



# Agenda

## Policy, Projects and Resources Committee

Wednesday, 29 November 2017 at 7.00 pm

Brentwood County High School, Shenfield Common, Seven Arches Road,  
Brentwood CM14 4JF

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### Membership (Quorum – 3 )

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

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Agenda Item	Item	Wards(s) Affected	Page No
1.	<b>Apologies for Absence</b>		
2.	<b>Minutes of the Previous Meeting</b>		5 - 12
3.	<b>Asset Development Programme Update</b> Report to follow.		
4.	<b>Memorial Walls</b> Report to follow.		
5.	<b>Leisure Strategy - Community Halls</b> Report to follow.		
6.	<b>Corporate Sundry Debt Management, Recovery and Write-Off Policy</b> Report to follow.		
7.	<b>Council Tax Support Scheme - 2018/19</b> Report to follow.		
8.	<b>2017/18 Medium Term Financial Plan Mid Year Review</b> Report to follow.		

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

Chief Executive

Town Hall  
Brentwood, Essex  
21.11.2017

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### Information for Members

#### Substitutes

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The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

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#### Rights to Attend and Speak

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Any Members may attend any Committee to which these procedure rules apply.

A Member who is not a member of the Committee may speak at the meeting. The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

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#### Point of Order/ Personal explanation/ Point of Information

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##### Point of Order

A member may raise a point of order at any time. The Mayor will hear them immediately. A point of order may only relate to an alleged breach of these Procedure Rules or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Mayor on the point of order will be final.

##### Personal Explanation

A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Mayor on the admissibility of a personal explanation will be final.

##### Point of Information or clarification

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate, If the Mayor gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Mayor on the admissibility of a point of information or clarification will be final.

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## Information for Members of the Public

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### **Access to Information and Meetings**

You have the right to attend all meetings of the Council and Committees. You also have the right to see the agenda, which will be published no later than 5 working days before the meeting, and minutes once they are published.

Dates of the meetings are available at [www.brentwood.gov.uk](http://www.brentwood.gov.uk).

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### **Guidelines on filming, photography, recording and use of social media at council and committee meetings**

The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

Where members of the public use a laptop, tablet device, smart phone or similar devices to make recordings, these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

If you wish to record the proceedings of a meeting and have any special requirements or are intending to bring in large equipment then please contact the Communications Team before the meeting.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of these activities, in their opinion, are disrupting proceedings at the meeting.

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### **Private Session**

Occasionally meetings will need to discuss some of its business in private. This can only happen on a limited range of issues, which are set by law. When a Committee does so, you will be asked to leave the meeting.

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### **Access**

There is wheelchair access to the Town Hall from the Main Entrance. There is an induction loop in the Council Chamber.

### **Evacuation Procedures**

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



## Minutes

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### Policy, Projects and Resources Committee Tuesday, 19th September, 2017

#### Attendance

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

#### Also Present

Cllr Aspinell  
Cllr Bridge  
Cllr Cloke  
Cllr Hirst  
Cllr Mrs Hubbard  
Cllr Mrs Pound

#### Officers Present

Christopher Gill	-	Consultant
Philip Ruck	-	Chief Executive
Jean Sharp	-	Governance and Member Support Officer
Adrian Tidbury	-	Estates and Valuation Surveyor
Daniel Toohey	-	Head of Legal and Monitoring Officer
Jacqueline Van Mellaerts	-	Financial Services Manager and Deputy Section 151 Officer

#### 108. Apologies for Absence

No apologies for absence were received – all Committee members were present.

#### 109. Minutes of the Previous Meeting

The minutes for the Policy, Projects and Resources Committee meeting held on 18 July 2017 were approved as a true record.

## 110. Parking Strategy Update

The report before Members considered and reviewed the completion of the concrete repairs to the Coptfold Road Multi Storey Car Park (MSCP) in March 2016 as part 1 of the two-phased planned refurbishment of the structure.

The report considered the results of the structural survey and the commencement of phase two works completing the refurbishment project.

The report also considered elements of the Strategic Parking Review with respect to the night time economy and recommended a number of minor adjustments to the parking order generally.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report and following a full discussion a vote was taken on a show of hands and it was

### **RESOLVED**

- 1. That delegated authority is given to the Chief Executive and Section 151 officer acting in consultation with the Chair of Policy, Projects & Resources Committee to seek tenders for works to Coptfold Road Multi Storey Car Park, to include the surface coatings, installation of sacrificial anodes as detailed in the recommendation of the Structural Engineer's report together with the fixed wire test remedial measures, lighting improvements and changes to signing and lining.**
- 2. That delegated authority is given to the Chief Executive and Section 151 officer acting in consultation with the Chair of Policy, Projects & Resources Committee to select and award the contract to the successful bidder.**
- 3. That authority is given to the implementation of a Life Care Plan, for the future maintenance and inspection of the MSCP.**
- 4. That the 3 bay parking units on decks 12, 13 & 14 be converted to 2 bays to enhance the usability of the parking bays for larger vehicles on those decks.**
- 5. That the additional suggested changes to the Parking Order be agreed as identified in section 5 of this report.**

### Reasons for Recommendations

- 1.To complete the final phase of the refurbishment programme in the light of the condition report predicting significant additional life to the MSCP structure following the completion of the works.

2. With the completion of the works the current internal ambience will be much improved and likely to attract additional users thus increasing revenue.
3. Consistent with the life care plan set out by the Institute of Structural Engineers.
4. The various parking order updates are pertinent to the current business and encompass recent changes and adjustments. The changes will also facilitate appropriate enforcement across the parking order schedule and expand the income generation potential.

#### **111. Less Than Best Consideration Policy Amendment**

The report before Members considered an amendment to the Less Than Best Consideration Policy, agreed at Committee on 27 March 2015, to make the requirement to keep a lease outside the Landlord and Tenant Act 1954 discretionary.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendation in the report and following a full discussion a vote was taken on a show of hands and it was

#### **RESOLVED UNANIMOUSLY**

**That point 4.8 of Appendix C of the Less Than Best Consideration Policy is amended to give delegated Authority to the Chief Executive or Section 151 Officer in conjunction with the Head of Legal Services to determine whether a new lease granted under this mentioned policy is inside or outside the Landlord and Tenant Act 1954. Details were included in Appendix A.**

Reason for Recommendation

To allow flexibility in dealing with Less Than Best Consideration leases.

#### **112. Warley Scout Lease - Amendment to Heads of Terms Approved at Committee in February 2016**

Consideration of this item was deferred to the next Policy, Performance and Resources Committee meeting as further discussion needed to take place with Warley Scouts.

### 113. Seymour Pavilion and Playing Fields

The report considered the granting of a 25 year lease on Seymour Fields and Playing Fields with the terms set out in Heads of Terms in Appendix A to the report.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** an expanded version of the recommendation in the report and following a full discussion a vote was taken on a show of hands and it was

#### **RESOLVED UNANIMOUSLY**

**That a new lease be granted in accordance with the terms set out in Heads of Terms (Appendix A of the report), effective from April 2018. Delegated authority to be given to the Chief Executive to draft a letter of intent and to agree the final arrangements.**

#### Reason for Recommendation

A new lease for the Parish Council being put in place on the basis outlined in Appendix A of the report would ensure that the asset was managed by the local community for community use.

### 114. Corporate Projects

Members were aware of the Key Corporate Projects that had been reported regularly to the appropriate committee of the council.

At Annual Council it was agreed that the introduction of the Corporate Projects Scrutiny Committee would focus and scrutinise the key projects to ensure transparency, delivery and lessons learnt.

Following the meeting of the Policy, Projects and Resources Committee on 20 June 2017, it was intended that the Town Centre Redevelopment and the Local Development Plan would be considered and in accordance with the scope and timelines as set out in Appendix A to the report.

Members were reminded of the Extraordinary Council meeting which was to take place on 15 November 2017 when the Town Centre Redevelopment and Local Development Plan would be discussed. Cllr Mrs McKinlay advised that a full Member briefing would take place before that meeting.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendation in the report and following a full discussion a vote was taken on a show of hands and it was

#### **RESOLVED**



1. That Members agreed that the list of Corporate Projects, as set out in 1.3 of the report, are put forward to the Corporate Projects Scrutiny Committee for consideration.
2. That Members agreed the scope and timelines for the Town Centre Redevelopment and the Local Plan as set out in Appendix A of the report.
3. That the Corporate Projects Scrutiny Committee are requested to consider the Corporate Projects as set out in Appendix A of the report and report back to the appropriate committee.

#### Reason for Recommendation

Brentwood is a modern Council transforming its services to improve efficiencies and economies through new ways of working.

#### **115. 2017/18 General Fund Revenue and Housing Revenue Account Budget Monitoring Update**

The report provided the Policy, Projects & Resources Committee with an update to the 2017/18 General Fund Revenue Budget and Housing Revenue Account that was agreed at committee on 1 March 2017, now providing the current projected outturn for both accounts.

The report reviewed the Treasury Management and Investment Strategy for 2017/18.

Capital monitoring would be reported at the next Policy, Projects and Resources Committee for a more detailed update.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report and following a full discussion a vote was taken on a show of hands and it was

#### **RESOLVED UNANIMOUSLY to:**

1. Agree the projected outturn position for 2017/18 of the Council's General Fund Revenue budget as at 31 August 2017, as detailed in Table A of the Report.
2. Agree the projected outturn position for 2017/18 of the Council's Housing Revenue Account at 31 August 2017, as detailed in Table B of the report.

- 3. To Note the Treasury Management Activity for the period 1 April 2017 to 31 August 2017 as detailed in section 5 of the report, and to investigate the addition of Property Funds to the list of approved investment instruments and report back to a future committee.**

*(Cllr Mrs McKinlay declared a non-pecuniary interest by virtue of being ECC Cabinet member for Finance and Resources).*

Reason for recommendations

Effective financial management underpins all of the priorities for the Council and will enable the Council to operate within a sustainable budget environment.

#### **116. Brentwood Asset Development Programme**

The purpose of the report was to update Members on progress made to date in taking forward the Council's asset development programme and to outline next steps and issues that might arise.

The aim of the asset development programme would be to steer and manage development opportunities from the Council's property asset base so as to deliver improved revenue income streams from the portfolio but at the same time securing the regeneration, economic development and housing objectives of the Council.

The project board had considered a range of options for securing returns from the portfolio and at this stage favoured a hybrid approach which allowed the Council to take forward smaller projects alone but share risk on the more complicated projects.

Under a hybrid approach straightforward smaller sites were self-developed by the Council with more complex sites developed by a single joint venture development partner in accordance with the Council's vision for each of those sites. The activity would be programmed over a number of years in accordance with business plans and cash flow requirements that would be agreed by Committee.

For a hybrid approach to deliver successfully there would be a requirement for the Council to undertake development activity itself. It would need to resource the role and manage the related risks. In addition, it was crucial that the Council adequately resourced its role as a partner to the activities of a partnership, either as a shareholder to a new Company, or through an alternative governance arrangement. A common mistake by Councils was not to undertake the role with appropriate resource and skillsets such that the

partnership either did not operate effectively, or the rewards between the partners were not appropriately shared.

The next stage in taking forward the project was to consult the market. This identified market appetite for the options and assisted in defining the scope of the approach the Council may wish to take forward and how it could be realised/procured. This would inform how the Council might engage with partners or indeed procure a Joint Venture development partner or investment partner. It would also inform how the Council might take forward self-development projects. As such the next stage of the work was critical in shaping the delivery of the entire programme over the future years.

The output of the next stage would be considered by the Project Board, comprising of Cllr McKinlay, Cllr Kerslake, Phil Ruck, Steve Summers and John Chance in a check and challenge session, with the objective of developing a detailed recommendation to the Council's Policy, Projects and Resources Committee for how the project should be taken forward.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendation in the report and following a full discussion a vote was taken on a show of hands and it was

**RESOLVED that:**

- 1. The Committee approved a hybrid approach for securing the Councils Vision and Objectives.**
- 2. Delegated authority be given to the Chief Executive in Consultation with Group Leaders or their appointed deputies to consult with the market to inform the next stage of project development.**
- 3. A further report should be brought back to this committee's November meeting with the Project Board's detailed recommendations and action plan for taking forward this project.**
- 4. The committee approves that officers investigate the establishment of an appropriate investment vehicle or vehicles for the delivery of the Council's objectives. Such an investment vehicle will be subject to appropriate legal requirements.**
- 5. That progression of the development and delivery of the asset programme will be brought to an appropriate future committee.**

In response to a request, Cllr Mrs McKinlay advised that she would include updates on the asset development programme in the agenda of future Leaders' meetings.

## Reason for recommendations

The next stage in taking forward the project was to consult with the market. This would assist in testing the appetite of the market for projects of this nature and also in defining the scope of the approach the Council may wish to take forward, and how it can be released/procured. This would inform how the Council might engage with partners or indeed procure a Joint Venture development partner or investment partner. It would also inform how the Council may take forward self-development projects. As such this next stage of the work was critical in shaping the delivery of the entire programme over future years.

### **117. Urgent Business**

There were no items of urgent business.

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The meeting ended at 8.50pm

## **Members Interests**

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

If you are present at a meeting of your council or authority, of its executive or any committee of the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

- participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

- **Other Pecuniary Interests**

Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A 'relevant person' is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

## **Policy**

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

## **Finance**

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

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

### **The Council's Asset Management Plan**

- (a) The acquisition and disposal of land and property and taking of leases, licenses, dedications and easements.
- (b) The granting variation renewal review management and termination of leases, licenses, dedications and easements.



- (c) Promoting the use of Council owned assets by the local community and other interested parties.
  - (d) To manage any lands or property of the Council;
  - (e) To include properties within the council's Asset Management Portfolio including Halls etc.
  - (f) To take a strategic approach to asset management, ensuring that the use of all of the Council's Property assets achieves Value for Money and supports the achievement of the Council's corporate priorities.
  - (g) To review the corporate Asset Management Plan annually.
  - (h) The acquisition of land in advance of requirements for the benefit, improvement or development of the Borough.
  - (i) Disposal of land surplus to the requirements of a committee.
  - (j) Appropriation of land surplus to the requirements of a committee.
  - (k) Promote the use of Council owned assets by the local community and other interested parties where appropriate.
  - (l) Property and asset management, including acquisitions and disposals not included in the approved Asset Management Plan.
  - (m) To take a strategic approach to commercial activity, both existing and new, ensuring the Council realises revenue generation opportunities and supports the achievement of the Council's corporate priorities.
  - (n) Promoting a culture of entrepreneurialism and building the required skills and capacity.
  - (o) To consider and approve business cases and commercial business plans for commercial activity.
15. To consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countryside or regional economic development initiatives.

### **Economic Development**

- (a) To lead, consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countryside or regional economic development initiatives.

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

### **Transformation**

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

### **Projects**

- (a) To identify, monitor and oversee the implementation of major Corporate projects.
- (b) To advise the Corporate Projects Scrutiny Committee of the major Corporate projects that require scrutiny in 2017/18.