



Agenda

Policy, Projects and Resources Committee

Tuesday, 18 September 2018 at 7.00 pm

Hutton & Shenfield Union Church, Roundwood Avenue,
Hutton CM13 2NA

Membership (Quorum – 3)

Cllrs Mrs McKinlay (Chair), Kerlake (Vice-Chair), Barrett, Hirst, Hossack, Kendall, Mynott, Parker and Ms Rowlands

Substitute Members

Cllrs Aspinell, Bridge, Morrissey, Nolan, Poppy and Ms Sanders

Agenda

Item	Item	Wards(s) Affected	Page No
1.	Apologies for Absence		
2.	Minutes of the Previous Meeting		5 - 12
3.	Chair's Update	All Wards	13 - 18
4.	A presentation by HCC CIO	All Wards	
5.	2018/19 General Fund Revenue, Housing Revenue Account, Capital Budget Monitoring and Treasury Activity Update	All Wards	19 - 28
6.	Department for Communities and Local Government (MHCLG) Pilot Programme for 75% Business Rates Retention - 2019/20	All Wards	29 - 36

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| 7. | Asset Development Programme Update | All Wards | 37 - 46 |
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| 12. | Corporate Health and Safety Performance Report 2017-2018
Report to follow. | All Wards | |
| 13. | Tommy Soldier Silhouette, "There But Not There" Campaign | All Wards | 143 - 146 |
| 14. | Housing Benefit Overpayments Write Offs. | | 147 - 152 |
| 15. | Urgent Business | | |



Chief Executive

Town Hall
Brentwood, Essex
10.09.2018

Information for Members

Substitutes

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

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

Rights to Attend and Speak

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

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

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

Point of Order/ Personal explanation/ Point of Information

Point of Order

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

Personal Explanation

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

Point of Information or clarification

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

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The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of

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 **Evacuation Procedures**

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



Minutes

Policy, Projects and Resources Committee Tuesday, 19th June, 2018

Attendance

Cllr Mrs McKinlay (Chair)	Cllr Kendall
Cllr Kerlake (Vice-Chair)	Cllr Mynott
Cllr Barrett	Cllr Parker
Cllr Hirst	Cllr Ms Rowlands
Cllr Hossack	

Apologies

Substitute Present

Also Present

Cllr Bridge
Cllr Mrs Pound

Officers Present

Philip Ruck	-	Chief Executive
Daniel Toohey	-	Head of Legal Services and Monitoring Officer
Claire Mayhew	-	Corporate and Democratic Services Manager
Jacqueline Mellaerts	Van -	Chief Financial Officer
Philip Drane	-	Planning Policy Team Leader
Phoebe Barnes	-	Principal Accountant
Kim Anderson	-	Partnership, Leisure and Funding Manager
Steve Summers	-	Chief Operating Officer
Lorne Spicer	-	Business Development and PR Manager

31. Apologies for Absence

There were no apologies received.

32. Minutes of the Previous Meeting

The Minutes of the Policy, Projects and Resources Committee held on 12th March 2018 were approved as a true record.

33. Asset Development Programme Update

The aim of the Council's Asset Development Programme ("ADP") was to realise the potential of the Council's property asset base so as to deliver improved revenue streams from the portfolio but at the same time securing the regeneration, economic development and housing objectives of the Council. The report provided an update on the work of the Asset Development Programme Project Board ("Project Board") to date.

The report outlined the progress made by the Project Board on a) the Joint Venture Partner Procurement, b) the wholly owned Company (Seven Arches Investments Ltd), c) the Early Successes Programme and other in-house items including the Memorial Wall project.

It requested a £30m loan drawdown "facility" (including the £10m already approved) for investment purposes by Seven Arches Investments, and for the Council to borrow from the market to fund this facility.

After a full discussion, Cllr Mrs McKinlay **MOVED** an amendments to the following recommendations, this was **SECONDED** by Cllr Kerlake.

- 2.1 *To note the progress of the Asset Development Programme.*
- 2.2 *To approve a total £30m loan drawdown facility (Including the £10m already approved) to Seven Arches Investments Ltd following recommendations from the Project Board, and that delegated powers be given to the Chief Finance Officer in consultation with the Chair of PPR Committee and the Group Leaders or their deputies to approve the use of the drawdown facility.*
- 2.3 *To approve the Council to borrow up to £30m to provide this facility and revise the Treasury Management Strategy to be reported at Ordinary Council on 27th June 2018.*

Following a full discussion, a vote was taken on a show of hands and it was **RESOLVED**.

- 1. To note the progress of the Asset Development Programme.**
- 2. To approve a total £30m loan drawdown facility (Including the £10m already approved) to Seven Arches Investments Ltd following recommendations from the Project Board, and that delegated powers be given to the Chief Finance Officer in consultation with the Chair of PPR Committee and the Group Leaders or their deputies to approve the use of the drawdown facility.**

3. To approve the Council to borrow up to £30m to provide this facility and revise the Treasury Management Strategy to be reported at Ordinary Council on 27th June 2018.

Reasons for Recommendation

To update the Committee on the progress of the Asset Development Programme.

34. Centenary Fields

The Centenary Fields programme aimed to protect one green space in every local authority area across England, Wales, Scotland and Northern Ireland to commemorate the centenary of World War 1 (WWI). These protected sites would be war memorial parks or recreation grounds, memorial gardens, parks and recreation grounds that contain war memorials or other valued green spaces. Safeguarding these sites would create a living UK-wide legacy in commemoration of the sacrifice made by those who lost their lives in WWI. Fields in Trust was working in partnership with the Royal British Legion to deliver the programme.

The report before Members was to agree the site for the proposed Centenary Field in Brentwood.

Cllr Mynott requested that Merrymeades Park be added to the list of possible sites, this was agreed by the Chair.

Cllr Hossack **MOVED** and Cllr Parker **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**:

1. That Members agree to support the Centenary Fields Programme and;
2. That officers liaise with the Royal British Legion to identify a suitable site in Brentwood in consultation with the Chair of Policy, Projects and Resources Committee.

Reasons for Recommendation

The Centenary Fields programme provided a fitting legacy to those that gave their lives in World War I.

35. Corporate Projects

Members were aware of the key corporate projects that had been reported regularly to the committee. An overview of each of these projects was contained within the report and a schedule of the key timelines with major events/actions was set out in Appendix A of the report.

The key corporate projects previously included:

- Local Development Plan
- Town Centre Development
- Town Hall Remodelling

Further to the list, the following two key corporate projects had been added and were included within the report:

- Commercial Activity
- Joint Venture Procurement

Cllr Kendall, asked when responses to the LDP consultation would be available. Mr Drane inform the committee that this should be available this week for Members.

Cllr Hossack required a monthly update of the Town Hall development to be circulated.

After a full discussion, 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 members agree the list of Corporate Projects as set out in 1.2 and 1.3 of the report.**
- 2. That members agree the timelines as set out in Appendix A of the report.**
- 3. That the Policy, Performance and Finance Committee are requested to consider the Corporate Projects as set out in Appendix A and report back to the appropriate committee.**

Reasons for Recommendation

To ensure that the Corporate Plan 2016 – 2019 as supported by projects that deliver the necessary change.

36. Constitution Working Group

The purpose of the report was for the Committee to consider appointments to the Constitution Working Group (CWG), and an indicative work plan, to enable the Monitoring Officer to consult the Constitution Working Group on the review of the operation of the Constitution.

Cllr Rowlands, Chair of Regulatory and Governance requested that the Planning Chapter and Planning Code of Practice to be brought to Planning and Licensing Committee. Therefore, some of the dates in the Appendix will need to be amended.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations subject to an amendment to 2.3 & 2.4 to state:

2.3 *That members note the indicative work plan at paragraph 4.3 for the review of the Constitution, during the 2018/19 Municipal Year.*

2.4 *Agree that the CWG under Regulatory and Governance Committee will lead on work that reviews the constitution, referring to Full Council as appropriate.*

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY.**

1. **That the composition and appointments to the Constitution Working Group for the Municipal Year 2018/19 as set out in paragraph 4.1 be agreed.**
2. **That any necessary changes to the membership of the Constitution Working Group during the Municipal Year 2018/19 are made in accordance with paragraph 4.2.**
3. **That members note the indicative work plan at paragraph 4.3 for the review of the Constitution, during the 2018/19 Municipal Year.**
4. **Agree that the CWG under Regulatory and Governance Committee will lead on work that reviews the constitution, referring to Full Council as appropriate.**

Reasons for Recommendations

The Council must have a written constitution to be kept up to date, which set out how the Council conducts its business and who takes decisions.

To comply with the requirement in the Constitution, for there to be a Constitution Working Group comprising of Members, appointed by and reporting to the Council to consider proposed changes to the Council Constitution.

37. 2017/18 Provisional Outturn and Annual Treasury Management Report

37. 2017/18 Provisional Outturn and Annual Treasury Management Report

The report dealt with the 2017/18 provisional outturn for:

- The General Fund - paragraph 3 of the report.
- Housing Revenue Account - paragraph 4 of the report.
- The Capital Programme - paragraph 5 of the report.

The report also considered the reserves and working balance levels.

The Council was also required by regulations issued under the Local Government Act 2003 to produce an Annual Treasury Management review of activities and the actual prudential and treasury indicators for 2017/18. The report met the requirements of both the CIPFA Code of Practice on Treasury

Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) - paragraph 6 of the report.

Cllr Kendall, requested a monthly update of the budget for the Town Hall development. The Chair suggested a monthly newsletter to update members to be provided by the Communication Dept.

Budget Monitoring is carried out regularly by the Finance Dept and this can be made available.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report.

A vote was taken on a show of hands and it was **RESOLVED**.

- 1. That the provisional (subject to audit) outturn 2017/18 for the General Fund and the HRA contained within the report, are approved.**
- 2. That the capital programme carries forwards requested in Table 7 of the report and Capital Funding in Table 7a of the report are approved.**
- 3. That the Treasury Management activity and information for 2017/18 be noted.**

REASON FOR RECOMMENDATION

To comply with the requirement in the Consultation, the Council must report the Year End Balances to Committee, for sound financial management and ensure carried forward totals are correct. The Treasury Management Strategy is part of the Policy Framework and must be reported to Council at the beginning of the financial year, mid year review and a year end review of the Councils Treasury function.

38. Policy for Document Retention

The report, Members were asked to consider and adopt a policy and schedule covering document retention and destruction.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report.

A vote was taken on a show of hands and it was **RESOLVED UNANIMOUSLY**:

- 1. That Members note and approve the Document Retention Policy and Schedule (Appendix A of the report), with delegated authority granted to the Head of Legal Services to revise and update as necessary from time to time.**

Reasons for Recommendation

Reviewing records assisted in the specific requirement to properly manage all records created in accordance with council policies and legislation. It also assisted in the smooth conduct of business to ensure cost-effective use of records was maintained. Reviews ensured that records no longer required were properly destroyed which supported the council's operations. However, it was also used to prevent the premature destruction of records and to identify those records worthy of permanent preservation.

39. ASELA 2050 Update

The purpose of the report was to update members of the PPR committee on the status of the work undertaken by Leaders and Chief Executives of South Essex Councils, now known as the Association of South Essex Local Authorities (ASELA).

South Essex Councils were defined as Brentwood, Basildon, Thurrock, Southend, Rochford, Castle Point and Essex CC.

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**:

- 1. That the committee recommends to Ordinary Council, that the Statement of Common Ground (SCG), and attached as Appendix A of the report, prepared by ASELA be approved as a guide to the preparation of a Joint Strategic Plan.**

Reasons for Recommendation

In order to fulfil the obligation of the Duty to Co-operate as was required for the Brentwood LDP to be accepted, and to promote and deliver much needed infrastructure and economic growth, Brentwood must engage with the surrounding boroughs.

40. Urgent Business

There were no items of urgent business.

The meeting concluded at 20:30pm

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18th September 2018

Policy, Projects and Resources Committee

Chair's Update Report

Report of: *Phil Ruck, Chief Executive*

Wards Affected: *All Wards*

This report is: *Public*

Members to note updates as set out below:

Early Successes Workstream

As reported in June among our early successes are:

Columbarium and Sanctums (formerly memorial wall)

The work on the preparation for the granite “columbarium” and “sanctums” has been sympathetically undertaken and is almost complete and I would encourage members to visit the Woodman Road Cemetery for themselves. Set under the branches of a large established tree the setting is entirely sympathetic to the purpose.

Behind the scenes amendments to the website and forms are under way to ensure residents can find all the information they need to secure a place for their relatives. Further plans will include a pet memorial area which will consist of Pet Memorial plaques. However, some remedial work to the boundary fence at the far end of the cemetery is needed before this can be established.

Community Halls Management

The Council's six community halls were included in a Value for Money Review as part of the Council's Leisure Strategy two years ago. We agreed the best route for progress was to negotiate new Halls Management Agreements and Leases with the Brentwood Leisure Trust and I can now report that a new loan of £180,000 has been approved for BLT to enable measures to be undertaken to be able to produce more of its own revenue income. As a result of this careful negotiation and agreement, the Management Contract payment to BLT has been reduced significantly –

increasing efficiency and saving considerable funds forecast as a £100,000 saving for 2018/19.

Advertising & Sponsorship

Developing our commercial offering continues with a number of sites coming forward for consideration as potential hoarding billboard space that can be commercially rented out.

It has become clear that there is an appetite for local businesses to be able to promote their products and events. Due to a volume of vehicles passing the Town Hall daily it is easy to see why businesses identify such key areas as ideal for promotion. To this end we have consulted with several specialist companies to assess the potential value and revenue generation that can be produced.

It has been decided to continue to explore this opportunity in house in order to maintain control on the suitability of the advertising and to allow revenue to come to the council direct.

This follows on from the success with the Town Hall hoardings which are to be rented to a single business that is working closely with Brentwood Leisure Trust for the foreseeable future. A section of the hoardings will remain for Council and Community use.

Brentwood Business Showcase/Economic Development

The Brentwood Business Showcase takes place on November 1 at Brentwood School and has established itself as the must-go-to business event not just in Brentwood but in the county as a whole. I am delighted to announce that Wortley Byers Law will again be the main headline sponsor – and in fact it has opted for a higher cost sponsorship this year, with Mass & Co already signed up as Gold Sponsor. Google is bringing new workshops and its latest cutting-edge trends to the event which is a great. Registration for stands is underway and once again this event is set to reinforce Brentwood's standing in the community, county and countrywide.

Town Hall Update

The council operations across the board continue to develop unaffected by the new locations from which staff are working – including remote working, agile working and working from home. Indeed, this was particularly helpful given the heatwave enabling staff to maintain productivity effectively in the soaring temperatures.

The appointment of the marketing agents for the commercial and residential space is expected to be announced shortly - but remains commercially sensitive at present. The new hoardings will enable potential purchasers and residents to better understand and visualize the plans.

The Multi Storey Car park refurbishment

This huge project was expected to cost around £2m in total - but is now set to come in at approximately £1,850k in total across 2017/18 & 2018/19. The improvement is frankly extraordinary with CCTV, bay markings, lights and spaces all now fit for purpose in this day and age. It makes a huge difference to the offering for parking and shopping within Brentwood and whilst it might not be the most glamorous of developments it has proved one of the most vital.

Essex Business Excellence Awards

I'd like to note that Brentwood Borough Council has been shortlisted in three different categories for the Essex Business Excellence Awards - Leadership Team of the Year, Customer Service Team and Not for Profit Organisation.

In addition, the Council has also been shortlisted for the Company of the Year award.

Any business from across the Essex county could enter, subject to completing the correct entry forms and providing the required paper work evidence. A shortlist of six companies per award category was initially established with the judges then interviewing council staff and representatives. The Council is now down to the last three in each of the four categories which is an amazing and well-deserved achievement.

Hutton Community Centre

At the 5 June 2013, Community Services Committee it was agreed by Members to a phased approach to the re-opening of Hutton Community Centre. After the refurbishment works for the building were completed, it was initially run by Brentwood Borough Council staff with a view to hand it over to a community organisation in the long term. At the Policy, Finance and Resources Committee on 22 March, Members agreed to a 15-year lease for Hutton Community Centre with Hutton Community Centre CIO.

HCC CIO were formed for the sole purpose of running Hutton Community Centre and consisted of 6 partners organisations: Lighthouse Furniture Project, Brentwood Grace Centre, Hutton Football Club, Hutton All Saint's School, Hutton Community Partnership and Hope Community Church, who took over the running of the centre from 1 July 2016. The Council had worked hard to establish a wide range of activities for all ages at the centre to support local need and the presentation by HCC CIO shows the development of the centre and activities provided under their management.

A presentation by HCC CIO will be given after this agenda item.

Allotments

Assets have now inspected the following 10 Allotment sites and discussed the various issues that are applicable to each one with representatives with Brentwood and Hutton Horticultural Societies:

1. Birkbeck Road, Hutton
2. Bishops Hall, Pilgrims Hatch
3. Crescent Rd, Warley
4. Honeypot Lane, Brentwood
5. Hartwood, Brentwood
6. Middle Rd, Brentwood (formerly referred to as Common Road)
7. Ongar Road, Brentwood
8. Park Road, Brentwood (The main entrance now on Cleves Way)
9. River Rd, Brentwood
10. Whittington Road, Hutton

Eight of these sites are controlled by Brentwood Horticultural Society and two by Hutton Horticultural Society.

At the request of the Horticultural Societies we are currently considering which of the sites qualify for 'Statutory Allotment' status and if there are any exceptions to this. Giving a site Statutory status will mean that approval from the Secretary of State will need to be obtained to dispose of the land or in the event that a site is proposed for redevelopment.

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18 September 2018

Policy, Projects & Resources Committee

2018/19 General Fund Revenue, Housing Revenue Account, Capital Budget Monitoring and Treasury Activity Update.

Report of: *Jacqueline Van Mellaerts, Interim Chief Finance Officer*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 This report provides the Policy, Projects & Resources Committee with an update to the 2018/19 General Fund Revenue Budget, Housing Revenue Account and Capital Program that was agreed at committee on 6th March 2018. Reporting the current projected outturn.
- 1.2 The report also gives an update regarding Treasury Management & Investment activity for 2018/19.

2. Recommendations

- 2.1 Agree the projected outturn position for 2018/19 of the Council's General Fund Revenue budget as at 31 August 2018, as detailed in Table A of the report.**
- 2.2 Agree the projected outturn position for 2018/19 of the Council's Housing Revenue Account at 31 August 2018, as detailed in Table B of the report.**
- 2.3 Agree the projected outturn position for 2018/19 of the Council's Capital Program as at 31 August 2018, as detailed in Table C of the report**
- 2.4 To Note the Treasury Management Activity for the period 1 April 2018 to 31 August 2018 as detailed in section 6 of the report.**

3. General Fund Revenue Account

3.1 On 6th March 2018 at Ordinary Council, the General Fund budget was set with a 2018/19 break even budget. This included a proposed savings target of £1.036m for 2018/19 which has been incorporated into the original budget reporting position of General Fund net expenditure shown in Table A.

3.2 On the 19th June 2018, Policy, Project and Resources Committee was reported a revised position statement following the 2017/18 outturn showing a carried forward working balance of £3.305m. This revised working balance position shown at the bottom half of Table A

Table A – General Fund Revenue Account as at 31st August 2018

	2017/18 Actual	2018/19 Current Budget	2017/18 Estimated Outturn
	£'000	£'000	£'000
Total General Fund Net Expenditure	9,747	8,940	9,023
Total Funding	(9,660)	(8,940)	(8,940)
Funding Gap	87	0	83
Working Balance b/fwd	3,742	3,305	3,305
Funding Gap	87	0	83
Earmarked spend on balances	350	0	0
Working Balance c/fwd	3,305	3,305	3,222

3.3 The General Fund Revenue Account estimated outturn is currently £83k deficit as at 31st August 2018.

3.4 This position is after taking into account the following pressures:

- Operational Service review saving £350k, only half of this will be achieved as the review is to be implemented half way through this financial year
- Additional Lease Income £95k, the delay to the legalities of this has resulted in no additional income expected for 2018/19

- Transport Related Expenditure £64k, due to the service review being implemented halfway through the year, new vehicles have not been procured. Therefore, maintenance increase to existing fleet has increased for this year.
- Interest Payable £112k – Borrowing costs on Loans to SAIL.
- Grants & Reimbursement Income £98k, the majority of this is due to Waste Disposal/ Recycling Income – As the demand on recycling decreases the amount paid to Council has also decreased
- Parking Income £60k – Work on improving the MSCP has resulted in the closure of floors, in addition Hunters & Friars car park was not returned to the Council at the beginning of the financial year from Crossrail as assumed, so charging on these car parks have been delayed

3.5 The following savings have also been taken into account:

- Vacancy factor £55k, unfilled posts due to agency being used or natural vacancy due to timeline of recruitment.
- Pension Deficit funding £182k, as the organisation has naturally decreased in size, with the successful shared service and managed services, the council's pension strain has decreased to reflect this.
- New Ways of Working Initiatives £72k, moving out the Town Hall has encouraged officers to think alternatively to how they work, this has resulted in cost savings, on postage, printing & stationary and computing
- Asset Management £14k, tighter control on how Council assets are managed have seen savings on Building R&M and Utilities.
- Commercial Income £79k – Success of setting up Seven Arches Investment Limited as resulted in the Council being able to provide services for SAIL and charge competitive market rates for this work.
- Interest Receivable £119k – Return on Investments and Loans to SAIL

3.6 Overall, there is an adverse position of £83k, officers are continuing to look at opportunities to improve upon this position and therefore close the Funding Gap even further during the remainder of the financial year, to achieve a break-even position as budgeted.

3.7 Closing working balance is currently forecasted at £3.2m, which is still within the Council's minimum reserve level of £2.2m.

4. Housing Revenue Account

- 4.1 On 6th March 2018 at Ordinary Council, The Housing Revenue Account was set with a 2018/19 surplus of £116k shown in Table B.
- 4.2 On the 19th June 2018, Policy, Finance and Resources Committee reported the 2017/18 Housing Revenue Account outturn as a surplus of £494k. This has led to carried forward working balance of £2.041m shown at the bottom half of Table B.

Table B – Housing Revenue Account Position as at 31st August 2018

	2017/18 Actual	2018/19 Current Budget	2018/19 Estimated Outturn
	£'000	£'000	£'000
Total Housing Service Expenditure	8,965	8,497	8,595
Total Housing Service Income	(13,066)	(13,094)	(13,031)
Non Service Costs	3,107	4,481	4,454
Appropriations	500	0	0
(Surplus)/Deficit for HRA	(494)	(116)	18
Working Balance b/fwd	1,547	2,041	2,041
(Surplus)/Deficit for HRA	(494)	(116)	18
Working Balance c/fwd	2,041	2,157	2,023

- 4.3 The Housing Revenue Account estimated outturn is currently showing a deficit of £18k as 31st August 2018 which is a difference in position of £134k.
- 4.4 One of the Pressures that Housing Revenue Account is currently facing is the Revenue contribution to capital and the additional cost required to fund slippage on the Capital program from 2017/18 that has not yet been funded from revenue because HRA is self-funding.
- 4.5 Due to the new R&M contract beginning June 2019, officers this year are ensuring all current R&M work is completed before the new contract

starts. This has resulted in the HRA planning to use £225k of earmark reserves to fund the backlog of work.

4.6 Other pressures include:

- Supervision & Management £92k, communal utility costs are increasing as the share market price increases. This variance also covers the use of consultants through the repairs & maintenance procurement exercise.
- Rents, Rates, Taxes & other Charges £16k, increase to insurance and long-term voids increase council tax payable.
- Bad debt 20k, as arrears increase the bad debt of these arrears increase.
- HRA Income £63k, long term voids and right to buy factor decrease income collectable.
- Revenue Contribution to Capital program £146k, additional revenue funds to fund the planned capital expenditure on affordable housing.

4.7 Savings within the HRA include:

- Vacancy Factor £30k, vacancies within Caretaking and Sheltered Schemes are being trialled to determine the structure required to deliver services to tenants.
- Interest and Debt management charges £73k, transfer of shops to the General Fund also transfers the PWLB debt that finances these shops. Therefore, interest payable is due by the General Fund.
- Payments to the Pension Fund £100k, with current vacancies and in line with 17/18 actual, pension strain on the HRA has decreased.

4.8 Officers will continue to review projected spend so the HRA can potentially make a surplus as originally budgeted.

5. Capital Program

5.1 On 6th March 2018 the Capital program was agreed. On 19th June 2018 the slippage was agreed. Bringing the total capital program to £22.160m

5.2 Table C shows the current Capital program and estimated outturn regarding the Capital program and how the program will be funded.

Table C – Capital Projects and Funding as at 31st August 2018

Capital Projects	Current Budget	Estimated Outturn	Proposed Slippage
ICT Services	250	250	0
Town Hall	5,205	5,205	0
Asset Management	919	200	(719)
SAIL Borrowing	30,000	6,000	(24,000)
Equipment Purchase S106	41	41	0
Vehicle Replacement Program	791	300	(491)
Play Area Refurbishments	151	151	0
Irrigation Golf Course	29	29	0
Environment - including incursion defences	49	49	0
Cemetery Headstones	35	35	0
Memorial wall	100	100	0
Warley Sports pavillion	170	0	(170)
Parks Infrastructure	125	125	0
Warley Park - S106	125	125	0
Cemetery Infrastructure	191	191	0
MSCP	1,900	1,750	(150)
Other Parking Improvements	10	10	0
Home Repairs Assitance grants	30	30	0
Disabled Facilities Grant	250	250	0
CCTV Upgrade	16	16	0
King Edward Road Development	500	0	(500)
Renaissance Capital Grant	39	39	0
Highways match Funding with ECC	0	100	100
General Fund Total	40,926	14,996	(25,930)
HRA Decent Home Standard	3,115	1,971	(1,144)
HRA Affordable Housing Development	2,832	2,832	0
HRA Parking Spaces	25	0	(25)
HRA Total	5,972	4,803	(1,169)
Total	46,898	19,799	(27,099)
Capital Funding			
General Fund Capital Receipts	2,965	3,593	628
HRA Retained Capital Receipts	850	850	0
Borrowing	37,473	10,915	(26,558)
Government Grants	250	250	0
Section 106	238	238	0
HRA Revenue Contributions	1,982	1,982	0
HRA Major Repairs Reserve	3,140	1,971	(1,169)
Total	46,898	19,799	(27,099)

- 5.3 Based on the current outturn, all capital receipts will be used to fund 2018/19 capital program. Any future capital projects will require borrowing in order to fund these projects.
- 5.4 It is assumed the proposed slippage will be funded by borrowing in 2019/20. Officers will review the future capital program and funding alongside the Draft Medium Term Financial Plan due November 2018.
- 5.5 Slippage is due to the following:
- Asset management – Funds were set aside regarding works required for the Joint venture Procurement. As the procurement exercise has developed the works will not be required until future years.
 - SAIL Borrowing – On 27th June, Council agreed a drawdown facility for Seven Arches Investment Ltd of up to £30 million. £6 million has been currently utilised and no further funds are anticipated to be drawn down currently.
 - Vehicle Replacement Program – There is a need to replace vehicles in the current fleet, however this has been delayed while the operational service review is implemented.
 - Warley Sports Pavilion – Whilst feasibility studies are carried out and other funding sources investigated, works not planned to commence until 2019/20.
 - MSCP – The concrete repairs along with additional works for CCTV enhancement and installation of dry risers has been achieved below budget.
 - King Edward Road Development – On 20th June 2017 PP&R approved the development of two semi-detached properties at King Edward Road, subject to planning approval. Currently, planning has not been granted as access rights are being investigated. Therefore, no planned spend for 2018/19.
 - Highways match funding – The underspend from MSCP is to be used to match fund with Essex County Council for highway improvements within the Borough.
 - HRA Decent Home Standards – Work to HRA properties currently include compliance work to properties. Major planned works such as bathroom and kitchen renewals will commence as a work program once the new R&M contract is awarded.
 - HRA Parking Spaces – Feasibility studies are to commence this year, therefore works most likely to commence in the next financial year once sites are identified and agreed.

6. Treasury Management & Investment Activity 2018/19

6.1 The Treasury Management Strategy Statement (TMSS) for 2018/19 was approved by Council on 6 March 2018.

6.2 This report presents an update on the Council's treasury activities covering the first five months of the 2018/19 financial year.

Investments

6.3 The Council's investment balances at 1 April and 31 August are outlined in Table D: -

Table D – Council's Investment Balances

	£000
Investments at 1 April 2018	14,000
Investments at 31 August 2018	15,000
Increase	1,000

6.4 The increase in investment balances has been modest, with cash flows into the Council being largely offset by spend on capital schemes and operational activities. The £15m balance is mostly represented by fixed term deposits and is spread as follows: £8m other local authorities; £7m banks and building societies.

6.5 The investment balances are expected to remain relatively constant to the end of January 2019 and to decrease over the last two months of the financial year, as council tax and business rates receipt tail off.

6.6 The latest forecast is for the year-end investment balance to be approximately £6m, though the actual amount will depend on factors such as the size of any slippage on the capital programme.

Borrowing

- 6.7 Table E identifies the loans held by the Council at 31 August 2018:

Table E - Loans as at 31 August 2018

Category	Start Date	Repayment Date	Interest rate	Amount £'000
<u>HRA</u>	28/03/2012	28/03/2022	2.40%	5,000
	28/03/2012	28/03/2027	3.01%	10,000
	28/03/2012	28/03/2032	3.30%	15,000
	28/03/2012	28/03/2037	3.44%	15,000
	28/03/2012	28/03/2042	3.50%	14,166
TOTAL				59,166
<u>General Fund</u>	30/04/1995	30/04/2055	8.88%	800
	24/04/1995	24/02/2055	8.88%	800
	08/01/2003	08/01/2028	4.88%	400
	03/08/2018	04/02/2019	0.75%	4,000
TOTAL				6,000
	Total			65,166

Seven Arches Investment Limited (SAIL)

- 6.8 The Council recently advanced £6 million to SAIL in line with the drawdown facility agreed at Ordinary Council on 27 June.
- 6.9 This £6 million is currently financed by £4 million short term borrowing and £2m use of existing cash balances
- 6.10 Officers are seeking external advice as to how best schedule the debt long term to achieve the optimum interest rate payable.

7. Reasons for Recommendation

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

8. Consultation

- 8.1 None

9. References to Corporate Plan

- 9.1 The Medium Term Financial Plan is linked to achieving the vision in the corporate plan.

10. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Interim Chief Finance Officer

Tel & Email: 01277 312 500

jacqueline.vanmellaerts@brentwood.gov.uk

- 10.1 The financial implications are set out in the report.

Legal Implications

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

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

- 10.2 *There are no direct legal implications arising from this report.*

Other Implications - Risk Management

- 10.3 Finance Pressures is an existing Risk on the Council Strategic Risk register. The outcome of this Budget monitoring update has not altered the current risk rating of this specific risk, as it is currently set at the highest level.

11. Background Papers

- 11.1 Available from the Finance Department

Report Author Contact Details:

Name: Phoebe Barnes, Interim Financial Controller

Telephone: 01277 312 839

E-mail: **phoebe.barnes@brentwood.gov.uk**

18th September 2018

Policy, Performance & Resources

Department for Communities and Local Government (MHCLG) Pilot Programme for 75% Business Rates Retention – 2019/20

Report of: *Jacqueline Van Mellaerts*

Wards Affected: *No wards specifically*

This report is: *Public*

1. Executive Summary

- 1.1 The Council currently participates in an Essex wide pool for Business Rate Retention (BRR). MHCLG have invited Local Authorities in England to pilot 75% Business Rate Retention in 2019/20.
- 1.2 The Council is invited to participate, in conjunction with other Essex authorities, in a bid for pilot area status. The purpose is to assist MHCLG in testing future scheme for retention of 75% business rates in economic area with mix tier authorities
- 1.3 The benefits to the Council would include significant increase to the share of the growth in its rates income.
- 1.4 Discussions are taking place with other Essex authorities; financial Review is still ongoing for the bid proposal. Due to the tight timescale set upon by MHCLG to submit interest by 25th September 2018, and to allow for the appropriate governance arrangements, delegated authority is therefore required to make sure the bid if upheld is successful.
- 1.5 In conjunction with a bid, authorities are asked to declare fall-back arrangements in the event of an unsuccessful bid. Currently Brentwood participates in the Greater-Essex pool and a revised pooling arrangement may be proposed.

2. Recommendation(s)

- 2.1 Notes the content of the report and its potential implications for the forthcoming budget setting for 2019/20.**
- 2.2 That delegated authority be granted to the Chief Executive, in consultation with the Chair of Policy, Projects & Resources Committee, to give notice formally of the Council's intention to accept or decline to opt into the 75% Business Rate Retention (BRR) Pilot Programme with the other constituent Essex local authorities.**
- 2.3 That delegated authority be granted to the Chief Executive, in consultation with the Chair of Policy, Projects & Resources Committee, to agree on behalf of the Council in principle to join with other authorities if a new Essex pool is required in the event of either no pilot bid being agreed with other authorities or the pilot bid being unsuccessful.**

3. Introduction and Background

- 3.1 At Ordinary Council 18th October 2018 a report was presented to Members asking for delegated authority to be granted to the Chief Executive, to give notice for the Council's intention to accept or decline regarding the 100% Business Rate Pilot Programme with the other Essex local authorities as well as Essex County Council.
- 3.2 Brentwood accepted to be part of the Essex wide pilot bid, and Essex County Council submitted a bid to Government to take part in the pilot program. Following a competitive process, 10 authorities were awarded the pilot scheme. The Essex scheme bid was not successful.
- 3.3 On 24th July 2018, the government published an Invitation to Local Authorities in England to pilot 75% Business Rates Retention in 2019/20. Those who were previously part of the Essex wide bid, have expressed an interest to apply to government again for this pilot scheme.
- 3.4 The current Medium-Term Financial Plan (MTFP) was approved by Ordinary Council on 6th March 2018. The MTFP incorporated the agreed funding under the Government's four-year deal through to 2019/20. It also highlighted a number of areas which will impact upon the Council's future resources, one of which included the longer-term implications of the government's intentions for a business rates baseline reset in 2020/21

and 75% retention of Business Rates and associated conditions that may be applied and the transfer of additional responsibilities to councils.

- 3.5 The Business Rate Retention Scheme (BRR) commenced in 2013/14 and has increasingly been regarded as the core source of direct Government funding within its Settlement Funding Assessment (SFA). The BRR system is intended to see a simplification of council funding arrangements and to incentivise councils to encourage economic growth in their areas. In return, this would improve the business rates collectable and therefore the funding retained locally through the funding arrangements.
- 3.6 Essex is a two-tier area regarding business rates. The billing authority's share is 40%, the central government takes 50% and 10% goes to the upper tier authorities. An adjustment is made to equate business rates income with need, with district authorities paying a "tariff" and upper tier authorities receiving a "top-up". After these adjustments, any growth above the 2013 business rate baseline is distributed based on these percentages.
- 3.7 A "safety net" deals with any shortfalls in income below the baseline. This means central government will meet any losses beyond a threshold that is lined to the funding baseline. To fund this safety net nationally, tariff authorities pay a levy up to 50% of growth.
- 3.8 The Council is part of the Essex wide Pool for Business Rates, the pool consists of eleven Essex local authorities including Essex County Council, Essex Fire Authority and nine Borough and District Councils, including Brentwood. By pooling, any levy payments that would have been made to Central Government in relation to Business Rates, growth can be saved and distributed to the members of the pool. The Pool is functioning well with a projected surplus to Brentwood of £138k for 2018/19.
- 3.9 Government is currently proposing to move from the present 50% BRR (Business Rate Retention), in which only 50% of income is retained by local government, to one which is 100% retained. In the 2018/19 Finance Settlement, it was announced a change to 75% from April 2020, with the 100% being a longer-term objective.
- 3.10 Alongside this, the funding baseline for each authority will be reset to reflect the outcome of the fair funding assessment. One point of this assessment is addressing the negative RSG Council's are currently facing.

4. MHCLG Invitation to Local Authorities in England to Pilot 75% Business Rates Retention in 2019/20

- 4.1 The Government has already initiated one pilot scheme for 100% BRR operating in five specifically urban council areas with effect from 1 April 2017. These pilots retained 100% of business rates income and will continue through to 2019/20.
- 4.2 From 1 April 2018 a further 10 areas and an expanded London pilot are operating a 100% pilot scheme. These 10 pilots cover 89 authorities in two-tier areas and will cease on 31 March 2019.
- 4.3 For 2019/20, applications are invited based on 75% retention for one year only. This is the last pilot scheme before the go live date for all authorities. MHCLG have issued a guidance regarding the invitation to bid by 25th September 2018. This guidance sets out the following selection criteria
- The mix of authorities in the bid operate across a functional economic area
 - The bid demonstrates how pooled income from growth will be used across the area to boost growth to provide financial sustainability
 - That the bid has robust governance arrangements for strategic decision making around the risk and reward of the pilot.
- 4.4 In securing a pilot there is significant financial rewards to all those who operate within it. Government will receive half the share of growth and so the pilot will retain that half of growth the Government would have received if not in a pilot scheme. No levy will be payable if an Essex bid was successful. Overall the share of growth in pilots will significantly increase.
- 4.5 A degree of risk is attached to Business rates around volatility, ratepayers appeals as well as each local authority safety net. However, within Essex business rate growth has been strong and pooling has worked in a favourable manner.
- 4.6 MHCLG expect authorities within the pilot to work together and to detail and meet central objectives. Bids need to pay regard to the financial sustainability of all local authorities involved, as well as laying out how any potential growth in business rates may be spent. MHCLG want clear information in how additional growth may be used to promote growth through investment as well as financial sustainability in the whole

economic area and how authorities have come to agree on specific projects for the economic area.

- 4.7 To be accepted as a pilot for 2019/20, MHCLG has indicated that agreement must be secured locally from all relevant authorities to be designated as a pool for 2019/20. Government have also advised that the number of pilots available for 2019/20 will most likely be smaller than in 2018/19.
- 4.8 It is expected that successful applications will be announced before or alongside the publication of the draft local government finance settlement, which usually occurs in mid-December each year.

Proposal for an Essex-wide Pilot for BRR

- 4.9 Essex County Council has initiated a series of discussions and communications to explore the merits of forming an Essex pilot. Not only are there potential benefits from annual retaining Business Rates surpluses, the council recognises that participating in the pilot provides a key opportunity to shaping the fair distribution of local government funding.
- 4.10 Currently, at the time of writing this report the Chief executives and leaders' groups within Essex have met to consider a joint all – Essex bid as in lines with last year.
- 4.11 There is a small working group lead by Chelmsford CEO who are working on an all-Essex bid. It is possible one or more other combinations of authorities could put their own bid in. No authority may participate in more than one bid and split bids are unlikely to meet MHCLG criteria proposed.
- 4.12 MHCLG expect a proposed pool to compose of a county council and all of the associated district councils; a group of unitary authorities; or a two-tier area and adjoining unitaries, but it should extend across a functional economic area
- 4.13 Given the government's requirement for all authorities within a pilot area to subscribe to a pilot bid, the working group continues to engage with all other fifteen relevant Essex authorities, which comprises the twelve Borough and District Councils, two Unitary Councils and Fire authority (police authorities do not participate in Business Rates funding). This is a real achievement for all authorities, showing increased collaboration and partnership for local needs.

- 4.14 It was agreed amongst all Essex Authorities that entering into the pooled arrangement, councils should be in a “No worse off position”, then prior to the pilot.
- 4.15 Initially the pilot programme appears favourable for Brentwood, by pooling together all the Essex Local Authorities the gains could be around £19m depending on the arrangements. The levy paid to central Government will be saved through pooling and 75% growth in business rates compared to the 50% of growth that is currently retained, will be retained locally.
- 4.16 The current Essex pool will cease on 1st April 2019 if an Essex pilot bid is successful. If the bid is not successful, then current existing 50% pool may continue, or a new pool formed. MHCLG require that with the submission of the pilot bid, authorities declare what their intended fall-back arrangement will be.
- 4.17 Therefore, as having no pool to fall back on would be costly for any authority it is proposed that either the current pool stays in place or a new pool is formed, if the county council are part of the pool in order to administer an Essex wide pool.

Conclusion

- 4.18 With limited information available at the time of this report to enable to put the appropriate governance arrangements in place by the 25th September 2018, it has not been possible to determine the overall financial impact for Brentwood. Officers therefore request members to provide delegated authority to the Chief Executive in consultation with officers and the Chair of Policy, Projects and Resources committee to accept or decline to opt in for the pilot programme.
- 4.19 If Brentwood does opt into an Essex bid and this is unsuccessful, Officers request members to provide delegated authority to the Chief Executive in consultation with officers and the Chair of Policy, Projects and Resources committee to make a formal decision on the fall-back arrangements of a new Essex pool, if a new Essex pool is required.

5. Reasons for Recommendation

- 5.1 To enable an informed decision by delegated authority, subsequent to the outcomes of an independent financial review and formulation of agreed terms, to be made in determining whether Brentwood Council should

participate with Essex billing precepting authorities in the MHCLG's Pilot Programme for 75% Business Rates Retention (BRR) in 2019/20.

6. Consultation

6.1 None

7. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Financial Services Manager

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7.1 Main Financial Implications are set out in this report. Outcomes of the financial modelling exercise and negotiations with authorities comprising the proposed Essex pilot should provide officers an insight into the benefits, or otherwise participating in the 75% BRR pilot scheme.

Legal Implications

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

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

7.2 There are no direct legal implications set out in this report.

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

7.3 Upon assessment of the bid proposals, Risks to the authority will be considered and could help potentially reduce the councils strategic risk – financial pressures.

8. Background Papers

8.1 MHCLG 75% Business Rates Retention Pilots 2019 to 2020 prospectus.

9. Appendices to this report

- None

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18th September 2018

Policy, Projects and Resources Committee

Asset Development Programme Update

Report of: *Chris Leslie – Executive Director of Commercial Services*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 The aim of the Council's Asset Development Programme ("ADP") is to realise the potential of the Council's property asset base so as to deliver improved revenue streams from the portfolio but at the same time securing the regeneration, economic development and housing objectives of the Council. This report provides an update on the work of the Asset Development Programme Project Board ("Project Board") to date.
- 1.2 This report outlines the progress made by the Project Board on a) the Joint Venture Partner Procurement, b) the wholly owned Company (Seven Arches Investments Ltd), c) the Early Successes Programme and other in-house items including the Memorial Wall project.

2. Recommendation(s)

- 2.1 **To approve the direction of the Asset Development Programme**

3. Introduction and Background

- 3.1 The Project Board advises on all projects relating to the ADP, which includes projects relating to Corporate Asset Management, Property Joint Venture Partnerships and Seven Arches Investments Ltd. It will in turn be informed by the work of the Corporate Asset Management Group.
- 3.2 On 19 September 2017 this Committee approved a hybrid approach for delivering the asset development programme. The hybrid approach involves the self-development of simple sites by the Council, while more complex sites would be undertaken jointly between the Council and a procured joint venture partner.

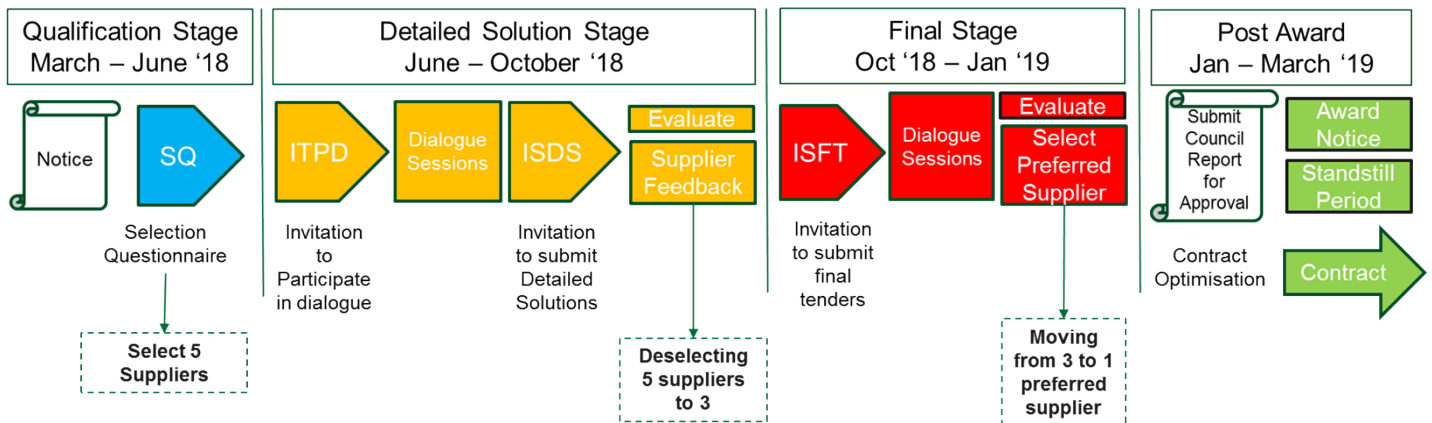
- 3.3 To maintain a revenue stream for the Council the self-developed sites will be leased out on a commercial basis. The Localism Act 2011 allows local authorities to do anything an individual can do. However, section 4 of the act requires that any commercial activity must be undertaken through a company.
- 3.4 Therefore, to comply with the requirements of the Localism Act 2011 the Council established a wholly owned company, Seven Arches Investments Ltd ("SAIL") on 12th April 2018.
- 3.5 The wholly owned company will seek to engage in a variety of commercial activities that will be asset based initially, and subject to appropriate business cases and financial sustainability could be extended into other areas such as service provision.
- 3.6 Sites developed with a partner may also require the establishment of a separate company to comply with legislative requirements and to formalise the partnership. This will likely be in the form of a limited liability partnership (LLP) with ownership split 50:50. The best arrangement will be assessed through the procurement process, currently underway.

4. Loan Drawdown Facility

- 4.1 The Project Board has received several initial investment opportunities that have been presented by the appointed property investment advisors. From these opportunities and the recommendations of the property investment advisors it became apparent that access to a loan drawdown facility would be more commercially appropriate than tranches of loans.
- 4.2 The drawdown facility allows more than one potential investment to be pursued at a time, preventing lost opportunities for relatively small amounts and allowing greater diversification. It also allows the company to operate in a more commercially competitive manner. A facility of £30m was deemed appropriate at this stage.
- 4.3 Approval for the increased drawdown facility was approved by this committee on the 19th June 2018 and subsequently ratified by Full Council on the 27th June.
- 4.4 The first drawdown of this facility was for £6m being in respect of the purchase of SAIL's first investment and for working capital going forward.

5. Progress to date – Joint Venture Partner Procurement

- 5.1 Following the publication of an Official Journal of the European Union (OJEU) Notice and a dedicated website on 23rd March 2018 there were 15 organisations who submitted applications by the deadline of 4th May.
- 5.2 The 15 bids were evaluated based on who best met the Selection Questionnaire (SQ) criteria and the successful 5 were put forward to Competitive Dialogue and to submit detailed solutions.
- 5.3 First competitive dialogue commenced on Monday 11th June, and further dialogue sessions took place during June and July. The procurement timetable continues on track and at the time of writing bidders' Initial Detailed Solutions are being evaluated by the procurement team. The evaluation will conclude by Friday 21st September, with an expected 3 bidders progressing to the next stage.
- 5.4 The next stage will be the "Invitation to Submit Final Tenders". This is expected to involve 3 dialogue sessions during October with subsequent evaluation taking place between mid-November and Mid-January.
- 5.5 Timescales and the procurement stages are shown in the following diagram.



6. Progress to date – Seven Arches Investments Ltd

- 6.1 Seven Arches Investments Limited ("SAIL") was officially registered with Companies House on 12th April 2018. It has subsequently had its own Bank Account set up and been registered for VAT.
- 6.2 The procurement of Property Investment Advisors during April resulted in two City firms being appointed: Montagu Evans LLP and Carter Jonas LLP.

These firms will advise when the best property investments become available, either “on market” or “off market”.

- 6.3 On the 2nd August, Montagu Evans held a session with the Project Board to provide insight into Property Investment which would then allow the Project Board to gain a greater understanding of the investment process and to assist the Board in undertaking its function in relation to SAIL. The Board were also able to provide direction to the advisors in terms of the types of investment properties that would be suitable.
- 6.4 As previously reported to this Committee, sample sites have already been supplied by both firms of advisors. Since then one property passed initial due diligence and the Project Board gave a recommendation to SAIL Directors to enter into a two-stage bidding process. Subsequently, SAIL’s offer was acceptable.
- 6.5 A top-quality team of solicitors, surveyors and valuers were put in place who worked closely with SAIL and its Property Investment Advisors to undertake final due diligence and legal process. As a result, the completion of the transaction was secured at the end of August.
- 6.6 The property will be managed on SAIL’s behalf by Montagu Evans.
- 6.7 Details of the purchase are in the following table:

Address	One Curo Park, St Albans, AL2 2DD
Property Details	The property is situated on the Curo Business Park, approximately 3 miles to the south of St Albans and 2 miles from the M25/ M1 junction. It comprises a well specified office building developed in 2003 and extending to 17,532 sq ft (1,628.7 sq m), with 70 on site car spaces.
Tenure	Freehold
Purchase Price	£4,965,000 (£5,300,000 including purchase costs)
Vendor	RPMI Railpen
Tenants	John Sisk & Sons Ltd
Lease Details	Full Repairing and Insuring to July 2033 with no breaks. Guaranteed by parent company Sicon Ltd.
Rent	Outstanding review from July 2018 where there is a guaranteed rental increase to a minimum of c £291,000. Further reviews are due in July 2023 and 2028.
Net Initial Yield	5.9% (5.5% incl purchase costs)

7. Progress to date – Early Success Programme / in-house schemes

- 7.1 A Master Assets List has been developed which will be used to keep track of Early Successes/Disposals/Redevelopments/Corporate Landlord etc which were previously kept under separate records.
- 7.2 Out of this master list, a number of sites have been identified into two separate lists being shown as “Dormant” or “Closed” as applicable. These lists have been approved by Project Board and are attached for Members’ information at Appendix A. This will leave just the “Live” cases to be investigated, which will be prioritised. The Top 10 of these will be focussed on and progress reported accordingly.
- 7.3 Progress will be reviewed at Corporate Asset Management Group fortnightly and then brought to the Project Board. A list of properties currently “leased out” and earning rental income for the Council will also be kept and monitored separately.
- 7.4 The Memorial Wall project is well underway. By the time of this committee, ground works will have been completed and the install of the granite Sanctums (Vaults) and Columbaria will be nearing completion.
- 7.5 An “Exclusive Rights of Burial” agreement to formalise the terms and conditions of use of the Vaults and Columbaria will have been completed by this time and marketing arrangements put in place. It is envisaged that the first point of marketing will be with the various Funeral Directors within the Borough. The Council’s website will also be utilised.
- 7.6 Officers will soon be turning their attention to developing the second phase of this project which will be to focus on an area designed for the placing of ashes if a family chooses not to renew the rights to their Sanctum or Columbarium. If this situation does occur, then the authority will need to have a location where remains can be either scattered or placed in the ground without using up existing burial plots.
- 7.7 In the meantime, an area of boundary fencing that requires renewal will also be set up to form an area for the public to place memorial plaques for their beloved pets. Animal ashes are not intended to be accepted at this stage due to complex procedures having to be followed. Progress will continue to be reported to this Committee.

8. Reasons for Recommendation

- 8.1 To update the Committee on the progress of the Asset Development Programme.

9. References to Corporate Plan

- 9.1 This fits with the Council's Transformation Vision, to explore new income generating ideas and opportunities.

10. Implications

Financial Implications

Name & Title: Jacqueline Vanmellaerts, Financial Services Manager

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- 10.1 The asset development programme is anticipated to provide substantial income for the Council.
- 10.2 However, investments carry a degree of risk and the company will need to be sustainable in the long term.
- 10.3 Currently costs associated with the Joint Venture Partner Procurement are to be met from the Organisational Transformation Reserve.
- 10.4 The Memorial Wall Project is captured within the existing Capital Program, this has a current budget of £100k and is on target to be spent by 31st March 2019.
- 10.5 SAIL has borrowed £6 million from Brentwood Council to finance the purchase of One Curo Park as well as financing the working capital for SAIL to operate as an ongoing business. The Council will finance the loan through borrowing.
- 10.6 SAIL's Business Model has been updated to reflect the purchase of One Curo Park. The business model continues to be reviewed by officers to ensure SAIL is sustainable long term.

Legal Implications

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

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

- 10.1 Legal implications are referred to in the body of this report. Legal Services, working with external legal advisers and specialists, will be providing advice and assistance going forward.

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

- 10.2 None

- 11. Background Papers** (include their location and identify whether any are exempt or protected by copyright)

- 11.1 None

- 12. Appendices to this report**

Appendix A - Summary of Closed and Dormant Asset Reviews

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Appendix A

APPENDIX A – Summary of Closed and Dormant Asset Reviews:

CLOSED:

Use	Contents	Route	Accountable Officer	PRIORITY	Progress	Update	Street	Postcode	Ward
Community Hall	Herongate Village Hall	List 2	Adrian Tidbury	Move to Archive	Closed	No monetary value to Council due to covenants. A separate working group has been set up to investigate potential opportunities.	Brentwood Road	CM13 3PZ	Herongate/ Ingestone/ W Horndon
Cricket Pavilion	Green Ingrave Common			Move to Archive	Closed	Village Common - cannot be developed	Brentwood Road	CM13 3NY	Herongate/ Ingestone/ W Horndon
Common Land	Little Warley Common (AKA Childerditch Common)			Move to Archive	Closed	Village Common - cannot be developed	Childerditch Street	CM13 3EG	Warley
Car Park	Multistorey Car Park			Move to Archive	Closed	Access to land is extremely narrow alley and therefore any scheme would be unworkable. No further action.	Coptfold Road	CM14 4FA	Brentwood South
Allotment	Crescent Road Allotment		Russell Clinker	Move to Archive	Closed	Allotment - not for development	Crescent Road	CM14 5JB	Brentwood West
Amenity Land	Land at Edwards Way	List 2	Adrian Tidbury	Move to Archive	Closed	Currently amenity space and unlikely to be suitable for development	Edwards Way	CM13 1BT	Brentwood South
Car Park	Friars Avenue Car Park	NO SCOPE		Move to Archive	Closed	Essential car park	Friars Avenue	CM15 8JA	Shenfield
Vacant Land	Land Rear of 13-19 Greenshaw	List 1	Russell Clinker	Move to Archive	Closed	Access to land is extremely narrow alley and therefore any scheme would be unworkable. No further action.	Greenshaw	CM14 4YA	Brentwood North
Woodland	Hartwood and Donkey Lane Plantation			Move to Archive	Closed	woodland space	Hartwood Road	CM14 5AG	Warley
Country Park	Hatch Road Country Park			Move to Archive	Closed	Country Park - not for development	Hatch Road	CM15 9NN	Pilgrims Hatch
Open Space	Land Rear of St. Thomas Chapel Ruins	List 2	Adrian Tidbury	Move to Archive	Closed	Currently pedestrian area and no possibilities	High Street	CM14 4BX	Brentwood South
Public Convenience	High Street, Brentwood	List 2	Adrian Tidbury	Move to Archive	Closed	No potential - an operational toilet.	High Street		Brentwood North
Grass Verge	Small Strip of Land Along Bannister Drive	List 1	Russell Clinker	Move to Archive	Closed	Offer to Adjoining owner if possible? No Mileage in this	Hutton Poplar Estate, Bannister Drive		Hutton North
Amenity Land	Hutton Poplars Playing Fields			Move to Archive	Closed	Unlikely to be developable	Hutton Poplar Estate, Poplar Drive	CM13 1YU	Hutton North
Grass Verge	Land at Poplar Drive	List 1	Russell Clinker	Move to Archive	Closed	Offer to Adjoining owner if possible? No Mileage in this	Hutton Poplar Estate, Poplar Drive	CM13 1YH	Hutton North
Grass Verge	Land at Poplar Drive & Langford Green	List 1	Russell Clinker	Move to Archive	Closed	Offer to Adjoining owner if possible? No Mileage in this	Hutton Poplar Estate, Poplar Drive	CM13 1YJ	Hutton North
Amenity Land	Land at Thaxted Green	List 2	Adrian Tidbury	Move to Archive	Closed	Too Small and currently verge	Hutton Poplar Estate, Thaxted Green	CM13 1YH	Hutton North
Offices	Brentwood Town Hall (+ EX222739)			Move to Archive	Closed	Subject to separate project stream	Ingrave Road	CM15 8AY	Brentwood South
Amenity Land	King Georges Playing Fields			Move to Archive	Closed	Amenity land - subject to Leisure Strategy	Ingrave Road	CM14 5AE	Warley & Brentwood South
Highway Strip	Land at Kings Road	List 1	Russell Clinker	Move to Archive	Closed	Land adjacent to Bennets funeral directors	Kings Road	CM14 4DJ	Brentwood West
Highway Strip	Kings Road adjacent to Chatham Way (2 parcels of land)	List 2	Adrian Tidbury	Move to Archive	Closed	Too small and just a verge	Kings Road - Chatham Way Junction	CM14 4DJ	Brentwood West
Cemetery	London Road Cemetery & Cemetery Greenhouses	NO SCOPE		Move to Archive	Closed	Cemetery land - not developable	London Road	CM14 4QW	Brentwood West
Cemetery	London Road Chapel & Cemetery	NO SCOPE		Move to Archive	Closed	Cemetery land - not developable	London Road	CM14 4QW	Brentwood West
Cemetery	Lorne Road Chapel, Lodge, Garden	NO SCOPE		Move to Archive	Closed	Cemetery land - not developable	Lorne Road	CM14 5HH	Brentwood West
Public Convenience	Market Place, Ingestone	NO SCOPE		Move to Archive	Closed	Public Toilet - not developable	Market Place		Ingestone, Fryerning and Mountnessing
Amenity	2 Pieces of Land Along Ongar Road	List 2	Adrian Tidbury	Move to Archive	Closed	Currently verge and unlikely to be developable	Ongar Road	CM15 9JG	Pilgrims Hatch
Amenity	Land at 29 Ongar Road	List 2	Adrian Tidbury	Move to Archive	Closed	Currently open space fronting existing properties. Planning Policy Comments: Appears to be very limited amount of developable land as there are existing properties fronting onto the land. Site size of 0.12ha if developed at 30dph could result in 3 dwellings.	Ongar Road	CM15 0AA	Brentwood North
Monument	War Memorial	NO SCOPE		Move to Archive	Closed	War Memorial - not for redevelopment	Shenfield Road		Shenfield
Cemetery	St. Thomas Graveyard	NO SCOPE		Move to Archive	Closed	Graveyard - not for redevelopment	St Thomas Road	CM14 4DF	Brentwood South
Golf Course	Hartwood Golf Course			Move to Archive	Closed	Amenity land - subject to Leisure Strategy	The Avenue & Brentwood Road	CM13 2AD	Warley & Herongate, Ingrave and West Horndon
Highway Strip	Land at The Drive	List 1	Russell Clinker	Move to Archive	Closed	Slither of land. Small value - NFA	The Drive	CM13 3AT	Warley
Amenity Land	Warley Playing Fields & Changing Rooms			Move to Archive	Closed	Amenity land - subject to Leisure Strategy	The Drive	CM13 3BH	Warley
Pavilion	Warley Playing Fields - Pavilion			Move to Archive	Closed	Amenity land - subject to Leisure Strategy	The Drive	CM13 3BH	Warley
Cemetery	Woodman Road Chapel & Cemetery	NO SCOPE		Move to Archive	Closed	Cemetery - cannot be redeveloped	Woodman Road		Warley

DORMANT:

Use	Contents	Route	Accountable Officer	PRIORITY	Progress	Update	Street	Postcode	Ward
Office	Pepperell House 44 High Street	Corp Landlord		Move to Archive	Dormant	Park until Town Hall developed. Agreed at CAM Group 9/4/18	High Street	CM14 4AJ	Brentwood South
Strip of Land	Tree Screen at Tallon Road	List 1	Russell Clinker	Move to Archive	Dormant	Complicated by Woodland Mgt issues - hold for now 8/5/18	Tallon Road Industrial Estate	CM13 1TG	Hutton North
Land at	Douglas Matthew House	List 1	Russell Clinker	Move to Archive	Dormant	Low chance of income but hard work 8/5/18	White Lyons Road	CM14 4YT	Brentwood South
Allotment	St Charles Road Allotment (Park Road)			Move to Archive	Dormant	Looking at renewing lease - part of Allotments Committee Report. Cannot be developed at this stage.	St Charles Road		Brentwood North
113 Arboretum		Early Succ	Darren Laver	Move to Archive	Dormant	Agreed by CAMG following Business Case submission.			

18th September 2018

Policy, Projects and Resources

Feasibility Study for Parking on Housing Greens

Report of: Steve Summers – Chief Operating Officer

Wards Affected: All

This report is: Public

1. Executive Summary

- 1.1 At the Ordinary Council on the 6th March 2018 as part of the Medium Term Financial Plan 2018/19 to 2020/21 it was agreed that £25,000 would be allocated to the Council's Capital Programme for a Feasibility Study for parking on Housing Greens.
- 1.2 Possible areas of Housing Greens within the Council's ownership will need to be identified and subsequent feasibility studies undertaken to ascertain whether Housing Greens could be used for additional parking.
- 1.3 There are known sites within Hutton and Pilgrims Hatch where parking is an issue but there are also large green areas on former council housing estates that could benefit from such action.
- 1.4 Officers will identify possible sites that could be used for parking and report back to a further Policy, Projects and Resources Committee.

2. Recommendation(s)

- 2.1 To instruct officers to identify possible sites for parking on Housing Greens and undertake a feasibility study.**
- 2.2 That a report be made to a further Policy, Projects and Resources Committee identifying possible sites for members' consideration.**

3. Introduction and Background

- 3.1 The Council is currently undertaking a review of its garage sites to identify sites which may be developed according to a new strategic approach. This initiative will support this approach to enable greater use of Council assets for residents.

4. Issues, Options and Analysis of Options

- 4.1 Effective management of the Council's Housing stock and associated assets is required for current and future residents of the Borough, including both tenants and private home owners.
- 4.2 One of the opportunities includes reviewing possible alternative parking options, including parking bays, and an effective increase in parking provision may be possible.
- 4.3 Such a feasibility study for each site would need to consider the following matters:
- Utilities
 - Highway considerations
 - Possible planning permission requirements
 - Affordability
- 4.4 Once possible sites have been identified there would need to be a consultation exercise with residents.

5. Reasons for Recommendation

- 5.1 To enable Officers to undertake a feasibility study.

6. Consultation

- 6.1 None at this stage.

7. References to Corporate Plan

- 7.1 The Councils Corporate Plan aims to:
- Consider how Council assets can be utilised to promote sustainable development in the Borough.
 - Maximise Council assets to deliver corporate objectives and ensure community benefit.

8. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Interim Chief Finance Officer

Tel & Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

- 8.1 There are no direct financial implications included in this report, all costs associated with the feasibility study will be met within existing budgets in the Housing Revenue Account.

Legal Implications

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

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

- 8.1 Legal Services are available to provide ongoing advice and assistance in relation to this programme, including advice on public procurement requirements and property issues as these emerge.

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

- 8.2 None

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

- 9.1 None

10. Appendices to this report

- 10.1 None

Report Author Contact Details:

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18 September 2018

Policy Projects and Resources Committee

Leisure Strategy

Report of: *Kim Anderson, Partnership, Leisure and Funding Manager*

Wards Affected: *All Wards*

This report is: *Public report*

1. Executive Summary

- 1.1 The Leisure Strategy is one of the key strategies as set out in the Vision for Brentwood 2016-19 document. The Council has ageing facilities and needs to ensure that its leisure facilities are not only fit for purpose now but for the future. The Strategy and action plan sets out the vision, what the Council needs to achieve, the challenges it faces and how the priorities and outcomes have been identified. The Leisure Strategy is a large piece of work, so it has been split into workstreams to enable its delivery. The Strategy will cover a period of 10 years, but the supporting action plan will be a live document which will be reviewed and updated regularly to note the progress on the delivery of the Strategy. The Leisure Strategy has been approved by the Community, Health and Housing Committee on 3 July 2018 (Min Ref. 64) with a recommendation that it also be referred to Policy, Projects and Resources Committee for their consideration which is front of Members tonight.

2. Recommendations

- 2.1 That Members agree the Leisure Strategy and action plan at Appendix A.**

3. Introduction and Background

- 3.1. The Leisure Strategy provides a comprehensive overview of the opportunities and challenges to the Council's leisure development and operational partners. A number of assessments have been undertaken which have been used to identify the priorities in relation to the Council's leisure facilities including key assessment documents, local profiles for Brentwood and the priorities and expected outcomes from Department of Culture, Media and Sport, Department of Health, Sport England, National Governing Bodies

of Sport, together with Active Essex, Brentwood Health and Wellbeing Board and the Brentwood and Basildon Clinical Commissioning Group.

- 3.2. The national context is seeing increased activity levels as a golden thread that can support a healthy community- physically, mentally and economically.
- 3.3. Providing the right mix of facilities and evidenced based programming is key to delivering the priorities and outcomes for the Leisure Strategy so that there is support for residents and visitors from the cradle to the grave.
- 3.4. One of the key challenges for the Council is its current financial situation together with a portfolio of ageing facilities which is not sustainable.
- 3.5. The Council needs to decide where to prioritise investment, how improvement to facilities can be funded and ensuring that the right operators are in place to deliver the right programme of activities to support the needs of the Borough's residents.
- 3.6. The Council may have to make some tough decisions on some of its facilities where some will need to be consolidated and identify those that could benefit from investment and improvement.
- 3.7. The Council commissioned a Value for Money review and Options Appraisal of all its leisure facilities in 2016 which included the Brentwood Centre, the community halls, Hartswood Golf Course and the Council's play areas. The subsequent report and recommendations were circulated to **all** Members in June 2017.
- 3.8. The Council also commissioned an assessment of its Play Pitches and non-Play Pitches provision which is due to be finalised in June 2018.
- 3.9. It was agreed at the Policy, Projects and Resources Committee on 20 June 2017 (min. ref. 42) that the Leisure Strategy work will be split into three separate phases to allow officers and Members to thoroughly explore the options available to them, and that a Leisure Strategy Working Group (LSWG) would be established to scrutinize any of the work and report back to the Corporate Projects Scrutiny Committee with recommendations and that these recommendations would be referred on to the Community Health and Housing Committee or other relevant committee as appropriate.
- 3.10. Phase 1 would include King George's Playing Fields, Warley Playing Fields. Phase 2 would include the Council's Play areas and Phase 3 would include options for the Brentwood Centre and the longer term strategic view of the Council's Leisure facilities.

- 3.11. A separate piece of work has been undertaken with 4Global which looked at the play pitch and non-play pitch provision across the Borough and this report is due to be finalised in June 2018.
- 3.12. Members attended two Leisure Development presentations in November 2017 which highlighted some of the advantages of working with a Leisure Development Partner when developing the Council's Leisure Strategy and the future vision for its leisure facilities.
- 3.13. At the Council's Corporate Projects Scrutiny Committee on 21 November the Leisure Strategy Working Group recommendations (min ref 168) were agreed by Committee and submitted to Community, Health and Housing Committee on 4 December 2017 for their consideration. The recommendations were for officers to facilitate a workshop with industry experts and Members to drive the outcomes and principles of the Council's Leisure Strategy. Following on from the workshop session, it was recommended that officers liaise with industry experts to develop the Leisure Strategy for Brentwood to enable the Council to deliver the outcomes, agree the short-term priorities and longer-term objectives. That officers and Members explore the potential of a parallel procurement process when developing the Leisure Strategy subject to the Council's procurement procedures.
- 3.14. It was also recommended at the Corporate Projects Scrutiny Committee on the 21 November 2017 that a slight revision to the Terms of Reference be implemented to remove 'phases and replace with workstreams' to enable greater flexibility when delivering the strategy (min ref 168).
- 3.15. Workshops with industry experts, Members and Officers took place in January to assist and inform the framework of the Leisure Strategy within the parameters of the Council's current financial constraints. This will enable the Council to be clear about how it can deliver the desired outcomes, prioritise areas for investment and identify any areas that could be rationalized to reduce Council expenditure.
- 3.16. It is important that the Leisure Strategy aligns with the priorities for Sport England and National Governing Bodies for Sport (NGBs) which could realise significant external funding contributions which will have an impact on the Council's financial capacity to deliver realistic improvements to the Council's leisure facilities.
- 3.17. The action plan is a live document which will be regularly reviewed and updated to note the progress against the outcomes. It was agreed in principle

at the workshops with Members that the priority area of focus will be King George's Playing Fields.

- 3.18. The draft Strategy was agreed at Community Health and Housing Committee and the Policy, Projects and Resources Committee in March 2018. The draft strategy was circulated to stakeholders for comment and feedback and the responses are set out in Appendix B of the report. Changes are highlighted in red in the final version of the Leisure Strategy in Appendix A.
- 3.19. The agreed budgets and resources were made available and it was also recommended that delegated authority would be given to the Chief Executive and the Chair of Community Health and Housing Committee to appoint a Leisure Development Partner to develop a business case for King George's Playing Fields.
- 3.20. Alliance Leisure Services have been appointed and good progress is being made to develop a sustainable business plan for King George's Playing Fields. A report will be presented to a future Community Health and Housing Committee for consideration.
- 3.21. The Leisure Strategy and its development is intrinsically linked to the Council's Local Development Plan and the Asset Management Strategy objectives, so in the delivery of the Council's Leisure Strategy, Members will need to keep those strategies in mind.
- 3.22. A specific web page will be set up for the Leisure Strategy and progress against the action plan, so that the public are aware of the progress being made.
- 3.23. The final version of the Leisure Strategy and action plan is before Members tonight for consideration.

4. Issues, Options and Analysis of Options

- 4.1. The Leisure Strategy is one of the key strategies as set out in the Vision for Brentwood 2016-19 document. To deliver a successful Leisure Strategy, Members and Officers need to have a complete picture of the costs of the current provision, how it measures in value for money terms, the future options available to them, together with any risk profiles associated with its leisure facilities.

- 4.2. The Leisure Strategy Working Group identified that without a Leisure Strategy in place the Council has no clear path on how it will deliver its desired outcomes or identify the priorities that will support delivery.
- 4.3. The key decision for Brentwood Borough Council is how to best provide the level of leisure provision for both current and future Brentwood residents, bearing in mind that it has existing but ageing facilities and that the Council will also be faced with ongoing budgetary and development growth pressures.
- 4.4. The Leisure Strategy sets out:
 - a) The overall vision;
 - b) What the Council needs to achieve;
 - c) How the Council has identified the priorities;
 - d) The existing provision;
 - e) The key issues facing the Council;
 - f) How the Council will deliver the strategy;
 - g) Workstreams and priorities
 - h) Who can deliver the strategy, and;
 - i) Action plan which set out the priority areas and actions to achieve the desired outcomes
- 4.5. The Leisure Strategy and Action Plan is attached in Appendix A for Member consideration.
- 4.6. Amendments to the draft strategy are highlighted in the final strategy in red and a summary of the comments are attached in Appendix B
- 4.7. As the content of the strategy also deals with proposed improvements to Council assets, future resources and budgets will need to be identified and agreed as progress is made in the delivery of the strategy, so it is recommended these will be referred to Policy, Projects and Resources Committee at the appropriate time for members consideration.
- 4.8. It was recommended that to progress improvements in King George's Playing Fields, that a Leisure Development Partner is appointed to develop a sustainable business case for the planned improvements.
- 4.9. Alliance Leisure Services were appointed to undertake this piece of work and the completed business case will identify options, the amount of investment required, external funding options and the commercial viability that could

provide an income to the Council. Any proposed development plans will come back to the relevant committee for Member consideration.

5. Reasons for Recommendation

- 5.1 As part of the Council's due diligence in delivering a successful Leisure Strategy, Members and officers need to have a complete picture of the current associated costs, risk profiles of the Borough's Leisure facilities and identify opportunities for income generation.
- 5.2 Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan. Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.
- 5.3 The Council's Asset Management Strategy 2014/15 also sets out the need to obtain maximum income where possible from its asset portfolio.

6. References to Council Priorities

The Leisure Strategy sits under two main strands of the Vision for Brentwood 2016-19: Environment and Housing Management to develop a Leisure Strategy to provide strong and sustainable leisure facilities for residents and businesses; and Community and Health - to work with community and voluntary organisations to develop the priorities for community development. There are also strong links for the priorities of the Council's Health and Wellbeing Strategy 2014-2017, the Local Development Plan, Active Brentwood/Essex and the Council's Asset Management Strategy 2014/15.

7. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Interim Chief Finance Officer (Section 151)

Tel & Email: 01277 312829/jacqueline.vanmellaerts @brentwood.gov.uk

- 7.1 One of the key drivers for the Leisure Strategy is to reduce the Council's current revenue and capital costs on its leisure facilities and ensure that they are affordable, sustainable and fit for purpose to meet future requirements.

- 7.2 The Council needs to ensure that all costs and income are identified and agreed at all stages of the delivery of the Leisure Strategy and that the appropriate procurement processes are adhered to.
- 7.3 The associated costs for the development of the business case for King George's Playing Fields will be funded from the Leisure Strategy Earmark Reserve.
- 7.4 Future proposals from the Leisure Strategy will need to be financially modelled and built into future budgets when identified and agreed. The funding of these proposals, will need to be considered if they are determined capital expenditure. As well as the financial impact that any potential proposals will have on the Council's revenue finances.

Legal Implications

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

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

- 7.5 Councils have legal duties for promoting wellbeing, both to individuals (Care Act 2014) and to the population across their areas (Local Government Act 2000). Intrinsic in this are new public health duties for improving the health of their populations including "giving information, providing services or facilities to promote healthy living and providing incentives to live more healthily" (Department of Health 2012). There is a strong legislative framework within which local authorities should invest in the provision of sport, leisure, physical activity and open space services and infrastructure although many leisure services and facilities are discretionary functions.

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

- 7.6 None.

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

Local Development Plan
National Planning Policy framework
Fields in Trust - Guidance for Outdoor sport Play: Beyond the Six Acre Standard
PLC report
4Global report
Sport England
Leisure Strategy summary report

9. Appendices to this report

Appendix A - Leisure Strategy and Action Plan
Appendix B – Consultation feedback

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BRENTWOOD BOROUGH COUNCIL

Leisure Strategy 2018-2028

Built for today fit for tomorrow

Contents

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e) Health and Wellbeing			
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8. Who can deliver the Strategy?			

1. Foreword

The Borough of Brentwood is fortunate to have plenty of leisure opportunities and there is something for everyone. Maintaining and developing the wide range of facilities is important to ensure that Brentwood remains a great place to live, work and visit.

The Leisure Strategy sets out the vision, strategic priorities and key indicators that the Council will focus on over the next few years. The Leisure Strategy is closely aligned to the Council's Corporate Plan 2016-19, the Local Development Plan, the Asset Management Strategy and the Brentwood Health and Wellbeing Board Strategy and supports government, county and local priorities which improve the health and wellbeing of the population.

There has never been a more important time to use sport and physical activity to create a fitter and healthier population when we are tackling growing levels of obesity and diabetes, mental health problems and other conditions associated with a growing culture of inactivity. This is especially the case with technology and young people as well as the ageing population.

The challenge facing Brentwood is clear - the Council needs to reduce its expenditure, it has a number of ageing leisure facilities, the borough age profile is changing, with the number of people over 65 expected to increase by around a third. Increasing participation in sport and physical activity is key to supporting the health and wellbeing priorities.

The Council needs to ensure that it has a clear strategic vision for the future of its leisure facilities, so that resources are applied effectively. This will ensure that local people enjoy high quality sustainable leisure facilities that suit their lifestyle and maintain and improve the quality of their lives.



The Council cannot achieve all the desired outcomes alone and will work with partner organisations to continue to offer varied activity programmes for all ages, supported by a focused sports development function, which will contribute to the health of our community and the prosperity of the Borough.

Cllr Louise McKinlay, Leader Brentwood Borough Council

DRAFT

2. Introduction

The Government and Sport England recognise the importance of sport and physical activity has on the health and wellbeing of the population and have five key outcomes that they want to achieve.

- Physical Wellbeing - Increase the percentage of people that are physically active and decrease in those that are physically inactive;
- Mental Wellbeing - Improve subjective wellbeing of participants;
- Individual development – Increased levels of perceived self-motivation to change their behaviour;
- Social and community development - Increase levels of social trust in communities
- Economic Development – Value of sport to the UK economy.

Public Health England's Strategy 2014, Everybody Active, Every Day also looks at the importance of improving the general awareness of the benefits of regular physical activity.

The Council, its partners and the recommendations from assessments have helped to identify the priorities for Brentwood in relation to its leisure facilities. In addition, local health profiles for Brentwood and the priorities and expected outcomes identified from Sport England, National Governing Bodies for Sport, Active Essex, Health and Wellbeing Board (Essex and Brentwood) and Brentwood and Basildon Clinical Commissioning Group.

The Council alone cannot deliver all of the outcomes of this strategy and will need to work in partnership with other organisations to promote the health and wellbeing objectives to support all of our local communities. Therefore, many priorities and expected outcomes within this strategy will also compliment other partners' objectives.

The Strategy has not been developed in isolation and is closely aligned to the Council's Corporate Plan (2016-19), the Local Development Plan, the Asset Management Strategy and the Health and Wellbeing Board priorities.

The Leisure Strategy’s action plan is a live document and an annual update will be presented to the Council's relevant committee to look at the progress of the strategy against the recommendations and expected outcomes. The Leisure Strategy will be reviewed in **2027**

DRAFT

3. What we need to achieve?

The Council needs to ensure that its sport and leisure facilities will be sustainable in the future and broaden their impact on improving community health. The strategy focus is on its leisure facilities being high quality, accessible, affordable and sustainable in the future. It also needs to ensure that the facilities are the right mix to meet the future needs of our residents within the constraints of Councils financial situation. It needs to encourage the community to increase their participation levels especially amongst target groups such as young people and well as the ageing population, which in turn will improve the health and wellbeing of our residents. **To do this the Council will need to provide not only a leadership role, but also a facilitator role and in some areas provide direct delivery of strategic priorities.**

A successful strategy also requires a whole-system approach which will includes:

- Policy – local laws, governance, regulations and codes of practice
- Physical environment – Built facilities, open spaces, transport links
- Organisations and institutions – schools, health care, businesses, faith organisations, charities, clubs
- Social environment – Individual relationships, families, support groups, social networks
- Individuals – Individual attitudes, beliefs, knowledge, needs, behaviours

The Council needs to reduce its expenditure, and as the provision of sport and leisure is a non-statutory service, it would like to get to the point where any leisure provision is at a minimum a nil cost to the Council. If a surplus income is obtained from its facilities, then this income is used to support those elements of leisure that will still remain a cost to the Council. Due to these budgetary constraints the Council needs to identify and prioritise the areas of investment and its longer-term objectives that

will drive the expected outcomes. These are set out in the action plan (Section 10) which will be reviewed and updated on an annual basis to measure progress.

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4. Strategy context

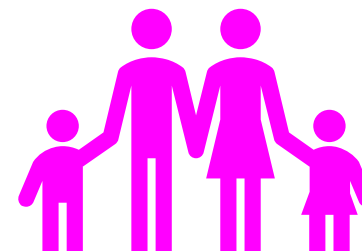
The Council has looked at the key priorities from a national, county and local context when developing this Strategy. Alignment to national strategies and being able to deliver their expected outcomes can assist the Council in attracting external funding to support investment in facilities.

a) National Context

Sport England

Sport England's Strategy Towards an Active Nation 2016-21 in the Active Lives Survey, defines inactivity as doing less than 30 minutes of moderate intensity activity per week, fairly active as 30-149 minutes per week and Active as more than 150 minutes per week. Their main priorities are to:

- Focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society are greatest
- Investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active life
- Helping those who are active now to carry on, but at lower cost to the public purse over time
- Putting customers at the heart of what we do, responding on how they organise their lives and helping the sector to be more welcoming and inclusive



- **Helping sport to keep pace** with the digital expectations of customers
- **Working nationally where it makes sense to do so** but encouraging local collaboration to deliver a more joined-up experience of sport and activity for all
- **Working with a wide range of partners**, including the private sector, using our expertise as well as our investment to help align their resources
- **Working with our sector to encourage innovation and share best practice**, particularly through applying the principles and practical learning of behaviour change

They will measure the success of their strategy through the following KPIs:

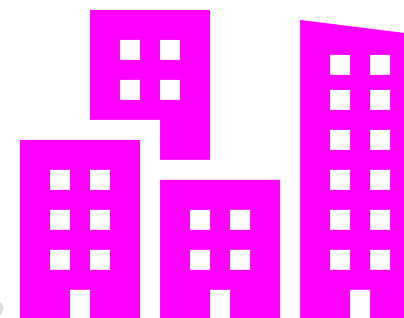
- Increase the percentage of the population taking part in sport and physical activity at least twice in the last month
- Decrease in the percentage of people physically inactive
- Increase the percentage of adults using outdoor space for exercise/health reasons
- Increase in the percentage of children achieving physical literacy
- Increase the percentage of young people (11-18) with a positive attitude towards sport and being active
- Increase in the number of people volunteering in sport at least twice in the last year
- The demographics of volunteers in sport to become more representative of society as a whole
- Reduce the percentage of publicly owned facilities with under-utilised capacity
- Support employment in the sport sector



National Planning Policy Framework

The National Planning Policy Framework (NPPF) promotes a forward planning approach to the provision of activities and opportunities to participate in sport and add value to the work of others and help to deliver sustainable development goals. They achieve this through:

- Recognising and taking full advantage of the unique role of sport and physical activity in contributing to a wide array of policy and community aspirations, including leisure, health and education
- Using sport and activity as a fundamental part of the planning and delivery of sustainable communities
- The development of partnership working using sport an active recreation as common interest



Planning objectives

- Protect existing facilities
- Enhance the quality, accessibility and management of existing facilities
- Provide new facilities to meet demand

County Context

Active Essex

Active Essex provides the strategy lead for physical activity and sport across Essex and is supported by Essex County Council and Sport England. The Strategy for 2017-21 is focussed on increasing and sustaining 1million people's participation across Essex.



Their key priorities

- Drive and sustain participation – focus on getting more people in Essex being active, taking part and living healthy and active lifestyles
- Improve Health and Wellbeing – focus on changing behaviours to reduce inactivity and make a real impact on physical and mental health and wellbeing
- Develop individuals and organisations – focus on enabling people and organisations to develop skills, achieve goals, ambitions and maximise their potential
- Strengthen localities, communities and networks - focus on leading, developing and driving the Eco-system across Essex, raising the profile and impact of physical activity and sport

c) Local context

Brentwood Borough Council Corporate Plan 2016 -19

The Leisure strategy sits across many strands under the Council's Corporate Plan.

Environment and Housing Management

- Develop a leisure strategy to provide strong and sustainable leisure facilities for residents and visitors
- Develop effective partnership arrangements with key agencies to deliver services

Community and Health

- Encourage thriving and engaged communities and
- Make Brentwood a Borough where people feel safe, healthy and supported

Economic Development

- Develop conditions for job creation and help people back into work
- Work with other Essex local authorities to promote Essex for shared economic gain
- Consider how Council assets can be utilised to promote sustainable development in the Borough
- Support economic growth and sustainable development

Transformation

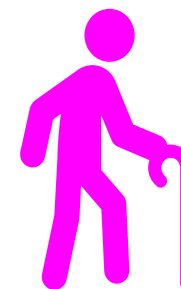
- Explore alternative methods of service delivery, including shared services and outsourcing

Brentwood Health and Wellbeing Strategy 2017-22

The Health and Wellbeing Strategy for Brentwood sets out three key priority areas:

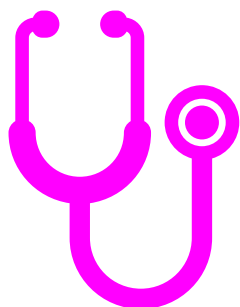
- Ageing Well

- Reduce levels of social isolation through increasing activity and strengthening connections within the community
- Working with partners to promote winter warmth message to prevent ill health during winter months
- Support the over 50s to increase levels of physical activity through a range of activities



- Tackling Obesity and Improving physical health

- Work with partnership with schools to explore further opportunities to support them in taking actions tackling child obesity
- To work with partners to establish opportunities for residents to become more physically active
- To explore further opportunities to increase levels of active travel, working in partnership with schools and businesses to consider new initiatives



- Support local food business in providing healthier alternatives for customers

- Mental Health and Wellbeing

- To contribute to the Essex Mental Health Prevention Strategy through improving; Access to Services, Supporting Community Assets, Access to voluntary employment/encampment opportunities and promoting physical activity and good mental health

- To support local schools and businesses to support pupils and employee mental health and wellbeing
- To support residents living with dementia to live well

In addition, the Council will work closely with the Brentwood Health and Wellbeing Board when planning new developments to ensure that they are healthy places with a focus on active travel and the intergenerational use of leisure facilities.

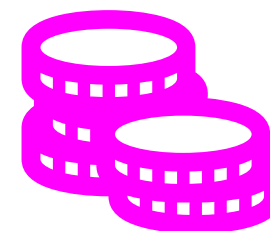
Leisure facilities assessments

The Council commissioned some key assessments of its leisure facilities which highlights the challenges and improvements that are required to ensure that Brentwood has sustainable and fit for purpose leisure facilities. The Value for Money Review and Options Appraisal examined the Council's built facilities, Hartswood Golf Course and its play areas, and the Play and Non-Play Pitch Assessment looked at both the outdoor and indoor facilities available in the Borough. The recommendations from these reports are set out in Appendix i - ii and form part of the priorities within the strategy.

The economic value of sport and leisure in Brentwood

There is significant economic value to sport and leisure in Brentwood*

- Total direct economic value of sport £23.6m (1)
- Volunteering value £10.3m (1)
- Health (wider economic value) £31.2m (1)
- 698 total employment (1)
- 74% are 16+ population are economically active - 71.1% of those are in employment, and 3.5% are unemployed (2)



**Figures from Sport England (1) - ONS Annual population survey (2)*

5. What does the local profile of Brentwood tell us?

The Council needs to understand what the future demands of its residents will be that also informs the priorities for the strategy. We know that between 2015 – 2025*:

- Brentwood's population will increase from 75,000 to 81,800 so the Council will need to ensure that its leisure facilities can meet that increased demand
- Life expectancy is 8.7 years lower for men and 7.4 years lower for women in the most deprived areas of Brentwood than the least deprived areas, so the Council needs to provide targeted programming that will improve the health and wellbeing of residents and decrease health inequalities across the Borough
- 61.4% of residents aged between 16 and 64
- There is expected to be a 17% increase of over 65s which will put a greater demand on health, social services and housing needs
- There is expected to be 1,800 more under 19s
- 9,200 new babies will be born over the period

**Public Health England Brentwood Health Profile 2017*

Although Brentwood has no areas of distinct inequality, Brentwood South and Brentwood North wards are areas with higher levels of child poverty and long-term unemployment than others in the Borough, which may indicate health inequalities.

Age

- Brentwood has a higher than average 65+ age group and an increasing elderly population will put pressure on its services.
- Generally, Brentwood has good participation rates, but the Active People's Survey indicated that the activity in some age groups could be increased such as the 26 – 34year olds and the over 55s.

Health

- The health of people in Brentwood is generally better than the England average
- Life expectancy for both men and women in Brentwood is significantly better than the national average
- 12.6% of adults are **smokers**, lower than the national average
- 1,230 people aged over 65 are thought to have **dementia** and this number is expected to rise by 41% to 1,740 by 2030
- 65% of adults and 27.7% of 10-11year old children are **overweight or obese**
- 15.6% of residents have a disability of long-term health issue
- 20.2% of adults are doing enough physical activity to benefit their health
- 5% of Brentwood residents have **diabetes** and the figure has risen over the last 4 years
- 0.79%* (In CCG area) have a **mental health** problem although 4.5% of people completing GP survey report that they have a long term mental or physical health problem. Maybe due to under recording?
- 37.5 per 100,000 **cardiovascular disease**

Activity

Brentwood has relatively good activity levels when compared nationally. The Active Lives* survey for Brentwood identified that:

- 70.2 % active, 13% fairly active, 16.8% inactive
- 81.3% have taken part in sport and physical activity at least twice in the last 28 days
- 43.8% are active once a week
- 47.3% of males are active once a week
- 40.7% of females are active once a week
- 27.5% are active 3 x 30 mins a week
- 28.9% have a sport club membership
- 38% of residents did 30 minutes of moderate physical activity on five days or more

The survey also identified the perceived barriers to sport and physical activity

- 45% of residents are most likely to cite lack of time as the main reason for not taking more exercise
- 21% of resident's state that it is too expensive
- 20% of resident's state lack of motivation
- 20% of resident's state other family commitments

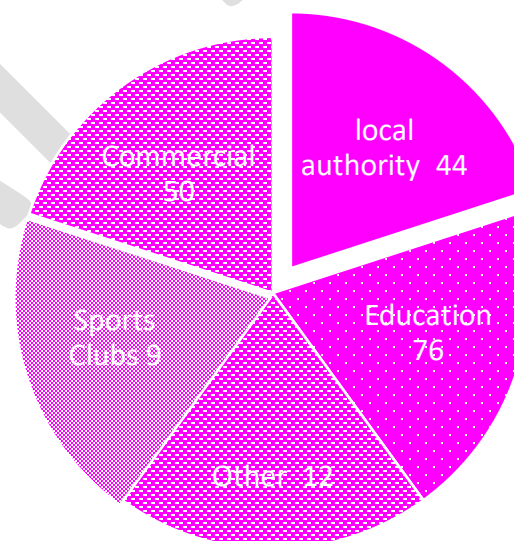
Essex Residents Survey October 2016

- 85% of Brentwood residents are satisfied with a high-quality environment
- 89% of Brentwood residents are satisfied with the local area as a place to live
- 85% of Brentwood are satisfied with their parks and open spaces
- 87% of Brentwood are satisfied with the ease of access to parks and open spaces
- 76% of Brentwood residents have good general health
- 20% of Brentwood say they have given unpaid help to groups, clubs or organisations over the last 12 months (lower than the county average)
- 48% of residents are satisfied with their local bus service

6. Existing provision

Our existing provision, the quantity, quality and accessibility of this, as well as the operational issues and geographic location. A full list of facilities in Brentwood is in Appendix X at the back of the strategy. The table below provides a summary of the facilities in Brentwood. Please note that not all leisure facilities are managed by Brentwood Borough Council. The assessments that have been undertaken consider the entire provision across the Borough and how accessible they are i.e. is it membership only, or are they based within an educational setting?

Type of facilities	Quantity
Artificial pitches	8
Grass pitches	123
Swimming Pools	18
Sports Halls	21
Tennis Courts	26
Parks and open spaces	41



7. Key issues facing the Council

Due to the current financial climate and reduced central government grants the Council needs to reduce its expenditure on its leisure facilities and ensure that they will be sustainable in the future. The leisure offer can deliver across different agendas, but it must evidence the difference it plays in tackling these challenges. **The Council can provide a leadership role and facilitate joint dialogue with Public Health and education providers to develop joint use of facilities.** This will involve working with partners to effectively coordinate limited resources across the Borough and monitor outcomes from interventions. It also needs to ensure that the facilities are the right mix to achieve the Council’s objectives. This could mean that some facilities are consolidated, while others could be expanded.

Customer’s tastes and preferences are continuing to change. Investment in facilities to match customer expectations based on customer feedback should be planned. Without a focus on keeping facilities attractive and appealing to our community, the service will not be sustainable. Therefore, the Council needs to ensure that there are not only the right facilities mix but the right programming is in place to meet customer needs across all age groups.

With limited resources the Council needs to prioritise its investment programme across the Borough and increase income streams that will support the future sustainability of its facilities. The commercial viability of some facilities will need to be balanced while maintaining the core community offer.

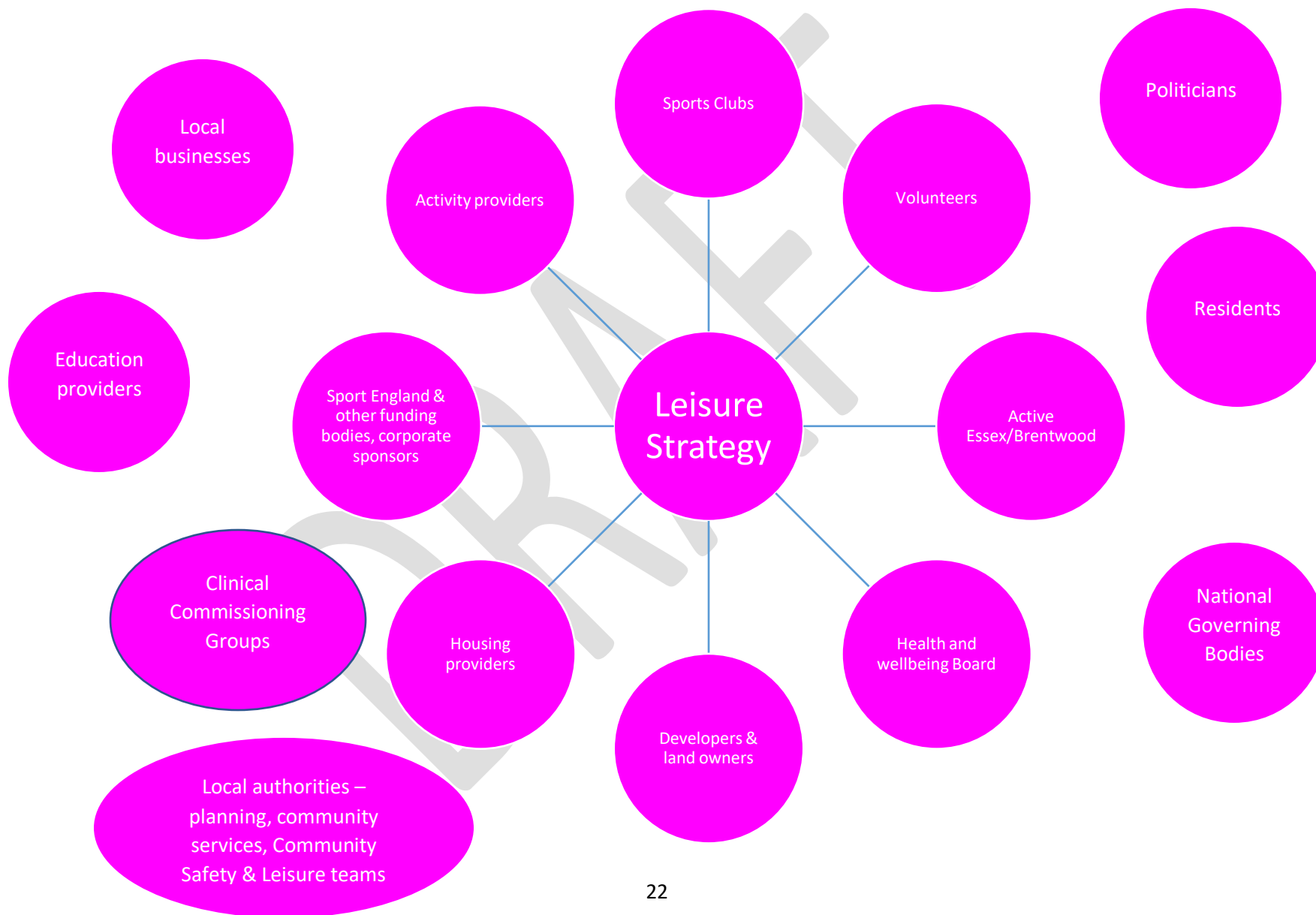
8. How will we deliver a successful strategy?

As mentioned earlier in the Strategy, its covers a number of areas that can assist in the improvement of public health and wellbeing. To deliver a strategy of this scale the work has been split into workstreams to achieve the expected outcomes. These workstreams are set out in the Leisure Strategy Action Plan pages 31 to 46 of this document. Although the Arts can be included in the Leisure Strategy the Council has included this strand within the Health and Wellbeing workstream in the Leisure Strategy action plan.

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The Big Picture – key stakeholders and influencers in the development and delivery of the Leisure Strategy



Brentwood Borough Council will use KPI's to measure the success across the course of the strategy aligning these to our priorities and outcomes. We will develop an annual delivery/action plan to define how we intend to work towards the strategic priorities, goals and associated outcomes. We will regularly report our progress to the appropriate Council committee who will take responsibility for overseeing the successful implementation of the strategy. We will publish an annual report to celebrate our collective successes, identify any areas for improvement and highlight any changes we intend to make in the forthcoming year to deliver the strategy more efficiently and effectively.

The focus will be on making better use of our assets, improvement to facilities, providing a core community offer to encourage participation and identify commercial opportunities that can provide sustainable income streams to the Council.

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Priority 1 - Built facilities

The Council needs to ensure that its built facilities are fit for purpose and future proof and the Council will need to target it funding appropriately. It needs to ensure that its running costs are kept to a minimum through efficient service provision whilst income levels must grow – reducing net cost further still.

The Council will focus on:

- **Brentwood Centre**
 - Enhance the Brentwood Centre as a venue for events to attract high quality events and acts
 - Capitalise on the location of the Centre and make it a focus for Sport, Health, Football and Mental Health provision
 - Consider alternative management options for Brentwood Centre
 - Focus on increasing leisure centre attendance levels leading to improved public health, as well as a more financially sustainable service
 - Ensure that the Brentwood Leisure Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth
 - Use insight led, effective, targeted marketing to develop a larger customer base
- **Pavilion in King George's Playing Fields**
 - Look at creating a 'Park Hub' that includes sports provision, family provision, café/retail provision and conferencing/event provision to maximise community usage
 - Undertake feasibility study to identify viability
 - Develop Rugby hub for King George's Playing Fields

- Community Halls
 - Renegotiate lease with Brentwood Leisure Trust
 - Undertake external condition survey to ascertain future costs and viability of the halls
 - Align with the Council’s Asset Management Strategy to maximise income to the Council
 - Explore options for Community Asset Transfer
- New developments
 - Explore opportunities for joint use and maximising developer contributions
 - Explore opportunity to create indoor play facility i.e. to make King George’s Playing Fields an all-season destination for play
 - Work with schools to develop and support new Community Use Agreements

Key Performance Indicators

- Increased income to the Council
- Reduced costs to the Council
- Investment to improve customer offer
- Increased participation by 4% per annum*
- Increased customer satisfaction

**this is the target set from Active Essex over the next 3 years*

Priority 2 - Open Spaces

The Council will ensure that the Leisure Strategy promotes the policies of the Field in Trust guidance which are set out in <http://www.fieldsintrust.org/Upload/file/guidance/Guidance-for-Outdoor-Sport-and-Play-England-Apr18.pdf>. It has also noted the recommendations from the Play Pitch assessments and the Council's Green Infrastructure Strategy (set out in Appendix i), and that any investment from the Council is targeted to enhance its facilities. Before any work is undertaken the Council will need to undertake a feasibility study to ensure that any works will be sustainable in the future.

The Council will focus on:

- Improvement's to the Council's Country Parks* which include Hutton Country Park, Warley Country Park and St Faiths**. *Please note that South Weald and Thorndon Country Park are managed by Essex County Council. **Please note St Faith's is a designated local wildlife site.
- Improvements to the Council's formal Open Spaces such King George's Playing Fields
- Improvements to its's play pitches for Football, Rugby, Cricket and Hockey. Working to existing clubs to develop their visions etc.,
- Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space
- Allotments – population standard approach and/or the creation of new sites
- Woodlands explore any income opportunities
- Promote informal sport and physical activity opportunities in Brentwood's open spaces
- Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood's open spaces offer for sport and physical activity

Key Performance Indicators

- Increase sport and physical activity in the Council's open spaces
- Improve awareness of the offer in the Council's open spaces
- Increase volunteering

Priority 3 - Play Areas

The Council has looked at its current provision and how it can be maintained in the future. Currently the Borough has **28** play areas. **11** of those are owned and managed on Council housing estates, **7** of those are managed by Brentwood Borough Council in the parks and **10** of those are owned and managed directly by the Parish Councils.

The Council will ensure that all residents will have good and free access to high-quality play areas, possible as a hub and spoke with significant play areas maintained in key locations across the Borough, i.e. Pilgrims Hatch, Hutton, Shenfield and Warley. The Council needs to reduce its revenue and capital costs and ensure that its play areas meet the needs of any British and European health and safety standards. Costs for some recent improvements have been met by developer contribution (S106), but the Council will still incur on-going maintenance costs associated with its play areas. To make the play areas more sustainable moving forward it is proposed that some rationalisation of the play areas is required. The Council would not rationalise without investing in key strategically located parks across the Borough. The Council will also explore income generating activities and ensure investment is strategically targeted in the creation of destination play areas across the Borough. A phased rationalisation of play facilities would help to produce a sustainable play service which would provide a portfolio of traditional robust equipment that is safe and simple to maintain, well-designed, well-planned that will provide high-quality play facilities fit for current and future needs and demands. The Council will also look at opportunities for Community Asset Transfer if local volunteer groups can demonstrate with a business case that they can take on the direct management of a play area.

The Council will also need to look at new housing growth within the Borough to ensure that adequate play facilities are considered. As the nature of play is changing, the Council will need to ensure that it is inclusive and that it can be part of an inter-generational space. It is also key that Children and Young People are involved in the development of these facilities.

Current provision

The Council will focus on:

- Investment into the creation of destination play areas
- Ensure key population centres in Brentwood have reasonable walking distance access to play areas
- Strategically maximising developer contributions (S106)
- Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities
- The phased rationalisation of some play areas
- Parish Council play areas will still remain the responsibility of the Parish Council's to maintain and inspect
- Consideration of Community Asset Transfer for smaller parks run by volunteer groups

Proposed provision

Key Performance Indicators

- Increased satisfaction levels of the Council's Play areas
- Reduced capital and revenue costs

Priority 4 - Sport

The Council will continue to work to make leisure and sport accessible to the whole population. While the leisure centre acts as sports hub other activities are provided in the community settings such as village halls and local playing fields, reducing the need to travel, increasing accessibility, and subsequently increasing participation levels.

Community sport is thriving in Brentwood but in many cases, it is at capacity, and the Council recognises the importance of working with the community to maintain current and develop new sporting opportunities. There are many clubs supported by community volunteers with a wide variety of activities taking place, all of which benefit from support over the period of this strategy.

The Council will focus on:

- Consulting with NGB's and national associations to access opportunities for a regional centre of excellence
- The creation of a football hub at the Brentwood Centre with 3G pitches.
- The creation of a rugby hub at King George's Playing Fields including the enhancement of the current pavilion building
- The creation of an indoor nets facility for year-round cricket development
- Enhancement of the golf course at Hartswood in King George's Playing Fields, including enhancement of the current pavilion building
- Work with Active Essex, taking into account the findings from the Play Pitch Strategy and the Indoor Facilities Strategy to ensure clear Asset Management site priorities, local plan sites and potential priorities are identified
- Ensure that Active Brentwood works as an enabler to improve participation, local facilities and coach education
- Continue to work with local clubs and partners to identify funding to improve facilities and encourage increased sport and physical activity in Brentwood

- Work with National Governing Bodies (NGBs), Active Brentwood and Sport England to develop, monitor and evaluate programmes in the Borough
- Work with partners to develop active leisure programmes that develop respect and strengthen cohesion, including cross-generational and cross-cultural activities
- Consider creating a centre of excellence in the Borough
- Look at the consolidation of some facilities and improvement to others
- Identify other sports that the Council might want to attract to the Borough
- Where possible help community clubs retain local identity by ensuring access to facilities and pitches near their home base

Key Performance Indicators

- Increase in club growth i.e. increase in the number of teams and promotion of clubs through their respective league system
- Improved standard of facilities that can support talented individuals to national levels of competition
- Active Brentwood hits annual attendance targets?
- Value of funding brought to the Borough supported by Brentwood Borough Council increases year on year with a baseline established in 2018/19
- Number of active leisure schemes set up and supported by partners with Brentwood Borough Council increases year on year
- Increased recognition and awards for the Brentwood Centre as a centre of excellence for its Mental Health and disability programming

Priority 5 - Health and Wellbeing

The Leisure Strategy will be a key document to deliver the outcomes for the Health and Wellbeing Board priorities of tackling obesity, ageing well and improving Physical and Mental Health and Wellbeing. Health and employment are intimately linked, and long-term unemployment can have a negative effect on health and wellbeing. The Council will support programmes that target a reduction in health inequalities and that will positively impact sections of the population requiring extra support.

The Council will focus on:

- Working with the Brentwood Health and Wellbeing Board to create Healthy Places through new developments, prioritising cycling and walkway infrastructure
- Increasing participation through the enhancement of facilities
- Continue to work with businesses to reduce sugar and salt consumption through the TuckIN project
- Providing a core community offer to residents with a focus on activity programmes for older people, Mental Health activity programmes and diversionary activity programmes for younger people
- Improving partnership working through Active Brentwood/Essex and Voluntary and Community Sector organisations to provide activities and volunteering opportunities in the community
- Promote and support the Livewell campaign www.livewellcampaign.co.uk

Key Performance Indicators

- Increased participation especially with over 55s
- Increased participation of those with Mental Ill Health supported through physical activity programmes
- Increased awareness in schemes that are available

Priority 6 – Leadership Management and Oversight

The Council needs to ensure that there is the right management and governance in place to ensure that the Leisure Strategy can be successfully delivered. Whatever governance model is decided upon it will need to include Local Authority members and officers and also public/independent members. The Council will focus on:

- Identifying the right operating model that will best deliver the Leisure Strategy. This could mean one main operator or a hybrid approach
- Ensuring that the Council delivers Value for Money for its residents through its procurement process and relevant feasibility studies
- Identify external funding opportunities that can assist the Council in financing improvements to facilities
- Ensuring that robust contract management and monitoring is in place to deliver on the Council's expected outcomes through the establishment of Key Performance Indicators
- Identify the risks and the potential rewards
- Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities
- Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy
- Ensure staff are properly trained so that they can provide a high-quality customer service and identify opportunities for improved revenue generation and growth
- Provide a communication plan so that the public are informed of the progress of the Leisure Strategy

9. Who can deliver the Strategy?

The Council needs to ensure that the right operating model is in place to deliver the desired outcomes of the Leisure Strategy in the most effective, efficient way and delivers best Value for Money to our residents. Whatever the operator, the Council needs to ensure that it is a key stakeholder on the 'board' and in a position of influence with regard to the operations and strategy, and there is an agreed core community offer available to the residents.

Currently the Council has a hybrid operating model, where some is delivered directly by Brentwood Borough Council, some through Brentwood Leisure Trust and some through private operators. The future options available to the Council are set out as follows:

- Use the Brentwood Leisure Trust as the main operator and identify other activities/facilities that could be included as part of the core community offer
- Establish a new trust model to deliver the Leisure Strategy
- Adopt a new hybrid approach
- Establish a joint venture company
- Establish one principle operator
- Liaise with local sports clubs and put them on long leases

10. How can the Leisure Strategy be delivered?

Due to the current financial constraints the Council needs to ensure that it maximises the amount of external funding that it can attract. This will mean that a model is developed for all the options so that both the risks and the rewards are identified.

The Council will focus on the following areas:

- Ensure that objectives and expected outcomes are aligned where possible to the National Governing Bodies (NGBs), Sport England and Public Health England.
- Explore opportunities to work with Leisure Development Partner who can provide expertise
- Prioritise the investment programme
- Explore opportunities to work with private partners to invest in some facilities
- Brentwood Borough Council borrowing, how the loan is serviced
- Sports Clubs contributions
- Capital receipts from asset disposal
- Maximise developer contributions (S106) from new developments to strategically support the Council's leisure facilities
- New initiatives such as soil relocation to enhance facilities
- Utilising a trust model to access additional funding streams

11. Leisure Strategy Action Plan

Priority 1 –Built Facilities

Recommendation	Action	Outcomes
General		
Recommendations from the Indoor Facilities Assessment	Review the recommendations from the Indoor facility assessment	Increased facilities Improved facilities
Address the issues raised within the assessment of the Council’s ageing leisure facilities and assets	Undertake an external condition survey of the Council’s built facilities. Review and address any items contained within the external condition surveys and full lifecycle Planned Programme Maintenance (PPM) of the Council’s leisure assets.	Identify future costs to Brentwood Borough Council
Work with leisure partners to utilise and publicise the facilities available across the borough enabling more physical activity opportunities in rural communities	Agree communications plan to publicise activities on offer	Increased participation
Encourage relationships with leisure operational partners in neighbouring districts to encourage the development of cross boundary offers for local communities.	Work with planning and neighbouring authorities.	Increased participation
Where possible increase accessibility, usability and affordability of sites and facilities	Work with Brentwood Borough Council’s Leisure Development and Operational partners and disability groups to ensure appropriate consideration is given to access to and from leisure sites and disabled equipment and facilities is applied during the design and delivery of the agreed facilities upgrade plan	Increased participation
	Identify and support schools that want to open up their facilities to the community	Increased participation
	Support the development of the Most Active County’s Sport England Partnership Programme action plan which encourages schools to increase access of their facilities to local communities	Increased participation

Develop mechanisms to ensure new planning developments consider active travel routes and easy access for all leisure facilities and open spaces.	Planning team adoption of Brentwood Borough Council's Pitch, Non-pitch, Open Spaces and Built Facilities assessments when considering future planning applications/developments	Increased participation
	Support the development of Neighbourhood and Parish Plans to consider the wider leisure and recreation opportunities	Improved facilities
Improve internal and external communications, raising public awareness of the wide number and range of physical activity opportunities that already exist.	Develop partner communications plans and publicise opportunities delivered by partner organisations	Increased participation
	Use the data obtained from the underpinning assessments to develop a facilities map highlighting key community use facilities and promote this externally to the residents of Brentwood Borough Council	Increased participation
Ensure that customer facing employees have the appropriate skills and awareness to work with a range of customers with varying needs.	Work with users and community groups to develop insight in aspects of facilities that need improvement	Increased customer satisfaction
	Continue to work with staff and leisure partners to ensure employees are appropriately trained	Increased customer satisfaction
Brentwood Centre		
Capitalise on the location of the Brentwood Centre and make it a focus for Sport, Health, Football and Mental Health provision	Identify Leisure Development Partner that can undertake a feasibility study for investment programme for Brentwood Centre and possible funding streams to support it.	Improvement to facilities Increase participation Increase footfall
Focus on increasing leisure centre attendance levels and ensure Brentwood Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth	Use the built facilities assessment to agree specification for an agreed facilities upgrade plan that will also be commercially viable	Improvement to facilities Increased participation

Brentwood Centre as an events venue of the right quality	Identify areas for improvement such as dressing rooms which will support and attract a strong event plan	Improvement to facilities Increased footfall
Consider alternative management options for the Brentwood Centre	Work with Brentwood Leisure Trust to look at future requirements and needs from the Brentwood Centre.	Delivers Value for Money for residents Increase income to Brentwood Borough Council
Pavilion Building in King George’s Playing Fields		
Creation of a family hub at King George’s Playing Fields	Identify opportunities with partner organisations to develop the pavilion building as a family hub in KGPF to support existing sports provision of golf, football and rugby plus creation of new indoor play/sport facilities for year round access. Work with Brentwood Rugby Club to develop joint use facility and possible centre of excellence	Improvement to facilities Increased use of open spaces Increased activity levels
Undertake a business plan for improvements to King George’s Playing Fields including the pavilion building	Appoint a Leisure Development Partner to undertake a business plan to identify a commercial viable option for the site and identify any shortfall that Brentwood Borough Council will need to fund.	Improvement to facilities
Community Halls		
Renegotiate Halls Management Agreement with Brentwood Leisure Trust	Meetings with BLT to renegotiate the Halls Management Agreement	Reduce expenditure to Council
Identify future costs for the halls	Undertake an external condition survey to identify future costs for the halls	Reduce expenditure to the Council

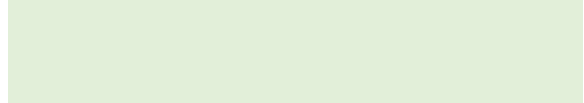
Identify opportunities for a Community Asset Transfer	Look at halls case by case to identify opportunities	Reduce expenditure to the Council
New Developments		
Identify future facility need within any new developments	Ensure any developer contribution is maximised to support community and leisure facilities	New facilities to meet demand Increase participation
	Work with partner organisation such as Health and Sport England to identify opportunities create community hub to support new community such as GP, Health, Education and Leisure services sharing a site	New facilities to meet demand
Promote active travel routes	Identify links to existing sites to promote walking, cycling routes	Increase participation and activity levels



Priority 2 – Open Spaces

Recommendation	Action	Outcomes
Improvements to the Council's Country Parks* which include Hutton Country Park, Warley Country Park and St Faiths.	Identify improvements in the Country Parks and establish improvement plans for each.	Improvement to facilities Increased use of open spaces
Improvements to the Council's formal Open Spaces such as King George's Playing Fields	Undertake feasibility study with Leisure Development Partner to develop viable business plan	Improvement to facilities Increased participation and activity
Improvements to the Council's play pitches for Football, Rugby, Cricket and Hockey.	Working to existing clubs to develop their visions etc., in particular ancillary facilities such as improved parking capacity and changing/toilet facilities i.e. Larkins	Improvement to facilities Increased participation
Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space	Review recommendations and feed into any improvement plans	Improvement and protection of facilities
Continue to sustainably manage Brentwood countryside, woodlands and SSSI sites to agreed standards, enabling integrated access and supporting resident recreation whilst protecting the areas wildlife habitat and natural tranquillity.	Support the recommendations and actions of Natural England's National Character Area Profile NE466 NCA profile: 111 North Thames Basin 2013	Protection of facilities
Continue to provide a work programme for the Countryside Volunteers	Agree areas for works and improvement using the existing Countryside volunteers	Increased volunteering Improvement to facilities
Promote informal sport and physical activity opportunities in Brentwood's open spaces	Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood's open spaces offer for sport and physical activity	Increase use of public open spaces Increased participation and activity

	Utilise Brentwood open spaces to provide community events such as Family Fun Days and similar activities	Increase use of public open spaces Increased participation and activity
	Explore the options of installing outdoor gyms in strategic locations	Increase use of public open spaces Increased participation and activity



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Priority 3 – Play Areas

Recommendation	Action	Outcomes
Investment into the creation of destination play areas	Identify and prioritise play areas for investment and ensure as far as possible to be strategically located i.e. within a 15minute walk for 90% of the population	Improvement to facilities Reduce Council expenditure Increase in activity Reduce risk to the Council
Strategically maximising developer contributions (S106)	Identify develop contribution opportunities that will support strategic investment in facilities	Improvement to facilities Reduce Council expenditure Increase in activity
Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities	Identify commercial income streams that can support inward investment of facilities	Improvement to facilities Reduce Council expenditure
Meeting the needs of residents in new housing developments	Identify community requirements within new housing developments	Increase in activity New facilities
The phased rationalisation of some play areas	Identify timescales for the phased rationalisation of play areas which will be subject to strategic investment in destination play areas	Reduce risk to the Council Reduce Council expenditure
Consideration of community asset transfer	Identify any groups who would be interested and submit viable bids	Reduce risk to the Council Reduce Council expenditure

Priority 4 – Sports

Recommendation	Action	Outcomes
Support and implement the recommendations and actions of the Brentwood Play Pitch and Non-Play pitch and Built facilities assessments	Awaiting the recommendations? Review and implement recommendations from the assessments	Improvement to facilities
Encourage sports clubs and community groups to be more involved in the operation of facilities and sites	Mavericks development at Warley	Improvement to facilities at Warley Playing Fields
	Brentwood Youth AFC	Improvement to Larkin Playing Fields
	Hutton Football Club	Improvement of facilities
	Identify locations across the borough that would benefit from application of Sports Hub principles unifying sporting clubs or disciplines allowing clubs to grow and release financial benefit in the process	
Introduce further sporting and physical activity opportunities for disabled and older residents	Utilise and support new initiatives	Increase participation and activity
	Continue to support the Walking for Health programme	Increase participation and activity
Enable people and organisations to develop skills, achieve goals and maximise their potential	Ensure pathways exist which identify talent, nurture and retain athlete, coaches and officials at all levels	Achieve more people engaged in volunteering
	Inspire people from more diverse backgrounds to get and stay involved in volunteering	Increase the economic value of the physical activity and sport sector
	Support organisations in achieving accreditation and compliance with 'A code for Sports Governance'	Increase the numbers of organisations meeting accreditation standards

	Promote opportunities for new careers in the sector and help attract new investment by the industry in Essex	Enable more people to be trained in the sector
	Identify and address the training needs of the workforce including those around employability	Increase the skills of the sector’s workforce
Support club development and engagement across the Borough, signposting clubs to relevant funding opportunities when available	Support sports clubs to develop sporting opportunities within schools	Increase participation and activity
	Engage NGB’s, school, local clubs and other key partners in delivery of Active Brentwood, the community sports network for Brentwood and use this as a forum to support club development across the district.	Active Brentwood Networking events
Increase physical and sporting activity across the borough by 4% year on year using Sport England’s Active People Survey as a measure	<ul style="list-style-type: none"> • Provide a sustainable network of safe and accessible facilities, open spaces and active travel routes • Ensure workplaces adopt an active culture that encourages participation • Improve and enhance the customer experience of physical activity and sport, with a focus on the core market • Use technology and innovation to promote activities on offer • Facilitate and promote spectator sport and mass participation events 	<ul style="list-style-type: none"> • Reduce inactivity levels • Increase the number of people being active • Improve young people’s attitudes towards physical activity and sport • Provide a sustainable network of the right, high quality and accessible facilities in the right places • Get more people using open spaces for exercise and health reasons • Increase the numbers of mass participation and elite sports events hosted. • Maintain and increase the economic value of physical activity and sport
Support the network of volunteers that underpin the	Communicate the training opportunities available to new volunteers enabling clubs to grow	Increase volunteering associated with sport and physical activity

Borough’s sport /community clubs.	Provide networking opportunities for existing volunteers/clubs to enable sharing of best practice	Supported and well-developed community clubs
Enhancement of existing facilities	<ul style="list-style-type: none"> • Explore viability and location for indoor cricket net provision • Indoor/covered tennis • Seek opportunities with NGB’s for regional centre of excellence 	Improved facilities Increased participation
Promote new sports in the Borough	<ul style="list-style-type: none"> • Work with new clubs or existing clubs that require more support in setting up i.e. baseball, table tennis, boxing 	Increased participation

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Priority 5 – Health and Wellbeing

Recommendations	Action	Outcomes
<p>Support the priorities and the desired outcomes for the Brentwood Health and Wellbeing Board</p>	<p>Tackling Obesity Continue to work with businesses to reduce sugar and salt consumption through the TuckIN project.</p> <p>Increase participation with improvement to facilities and affordable and accessible programming</p> <p>Work with schools to promote new initiatives</p> <p>Work with businesses to promote new initiatives such as workout from work</p> <p>Utilise Active Brentwood as an enabler</p>	<p>Local residents enjoy positive activities and are physically and emotionally healthy</p>
	<p>Ageing Well Supporting the over 50s to increase levels of physical activity through a range of activities</p> <p>Improve programming opportunities for over 55 activities</p> <p>Promote available offer for senior activities Utilise Active Brentwood as an enabler</p>	<p>Local residents enjoy positive activities and are physically and emotionally healthy</p>

	<p>Improvement to Physical and Mental Health Wellbeing Increase participation levels through the right programme of activities especially the target groups who need to increase their activity levels Such as those with Mental Ill Health and with a physical disability</p>	Local residents enjoy positive activities and are physically and emotionally healthy
Target specific groups to increase their participation levels	<p>The Council would work with partners to increase their activity levels, in particular: People with a life-long limiting illness or disability People aged 65+ People from lower socio-economic groups (NS-SEC 5-8) Unemployed people Females Black and ethnic minorities. This could include assisted equipment for those that have limited mobility or the promotion of seated exercise classes.</p>	<p>Increase activity levels Improved health and wellbeing of residents</p>
Support the growth of active travel methods	<p>Support the recommendations and actions of Essex County Council's Cycling Strategy 2016 http://www.essexhighways.org/uploads/docs/ecc-cycling-strategy-novemeber-2016.pdf</p>	Increase activity levels
	<p>Create safe walking and cycling routes with three schools across Brentwood (H&WB action plan)</p>	Increased activity levels
	<p>Encouraging and promoting use of the cycle footpath networks available across the district especially in new developments (Dunton Garden Village)</p>	Increased activity levels

	<p>Ensure that key facilities such as frequently used countryside sites and leisure facilities have the facilities required for ease of active travel i.e. footpaths and cycle tracks</p> <p>Support the renewal of Essex County Council’s Right of Way Improvement Plan 2009 http://www.essexhighways.org/uploads/files/final-rowip.pdf</p> <p>Actively support groups, organisations or projects that increase walking activities</p> <p>Walking for Health initiative</p> <p>Local businesses promote /incentives?</p>	<p>Greater use of open spaces Reducing obesity Increased participation</p>
<p>Establishment of outdoor gyms</p>	<p>Identify potential sites aligned to the creation of destination play areas for strategic investment and where health inequality is most prevalent in the Borough.</p>	<p>Increase accessibility to facilities Increase activity levels</p>

<p>Increase and encourage residents of the wider community including young people, older people, people with disabilities and the economically disadvantaged, to increase their physical activity levels by utilising the Council’s open spaces and leisure facilities</p>	<ul style="list-style-type: none"> • Deliver a targeted approach to groups which are most likely to be inactive and under-represented in both physical activity and sport. • Ensure physical activity and sport are utilised as effective tools in prevention, early intervention and management of long term conditions/reablement • Develop resilience, tackle social isolation and promote independence • Ensure there is an inclusive offer which meets the needs of disabled people and those with limiting illnesses/conditions • Promote the benefits of being active to enable people to take responsibility for their health and wellbeing and make better lifestyle choices 	<ul style="list-style-type: none"> • Reduce inactivity levels amongst target groups • Support NHS targets of reducing numbers of serious health conditions associated with inactivity • Increase the number of people being active • Improve young people’s attitudes towards physical activity and sport • Provide a sustainable network of the right, high quality and accessible facilities in the right places • Get more people using open spaces for exercise and health reasons • Support NHS targets for more adults and children achieving and maintaining a healthy weight
	<p>Continue to build relationships with schools to develop educational countryside programmes currently available</p>	<p>Link with Forest School programme to increase usage of Council’s open spaces</p>
	<p>Support the recommendations and actions of Natural England’s National Character Area Profile – NE466 NCA profile: 111 North Thames Basin 2013 http://publications.naturalengland.org.uk/publication/4721112340496384?category=587130</p>	<p>Increase bio-diversity within the Council’s Country Parks</p>
	<p>Support volunteer working parties within the Borough that promote health and wellbeing benefits and increase the volunteer’s physical activity levels</p>	<p>Volunteer Tree Warden Scheme Country side Volunteers work programme</p>

<p>Continue to develop summer holiday activity programme across the borough to incorporate a wide range of activities for young people</p>	<p>Work with partner organisations to support programmes or enable communities to deliver their own programmes, eliminating duplication and offering a more comprehensive approach to delivery.</p>	<p>Family Fun day programme Brentwood Sports Festival Increase activity and participation</p>
<p>Promote healthy living and healthy lifestyle choices such as diet, drinking and smoking cessation.</p>	<ul style="list-style-type: none"> • Work with partners to develop and promote Health Week • Promote LiveWell programme of available activities 	<p>Increase awareness and signposting to support services</p>
<p>Promote art and cultural activities and opportunities in Brentwood</p>	<ul style="list-style-type: none"> • Work with Brentwood Arts Council and other cultural organisations to promote activities for residents • Promote Brentwood Art Trail 	<p>Increase participation in Arts and Cultural projects</p>



Priority 6 – Leadership Management and Oversight

Recommendations	Actions	Outcomes
Identifying the right operating model that will best deliver the Leisure Strategy.	This could mean one main operator or a hybrid approach	Reduced expenditure to the Council
Ensuring that the Council delivers Value for Money for its residents	Through its procurement process and relevant feasibility studies	Reduced expenditure to the Council
Identify external funding opportunities to support investment programme	Once specifications are agreed work with partners and funders to complete funding applications	Reduce expenditure to the Council
Ensuring that robust contract management and monitoring is in place to deliver on the Council's expected outcomes	Establish Key Performance Indicators to measure success Ensure Brentwood Borough Council is key stakeholder and influencer at 'Board' level	Deliver the desired outcomes
Identify the risks and the potential rewards	Through the specification and contract management process	Reduce expenditure to the Council
All costs are identified in facilities	Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities	Reduce expenditure to the Council
Training and Development of workforce	Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy	Increased customer satisfaction
	Ensure staff are properly trained	Increased customer satisfaction
Increase Public Awareness	Provide a communication plan so that the public are informed of the progress of the Leisure Strategy	Public awareness of the progress of the strategy
Ensure that customer satisfaction and opportunity is available for public involvement	Feedback and satisfaction and trends are reviewed regularly by the 'Board'	Increased customer satisfaction

12. Appendices and background documents and links

- a. Sport England
 - i. Towards an Active Nation 2016-21 <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- b. Public Health England
 - i. 2014 Everybody Active, Every Day <https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life>
- c. Department of Health and Social Care
 - i. Childhood Obesity Plan <https://www.gov.uk/government/publications/childhood-obesity-a-plan-for-action/childhood-obesity-a-plan-for-action>
- d. Department of Transport
 - i. Cycling and Walking Strategy 2017 <https://www.gov.uk/government/publications/cycling-and-walking-investment-strategy>
- e. Public Health England
 - i. Brentwood Borough Health Profile https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E10000012?place_name=Brentwood&search_type=place-name
- f. Fields in Trust
 - i. Guidance <http://www.fieldsintrust.org/>
- g. Essex Health and Wellbeing Board
 - i. Joint Health and Wellbeing Strategy https://www.essex.gov.uk/Business-Partners/Partners/Health-wellbeing-Essex/Documents/Essex_Health_Wellbeing_Strategy.pdf
- h. Active Essex
 - i. Active Essex Strategy 2017-2021– 1million People Active <https://www.activeessex.org/wp-content/uploads/2017/06/Active-Essex-Changing-1-Million-Lives-Strategy.pdf>
- i. Brentwood Borough Council
 - i. Local Development Plan <http://www.brentwood.gov.uk/index.php?cid=694>

- ii. Playing Pitch Strategy 2018-2033
- iii. Open Space Assessment
- iv. Built facilities Strategy
- v. Asset Management Strategy
- vi. Brentwood Green Infrastructure Strategy
- j. Brentwood Health and Wellbeing Board
 - i. Joint Health and Wellbeing Strategy

<https://brentwood.moderngov.co.uk/documents/s12535/Appendix%20A.pdf>

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Appendix B

Responses from Leisure Strategy Consultation			
Name	Organisation	Comments	Response from BBC
David Morphey	Brentwood Leisure Trust - trustee	<p>I find it interesting the measure for inactivity is at 30mins or less of moderate exercise per week, yet the guidelines for recommended exercise is 150 mins per week. I feel setting the bar at 30 mins per week most people can achieve this so keeping the inactivity figure lower than it really is.</p> <p>* The figure for inactivity being 16.8% and the number for disabled people in the borough being 15.6% it would be interesting how much of the inactivity figure would be made up of disabled people.</p> <p>*Looking at the worrying figures of CV disease, Diabetes etc it would be great to propose a GP Referral Scheme working with all local GP Surgeries, Clinics, Medical professionals participating by referring patients that would benefit from exercise to a subsidised Membership at Brentwood Centre. (this works really well at Aspire, E20 a month membership for 9 months then transferring into an ordinary membership thereafter)</p> <p>*Although in parts it briefly mentions disability I feel there is not much word of linked to see a section on engaging people with all disabilities or Medical Conditions. Assisted Exercise programs at the centre could work well. Offering People with Physical Disabilities help to use the gym equipment that normally wouldn't come along to the gym as they cannot get on or off equipment (Aspire charge £10 for 30mins assistance or £20 for an hour which is kind of like a PT session but done by our fitness instructors) Also we do Seated Classes which work very well.</p> <p>*Is there any provision for Athletics in Brentwood? as currently Chelmsford or Basildon are the only places I know of.</p> <p>But out of the strategy is positive especially targeting grassroots, millennials and encouraging the use of the Brentwood Centre with the proposals of improvement.</p>	<p>Response from BBC</p> <p>The following definitions are set by Sport England in the Active Lives Survey Inactive less than 30 minutes per week Fairly Active 30-149 minutes per week Active more than 150 minutes per week This is has been referenced in the Strategy on page 6.</p> <p>This one of the targeted groups that the Council would look to engage with to increase their activity levels: People with a life-long limiting illness or disability People aged 65+ People from lower socio-economic groups (NS-SEC 5-8) Unemployed people Females Black and ethnic minorities</p> <p>15.8% for inactivity figure is from the Active Lives Survey from Sport England and the 15.6% long term disability data is from Census 2011. As part of the Council's KPIs we will look to identify how many of these people have a long term disability and measure how we can work with them to increase their activity levels. This has been added to the Action Plan on page 42.</p> <p>There is a current GP referral scheme through the Brentwood Centre. There are number of GP surgeries that are involved as part of the Care Navigation package which looks at prescribing activity to people as an alternative to medicines.</p> <p>Noted and we would look to expand this through a number of the workstreams such as the Health and Wellbeing, and engage what other leisure providers to identify what they are doing. The Council would explore looking at assisted equipment when looking at improvements to our leisure facilities such as the Brentwood Centre. This has been added to the Action plan on page 42.</p> <p>Brentwood School has the only athletics facility in Brentwood - assessments have not indicated the need for an additional athletics facility in the Brentwood Borough.</p>
Eric Watts	Health and Wellbeing Board representative	<p>I'm concerned by the statement that "the Council needs to reduce its expenditure" as the benefit of adopting healthy lifestyles will be reduced spending in the future.</p> <p>The "Walking for Health" project is a good example of a very low cost initiative and I'm pleased to see it included but I think it needs more active promotion.</p>	<p>The Council as a whole needs to reduce its expenditure, but the strategy does look at key investment of its leisure facilities to make them future proof to meet the needs of the changing demographics in the Borough. The Council is also keen to identify low cost or free activities that are easily accessible for the community. Part of our communication plan will be how we can improve the promotion of existing and planned activities in the Brentwood Borough.</p>
Elaine Higgins	Health and Wellbeing Board representative	<p>Page 27: TUCK IN – this should be referenced as Tuckin (no space between the two words). This is a reduction in saturated fats, sugar, salt and calories through portion control (not just salt and sugar)</p> <p>Livewell Campaign – the document refers to Living Well, this is the discontinued ECC scheme and we now need to refer to Livewell www.livewellcampaign.co.uk</p> <p>Your outcomes could include the number of activities in Brentwood listed on Livewell – currently there are very few.</p> <p>P23: The Health and Wellbeing Board would welcome the addition of outdoor gyms where possible, to be integrated in the play provision and re-development of play areas as they occur. The purpose of these is to increase activity levels in adults.</p>	<p>Comments noted and will be amended for inclusion in the final strategy and the Action Plan on pages 41, 43 and 45</p>
Jo Grant	Active Brentwood	<p>Page 17 – Each facility type would be good to have a breakdown of percentage of who owns what - esp LA – swimming pool % etc. That way what % of influence do we have as a LA.</p> <p>A report to Active Brentwood as an update and involvement expected would be good.</p>	<p>Noted and will include breakdown in the final strategy. We would look to provide an annual report to the relevant Council Committee, but also to Active Brentwood and the Brentwood Health and Wellbeing Board on progress against the action plan.</p>
Kevin Lorkins	Hutton FC	<p>I represent one of the largest football clubs in Essex in Hutton Football Club.</p> <p>We have 60 teams and play on various facilities across Brentwood and Shenfield.</p> <p>We are seeking to develop a hub for the Club at Wyrbarns Farm in Chelmsford Road.</p> <p>We need the full support of BBC to achieve this so that we can continue to deliver on the strategic outcomes of your plans.</p> <p>I am also the League Secretary of the Brentwood Community Football Alliance Youth League which is where all of Brentwood's football clubs look to put their younger teams and are one of the fastest growing youth leagues in the country.</p> <p>The League really needs a hub site as we are beginning to run out of space to play matches. We currently use Shenfield High School and Headley Walter Astor pitches.</p> <p>When we have discussed this with the CFA it has been stated that we could fill 3G on our own.</p> <p>We also play Futsal matches indoors and again use Shenfield High School for that but we also have to use facilities in Chelmsford.</p> <p>So we would ask for access to more indoor facilities.</p> <p>Finally, I am also the League Secretary of the Essex Olympian Football League. A number of Brentwood teams play in that League and need access to better facilities. Too many games get called off because of the weather which costs the Clubs revenue and puts players off the game.</p> <p>There is a lot we can do in terms of sharing good practice and supporting our Clubs.</p> <p>There is a lot more to running Clubs than just organising and playing matches.</p> <p>I would be more than happy to share my knowledge and experience with BBC to develop and support our Clubs and their army of volunteers.</p>	<p>Noted and would look to work with the Essex FA and the Borough local football teams to support the improvement of facilities and clubs across the Borough</p>
Bob McLinkock	Active Brentwood Chair	<p>Thank you for giving Active Brentwood the opportunity to comment on the Council's Leisure Strategy 2018-2018.</p> <p>The current document acknowledges and reflects the existing objectives and priorities of a number of national, county and local groups and organisations. However, with a strategy designed for implementation over a ten year period the strategic and operational focus of these organisations may well change. At that time, appropriate decisions may be necessary to confirm or amend the strategy now being proposed.</p> <p>The strategy indicates that the Brentwood Borough Council has a significant number of leisure aspirations that the authority wish to pursue. Whilst such an ambitious programme should be welcomed and supported, we have concerns that the staff resources required to deliver the proposals are not currently available. Indeed whilst we obviously support the Council's ambition in their Corporate Plan (2016-19) to make Brentwood a Borough where people feel "safe, healthy and supported" the description of the key issues indicates that "The Council needs to reduce its expenditure on its sport and leisure facilities" and the Council "would like to get to the point where any leisure provision is at a minimum a nil cost to the Council". This gives little confidence that your ambition to improve the health of residents via encouraging exercise and physical activity is realistic or genuine. Surely the Council should be willing to identify funding to achieve this worthwhile objective.</p> <p>With regard to the six specific areas of the Strategy, we would comment as follows:</p> <p>PRIORITY 1 – Built Facilities The Brentwood Centre and King Georges Pavilion are valuable community assets which already contribute to the physical and mental wellbeing of Brentwood. Any proposal that will increase the opportunities for greater use would be welcomed. Proposals for alternative management options or Asset Transfer should be the subject of further detailed public consultation, which explains the reasoning and implications of any proposed change.</p> <p>PRIORITY 2 – Open Space Mindful of the limitations for income generation from public open space together with your ambition for leisure facilities to be provided at nil cost the list of improvements proposed seems ambitious and investment intensive. The question has to be raised if these are realistic proposals and if so is there a timetable for the works proposed and is this available to view?</p> <p>PRIORITY 3 – Play Areas Your proposal for a number of destination play areas has advantages and benefits regarding the range of play equipment that can be provided and the potential learning and enjoyment to the children. This part of the Strategy is welcomed. However, there are some housing areas where the opportunities for children for casual play are limited because of flattened living, small gardens etc. In these areas the idea of smaller, more local play facilities should be retained.</p> <p>PRIORITY 4 – Sport The number and range of Sports Clubs in Brentwood is one of the Borough's greatest assets. Every effort should be made to engage Clubs in the delivery of the Strategy and encourage them to play a role in the promotion and organisation of sport and physical activity. Their potential role in increasing participation and promoting health and wellbeing cannot be over emphasised.</p> <p>PRIORITY 5 – Health and Wellbeing Active Brentwood naturally supports the initiatives and objectives of the Council's Health and Wellbeing Board. In addition to supporting the priorities of the Board, Active Brentwood is committed to encouraging increased physical activity and health living within the community which will hopefully contribute to the improved physical and mental health of residents.</p> <p>PRIORITY 6 – Leadership Management and Oversight The statement that the "Council needs to ensure that there is the right management and governance in place to ensure that the Leisure Strategy can be successfully delivered" is crucial to the overall success of the implementation phase of the Strategy. Active Brentwood is available to assist the Council wherever and whenever it is felt appropriate. Similarly in Section 9 – Who can deliver the Strategy, is a crucial decision for the future and how the Council decides to move forward. To ensure the maximum involvement and support of stakeholders, partners and the Brentwood community, that decision should be made by the Brentwood Borough Council after a full and detailed appraisal of the options and a public consultation on the preferred choices. In conclusion Active Brentwood is always available to discuss any issue the Council wishes to raise.</p>	<p>Noted. Although the Strategy covers 10 years, it is expected that there could be changes in strategic and operational focus and if necessary the Council may well review the strategy earlier than the planned date of 2027. Resourcing the Strategy and its delivery will be part of any business case for future development opportunities and the Council will work with external funders and utilise any developer contributions to support leisure development.</p> <p>Noted and further consultation would be undertaken if there was a change in the management of facilities or the Council would look to Asset Transfer any facilities</p> <p>Noted. It is proposed that with investments in key facilities that this would provide increased income to the Council which would be used to ringfence those elements of the Council's leisure facilities that do not generate any income to ensure that they are sustainable.</p> <p>This will be looked at in more detail with the Play Area Strategy. It is important that the Council has facilities that are accessible, high quality and can be sustained within current budgets. Any rationalisation of play areas will be looked at as a case by case scenario. Any major housing developments or growth such as Dunton Hills Garden Village will need to identify leisure requirements, including play areas.</p> <p>Noted. The Council will work closely with sports clubs to develop their clubs and support their ambitions.</p> <p>Noted.</p> <p>Noted.</p>
Tom McLaren		<p>River Road - Play area</p> <p>1. Replacement of the trees, preferably by fast growing shrubs or trees. The local kids play hide and seek in the current trees so a number of residents were disappointed by their removal, although understood why when it was explained. In addition, that close to the A12 the trees provide a much needed noise and pollution barrier.</p> <p>2. Accessible equipment. There are two families with disabled children in the immediate vicinity of the park who raised the point that their children are only able to use certain of the existing pieces and would like any new pieces to be more accessible. I guess that this would fit well with your equalities impact assessment as well.</p> <p>3. Equipment for older kids - a number of residents raised how the current equipment is only suitable for up to, say age 7. They would welcome something for their older kids to use. Given the space being created by the tree removal there is scope for additional pieces.</p> <p>4. Replacement of the single full size goal posts with 2x5 side goals. The single goal is used (allegedly, I've not seen it!) but it was raised about how only having one large goal is not particularly suitable for a proper game.</p> <p>Of the existing pieces, the orange round thing was particularly cited as heavy and unwieldy for children.</p>	<p>Noted and will be fed into the Play Area strategy and with consultation with local residents and councillors.</p>
Stephen Hay	Planning Policy	<p>Page 3 - as a borough</p> <p>Page 4 Physical Wellbeing - I need to capitalise</p> <p>page 5 - What do we need to achieve Leadership role, Facilitation role and direct delivery</p> <p>Page 11 - RWB strategy - info/note on planning for healthy places - a clear focus on special issues and active travel for example</p> <p>Page 17 - Do we want to focus upon wider leadership/facilitation and public health etc.</p> <p>page 18 - Header - could pull out earlier - see previous comments - section feels fragmented</p> <p>Page 22 ref. to recently commissioned sport and open space work (Global and Active Essex) and we also have a Strategic Green Infrastructure doc. On BBC website and further detailed work to be delivered this year on areas infrastructure. Have an emerging GI topology. 51 fairly designated local wildlife sites BRES2</p> <p>Page 23 - Council proposing substantial housing development with urban areas and on the fringes of the Brentwood Urban Area (BAU). Need to ensure the demand for play areas for this new growth is adequately considered. The nature of play areas is changing and this needs to be reflected in the report - part of a multi generational space. Council involved in an academic study and potential commissioning on designing spaces for children and young people with University of Birmingham.</p> <p>page 25 - Sport - how relate to the emerging Active Essex/4 Global. Need to ensure we are clear on asset management site priorities, any emerging local plan sites and potential priorities.</p> <p>Page 27 Health and Wellbeing - creating healthy places through new developments to be included as a focus. Dunton Hills Garden Village will have clear public health agenda running through the scheme design objectives e.g. prioritised cycling and walkway infrastructure</p> <p>Page 28 Leadership - management and oversight</p> <p>page 31 Actions might need to be updated to reflect earlier comments</p>	<p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Noted and amended in the final strategy</p> <p>Action plan has been updated for the final strategy</p>

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18th September 2018

Policy, Performance & Resources

Data Protection Officer

Report of: Philip Ruck – Chief Executive

Wards Affected: No wards specifically

This report is: Public

1. Executive Summary

1.1 At the Regulatory and Governance Meeting, 11th July 2018, the committee agreed that ***“An individual be identified as a DPO* from within our authority and that this recommendation be brought to the next Policy, Projects and Resources Committee”***

** Data Protection Officer*

1.2 Put forth by the European Parliament, the European Council, and the European Commission to strengthen and streamline data protection for European Union citizens, the GDPR** calls for the mandatory appointment of a DPO for any organization that processes or stores large amounts of personal data, whether for employees, individuals outside the organization, or both. DPOs must be “appointed for all public authorities, and where the core activities of the controller or the processor involve ‘regular and systematic monitoring of data subjects on a large scale’ or where the entity conducts large-scale processing of ‘special categories of personal data,’”.

*** General Data Protection Regulation*

1.3 The DPO appointment is currently fulfilled on a shared management arrangement with Thurrock Council. The current Brentwood nominee for the DPO is Mr Lee Henley.

2. Recommendation(s)

2.1 Shared arrangements that are currently in place with Thurrock Council to continue and are to be reviewed in September 2019.

2.2 That performance continues to be monitored to ensure that the obligations of the Council, under the control and management of the DPO, are being met by the shared management agreement in place.

3. Introduction and Background

3.1 The data protection officer is a mandatory role under Article 37 for all companies that collect or process EU citizens' personal data. DPOs are responsible for educating the company and its employees on important compliance requirements, training staff involved in data processing, and conducting regular security audits. DPOs also serve as the point of contact between the company and any Supervisory Authorities (SAs) that oversee activities related to data.

3.2 As outlined in the GDPR Article 39, the DPO's responsibilities include, but are not limited to, the following:

3.2.1 Educating the company and employees on important compliance requirements;

3.2.2 Training staff involved in data processing;

3.2.3 Conducting audits to ensure compliance and address potential issues proactively;

3.2.4 Serving as the point of contact between the company and GDPR Supervisory Authorities;

3.2.5 Monitoring performance and providing advice on the impact of data protection efforts;

3.2.6 Maintaining comprehensive records of all data processing activities conducted by the company, including the purpose of all processing activities, which must be made public on request;

3.2.7 Interfacing with data subjects to inform them about how their data is being used, their rights to have their personal data erased, and what measures the company has put in place to protect their personal information.

3.3 The detailed knowledge required to provide the functions outlined in (3.2) above, is not available within the existing workforce and would require the recruitment of an individual on a part-time basis, which places additional pressure on the Council's financial resources.

- 3.4 The Council has shared resource at a senior level, (Chief Executive: Monitoring Officer, Development Management, Revs and Bens and many more), which have operated without impacting the delivery of their functions.
- 3.5 The role of DPO is not seen as a fulltime resource and consequently, the sharing of such a post, undertaken by an experienced and knowledgeable officer, combined with appropriate reporting and monitoring, is to the benefit of both organisations.
- 3.6 Although not regarded as a full-time role, the service provided by Thurrock ensures an information security officer is available on a full-time basis should the need arise. Additionally, it provides a level of resilience, due to the size of the team, that can not be matched by a single person.
- 3.7 These advantages are regarded as mitigating key risks, particularly the appointment of a suitably skilled officer in a currently competitive market. Also, there is a need for an understanding of Local Government and Thurrock can bring their expertise and best practices to assist Brentwood.
- 3.8 Therefore, an appointment of an internal DPO would need to be in addition to the arrangement with Thurrock. The benefit that this additional post brings would need to be weighted up against the costs and if this was an effective use of resources.

4. Reasons for Recommendation

- 4.1 To ensure that the Council has in place a resource that is flexible, accountable, knowledgeable and effective, it is recommended that the current arrangement with Thurrock Council remains in place.

5. Consultation

- 5.1 None

6. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Financial Services Manager

Tel & Email: 01277 312 829

jacqueline.vanmellaerts@brentwood.gov.uk

6.1 The agreed contract cost with Thurrock is £37k per annum. This is funded through a vacant post that would have been assigned as Brentwood's DPO. Therefore, costs are captured within existing budgets.

6.2 The vacant role is budgeted at more than the agreed contract cost, therefore this arrangement has gained a financial saving to the Council.

6.3 **Legal Implications**

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

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

6.4 Section 69 of the Data Protection Act 2018 requires the Council to designate a data protection officer, and (under s70) ensure that the DPO does not perform a task or fulfil a duty that would result in a conflict of interest.

6.5 Guidance provided by the Information Commissioners Office specifically states that a DPO can be an existing employee or externally appointed, and that the Council can contract out the role of DPO externally, based on a service contract with an individual or an organisation. The guidance makes it clear that if the DPO is an internal employee the duties of the DPO must not lead to a conflict of interests. The benefit of an external appointment is that this will greatly reduce the likelihood of such conflict emerging.

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

6.7 None

7. **Background Papers**

7.1 None

8. **Appendices to this report**

None

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18th September 2018

Policy, Projects and Resources Committee

Revised Health and Safety Policy

Report of: Philip Ruck, Chief Executive

Wards Affected: None

This report is: Public

1. Executive Summary

- 1.1 The Health and Safety Policy (Appendix A) has been revised as required under the Health and Safety at Work etc. Act 1974 and, is reflective of current organisational and management structures within the Authority. The health and safety policy has been passed to Corporate Leadership Board and the Health and Safety Committee members for comment and review in accordance with its conditions.

2. Recommendation(s)

- 2.1 That the revised Health and Safety Policy (2018) be approved.**

3. Introduction and Background

- 3.1 The Council as an employer is required under the Health and Safety at Work etc. Act 1974 to have in place a Health and Safety Policy (which is revised regularly) to reflect its commitment and intention to comply with the Act and all relevant legislation made implicit.

4. Reasons for Recommendation

- 4.1 A review and revision of the Council's health and safety policy is required to ensure that it reflects the organisation arrangements, structure and health and safety management system. This timely revision and endorsement enables the Council to continue its commitment to develop the health and safety culture and management system of the organisation and fulfil its legal duty.

5. Consultation

- 5.1 Consultation of the revised health and safety policy has been undertaken with the Corporate Leadership Board and the Health and Safety Committee which met on the 22 March 2018. Comments and observations have been considered and the policy reflects this consultation.

6. References to Corporate Plan

- 6.1 The Council is committed to make Brentwood a Borough where people feel safe, healthy and supported. The Health and Safety policy and underlying health and safety arrangements strongly accords with this priority.

7. Implications

Financial Implications

Name & Title: Jacqueline Van Mellearts, Interim Chief Finance Officer (Deputy S151 Officer)

Tel & Email: 01277 312829/jacqueline.vanmellearts@brentwood.gov.uk

- 7.1 There are no direct financial implications within this report. Within the Council's budget there is sufficient funds to ensure the revised Health & Safety Policy can be adhered to.

Legal Implications

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

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

- 7.2 Legal implications are contained in the body of this report.

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

Name & Title: David Wellings, Corporate Health & Safety Advisor

Tel & Email: 01277 312518/david.wellings@brentwood.gov.uk

- 7.2 Health and Safety Implications are contained in the body of this report.

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

- 8.1 **None.**

9. Appendices to this report

Appendix A - Revised Health and Safety Policy (2018)

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Appendix 1

HEALTH AND SAFETY POLICY

HEALTH AND SAFETY AT WORK, ETC. ACT 1974

This document is the corporate Health and Safety policy for all responsibilities, premises and activities of Brentwood Borough Council. In accordance with the Health and Safety at Work, etc. Act 1974, The Safety Representatives and Safety Committee Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996. It is divided into:

- Policy Statement - What we will do
- Organisation and Responsibilities - Who will do it
- Arrangements - How we will do it

Department areas may make their local arrangements in accordance with their own specific responsibilities and activities. All other health and safety Standards and Procedures are subsidiary to and should refer to this document.

CONTENTS:

SECTION 1: Corporate Policy Statement

SECTION 2: Corporate Organisation and Responsibilities

SECTION 3: Arrangements via Health and Safety Standards and Procedures

SECTION 4: Staff Consultation

SECTION 5: Training and Information

SECTION 6: Incident Reporting

SECTION 7: Risk Assessments

SECTION 8: Workplace Inspection

SECTION 9: Health Surveillance

SECTION 10: Procurement

SECTION 11: Monitoring, Auditing and Review

SECTION 12: Non Compliance

HEALTH AND SAFETY AT WORK, ETC. ACT 1974

1.0 Policy Statement

Brentwood Borough Council recognises that people are its most important asset and accepts its responsibility to ensure, so far as is reasonably practicable, the health, safety and welfare of its employees.

It also recognises that the successful management of health and safety makes a positive contribution towards the achievement of corporate aims and objectives. It supports effective service delivery to the community in addition to meeting our statutory responsibilities as an employer.

By controlling health and safety the Council will also be contributing to the National Health and Safety initiative; '**Helping Great Britain work well; A new health and safety system strategy**' as publicised by the Health and Safety Executive (HSE). The initiative has six strategic schemes: -

1. **Acting together:** Promoting broader ownership of health and safety in Great Britain
2. **Tackling ill health:** Highlighting and tackling the costs of work-related ill health
3. **Managing risk well:** Simplifying risk management and helping business to grow
4. **Supporting small employers:** Giving SMEs simple advice so they know what they have to do
5. **Keeping pace with change:** Anticipating and tackling new health and safety challenges
6. **Sharing our success:** Promoting the benefits of Great Britain's world-class health and safety system

Health and safety is not a responsibility assigned to any particular individual or part of an organisation but must be an integral part of everyone's role. Issues must be broadly owned, and all employees engaged to collectively share the risk. This policy explains all health and safety roles and responsibilities throughout this organisation and seeks to ensure that the health and safety of all employees is protected.

In relation to this Policy: -

The Council will ensure that the health and safety management framework: -

- Is integrated into the culture of the Council;
- Minimises risks to employees and others;
- Ensures that best practice is considered when reviewing and updating management of working practices; and

- Measures and monitors health and safety performance.

The Council will ensure, so far as is reasonably practicable: -

- Safe plant and systems of work;
- Safe handling, storage and transport of chemical and work equipment;
- The provision and use of appropriate Personal Protective Equipment (PPE);
- The provision of all necessary information, instruction, training and supervision;
- Safe access and exit to all places of work under the Council's control;
- A safe working environment with appropriate welfare facilities including first aid provision;
- That staff representatives are consulted on health and safety arrangements; and
- That regular risk assessments are undertaken and are available to employees to read.

Council employees will, as a condition of their employment: -

- Take reasonable care for themselves and others;
- Cooperate and follow health and safety training and instructions;
- Not interfere with or misuse anything provided for safety; and
- Report shortcomings in safety arrangements and immediately report serious danger.

This policy will be reviewed annually and amended where appropriate. Consultation with staff will take place through the described process on any changes made and on completion these amendments will be brought to the attention of all employees.

All health and safety tools and documents will be made freely available including the Health and Safety Committee meeting minutes on the Council's Intranet Microsite.

Signed:

Dated: August 2018

Philip Ruck
Chief Executive

2.0 Corporate Organisation and Responsibility

Group / Individuals	Role / Responsibilities
Elected Members	<ul style="list-style-type: none"> a) Ensure that suitable resources and strategic direction are available to discharge the Council's health and safety responsibilities; b) Take into account statutory health and safety duties and best practices when making decisions as appropriate; c) Approve Health and Safety Policy; d) Monitor progress against Health and Safety action plans; and e) Attend awareness training.
Chief Executive	<ul style="list-style-type: none"> a) Has ultimate responsibility for health and safety within the Council and is responsible for ensuring, through the Chief Operating Officer, the Monitoring Officer, Chief Financial Officer, Directors, and Responsible Service Managers that adequate organisation and arrangements exist for effective implementation of the Council's policy on health and safety and for compliance with Policies and Standards; b) To attend appropriate training; c) Promote high standards across the Council, through national and corporate standards; d) Plan, direct, control and monitor all health and safety matters; and e) Support and encourage health and safety initiatives and lead by personal example.
Chief Operating Officer	<ul style="list-style-type: none"> a) To deputise for the Chief Executive in all matters concerning compliance with this Policy.
Directors	<ul style="list-style-type: none"> a) Have a clear understanding of the requirements of health and safety legislation and the Council's Health and Safety policy to ensure compliance; b) Ensure sufficient resources are provided for strategies and initiatives to develop, implement and maintain the health and safety policies and standards of the Council; c) Ensure that competent persons are employed to assist their Service Area in carrying out any statutory responsibilities; d) Assign responsibilities for planning, measuring, reviewing and auditing health and safety compliance for their respective Service Areas;

	<ul style="list-style-type: none"> e) Ensure that any health and safety training undertaken by line management is sufficient; and f) Ensure the Chief Executive Officer is informed of any health and safety failings, the remedial actions taken to resolve them, and initiatives taken to improve employee health, safety and wellbeing.
<p>Responsible Service Managers (comprising Corporate Leadership Board - CLB):</p> <p>Chief Executive Officer Monitoring Officer (Legal Office) Chief Operating Officer Director of Operations Director of Strategic Planning Chief Financial Officer Commercial Manager Community and Enforcement Office of the Chief Executive Planning Policy Housing Street Scene Programmes and Projects Partnership and Leisure ICT</p>	<ul style="list-style-type: none"> a) Manage health and safety within their department areas; b) To allocate sufficient resources to ensure compliance with all applicable health and safety law; c) To undertake robust and proactive health and safety management within business decisions; d) Ensure line managers are aware and trained to manage and control all identified risks; e) To ensure risk assessments are carried out, implemented and reviewed for all significant risks; f) To ensure that appropriate records are kept of all staff training, risk assessments and safe systems of work and that these are properly recorded on corporate health and safety systems; g) Ensure the implementation of all relevant Health and Safety Policies, Standards and Procedures; h) To attend appropriate training; i) To ensure that health and safety training is provided to all appropriate employees; and j) To appoint Health and Safety Coordinators to represent each department area and their manager to deputise in their absence and ensure they have sufficient time to carry out their function.
<p>Line Managers:</p> <p>Finance Manager ICT Manager Street Scene Managers Housing Managers Planning Development Managers Building Control Manager Environmental Health Managers Licensing Manager Asset Manager Partnership and Leisure Manager Enforcement & Community Safety Manager Parking & CCTV Manager</p>	<ul style="list-style-type: none"> a) Manage health and safety on a day to day basis; b) To ensure that all accident/incident or near-miss that would cause harm, including vehicle incidents, is reported via the Council's Health and Safety; c) on-line Incident Report Form; d) Ensure that relevant local safety procedures are produced; e) Implement relevant Health and Safety Policies, Standards and Procedures; f) Manage and control all identified risks; g) Undertake and document risk assessments for all key department areas;

<p>Customer Contact & Facilities Manager Electoral Manager Corporate and Democratic Services Manager Programme and Project Manager Digital Services and Transformation Manager</p>	<ul style="list-style-type: none"> h) To ensure that appropriate records are kept of all staff inductions, training, risk assessments and safe systems of work and that these are properly recorded on corporate health and safety systems; i) Undertake workplace health and safety inspections at appropriate intervals; j) Ensure the identification and delivery of Health and Safety training for all relevant employees; k) To attend appropriate training; l) To ensure that all new staff receive timely health and safety induction; m) Ensure that all employees' relevant training is kept up to date; and n) Record all employee health and safety training on the Council's Intranet Health and Safety Matrix.
<p>Health and Safety Manager (Managing Corporate Health and Safety)</p>	<ul style="list-style-type: none"> a) Provide a strategic and management framework for health and safety; b) Manages the Corporate Health and Safety Adviser; c) Ensure the provision of advice and assistance on health and safety throughout the Council; d) Ensure the identification, interpretation, and communication of all new legislation; e) Ensure the production of core Corporate Health and Safety Standards and Procedures; and f) Ensure that Health and Safety matters are communicated effectively to Responsible Service Managers and all relevant employees.
<p>Corporate Health and Safety Adviser</p>	<ul style="list-style-type: none"> a) Advises assists and monitors management of Health and Safety throughout the Council; b) Produces core Corporate Health and Safety Standards and Procedures; c) Assists in the Identification of principle health and safety training for all employees and ensures delivery; d) Assists in the provision of management tools and guidance; e) Monitors that all relevant incidents are reported as necessary under RIDDOR; f) Ensures that health and safety matters are communicated effectively to all Responsible Service Managers and the Corporate Leadership Board (CLB) via appropriate reports; g) Provides quarterly reports of the condition of Corporate Health and Safety to CLB; and

	<ul style="list-style-type: none"> h) Co-ordinates, organises, supports and facilitates the Health and Safety Committee.
Staff Health and Safety Committee	<ul style="list-style-type: none"> a) Communicates and monitors Health and Safety Management Action Plan and other key issues; b) Development/review and coordination of corporate Health and Safety Policy and Strategy; c) Attend appropriate training; d) Consult with and respond to all representations of the recognised trade union; and e) Support consultation of appropriate health and safety documents.
Health and Safety Coordinators	<ul style="list-style-type: none"> a) Represent the interests of all employees within their Department areas on health, safety and / or welfare issues; b) Act as an advocate for health and safety, and promote the use of all appropriate, advice and guidance currently available on the Intranet Health and Safety Microsite; c) Attend and support the Health and Safety Committee meetings and report back to their department areas at Team meetings; d) Liaise directly, where appropriate, with the Corporate Health and Safety Adviser for support and guidance and receive information from Corporate Health and Safety to cascade to their Service Area; e) To be consulted on health and safety issues and provide appropriate advice and assistance; f) Support the process of health and safety risk assessments, safe systems of work, Procedures, inspections and audits throughout the Council; g) Highlight potential hazards and in the workplace and to direct (where applicable) the measures necessary to prevent recurrence; h) Attend appropriate training, as required, to enable them to carry out their health and safety duties and responsibilities in full; and i) Assist with the health and safety induction of new staff.
All Employees	<ul style="list-style-type: none"> a) Cooperate with the Council in all matters relating to Health and Safety; b) Cooperate and follow instructions from management to comply with statutory requirements or provisions;

	<ul style="list-style-type: none"> c) To ensure that so far as is reasonably practicable, their work area and activities are safe from harm; d) To report to their Line Manager any accident/incident or near miss that has/would cause harm, including vehicle incidents, or damaged and defective equipment including PPE; e) To assist with and be responsible for the identification of Health and Safety related risks and training within the working environment and, communicate these to their Line Manager; f) To attend appropriate health and safety training and to advise Line Manager when training expires; g) Carry out risk assessments (where appropriate); h) Use equipment and machinery only when appropriately trained; i) Comply with any relevant safety controls in place; and j) To be responsible for their personal safety and those affected by the employees' acts or omissions at work.
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3.0 Arrangements

3.1 Health and Safety Standards and Procedures

3.2 This Corporate Health and Safety Policy is supported with a set of Health and Safety Standards and Procedures which detail specific arrangements for managing health and safety at Brentwood Borough Council. These Standards detail how the Council will comply with its legal obligations as set down by the Health and Safety at Work etc. Act 1974 and the subordinate health and safety regulations. These Standards and Procedures will be reviewed on a regular programme and are available on the Council's Intranet within the Health and Safety Microsite.

3.3 The Council's Health and Safety Policy and Standards are an integral part of the health and safety management system and all employees should be aware of them through their Line Manager and Health and Safety Induction to the Council. These Health and Safety Standards, Procedures and Risk Assessments are located on the Council's Intranet Health and Safety Microsite and will assist in ensuring a safe workplace through the delivery of the Council's services.

3.4 All Managers have access to the Council's Health and Safety Handbook for Managers to enable a clear understanding of their health and safety responsibilities, as well as guidance on various matters that are applicable to their department area.

- 3.5 The Corporate Health and Safety Advisor will provide advice and support to managers and employees to enable a clear understanding of how to maintain safe working practices and comply with the Council's legal obligations, through the Council's Health and Safety Standards, Procedures and all respective legislation requirements. The Corporate Health and Safety Helpdesk email and telephone number are communicated to all employees to facilitate proactive advice and assistance to be given where required.

4.0 Staff Consultation

- 4.1 There is a need for effective consultation on Health and Safety matters to positively promote communication and co-operation between management, staff and the recognised trade union, to aid in the development of a health and safety culture. Good communication will also enable effective monitoring measures to ensure health and safety at work.

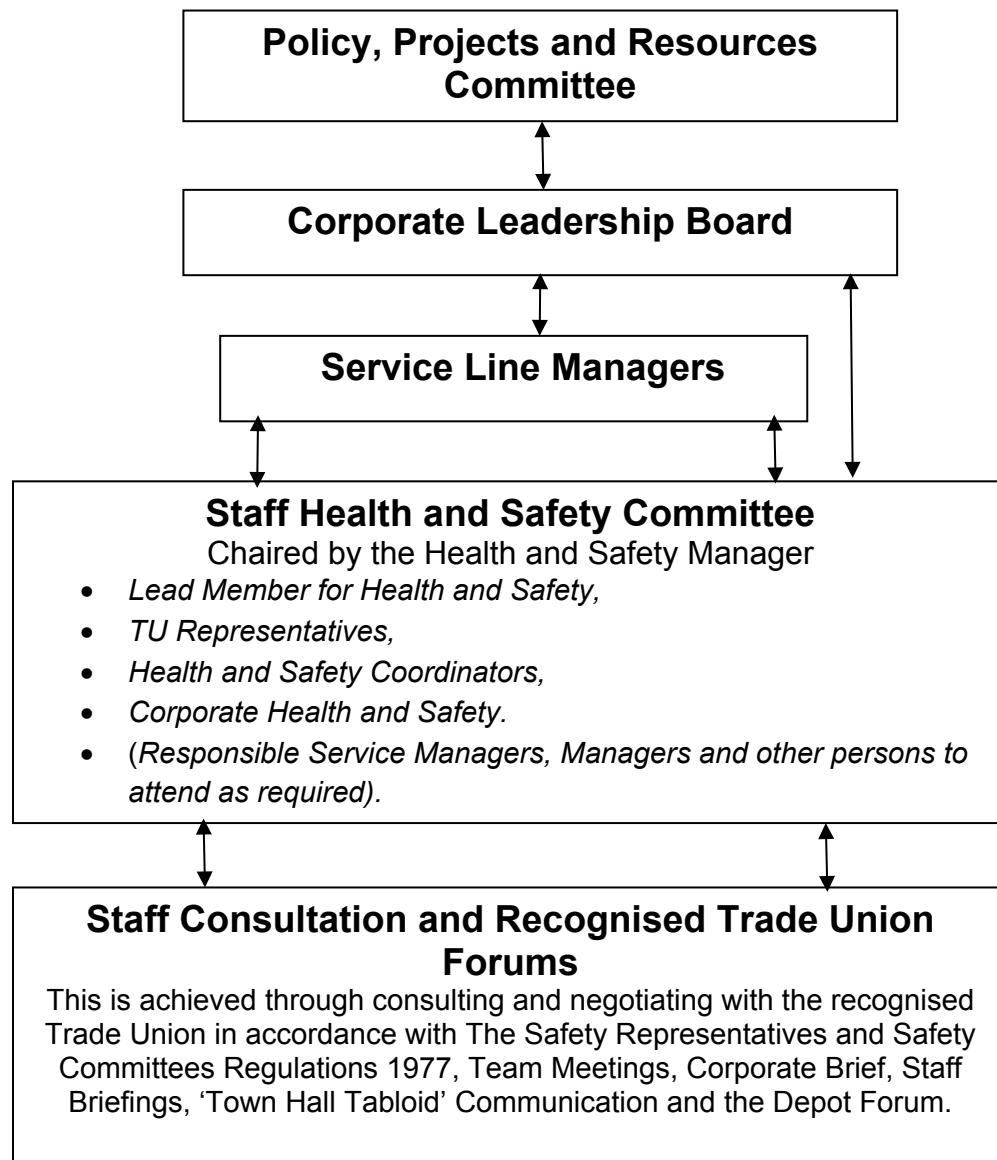
- 4.2 The Health and Safety Policy will be reviewed annually and amended where appropriate. The staff consultation for this will be undertaken by the Corporate Leadership Board (CLB) and the members of the Health and Safety Committee. On completion and ratification of the revised Health and Safety Policy by The Policy, Projects and Resource Committee, these amendments will be brought to the attention of all employees.

- 4.3. Health and Safety is not a separate issue but an integral part of the management process. When problems arise in a specific area they will be resolved within the usual line management procedures. This is the normal way of dealing with management issues and is effective in the clear majority of cases. However, it is recognised that for some health and safety or broader cross cutting issues there also needs to be a more general mechanism for communication and consultation with staff and the recognised trade union to facilitate any emerging or unresolved issues.

- 4.4 The management of health and safety is a line management responsibility but is supported by a framework of committee and specialist corporate health and safety advice.

4.5 Committee Structure

The diagram below shows the relationship, so far as health and safety matters are concerned, between the Staff Health and Safety Committee and other Health and Safety meetings. The flow of information can be two way.



4.5 Staff Health and Safety Committee

The Staff Health and Safety Committee will be chaired by the Health and Safety Manager and will meet three times a year. The committee will consist of the Lead Member for Health and Safety, Health and Safety Coordinators, representatives of trade unions and Corporate Health and Safety. Responsible Service Managers, Managers or other persons are invited to attend as required. Health and safety performance will be reported regularly to Members.

4.6 Terms of Reference

The Staff Health and Safety Committee have an overview of the management of health and safety within the Council and are in a position to consider the health and safety issues raised by Staff Consultation and the recognised Trade Union Forum.

4.7 The Staff Health and Safety Committee will adopt the following objectives:

- a) Regularly review the measures taken to ensure that Health, Safety and Welfare is being managed effectively;
- b) Fulfill the requirements of The Safety Representatives and Safety Committee Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996;
- c) Monitor progress toward meeting safety policy aims;
- d) Promote co-operation between all departments within the Council on matters of Safety, Health and Welfare at Work;
- e) Consider any health and safety issues brought to its attention by any of the recognised Trade Union Forums, Staff Consultation or Depot Forums;
- f) Compile and submit an annual report on health and safety to the Elected Members;
- g) Consider reports, information, and new legislation from the Health and Safety Executive; and
- h) Monitor and review annually the Corporate Health and Safety Policy.

4.8 Staff Consultation and Feedback Forums

All department areas and employees will have access and be able to feedback views and opinions from the respective consultation and communication forums. These forums consist of recognised Trade Union consultation, Team Meetings, Corporate Brief, Staff Briefings, 'Town Hall Tabloid' Communications and the Depot Forum. Each department will be adequately represented by a manager and/or Health and Safety Coordinator. In order to ensure that issues/initiatives are progressed to conclusion and continuous improvement is achieved; issues that cannot be resolved from these forums should be passed to the Health and Safety Committee for consideration. Where matters are not resolved satisfactorily, they should be passed to the Corporate Leadership Board (CLB) for consideration and appropriate action.

4.9 **Corporate Leadership Board (CLB)**

Matters should be referred to CLB where there are significant implications for changes in policy or other financial implications.

4.10 **Other Levels**

Health and safety should be discussed at all levels within the organisation, in particular at team meetings so that issues may be discussed and resolved at the lowest level possible level and staff may be kept abreast of developments such as the review of risk assessments or any other developments affecting the workplace. Health and Safety Coordinators and Safety Representatives will be a key part of the cascade of safety information and the delivery of safety within the workplace to meet the Council's obligations.

5.0 **Training and Information**

- 5.1. Brentwood Borough Council, in pursuance of the stated objectives of its Health and Safety Policy Statement, recognises that safety training and information should be a continuous process, integrated with other training and communication, developed through job/task and training needs analysis.
- 5.2. To ensure adequate health and safety competence, capability and compliance for all persons employed by Brentwood Borough Council, Health and Safety Induction training will be provided for all employees as soon as practicable, but at least within **two** weeks of starting work with the Council. This will also apply to employee's changing role or Department Area, seconded employees, as well as temporary and agency employees, contractors and volunteers. This will be recorded using the Health and Safety Standard number 13 on the Council's Intranet Microsite.
- 5.3 All Repair and Maintenance contractors will be given adequate health and safety site information and induction, relevant to the activity being undertaken, when working within/on Council premises. Council workplaces will use the 5C's Contractors Management System folder to ensure the contractor(s) signs in the 5C's folder on arrival and appropriate induction and management of contractors are provided. Further details are on the Council's Intranet Health and Safety Microsite, Main Menu No. 16, 5C's Contractor Management System. All other Repair and Maintenance work undertaken on Council premises including domestic premises should be arranged to ensure that contractors are provided with all appropriate information and induction to enable safe working.
- 5.4 Promotion and maintenance of a positive culture relies upon:
 - a) Training of Members and Senior Managers in their health and safety responsibilities and general Health and Safety awareness to achieve competency in Health and Safety management, including the principles of risk assessment, accident prevention and current legislation;

- b) Training of managers and other employees to achieve appropriate competencies in hazard identification, risk assessment and control; and
- c) Training of trainers for competency in safety training and/or the use of appropriate external training organisations or individuals and monitoring and evaluation of training effectiveness.

5.5 Copies of any Health and Safety training records should be placed on the Health and Safety Training Matrix, contained in the guidance on the Health and Safety Microsite Main Menu No.13, Health and Safety Training.

6.0 Incident Reporting

6.1 The reporting of incidents allows the Council to manage risks in a proactive and reactive method.

6.2 The Council has an Online Intranet Health and Safety incident reporting system. Each area of the Council has access to an intranet based electronic Incident Report Form on the Health and Safety Microsite. All employees should report any incident, accident, or near miss. A paper copy is available for offsite completion if outside the office, which must be taken to the Line Manager for input and completion to the Online Incident Report Form system.

6.3 The Council should report an incident to the Health and Safety Executive if it meets the specific requirements of the Reporting of Injuries Diseases and Dangerous Occurrence Regulations (RIDDOR 2013).

6.4 Managers are responsible for ensuring the incident reporting process is followed in a timely manner and investigating incidents where harm has been caused, or there is the potential for significant harm or risk. The depth of the investigation should be proportionate to the incident.

6.5 Incident statistics will be reported at the Health and Safety Committee and at Service Area health and safety meetings to ensure appropriate remedial measures have been put in place to prevent a recurrence.

7.0 Risk Assessments

7.1 Risk Assessments are to be carried out in accordance with the Council's Risk Assessment Standard, details can be found on the Council's Health and Safety Microsite.

7.2 As appropriate risk assessments will be undertaken on the following, but not limited to:

- a) Service delivery activities – General assessments on activities or tasks undertaken in an area where there is significant risk of harm;
- b) Community events - Specific assessments for the range of organised Council events for residents and visitors to the Borough, undertaken throughout the year.

- c) Moving and Handling – Assessing tasks that involve any transporting or supporting of a load (including lifting, putting down, pushing, pulling, carrying or moving thereof) by hand or bodily force;
- d) Fire – An assessment of fire safety procedures, fire prevention measures, and fire precautions, plans, systems and equipment;
- e) Security and Wellbeing - Assessing security measures in place considering the risk to both the Council and personal, from violence, aggression, threatening behaviour, verbal abuse and lone working;
- f) Control of Substances Hazardous to Health (COSHH) – Assessing the risk when using, transporting and storing substances that come under the COSHH regulations such as Chemicals, Dust and Fumes and Biological Agents such as legionella; and
- g) Specific – other bespoke assessments relating to tasks or an individual as required.

7.3 Competent trained managers and staff will undertake specific risk assessments for their area, and ensure they are available within the department for staff to view as appropriate following consultation with staff. Support and advice with risk assessments is available from the Corporate Health and Safety Service.

7.4 The consultation with employees is to ensure risks are understood and appropriate controls and procedures are adopted. All consultation with employees on risk assessments will be documented and signed as part of the Induction Record of risk awareness and control.

7.5 Managers are responsible for the timely review of the risk assessments for the respective Service Area. This will either be at a designated period as stated on the risk assessment as detailed below; following an incident related to the risk assessment; or if changes are made to the service delivery, operational activity or task.

7.6 The frequency of review subject to section 7.5 will also be based on the risk profile. Low risk activity assessments will be reviewed every 3 years; moderate risk, every 2 years; and high risk annually, as per the Council's Health and Safety Risk Assessment Standard.

7.7 Risks Assessments will be placed on the Council's Health and Safety Microsite following completion. Refer to Section 6 on the main menu, Health and Safety Risk Assessments and Safe Systems of Work.

8.0 Health Surveillance

8.1 In order to monitor the effectiveness of the measures introduced to reduce risks to the health of employees, a programme of health surveillance will be undertaken as required by the Service Areas. Staff that require further health surveillance following an initial survey will be referred to the Council's Occupational Health Service provider.

8.2 Examples of the circumstances which may be selected for a programme of health surveillance will include exposure to:

- a) Respiratory irritants;
- b) Use of products likely to cause Asthma or Dermatitis;
- c) Excessive noise;
- d) Asbestos;
- e) Vibration;
- f) Substances when COSHH assessment deems surveillance necessary;
- g) Stress and or other Mental Health issues; and
- h) Musculoskeletal disorders.

9.0 Procurement

- 9.1 The Council expects that any business seeking to quote, tender or provide services will operate and comply with appropriate health and safety legislation and systems as defined in law. Failure to provide sufficient assurance that the business actively promotes and manages health and safety, may rule out the business from being selected.
- 9.2 Managers, budget holders and officers, must ensure due consideration to Health and Safety of the employee and end user when hiring or purchasing work related equipment, machinery and substances to reduce the risk as low as is reasonably practicable, to prevent ill health and injury, claims and prosecution of the Council.
- 9.3 Hiring or purchase of such equipment, machinery or substances shall be subject to the Council's risk assessment procedure to ensure significant risk is managed and recorded.
- 9.4 All procured machinery and equipment within the Council will be identified for specific purposes following an assessment process. This will include the maintenance and purchase arrangements in place in line with current legislation, the Provision and Use of Work Equipment Regulations 1998.
- 9.5 Appropriate induction, training and supervision shall be given by competent persons when using hired or new equipment, machinery or substances to ensure compliance with Health and Safety Law and Council procedures.

10.0 Workplace Inspection

- 10.1 Inspection of areas will be carried out by the following persons and frequency:
 - a) Daily - informally by all employees and management going about their daily business. Any health and safety concerns or issues should be communicated to the respective Line Manager or Service Manager for resolution. If unresolved discuss with the Service Area Health and Safety Co-Ordinator or the Corporate Health and Safety Service.
 - b) Quarterly - a workplace area or site will be chosen at random from all Service Areas by the Corporate Health and Safety Service for inspection. Notification will be given to Union health and safety representatives to

attend should they choose. A formal record shall be kept of these inspections and findings reported to the Service Area manager and the Health and Safety Committee.

- c) Annually - Managers when risk assessments are being reviewed to ensure the correct risk reduction controls are in place and still relevant. Findings from the inspection will be incorporated into the revised risk assessment and implemented.

11.0 Monitoring, Auditing and Review

11.1 Monitoring is necessary for three reasons:

- a) To proactively evaluate the appropriate health and safety systems;
- b) To assess whether the policy is being effectively pursued; and
- c) To ascertain the extent to which it is having the desired effect.

11.2 Essential areas of interest to monitor are: accident and safety records; incident (near misses, dangerous occurrences and the Cautionary Contacts Register) records; the standards of compliance with legal requirements and Approved Codes of Practice; the extent of compliance in the organisation and the success in following corporate policy arrangements, Standards and Procedures; and the management and arrangements of contractors that the Council commissions.

11.3 In addition to identifying what has been achieved, monitoring should identify what is wrong and why it is wrong. It should identify deviations from agreed standards and in the event of failure analyse the events that led to that failure in order that their causes may be better understood, and remedial action taken.

11.4 Managers and Team Leaders should constantly monitor the implementation of those sections of the Health and Safety Policy and safety Standards, Procedures or risk assessments for which they have responsibility. They should take appropriate corrective action, when it is noted that the Health and Safety Policy or safety Standards, Procedures and risk assessments are not being effectively implemented.

11.5 In addition to providing advice the Corporate Health and Safety Advisor will also carry out a programme of internal audits and inspections of the safety function within the various Service Areas of the Council. This will ensure that monitoring of health and safety systems have been implemented and are maintained.

11.6 Responsible Service Managers shall review the Health and Safety Policy, Standards and Procedures on a regular basis and, when matters are referred for consideration. Any changes to the Health and Safety Policy should only be made after consultation with the relevant Health and Safety Committee, the recognised Trade Union and CLB.

11.7. Any changes to the Health and Safety Policy and safety Standards or Procedures following a review, must be brought to the attention of those employees affected by the changes, by giving them a copy of the changes.

12.0 Non-Compliance

12.1 The action taken for non-compliance with the Health and Safety Policy will depend on the degree of the seriousness of the consequences and the reason for the non-compliance.

12.2 The action taken may include:

- a) Verbally advising the person failing to implement the policy or procedure;
- b) Formally advising the person referring to those contents of the policy, Standard or Procedure not being effectively implemented, to the Head of Department for review and disciplinary action where appropriate.

Further Information

Health and Safety at Work etc. Act 1974

Management of Health and Safety at Work Regulations 1999

Workplace (Health, Safety and Welfare) Regulations 1992

Provision and Use of Work Equipment Regulations 1998

Manual Handling Operations 1992

Working at Height Regulations 2005

Health and Safety (Display Screen Equipment) Regulations 1992

Personal Protective Equipment Regulations 1992

Control of Substances Hazardous to Health Regulations 2002

Dangerous Substances and Explosive Atmospheres Regulations 2002

Reporting of Injuries, Diseases or Dangerous Occurrences Regulations 2013
(RIDDOR)

The Safety Representatives and Safety Committees Regulations 1977

The Regulatory Reform (Fire Safety) Order 2005

Managing for Health and Safety (HSG65)

END

18th September 2018

Policy, Projects and Resources

Tommy Soldier Silhouette, “There But Not There” Campaign

Report of: *Steve Summers – Chief Operating Officer*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 This year marks 100 years since the end of The Great War. To mark this occasion there is a campaign for the 2018 Armistice project for the charity Remembered called ‘There But Not There’.

1.2 Remembered aims to

- Inspire communities to purchase and install silhouettes of their local fallen wherever they are listed for the Armistice Period, 2018, and/or buy 6’ Tommy figure for use in public space at any time through 2018.
- Educate all generations about why they made the ultimate sacrifice
- Raise very substantial funds to help those suffering from the hidden wounds of war, through the sale of the commemorative ‘Tommies’.

1.3 In order to honour those who fought and made the ultimate sacrifice for our freedom, this Council pledges support for the Tommy Soldier Silhouette, “There But Not There” campaign.

1.4 To support the campaign it is suggested that the Council commit to purchasing 2 silhouettes which, subject to any necessary approvals, will be placed at Brentwood’s war memorial and in the Town Centre, as fitting tributes to the fallen.

2. Recommendation

2.1 To agree the purchase of two silhouettes which, subject to any necessary approvals, will be placed at Brentwood’s war memorial and in the Town Centre.

3. Introduction and Background

- 3.1 The initiative is led by the former head of the British Army, General Lord Richard Dannatt, the nationwide art installation is called 'There But Not There'.
- 3.2 The cost of each silhouette is £750.
- 3.3 Money raised is to support armed service personnel and mental health initiatives.

4. Reasons for Recommendation

- 4.1 To enable Officers to purchase the silhouettes.

5. Consultation

- 5.1 None at this stage.

6. References to Corporate Plan

- 6.1 The Councils Corporate Plan aims to:
- Maximise Council assets to deliver corporate objectives and ensure community benefit.

7. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Financial Services Manager
Tel & Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

- 7.1 The total cost of the purchase of 2 silhouettes and installation can be met within existing budgets.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer/Head of Legal Services
Tel & Email: 01277 312860 /daniel.toohey@brentwood.gov.uk

- 7.2 Legal Services is available to advise going forward on any procedural requirements regarding any contract, proprietorial or planning issues, if applicable.

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

- 7.3 None

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

9.1 None

9. Appendices to this report

10.1 None

Report Author Contact Details:

Name: Steve Summers – Chief Operating Officer
Telephone: 01277 312500
E-mail: steve.summers@brentwood.gov.uk

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18 September 2018

Policy, Projects & Resources Committee

Housing Benefit Overpayments Write Offs.

Report of: *Jacqueline Van Mellaerts, Interim Chief Finance Officer*

Wards Affected: *N/A*

This report is: *Public*

1. Executive Summary

- 1.1 As outlined within the Council's constitution, all outstanding debts over £5,000 cannot be written off without Member approval.
- 1.2 This report requests the authorisation of the Committee to write off the Housing Benefit Overpayments listed with Appendix A to this report.

2. Recommendations

- 2.1 To approve the write offs of all the debts listed within Appendix A (exempt) to this report.**

3. Housing Benefit Overpayments

- 3.1 An overpayment of housing Benefit can occur when too much benefit has been awarded, following a change in a claimant's circumstances which were not immediately notified to the Council. In these instances, the resulting overpayment may be recovered from the claimant, provided the claimant could reasonably have known they were being overpaid.
- 3.2 The Council receives a subsidy payment equal to 40% of the overpayment value from the Department for Work & Pensions (DWP) for each overpayment identified. If the Council decides to pursue recovery of an overpayment, any monies recovered are also retained by the Council.
- 3.3 In accordance with the Council's Revenue & Benefits Debt recovery and Housing benefit, Local Council Tax Support overpayments policies, where there is no on-going benefit to recover from, an invoice for the overpayment value is raised within the CIVICA system.

- 3.4 During the migration from Northgate system to CIVICA system historic HB Overpayment claims were not carried over. Therefore, no details are held on the system to justify the reason for overpayment. Due to this the claims cannot be actively recovered and is it recommended to write these debts off.
- 3.5 In addition, one of the debtors passed away, with no funds within the estate and therefore the Council has stopped any active recovery and wishes to write the debt off.

4. Issue, Option and Analysis of Options

- 4.1 Before requesting a write off, officers must satisfy themselves that all reasonable steps have been taken to collect the monies outstanding and that no further recovery action is practicable.

5. Reasons for Recommendation

- 5.1 To write off debts that are deemed non-recoverable as per the Council's debt recovery policy.

6. Consultation

- 6.1 None

7. References to the Corporate Plan

- 7.1 None

8. Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Interim Chief Finance Officer

Tel & Email: 01277 312829 /jacqueline.vanmellaerts@brentwood.gov.uk

- 8.1 Debts are fully pursued in accordance with the Council's policies. Annually a provision is calculated against the debt outstanding regarding likeliness of recovery. The older the debt the higher the provision. Any write offs are set against the provision already made.

Legal Implications

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

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

- 8.2 There are no direct legal implications arising from this report.

Other Implications

8.3 None

9. Background Papers

9.1 Available from the Revenue & Benefits service

10. Appendices to this report

Appendix A – Housing Benefit Overpayment Write off's (*exempt*).

Report Author Contact Details:

Name: Phoebe Barnes, Interim Financial Controller

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E-mail: phoebe.barnes@brentwood.gov.uk

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Appendix A

Appendix contains exempt information and is therefore not publicly available.

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Members Interests

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

- **What are pecuniary interests?**

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

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

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

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

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

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

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

- **Other Pecuniary Interests**

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

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

- **Non-Pecuniary Interests**

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

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

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

Policy, Projects & Resources Committee

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

Policy

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

Finance

- 1) Financial Services
 - 2) Contracts, commissioning, procurement
 - 3) Legal services
 - 4) Health and safety at work (in so far as it relates to the Council as an employer)
 - 5) Corporate communications and media protocols
 - 6) Corporate and Democratic services
 - 7) Member Development
 - 8) Human resources
 - 9) Information Communication Technology
 - 10) Revenues and Benefits
 - 11) Customer Services
 - 12) 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 write off of any outstanding debt owed to the Council above the delegated limit of £5,000.

8. To determine capital grant applications.
9. To make recommendations on the allocation and use of resources to achieve the council's priorities.
10. To manage and monitor the Council approved budgets.
11. To provide the lead on partnership working including the joint delivery of services.
12. To consider any staffing matters that are not delegated to Officers, such as proposals that are not contained within existing budgetary provision.
13. 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.
14. 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

15. To consider a report from the Monitoring Officer at the beginning of the Municipal Year, for the Committee to appoint the membership of the Constitution Working Group, in order for the Monitoring Officer to consult with such Members on the regular review of the Constitution documentation in accordance with Article 12 of the Constitution during the year.

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 Audit & Scrutiny Committee of the major Corporate projects.