



**Brighton & Hove
City Council**

COUNCIL ADDENDUM

4.30PM, THURSDAY, 26 APRIL 2012

COUNCIL CHAMBER, HOVE TOWN HALL

ADDENDUM

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DEPUTATIONS FROM MEMBERS OF THE PUBLIC

A period of not more than fifteen minutes shall be allowed at each ordinary meeting of the Council for the hearing of deputations from members of the public. Each deputation may be heard for a maximum of five minutes following which one Member of the Council, nominated by the Mayor, may speak in response. It shall then be moved by the Mayor and voted on without discussion that the deputation be thanked for attending and its subject matter noted.

Notification of one Deputation has been received. The spokesperson is entitled to speak for 5 minutes.

- (a) Deputation in support of the proposed expansion of the Dorothy Stringer / Varndean Catchment Area

Ms Justine Sylvester (Spokesperson)

“You may remember us. We presented a petition showing overwhelming support from our local community for this sensible boundary change at the last council meeting. We were touched by the warm reception we received and encouraged by the cross-party support to reconsider this issue. Thank you.

We are delighted that the boundary change for Map 1 is being recommended to council today. You will be able to change lives for the better with a simple ‘yes’ vote. This straightforward, popular decision will transform our local community and deliver benefits citywide.

Let’s look at the problem.

Stanford is the only junior school in the affected area, slap-bang on the catchment boundary. Torn apart by the current system, it has 96 children split between 11 different schools. It’s tough on children, sent miles from home. Even if they are lucky and get the school they want, it’s rare for them to go with the friends they’ve grown up with. In the past, the school has dealt with up to 20 appeals in one year.

Kids need certainty and support when they move to secondary school. Our children face division, disappointment and distress. Some families can’t stand the uncertainty. They choose ‘knees’ or ‘fees’ – either faking a faith to get into Cardinal Newman or reluctantly going private; not options open or attractive to everyone.

Sending children to their fifth and sixth closest schools makes no sense. Blatchington Mill and Hove Park are simply NOT our local schools. Children don’t walk or cycle; they take crowded buses. They can’t participate in after-school clubs because there is no bus service to bring them home. They join classes dominated by feeder schools in unfamiliar neighbourhoods.

Today, you can send our children back to their closest inclusive schools – Stringer and Varndean. You will transform our community. It’s a better, fairer, and more sustainable solution.

Here's why. It means more children will:

- walk and cycle on safe routes to schools they can see from home
- help the council meet sustainable travel targets
- attend after-school clubs
- remain part of their local community
- go on to secondary school with friends

It means:

- less pollution and improved fitness
- less pressure on Hove secondary school places
- less time, money and resource spent on appeals and further consultation
- less uncertainty and anxiety for families.

No one action will solve the citywide school place issue. But this change is a quick and effective way of addressing Hove's ticking timebomb **and** solving our community's problem.

Let's tackle some concerns head on.

Will there be enough places in the Stringer/ Varndean catchment? Frankly, there's no point making a change unless there are.

Yes, the numbers stack up.

- after all, this boundary shift was originally proposed by the council!
- places at Stringer have been increased to 330
- Varndean placed 54 children out of catchment this year
- Cardinal Newman will continue to attract pupils
- the removal of out of catchment sibling link frees up more places
- honouring sibling link in the boundary change area, to help families with children already in Hove schools, also creates space.

Meanwhile, primary schools in Hove have been expanded to take an additional 270 children this year. These children will need secondary school places. They need to access **their** local schools too. Soon, Hove secondary schools simply won't have enough space. Inaction is not an option.

Has there been opposition to this boundary shift?

Residents in our area support this change passionately. We represent the majority view. You have seen the evidence: a (TBC)-strong petition, a committed action group and a steady stream of emails.

Of course, you can't please all the people all the time. However, opposition has been minimal. A dozen parents on the other side of Dyke Road in Hove want our children to keep theirs company as they travel to Hove and Hangleton. We ask them to consider the bigger picture. We urge people focused on protecting places for

themselves at Stringer/ Varndean to find reassurance in the figures. We advise anyone keen to push our kids to another faraway school to think again.

Are there lessons to learn from the consultation?

In short, yes. It is difficult to get consultations right. Five years ago, our community campaigned fiercely to keep our local schools. We were ignored. Commitment to return our children to Stringer and Varndean is undiminished. So why didn't the original consultation reflect this? Many interpreted the consultation wording incorrectly – they thought it was a done deal. Two information sessions were nowhere near the affected area and information was not distributed reliably.

But the community stepped in. We have worked hard to inform residents by:

- including information about the consultation in school newsletters
- holding four community meetings
- ensuring links to the online petitions (both for and against) were sent by text to all parents at Stanford Juniors
- going door-to-door asking people to consider the boundary change, contact their councillors and sign petitions.

You can be confident that people have been effectively engaged.

Let's not meet again next year and rehash the same arguments. We will have failed another year group, Hove schools will be fit to burst and frankly, we know the city needs to focus on the pressing issues of creating new schools and improving school performance.

This decision is easy. We want our children to walk to their local school, participate in after-school clubs and go to secondary school with friends. You need to alleviate pressure on Hove schools, cut pollution, reduce appeals and respond to local communities. The numbers stack up and the outcome would be a greener, fairer, better, popular solution. So, what are we waiting for?

I implore you to vote for this change. We hope that we can count on your support.”

Councillor Shanks, Cabinet Member for Children & Young People, will respond.

Subject:	Housing Allocation Policy Review – Extract from the proceedings of the Cabinet Meeting held on 19 April 2012		
Date of Meeting:	26 April 2012 19 April 2012 - Cabinet		
Report of:	Strategic Director; Resources		
Contact Officer:	Name: Mark Wall	Tel: 29-1006	
	E-mail: mark.wall@brighton-hove.gov.uk		
Wards Affected:	All		

CABINET

19 APRIL 2012, 4.00PM
HOVE TOWN HALL, COUCNIL CHAMBER

MINUTES

Present: Councillors Randall (Chair), Bowden, Davey, Duncan, Jarrett, J Kitcat, Shanks, Wakefield and West.

Also in attendance: Councillors Peltzer Dunn (Opposition Spokesperson) and Mitchell (Leader of the Labour & Co-operative Group).

Other Members present: Councillors A. Norman and Janio.

PART ONE**247. HOUSING ALLOCATION POLICY REVIEW**

- 247.1 The Chair introduced the report which reviewed the allocation of housing in the city to care leavers who were a vulnerable group that required support.
- 247.2 Councillor Wakefield stated that the report had resulted from concerns raised by this group of vulnerable people took account of the results of a public consultation exercise that took place between November and December last year. It was recommended that care leavers should be awarded Band A priority for social housing following a case conference which would identify the support package required for each individual. She noted that the council had a corporate parenting responsibility towards these people and hoped that this would enable the council to meet this responsibility.
- 247.3 Councillor Mitchell stated that she fully supported the report.

247.4 The Chair noted the comments and thanked the Labour & Co-operative Group for working with the Administration in putting the amendment to the report at the Housing Consultative Committee meeting that considered the matter on the 4th April. He then put the recommendations to the vote.

247.5 **RESOLVED:** That the Council be recommended:

- (1) That the proposals set out in paragraphs 3.22 to 3.28 in the report and also Appendix 3 to the report be approved;
- (2) That the Strategic Director, Place, be authorised to amend the Council's Housing Allocations policy to reflect the above changes; and
- (3) That the Strategic Director Place and the Strategic Director People, be authorised to take all steps necessary or incidental to the implementation of the proposals in paragraphs 3.22 to 3.28, including making appropriate arrangements for assessments, referrals and reporting to Members as suggested in paragraphs 3.14 and 3.24 of the report.

CONSERVATIVE GROUP AMENDMENTS**REVIEW OF THE CONSITUTION
A NEW CONSTITUTION FOR BRIGHTON & HOVE CITY COUNCIL
– UPDATING REPORT****Amendment 1**

That in regard to recommendations 2, 5 and 7 of the Updating Report of the Monitoring Officer; recommendation 2.1 (ii) of the Governance Committee report relating to Part 2 of the Constitution, Article 6, Committees and Sub-Committees (page 97 of the agenda) and Appendices 1 and 6 to the report (pages 89-256 and 267-268) be amended to reflect:

- ***That the Policy & Resources Committee has a total of 12 seats, to be allocated in direct proportion to the split of seats on the Council – Green 5, Conservative 4 and Labour & Co-operative 3.***

Proposed by Cllr Geoffrey Theobald

Seconded by Cllr Peltzer Dunn

Amendment 2

That in regard to recommendations 2, 5 and 7 of the Updating Report of the Monitoring Officer; recommendation 2.1 (ii) of the Governance Committee report, relating to Part 2 of the Constitution, Article 6, Committees and Sub-Committees (page 97 of the agenda) and Appendices 1 and 6 to the report (pages 89-256 and 267-268) be amended to reflect:

- ***That the proposed Environment & Sustainability and Transport Committees be combined to form one Environment Committee, leading to approximate savings to the Council of £15,000 per annum.***

Proposed by Cllr Geoffrey Theobald

Seconded by Cllr Peltzer Dunn

Appendix I Brighton & Hove City Council – Service Plan - Health and Safety at Work – 2012/13

Overall **Aim** of the Service:

Tackling inequality by engaging with people who live and work in the City to protect public health by ensuring that the risks in changing workplaces are properly managed.

Summary of national planning priorities 2012 - 2013

Over arching principles

Local Authorities should decide, plan and target their health & safety interventions having regard to the range of interventions available, the risk profile of the business/sector, national information (accident statistics, national priorities, Primary/Lead Authority inspection plans) and local knowledge and priorities. Local Authorities should reserve proactive inspection for Category 'A' premises and consider the use of other non-inspection techniques for other categories of premises. In keeping with the Government's reforms of health and safety, there are no restrictions on reactive work.

Our key delivery **priorities** are:

- To inspect category A premises
- To investigate accidents
- To respond to complaints and enquires
- To respond to referrals from services or other organisations
- To support the City's outdoor events
- To carryout interventions as part of a national priority, a significant potential local issue or where there is a sufficient weight of intelligence over a period of time.

National Priorities for Local Authorities

- Visitor attractions to prevent or control ill health arising from animal contact.
- Asbestos duty to manage and awareness raising.
- Where Local Authorities are involved in the London 2012 Games.
- Visits to specified sites as part of the coordinated national campaign to address LPG underground pipe work in response to the Lord Gill recommendation.
- Intervention to sites identified as within the scope of the nationally recognised Beauty Sector intervention plan
- During visits for another primary purpose, for example a food safety inspection where if matters of evident concern and /or significant breaches of health and safety law are identified they are dealt with at the same time.

Local Priorities:

- Work place violence BME Takeaways – working with the community and partners.
- Outdoor Events (including events with pyrotechnics in light of concerns by East Sussex Fire Service).

- Asbestos Duty to Manage.
- Scrap Metal Merchants.
- Swimming Pool Safety.
- Animal Attractions.
- Skin Piercing.
- Providing advice to duty holders.

Our Achievements: 2010/11 – ‘Selling our story’ –Review of the 2011/12 Service plan

The team’s achievements in 2011/12 were:

- Inspections of city’s high risk businesses
- Visits to 90 BME takeaways to raise awareness of work place violence and research it cause and effects.
- Completed 50 visits to night clubs and bars to give and advice and assistance on reducing workers exposure to excessive noise.
- The team website reviewed to give up to date information to businesses and workers.
- New hotel health and safety resource designed for the Councils website, with a letter drop to 500 hotels and guest houses launching the site.
- Health and safety inspections of fish pedicure premises, Laser treatments and sun bed businesses advising them of the new regulations.
- Responded to 675 service requests.
- Reviewed 300 accident notifications and investigated as necessary.
- Scrutinised 250 new and varied licence applications & planning applications.
- Ensured that the City’s outdoor events ran safely and included advice and assistance given to Pride, Marathon, Burning of the Clocks, Chinese State Circus and the Brighton Festival, Brighton carnival and the children’s parade.
- Participating in the Sussex flexible warranting scheme and Major Incident Team.
- 12 messages of the month sent to over 200 businesses on mailing list
- Working sub-group for Healthy Workplaces now fully established and forms part of the wider Healthy City Partnership
- Promoted the new ‘Workplace Wellbeing Charter’ through existing networks
- Presented at the European Healthy City Network in Liege, Belgium June 2011. ‘Working with businesses to promote health & well-being of their employees’
- Continue to promote the Free Health Check service for employers and employees.
- 46 Businesses have received Health Checks for their workforce
- 610 Health Checks were conducted in workplaces
- Promoted the Sussex Business Awards (sbawards) to businesses
- 6 x Beach Volleyball Tournaments for businesses held over the summer
- Small grants scheme (up to £500) 15 businesses received grants to deliver a programme that addressed the health and wellbeing of employees

Ensuring Quality

To ensure that the service we offer to residents and businesses is of high quality we will ensure that:

- All officers carrying out enforcement work are appropriately authorized, according to their ability, qualifications, expertise and experience.
- That officer's competence is continually assessed and that we support officers to develop their skills and widen their experience.
- That we will ask for feedback from business and residents on the quality of the service we provide and strive to continually improve
- That our work is audited externally by the British Standards Institute to ensure compliance with ISO9001 Quality Assurance.
- We will continue to participate in local peer reviews with neighbouring local authorities to ensure consistency and best practice.
- To continually update our data base to provide accurate details of business to help us communicate targeted health & safety messages effectively.

Work plan and resources

Staff resources – 4.75 FTE Health & Safety Team – 2.25 FTE Occupational Health Team

Item	Resources	Timescales	How & Why	Outcome
<p>BME Takeaways – Work place violence</p> <p>To complete visits to 20 BME takeaways, working with the racial harassment forum, the partnership community safety team, and police to raise awareness of work related violence and ensure compliance with other related H&S requirements.</p>	0.1 FTE	Throughout 20012/13	<p>Visits to 20 vulnerable premises (takeaways) identified in the questionnaire survey of 2011. To provide 121 support given to draft risk assessments and to identify controls to combat violence at work, stress at work, Slips trips and falls, gas/electrical safety, working with the police, business crime reduction partnership, partnership community safety team, racial harassment forum</p>	<p>National Planning Priority A significant potential local issue and where there is a sufficient weight of intelligence over a period of time.</p> <p>Type of intervention Awareness raising and education & and working with those at risk.</p> <p>Performance indicator Number of completed visits % increase in confidence in management %increase in those premises that are H&S compliant.</p> <p>Outcome Increased standards of employee and public health and safety in take-away premises. Increased awareness of specific and general H&S issues pertinent to night time economy businesses.</p>

<p>Swimming Pool Safety To inspect all swimming pools in the city to ensure that they meet safety standards</p>	<p>0.1 FTE</p>	<p>Throughout 2012/13</p>	<p>Visits to approximately 20 premises. A recent prosecution of local gym as a result of a major incident caused by an overloading of a spar pool with chlorine has identified a need to look at this sector.</p>	<p>National Planning Priority A significant potential local issue Type of intervention Sector and industry wide initiatives Performance indicator No of visits to swimming pools % increase in risk assessments Outcome Increased compliance with H&S requirements</p>
<p>Scrap Metal Merchants To ensure all scrap metal merchants in the city are registered under the Scrap Metal Merchants Act 1964 and carryout joint inspections with the police.</p>	<p>0.05 FTE</p>	<p>Throughout 2012/13</p>	<p>5 inspections of premises. In response to national metal thefts, the 1964 Act is being reviewed. The police have asked to carry out joint visits to ensure compliance with the Act.</p>	<p>National Planning Priority A significant potential local issue Type of intervention Sector and industry wide initiatives Performance Indicator No registered No of visits to Scrap Metal Merchants Outcome Increased compliance with H&S legislation Reduction in Metal Crime</p>
<p>Animal Attractions To raise awareness of ill health arising from animal contact at visitor attractions.</p>	<p>0.05 FTE</p>	<p>Throughout 2012/13</p>	<p>As part of the national priority project of visitor attractions to prevent or control ill health arising from animal contact. To</p>	<p>National Planning Priority Prevent or control ill health arising from animal contact. Type of intervention</p>

			write to nursery's in the City giving advise on trips to animal attractions.		Awareness raising and education Performance Indicator Numbers of nursery's advice given to. Outcome Protection of children from ill health
Licensed Premises – Work Related Violence					
To follow up information from Joint intelligence meetings with the Police, Fire Service, Trading Standards, Licensing Teams of violence and other health & safety issues in licensed premises and carry out visits to ensure compliance with H&S requirements.	0.1 FTE	Throughout 2012/13	Visits to 50 businesses. Advice given in respect of work related violence and ensure compliance with H&S requirements.		National Planning Priority Reactive referral visits Performance Indicator Number of premises inspected % increase in confidence in management % reduction in reported incidents in those premises Outcomes: Reduction in corresponding associated violence to workers
Skin Piercing Registration					
To carry out visits to register skin piercers and premises and to ensure compliance with the city's bylaws.	0.3FTE	Throughout 2012/12	Visits to 100 premises to ensure compliance with the City's bylaws and Health & Safety Legislation		National Planning Priority Reactive referral visits Performance Indicator No of visits carried out Outcomes Reductions of complaints about skin piercers
Supporting Small & Medium Sized Enterprises					
Send monthly health & safety messages promoting sensible risk management. &	0.1 FTE	Throughout 2012/13	Collect email addresses from visits & self assessment risk		National Planning Priority Education and awareness

<p>Updating website to provide resource for small and medium sized businesses</p>			<p>rating questionnaires. Use BHCC email system to deliver messages. Update the website.</p>	<p>Type of intervention Awareness raising and education Performance Indicator Number of messages sent Website updating Outcome Increased standards of employee and public health and safety business contacted. Sensible risk management promoted</p>
<p>Asbestos Duty to Manage To publicise the duty to manage Asbestos with at risk groups</p>	<p>0.05 FTE</p>	<p>Throughout 2012/13</p>	<p>Publicity campaign on the duty to manage asbestos.</p>	<p>National Planning Priority Asbestos duty to manage and awareness raising Type of intervention Awareness raising and education Performance Indicator Advertising campaign completed Outcome Increased compliance with H&S legislation</p>
<p>Community Events Support the following community events</p> <ul style="list-style-type: none"> • Children's Parade • Brighton Carnival • Brighton Fringe Festival • Brighton Festival • Ladyboys of Bangkok • Paddle Around the Pier • Moscow State Circus 	<p>0.5FTE</p>	<p>Throughout 2012/13</p>	<p>. Attend meetings, give advice, review event management plans and risk assessments. Attend events where necessary to enforce and give advice. Monitor and enforce occupational noise exposure limits.</p>	<p>National Planning Priority Reactive referral work Type of intervention Promoting best practice. Performance indicator Number of Event Management Plans Reviewed Outcome Increased safety at public community events.</p>

<ul style="list-style-type: none"> ● Olympic Relay Event ● Pride ● Zippo Circus ● Burning of the clocks ● Brighton Marathon ● Shakedown ● Waterhall festival ● White Night ● Tattoo Convention ● Organised firework displays 				Forming links with communities
<p>Partnership Working Participate in the Sussex Liaison Group (SHSLG) pan Sussex health & safety project</p>	0.1 FTE	Throughout the year 2012/13	Represent BHCC at SHSLG Participate in Sussex wide Health & Safety initiative	<p>National Planning Priority Section 18 compliance - partnership working Performance indicator Number of meetings attended Project completed. Outcome Joined up approach to regional health & safety initiatives.</p>
<p>Alcohol Licensing and Planning Applications To review new and varied alcohol license applications & planning applications and make representations where appropriate.</p>	0.2FTE	Throughout 2012/13	Scrutinise and comment on applications where appropriate. 150 licensing applications and 100 planning applications. Advice on CDM	<p>National Planning Priority Reactive referral work Performance indicator Numbers of licence & planning applications reviewed. Outcome</p>

			regulations & workplace regulations. Visits to premises as necessary.	Proactive development of consistent and high standards of health and safety in proposed new commercial operations and licensed premises.
Inspections of Category A Premises To carry out approximately 20 High risk planned general inspection targeting the highest risk (category A,) including Cooling Towers	0.2 FTE	Throughout 2012/13	To carry out 20 planned general inspections to high risk business due to be inspected in 2011/12. To advise and carry out enforcement as necessary.	<p>National Planning Priority Proactive Inspection of Category A premises</p> <p>Type of Intervention Inspection</p> <p>Performance Indicator Number of inspections undertaken. % increase in confidence in management % increase in H&S compliant businesses</p> <p>Outcome To maintain or where necessary improve standards of employee and public health and safety in local businesses.</p>
Investigations of complaints To respond to approximately 675 requests for service	1.8FTE	Throughout 2012/13	Respond to 95% of Service Requests within deadlines.	<p>National Planning Priority Reactive referral work</p> <p>Performance Indicators. Percentage of Service Requests responded to within departmental deadlines.</p> <p>Outcome</p>

					Maintain standards of customer service at a high level.
Investigations of Accidents To review all accident notifications and to investigate them all appropriately.	1 FTE	Throughout 2012/13	To review approximately 300 accident notifications and investigate accidents where they meet BHCC criteria for investigation		National Planning Priority Reactive referral work Performance Indicator Number of accidents investigated. Outcome Reduce the level of work place accidents in local businesses
Data base accuracy To update the data base using food safety registration details and business rates details.	0.1FTE	Throughout 2012/13	Premises data from food safety registration forms and businesses rates to be placed on the health & safety premises data base. Street surveys to identify new or changed businesses.		National Planning Priority Section 18 compliance - maintaining a data base. Performance Indicator Number of business placed on data base Outcome Better targeting of resources to the highest risk premises.
Healthy Work Places Healthy Workplaces Action Plan completed as part of the wider Healthy City Partnership	0.4 FTE	Throughout 2012/13	To promote the importance of workplace health and wellbeing to businesses		Responsibility Deal Workplace health and wellbeing pledge for businesses Type of intervention Advice and support Performance Indicator Number of businesses promoting employee health and wellbeing Outcome Increased health and wellbeing

					initiatives in the workplace
Promote the Healthy Workplace Action Plan to businesses	0.2 FTE	Throughout 2012/13	To provide advice and support to employers around the benefits of addressing employee health and wellbeing	<p>Responsibility Deal Workplace health and wellbeing pledge for businesses</p> <p>Type of intervention Advice and support</p> <p>Performance Indicator Number of businesses promoting employee health and wellbeing</p> <p>Outcome Improved health & wellbeing in the workplace</p>	
Promote the Workplace Wellbeing Charter (WWC) to businesses	0.2 FTE	Throughout 2012/13	To promote the WWC to businesses	<p>Workplace Wellbeing Charter Self assessment standards</p> <p>Type of intervention Advice and support</p> <p>Performance Indicator Number of business engaged with the action plan</p> <p>Outcome Improved health & wellbeing in the workplace</p>	
Work with businesses to attain WWC status	0.2 FTE	Throughout 2012/13	To promote the importance of workplace health and wellbeing to businesses	<p>Workplace Wellbeing Charter Self assessment standards</p> <p>Type of intervention Review work practices in light of WWC standards</p> <p>Performance Indicator Number of businesses signed up to the WWC</p> <p>Outcome</p>	

<p>Promote the Free NHS Health Check Service for employers and employees.</p>	<p>0.2 FTE</p>	<p>Throughout 2012/13</p>		<p>Increased health & wellbeing initiatives NHS Health Checks Vascular risk assessment Type of intervention NHS Health Checks for employees Performance Indicator Number of health checks delivered Outcome Improved health & wellbeing and reduced sickness absence</p>
<p>Promote Small Grants scheme available to businesses</p>	<p>0.2 FTE</p>	<p>Throughout 2012/13</p>	<p>Promoting the small grants scheme to businesses</p>	<p>Healthy City Partnership Type of intervention Support and advice around health and wellbeing initiatives Performance Indicator Number of grants awarded Outcome Improved employee health and wellbeing</p>
<p>Support Businesses in the delivery of health promoting activities that address employee health and wellbeing</p>	<p>0.2 FTE</p>	<p>Throughout 2012/13</p>	<p>Provide advice and support to businesses around workplace health and wellbeing</p>	<p>Healthy City Partnership Type of intervention Support and advice Performance Indicator Number of business engaged with the action plan Outcome Increased health & wellbeing initiatives</p>
<p>Organise 5 x Beach Volleyball Tournaments through summer months</p>	<p>0.2 FTE</p>	<p>Throughout 2012</p>	<p>To promote the importance of physical activity in the workplace</p>	<p>Healthy City Partnership Type of intervention</p>

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<p>Promote the Sussex Business Awards to businesses</p>	<p>0.2 FTE</p>	<p>Throughout 2012/13</p>	<p>Healthy Business award</p>	<p>Physical activity Performance Indicator Number of business taking part Outcome Increased physical activity Healthy City Partnership</p>
				<p>Type of intervention Promoting the awards to businesses Performance Indicator Number of businesses nominated for the awards Outcome Improved health & wellbeing of employees</p>

