Agreement to the Ordinary Council on the 1st March 2017 as a related proposal to the Budget.

Reason for recommendation

To enable the Council to deliver effective and efficient Revenues and Benefits services for the benefit of the Council and its customers.

283. Urgent Business

There were no items of urgent business.

The meeting ended at 8.00pm.

14 March 2017

Policy, Finance & Resources Committee

Town Hall Remodelling - Temporary Relocation

Report of: *Greg Campbell, Business Transformation Manager*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 Members will be aware that at Ordinary Council (19.10.16 Min 191) it resolved to agree a recommendation to remodel of the Town Hall building. The report on the 19th October 2016 also confirmed the need to relocate all services out of the Town Hall while the remodelling work continues. This report considers the relocation of back office services.
- 1.2 This report does not consider front line services including reception and any face to face interactions with customers which will be provided from 1 & 2 Seven Arches Road. Further it does not consider the location of committee meetings which will be provided from a local school.
- 1.3 This report requests delegated authority to enable the process to relocate to another premise on a temporary basis so the overall project is not delayed and can continue to meet the timelines necessary to secure temporary accommodation in order that the Town Hall is vacant and ready for the remodelling work to start later this year.

2. Recommendation(s)

- 2.1 That delegated authority be given to the Chief Executive, S151 and Monitoring Officer in consultation with the Leader, Deputy Leader and Opposition Leaders to agree, negotiate and implement the temporary relocation of back office services out of the Town Hall building, including appropriate letting arrangements of required.

3. Introduction and Background

- 3.1 This document seeks member's approval to delegate authority to enable the temporary relocation of services as part of the wider Town Hall

Remodelling project to continue. Funding for the temporary relocation was set aside as part of the overall remodelling budget.

4. Background

- 4.1 The Council are considering a number of options for the temporary relocation of 'back office council Services' these have included the use of our own properties, portacabins and consideration of private hire of local office space.
- 4.2 Initial investigations into the market have identified that the cost to buy temporary or permanent portacabin style space is prohibitive that private available office space is not plentiful, and certainly not at the size the Council would require and not without splitting up many of the services to different locations within the borough. Therefore, the potential acceptable choices are likely to be limited.
- 4.3 The back office includes all services and it is the intention where possible that these will all be located in one location, if possible. Where possible the temporary relocation will include bookable meeting space for members and their respective groups.
- 4.4 The criteria that has been used to select and prioritise space was the need to keep the services as much together as possible, maintain continuity of service, reduce the burden on ICT & communication by ensuring IT is delivered to as few as sites as possible, to keep within the budget allocated and where possible ensure good transport links and parking where possible.
- 4.5 Although overall conclusions have not been made there are positive lines of enquiry the Council are pursuing and would like to negotiate over the next few months. However, without the authority to continue to progress to contract and agreement stage and with few scheduled Council meetings during this period the Council could find itself and the project timeline delayed considerably
- 4.6 This proposal does not include the front-line service presently carried out at the Town Hall. Front line will be relocated along with Mind, Community for Voluntary Services, Registrars and Weddings to 1 & 2 Seven Arches Road and forms a separate piece of work. Further this proposal does not include a space for council committee meetings, these plans are being drawn up along the original proposal agreed at the October Committee which will be seeking to temporary relocate the majority of these to Brentwood County High School.

Expected Outcomes

- The project expects to deliver the following outcomes
- Space for the back office to be accommodated
- Seamless back office services
- Improvement of space utilization
- Movement towards New Ways of Working

Risk analysis

The temporary relocation of services will have a number of risks and issues which will be created through the choice made. Risks and issues will be managed as part of the process when determining the appropriate temporary relocation site

5 Reasons for Recommendation

- 5.1 The Town Hall project is on tight deadlines to achieve its target. If the Council is delayed agreeing temporary accommodation it will be difficult to keep the project on track in order for works to begin later this year.

6 References to Corporate Plan

- 6.1 The temporary relocation of services supports the remodelling project which in turn fits with a number of corporate objectives set out in Vision for Brentwood 2016 – 19

- Review the Town Hall project to deliver a community hub, shared by others
- Consider how Council assets can be utilised to promote sustainable development in the Borough
- Maximise Council assets to deliver corporate objectives and ensure community benefit
- Review our asset management governance strategy
- Develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy
- Explore alternative methods of service delivery, including shared services and outsourcing

7 Implications

Financial Implications

Name & Title: John Chance, Finance Director (Section 151 Officer)
Tel & Email: 01277 312542/john.chance@brentwood.gov.uk

- 7.1 There are no direct financial implication within this report, though the Town Hall project is fully costed and has been agreed previously by

Council. Any costs related to relocation of staff will be covered elsewhere and when known in detail.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer and Head of Legal Services

Tel & Email: 01277 31 860/Daniel.toohed@brentwood.gov.uk

7.2 No legal implications immediately arise from this report. Legal Services are available to advise and assist as the programme goes forward.

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

7.3 Other implications relating to this temporary relocation will be dealt with through the delegated authority if agreed.

8 Background Papers (include their location and identify whether any are exempt or protected by copyright)

8.1 None

9 Appendices to this report

9.1 None

Report Author Contact Details:

Name: Greg Campbell, Business Transformation Manager

Telephone: 01277 312738

E-mail: greg.campbell@brentwood.gov.uk

14 March 2017

Policy, Finance & Resources Committee

Brentwood Economic Strategy 2017-2020

Report of: *Anne Knight, Economic Development Manager*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 This report presents a refreshed Brentwood Economic Strategy for 2017-2020 as requested at the 31 January 2017 Policy, Finance & Resources Committee.

2. Recommendation

- 2.1 That members approve the Brentwood Economic Strategy 2017-2020 and agree that a 2017/18 Economic Work Plan is implemented to support the delivery of the Strategy.**

3. Introduction and Background

- 3.1 This report attaches a refreshed Brentwood Economic Strategy based on the recent findings of the Enterprising Essex: Opportunities and Challenges report undertaken by the Essex Economic Commission.
- 3.2 This strategy provides a framework to direct the economic development and growth for the Borough and to bring economic benefits to businesses and residents, ultimately supporting an improved quality of life for those who live, work and do business in Brentwood.
- 3.3 It builds on the success of the December 2014 Brentwood Economic Development Strategy and a range of initiatives that have been delivered to address this. It is strategically aligned to economic growth plans at national, regional and county level.
- 3.4 It complements the objectives of the Brentwood Borough Council Corporate Plan and the Brentwood Draft Local Development Plan for economic prosperity.

- 3.5 In particular it will drive forward the objectives of business advice and development; skills and employability support; facilitate business workspace, infrastructure and inward investment; stronger and more vibrant town centres; the rural economy; place-promotion and support for the visitor economy.
- 3.6 Brentwood is one of the higher performing local authorities in Greater Essex, with one of the lowest unemployment rates (3.2%) and a greater share of better qualified staff with higher level occupations (33% with NVQ4 – second highest in Essex).
- 3.7 Brentwood is located with the Heart of Essex sub-region (with Maldon district and Chelmsford) and this is the fastest growing sub-region in Greater Essex (1% per annum). However to aspire to be of the highest performing regions in the UK and maintain and enhance its economic position this needs to increase to 3% per annum.
- 3.8 The vision for Brentwood is to be a thriving, attractive and unique destination for people to live, work and visit by protecting and nurturing its existing high quality environment, growing its prosperous economy and fostering sustainable development which is responsive to the local community needs.
- 3.9 The key economic aims of the vision to are:
- To promote a mixed economic base and a discerning and sustainable approach to economic growth
 - To encourage high value, diverse, employment uses that will provide a significant number of skilled and high quality jobs
 - To encourage better utilization, upgrading and redevelopment of existing land and buildings
 - To enable the growth of existing business, the creation of new enterprises and encourage inward investment
- 3.10 The Strategy Priorities of the Economic Strategy to enable this are to:
- i. To support business development and growth
 - ii. To facilitate and deliver skills and employability support
 - iii. To facilitate and encourage business workspace, infrastructure and inward
 - iv. To facilitate and support stronger and more vibrant town centres;
 - v. To develop and support the rural economy of the borough;
 - vi. To promote Brentwood borough as a place to visit and invest, encouraging the visitor economy

- 3.11 An annual Economic Development Work Plan will be produced outlining the key initiatives to drive forward the Strategy and address its strategic objectives. Progress towards the strategy will be evaluated annually and success will be measured against target outputs and outcomes set for each initiative. Delivery of the Strategy will require strong partnership working with shared delivery where possible to achieve a comprehensive approach, economies of scale and to minimize impact on both staff resources and the ED budget. The ED Strategy will be reviewed every three years or when appropriate due to changing external factors that require this.

4 Issue, Options and Analysis of Options

- 4.1 An annual Economic Development Work Plan will be produced outlining the key initiatives to drive forward the Strategy and address its strategic objectives. For each initiative different options for delivery will be considered and a recommendation for the preferred option recorded.

5 Reasons for Recommendation

- 5.1 To approve the refreshed Brentwood Economic Strategy and agree that a 2017/18 Economic Work Plan is implemented to support the delivery of the Strategy

6 Consultation

- 6.1 The current Economic Development Strategy successfully underwent public consultation and has been adopted.
- 6.2 Key partners and business groups will be consulted on the refreshed Brentwood Economic Strategy 2017-2020 and engaged with project development and shared delivery where appropriate.

7 References to Corporate Plan

- 7.1 Economic Development is a key priority to support the delivery of the Corporate Plan priorities of sustainable economic development, promoting a mixed economic base across the Borough, maximising opportunities for retail and a balanced night time economy. This includes:
- Facilitating the creation of new businesses
 - Assisting in the provision of advice and guidance for local businesses
 - Working in partnership with the business community and support agencies

- Seeking inward investment into the Borough
- Assisting the SE LEP and Heart of Essex Partnership to secure projects and funding to benefit the Brentwood Economy

8 Implications

Financial Implications

Name & Title: John Chance, Finance Director (Section 151 Officer)

Tel & Email: 01277 312542 / john.chance@brentwood.gov.uk

- 8.1 Economic Development projects for January to end of March 2017 will be funded from the existing and approved 2016/7 Economic Development budget. Any projects proposed by the ED Work Plan from April 2017 to March 2018 will be funded by the anticipated 2017/8 ED budget.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer and Head of Legal Services

Tel & Email: 01277 312 860 daniel.toohey@brentwood.gov.uk

- 8.2 There are no immediate legal implications that arise from this report. Legal Services are available to advise and assist regarding partnerships and other matters as these arise.

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

- 8.3 None

9 Background Papers (include their location and identify whether any are exempt or protected by copyright)

- 9.1 None

10 Appendices to this report

Appendix A - Brentwood Economic Strategy 2017-2020

Report Author Contact Details:

Name: Anne Knight, Economic Development Manager
Telephone: 01277 312607
E-mail: anne.knight@brentwood.gov.uk

Appendix A

Page 1 – Cover Page (similar colours to LDP, maybe background image faded out bit like that for the Showcase programme or Thom’s banner with the people and the houses etc)

BBC Logo

BRENTWOOD ECONOMIC STRATEGY 2017-2020

A shared Vision and Framework to steer Brentwood Borough Council and partner organisations to deliver economic growth for the Borough

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FOREWORD

Add Photo of Cllr McKinlay

Brentwood Borough offers the best of both worlds – excellent access to jobs and services through our transport connections on the edge of London, whilst never being far away from the picturesque surrounding countryside. Brentwood is a Borough of villages, a unique character with links to Brentwood market town at its centre. It's no wonder that we are such an attractive place to live, work and visit.

Brentwood Borough Council is committed to enhancing our thriving local economy and reacting to a changing economic landscape. To help achieve these aims we have prepared this Economic Strategy for the borough.

This strategy provides a framework to direct economic development and growth for Brentwood Borough and to bring economic benefits to businesses and residents, ultimately supporting an improved quality of life for those who live, work and do business in Brentwood.

It complements the objectives of the Brentwood Borough Council Corporate Plan and the Brentwood Draft Local Development Plan for economic prosperity.

In particular it will drive forward the objectives of business advice and development; skills and employability support; facilitate business workspace, infrastructure and inward investment; stronger and more vibrant town centres; the rural economy; place-promotion and support for the visitor economy.

A range of initiatives to deliver these priorities will be implemented where possible via shared delivery and working with other public, private and voluntary sector partners.

I commend this strategy to you and look forward to us driving forward the economic growth and prosperity of the borough together.

Add Signature

Cllr Louise McKinlay

Leader of Brentwood Borough Council

EXECUTIVE SUMMARY

This Brentwood Economic Strategy sets out a shared vision and framework to direct both economic development and growth for the Borough, bringing economic benefits to businesses and residents.

It builds on the success of the December 2014 Brentwood Economic Development Strategy and a range of initiatives that have been delivered. It is strategically aligned to economic growth plans at national, regional and county level.

Brentwood is one of the higher performing local authorities in Greater Essex, with one of the lowest unemployment rates (3.2%) and a greater share of better qualified staff with higher level occupations (33% with NVQ4 – second highest in Essex).

Brentwood is located within the Heart of Essex sub-region (with Maldon district and Chelmsford); the fastest growing sub-region in Greater Essex (1% per annum). However, to aspire to be of the highest performing regions in the UK and maintain and enhance its economic position this needs to increase to 3% per annum.

The vision for Brentwood is to be a thriving, attractive and unique destination for people to live, work and visit by protecting and nurturing its existing high quality environment, growing its prosperous economy and fostering sustainable development which is responsive to local community needs.

The key economic Aims of the vision are to:

- A1. Promote a mixed economic base and a discerning and sustainable approach to economic growth;
- A2. Encourage high value, diverse, employment uses that will provide a significant number of skilled and high quality jobs;
- A3. Encourage better utilisation, upgrading and redevelopment of existing land and buildings; and
- A4. Enable the growth of existing business, the creation of new enterprises and encourage inward investment.

The strategic Priorities to enable these aims are to:

- P1. Support business development and growth;
- P2. Facilitate and deliver skills and employability support;
- P3. Facilitate and encourage business workspace, infrastructure and inward investment;
- P4. Facilitate and support stronger and more vibrant town & village centres;
- P5. Develop and support the borough's rural economy; and
- P6. Promote Brentwood borough as a place to visit and invest, encouraging the visitor economy.

An annual Economic Development Work Plan will be produced outlining the key initiatives to drive forward the Strategy and address its Aims and Priorities. Progress towards these will be evaluated annually with success measured against target outputs and outcomes set for each initiative. Delivery of the Strategy will require strong partnership working with shared delivery where possible to achieve a

comprehensive approach, economies of scale and to minimise impact on both staff resources and the Council's budget. The Strategy will be reviewed every three years or when appropriate due to changing external factors that require this.

BACKGROUND

This strategy builds on the existing Brentwood Economic Development Strategy (December 2014) and a range of successful economic development initiatives that have been delivered by Brentwood Borough Council over the last two years.

These initiatives have included:

- A range of business support projects such as the first ever Brentwood Business Showcase;
- A series of business taster workshops;
- Business speed-networking event;
- Development and use of business directory;
- Business support and advice campaigns;
- Business newsletter;
- Apprenticeship wage subsidy programme;
- Opportunity Brentwood (careers event);
- Development of Discover Brentwood website as a place-making and business information tool;
- Growth and development of the Brentwood Borough Renaissance Group;
- Support for the retail sector
- A range of town centre events and public realm improvements;
- Re-engaging with the Brentwood for Growth business group;
- Incubation hub feasibility study;
- Successful EU LEADER rural funding;
- Sponsorship for business events;
- Low carbon grant funding; and
- Three Economic Development graduate internships funded by University of Essex.

Photos of showcase, RG events, low carbon grant

STRATEGIC ECONOMIC CONTEXT

The Brentwood Economic Strategy is aligned to a number of national, regional and local strategies including:

National Industrial Strategy (January 2017)

HM Government Green Paper, “Building our Industrial Strategy” aims to improve living standards and economic growth by increasing productivity and driving growth across the whole country. It sets out three challenges including building on our strengths and extending excellence particularly within the education and research sector; closing the gaps between our best performing companies, industries, places and people and those which are less productive; and making the UK one of the most competitive places in the world to start or grow a business. There are ten pillars to drive forward the industrial strategy including:

- investing in science, research and innovation; developing skills;
- upgrading infrastructure;
- supporting businesses to start and grow;
- improving procurement;
- encouraging trade and inward investment;
- delivering affordable energy and clean growth;
- cultivating world-leading sectors;
- driving growth and creating the right institutions to bring together sectors and places.

The key focus is to address the productivity gap with other leading countries in order to get sustainably higher wages and increased Gross Domestic Product (GDP). To do this the productivity gap between different parts of the UK need to be reduced.

South East Local Enterprise Partnership

The South East Local Enterprise Partnership (SELEP) was created in April 2011 to provide vision and strategic leadership to drive sustainable private sector-led growth and job creation in South East England. The Partnership includes public and private sector organisations and is responsible for managing the Local Growth Fund and European Union Structural and Investment Funds. The SELEP Strategic Economic Plan sets out the economic growth ambition and investment priorities for the area.

Economic Plan for Essex (April 2014)

The Economic Plan for Essex (EPfE) provides Essex County Council’s input to the SELEP Strategic Economic Plan. It articulates the challenges facing the Essex economy and the issues that need to be addressed to secure sustainable growth which include improving skills across the Essex workforce; delivering a pipeline of infrastructure projects; enhancing productivity and key sectoral support.

Vision for Brentwood 2016-2019 (November 2015)

Brentwood Borough Council's Vision for Brentwood document forms the Council's Corporate Plan with objectives split by key themes up to 2019. Economic Development is one of the plan's five key priorities, aiming to drive forward the agenda by:

- Supporting economic growth and sustainable development;
- Utilising Council assets to enable this;
- Working in partnership to promote Essex for shared economic gain;
- Promoting a mixed economy, maximizing focusing on retail and commercial opportunities; and
- Developing the conditions for job creation and helping people get back to work.

Brentwood Draft Local Development Plan 2013-2033

The Council's emerging Local Development Plan (LDP) will set objectives and planning policies to shape future development in the Borough, including locations for new homes and jobs as well as transport and infrastructure provision. The latest consultation version, Draft Local Plan (January 2016), sets out a range of strategic objectives. Those focused on achieving economic prosperity are to:

- Foster a prosperous, vibrant and diverse local economy by attracting new commercial investment in order to maintain high and stable levels of economic and employment growth;
- Expand and enhance Brentwood Town Centre's retail offer in particular opportunities for high quality niche shopping;
- Promote and encourage the continued success of Brentwood Town Centre and local centres to provide a high quality public realm and mixed use developments
- Optimise the social and economic benefits that arise from Crossrail for the benefit of residents, businesses and visitors to the borough; and
- Promote and support a prosperous rural economy.

Proposals allocate over 94 hectares of employment land in the borough. From this just over 46 hectares is currently allocated, over 15 hectares is existing employment land but not previously allocated, and just under 33 hectares is new allocations. This has the potential to create approximately 5,000 jobs.

BRENTWOOD ECONOMY

Brentwood Borough is situated in South West Essex, immediately east of Greater London and entirely within the Metropolitan Green Belt. Brentwood is a pleasant, busy market town with close proximity to both London and surrounding countryside. Rail and road links include the M25, A12 and A127, Crossrail and fast rail links into London and Stansted, City, Southend, Gatwick and Heathrow airports.

The Borough has a unique local character – a borough of villages all connecting to Brentwood market town at its heart. Within the Brentwood urban area are a range of local centres, such as Brentwood Town Centre and Shenfield district centre. Villages with a rail station include Ingatestone to the north-east of Brentwood and West Horndon in the south of the borough.

The borough's population is 76,100 (Census 2011), 70% of which live in the Brentwood urban area. It is a relatively affluent borough with residents able to enjoy a high quality environment, good accessibility to shops and services and job opportunities in London.

The majority of service sector business and employment is located in Brentwood Town Centre, with other business clusters nearby around Brentwood Station and Warley Business Park. Major employers include Ford Motor Company, BT, IFDS, Countryside Properties, Liverpool Victoria, Canon and McColls. The Borough has a strong predominance of businesses in the professional, scientific, technical and construction sectors (31%) as well as business administration and support services and ICT (16%) and retail (9%). More than half of total employment (39,300 jobs 2014) is provided by small businesses of up to 49 employees.

Brentwood is one of the higher performing local authorities in Greater Essex, with one of the lowest unemployment rates (3.2%) and a greater share of better qualified staff with higher level occupations (33% with NVQ4 – second highest in Essex).

Brentwood is located within the Heart of Essex sub-region (with Maldon district and Chelmsford); the fastest growing sub-region in Greater Essex (1% per annum). However, to aspire to be of the highest performing regions in the UK and maintain and enhance its economic position this needs to increase to 3% per annum. To enable this there is a need to:

- Further improve the economic productivity of the area (and Gross Value Added (GVA)) and strive for innovation and excellence;
- Focus on the borough's high value added sectors including ICT, professional, scientific and technical services, financial services as well as the larger employers and businesses;
- Increase the number of business start-ups and improve their survival rates (currently the one year survival rate for Brentwood is the lowest in Essex - 89% survived one year and 39% at least 5 years compared to national figures of 90.8% and 41.7% respectively);

- Provide start-up and grow-on business workspace of good quality;
- Increase the number of apprenticeships (Brentwood has the lowest share in Essex – 0.59% of the population);
- Improve strategic transport infrastructure to support the economy – A12, A127, M25, Lower Thames Crossing, Crossrail stations and surrounding public realm;
- Attract inward investment and new businesses to the borough and increase the number of local job opportunities (38,500 jobs in 2011), reducing the reliance on out-commuting (currently 55% of residents) and improve sustainability; and
- Increase the number of commercial premises in Brentwood borough with access to superfast broadband (currently 65% compared to 76% in Essex and 83% for the UK).

Insert Location map of Brentwood from LDP showing road and rail links

VISION

That Brentwood Borough will continue to be a thriving, attractive and unique destination for people to live, work and visit by protecting and nurturing its existing high quality environment, growing its prosperous economy and fostering sustainable development which is responsive to the local community needs.

AIMS

- A1. Promote a mixed economic base and a discerning and sustainable approach to economic growth;
- A2. Encourage high value, diverse, employment uses that will provide a significant number of skilled and high quality jobs;
- A3. Encourage better utilisation, upgrading and redevelopment of existing land and buildings; and
- A4. Enable the growth of existing business, the creation of new enterprises and encourage inward investment.

STRATEGIC PRIORITIES

- P1. Enable and support business development and growth;
- P2. Facilitate and deliver skills and employability support;
- P3. Facilitate and encourage business workspace, infrastructure and inward investment;
- P4. Facilitate and support stronger and more vibrant town and village centres;
- P5. Develop and support the borough's rural economy; and
- P6. Promote Brentwood borough as a place to visit and invest, encouraging the visitor economy.

One or two general photos of Brentwood here – possibly town centre and one of the rural parts of borough?

Strategic Priority 1 - Business development, growth & networking

Description

Brentwood Borough Council will work with partners to develop a local enterprise culture and increased productivity, supporting local businesses and seeking to engender a sense of civic pride amongst the business community.

Key Interventions

1. Deliver a range of business support, networking and advice initiatives including an annual Brentwood Business Showcase and a programme of free business advice workshops and training sessions;
2. Promote and broker the current range of partner business support initiatives, for example BEST Growth hub business advice, Chamber of Commerce events, LoCASE low carbon grants;
3. Develop initiatives to support start-up businesses and their longevity;
4. Manage and maintain the Brentwood Business Directory and a range of online business campaigns;
5. Produce and promote the Brentwood Business News;
6. To secure sponsorship from the private sector for key initiatives; and
7. Promote the business support available and the Economic Development Strategy at partner and business events.

Add photos and logo of Business Showcase here. Photos from business workshops?

Strategic Priority 2 - Skills and employability support

Description

Brentwood Borough Council will work with partners on key initiatives to strengthen the skills base of the borough and support local businesses by encouraging a highly qualified labourforce, brokering job opportunities with business demand.

Future interventions

1. Identify and maximise benefits of any County-led skills initiatives for Brentwood, e.g. Enterprise Advisor scheme, Apprenticeship Brokerage project, recruitment events and sector specific initiatives such as STEM;
2. Facilitate partnership working between local businesses, schools and training providers to identify and address skills gaps and broker job opportunities, e.g. Opportunity Brentwood;
3. Work with Essex County Council and training providers to deliver initiatives that enable businesses to support apprenticeship opportunities e.g. Brentwood Borough Council wage subsidy scheme;
4. Work with the University of Essex and Anglia Ruskin University to accommodate graduate internships and investigate the potential of knowledge transfer partnership opportunities for local businesses; and
5. Support people with mental health issues to enable them to gain employment, for example apprenticeship subsidy for third sector partners, e.g. Brentwood Community Print, Fitness in Mind.

Add photo of Opportunity Brentwood here and Apprenticeship

Strategic Priority 3 – Business Workspace, inward investment and infrastructure

Description

Brentwood Borough Council will work in partnership to secure economic growth and investment in the Borough; facilitate the right conditions to attract and assist businesses in growth sectors; support economic diversification and identify and promote sufficient employment land and premises to accommodate growth and enable comprehensive infrastructure such as Superfast Broadband and road and rail connections.

Future interventions

1. Work with Invest Essex, UK Trade and Investment and agents to develop and promote the existing and planned commercial site portfolio;
2. Support and promote infrastructure improvements such as key roads (A12 and A127); M25 improvements and the Lower Thames Crossing project; and Crossrail – enabling local businesses to maximise benefits of greater linkages, access to suppliers and wider markets, and to encourage new investors to locate to the Borough;
3. Work with developers of new employment sites including Brentwood Enterprise Park to ensure comprehensive socio-economic package of benefits from the developments and quality added value business inward investment;
4. Work with partners to research and facilitate options for business incubation space within the borough; and
5. To support and enable the provision and take-up of Superfast Broadband by Brentwood businesses.

Add a map of key employment sites here - Phil/Thom – is there one?

Strategic Priority 4 - Stronger and more vibrant town and village centres

Description

Brentwood Borough Council will promote a mixed economy in the borough's town and village centres to meet the needs of those who live, work, shop and spend leisure time there. We will work with business partners to improve the vibrancy of our centres and support place-promotion.

Future interventions

1. Work with public and private sector partners to support redevelopment opportunities in Brentwood Town Centre and create a distinctive offer with a high quality shopping environment, 'niche' independent shops and a variety of leisure and evening entertainment;
2. Support business engagement and consultation when planning for development in our town and village centres;
3. Facilitate and support the Brentwood Borough Renaissance Group to develop, grow and promote the offer in the borough's centres including public realm initiatives and promotional events;
4. Broker business support and advice to town centre businesses, supporting their growth and increased productivity;
5. Facilitate further development of the active trader clusters in town and village centres and stimulate their support and ownership of improvement schemes and promotional activities;
6. Develop initiatives to support the markets, digital and healthy high streets agendas; and
7. Secure sponsorship from the private sector for key initiatives.

Add photos of town centre or RG events/projects

Strategic Priority 5 - Support for the Rural Economy

Description

Brentwood Borough Council will work with partners and local rural businesses to support diversification, redevelopment of redundant buildings and initiatives to support the sustainable development of the rural economy.

Future interventions

1. Continue to promote the Essex Rivers LAG LEADER European Grant Programme to businesses, encouraging them to make applications to support diversification, job creation and increased productivity;
2. Promote the range of business support and advice initiatives to encourage rural businesses start-ups and growth;
3. Promote enabling infrastructure such as Superfast Broadband, encouraging businesses to subscribe;
4. Maintain a watching brief on future funding opportunities and work in partnership to secure these; and
5. Work with the Council's Community Services Team to support rural business services such as pubs, post offices and village shops.

Photo of Calcott Farm Shop – first beneficiary of LEADER grant

Photo of Superfast Broadband launch at Hutton Industrial Estate

Strategic Priority 6 - Place-promotion and support for the visitor economy

Description

Brentwood Borough Council will promote Brentwood as a great place to live, visit and do business in order to attract increased spend (currently £160m) and investment into the Borough.

Future interventions

- Work with partners and businesses to promote the new Discover Brentwood website as a key tool for highlighting the Brentwood offer to both businesses and visitors;
- Work with businesses and partners to improve the range and quality of the visitor offer to ensure a first class welcome and experience – improving identified gateways into the borough and Town Centre to deliver this;
- Facilitate opportunities to increase the level and quality of visitor accommodation;
- Build on and maximise the “Towie” effect and widen the Brentwood brand, making Brentwood a key destination to visit and stay;
- Maximise our benefits of membership with Visit Essex, the County Destination Management organization; and
- Promote the visitor economy and maximise public relation opportunities to develop and promote cultural events and initiatives.

Photo of Discover Brentwood logo/website/banner

DELIVERING & REVIEWING THE STRATEGY

An annual Economic Development Work Plan will be produced outlining the key initiatives to drive forward the Strategy and address its aims and priorities.

Progress towards these will be evaluated annually, with success measured against target outputs and outcomes set for each initiative.

Delivery of the Strategy will require strong partnership working with shared delivery where possible to achieve a comprehensive approach, economies of scale and to minimise impact on both staff resources and the Council's budget.

The Strategy will be reviewed every three years or when appropriate due to changing external factors that require this.

Photo?

Back page

Brentwood BC logo

Coloured banner including the following text:

www.brentwood.gov.uk

email: business@brentwood.gov.uk

telephone: 01277 312500

Published **April 2017** by Brentwood Borough Council

Economic Development Team, Town Hall, Ingrave Road, Brentwood, Essex CM15 8AY

Please contact us to obtain a copy of this information in an alternative format.

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14 March 2017

Policy, Finance & Resources Committee

Herongate Village Hall

Report of: *Steve Summers, Group Manager In-House Services*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 This report requests the approval of the committee to enable officers to explore the various options for the future of Herongate Village Hall.
- 1.2 This is a long standing matter involving Charity Law. The hall is in a bad state of repair and the Council is the Custodian Trustee and there are no other living trustees in place.
- 1.3 Discussions have been on going with interested parties regarding possible funding to assist with any possible future option for the hall.

2. Recommendation(s)

- 2.1 Approves that Officers explore the various options for the future of Herongate Village Hall.**
- 2.2 That discussions are undertaken with the Parish Council to enable them to engage in and inform the possible options.**
- 2.3 That delegated authority be given to the Section 151 Officer, in consultation with the Leader of the Council, to determine which option is the most appropriate.**

3. Introduction and Background

- 3.1 Herongate Village Hall is currently in a bad state of repair and options need to be considered and determined regarding its future.

4. Issue, Options and Analysis of Options

- 4.1 The Council is the Custodian Trustee, and the Charity Commission have indicated that the Commission is prepared to make an order under the

Charities Act Section 80 to appoint the Council sole Trustee in the absence of any other living trustees.

- 4.2 There are a number of options which need to be examined and reviewed to determine the best approach for the future of the hall. These include demolition, renovation, alternative use or offer the charity to the parish council.
- 4.3 There is no money in the Trust therefore as part of the review there needs to be a consideration of how any funding can be determined as part of the various options.
- 4.4 The Council will need to engage with the Parish Council to gain their views and involvement on the possible options for the hall.
- 4.5 Ahead of any formal legal consultation there would need to be a consultation to gain the views of local residents.

5. Reasons for Recommendation

- 5.1 To enable the Council to deliver effective and efficient community services for the benefit of the Council and its residents.

6. Consultation

- 6.1 No formal consultation has been undertaken at this stage however dependent on the option agreed there may be a legal need for a public consultation.

7. References to Corporate Plan

- 7.1 The New Ways of Working Programme seeks to ensure the Council is making the most efficient use of its resources.

8. Implications

Financial Implications

Name & Title: John Chance, Finance Director

Tel & Email: 01277 312712/ john.chance@brentwood.gov.uk

- 8.1 The financial implications of this decision remain unknown at this stage but the imperative still applies to any decision made on the future of the hall to achieve maximum value for money and to act in the best interest of the Council.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer

Tel & Email: 01277 312860/ daniel.toohey@brentwood.gov.uk

- 8.2 The Council as custodian trustee bears the responsibility of fiduciary duties in relation to trust assets, of which the Hall is the principal item. Accordingly it is important that the Council consider appropriate management of the Hall going forward, and more generally, the Council's proposed ongoing role with the trust.

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

- 8.3 None

9. **Background Papers** (include their location and identify whether any are exempt or protected by copyright)
None.

10. **Appendices to this report**
None.

Report Author Contact Details:

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14th March 2017

Policy, Finance and Resources Committee

Approval for Restructure

Report of: Philip Ruck – Chief Executive

Wards Affected: All

This report is: Public

1. Executive Summary

- 1.1 This report requests the approval of the Policy, Finance and Resources Committee to allow the Chief Executive to conduct and implement restructures in service areas of the Council. Whilst the Council's Organisational Change Policy makes it clear that approval is not sought from Members in relation to the service areas under review, it is important that Members are aware of the potential changes to the way in which services are delivered prior to any restructuring being carried out.
- 1.2 The area under consideration for restructure is the Finance Department. The potential outcome of the restructure could result in a shared management arrangement with a neighbouring borough.
- 1.3 If agreed, the proposed restructures will be in place by 30th September 2017

2. Recommendation(s)

- 2.1 **That the restructure in the service areas as defined in 1.2 above proceeds in accordance with the Council's adopted policies and procedures .**
- 2.2 **That the Chief Executive be granted delegated authority to undertake, manage, and implement the said restructure provided that consultation takes place with the Leaders of all political groups (or in their absence, their appointed deputies). Such consultation shall include meetings with the said Leaders and shall include advice as to progress.**

3. Introduction and Background

3.1 The Council is committed to ensure that its services are always reviewed to provide the best service it can but also at the price it can afford. This requires the organisation to continually re-assess the way in which services are delivered.

3.2 The service restructure proposed arises from the following influences

Service Area	Reason for Change
Finance	Review of operations to meet service delivery

3.3 The potential FTE reductions in each of the service areas are not known at this stage as it is important to note that the restructures are focused on service delivery and improvement in the processing and handling of information and finances and not driving efficiency benefits

4. Issue, Options and Analysis of Options

4.1 The full detail of any terms of any proposed redundancy or associated costs, is subject to confidentiality (i.e. 'exempt information') and the production of a clear and defined business case so cannot be disclosed. However, any sum will be in line with the Council's redundancy payment policy, together with other contractual entitlements.

4.2 Timescale – It is anticipated that all aspects of the 3 proposed restructures will be concluded by 30th September 2017.

5. Reasons for Recommendation

5.1 To enable the Council to align its available resources with its service delivery model.

6. Consultation

6.1 Consultation will take place with all relevant parties as defined in the Council's Organisational Change policy.

7. References to Corporate Plan

7.1 Becoming a Modern Council requires a Senior Management and service structure that builds resilience and releases capacity for strategic planning.

8. Implications

Financial Implications

Name & Title: John Chance, Finance Director (Section 151 Officer)

Tel & Email: 01277 312531 / john.chance@brentwood.gov.uk

- 8.1 Any costs arising from the proposals will be met from either recruitment lag and/or the Organisational Transformation Reserve.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer

Tel & Email: Tel 01277 312860 / daniel.toohey@brentwood.gov.uk

- 8.2 The Council has agreed policies and procedures which need to be followed in order to avoid risk of challenge.
- 8.3 The Employment Rights Act 1996 (as amended) sets out the relevant law as regards the rights and duties of an employer and employees. Also as a matter of contract law, the Council will need to comply with the relevant terms of individual contracts of employment.

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

Report Author Contact Details:

Name: Philip Ruck, Chief Executive
Telephone: 01277 312569
E-mail: Philip.ruck@brentwood.gov.uk

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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.

Policy, Finance and Resources Committee

1. The functions within the remit of the Policy, Finance and Resources Committee include all financial matters relating to the budget, (and for the avoidance of doubt, being the superior Committee on all such matters including capital, revenue and the Housing Revenue Account (HRA) except where the law otherwise requires), and, without prejudice to the generality of this, include the specific functions which are set out below.

Policy

To undertake and discharge any functions in relation to strategic policies including periodic reviews of the policy framework adopted by full Council from time to time except where required by law to be undertaken elsewhere.

Finance

- 1) Financial Services
- 2) Contracts, commissioning, procurement
- 3) Legal services
- 4) Health and safety at work (in so far as it relates to the Council as an employer)
- 5) Corporate communications and media protocols
- 6) Corporate and Democratic services
- 7) Member Development
- 8) Data quality
- 9) Human resources
- 10) Information Communication Technology
- 11) Revenues and Benefits
- 12) Customer Services
- 13) Assets (strategically)

2. Overall responsibility for monitoring Council performance.
3. To formulate and develop relevant corporate policy documents and strategies including the Corporate Plan.
4. To formulate the budget proposals in accordance with the Budget and Policy Framework, including capital and revenue spending, and the Housing Revenue Account Business Plan (including rent setting for Council homes), in accordance with the Council's priorities and make recommendations to Council for approval.
5. To formulate the Council's Borrowing and Investment Strategy and make recommendations to Council for approval.
6. To take decisions on spending within the annual budget to ensure delivery of the Council's priorities.
7. To approve the making of a virement or payment from the Council's reserves with a maximum value of £200,000.
8. To approve the write-off of any outstanding debt owed to the council above the delegated limit of £5,000.
9. To determine capital grant applications.
10. To make recommendations on the allocation and use of resources to achieve the Council's priorities.
11. To manage and monitor the Council approved budgets;
12. To provide the lead on partnership working including the joint delivery of services.
13. To consider any staffing matters that are not delegated to Officers, such as proposals that are not contained within existing budgetary provision.
14. To strategically manage any lands or property of the Council and provide strategic property advice relating to the Council's Housing Stock and without prejudice to the generality of this, to specifically undertake the following:-

The Council's Asset Management Plan

- (a) The acquisition and disposal of land and property and taking of leases, licenses, dedications and easements.
- (b) The granting variation renewal review management and termination of leases licenses dedications and easements
- (c) Promoting the use of Council owned assets by the local community and other interested parties.
- (d) To manage any lands or property of the Council;
- (e) To include properties within the Council's Asset Management Portfolio including Halls etc.
- (f) To take a strategic approach to asset management, ensuring that the use of all of the Council's Property assets achieves Value for Money and supports the achievement of the Council's corporate priorities.
- (g) To review the Corporate Asset Management Plan annually.
- (h) The acquisition of land in advance of requirements for the benefit, improvement or development of the Borough.
- (i) Disposal of land (including by lease) surplus to the requirements of any Panel or Committee.
- (j) Appropriation of land surplus to the requirements of a committee.
- (k) Promote the use of Council owned assets by the local community and other interested parties where appropriate
- (l) Property and asset management, including acquisitions and disposals not included in the approved Asset Management Plan.

- (m) To take a strategic approach to commercial activity, both existing and new, ensuring the Council realises revenue generation opportunities and supports the achievement of the Council's corporate priorities.
- (n) Promoting a culture of entrepreneurialism and building the required skills and capacity.
- (o) To consider, and approve, business cases and commercial business plans for commercial activity.

15. To consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countywide or regional economic development initiatives.

Economic Development

- (a) To lead, consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countywide or regional economic development initiatives.
- (b) To promote and encourage enterprise and investment in the Borough in order to maintain and sustain the economic wellbeing and regeneration of the area.
- (c) To develop a climate where businesses and individuals can innovate, compete and contribute to the economic development and regeneration of the area; and excellence in local business.
- (d) To encourage the growth of existing businesses in the Borough and access to the skills and training necessary to support them.
- (e) To develop and deliver a Borough wide initiative on apprenticeships
- (f) To consider and determine matters relating to the promotion, maintenance and enhancement of the vitality and viability of shopping centres within the Borough.
- (g) To consult with the Chamber of Commerce, Federation of Small Businesses, residents and other interested third parties.
- (h) To maintain a special interest in promoting employment in the borough.
- (i) To promote and encourage tourism and heritage
- (j) Parking (off Street parking provision in Council owned/leased off-street parking places)
- (k) Crossrail

16. To review and facilitate the transformation of delivery of services.

Transformation

- (a) To approve and facilitate the transformation of delivery of services.

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