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## **Business and Town Centres Committee**

## **Agenda**

## **Part One**

Council Chamber - Town Hall

Thursday, 26 March 2015 at 7.00 pm

Membership (Quorum – 3)

#### Councillors

Cllrs Kendall (Chair), Keeble (Vice-Chair), Hossack, Mrs Murphy, Newberry, Quirk, Reed, Russell, Ms Sanders and Sapwell

Committee Co-ordinator: Zoey Foakes (01277 312 733)

#### Additional Information:

#### **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.

Substitutes for quasi judicial Committees must be drawn from members who have received training in quasi-judicial decision making. If a casual vacancy occurs on a quasi judicial Committee it will not be filled until the nominated member has been trained.

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

#### 8.3.14 Point of order

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## 8.3.15 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 Chair on the admissibility of a personal explanation will be final.

#### 8.3.16 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 Chair. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate, If the Chair 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 Chair on the admissibility of a point of information or clarification will be final.

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## Part I

(During consideration of these items the meeting is likely to be open to the press and public)

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8	Urgent Business An item of business may only be considered where the Chair is of the opinion that, by reason of special circumstances, which shall be specified in the Minutes, the item should be considered as a matter of urgency.		

Chief Executive

Town Hall Brentwood, Essex 18.03.2015



## **Minutes**

## Business and Town Centres Committee Monday, 23rd February, 2015

### **Attendance**

Cllr Kendall (Chair)
Cllr Keeble (Vice-Chair)
Cllr Hossack
Cllr Hossack
Cllr Mrs Murphy
Cllr Ms Sanders
Cllr Newberry
Cllr Sapwell

#### **Also Present**

Cllr Baker Cllr Mynott

#### Officers Present

Gordon Glenday Head of Planning and Development Anne Knight Economic Development Manager

Roy Ormsby Head of Street Scene

Chris Potter Monitoring Officer & Head of Support Services

Elaine Richardson Town Centre Development Co-ordinator
Jean Sharp Governance and Member Support Officer

### 460. Apologies for Absence

No apologies for absence were received.

## 461. Minutes of the previous meeting

The minutes of the Business and Town Centres Committee meeting held on 16 December 2014 were approved and signed by the Chair as a correct record.

## 462. Chair's Verbal Update

Cllr Kendall provided an update on:

 Brentwood Business Directory, advising Members that the first phase had been developed. A Task and Finish Group met on 3.2.15 assess the progress so far and consider next steps for the future development of the Directory and a report would be presented at the March Committee meeting to outline options. The Chair thanked Cllr Keeble for leading the T and F Group.

- Brentwood for Growth: It was proposed that Corporate Relationship Meetings would be arranged between the Council and Brentwood for Growth members to re-establish relationships and identify any key issues/areas where the Council could assist.
- Crossrail: Members were advised that Crossrail had moved into the Friars Avenue car park and work had started on the construction phase. Posters had been distributed to local businesses informing people of the changes to parking after 1.5.15. Further work was being undertaken to secure parking for season ticket holders and discussions were being held with land owners to identify alternative options.
- Teenage Markets: Members noted that a date had not yet been set for the first Teenage Market in Brentwood due to the ill health of the market operator who was to lead on this project.
- Artists Studios: Members were reminded that the Committee had agreed to contract ACAVA, however the Baytree Centre management had now decided not to offer a unit for the project. A suitable unit was therefore sought and Members were requested to advise officers of any suggestions of empty units or disused buildings with a minimum of 2500sq feet which might be suitable. ACAVA's contract was extendable to accommodate the ongoing search for the location.

Artists and community groups attended a consultation event about the project on 9.2.15 and there were now 29 artists interested as well as 5 community groups and Havering College.

#### 463. Night Time Parking

Members were reminded that, at the 16.7.14 meeting of the Business & Town Centre Committee, it was resolved that the Council would introduce a £2.00 charge for parking between 7pm and 6am Monday to Sunday for a trial period and that a report would be brought back to the Committee on 23.2.15 with the outcome of the trial.

The trial period commenced on 20.10.14, and was introduced in the following car parks; Chatham Way, William Hunter Way, Friars Avenue and Hunters Avenue.

Throughout the trial period officers monitored the income and any official comments/complaints that had been made. To date there had been no official complaints to the introduction of this charge.

The trial period had shown a positive impact on income, and it was estimated that an additional £60,000 would be added to the 2015/16 budget.

As noted in the report of 16.7.14, it was the intention of the Council to use any additional income in a positive way to reduce other fees. It was therefore proposed that the additional income from night time parking be used to reduce the full day parking charge, which was proposed to reduce from £10.50 down to £8.00.

Further charges were proposed which would assist local part-time workers on a low income. It was proposed that Westbury Road car park would become available to those workers on a Saturday, but to ensure that any changes were at nil cost to the Council, payment would be required through the payby-phone system. A weekly pay-by-phone rate was also proposed to be introduced in William Hunter Way, with a Monday to Friday charge of £30.00.

Cllr Kendall MOVED and Cllr Keeble SECONDED the recommendations in the report and following a full discussion a recorded vote was requested in accordance with Rule 9.5 of the Council's Procedure Rules. Members voted as follows:

FOR: Cllrs Keeble, Kendall, Newberry, Quirk and Sapwell (5)

AGAINST: Clirs Hossack, Mrs Murphy, Reed, Russell and Ms Sanders (5)

The Chair exercised his casting vote and the MOTION was CARRIED. It was therefore RESOLVED that:

- 1. Members agree to retain the £2.00 evening charge in Chatham Way and William Hunter Way.
- 2. Members agree to retain the evening charge in Friars Avenue and Hunter Avenue until 1st April 2015, and reintroduce this on completion of the Crossrail project in Shenfield.
- 3. Members agree to introduce a £30.00 weekly charge in William Hunter Way through the pay by phone system only.
- 4. Members agree to introduce a Saturday workers fee in Westbury Road car park of £4.00, which must be paid through the pay-byphone system.
- 5. Members approve the reduction in the all day parking fee from £10.50 to £8.00
- 6. Members agree that Officers commence the process of making the alterations to the off street parking places consolidation order 2012 to reflect the changes.
- 7. Members agree to introduce the standard parking charges to the Town Hall visitor car park, and that this is included within the off street parking places consolidation order 2012.
- 8. Members agree to establish a cross party working group to develop a long-term Car Parking Strategy for the Borough.

## 464. Brentwood Borough Renaissance Group Work Plan Update

The report before Members provided an update on the Brentwood Borough Renaissance Group 2014/15 Workplan and Budget following agreement of the Annual Workplan at the 16.7.14 Business and Town Centres Committee meeting. Further updates were provided by officers and Mr Othen, Chair of the Renaissance Group.

CIIr Kendall MOVED and CIIr Keeble SECONDED the recommendation in the report. Following a full discussion a vote was taken on a show of hands and it was RESOLVED UNANIMOUSLY that Members agree the updated Brentwood Borough Renaissance Group 2014/15 Workplan (Appendix A) and note the progress made on projects.

## 465. Economic Development Update Report

The report before Members provided an update on the Low Carbon Grants for Business, Future Business Support Events and the Economic Development Graduate Internship.

Cllr Kendall MOVED and Cllr Keeble SECONDED the recommendation in the report. Following a discussion a vote was taken on a show of hands and it was RESOLVED UNANIMOUSLY that the report and the progress made on key initiatives be noted.

## 466. Urgent Business

There were no items of urgent business.

## Agenda Item 4

26 March 2015

**Business & Town Centres Committee** 

**Community Safety Commissioning Plan** 

**Report of:** Ashley Culverwell, Head of Borough Health, Safety and

Localism

Wards Affected: All

This report is: Public

## 1. Executive Summary

1.1 The attached Community Safety Commissioning Plan sets out how the Council will deliver against the Corporate Priorities for a Safer Borough and align with the Community Safety Partnership's (CSPs) work relating to anti-social behaviour (ASB) and crime reduction.

#### 2. Recommendation

2.1 That the Community Safety Commissioning Plan 15-16 attached at Appendix A be approved.

## 3. Introduction and Background

- 3.1 The Community Safety Commissioning Plan was first introduced in 2013. It has been produced in collaboration with our community safety partners, schools and wider partners, and is fully supported by them. The aim is to commission and deliver projects or initiatives which meet the Council's corporate priorities relating to a Safe Borough. It also considers the strategic priorities of the Community Safety Partnership and local issues identified by our partners, including schools.
- 3.2 The Community Safety Commissioning Plan 14/15 achieved some excellent results:
  - Two Firebreak courses delivered locally at Ingatestone Fire Station for 24 young people all of whom achieved an Assessment & Qualification Alliance (AQA) award. The course is extremely popular with the young people, parents and schools. The feedback received from all involved is always extremely positive.

- Prison Me No Way projects in two local schools providing a unique opportunity for over 400 young people to take part in high impact workshops on various topics including the chance to experience life in a prison cell. Again excellent feedback from the young people and teachers involved.
- Continued support and funding for the growth of Neighbourhood Watch. In addition to the existing active NHW schemes, a further 9 co-ordinators have been recruited in 2014. The dedicated Brentwood Co-ordinator has also developed a new campaign called Scary Be Wary where information leaflets are in prominent locations in the High Street with safety information as well as positive updates. He is hoping to expand the scheme to Shenfield and Ingatestone this year. As well as promoting neighbourhood watch across the Borough he has also distributed information leaflets/booklet and crime prevention items from purse bells to window alarms.
- The Senior Safety Day was a great success with over 75 older people enjoying an informative and fun filled day. The event was supported by 25 sixth form students from St Martins who helped with making sure the guests were well catered for and entertained. The Mayor opened the event and was able to stay and play an active role in the day's activities along with the High Sherriff.
- Strengthening Families is a nationally and internationally recognised parenting and family strengthening program for highrisk as well as low-risk families. Funding was provided for a 7 week course, working with 9 families. Evaluation of the project found that parents gained confidence and pupils school attendance improved.
- Two Incredible Years projects were funded working with 24 cases.
  The project aims to promote positive parenting, improve
  relationships, and reduce critical or physical discipline. 100% of
  participants said they would recommend the programme and were
  confident they would achieve their goals.
- Moving On is a new project agreed at Business & Town Centres Committee on 16<sup>th</sup> December. The project works with young people from 5-11 years of age who have experienced domestic abuse. It explores healthy relationships, conflict resolution emotional literacy and coping mechanisms. It provides a safe environment for the young people to explore their experiences. The project commenced in January and is half way through delivery. Feedback so far has been extremely positive with the course receiving the highest number of referrals.

- Following on from the hugely successful Senior Safety Days, we are now embarking on a set a roadshows that we are taking to various sheltered housing, lunch clubs and senior groups over the next few months. These roadshows have a similar format to the Senior Safety Days, but on a much smaller scale. However, there are still presentations from Essex Police, Essex Fire and Rescue Service, Neighbourhood Watch and Home Instead on issues relating to fire safety, personal safety and scams etc. Following the presentations there is a Q&A session and opportunity for the audience to ask questions and seek advice or support. The first session was delivered in February to nearly 40 residents at Queenswood House. It was very well received with great feedback from the residents and manager. There are more planned over the coming weeks with our biggest event being for Brentwood U3A with an expected audience of almost 140. This has been possible due to the savings made on the Senior Safety Day and collaboration with Thurrock Borough Council.
- 3.3 Figures for 1st October 2013 to 30th September 2014 compared with 1st October 2012 to 30th September 2013 show some encouraging results with a reduction in all crime of 508 offences, 12.08%. Anti-Social Behaviour has also seen a reduction of 235 incidents, 11.9%. Recently Brentwood experienced 14 Op Seaford attempts which are where the elderly are targeted to extract cash from them. The encouraging result is that none of the attempts were successful but it highlights the need to continue to raise awareness of such crimes.
- 3.4 The Medium Term Financial Plan (MTFP) includes an annual budget provision of £30,000 to support the delivery of the Community Safety Commissioning Plan.

## 4. Issue, Options and Analysis of Options

- 4.1 Under the Crime & Disorder Act 1998 the Council is required to work with our partners in formulating and implementing strategies to tackle crime & disorder in the local area.
- 4.2 The Council plays a pivotal role in the partnership and administers the CSP budget.

#### 5. Reasons for Recommendation

5.1 To authorise the commissioning and delivery of projects and initiatives which will allow for targeted use of resources to reduce crime and antisocial behaviour.

#### 6. Consultation

6.1 The attached Commissioning Plan has been put together in collaboration with the Community Safety Partnership, schools and our wider partners and is fully endorsed and supported by them.

## 7. References to Corporate Plan

- 7.1 The Commissioning Plan sets out how the budget will be allocated for 2015-16. It seeks to commission projects and initiatives that:
  - Reduce anti-social behaviour by working closely with our community safety partners and communities
  - To promote Brentwood as a safe place to live and celebrate our successes
  - To work with vulnerable young people and families at risk of becoming involved in crime or anti-social behaviour.
  - To promote crime awareness and vigilance across Brentwood residents
  - Reduce dwelling burglaries
  - Raise awareness of vital community safety issues affecting the borough and its residents
  - Reducing the numbers of victims of crime
  - Reducing offending and re-offending
  - Increased awareness of Domestic abuse and healthy relationships
  - Preventing further victims & perpetrators
  - Improved outcomes for young people who experience or witness domestic abuse
- 7.2 It will also deliver against the following measures in the Corporate Plan:
  - Reduce anti-social behaviour
  - Reduce offending by young people
  - Increase community confidence

## 8. Implications

## **Financial Implications**

Name & Title: Chris Leslie, Financial Services Manager Tel & Email 01277 312542, chris.leslie@brentwood.gov.uk

8.1 Implementation of the Commissioning Plan has been budgeted for.

## **Legal Implications**

Name & Title: Christopher Potter, Monitoring Officer & Head of Support Services

Tel & Email 01277 312860 christopher.potter@brentwood.gov.uk

8.2 The Commissioning Plan will contribute to effective and objective commissioning and thereby maintain good governance of this important matter.

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

- 8.3 The projects proposed within the Commissioning Plan will have controls in place to ensure Health & Safety standards are adhered to, and will comply with the Council's policies in respect of Equality and Diversity and Safeguarding.
- **9. Background Papers** (include their location and identify whether any are exempt or protected by copyright)
- 9.1 None

## 10. Appendices to this report

Appendix A - Community Safety Commissioning Plan 2015-16

### **Report Author Contact Details:**

Name: Tracey Lilley

**Telephone:** 01277 312644

E-mail: tracey.lilley@brentwood.gov.uk

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Project	Resource Allocation	Timescale	Lead	Outcomes
Firebreak Course x 2  The Firebreak programme primarily targets young people between the ages of 13 - 17 years who are at risk of offending or involved in anti-social behaviour. However, locally we extend referrals to include a wider range of issues affecting young people such as emotional, social, and behavioural. Each course is a week long with a structured programme offering the participants a unique opportunity to:  Gain a sense of discipline Work together as a team Respect each other's differences Recognise the importance of fulfilling relationships and their benefits Play an active community role and maximise their potential Keep safe from crime and anti-social behaviour both in and out of school Achieve personal and social development	£8,500	TBC	Tracey Lilley, BBC	<ul> <li>Monitoring of behaviour in schools over a 6 month period following completion of the course</li> <li>Increased Awareness of community safety and the effects of drugs and alcohol</li> <li>Improvement educational attainment</li> <li>Reduced risk of anti-social behaviour and youth offending</li> </ul>

Prison Me No Way – Crime & Safety Awareness Day x 2 The project is aimed at Year 8 and 10 pupils (Approx 300 pupils per day).  The day includes high impact workshops on anti social behaviour, knife crime, cell van (a mobile prison cell), Child Exploitation Online Protection, Prisoner Insight and many more.  The aim of the day is to raise awareness amongst young people about the causes, consequences, impact and penalties of crime. We also encourage young people to stay safe, aspire and become good citizens.	£4,500	TBC	Tracey Lilley, BBC	<ul> <li>A reduction in anti-social behaviour</li> <li>Increased Awareness of a range of community safety issues</li> <li>A reduction in youth offending</li> </ul>
Neighbourhood Watch (NHW)  To support the work of NHW in the borough in promoting crime awareness and vigilance across Brentwood.	£2,500	Immediate and ongoing	Peter Salmon, NHW Co- ordinator	<ul> <li>Increased crime awareness and vigilance across Brentwood</li> <li>Measures to enhance home and personal safety</li> <li>Improved awareness of watch schemes across the borough</li> <li>Increased resident participation in watch schemes</li> </ul>

Senior Safety Day x 2 and Senior Safety Roadshow  To undertake a further two events following the success of the Senior Safety Day's in 2014. The events will be tailored towards the most vulnerable/elderly residents of the borough.  They will provide an opportunity to promote crime and safety awareness from internet theft to rogue traders whilst giving creating an enjoyable day for the participants. The funding will also allow the Council to continue to deliver the Senior Safety Roadshow with our partners which extends the work of the Senior Safety Day to those who maybe cannot make the one off event	£3,500	TBC	Tracey Lilley, BBC	<ul> <li>Reduce incidents of doorstep crime</li> <li>Increased crime &amp; safety awareness and vigilance across Brentwood</li> <li>A reduction in the number of vulnerable victims</li> <li>Improving home security</li> <li>Provides the opportunity for consultation and engagement with vulnerable/elderly residents</li> <li>Social benefits</li> </ul>
The Power of Love Bullying, exploitation, domestic violence, intimidation, respect & trust – these are all areas tackled by the theatre performance, 'The Power of Love'. The play will be delivered to year 10 students and will be followed by a 60 minute workshop which will enables students to enter the play and change the outcome of the story, examining the nature of respect and the way they should expect to be treated in healthy relationships.	£1,125	W/C 29 <sup>th</sup> Feb 2016	Tracey Lilley, BCC	<ul> <li>Increased awareness of Domestic abuse and healthy relationships</li> <li>Preventing further victims &amp; perpetrators</li> <li>Reduction in Anti-social behaviour &amp; youth offending</li> <li>Greater awareness of hidden harm</li> <li>Improved outcomes for young people who experience or witness domestic abuse, bullying, or exploitation</li> </ul>

Skin Deep – Relationships, Gangs and Knives The theatre performance has been developed by Solomon Theatre Company in partnership with police, trading standards and PSHE specialists.  'Skin Deep' tells the powerful and moving story of two teenage girls who are attracted to boys from rival gangs. As events unfold, their relationships become increasingly threatened by hatred and intimidation.  Eventually betrayal, fear and fatal misunderstanding lead to a dramatic explosion of violence that will change their lives forever.  Based on true events, the play is hard-hitting and immediately connects with its target audience of year 10 students through compelling dialogue and rap music.  Following the performance, specially designed workshops explore a variety of themes that can be tailored to local priorities. These can include Healthy Relationships (Gangs), Grooming & Sexual Exploitation, Extremism & Violence.	£1,125	W/C 9 <sup>th</sup> Feb 2016	Tracey Lilley, BBC	<ul> <li>Increased awareness of issues affecting young people such as relationships, knives, gangs, grooming, sexual exploitation and extremism and violence</li> <li>Preventing further victims &amp; perpetrators</li> <li>Reduction in Anti-social behaviour &amp; youth offending</li> <li>Greater awareness of hidden harm</li> <li>Improved outcomes for young people</li> <li>Raising awareness of hate crime and potential radicalisation</li> </ul>
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Moving On	£5,000	By Apr	Tracey Lilley, BBC	Increased awareness of Domestic
The Moving On project works with young		2016		abuse and healthy relationships
people who are survivors/witnesses of				Preventing further victims &
Domestic Violence and are now settled in a				perpetrators
safe environment. It utilises interventions				Reduction in Anti-social behaviour
that provide age appropriate information on				& youth offending
developing healthy relationships, challenging				Improved outcomes for young
gender inequality, sexual stereotyping, anti-				people who experience or witness
bullying and conflict resolution skills. The				domestic abuse
project addresses these issues whilst				
providing a safe environment for younger				
witnesses to explore their emotional literacy				
through the use of play and art.				
The programme consists of ten weekly				
sessions, delivered in accessible venues by				
two or more facilitators. The 5-11 year old				
sessions will be 1½ hr long, concentrating on				
emotional literacy and allowing a safe space				
to explore their experiences. It will include				
emotional containment techniques and				
coping mechanisms, healthy relationship				
work and identifying age appropriate risky				
behaviours. The 12-16 year old sessions will				
be 2 hours long and will include the same				
focus and explore in more depth, healthy				
relationships and gender specific roles.				

Only Cowards Carry Weapons Awareness Program Weapons Awareness Sessions for 11+ age range in secondary schools. The sessions/workshops can be tailored to meet local needs but cover covering a range of topics from weapons awareness.  Sessions delivered to 3 year groups in each school = 18 sessions	£3,750	TBC	Tracey Lilley, BBC	<ul> <li>Increased awareness of the dangers &amp; consequences of carrying weapons</li> <li>Increase community safety</li> <li>Reduce the number of incidences of weapon crime and drug &amp; alcohol misuse</li> </ul>
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#### 26 March 2015

#### **Business & Town Centres Committee**

## Annual Report - 2014/5 Achievements and Future Plans

Report of: Cllr David Kendall, Chair of Business & Town Centres Committee

Wards Affected: All

This report is: Public

## 1. Executive Summary

1.1 This report provides an update on the achievements of the Business & Town Centres Committee in 2014/5 and outlines plans for future projects and initiatives that the Committee plan to take forward in 2015/6.

## 2. Recommendation(s)

2.1 That members note this report; the progress made on key initiatives and the future projects and initiatives planned,

### 3. List of Achievements

- 3.1 Phase one of the online Brentwood Borough Council Business Directory developed and implemented.
- 3.2 Joint Brentwood Business Advice & Funding Event with Essex County Council held on 29 October 2014 at Hutton Poplars Hall. 15 Exhibitors and 50 businesses attended with excellent feedback.
- Free training seminar on "Marketing & Social Media" held in partnership with Pro-actions Ltd on 11 November 2014 at Merrymeade House.
- Free training seminar on "Business Planning" held in partnership with Pro-Actions Ltd on 25 February 2015 at Town Hall.
- 3.5 Working in Partnership with Groundwork, Brentwood Borough Council has secured £52,285.00 of low carbon grant EU funding for ten businesses in Brentwood. We have publicly presented grant awards to five of these businesses to date.
- 3.6 First ever quarterly Economic Working Group between Brentwood Borough Council and Essex County Council held on 12 November 2014. Another meeting is planned for the 7 April 2015. This is a forum to discuss joint working on ED strategic issues and projects.
- 3.7 A £2 charge for night time parking in the Borough Council's car parks was launched on 20 October 2014.

- 3.8 The Brentwood Borough Renaissance Group has developed 5 local trade clusters Ingatestone, Central Shenfield, Upper Shenfield, Crown Street and Ongar Road.
- 3.9 The Brentwood Borough Renaissance Group launched it's own website in December 2014.
- 3.10 A Friday street market has been launched to complement the Saturday market.
- 3.11 ACAVA have been commissioned to undertake a feasibility study for possible Artist studios to be developed in the Baytree Centre or another location.
- 3.12 The Borough Council are funding and promoting the first ever Business Speed Networking Event in the Borough which is due to take place on 18 March 2015.
- 3.13 The Economic Development Strategy and Work Plan have been approved and published on our website.
- 3.14 Led on proposal for Brentwood Borough Council to have four new apprentices working at the Council in 2015 subject to budget.
- 3.15 Rate Relief opportunities for local businesses have been promoted and marketed and the take up numbers have increased.
- 3.16 The Parking Strategy has now been agreed for the Crossrail construction works.
- 3.17 A visitor website option for Brentwood has been fully researched with a possible go live date in 2015 subject to budget.
- 3.18 Car Parking charges have been reviewed and the cost of all day parking in the Borough will be reduced from £10.50 to £8.00. Specific car parking measures have also been introduced to help part time workers and those on the minimum wage who work in the town centre.

## 4. Future Projects and Initiatives Proposed

- 4.1 Brentwood Business Showcase Event, Early Autumn 2015 providing opportunity for business advice, support, networking and possible business 2 business trading exhibition
- 4.2 Careers Roadshow with Essex County Council, December 2015/January 2016 .
- 4.3 Series of business training workshops in partnership with Pro-Actions (April to September 2015).
- 4.4 Recruit ED Apprentice (May 2015)

- 4.5 Working Group to develop Car Parking Strategy (March 2015 onwards).
- 4.6 Implement new fixed penalty notices issued under the Anti-social Behaviour, Crime and Policing Act 2014 (on-going).
- 4.7 Phase 2 and completion of Brentwood Business Directory (April to Autumn 2015).
- 4.8 Corporate Brentwood for Growth Relationship Management Meetings (June 2015 onwards).
- 4.9 Teenage Market project.
- 4.10 Visitor website development (July 2015 onwards).

## 5. Issue, Options and Analysis of Options

5.1 Different options for delivery are considered when scoping and developing economic development proposals and where necessary a recommendation for the preferred option provided.

#### 6. Reasons for Recommendation

6.1 The recommendation is to note the progress the Committee has made and the future projects and initiatives proposed. The initiatives support and drive forward the Economic Development Strategy and enable delivery of associated thematic priorities.

#### 7. Consultation

- 7.1 The ED Strategy successfully underwent public consultation.
- 7.2 Key partners and business groups for each thematic work area are consulted and engaged with project development.

## 8. References to Corporate Plan

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

- Working in partnership with the business community and support agencies
- Seeking inward investment into the Borough
- Assisting the SE LEP and Heart of Essex Partnership to secure projects and funding to benefit the Brentwood economy

## 9. Implications

## **Financial Implications**

Name & Title: Chris Leslie, Financial Services Manager (S151 Officer) Tel & Email: 01277 312542; chris.leslie@brentwood.gov.uk

9.1 Implementation of future projects and initiatives will be subject to confirmation of 2015/6 Economic Development, Renaissance Group budget and other Service Areas budgets which report into this Committee. The proposed costs of each of these projects will be confirmed following project development.

## Legal Implications

Name & Title: Christopher Potter, Monitoring Officer

Tel & Email: 01277 312774; Christopher.potter@brentwood.gov.uk

9.2 None

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

- 9.3 None
- **10. Background Papers** (include their location and identify whether any are exempt or protected by copyright)
- 10.1 None
- 11. Appendices to this report
- 11.1 None

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#### 26 March 2015

#### **Business & Town Centres Committee**

## **Future Development of the Brentwood Business Directory**

Report of: Business Directory Task & Finish Group

Wards Affected: All

This report is: Public

## 1. Executive Summary

- 1.1 Following the 16 December 2014 Business & Town Centres Committee, a Task & Finish Group was established to review the options for the future development of the Brentwood Business Directory (BBD) to ensure that it is comprehensive and inclusive of businesses across the Borough. The Group was chaired by Cllr Keeble, and included Cllr Hossack, Cllr Newbury, Anne Knight, Elaine Richardson and Susan Adetiloye.
- 1.2 This report outlines the progress to date of the Business Directory and considers the different options for the future development of the Directory.
- 2. Recommendation(s)
- 2.1 That Members support Option 4b to develop the Brentwood Business Directory.
- 2.2 That Members agree that £2,500 of the £6,000 2014/5 budget earmarked for this project is carried forward to the 2015/6 Economic Development budget to enable option 4b to be implemented and to pay for Zoho subscription for an initial two years (2015/6 and 2016/7)
- 2.3 That Members support the need and 2015/6 budget request for an ED Apprentice to undertake the maintenance of the Directory as part of their role for 2015/6

## 3. Introduction and Background

3.1 In order to support businesses and progress the Economic Development (ED) agenda it is important to have a Business Directory for the borough and to know who our businesses are so that we can engage and communicate with them effectively. The Business Directory is an online

listing or database containing company names, sectors, addresses, key contacts, telephone numbers and emails with functionality to interrogate and analyse the data that is necessary to support Economic Development thematic and geographic focused projects and initiatives and to enable us to campaign and communicate with the businesses regarding business support and events.

- 3.2 To date the Business Directory has proved an effective tool in issuing campaigns to invite businesses to the following:
  - A Brentwood Funding and Advice Event
  - A Social Media and Marketing Seminar
  - A Business Planning seminar
  - The William Hunter Way Consultation
  - A Business Planning Workshop and
  - A Business Speed Networking Event.
- 3.3 The BBD is also increasingly being requested as a corporate tool by teams across the Council to communicate their offer and services to businesses e.g. Health & Safety Guidance, Planning Consultations and Business Rates.

## Progress to date

- 3.4 Pro-actions Ltd were commissioned during the summer of 2014 to compile a business directory utilising a free online CRM database called Zoho to capture the business contact information and in particular email addresses to allow us to send out invites and communicate with businesses.
- 3.5 Due to budget, it was agreed that just under half of the borough's businesses (2,500) in the borough as listed by Companies House would be approached for the first part of this work, and the remainder (3,500) would be completed in a second phase. The businesses were contacted via telephone to secure the necessary information. Pro-actions were successful in securing 1186 email addresses. The cost of phase one of the Directory was £6,150 with the majority of this attributed to the telephony exercise to validate the record; confirm the company was happy to be on the Directory and to secure their email address.
- 3.6 To assist with maximising the benefits of the Directory, the ED Team is fortunate to have secured a graduate intern, Susan Adetiloye, for three months (subsidised by the University of Essex) to work on the existing Directory and assist with Business Support Initiatives. Susan is currently assisting with converting leads into contacts after each business event; monitoring the metrics from event campaigns utilizing Zoho Campaigner and the booking system used e.g. Eventbrite; ensuring a monthly back up

of the data on the Directory, undertaking further data cleansing, compiling e-business newsletter and working on our business events.

## **Future Development of the Business Directory**

3.7 Following recommendation from the December Committee, a Business Directory Task and Finish Group met in early February 2015 to review phase one of the Directory and discuss the possible options for its future development. It was agreed that to ensure a complete and comprehensive Business Directory for the Borough, a second and final phase of the development is now required. Research has been undertaken into the possible options and these are outlined below, including any resource implications. These options have been considered by the Task & Finish Group and a preferred option is now proposed in the recommendations of this report.

## 4. Options

## **Option 1 - Do nothing**

- 4.1 If no further development is undertaken, the Directory will remain incomplete representing just under half of the businesses in the Borough registered with Company's House. As a tool it will not provide an inclusive approach to managing relationships and communicating with all of the Borough's businesses and will limit the extent to which we can promote the business support available. It also does not allow us to utilise the Directory in a comprehensive way for data analysis e.g. by sector or geography, which is important to support and implement a range of future ED projects and initiatives and also Corporate communications with businesses.
- 4.2 This option will still require on-going staff resources to maintain and promote the existing Directory to support ED work in particular the business support events. This is estimated to be at least one day a week. The ED team have submitted a request for an ED Apprentice to be funded from next year's (2015/6) budget to fulfil this function as part of their role and currently await the outcome of this request.

# Option 2 - Corporate Customer Relationship Management System (CRM)

4.3 The option of developing a Corporate Customer Relationship

Management (CRM) system for businesses and residents for the Borough
has been discussed with the ICT Manager and the Business Development

Manager. This would allow the Council to manage its relationships with residents and businesses and the data and information associated with them. A Corporate CRM could also include a "my account" function to allow each customer (resident and business) to update and access an individual online account which would deal with and record all communication and relationships they may have with the Council. Although a Corporate CRM is viewed as the most desired solution, it would also be the most expensive (estimated £0.8m - £1.3m for a full solution) and current budgetary restraints for the Council restrict this option.

## **Option 3 - Develop In-House Directory**

4.4 The option of the Council's ICT team developing a bespoke in-house directory has been discussed with the Business Development Manager. This would require the ability to transfer the data we currently hold on Zoho into the new system; ensuring functions exist to be able to interrogate the data by geography and sector and to add details of contacts/relationships made with each business and to allow a campaigner tool with the Directory to send out invitations to businesses for events and communicate with them on key ED projects. There is currently limited resource within the ICT team to undertake this work, which is estimated to cost in the region of £30,000 to £45,000, so this option would require an additional budget to be allocated by the Council in 2015/6 to enable ICT to develop the Directory.

# Option 4 - Purchase additional data and continue to utilise Zoho CRM to develop the Directory

- 4.5 The data from phase one of the Directory is held on Zoho CRM. Zoho, is a widely used and industrial strength application, that is a Software as a Service (SaaS) solution that delivers CRM functionality. With Zoho CRM you can manage all Customer Contacts and Marketing within in a single business system. Zoho Campaigns is currently being used alongside our Zoho CRM to send out the invitations to business events and communications with business. We currently utilise the free version of Zoho CRM and Zoho Campaigns but there are options to subscribe on a monthly basis (£8 to £17 per month; £96 to £204 per annum) to allow further functionality of the system and manipulation of data.
- 4.6 In order to complete the Business Directory utilising Zoho, we would need to purchase the remaining 3,500 company records from a preferred data supplier, and upload this on to the existing Zoho CRM (estimated cost of £1,000 £1,500). We would need to pay an annual Zoho subscription of

approximately £200 to enable the upload of additional records and better functionality. Finally we would need each business to be telephoned to secure their agreement to be included on the Directory; check their details and secure their email address. This could be undertaken either by:

- 4.7 **Option 4a** an external telemarketing company (quotes received between £4,500-£20,000) OR
- 4.8 **Option 4b** by utilising existing in-house resource of the Council's Customer Contact Centre. Discussions have been held with the Head of Customer Service and the Manager of the Contact Centre who have suggested that up to 5 staff could undertake this work and estimated it could take up to 4 months if carried out part-time.

The following table summarises the different options outlined above for developing the Business Directory:

Activity	Option 1 Do	Option 2	Option 3	Option 4 (a)	Option 4 (b)
	nothing	Corporate	In-house	Zoho &	Zoho &
		CRM	Directory	external	internal
				resource	resource
Benefits	None, Incomplete Directory, Will limit ED and business support work	Corporate wide customer relationship management tool for residents &	Bespoke business directory and campaigner owned by Council	Builds on existing, successful, online, free CRM and Campaigner system	Builds on existing, successful, online, free CRM and Campaigner system
Davidania		businesses	Cation at a disa	A d diti a m a l al at a	A alaliti a a al alata
Development		Estimated in	Estimated in	Additional data	Additional data
Cost		the region of between £0.8-£1.3m	the region of between £30,000- £40,000	purchase and upload (£1,000- £1,500) Telemarketing (£4,500 upwards)	purchase and upload (£1,000-£1,500) Utilise in-house resource of Customer Contact Team
On-going	Minimum 1-2	ICT resource	ICT	£200 per	£200 per
cost	days a week of ED staff/apprentice resource to utilize existing system	and maintenance	resource and maintenance	annum Zoho subscription Minimum 1-2 days a week of ED staff/apprentice resource to	annum Zoho subscription Minimum 1-2 days a week of ED staff/apprentice resource to

				utilize existing system	utilize existing system
Timescale	On-going	1-2 years	1 year	2-4 months	4 months
Summary	Least preferred option	Most ideal option but restricted by budget constraint	Possible option but costly	Second preferred option	Preferred option

## **Maintenance & Security of Business Directory**

- 4.9 For option 1, 4a and 4b, the Business Directory would be maintained by the Economic Development Team who would review the data regularly to maintain a comprehensive directory as possible. Email campaigns and Zoho analytics would be utilised to continue to ensure the Directory has up to date data records. Technical assistance with regards to using the Directory and its associated campaigning tool would be provided via our annual subscription with Zoho and where necessary technical IT support sought from the Council's ICT team. For option 2 and 3, the maintenance of the system would be by ICT and/or any contract they had with the supplier of a Corporate CRM.
- 4.10 Zoho's security is governed by UK Data Protection which ensures that as a user, the Council is within the USA Safe Harbor Scheme. Zoho's privacy policy is compliant with this scheme. Zoho adopts industry appropriate data collection, storage and processing practices and security measures, as well as physical measures to protect against unauthorised access, alteration, disclosure or destruction of personal information, username, password, transaction information and data stored. Access to names and email addresses is restricted to Zoho employees who need to know such information in connection with providing Zoho services and are bound by confidentiality obligations.

#### 5. Reason for Recommendation

5.1 The preferred option to ensure a comprehensive business directory for the borough to enable business engagement and to support key initiatives within the ED Strategy is option 4b. This option will continue to utilise Zoho, buy the additional data and undertake the telemarketing exercise in-house via the Council's Customer Contact Team. It is the preferred option because it is the most cost-effective yet fit for purpose method for the Council to ensure a comprehensive Business Directory for the Borough during a period of financial constraints.

#### 6. Consultation

- 6.1 This project supports the delivery of the business competitiveness priority of the Economic Development Strategy which has successfully undergone public consultation.
- 6.2 Various officers and a Task and Finish Group have discussed and considered the options for the future development of the Business Directory.

## 7. References to Corporate Plan

- 7.1 Economic Development is a key priority to support the delivery of the Corporate Plan priorities of sustainable economic development, promoting a mixed economic base across the Borough, maximising opportunities for retail and a balance night time economy. This includes:
  - · Facilitating the creation of new businesses
  - Assisting in the provision of advice and guidance for local businesses
  - Working in partnership with the business community and support agencies
  - Seeking inward investment into the Borough
  - Assisting the SE LEP and Heart of Essex Partnership to secure projects and funding to benefit the Brentwood economy

## 8. Implications

## **Financial Implications**

Name & Title: Chris Leslie, Financial Services Manager (S151 Officer)

Tel & Email: 01277 312542; chris.leslie@brentwood.gov.uk

The first phase of the Brentwood Business Directory cost £6,150. A potential indicative budget of up to £6,000 has been ring-fenced within the 2014/15 Economic Development budget to support further work on this project if required. The recommendation of this report is requesting that £2,500 of the £6,000 earmarked in the 2014/5 budget is carried forward to the 2015/6 ED budget to enable this project to proceed and to subscribe to Zoho for the initial two years (2015/6-2017/8)

#### Legal Implications

Name & Title: Christopher Potter, Monitoring Officer

Tel & Email: 01277 312774; Christopher.potter@brentwood.gov.uk

8.1 None.

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

- 8.2 ICT team's expertise will be sought throughout the further development of the Business Directory project. The Customer Contact Centre has agreed to undertake the tele-marketing part of this project.
- **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

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#### 26 March 2015

#### **Business & Town Centres Committee**

#### **Economic Development Update Report**

Report of: Gordon Glenday, Head of Planning & Development

Wards Affected: All

This report is: Public

## 1. Executive Summary

This report provides an update on the Pro-actions Business Planning Workshop, the Brentwood Borough Council Business E-newsletter and the Brentwood Business Speed Networking Event

## 2. Recommendation(s)

2.1 That members note this report and the progress made on key initiatives.

## 3. Introduction and Background

3.1 This report provides an update on various areas of the Economic Development activities of the Council.

#### **Pro-Actions Business Event**

- 3.2 A free business briefing on Business Planning Making your Business Grow, was held on 25 February 2015 9am to 12.30pm at The Town Hall, Brentwood. This was the second in a series of free briefings planned in partnership with Pro-Actions Ltd, business coaching experts.
- 3.3 The briefing outlined the steps that businesses can take to make business planning effective for them and provided an opportunity for networking. The event also provided an opportunity to introduce Brentwood Borough Council's Economic Development Team and our work to support businesses and key priorities.
- 3.4 The marketing of the event was supported by the Councils business directory and was attended by 16 businesses. From the 13 evaluation sheets all attendees rated the event as very good or excellent. 100% rated the content, presentation and delivery as very good or excellent. All attendees expressed an interest in one or more of the future events that

we are planning and 12 of the 13 businesses providing feedback stated that the briefing would helpful for the future of their business

## **Brentwood Borough Council Business E-Newsletter**

- 3.5 The first edition of the Brentwood Borough Council Business E-Newsletter was issued on the 26 February 2015. This is an online newsletter that will be produced by the ED Team on an adhoc basis when there is significant news and information on business support events and projects that we wish to communicate to businesses.
- 3.6 The newsletter was sent out to the 1186 businesses with email on the Brentwood Business Directory and to key business groups and partners. It includes information on the Brentwood Business Speed Networking Event, the Get Your Business Online for Free Event, Essex Means Business: Project Europe Conference, Free Mentoring& Training for Start-Up SMEs in the Tourism and Hospitality Sector and Digital Skills for Growth Programme.
- 3.7 The newsletter includes a link for businesses to provide their feedback and ideas for future editions and an opportunity to register to be included on the Brentwood Business Directory. This feedback will be monitored by the ED team and appropriate action taken. As the Business Directory grows the reach of the newsletter will extend.

## **Business Speed Networking Event**

3.8 A Verbal Update will be provided on the outcome of this event at the Committee Meeting.

## 4. Issue, Options and Analysis of Options

4.1 Different options for delivery are considered when scoping and developing economic development proposals and where necessary a recommendation for the preferred option provided.

### 5. Reasons for Recommendation

5.1 The recommendation is to note the progress on key ED initiatives and projects since the last Committee meeting. The initiatives support and drive forward the Economic Development Strategy and enable delivery of associated thematic priorities.

#### 6. Consultation

- 6.1 The ED Strategy successfully underwent public consultation.
- 6.2 Key partners and business groups for each thematic work area are consulted and engaged with project development.

## 7. References to Corporate Plan

- 7.1 Economic Development is a key priority to support the delivery of the Corporate Plan priorities of sustainable economic development, promoting a mixed economic base across the Borough, maximising opportunities for retail and a balance night time economy. This includes:
  - Facilitating the creation of new businesses
  - Assisting in the provision of advice and guidance for local businesses
  - Working in partnership with the business community and support agencies
  - Seeking inward investment into the Borough
  - Assisting the SE LEP and Heart of Essex Partnership to secure projects and funding to benefit the Brentwood economy

### 8. Implications

#### **Financial Implications**

Name & Title: Chris Leslie, Financial Services Manager (S151 Officer)

Tel & Email: 01277 312542; chris.leslie@brentwood.gov.uk

- 8.1 Implementation of some of the thematic work areas will require support from the ED budget (£28k for 2014/15, including £15k reserves) and possible additional support from the Renaissance Group and their associated budget.
- 8.2 The current profiled ED budget and committed allocations for 2014/15 is:

Economic Development					
Budget- G408		28,000			
	Activity	Budget	Actual to	Remainder to	
Projects	Code	Allocation	date	spend	Notes
Cross rail					
Economic Impact					Commissioned
Study	1058	3,517	0	3,517	Awaiting invoice
Business Event					
October 2014		960	960	0	Invoices received
Business Pop-up					
banners		209	209	0	Invoice received

	28,000	11,419	16,581	
100 Business Speed Networking Event	2,000	1,000	1,000	Commissioned
Artist Studios feasibility Study	1,000	1000	0	Commissioned
Visitor Website	6,000	0	6,000	To be commissioned subject to budget from 2015/6 for apprenticeship
Visit Essex Volume and Values Report	600	600	0	Invoices received
Visit Essex Annual Membership	1,500	1,500	0	Invoices received
Business Directory/CRM Phase 2	6,664	0	6,064	To be commissioned
Business Directory/CRM Phase 1	6,150	6,150	0	Invoice received

- 8.3 A request has been made to the Finance Team to carry forward budget from 2014/5 into 2015/6 for £2,500 of the £6,000 allocated for the Business Directory Development; £6,000 allocated for the Visitor Website Development and to honour the existing commitment of £3,517 for the Crossrail Economic Impact Study. Therefore there is a total request of £12,017 of 2014/5 ED budget to be carried forward into 2015/6.
- 8.4 To deliver the on-going ED Work Plan, future initiatives may require support from external funding partners such as:
  - SE LEP (Single Growth Fund, and EU funding)
  - Essex County Council ED and infrastructure funding
  - Essex Employment and Skills Board (Essex County Funding)
  - Visit Essex
  - Invest Essex
  - EU/DEFRA funding LEADER
  - EU ERDF funding Low Carbon
  - BDUK broadband funding

### **Legal Implications**

Name & Title: Christopher Potter, Monitoring Officer

Tel & Email: 01277 312774; Christopher.potter@brentwood.gov.uk

8.5 None

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

- 8.6 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

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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.

## Business and Town Centres Committee Terms of Reference

#### **General Powers of Committees**

This scheme of delegation sets out the functions of the Council to be discharged by its Committees and Sub- Committees and includes the terms of reference of statutory and non statuary bodies set up by the Council.

Each committee or sub committee will have the following general powers and duties:

- (a) To carry out the duties and powers of the Council within current legislation;
- (b) To comply with the Council's standing orders and financial regulations;
- (c) To operate within the budget allocated to the committee by the Council.
- (d) To guide the Council in setting its policy objectives and priorities including new initiatives, and where appropriate make recommendations to Council
- (e) To develop, approve and monitor the relevant policies and strategies relating to the Terms of Reference of the Committee;
- (f) To secure satisfactory standards of service provision and improvement, including monitoring of contracts, Service Level Agreements and partnership arrangements;
- (g) To consider and approve relevant service plans;
- (h) To determine fees and charges relevant to the Committee;

#### **Business and Town Centres Committee**

The functions within the remit of the Business and Town Centre Committee are set out below:

- 1. To lead, consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countywide or regional economic development initiatives.
- 2. To promote and encourage enterprise and investment in the Borough in order to maintain and sustain the economic wellbeing and regeneration of the area.

- 3. To develop a climate where businesses and individuals can innovate, compete and contribute to the economic development and regeneration of the area; and excellence in local business.
- 4. To encourage the growth of existing businesses in the Borough and access to the skills and training necessary to support them.
- 5. To consider and determine matters relating to the promotion, maintenance and enhancement of the vitality and viability of shopping centres within the Borough.
- 6. To consult with the Chamber of Commerce and Federation of Small Businesses.
- 7. To maintain a special interest in promoting employment in the borough.
- 8. To promote and encourage tourism and heritage
- 9. Parking (off Street parking provision in Council owned car parks)
- 10. Community Safety and CCTV