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Dear Councillor

ORDINARY COUNCIL - WEDNESDAY, 10TH MARCH, 2021

I am now able to enclose, for consideration on Wednesday, 10th March, 2021 meeting of the Ordinary Council, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
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- | | |
|----|--|
| 5. | <u>Minutes of the previous Ordinary Council meeting held on 20 Jan 2021 & Extra Ordinary Council meeting held on 16th February 2021</u> (Pages 3 - 6) |
| 8. | <u>Corporate Strategy 2020-2025 Annual Review</u> (Pages 7 - 22) |
| 9. | <u>Committee Chairs Reports and Members Questions</u> (Pages 23 - 24) |

**Item 12 on the Agenda for Ordinary Council on the 10 March 2021 is withdrawn.
A report will be brought to a future meeting of the Council.**

Yours sincerely

Chief Executive

Encs

03/03/21

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Minutes

Extraordinary Council Tuesday, 16th February, 2021

Attendance

Cllr Ms Sanders (Deputy Mayor)	Cllr Laplain
Cllr Aspinell	Cllr Lewis
Cllr Barrett	Cllr McCheyne
Cllr Dr Barrett	Cllr McLaren
Cllr Bridge	Cllr Morrissey
Cllr Chilvers	Cllr Mynott
Cllr J Cloke	Cllr Naylor
Cllr S Cloke	Cllr Nolan
Cllr Mrs Davies	Cllr Parker
Cllr Fryd	Cllr Mrs Pearson
Cllr Mrs Fulcher	Cllr Poppy
Cllr Haigh	Cllr Mrs Pound
Cllr Mrs Hones	Cllr Reed
Cllr Hossack	Cllr Tanner
Cllr Jakobsson	Cllr Tierney
Cllr Keeble	

Apologies

Cllr Clarke	Cllr Mrs McKinlay
Cllr Hirst	Cllr Tumbridge
Cllr Kendall	

Also Present

John Blackwell	Managing Partner, Joiner Cummings
Peter Flanders	Partner, Joiner Cummings
Richard Wilson	- Commercial Consultant

Officers Present

Phoebe Barnes	- Corporate Finance Manager
Greg Campbell	- Corporate Director (Environment & Communities)
Claire Mayhew	- Corporate and Democratic Services Manager
Amanda Julian	- Corporate Director (Law and Governance) and Monitoring Officer
Lorne Spicer	- Senior Communications Officer

Jonathan Stephenson	-	Chief Executive
Steve Summers	-	Strategic Director (Deputy Chief Executive)
Jacqueline Van Mellaerts	-	Corporate Director (Finance & Resources)
	-	

LIVE BROADCAST

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

687. To appoint a Member to preside at the meeting if the Mayor nor the Deputy Mayor are present and able to preside

In accordance with Procedure Rule 4, 16.2, the Deputy Mayor - Cllr Miss Sanders - **MOVED**, Cllr Hossack **SECONDED** and it was **RESOLVED** that Cllr Reed should act as Vice-chair for the duration of the meeting.

688. Apologies for Absence

Apologies for absence were received from Cllrs Tumbridge, Clarke, Hirst and Mrs McKinlay.

689. Declaration of Interest

A non-pecuniary interest was declared by Cllr Aspinell by virtue of a family relation who works within the site.

690. Exclusion of the Press and Public

Cllr Miss Sanders **MOVED**, Cllr Reed **SECONDED** and it was **RESOLVED UNANIMOUSLY** that the press and public be excluded from the meeting as the next item of business to be considered - Item 5 Strategic Property Acquisition which included exempt information as defined in Schedule 12A of the Local Government Act 1972.

691. Strategic Property Acquisition - EXEMPT

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations within the report.

A recorded vote was requested by Cllrs Aspinell, Hossack, Mrs Davies, Chilvers and Poppy and was taken in accordance with Procedure Rule 9.5.

The members voted as follows:

FOR: Cllrs Aspinell, Barrett, Dr Barrett, Bridge, Jon Cloke, Sarah Cloke, Mrs Davies, Ms Fulcher, Fryd, Haigh, Mrs Hones, Hossack, Jakobsson, Keeble, Kendall, Laplain, Lewis, McCheyne, McLaren, Morrissey, Mynott, Naylor, Nolan, Parker, Mrs Pearson, Poppy, Mrs Pound, Reed, Ms Sanders, Tanner, Mrs Tierney (31)

AGAINST: (0)

ABSTAIN: (0)

It was **RESOLVED UNANIMOUSLY.**

(Cllr McCheyne declared a non-pecuniary interest by virtue of knowing some of the farmers within the surrounding area).

692. Urgent Business

There were no items of urgent business.

The meeting ended at 19:43

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Committee(s): Ordinary Council	Date: 10 March 2021
Subject: Corporate Strategy 2020-2025 Annual Review	Wards Affected: All
Report of: Jonathan Stephenson, Chief Executive	Public
Report Author: Name: Sarah Bennett, Corporate Director – Digital & Customer Engagement 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. The report summarises 2020/21 achievements and seeks the approval of the Corporate Strategy 2021/22 key objectives.

Recommendation(s)

Members are asked:

- R1. To note the Corporate Strategy 2020/21 Annual Review and agree the Corporate Strategy 2021/22 objectives as set out in Appendix A attached.

Main Report

Introduction and Background

1. The Corporate Strategy 2020-2025 was agreed at Ordinary Council on 22nd January 2020, (Min.353 refers). The Corporate Strategy sets out the council's ambitions for a 5-year period.
2. The Corporate Strategy identifies five priority themes:
 - Growing our economy
 - Protecting our environment
 - Developing our communities
 - Improving housing
 - Delivering an efficient and effective council
3. The Corporate Strategy document also included a series of key objectives for 2020/21. 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. These annual objectives will be aligned with the overall objectives of the Corporate Strategy 2020- 2025.

Issue, Options and Analysis of Options

4. The Corporate Strategy Annual Review (attached as Appendix A) outlines the council's achievements against its 2020/21 key objectives. As demonstrated, the Council has either fully achieved, or made good progress towards, all objectives. This has been achieved despite the uncertain backdrop of the COVID-19 pandemic, which at the time of strategy adoption, was an unknown challenge.
5. The document also highlights other achievements over and above the key 2020/21 objectives and celebrates the wealth of council work in relation to its COVID-19 response.
6. The final pages of the Annual Review outline the Council's key objectives for 2021/22.
7. It is recommended to Members that the draft Corporate Strategy Annual Review 2020/21 be approved and published via the Council's website and social media. 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: Jacqueline Van Mellaerts, Corporate Director of Finance & Resources

Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

The Corporate strategy has been aligned to the Medium Term Financial Strategy as well as the 2021/22 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: Amanda Julian, Corporate Director (Law and Governance) and Monitoring Officer

Tel & Email: 01277 312705/amanda.julian@brentwood.gov.uk

The Council in making decisions to implement the Corporate Plan 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, Corporate Director of Planning & Economy

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

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 all 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 2020/21 to support local businesses and progress development proposals to provide for growth during an unprecedented year impacted by the COVID-19 pandemic. Future objectives are identified to continue progress and achieve the overarching priorities to 2025.

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

The Council when implementing the key priorities identified in the Corporate Plan 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 2020-25 Annual Review

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Brentwood 2025



Where everyone matters

2020-2021 Annual Review

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Appendix A

2020 - 2021 Annual Review



**BRENTWOOD
BOROUGH COUNCIL**

Growing | Protecting | Developing | Improving | Delivering

What a year!



When we set this Corporate Strategy early last year, we could not have imagined the additional challenges we would all face in 2020.

I am immensely proud of the Brentwood community for their hard work, resilience, and spirit in what has undoubtedly been a difficult year for so many. More so than ever, I have witnessed residents, businesses and partners pull together and support each other like never before.

As a Council, we have been steadfast in our commitment to support our community in every way we can through the COVID-19 pandemic.

A selection of these achievements is highlighted in this document and are a testament to the dedication of everyone who worked so hard to adapt and deliver in hugely demanding circumstances.

Despite the backdrop of the pandemic, we have still achieved great success against our Corporate Strategy and beyond. Just a few highlights include re-opening the Brentwood Centre at speed, launching a new recycling scheme and initiating a hugely ambitious programme to deliver new homes through the Strategic Housing Development Programme.

As well as sharing some successes with you, this Annual Review sets out our plans for 2021. It is evident that great challenges lie ahead.

However, our priorities remain clear:

- **Growing our economy**
- **Protecting our environment**
- **Developing our communities**
- **Improving housing**
- **Delivering an efficient and effective council**

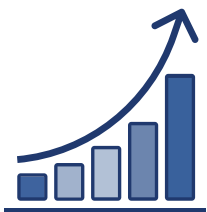
We are well prepared to rise from the challenges of the pandemic and I am confident that we will continue to achieve the very best for Brentwood in 2021.

**Councillor Chris Hossack
Leader of the Council**

Our key priorities

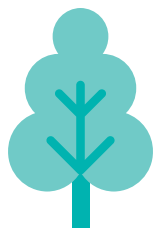


BRENTWOOD
BOROUGH COUNCIL



Growing our economy

A thriving borough that welcomes a wealth of business and culture



Protecting our environment

Developing a clean and green environment for everyone to enjoy



Developing our communities

Safe and strong communities where residents live happy, healthy and independent lives



Improving housing

Access to a range of decent homes that meet local needs



Delivering an efficient and effective council

An ambitious and innovative council that delivers quality services

Growing our economy

- How you can help
- ✓ Shop locally
 - ✓ Support local businesses

Our key priorities

Promote Brentwood as a place to set up and do business from

Enable the growth of existing businesses

Encourage the creation of new enterprises and inward investment

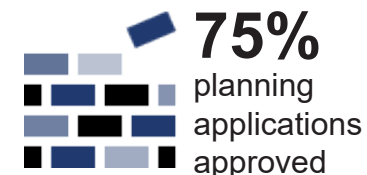
Our key objectives 2020-21

- Adopt the Brentwood Town Centre Design Guide to encourage a high-quality place to enjoy and do business
- Submit our Local Development Plan (LDP) for examination in public in early 2020
- Encourage and facilitate businesses who want to invest in the borough to capitalise on the opportunities that come with opening of the Elizabeth Line to Brentwood and Shenfield
- Work with the Brentwood Development Partnership to create redevelopment schemes for William Hunter Way, Maple Close and Westbury Road

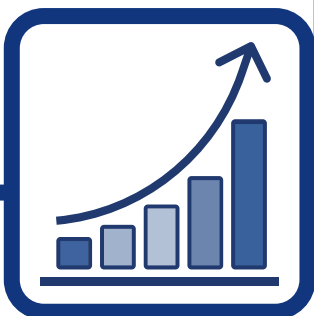
Key objectives achieved 2020-21

- Adopted November 2019, being used to inform town centre schemes
- Submitted February 2020, examination underway
- Evidence gathered and business recovery planning considered COVID-19 impacts. Inward investment emerging part of Economic Development Strategy (2021)
- Maple Close and Seven Arches Road applications submitted December 2020. Westbury Road and William Hunter Way options being considered

Other achievements



10-part community co-design process to help design Dunton Hills Garden Village



How you can help

- ✓ Use parks and green spaces responsibly
- ✓ Recycle as much of your waste as possible
- ✓ Keep our streets litter free
- ✓ Think about your carbon footprint

Protecting our environment

Growing

Protecting

Developing

Improving

Delivering

Our key priorities

Promote the environment and recognise its importance in the decisions we make

Encourage a clean, safe and environmentally friendly place to live, work and visit

Improve and enhance our waste management services

Support and engage the community to protect their environment

Our key objectives 2020-21

- Introduce a recycling scheme to improve the quality of recycling and reduce the number of polymer sacks we issue by 80%
- Encourage the creation of a car club in the borough
- Introduce an electric vehicle charging pilot
- Develop an anti littering campaign involving junior schools
- Conduct a feasibility study on the development of our own compost facility
- Agree the introduction of carbon offset schemes

Key objectives achieved 2020-21

- All kerbside collections completed August 2020. Communal properties 50% complete
- Discussion due to commence January 2021
- Installed at Town Hall December 2020
- As well as a schools campaign an additional poster campaign was run and an anti littering enforcement team was introduced
- Existing contract in place until 2023. Work will start November 2021 to progress through to contract end 2023
- £27,000 grant funding secured to plant 6,000 trees. Further schemes to be introduced in 2021

Other achievements

£180,000

forecast savings from new recycling scheme



Prevented **200+** tonnes of carbon emissions by eliminating single use orange recycling sacks



347 fly tips cleared



Project underway to introduce electric vehicles into council fleet



Brentwood 2025

Corporate Strategy 2020-2021 Annual Review

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Developing our communities

How you can help

- ✓ Take pride in your neighbourhood
- ✓ Support community groups
- ✓ Think about volunteering
- ✓ Engage with us on public consultations

Our key priorities

Keeping Brentwood safe

Invest in community facilities to support a growing population

Support, strengthen and sustain communities

Encourage residents to lead active, healthy and fulfilling lifestyles

Our key objectives 2020-21

- Commence Phase 1 of the King George's Playing Fields refurbishment plan
- Submit planning application for proposed Football Hub development at the Brentwood Centre
- Install an outdoor gym at Courage Playing Fields
- Produce the Brentwood Community Safety Partnership annual plan
- Deliver an annual programme of community events
- Innovate the Brentwood Community Fund, including providing more investment

Key objectives achieved 2020-21

- Pre commencement works started December 2020
- Ongoing discussions with Essex FA are to be continued in 2021
- On hold while funding is secured
- Completed June 2020
- Completed virtually including 6 Family Fun Days, Lighting Up Brentwood, VE Day, Strawberry Fair and Nutcracker Trail
- Completed with additional £20,000 funding from Axis

Other achievements

Reopened

Brentwood Leisure Centre



300% increase in ASB investigations

Responded to **260** incidents of ASB

1,000+ hours of enforcement patrols



£51,622 in funding awarded to support 14 local community and health projects

£15,622

Mental Health Small Grants awarded



2 play areas refurbished



Brentwood 2025

Corporate Strategy 2020-2021 Annual Review

How you can help

- ✓ Be a responsible tenant/landlord
- ✓ Provide feedback on proposed development
- ✓ Engage with our Local Development Plan

Improving housing



Our key priorities

Provide decent, safe and affordable homes for local people

Support our tenants through a high quality, well managed service

Support responsible development in the borough

Our key objectives 2020-21

- Establish a clear and deliverable Strategic Housing Development Plan
- Conduct a review of sheltered housing to ensure the best possible service is provided to our sheltered housing residents
- Create a housing company that provides more opportunity for the council to deliver a diverse range of housing options for our current and future generations

Key objectives achieved 2020-21

- Completed October 2020
- In progress and to be continued into 2021-22
- Housing 100 Company incorporated to commemorate the centenary of the council house. Focus is currently on delivery of new homes through the Strategic Housing Development Programme. A business case will be presented in 2021-22

Other achievements

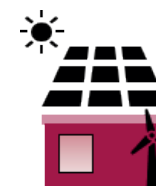
500 housing advice requests



7,432 rent reviews



428 housing register applicants



Submitted planning application for 60 carbon neutral homes

Improved homeless prevention and **REDUCED** use of temporary accommodation

Introduced **Sheltered Housing** newsletter



Delivering an efficient and effective council

How you can help

- ✓ Make the most of our online services
- ✓ Tell us when we do things well or could do things better

Our key priorities

Quality customer service

Efficient and effective delivery

Maximising opportunity

Our key objectives 2020-21

- Sustain £1m revenue via commercial activities to reduce the revenue budget gap
- Consult with residents on the council's budget
- Deliver a revised Customer Experience Strategy
- Report quarterly, via the website, the council's key performance indicators
- Develop further the online customer portal to include enquiry tracking
- Work collaboratively with partners in the Town Hall hub

Key objectives achieved 2020-21

- Target has been met by investing £60m to the councils wholly owned company, Seven Arches Investment Limited, which has made a return in excess of £1.3m
- Deferred to 2021 due to critical support activity
- Adopted December 2020 and made available on council website
- Completed throughout 2020 and published on council website
- Digital Strategy completed December 2020 which incorporates this objective
- Completed throughout 2020

Other achievements



81 weddings held at Town Hall



15,000 subscribers to digital council newsletter

5,000 sign ups to My Brentwood

sign ups to My Brentwood

43 hybrid and live streamed Council meetings



700 out of hours calls to CCTV



Established remote Contact Centre

All flats at the Town Hall successfully leased



COVID-19 achievements



BRENTWOOD
BOROUGH COUNCIL



£30m+

in business grants and rates holidays distributed



Majority

of staff working from home

103

digital COVID-19 newsletters sent



800+

hours of dedicated out of hours COVID-19 enforcement patrols



1,500

welfare calls made to the extremely vulnerable

4

fixed penalty notices issued to businesses breaching regulations

Weekly

community support network briefings

10 tonnes

of food collected, stored and distributed



Page 19

Handled **600** COVID-19 related complaints on breaches of regulations



Maintained all front line **waste** and street scene services



5

prohibition notices served on businesses



35,000

Community Support Handbooks distributed

9,000

subscribers to Brentwood Open (launched with Brentwood Business Partnership to support businesses during COVID-19)



Ensured full **COVID-19** compliance in all communal housing properties

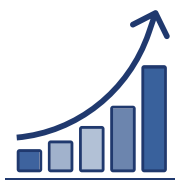


Our key objectives 2021-22



Growing our economy

- Adopt our Local Development Plan following successful examination and consultation on amendments
- Adopt a new Economic Development Strategy to identify our priorities and work plan for growing the economy
- Implement a marketing strategy for our local centres and revive the Discover Brentwood brand to encourage people to visit and do business in the borough
- Develop and publish details for delivering new homes, jobs and facilities in Brentwood Town Centre
- Adopt Dunton Hills Garden Village detailed design guidance
- Submit planning applications for Westbury Road and William Hunter Way redevelopment schemes
- Implement a 'shop local' loyalty scheme
- Invest £125,000 in a Brentwood Borough Council apprentice programme
- Establish an 'Account Management' approach to major and commercial planning applications
- Deliver a parking strategy for council owned car parks



Protecting our environment

- Roll out a programme to deliver over 20 more electric vehicle chargers in the borough
- Develop an Environment Strategy and Action Plan that promotes a cleaner, greener borough
- Progress with Essex County Council the Sawyers Hall Lane Active Travel scheme (school travel)
- Ensure that all new fleet vehicles are electric, where practicable
- Develop a business case to improve the energy efficiency of our council owned buildings
- Support and deliver the planting of 10,000 new trees
- Progress the creation of a zero carbon operations depot to planning stage
- Improve the quality of the street scene through the recruitment of two new supervisors



Developing our communities

- Refresh the 2018-28 Leisure Strategy in light of changes following COVID-19
- Progress construction of new facilities at King George's Playing Field (KGPF)
- Refurbish 3 play areas - KGPF (Senior), North Road and Hutton Recreation
- Progress development opportunities at the Brentwood Centre, including the Football Hub
- Deliver an annual programme of community events (virtually and/or physically)
- Sustain and develop the role of the Community Support Network beyond COVID-19
- Continue to support vaccination and testing programmes at council venues
- Invest £121,000 into community groups
- Develop a support package for local elite athletes
- Establish a Community Leisure capital fund
- Establish a Community Awards Programme



Our key objectives 2021-22



**BRENTWOOD
BOROUGH COUNCIL**

Improving housing

- Develop and encourage schemes that reduce the carbon footprint of both council and private properties
- Review our sheltered housing service to ensure we are providing the homes and services our residents want
- Invest £7.5 million to improve our existing housing stock
- Publish a revised Housing Strategy that outlines plans for the future of council housing
- Invest in additional resource within the Housing Service for compliance and tenant support
- Establish a delivery model to provide additional housing options and reduce homelessness within the borough
- Commence development of 62 carbon free homes at Brookfield Close



Delivering an efficient and effective council

- Launch a new council website, in line with latest accessibility regulations
- Continuation strategy for efficient member working and decision making where appropriate post COVID-19
- Identify further opportunities for beneficial shared service arrangements with other local authority's
- Undertake a legal services review to deliver an alternative service model
- Deliver an organisational review to achieve £426,000 of savings
- Review and produce an updated Asset and Investment Strategy to incorporate council owned assets





BRENTWOOD BOROUGH COUNCIL

Contact us

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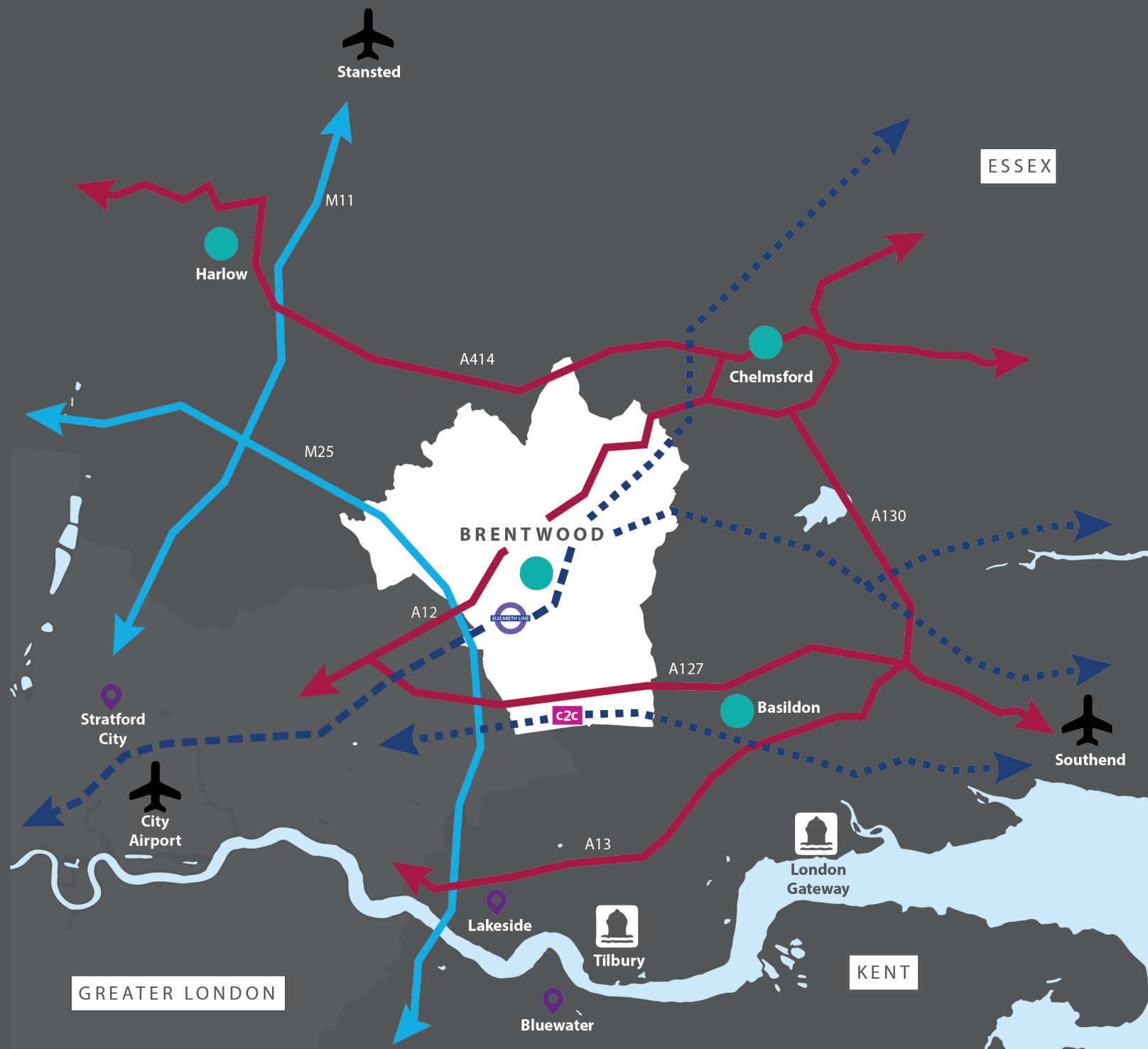
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Brentwood Borough Council
Town Hall
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Essex
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Designed by Brentwood Borough Council



Agenda Item 9

Committee: Ordinary Council	Date: 10 th March 2021
Subject: Chair's reports and Members Question's	Wards affected: All
Report of: Claire Mayhew – Corporate and Democratic Services Manager	Public
Report of: Name: Claire Mayhew – Corporate and Democratic Services Manager Telephone: 01277 312741 Email: claire.mayhew@brentwood.gov.uk	For information

Following the last Ordinary Council meeting on the 20th January 2021 there has not been a full range of committee meetings for all of the executive committees.

It is determined that any questions for Chairs can be considered as part of Item No.8 – Corporate Strategy 2020-2025 Annual Review.

There have been no written questions submitted by members.

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