



SUPPLEMENTARY AGENDA

Dear Councillor

ORDINARY COUNCIL - WEDNESDAY, 16TH MARCH, 2022

I am now able to enclose, for consideration on Wednesday, 16th March, 2022 meeting of the Ordinary Council, the following reports that were unavailable when the agenda was printed.

- | Agenda No | Item |
|-----------|---|
| 7. | <u>Public Questions</u> (Pages 3 - 4) |
| 9. | <u>Boundary Commission</u> (Pages 5 - 70) |
| 11. | <u>Annual Review</u> (Pages 71 - 84) |

Yours sincerely

Chief Executive

Encs

08/03/22

Agenda Item 7

Committee: Ordinary Council	Date: 16 th March 2022
Subject: Public Questions	Wards Affected: All
Report of: Claire Mayhew – Corporate Manager (Democratic Services)	Public
Report Author/s: Name: Claire Mayhew – Corporate Manager (Democratic Services) Telephone: 01277 312741 E-mail: claire.mayhew@brentwood.gov.uk	For Information

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

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

Mrs Pat Smith submitted one question.

1. *How does the Council's constitution prevent a slide into political extremism (for example extreme right or left wing attitudes and behaviour) by the administration? What are the checks and balances? Are they being applied?*

Mrs Susan Kortlardt has submitted two question.

1. *Essex County Council has placed addressing the climate challenge at the heart of its strategic priorities. As there are four Essex County councillors covering Brentwood Borough, presumably they support the key steps published in the Essex Climate Action Commission's report 'Net Zero by 2050', with Step 1 including all new builds to have solar panels from 2021, with 25% of all roofs having solar panels by 2030.*

Could Brentwood lead the way by achieving this target sooner by fitting all its estate with solar panels in the next eighteen months?

2. *I note, from the recent report of Essex Climate Action Commission, that 49% of carbon generated in Essex is transport-related, of which 90% is from vehicle use, that the number of battery electric vehicles in the UK has tripled in the last two years and continues to grow strongly.*

I understand that Brentwood Council decided 3 to 4 years ago to install 40 public electric vehicle charging points (PEVC's) across Borough-owned car parks, but that this total has now been reduced to 20. Also, according to this report, there are still only 7 PEVC's in the Brentwood area, the second lowest in Essex. Only Castle Point has fewer, with 3.

In light of this extremely weak performance, I should like to ask what is preventing the Council from delivering on its commitment? I am sure that the 3 Brentwood Council members who also sit on Essex County Council, Barry Aspinell, Lesley Wagland (Cabinet Member for Highways) and Andy Wiles will want to ensure that ECC's support for more sustainable travel options is given proper priority.

Agenda Item 9

Committee(s): Ordinary Council	Date: 16 March 2022
Subject: Electoral Review – Council Size Submission	Wards Affected: ALL
Report of: Amanda Julian - Corporate Director (Law & Governance) and Monitoring Officer	Public
Report Author: Name: Amanda Julian - Corporate Director (Law & Governance) and Monitoring Officer Telephone: 01277 312500 E-mail: amanda.julian@brentwood.gov.uk	For Decision

Summary

To seek the approval of Brentwood Borough Council (the Council) to advise the Local Government Boundary Commission England [LGBCE] that the Council, should in future be served by 39 Councillors.

Recommendation(s)

Councillors are asked to:

R1. That, in response to a request by the LGBCE, this Council agrees to inform the LGBCE that it wishes to see 39 Councillors elected to serve the Borough in the future.

R2. That the Council Size submission (Appendix A) providing the reasoning be submitted to the LGBCE.

Main Report

Introduction and Background

1. The LGBCE informed the Council last year that it intended to carry out an electoral review of the Council area. The reason for the review was they had not carried out an electoral review on the Council area for 21 years. Reviews are normally conducted every 3 to 5 years or on the request of the Council. The Borough has various wards over the variance of 10% meeting criteria for Electoral Inequality two being over 10%, Brentwood West and Brentwood North.

2. During this review the LGBCE will examine and propose new electoral arrangements for the Borough. These are:
 - a. The total number of councillors to be elected – being the Council size.
 - b. The name, number and boundaries of wards.
 - c. The number of councillors per ward to be elected.
3. The review is to enable the Council to shape our future. When determining Council Size it is an opportunity to decide how we represent our communities in the future. It also presents the opportunity to determine if our governance arrangements reflect our long-term ambitions.
4. LGBCE have made it clear that the outcome of the review is not predetermined and will consider carefully all the evidence submitted.
5. Representatives of the LGBCE met with the Council on the 22 July 2021, to determine the timetable. They aim to ensure that we have the right number of Councillors to make democratic decisions and manage the business of the Council in an effective and efficient way, with electoral equality and community identity preserved.
6. There are two distinct parts to the electoral review:
 - a. Council Size: before the LGBCE can re-draw ward boundaries, it will need to come to a view on the number of Councillors to be elected, but only after hearing the Council's views.
 - b. Ward boundaries will then be redrawn by the LGBCE to their criteria. They will lead on two phases of public consultation which the Council will be able to submit its own ideas and suggestions regarding the warding proposed.
7. This is the first part of the electoral review which looks at evidence to justify the suggested number of Councillors that the Council believes are needed to carry out the duties required. This is so, there is electoral equality for voters within the Borough. Whilst we can suggest a number it is ultimately for the LGBCE to determine.
8. A cross service officer lead group was tasked with preparing the data needed to show future predictions of how the electorate would grow between now and 2028, using the LGBCE tool kit and providing challenge data. The increase in electors would be 18.75%. Workshops and meetings have been held with

Councillors, using the LGBCE template as a guide to facilitate discussion. We concentrated on the three main areas highlighted by the template these being:

- a. The governance arrangements of the Council and how decisions are made.
 - b. The scrutiny function relating to how decisions are made and the Council's responsibilities on outside bodies.
 - c. How representational Councillor's role is in the community, how they engage with the community, casework and how they represent the council on local partnerships.
9. Detailed consideration has been given to the existing governance arrangements and the future needs of the Council, taking into consideration the strategic partnership and the continued working with ASELA and the impact these have on Councillor's time and interaction with the residents.
- a. Covering an area of 153 square kilometres, Brentwood is the ninth largest authority in terms of area but one of the smallest in terms of population. The Borough is 89% green belt which means those Councillors that hold seats in the more rural areas of the Borough spend a significant amount of their time responding to residents' concerns about enforcement matters, including planning and fly-tipping.
 - b. The Borough has higher than average educational achievements amongst its residents, with a higher-than-average salary, which result in greater participation in elections than the national average. There are several active residents' groups that regularly interact with the Council. Our residents know what they want and expect and regularly contact the Council.
 - c. Planning can be contentious especially with the Borough being largely green belt, the present system has been refined recently including providing all Councillor briefings on a regular basis for large developments to ensure all Councillors are aware of what is happening within the Borough. Enabling Councillors with local knowledge to speak at the Committee making use of local knowledge assists with the process.

- d. Councillors have indicated that they are spending more of their time on their representational role and believe that this will only increase with the local plan being found sound and the allocation of housing within the borough plus the strategic housing development programme.
10. Based on the predicted electorate and the review of the governance arrangements the conclusion was that there was a compelling case for 39 Councillors to be the Council size for the Borough. The detail of which is set out in Appendix A.

Issue, Options and Analysis of Options

11. The workshops reviewed various iterations of Council Size ranging from 33 to 39, the challenge data indicated the number of residents eligible to vote in 2028 would increase by 18.75%.
12. Using the various profiles and data sets the Council determined that 39 would be the ideal Council Size to enable electoral equality and engagement with residents.

Reasons for Recommendation

13. That 39 Councillors are needed to ensure the effective and efficient operation of this Council, given present and future demands.
14. It also complies with that the number be divisible by three to enable all electors across the Borough to have the same opportunity to participate in all elections.

Consultation

15. No consultation is required as this stage.

References to Corporate Plan

16. The increase will ensure that we develop our communities by providing equal opportunities for residents to have access to Councillors.
17. It will deliver an effective and efficient Council better able to represent the residents.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) and Section 151 Officer

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

18. There will a slight increase in the budget for Councillor basic allowance by increasing by two Councillors.

Legal Implications

Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer

Tel & Email: 01277 312500/amanda.julian@brentwood.gov.uk

19. There are no direct implications for the Council.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning and Economy)

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

20. There are no direct implications.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure & Health)

Tel/Email: 01277 312500/kim.anderson@brentwood.gov.uk

21. When considering any decision that may affect residents the Council must have due regard to the s149 public sector equality duty. By increasing the number of Councillors there will be positive effect on the residents providing greater opportunities for residents to have access to the Council.

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

22. There are none.

Background Papers

23. None.

Appendices to this report

Appendix A: Council Size Submission document

Brentwood Borough Council

Council Size Submission

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How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.**

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e. those that are considered to be most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

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- Clarity on objectives
- A straightforward and evidence-led style
- An understanding of local place and communities
- An understanding of councillors' roles and responsibilities

About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This is a submission by Brentwood Borough Council (the Council), which was ?? by an Ordinary Council on the 16 March 2022

Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- Page 14
- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
 - To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
 - Have any governance or capacity issues been raised by any Inspectorate or similar?
 - What influence will local and national policy trends likely have on the Council as an institution?
 - What impact on the Council's effectiveness will your council size proposal have?

The population of the Borough of Brentwood is approximately 76,550, making it the second smallest local authority in Essex.

A review of the governance of the Council including reviewing the election cycle was undertaken in 2019. For this review, officers briefed Members on moving to all out elections and the different governance models, please see slides in Appendix A.

The Government has on the 2 February 2022, released the White Paper on the Levelling Up agenda, there is still further clarity needed as to how the Local Government Reform agenda will affect District Councils. Therefore, Brentwood Borough Council has been exploring alternative ways in which to secure an effective and efficient way of delivering its services.

We have been creating a Strategic Partnership with Rochford District Council since November 2020, leading to the interim appointment of Jonathan Stephenson being appointed as Joint Head of Paid Service and Designated Chief Executive for both Council's from the 1 August to 28 February 2022.

Further work was carried out regarding the feasibility of the interim arrangements under s113 to become a permanent appointment, with a report taken to Audit and Scrutiny Committee on the 12 January 2022.

An Extra Ordinary Council, Rochford District Council approved the arrangement on 25 January 2022, with Brentwood Borough Council approving on the 26 January 2022 at an Extra Ordinary Council.

As we have been going through this process the view is to look in depth at shared services, and governance matters will be addressed later in 2022. This will mean more joint working on the vision to align those policies, and services that can be, this will entail a transformation board that will work with services to produce business plans to go to BBC's Policy, Resources and Economic Development prior to Council. The transformation work over the next 2½ years will have an impact on Members workload, in that they will be expected to liaise with Rochford Members, especially Chairs and Portfolio holders. This will depend on what services are to be realigned, there is likely to be more stakeholder involvement including Members, which as the Strategic Partnership evolves more business cases will need to be approved at Committee and Council meetings.

We know from previous experience that strategic partnerships works, for example, we have successful partnerships with Basildon Borough Council who delivers our Revenue and Benefits function, Braintree District Council who delivers our pay-roll function, and Thurrock Council who provide assistance with Environmental Health, Licensing and Planning.

In November 2021, the Council had a Peer Review undertaken by the Local Government Association (LGA), during which they interviewed over 90 Officers, Members and External Stakeholders. The feedback from the review indicated that the Council had strong leadership both from Officers and Members, sound financial management, excellent relationship with businesses and effective positive relations with schools.

The Council has its own commercial wholly owned company, the Council also has an ambitious strategy to deliver more homes, and more employment regeneration of the Borough. This has meant complex financial and legal due diligence, in order to fully engage Members they are required to attend regular all Member briefing of the Council, to be able to engage with the electorate when explaining the Council's strategic plan.

As the Local Development Plan has been found sound, this will be going to an Extra Ordinary Council meeting on the 23rd March 2022. Once adopted, the identified housing and employment land will be coming forward for planning permissions, which will increase the number of Member briefing sessions they will be expected to attend and also the increase the number of Planning Committee meetings is to be expected.

In order for the Members to be able to effectively engage with residents of the Borough, our Strategic Partner, and joint committee, further that due to the green agenda, including adopting a Climate Strategy, and strategic housing development the number of Committee may well increase from five to six or seven. This will have an impact on the number of hours the Members will be expected to commit to their workload. Whilst technology has become wider used, Committees and meetings of the Council can no longer be remote or hybrid, which increases the time the Members spend at meetings.

Local Authority Profile

Please provide a short description of the authority and its setting, in particular the local geography, demographics and community characteristics. This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all of the following:

- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?
- Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of “hidden” or otherwise complex deprivation?
- Are there any other constraints, challenges, issues or changes ahead?

Further to providing a description, the Commission will be looking for a submission that demonstrates an understanding of place and communities by putting forth arguments on council size based upon local evidence and insight. For example, how does local geography, demographics and community characteristics impact on councillor casework, workload and community engagement?

Covering an area of approximately 153 square kilometres, the Borough of Brentwood is the ninth largest local authority in Essex in terms of area and is located 20 miles north-east of central London, just outside the M25.

At the centre of the borough is the market town of Brentwood and its suburban areas. The town is surrounded by countryside, within which are several villages. These villages are linked to Brentwood and use the town for services and facilities. The unique nature of our market town and surrounding villages set amongst the countryside is fundamental to the borough’s character which is 89% greenbelt.

The borough has excellent connectivity through rail and road connections including links with the M25 and A12 and fast rail links with London and East Anglia. The airports of Stansted, London City and Southend are a 30-minute drive away. The Dartford Tunnel and Tilbury Docks are also within easy reach.

With a good mix of shops, schools, employers, and recreational facilities; the town centres of Brentwood, Shenfield and Ingatestone; and being surrounded by open countryside, the borough of Brentwood has a locational advantage that is attractive to businesses and offers the best of both worlds to its residents’.

In 2018, the total population of the of the Borough of Brentwood was an estimated 76,550 people making it the second smallest local authority area in Essex in terms of population size.

The proportion of broad age groups in the Brentwood Borough looks similar to the county average with 0–15-year-olds (18.7%), 16 to 64 years olds (61%) and people aged 65+ (20.3%) all being within close to the percentages for Essex as a whole (18.9%, 60.6% and 20.5%).

Being predominately in the Green Belt planning takes up a large proportion of Members’ time including unlawful developments within their wards, the development of the borough in general, and with cross border developments with neighbouring local authorities.

The Council has its own housing stock, which means housing is another issue that makes up a significant part of Members most asked about subjects.

Also having our own depot and waste/recycling teams means that Members are engaged with the community as part of their workload.

The Council has committed to reducing its carbon footprint, issues regarding recycling, electric charging points, sustainability, looking at how to reduce pollution and deliver effective, efficient and greener solutions for the borough also takes up a high proportion of Members time.

We have close links with the Community and local businesses, including the three High Streets within the borough, Brentwood, Shenfield and Ingatestone, for example holding a Business Showcase and Stars of Brentwood Awards in October 2021. Further on the 11 January 2021 a Town Centre Conference involving, the Council, local businesses, the police, and stakeholders the community took place.

This engage is illustrated by the level of turnout for elections of all types:

- Borough elections average turnout is 34.45% compared with the national average of 30%
- Local election turnout has increased from 33.93% in 2015 to 37% in 2021.
- EU Referendum (2016) for Brentwood was 79.5% compared to UK average of 72.2.%
- EU Parliamentary Election 23 May 2019 Brentwood turnout was 37.9 compared to t the UK average of 36.4%%
- UK Parliamentary Election 2019, turnout for Brentwood was 70.4% compared to the UK average of 67.3%.

Community engagement has increased during the pandemic, this has resulted in more engagement between Members and residents.

Social demographics

MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Brentwood, representing 21% of households are:

"J40 Career Builders" 7.6% of households	"F22 Legacy Elders" 6.6% of households	"B07 Alpha Families" 6.4% of households
<ul style="list-style-type: none"> • Singles and couples in their 20s and 30s without children. • Renting or owning nice apartments in pleasant neighbourhoods. • Good incomes of £20-49k from career jobs. 	<ul style="list-style-type: none"> • Elderly singles, with average age of 78. • Now mostly living alone in their own comfortable suburban homes on final salary pensions. • Household incomes of £under 30k. 	<ul style="list-style-type: none"> • High-achieving families with school age children. • Married couples aged 36-55 with two professional careers. • High salaries – household incomes of over £70k - and large mortgages.

The average weekly income for a Brentwood resident working full time in 2018 was £788.40, £135.50 (18%) higher than the average for Essex and £179.20 (23.8%) higher than the average for England. This was the highest average income out of 12 Districts in the county.

The average house price in Brentwood is £452,606.

Claimant levels in the borough are 10% lower than the national average.

Deprivation in the borough is lower than average, however about 10.8% children live in poverty.

Out of which 59,705 were eligible to vote in 2021 this is predicted, using the challenge data, to raise to 70,877 by 2028.

The proportion of broad age groups in the Brentwood Borough looks similar to the county average with 0–15-year-olds (18.7%), 16 to 64 years olds (61%) and people aged 65+ (20.3%) all being within close to the percentages for Essex as a whole (18.9%, 60.6% and 20.5%).

Economy

Located in the heart of Essex, Brentwood is an attractive location for business, combining a high-quality environment with close proximity to London and a well-qualified workforce.

There are four rail stations located in the borough, with direct lines to London Liverpool Street Station into Essex, Suffolk and Norfolk, and between London Fenchurch Street Station and Southend-on-Sea. A high proportion of the population commute to London, approximately 20,000 who to commute out of Brentwood for work, and around 17,500 people who commute to Brentwood. These figures are pre Covid levels, we do not have data over the pandemic period, we would assume to the geographical reach to London and Southend these figures would return or increase due to the future development of the borough.

Brentwood has a diverse economy, which prior to the pandemic had 4,455 businesses providing more than 35,000 jobs (NOMIS UK business count 2021). With a thriving entrepreneurial culture, there is an above average rate of business start-ups.

In summary the Borough has highly populated areas where density will increase over the next few years, including the Town Centre, various small sites, our Local Plan has been found sound by the Inspector and will go before an Extra Ordinary Council meeting on the 23 March for adoption. The total housing provision is 7,146 within the local plan it is expected that the previous delivery of 55% will increase. Which will see a significant increase in the number of electors within the Borough. This increase in electors will have an impact on Members ability to provide the leadership and strategic direction for the Council.

Council Size

The Commission believes that councillors have three broad aspects to their role.

These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership.**

Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority.

Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
Governance Model	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What governance model will your authority operate? e.g. Committee System, Executive or other?</i> ➤ <i>If the authority runs a Committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i> ➤ <i>By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What particular demands will this make of them?</i>

		<p>➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i></p>
	Analysis	<p>The Council operates under the Committee system with a Ceremonial Mayor elected from the members annually.</p> <p>At Annual Council in May the Leader and Deputy Leader are elected for up to a four-year term, the Council chooses to be elected annually.</p> <p>Currently the Council has six committees, one of which is an Emergency Committee that meets only in exceptional circumstances, the Monitoring Officer has to provide written reasons why the Committee needs to convene. The Committees are:</p> <ul style="list-style-type: none"> Policy, Resources and Economic Development (PRED) (9 members) Planning and Licensing (P&L) (12 members) Audit and Scrutiny (A&S) (9 members) Community and Health (C&E) (9 members) Environmental Enforcement and Housing Committee (EE and H) (9 members) Emergency Committee (10 members) <p>The Leader of the Council is currently looking if Housing should be a separate committee, as the Council has an ambitious Strategic Housing Development Plan. The Council also has an ambitious climate change agenda, including adopting a Climate Strategy, that supports that there will need to be at least one more committee of the Council. This will inevitably mean an increase in the workload of Members. The agenda also includes community engagement and consultation.</p> <p>The Strategic Housing programme includes regeneration of existing sites and developing new homes on small sites throughout the Borough including former garage sites which will contribute the circa 3000 new homes that will be online the next 5 years.</p> <p>The Council retains its own housing stock and part of the Strategic Housing Strategy is not only looking at external agreements (s106) regarding affordable housing but to build and develop its own housing stock, also to build homes for sale and affordable rents</p>

Each Committee is proportionally represented, using Widdicombe rules. A small increase in the pool of availability of Members would effectively assist Members in time management.

Policy, Resources and Economic Development (PRED) is the main Committee where policies and strategies are approved.

The Council has member working groups to develop the Vision for the Borough and has set its Corporate Strategy 2020 -2025, annual strategic objectives are agreed by the Chairs of the Committees which are then incorporated into a yearly plan that is reported at the end of the year to PRED, then to Ordinary Council on the 16 March 2022.

Examples of the working groups that operate are:

Constitution Working Group membership is cross party, the CWG meet to discuss and make recommendations to Full Council on amendments to the Constitution.

There is a Financial Incentives Group that explore various projects to ensure the Council can optimise opportunities to benefit the borough.

There are also various task and finish groups that are set up by the Audit and Scrutiny Committee that can scrutinise decisions both pre and post adoption.

Each Chair is expected to contribute to the strategic agenda of the Council aligning business with the key priorities as set out in the Corporate Strategy 2020 -2025 (Appendix B) which are:

- Growing our Economy
- Protecting our Environment
- Developing our Communities
- Improving Housing
- Delivering an Efficient and Effective Council

		<p>The Leaders key role is to:</p> <ul style="list-style-type: none"> • Provide political leadership to the Council • Represent the Council on strategic partnerships for example on ASELA (Association of South Essex Local Authorities) and the Rochford and Brentwood Strategic Partnership. • Be an ambassador for the Council. • Work with Officers to lead the organisation. • Work with Officers to set the strategic vision for the Council. • Lead in partnership and community work. • Uphold high ethical standards of behaviour and governance <p>The Council is not planning to change its governance model as it believes that the Committee system is democratic and enables all parties to participate in setting strategies and making decisions. Reports are taken to Committees, debated and voted on by representatives of each political group. We are looking to increase the amount of Committees to enable the Corporate Priorities to be delivered.</p> <p>The Council does believe that due to its strategic delivery programme including, housing, climate change and regeneration has had an impact on Members ability to continue to provide in depth leadership to their communities. By increasing by two there will be small be significant shift of members being available to attend Committees and meetings and to deliver the strategic leadership required. Further and greater use of the scrutiny functions, for example the bringing of business cases for service delivery under the Strategic Partnership will be subject to scrutiny prior to be recommended to Full Council for approval. The Council's ambitious strategic plans will mean greater demands on the Members.</p>
Portfolios	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How many portfolios will there be?</i> ➤ <i>What will the role of a portfolio holder be?</i> ➤ <i>Will this be a full-time position?</i> ➤ <i>Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</i>
	Analysis	<p>Not applicable, the Council does not operate a Leader and Cabinet system, but is due to its ambitious strategic programme developing the Chairs of Committee to have oversight and scrutiny of the scope of the Committee. More delegations to officers and Chairs will be needed to ensure that the business of</p>

		the Council can be moved forward after the decision has been made by the appropriate committee, further there will be greater use of the scrutiny function of the Council.
Delegated Responsibilities	Key lines of explanation	<ul style="list-style-type: none"> ➤ What responsibilities will be delegated to officers or committees? ➤ How many councillors will be involved in taking major decisions?
	Analysis	<p>The Terms of References for each Committee are in Part 3 of the Council's Constitution. Part 4 of the Constitution sets out the Rules of Procedure on how meetings should be conducted, decisions are decided on a simple voting system, which can be recorded if the request is supported by five other members present.</p> <p>The Scheme of Delegations to Officers are in Appendix A to the Constitution and are updated to reflect changes in legislation, roles and directorates as necessary.</p> <p>The Council will be looking to align as much as possible its own Constitution with that of Rochford District Council, though having different governance models. Due to the highly complex nature of the work that the Council is undertaking to deliver its strategic goals means more recommendations include delegated authority for officers to make decisions but in consultation with Chairs and the Leader. This has also meant an increase in the work of the Members.</p>

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Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

<p>Key lines of explanation</p>	<ul style="list-style-type: none"> ➤ How will decision makers be held to account? ➤ How many committees will be required? And what will their functions be? ➤ How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place? ➤ How many members will be required to fulfil these positions? ➤ Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority. ➤ Explain the reasoning behind the number of members per committee in terms of adding value.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 24</p> <p>Analysis</p>	<p>The Council has one Audit and Scrutiny Committee to discharge the functions under section 21 Local Government Act 2000, the detail of its terms of reference are in Part 3 of the Constitution. The Committee consists of nine members representing all parties.</p> <p>The Committee manages its work through the annual work programme which is set by each Committee and reported to Council each year. The content of the work programme is aligned with the Corporate Priorities and Council ambitions.</p> <p>The Committee is aligned to ensure that the workload is beneficial to the efficient and effective running of the Council.</p> <p>In its recent Peer Review the Council was commended for its strong financial management and forecasting to ensure that the Council could deliver a balanced budget despite the pandemic.</p> <p>The Committee workload includes scrutinising the performance of the Council operations including key performance indicators, reporting to Council and committees as necessary.</p> <p>Working groups are setup where necessary to undertake more detailed scrutiny and investigations. Officers and Members can be asked to attend the Committee as required.</p> <p>Members outside the largest political group can Chair the Committee.</p> <p>The Committee covers a wide remit including all aspects of the Council's work and performance of external organisations and stakeholders. For example, to scrutiny the Council's contract with AXIS, who maintain and improve the Council's housing stock.</p>

	<p>The Council has an ambitious strategic vision for the next five years including delivering more housing, more employment regeneration, creating more economic opportunities, improve the well-being of its residents and delivering all this financially sustainable. Also ensuring that there is transparency in decision making to ensure both Member and resident engagement. This includes more public engagement and looking to ensure community cohesion of understanding place and what that means to communities.</p> <p>To ensure that these decisions are open and transparent the role of pre-scrutiny of proposals will become a key element of the Members work, for example each change to service delivery in the Strategic Partnership will come before the Audit & Scrutiny Committee prior to going before a Council meeting.</p> <p>This will have an adverse impact on Members' time meaning more attendance at meetings.</p>	
<p>Page 25</p> <p>Statutory Function</p>	<p>This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?</p>	
	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> ➤ <i>What proportion of planning applications will be determined by members?</i> ➤ <i>Has this changed in the last few years? And are further changes anticipated?</i> ➤ <i>Will there be area planning committees? Or a single council-wide committee?</i> ➤ <i>Will executive members serve on the planning committees?</i> ➤ <i>What will be the time commitment to the planning committee for members?</i>
	<p>Analysis</p>	<p>The Council has one Planning and Licensing Committee consisting of 12 members, the membership is politically balanced. The Planning Committee is scheduled to meet 10 times a year, the Council has no scheduled meetings in August, nor during the Pre-Election Period. This may need to change due to the Local Plan being found sound, once adopted larger and more strategic applications will be made, to</p>

		<p>ensure each can be examined, debated and deliberated prior to decisions being made.</p> <p>The forward plan is flexible, and the Committee can be called to consider applications as necessary on other occasions.</p> <p>The main function is to determine planning applications that are reported to them, including those referred by ward members. The Committee meets on a regular basis to ensure that the local planning authority meets its statutory timescales for determining applications, majors within 13 weeks and all others within 8 weeks.</p> <p>Brentwood Borough is predominately within London's Green Belt (89% of the total area), along with conservation areas and other distinct characteristics. Member briefings are used to ensure that the committee has a local understanding of specific planning applications and wider issues, which are often open to all other members to attend as part of the open sharing of information.</p> <p>The Council offers pre-application service to provide advice prior to applications being submitted. This is in place to aid applicants understand planning policies and requirements. The Committee recommends to Ordinary Council changes to planning policies, guidance and strategies.</p> <p>Ward Members who are not part of the Committee can speak to the Committee, also members of the public can provide notice that they wish to speak at Committee.</p> <p>There are often contentious issues to be determined with polarised positions. Members of the Committee are aware that decisions can lead to appeals and substantial costs being awarded against the Council where an inspector decides the Council has not made the</p>
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		<p>correct decision. Therefore, the Council expects members of the Committee to have the requisite knowledge to determine applications fairly and transparently. No member can sit on the Planning Committee until they have completed appropriate training. Training is refreshed at least annually, specific topically training may be provided throughout the year as necessary.</p> <p>The Council has a scheme of delegations that enables officers to determine certain applications.</p> <p>Planning matters and enquiries including enforcement make up a significant proportion of work for ward members.</p> <p>Due to the complexity of the planning applications coming before Council all members are expected to attend all member briefings, including those on the Committee.</p>
Licensing	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How many licencing panels will the council have in the average year?</i> ➤ <i>And what will be the time commitment for members?</i> ➤ <i>Will there be standing licencing panels, or will they be ad-hoc?</i> ➤ <i>Will there be core members and regular attendees, or will different members serve on them?</i>
	Analysis	<p>The Planning and Licensing Committee consists of 12 members politically balanced. The Licensing function of the Committee is responsible for reviewing the policies of the Council that relate to licensing and regulatory functions. It has responsibility for all fees and charges, licensing and registration matters relating to gambling and licenced activities.</p>

		<p>The Council appoints Licensing Sub-Committees to consider and hear applications that do not sit in the scope of officer delegations. Including appeals against refusal or revocation of licences for premises, hackney, or private hire drivers.</p> <p>The Sub-Committee consists of three members of the Planning and Licensing Committee meetings can be held in the day or evening as required. As more regeneration takes place for example the Baytree Centre there will be more licenced premises in the Town Centre which will lead to an increase in the Committee and Sub-Committees workload.</p> <p>The Borough has an extensive night-time economy which can lead to complaints and community safety issues this is a significant proportion of ward members enquiries.</p> <p>The ambitions of the Council to grow our economy and regenerate the Town Centres including the Bay Tree Centre will lead to an increase in both licensing and enforcement activity, which will impact on Members time undertaking Council business this will be an increase.</p>
Other Bodies	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What will they be, and how many members will they require?</i> ➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i>
	Analysis	<p>The Council's Audit and Scrutiny Committee, also scrutinises the Council's annual accounts and is integral to the process of setting the budget. It also, considers risk management, performance data, internal and external audit plans, monitors internal audit and monitors the recommendations of both internal and external audit. The Audit and Scrutiny Committee meets at least four times a year and will have met six times in the municipal year 2021/22.</p>

The six District Councils have agreed to form a Joint Committee, with Essex County Council under the Local Government Act 1972, to ensure good governance and transparency of meetings. Essex County Council will shortly be taking a paper for a decision to join the Committee.

ASELA has also formed a Financial Investment Working Group that will collaborate to seek income generation to deal with current and future financial pressures.

Brentwood have traditionally played a leading role in ASELA and currently Councillor Hossack is the Chair.

BEBA

Brentwood Environmental Business Alliance (BEBA) is a new initiative that brings together businesses across and beyond the borough. It was designed to enable a platform for the council to engage and work with businesses to develop the boroughs' development towards being a carbon neutral area by 2040. Businesses sign up to the pledge and the commitment to work together to reduce their own CO² emissions, whilst also working to transfer ideas, knowledge and experiences, including best practice in the sustainability and decarbonisation fields.

ROCHFORD PARTNERSHIP

The Council at an Extra Ordinary Council meeting on the 26 January 2022 made the decision to enter into a strategic partnership with Rochford District Council. The Councils cannot merge due to not being co-terminus, have agreed to look at how they can work together to maximise efficiencies to enable both Councils to offer effective and transparent decision making. The partnership will assist all Councillors to have the support from Officers to ensure they can carry out their decision making equally and fairly.

The Council and its members are active in participation with other partnerships. Some of which are listed below:

Thames estuary growth board,
Opportunity South Essex
Thames Chase
Brentwood Biz Partnership

	<p>Community Safety Partnership Police, Fire and Crime Panel</p> <p>This partnership working identified above, plus the Strategic Partnership mean that Members' are spending more time than previously on Council business. This will naturally increase as the number of residents increase.</p>
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Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework, community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.**

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>In general terms how do councillors carry out their representational role with electors?</i> ➤ <i>Does the council have area committees and what are their powers?</i> ➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i> ➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i> ➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i> ➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i>
	Analysis	

		<p>The Local Government Association undertook a census of local authority members in 2018 reporting in 2019. Within the responses they found that:</p> <ul style="list-style-type: none"> • Members spent, on average, 22 hours per week on council business, the largest chunk of which was on council meetings (8 hours); • 39 per cent of councillors were also members of another public body; • 85 per cent of Members became Members in order to serve their community; • 60 per cent thought that representing local residents was among the most important role of Members, and 51 per cent thought the same of supporting local communities; <p>All members are contactable by email, this is often a preferred route. The members can use the Members Enquiries system to contact officers with residents' concerns.</p> <p>Whilst technology has become more widely available there are pockets within the Borough that has little or no band width, thus making remote connection with residents difficult. This has led to some work having to be undertaken by the use of newsletters, which are time consuming to put together.</p> <p>There are nine Parishes within the Borough. The Council is currently reviewing its current arrangements with the Parish Councils. There are six monthly liaison meetings with the Parish Council's which involve the Leader and the Ward members for that Parish.</p> <p>There are various double hatters at the Council both County Council Members and BBC, and Parish and BBC, the Police Fire Crime Commissioner is also a Member of the Council.</p>
Casework	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</i> ➤ <i>What support do members receive?</i> ➤ <i>How has technology influenced the way in which councillors work? And interact with their electorate?</i> ➤ <i>In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</i>
	Analysis	<p>A short survey was sent to all Members to determine the work load out of 37 Members 21 responded with the following averages:</p> <p>Attendance at Council meetings, Committee etc (including preparation): 6.98 hours</p>

Virtual, hybrid and face-to-face activities: 3.19 hours

Engaging with constituents, surgeries, enquires (including preparation): 8.09 hours

Working with community groups, community engagement etc (including preparation): 2.93 hours

Other - External meeting, seminars training, council related travel: 2.5 hours

Total spent on Council business: 23.69 hours from the survey is mostly spent on Council meetings both Committees and briefings.

The above needs to be looked at against the diversity of the Members, we are increasingly seeing Members elected who also work full time and have demanding careers. To encourage diverse participation within the democratic process the workload for Members must appear manageable for them to provide the strategic directions to ensure that residents voices are heard and can engage and influence decision making within the Council. If the workload is perceived as being too much, we will not be able to accomplish this goal.

Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

The Council has an ambitious Corporate Plan and Vision which along with the Strategic Partnership with Rochford, ASELA, BEBA and other partnerships will mean the Members case work will increase. The ambition to regenerate the Town Centre, Brentwood Centre and other key employment sites along with an increase in the housing provision, over 7000 identified in the Local Plan and the additionally properties in the

Strategic Housing Plan the Council will deliver, In order to prevent this having a detrimental effect on the residents of the borough, the Council has carefully considered the question of Council size, we have considered the predicted electoral figures based on the challenge data, the Council believes that an increase by two to 39 Members would be appropriate.

The reason for the conclusion is set out below.

We have looked at the different types of Governance model, including changing from the current committee system to Cabinet and Leader. At this point it has been concluded that due to the emerging Strategic Partnership with Rochford District Council , that this is not the appropriate time to undertake a change of governance.

Having proportional representation on the Committees including the main Committee, PRED, we believe that this is the most democratic Governance model, enabling participation by all parties in decisions making and strategic goal setting of the Council.

The Audit and Scrutiny Committee, provides adequate scrutiny to hold decision makers to account, the number of Members on this committee we believe is the minimum required.

The Extra Ordinary Council at Rochford District Council approved the arrangement on 25 January 2022, with Brentwood Borough Council approving on the 26 January 2022 at an Extra Ordinary Council.

The Rochford Strategic Partnership will mean more engagement, including training across the partnership, member involvement on a Panel during the transformation period and after.

As we have been going through this process the view is to look in depth at shared services, and governance matters will be addressed later in 2022. This will mean more joint working on the vision to align those policies, and services that can be, this will entail a transformation board that will work with services to produce business plans to go to BBC's Policy, Resources and Economic Development prior to Council. The transformation work over the next 2.5 years will have an impact on Members' casework, in that they will be expected to liaise with Rochford Members, especially Chairs and Portfolio holders. This will depend on what services are to be realigned, there is likely to be more stakeholder involvement including Members, which as the Strategic Partnership evolves more business cases will need to be approved at Committee and Council meetings.

We know from previous experience that strategic partnerships work for example we have successful partnerships with Basildon Borough Council who delivers our Revenue and Benefits function, Braintree District Council who delivers our pay-roll function, and Thurrock Council who provide assistance with Environmental Health, Licensing and Planning.

In order for the Members to be able to effectively engage with residents of the Borough, our Strategic Partner, and joint committee, further that due to the green agenda, including adopting a Climate Strategy, and strategic housing development the Committee numbers may well increase from five to six or seven. This will have an impact on the number of hours the Members will be expected to commit to their workload. Whilst technology has become wider used, Committees and meetings of the Council can no longer be remote or hybrid, which increases the time the Members spend at meetings.

The Borough has highly populated areas where density will increase over the next few years, including the Town Centre, various small sites, our Local Plan has been found sound by the Inspector and will go before an Extra Ordinary Council meeting on the 23 March for adoption. The total housing provision is 7,146 within the local plan it is expected that the previous delivery of 55% will increase. Which will see a significant increase in the number of electors within the Borough. This increase in electors will have an impact on Members' ability to provide the leadership and strategic direction for the Council.

The Leader of the Council is currently looking if Housing should be a separate committee, as the Council has an ambitious Strategic Housing Development Plan. The Council also has an ambitious climate change agenda, including adopting a Climate Strategy, that supports that there will need to be at least one more committee of the Council. This will inevitably mean an increase in the workload of Members. The agenda also includes community engagement and consultation.

The Strategic Housing programme includes regeneration of existing sites and developing new homes on small sites throughout the Borough including former garage sites which will contribute the circa 3000 new home that will be online the next 5 years.

The Council does believe that due to its strategic delivery programme including, housing, climate change and regeneration has had an impact on Members' ability to continue to provide in depth leadership to their communities. By increasing by two there will be small be significant shift of members being available to attend Committees and meetings and to deliver the strategic leadership required. Further and greater use of the scrutiny functions, for example the bringing of business cases for service delivery under the Strategic Partnership will be subject to scrutiny prior to be recommended to Full Council for approval. The Council's ambitious strategic plans will mean greater demands on the Members.

The Committee covers a wide remit including all aspects of the Council's work and performance of external organisations and stakeholders. For example, to scrutiny the Council's contract with AXIS, who maintain and improve the Council's housing stock.

The Council has an ambitious strategic vision for the next five years including delivering more housing, more employment regeneration, creating more economic opportunities, improve the well-being of its residents and delivering all this financially sustainable. Also ensuing that there is transparency in decision making to ensure both Member and resident engagement. This includes more public engagement and looking to ensure community cohesion of understanding place and what that means to communities.

As the Local Development Plan has been found sound, this will be going to an Extra Ordinary Council meeting on the 23 March 2022. Once adopted the identified housing and employment land will be coming forward for planning permissions, which will increase the number of Member briefing sessions they will be expected to attend and also increase the number of Planning Committee meetings that are likely to be needed.

The Council has one Planning and Licensing Committee consisting of 12 members, the membership is politically balanced. The Planning Committee is scheduled to meet 10 times a year, the Council has no scheduled meetings in August, nor during the Pre-Election Period. This may need to change due to the Local Plan being found sound, once adopted larger and more strategic applications will be made, to ensure each can be examined, debated and deliberated prior to decisions being made.

Due to the complexity of the planning applications coming before Council all members are expected to attend all member briefings, including those on the Committee. The planning function of the Council is of particular relevance to the Council size. The Local Development Plan (LDP) identifies growth up to 2033, including over 8,000 new homes. This is critical for growth given the need to allocate current Green Belt land for future development, therefore unlocking significant growth well above historic rates of housebuilding in the borough.

We also have a Strategic Housing Development Plan that will see the Council regenerating land and assets to deliver new homes, meaning greater numbers of electors being present in the Borough which will increase member's workloads significantly.

The Borough will grow from 59,685 to 70,877 households, an 18.75% increase.

The ambitions of the Council to grow our economy and regenerate the Town Centres including the Bay Tree Centre will lead to an increase in both licensing and enforcement activity, which will impact on Members time undertaking Council business this will be an increase

ASELA has a Joint Committee under s101 of the LGA 1972, the current Chair is the Leader of the Council, the vice-chair is the Leader of Rochford District Council. This Partnership has a strategic focus to deliver housing across the south of Essex, including infrastructure and digital infrastructure. Reports from that Committee need to be ratified by the separate member Councils, as the Vision for ASELA is evolved more casework and Committee attendance will be required of Members, including Full Council attendance.

The burgeoning green agenda and Climate Strategy forms part of the Corporate Strategy and Vision for the Borough. For this to be achieved the Council is looking at separating the Environmental into a Committee of its own, this would mean that if the Members were to reduce there would be a smaller pool, which would lead to an increase in the casework each Member would need to undertake. There BEBA partnership will increase stakeholder engagement, again linking to an increase in casework for Members.

We believe that the number of Councillors proposed considers the increase in work that will occur due to the increase in electors. Further working in partnership with ASELA, BEBA and Rochford will increase the workload of some members. Though an increase from the current 37, this is felt justifiable to provide effective and efficient access to democracy for the residents of the Borough.

The increased use in technology by residents has also impacted on the work of Members, providing the ability for example of using email to make contact and answering of enquiries quicker. We have taken this into consideration when calculating the number of Members needed to enable the Council to be effective in its decision making, transparency and resident engagement. The ability to connect and respond by using non-traditionally face to face meeting mean that Members can take on more on an individual basis hence the confidence of the Council to round down from 42 to 39 Members as the size submission.

The Council has looked at whether the Members could provide the support necessary to the residents to ensure that their voices are heard by reducing the number of Members to 33 or 36. By looking at the fact the number of Committees is likely to increase the pool of Members available to sit on these would be diminished. If you then take the increase in the number of electors per Member and the additional enquiries this would create could have an adverse effect on the Members ability to continue to lead and ensure that residents voices are heard, and meaningful decisions and discussions take place to ensure harmonising and community cohesion continues to be improved. To enable the Council to be held accountable for the decisions or proposals that need to move forward the ambitious strategic vision forward.

Council's Election/Governance Arrangements Local Government Boundary Commission England Review

Amanda Julian

Corporate Director (Law and Governance) and Monitoring Officer

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Local Government Boundary Commission England (LGBCE) Review

- Brentwood Borough Council last had a boundary review in 2000
- We are currently preparing the documents for all Groups who wish to submit a proposal to the LGBCE
- Part of the proposal deals with governance arrangements, including election processes
- How the Council has looked at different alternatives and what reasoning there is behind a decision to change or stay the same
- These slides provide information to inform the discussion

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GOVERNANCE



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The Localism Act 2011 (the Act)

- The Act expanded the governance systems that local authorities could adopt
- Under the Local Government Act 2000 there were four governance options which enabled some districts to remain with a Committee system if the population was under 85,000. Which meant Brentwood continued to operate a Committee system
- Two types of governance were then removed which only left two available leader and cabinet and executive and mayor for the majority of Councils
- The Act introduced a Committee system for all Councils so there are now three main models
- To move between a resolution of Full Council is needed and in some instances a referendum

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The importance of good governance in local government

- The current funding situation facing local government means we are having to make decisions that have profound, far reaching consequences
- The importance of good governance is therefore vital. We as a Council have a responsibility to ensure that decision making is, effective, efficient and transparent. Decision making should benefit from the perspective of all Councillors, but must remain accountable and involve the public wherever possible

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Types of models available

- Leader and Cabinet – introduced by Local Government Act 2000
 - Usually has up to nine portfolio holders responsible for an area or areas of the Council's function(s).
 - Cabinet is led by a leader elected by full Council for a term or on a four yearly basis
 - Has to have a least one overview and scrutiny committee
- Mayoral system – directly elected Mayor with wide making decision powers, Mayor appoints the Cabinet, must have at least one overview and scrutiny committee
- Committee system now available to all Councils

Other models of governance available

- There are variations of all three main models, that enable Council's to adopt hybrid models, most common is a hybrid between Leader and Cabinet and the Committee system
- Usually seen legally as a modification of the Leader and Cabinet model rather than Committee model
- Councils can suggest to the Secretary of State a model of their own

Changing Governance under the Act

- A change to the formal governance arrangements must occur at a specific “change time” – Annual General Council.
- Prior to Annual Council must have been a prior Council resolution.
- No minimum time between resolution and Annual Council – must allow time to consult and deliberate the results of the consultation.

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How easy is it to change? What process?

- Centre for Public Scrutiny (CfPS) have a tool kit.
 - Not a quick process if done properly
 - Five step process:
 - Step 1 Plan approach and assess current position
 - Step 2 Consider some design principles
 - Step 3 Think of ways to meet those objections and put a plan in place
 - Step 4 Make the change
 - Step 5 Return to the issue after a year review how things have gone.

Points for discussion

- How do we involve all members – not just in decisions but policy development?
- How is the public's voice integrated into decision making – at ward/neighbourhood/authority wide level?
- What decisions are currently delegated to officers?
- How are members engaged in evaluation and review of decisions once they are made? E.g. budget monitoring, performance management.
- Can forward planning be improved to open up decision making, and policy development?
- Can we make papers more accessible?

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Design principles

- Look at strengths and weakness in how the current governance model works
- Look at how the current model works with regard to member/officer relationship
- Is the forward planning system working?
- Is the way Agendas, Reports and background papers published are they open and easily accessible or opaque.
- How are the public involved in major decisions?
- Set principles what is important to our Council?

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Establish systems to meet the requirement identified and put a plan in place

- Changes to cultures and attitude
- Different approaches will be needed dependent on what principles are set.
 - Minor changes to the Constitution to strengthen existing principles e.g. forward plan.
 - More major changes e.g. delegations, financial procedures, performance management, systems to engage with the public already in our existing governance mode.
 - Formal changes to member decision making that stop short of a governance change
 - All out governance change

Weighing up a formal change

- Clear rationale needed how and why need to strengthen governance in a way not possible by other means
- New culture of decision making where the protection of the law and Constitution are a backstop
- Devolving of powers to a ward/neighbourhood level
- Partnership working
- Fundamental question why change?

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Considerations

- Full Council need to make the resolution two thirds majority will be needed
- Since the Localism Act more Councils have reverted to the Committee system
- Reasons given “most democratic and representative form of governance”
Cambridgeshire County Council
- Cornwall unitary in 2011 and 2012 undertook a comprehensive review – transparency of decision making was important after the review remained with Leader and Cabinet model

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- The LGBCE expect the Council to consider its governance arrangements and to provide evidence what discussions have taken place
- Consideration should be given to the amount of work that would need to be undertaken to ensure that there was sufficient evidence to support any decisions that may be taken



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ELECTIONS



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Elections legal provisions

- The Local Government Act 1972 part 1 sections 7, 8 and 9 provide the electoral system for Local Authorities in England
- At present there are three types of electoral cycle
 - By Whole Council, all Councillors every four years
 - By Halves, half elected every two years
 - By Thirds, a third every year with a fallow fourth year.
- The Localism Act 2011 chapter 5 amended the Local Government and Public Involvement in Health Act 2007 to enable non-metropolitan districts to change their electoral cycles



Elections – Thirds versus all out

- At present the Council has cycle of elections is to elect in Councillors in thirds over four years with a fallow year in the fourth year
- This means that one seat is up for election in 12 or 13 wards each year in the cycle
- Wards with one Councillor have elections every four years
- A move to all out would currently mean all 15 wards would be elected every 4 years
- A result of the LGBCE review is that there will be all out elections in 2024 or 2025 (the Commission may move back a year as we have County and PFCC in 2024 as well as a Borough) the number of wards and/or Councillors may change but the principle is the same



Cost implications

- At present a single election costs ?
- At present a combined election costs ?
- Cost of Whole Council Elections ? (this will need to be implemented in 2024/2025 after the Boundary Review).
- Burden for first Whole Council Elections ?
- Potential savings over the 4 year cycle ?
- Potential costs to Council moving forward

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OPTIONS	per annum cost £	4-year cycle cost £	average per annum saving £	saving per 4-year cycle £
Members				
Cost for 37 Councillors (current)	222,000		-	
Cost for 36 Councillors	216,000		6,000	24,000
Cost for 33 Councillors	198,000		24,000	96,000
Cost for 30 Councillors	180,000		42,000	168,000
Cost for 27 Councillors	162,000		60,000	240,000
Elections				
Cost of holding an election in 3rds (current)		225,000		
Cost of holding an election on half's		188,000		37,000
Cost of holding an all out elections		94,000		131,000



Brentwood 2025

Where everyone matters

www.brentwood.gov.uk



BRENTWOOD
BOROUGH COUNCIL

Considerations

- The LG BCE expect the Council to consider its governance arrangements and to provide evidence what discussions have taken place
- Consideration should be given to the amount of work that would need to be undertaken to ensure that there was sufficient evidence to support any decisions that may be taken

Brentwood 2025

Where everyone matters



BRENTWOOD
BOROUGH COUNCIL

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Welcome



**BRENTWOOD
BOROUGH COUNCIL**

Growing | Protecting | Developing | Improving | Delivering

Brentwood is open for business



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Brentwood Borough Council has a strong record of working with residents to deliver their priorities and expectations. As we look to the future, we want to build on our strengths and successes. This corporate strategy sets out how we plan to continue that journey.

In the summer of 2019, we asked residents what mattered to them and the outcome has informed our key priorities for the next five years:

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

Big plans for Brentwood are already underway:

1. **£1 billion** contract to deliver homes, mixed use development, public spaces, commercial and leisure facilities via Brentwood Development Partnership

2. **£10 million** refurbished Town Hall including the creation of a Community Hub
3. **£7 million** scheme to refurbish King George's Playing Fields and facilities
4. **The creation of a new garden village at Dunton Hills**

We are passionate about **growing** a strong and vibrant economy in Brentwood and are keen to promote that Brentwood is 'open for business'. We will deliver plans to enable the creation of new enterprises that will support our high streets and community.

The environment remains a key priority nationally and our commitment to **protecting** the space we live in, use and enjoy has never been greater. Raising awareness and reducing our environmental impact will play an important role in everything we do in the future.

The Brentwood community enjoys low crime rates, varied leisure facilities, a wealth of open spaces and a regular programme of community events. Further **developing** of our community will be delivered through an innovative Leisure Strategy as well as community safety initiatives that continue to keep Brentwood safe.

Affordable housing remains a challenge for Brentwood, and we will tackle this passionately through an ambitious housing development plan that focusses on **improving** and expanding both the public and private housing offerings in Brentwood.

Like all councils, we face difficult financial challenges when it comes to **delivering** our services. However, we are committed to seeking innovative financial solutions that will allow us to deliver a prosperous borough for our residents, businesses and visitors alike.

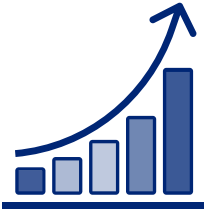
I am ambitious for Brentwood's future and look forward to continuing this journey with you all.

**Councillor Chris Hossack
Leader of the Council**

Our key priorities

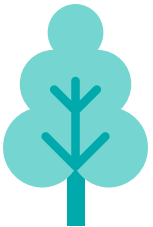


**BRENTWOOD
BOROUGH COUNCIL**



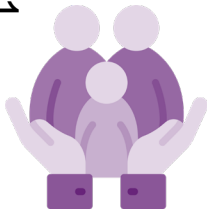
Growing our economy

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 effective and efficient council

An ambitious and innovative council that delivers quality services


About Brentwood



BRENTWOOD
BOROUGH COUNCIL



76,550
Population



4,390
Enterprises in
the borough of
Brentwood




20 Miles
North East of London

16
Parks



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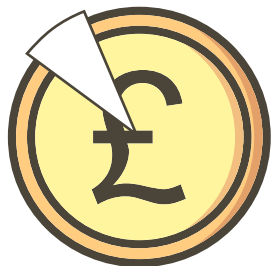
£431,961
Average house price
in Brentwood



2 SSSIs
Sites of special
scientific
interest

3.7%
Unemployment rate

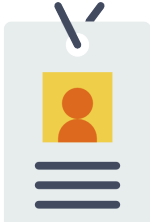
We receive
0.11p
of every £1 of
Council Tax



Total area:
15,312ha



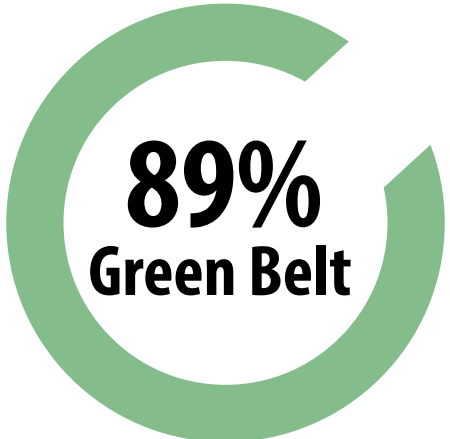
15 Electoral wards



35,000
Total employee jobs
in the borough of
Brentwood

Housing
stock of

2,500



89%
Green Belt

What we do

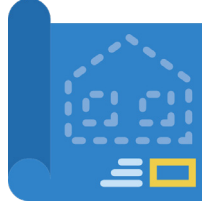


**BRENTWOOD
BOROUGH COUNCIL**

 **625,000**
Website visits per year

5.5 Million
kerbside waste and recycling
collections made each year

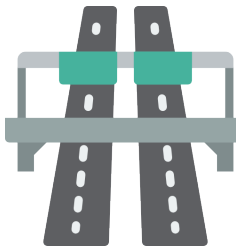


 **2,000**
Planning applications
processed per year

 **22 CCTV**
cameras in operation

 **600** Litter bins
emptied
per week

1 Million
square metres of grass cut

 Responsible for
keeping over
300
miles of highway
clear of litter

700
Fly tips cleared
per year



4,000
Site visits conducted by
Building Control per year



Process
1,000
business license
applications per year



85,000
Telephone calls to
Contact Centre

 **5,200**
Council housing repairs
completed per year



2,500
Parking charge notices
issued in our car parks
per year

300 Food
businesses
inspected
annually

Growing our economy

How you can help

- ✓ Shop locally
- ✓ Support local businesses

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

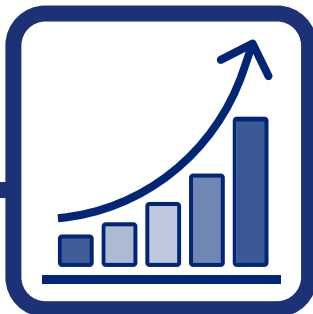
- Develop a culture that recognises the importance of economic development in everything that we do
- Create planning policies that help us maintain a healthy mix of residential, commercial and quality public realm in town and village centres
- Encourage additional retail, leisure and residential growth to maintain thriving high streets
- Deliver a mixed-use development at William Hunter Way to complement the High Street
- Through the Brentwood Business Partnership, encourage local traders to play an active role in shaping their retail areas
- Continue to develop the Discover Brentwood website as a key tool for highlighting opportunities for businesses and visitors

Enable the growth of existing businesses

- Deliver a range of business support initiatives including but not limited to the Brentwood Business Showcase, workshops and advice sessions
- Work with partner organisations to support local businesses with advice and funding opportunities
- Identify and address skills gaps by working in partnership with businesses, schools and training providers
- Support the roll out and take up of new technologies, such as superfast broadband and 5G

Encourage the creation of new enterprises and inward investment

- Enable the borough to be an innovation hub, open for businesses that have an ambition to deliver new initiatives and a green agenda
- Work with the Brentwood Development Partnership to redevelop council assets to deliver commercial space, including grow-on and flexible office facilities
- Work with developers of new employment sites, such as Brentwood Enterprise Park and Dunton Hills Garden Village, to ensure a mixed economic base is delivered
- Support and promote major infrastructure improvements
- Support business engagement and consultation when planning for development in our town and village centres



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

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

- Use our buildings efficiently and to good effect
 - Ensure all council policies protect and enhance our environment
 - Deliver a spatial strategy to direct growth to the most suitable places in the borough
- Reduce pressure on environmentally sensitive areas and infrastructure elsewhere in the borough by delivering Dunton Hills Garden Village

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

- Seek to introduce low emission zones, particularly around schools
- Explore the setup of an environmental fund
- Invest in an electric fleet or alternative fuel powered vehicles to reduce the impact on the environment
- Seek to introduce carbon offset schemes

Improve and enhance our waste management services

- Promote a circular economy by designing out waste in our services
- Sustain high quality recycling
- Reduce incidents of fly tipping via proactive enforcement and resident education
- Aim to respond to fly tips blocking the carriageway within 24 hours

Support and engage the community to protect their environment

- Encourage residents and businesses to adapt to reduce their effect on the environment
- Influence the reduction of plastic use and waste
- Deliver waste and recycling awareness across the borough through schools, events and roadshows
- Encourage the creation of local environmental partnerships
- Introduce innovative Carbon reduction and absorption schemes

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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

Keeping Brentwood safe

- Protect people especially the most vulnerable, through initiatives to reduce domestic abuse, exploitation and misuse of drugs
- Protect property through initiatives to reduce burglary, theft and criminal damage
- Protect the community through enforcement initiatives to improve road safety, reducing anti-social behaviour, environmental crime and fly tipping
- Protect the future of the borough through crime prevention initiatives, working with young people, schools, Safer Brentwood roadshows and providing advice and guidance

Invest in community facilities to support a growing population

- Continue to invest in and develop new community facilities to meet the future needs of a growing population
- Develop masterplans for the council's parks and open spaces that will deliver significant improvements

Support, strengthen and sustain communities

- Work with local health organisations to develop health and wellbeing initiatives
- Support local community initiatives through discretionary funding programmes
- Deliver affordable and accessible community engagement programmes and events
- Continue development of the Community Forum to support Dunton Hills Garden Village
- Encourage individual and corporate volunteers to help strengthen communities
- Map and build relationships with new and emerging communities

Encourage residents to lead active, healthy and fulfilling lifestyles

- Enhance and develop new sustainable leisure facilities
- Increase participation in sport and physical activity by making it accessible for all
- Support residents to maintain and improve their mental health
- Offer and signpost to programmes that reduce social isolation and support people to stay active and independent
- Maximise green spaces to promote health and wellbeing, such as the installation of outdoor gyms

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How you can help

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

Improving housing



Provide decent, safe and affordable homes for local people

- Create a long-term strategy to support the provision of affordable housing and more housing choice
- Increase our number of homes for temporary accommodation to alleviate homelessness
- Improve the standards in privately rented accommodation
- Work with partners across Essex to reduce the number of empty homes

Support our tenants through a high quality, well managed service

- Drive continuous improvement of our housing services
- Work further to tackle incidents of anti-social behaviour in our communities
- Undertake refurbishment of existing council housing
- Develop a 5-year planned maintenance programme for council housing

Support responsible development in the borough

- Increase the delivery of housing to meet local needs with an appropriate mix of housing sizes, types and tenures
- Enable the delivery of at least 354 new homes per year
- Adopt innovative approaches and ideas to strengthen and extend our services provision
- Use brownfield sites efficiently, such as council owned garage sites, to provide affordable homes and relieve pressure on the Green Belt
- Seek to identify opportunities for low emission and green developments
- Seek low-cost construction solutions to support the provision of affordable homes

Page.67



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

Quality customer service

- Develop our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions
- Provide support for all residents, focussing on equality, understanding and respect
- Invest further in technology to improve the customer journey when accessing council services
- Improve communication with residents via all communication channels

Effective and efficient delivery

- Manage our finances and contracts robustly to ensure best value for money
- Continue a service improvement programme to ensure our services are delivered efficiently
- Deliver services that are value for money and meet the needs of our residents
- Develop an empowered culture within the organisation
- Create a culture that fosters an ambitious and motivated workforce

Maximising opportunity

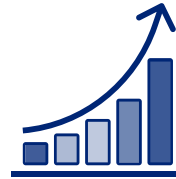
- Seek innovative financial solutions to the budget challenges we face
- Utilise income generating opportunities
- Explore opportunities to work further with stakeholders and partner organisations
- Be more competitive around fees and charges for commercial services
- Seek commercial solutions to ensure that all council buildings and assets are utilised effectively



Our key objectives 2020-21

Growing our economy

- Adopt the Brentwood Town Centre Design Guide to encourage a high-quality place to enjoy and do business
- Submit our Local Development Plan 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 the sites at William Hunter Way, Maple Close and Westbury Road



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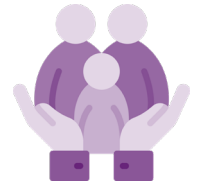
Protecting our environment

- Introduce a new 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 to reduce our carbon footprint and offer compost to residents
- Agree the introduction of carbon offset schemes



Developing our communities

- 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 in 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



Improving housing

- 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



Delivering an efficient and effective council

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





BRENTWOOD BOROUGH COUNCIL

Contact us

☎ 01277 312 500

✉ enquiries@brentwood.gov.uk

🌐 brentwood.gov.uk

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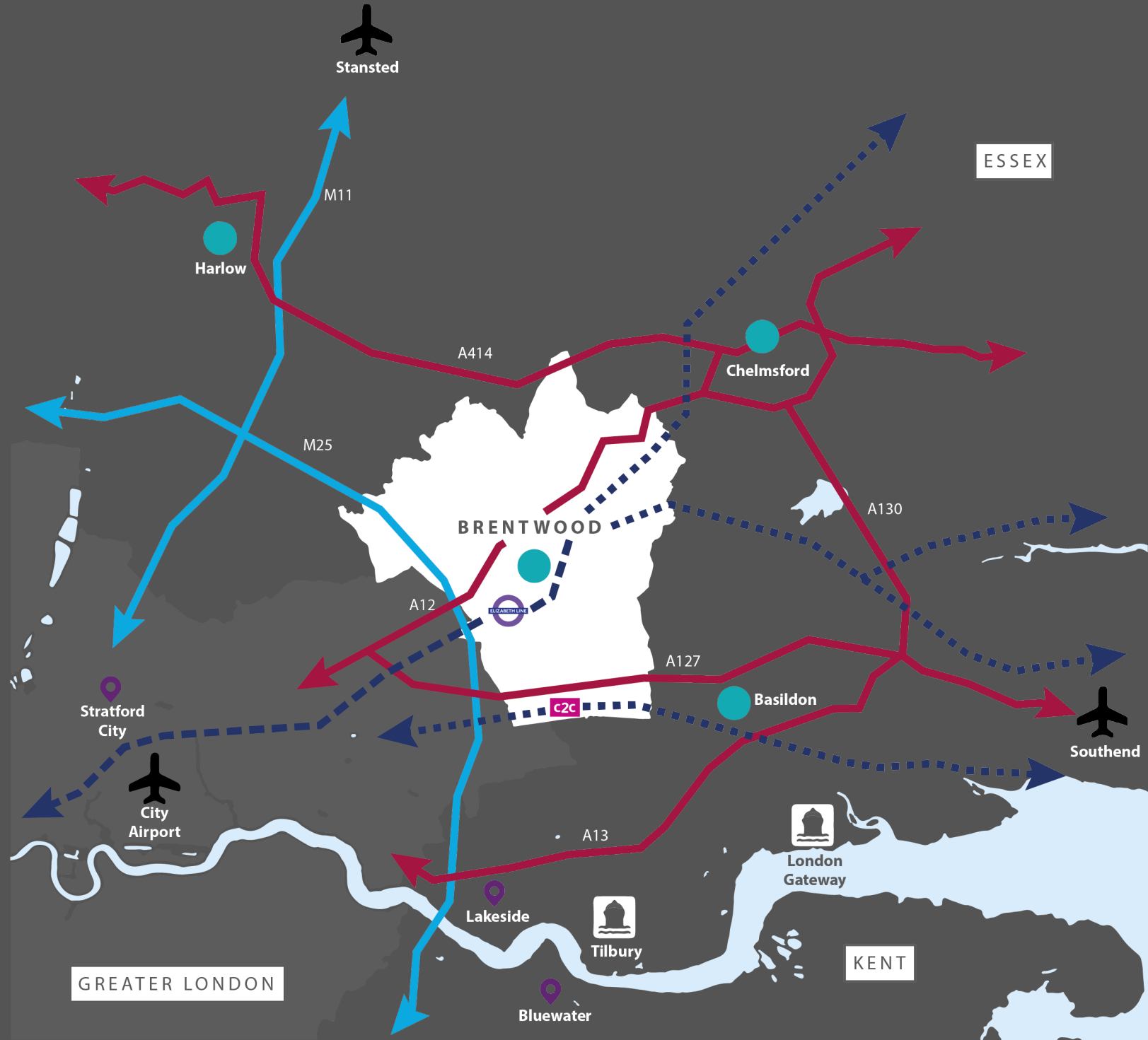
🐦 @Brentwood_BC

📷 @Brentwoodboroughcouncil

🏠 Brentwood Borough Council

Brentwood Borough Council
Town Hall
Ingrave Road
Brentwood
Essex
CM15 8AY

Designed by Brentwood Borough Council



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Committee: Ordinary Council	Date: 16 March 2022
Subject: Corporate Strategy 2020-2025 Annual Review	Wards Affected: All
Report of: Jonathan Stephenson, Chief Executive	Public
Report Author: Name: Steve Summers, Strategic Director Telephone: 01277 312500 E-mail: steve.summers@brentwood.gov.uk	For Decision

Summary

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

Recommendation(s)

Members are asked:

- R1. To note the Corporate Strategy 2021/22 Annual Review and approve the draft document as set out in Appendix A.**
- R2. To provide delegated authority to the Chief Executive in consultation with the Leader and Deputy Leader to make any minor amendments to Appendix A including decisions of other committees during March 2022.**

Main Report

Introduction and Background

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

3. The Corporate Strategy Annual Review document 2020-21 was approved at Ordinary Council on 10 March 2021, (Min.723 refers). This document also included a series of key objectives for 2021/22.

Issue, Options and Analysis of Options

4. The Corporate Strategy Annual Review (attached as Appendix A) outlines the council' progress and achievements against its 2021/22 key objectives. This has been achieved despite the continuing COVID-19 pandemic challenge throughout the year.
5. The document also highlights other achievements over and above the key 2021/22 objectives.
6. It is intended that each year, the strategy document is refreshed to review progress against the key objectives for the previous year and updated for the forthcoming year. The objectives for 2022/23 will be reported to the appropriate committee in the new municipal year.
7. It is recommended to Members that they approve the draft Corporate Strategy Annual Review 2021/22, and the document is 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

11. The Corporate strategy has been aligned to the Medium-Term Financial Strategy as well as the 2022/23 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

12. 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

13. Growing the economy is identified as a key priority within the Corporate Strategy. Key objectives to achieve this priority are identified and monitored, along with other priorities that 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 2021/22 to support local businesses and progress development proposals that provide for growth during an unprecedented year with the continued impacts of 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.

14. 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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2021 - 2022 Annual Review



**BRENTWOOD
BOROUGH COUNCIL**

Growing | **Protecting** | **Developing** | **Improving** | **Delivering**

Welcome



Councillor Chris Hossack
Leader of the Council

As we continue to face the financial challenges of a significant reduction in income during Covid and government grants continuing to decrease, we have not stopped in the continuance of the delivery against our corporate strategy objectives.

Our Corporate Strategy illustrates that we have already factored in plans to address these challenges. We haven't stood still, we haven't cut services and we have held true to our word to do things differently, innovatively and in partnership with others, including our strategic partnership with Rochford.

As this annual review highlights, we are starting to see the positive outcomes of plans which are based on five key priorities:

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

Just a few of the highlights of the year have been our biggest ever Brentwood Business Showcase where we also launched the Brentwood Environmental Business Alliance. We held the inaugural Stars of Brentwood community awards; we progressed our housing regeneration projects such as Brookfield Close and distributed millions in business support grants that have been vital in helping businesses recover from the pandemic. We continued to support community events and mental health projects, and opened new play areas across the borough, not least all the exciting new leisure facilities at King Georges Park. These are just a few examples of big projects that have been delivered over the year.

In November the organisation underwent a Local Government Association Corporate Peer Review Challenge, which was overwhelmingly positive. They acknowledged how much we have achieved, particularly during the last two difficult years. They have made some recommendations that the organisation will respond positively to over the next 6 months.

Looking to the year ahead, we will see more progress on our climate change strategy, our strategic housing development programme, encouraging further economic growth and starting a significant project of redevelopment for the Baytree Centre.

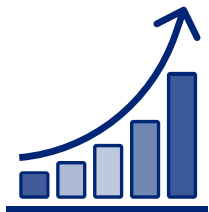
It will be another packed 2022, with the theme of maximising and creating opportunities to strengthen Brentwood's place as one of the most sought-after places to live in the UK.

Councillor Chris Hossack
Leader of the Council

Our key priorities

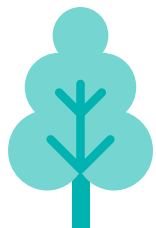


BRENTWOOD
BOROUGH COUNCIL



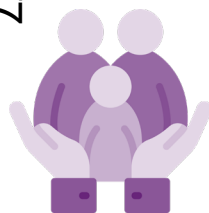
Growing our economy

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

Our key objectives 2021-22

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

Key objectives achieved 2021-22

To be considered at Extra Ordinary Council on the 23rd March 2022

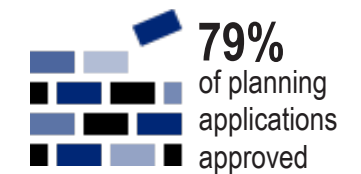
Strategy adopted November 2021 with a supporting work programme that identifies objectives to deliver corporate priorities for economic growth

New Discover Brentwood brand created in 2021 informed by marketing evidence (Place Audit etc), and linked to rollout of Click It Local and loyalty/reward scheme, plus marketing video launched

Preparing Town Centre prospectus, linked to Economic Development Strategy. Baytree Centre brief completed and initial public consultation undertaken in 2021

Design guidance consultation in summer 2021 informed by award winning co-design process. Approval subject to LDP adoption

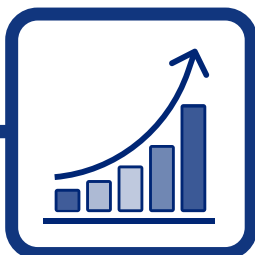
Other achievements



Provided over **£50m** to local businesses through support grants and rates relief



Dunton Hills Garden Village community engagement shortlisted for 2021 Planning Awards



How you can help

- ✓ Shop locally
- ✓ Support local businesses

Growing our economy

Growing

Protecting

Developing

Improving

Delivering

Our key priorities

Encourage the creation of new enterprises and inward investment

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Our key objectives 2021-22	Key objectives achieved 2021-22
Submit planning applications for Westbury Road and William Hunter Way redevelopment schemes	Westbury Road planning application submitted December 2021. Work on options for William Hunter Way progressing alongside Baytree Centre redevelopment
Implement a 'shop local' loyalty scheme	Loyalty/reward scheme launched July 2021
Invest £125,000 in a Brentwood Borough Council apprenticeship programme	Apprentices recruited and in post
Establish an 'Account Management' approach to major and commercial planning applications	Gearing up for growth project underway to review Development Management processes and resources alongside use of new LDP policies
Deliver a parking strategy for council owned car parks	Consultant working through the process to deliver a Parking Strategy, consultation still ongoing before a final draft is presented to members for consideration

Other achievements

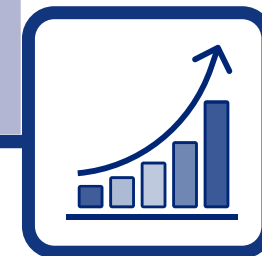


Over **3,000** Building Control site inspections undertaken



Held the **5th** annual Brentwood Business Showcase, our biggest and best yet

32 local businesses using the Click It Local online shopping platform



Protecting our environment

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

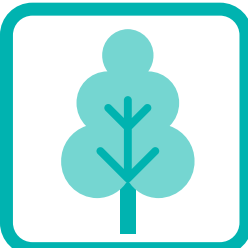
Our key priorities

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

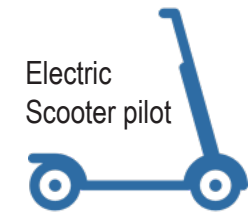
Support and engage the community to protect their environment



Our key objectives 2021-22	Key objectives achieved 2021-22
Rollout a programme to deliver over 20 more electric vehicle chargers in the borough	Phase 1 of delivery of EV chargers in Council Car Parks are set for late spring 2022. Working with Essex County Council to implement EV Chargers to on-street
Develop an Environment Strategy and Action Plan that promotes a cleaner, greener borough	Climate and Sustainability Officer employed. Strategy for consultation being developed and to be reported to the Environment, Enforcement & Housing Committee in March 2022
Progress with Essex County Council the Sawyers Hall Lane Active Travel scheme (school travel)	Scheme agreed with Essex County Council awaiting start date
Ensure that all new fleet vehicles are electric, where practicable	On-going roll out programme in place with vehicles considered when coming up for renewal. Three Electric Vehicles already leased making a total of five being used.
Develop a business case to improve the energy efficiency of our council owned building	Local Authority Delivery Scheme joint funding bid agreed with Essex County Council. Climate and Sustainability Officer working with Housing and Assets to progress the development of Council buildings to become carbon efficient
Support and deliver the planting of 10,000 new trees	Planting schedule for the borough has been drawn up with 7000 trees planted
Progress the creation of a zero-carbon operations depot to planning stage	Working up plans with appropriate consultants with a report to members in summer 2022
Improve the quality of the street scene through the recruitment of two new supervisors	Two new supervisors have been recruited who will assist with the performance monitoring and monitoring the quality of service provided by refuse, street scene and countryside service

Other achievements

Co-wheels car club introduced



Electric Scooter pilot



Secured £749k funding to retrofit houses

500+ fly tips cleared



EV charging pilot, and subsequent Phase 1 rolled out

How you can help

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

Developing our communities

Growing

Protecting

Developing

Improving

Delivering

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 2021-22

Refresh the 2018-28 Leisure Strategy in light of changes following COVID-19

Progress the 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

Key objectives achieved 2021-22

Approved in June 2021

Splash pad and adventure play completed and ready to open. Pavilion opened in March 2022

KGPF Senior Play Area due to be completed Spring 2022. Hutton Recreation Play Area completed

Planning to be submitted May 2022 for Football Hub. New contract in place for the management of the Brentwood Centre until 2023

Calendar of events approved June 2021 with events delivered

Community Services working with Hub partners to maintain and sustain this group

Booster vaccinations are being given and continues from the Brentwood Centre to March 2022

Funding has been allocated to community groups

Working with partners to develop support package

Capital growth bids now being considered in the current budget cycle

Event held at Brentwood Centre on 21 October 2021

Other achievements



730 Out of hours calls to CCTV

Approximately **500** control room assists using CCTV to detect crime & ASB

Responded to **204** incidents of ASB



600+ hours of patrols (out of hours)

Community Connect support trailer launched

Approximately **2000+** site inspections borough wide (flytipping, waste etc)



£91,973 of discretionary funding awarded to 35 not-for-profit organisations for community and health projects

Approx **10,000** people safely attending **23** community events



Brentwood 2025

Corporate Strategy 2021-2022 Annual Review

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Improving housing

How you can help

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

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 2021-22

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 resources within a 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

Key objectives achieved 2021-22

In progress as part of Brookfield Close development. Discussions with partners on privately owned assets

In progress, reviewing current service provision from a management and asset perspective

Budget available in 2021/22 for investment as part of the HRA 30-year Business Plan

The Housing Strategy was approved in March 2021

Resource included within HRA budget. Tenants to be supported following survey to collate baseline data which will inform the ongoing tenant & leaseholder engagement programme

YMCA purchase of the old Foyer now complete. Small sites scheme and partnership with London Borough of Newham still progressing

Planning application approved with Landlord Offer in progress. Development to commence September 2022

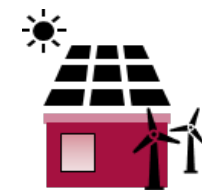
Other achievements

203

Estate Inspections carried out



2 Planning applications approved for 65 carbon neutral homes and 3 new homes delivered



10,988 Repairs attended to including 1988 emergency repairs



696 housing advice requests

11,668 rent reviews



81 Safeguarding referrals completed



How you can help

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

Delivering an efficient and effective council



Our key priorities

Our key objectives 2021-22

Key objectives achieved 2021-22

Launch a new council website, in line with latest accessibility regulations

The new website was launched in June 2021

Continuation strategy for efficient member working and decision making where appropriate post COVID-19

Reviewing in line with current legislation. Hybrid and remote meetings facilitated for non-decision-making meetings

Identify further opportunities for beneficial shared service arrangements with other local authority's

Approval in January 2022 for the creation of a formal strategic partnership between Brentwood Borough Council and Rochford District Council with a joint Chief Executive

Undertake a legal services review to deliver an alternative service model

Legal Service review in progress and external legal providers have been engaged to ensure an efficient provision of services to the Council

Deliver an organisational review to achieve £426,000 of savings

Senior Leadership Team and Extended Leadership Team phases completed

Review and produce an updated Asset and Investment Strategy to incorporate council owned assets

Report to be made to Policy, Resources and Economic Development Committee in March 2022

Other achievements



187 weddings held at Town Hall

6 Commercial leases at the Town Hall



New Procurement Strategy Approved

56 Council/Committee meetings held



Town Hall reception reopened



Quality customer service

Efficient and effective delivery

Maximising opportunity

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BRENTWOOD BOROUGH COUNCIL

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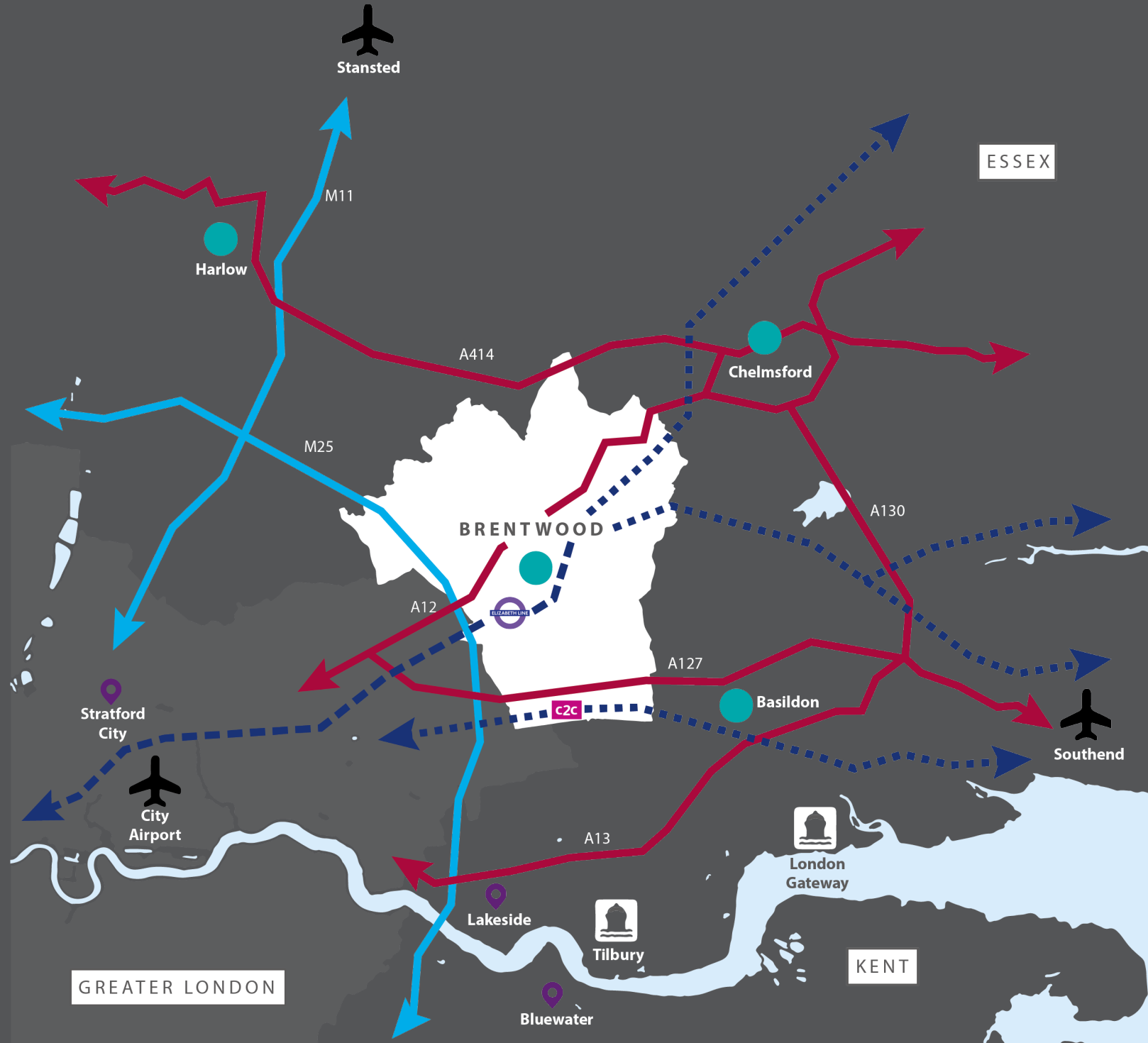
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