

Strategy, Finance & City Regeneration Committee

Date: **14 March 2024**

Time: **4.00pm**

Venue: **Council Chamber, Hove Twon Hall**

Members: **Councillors:** Sankey (Chair), Taylor (Deputy Chair), Shanks (Opposition Spokesperson), Cattell, McNair, Muten, Pumm, Robins, Rowkins and Williams

Contact: **Anthony Soyinka**
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Date of Publication - Wednesday, 6 March 2024

AGENDA

Part One

Page

108 PROCEDURAL BUSINESS

- (a) **Declarations of Substitutes:** Where councillors are unable to attend a meeting, a substitute Member from the same political group may attend, speak and vote in their place for that meeting.
- (b) **Declarations of Interest:**
 - (a) Disclosable pecuniary interests;
 - (b) Any other interests required to be registered under the local code;
 - (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

- (c) **Exclusion of Press and Public:** To consider whether, in view of the nature of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

Note: Any item appearing in Part Two of the agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the press and public. A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls and on-line in the Constitution at part 7.1.

109 MINUTES

9 - 18

To consider the minutes of the meeting held on 8 February 2024.

Contact Officer: Shaun Hughes

Tel: 01273 290569

110 CHAIR'S COMMUNICATIONS

111 CALL OVER

- (a) Items 114 - 122 will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

112 PUBLIC INVOLVEMENT

To consider the following matters raised by members of the public:

- (a) **Petitions:** to receive any petitions presented by members of the public;
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 8 March 2024;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 8 March 2024.

113 MEMBER INVOLVEMENT

To consider the following matters raised by councillors:

- (a) **Petitions:** to receive any petitions;
- (b) **Written Questions:** to consider any written questions;
- (c) **Letters:** to consider any letters;
- (d) **Notices of Motion:** to consider any Notices of Motion referred from Council or submitted directly to the Committee.

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Contact Officer: Alison Mcmanamon Tel: 01273 290511
Ward Affected: All Wards

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Contact Officer: Florence Herault
Ward Affected: All Wards

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<i>Contact Officer:</i> Elizabeth Culbert	<i>Tel:</i> 01273 291515
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<i>Contact Officer:</i> Tracy Beverley	<i>Tel:</i> 01273 292813
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124 PART TWO PROCEEDINGS

To consider whether the items listed in Part Two of the agenda and decisions thereon should remain exempt from disclosure to the press and public.

125 ITEMS REFERRED FOR FULL COUNCIL

To consider items to be submitted to the 28 March 2024 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, any Group may specify one further item to be included by notifying the Chief Executive no later than 10am on the eighth working day before the Council meeting at which the report is to be made, or if the Committee meeting take place after this deadline, immediately at the conclusion of the Committee meeting

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Further information

For further details and general enquiries about this meeting contact Anthony Soyinka, (01273 291006, email anthony.soyinka@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

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BRIGHTON & HOVE CITY COUNCIL
STRATEGY, FINANCE & CITY REGENERATION COMMITTEE

4.00pm 8 FEBRUARY 2024

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Sankey (Chair) Taylor (Deputy Chair), Shanks (Opposition Spokesperson), McNair, Muten, Pumm, Robins, Rowkins, Williams and Burden (Substitute)

PART ONE

95 PROCEDURAL BUSINESS

a) Declarations of substitutes

95.1 Councillor Burden substituted for Councillor Cattell

b) Declarations of interests

95.2

- Councillor Shanks declared: they were an allotment holder; trustee of Brighton Youth Centre; Homewood College School Governor; trustee of Brighton Pavilion; and husband is a trustee of Community Works. They had received dispensation by the Monitoring Officer to speak and vote.
- Councillor McNair declared: wife works for Ukraine International Events CIC; and Carden Primary School Governor. They had received dispensation by the Monitoring Officer to speak and vote.
- Councillor Muten declared: they were an allotment holder; wife is a trustee of Hangleton & Knoll Project; and wife is employed by Brighton & Hove Faith in Action. They had received dispensation by the Monitoring Officer to speak and vote.
- Councillor Robins declared: they were an allotment holder; trustee of Brighton Pavilion; and chair of Fresh Start Charity. They had received dispensation by the Monitoring Officer to speak and vote.
- Councillor Taylor declared: they were a Longhill School Governor.
- Dr Anusree Biswas Sasidharan declared: they were a director of Bridging Change; and a partner of Community Works Reps.

c) Exclusion of the press and public

95.3 In accordance with Section 100A of the Local Government Act 1972 (“the Act”), the Committee considered whether the public should be excluded from the meeting during consideration of any item of business on the grounds that it is likely in view of the business to be transacted or the nature of the proceedings, that if members of the public were present during it, there would be disclosure to them of confidential information as defined in Section 100A (3) of the Act.

95.4 **RESOLVED:** That the public are not excluded from the meeting as there were no items listed on Part 2 of the agenda.

96 MINUTES

96.1 **RESOLVED:** The minutes of the previous meetings held on 5 December 2023 and 25 January 2024 were agreed.

97 CHAIR'S COMMUNICATIONS

97.1 The chair gave the following communications speech: Last week, we published our budget proposals, five working days after we received the financial settlement from Government. The budget will be voted on for the first time today at this meeting as the first stage of the democratic process before the budget for next year is set at the Annual Budget council meeting later this month on the 22 February.

The headline news is that despite being dealt the worst possible hand, your Labour Council has avoided bankruptcy. We've spent months pouring over the figures, canvassing ideas from staff at all levels of the organisation, speaking to our recognised unions, going through every line of council spend, to try and find a way to set a balanced budget in the least damaging way to our city.

It has been a gut-wrenching process. Seeing in unvarnished detail the end result of 14 years of Tory-economics which, having already delivered a £100 million real terms cut in funding to our City, now requires us to find an additional £30 million savings just to stand still – the largest cut in the 26 year history of Brighton & Hove City Council.

We're not alone in our position. In the 14 months I've been a Councillor, four Councils in England have issued a Section 114 notice, effectively declaring themselves bankrupt. Councils led by all political parties are in dire financial straits. In December, research by the Local Government Association revealed that almost 1 in 5 council leaders think it is very or fairly likely that they will need to issue a Section 114 notice this year, or next year due to funding gaps.

Thanks to excellent work by our team, led by our Deputy Leader & Finance Lead, Cllr Jacob Taylor, and chief finance officer, Nigel Manvell, we are - not yet – in that position. And this is despite being left in dire financial straits by the last Green Administration, overspending last year's budget by over £3 million, bequeathing us a budget for the current year which at one point was projected to overspend by £15 million and of course backing the i360 with Council money creating a bottomless pit in our council finances.

This time last year, there was rightly an outcry when the Green led administration proposed closing/charging for public toilets, cutting our lifeguard service, shutting Bright Start nursery and other vital services. Labour knows how important these frontline services are for everyone and so we have protected them in our budget – keeping all our council run nurseries open, safeguarding our libraries and our public loos and going one step further and proposing the reopening of Royal Pavilion Gardens toilet this Spring. We've also protected free swimming for under 18s, our street cleaning services,

and our new approach to weeds management will add extra resource to get a handle on the graffiti tagging plaguing the City.

There are additional things to be proud of in our budget. We have found funding for a pilot schools counselling project: a Labour manifesto commitment in the local elections last year. We know from teachers and students that there is a spike in mental health challenges among our young people, leading to a school attendance crisis. So, working with our family of schools, we are going to develop a pilot to commence this September to provide mental support for a cohort of children in the City.

I am also proud that we are in this budget repurposing a building to allow the creation of a residential home for children with learning disabilities currently placed outside of the City. This was a Labour manifesto commitment in May 2023 and we are delivering. I am pleased that this has been welcomed by the Parent and Carers Council and we look forward to working with them on its implementation.

We are also accelerating infrastructure projects that will improve the health and wellbeing of residents and we remain committed to investment in new house-building and pulling all the levers we can for more affordable housing in our City.

The worst bits of our budget? First, a council tax rise of 4.99%, forced on us by a flat-lining economy administered by a zombie Tory Government during a cost of living crisis. We are mitigating the worst effects of this by ringfencing our Council Tax Reduction Scheme, benefitting over 19,000 low-income households.

Second, potential job losses at the Council in posts currently held by hard-working and talented staff. We hope to mitigate this as far as possible through consultation and redeployment.

Third, cuts to services including those delivered by our valued community and voluntary sector. We have sought to limit the pain as best we can, but the Council's financial position is so serious that the 10% cut we are making to our net general fund is also being passed on to Third Sector contracts next year.

Make no mistake these are Tory cuts not Labour cuts. And we are doing our best to mitigate their impact wherever we can. In an ideal world as well as adequate funding the government would have given us sufficient time to consult on our budget proposals however our Government is now in such a state of free-falling chaos this has not happened.

The government announced the final Local Government Finance Settlement for 2024/25 on Monday this week. The announcement included the allocation of the additional £500m nationally of Social Care Funding that was announced just under 2 weeks ago and this has resulted in Brighton and Hove City Council being allocated £2.559m additional grant for 2024/25. The budget report for this Committee circulated last week assumed a lower prudent allocation of £2.250m as the government has distributed funding on differing bases in the past and of this, £0.201m was held back in contingency in case the funding turned out to be lower.

With this announcement and the amount held in contingency there is a total of £500k unallocated and this will be reflected in the Supplementary Report to Budget Council which will be circulated next week. Details of how this will be allocated will also be contained in the Supplementary Report to Budget Council which will be published next week.

Since their publication, these budget proposals are now being rightly scrutinised by residents, businesses and our valued CVS sector to scrutinise and tell us your thoughts. And I want to place on record my thanks to everyone who has engaged and been in touch with us so far.

We are listening:

- We have heard feedback on the impact of reducing the funding to Brighton Unemployed families project and Brighton Oasis for childcare provision. We are exploring ways to protect that funding.
- We're also concerned about whether changes to homeless advice commissioning might threaten the future of the Youth Advice Centre. We don't want that to happen, and are discussing this with YMCA Downslink as a priority. Overall budget position has been extremely severe, but we're exploring whether some additional funding might be available to help support this hugely valued service.
- The council is proposing to make a saving of 58k on the commissioning of the 'Reconnections' service at First Base. First Base is an absolutely vital Day Centre in the city for homeless people, and we are exploring how we might be able to unlock DLUHC monies to maintain that funding. I have asked Officers to actively engage with First Base to ensure this facility can be maintained.
- It is also with great sadness that the communities fund has for now been discontinued, other than the BME fund. We completely recognise the importance of the work done by smaller voluntary and charity organisations in the city. The small uplift in our overall position, following the final local government settlement this week, and are minded to try and recreate a new version of the Communities fund with this money.

On a related note, the future of the Government's Household Support Fund still hangs in the balance. This is the £4 million that allows us to provide FSM vouchers in the school holiday, emergency fuel and food vouchers and much of the direct support to foodbanks and other services keeping food in people's bellies in Tory Britain. We still have no clarity as to whether this fund will continue past 31st March and so this additional financial breathing space confirmed last Monday will be held in contingency as we consider how best it can be used to impact the on-going cost of living crisis. I was at Whitehawk Foodbank this morning speaking our fantastic, resilient and dignified residents about the pressures they are facing. Brightonians refuse to have their spirit broken by this tawdry, unfit for office, Government but they are being pushed to breaking point. This Labour Administration will always be on the side of our residents in these toughest of times, and my goodness a General Election cannot come soon enough.

Lastly as a local political leader I'd like to place on record my disgust at the Prime Minister's 'joke' at PMQs yesterday at the expense of our transgender community, while the mother of Briana Ghey, a murdered trans teenager sat in the public gallery. As our leader Keir Starmer made clear everyone in our country has the right to live in dignity, free from discrimination and violence. I'd also like to place on record my opposition to

the line in the financial settlement letter I received from Michale Gove on Monday, instructing council leaders to scrap equality, diversity and inclusion training. I know this Tory Government likes placing ill-advised bets, so I'll wager Michael Gove that this authority's anti-racism and EDI work will outlast his Government.

98 CALL OVER

98.1 The Democratic Services officer announced all the agenda items. The committee indicated that they wished to discuss all the agenda items. They were therefore all called for discussion.

99 PUBLIC INVOLVEMENT

99.1 There were no public involvement items.

A ITEMS REFERRED FROM COUNCIL

99a.1 One item referred from Full Council: Petition: School and College-Based Counselling across Brighton and Hove.

99a.2 The committee agreed to note the petition presented at Full Council.

100 MEMBER INVOLVEMENT

100.1 There were no Member involvement items.

101 GENERAL FUND REVENUE BUDGET, CAPITAL & TREASURY MANAGEMENT STRATEGY 2024-25

101.1 The Chief Finance Officer introduced the report to the committee.

101.2 The committee considered the report of the Chief Finance Officer.

101.3 Councillors Burden, McNair, Pumm, Robins, Rowkins Taylor, Sankey, Shanks, Williams and Dr Biswas Sasidharan asked questions and contributed to the debate.

Vote

101.4 A vote was taken, and by 8 to 2 abstentions (Councillors McNair and Shanks) the committee agreed the recommendations.

RESOLVED:

That Strategy, Finance & City Regeneration Committee recommends to Council:

- 2.1 The Administration's proposed budget and Council Tax increase on the Brighton and Hove element of the council tax, comprising:
- i) A general Council Tax increase of 2.99%;
 - ii) An Adult Social Care Precept increase of 2.00%;
 - iii) The council's net General Fund budget requirement for 2024/25 of £246.353m;

- iv) The 2024/25 budget allocations to services as set out in Appendix 1;
 - v) The Budget Strategies and proposed savings as set out in Appendix 1;
 - vi) The one-off resource allocations as set out in the table at paragraph 5.8.
 - vii) A recommended working balance of £9.000m (approximately 3.7% of the net budget) to be maintained or replenished over the period of the Medium Term Financial Strategy.
- 2.2 That Council notes the updated 4-Year Medium Term Financial Strategy included at paragraph 10.3 including predicted budget shortfalls of £73m over the 4-year period.
- 2.3 That Council approves the Capital Strategy for 2024/25 at Appendix 2 comprising:
- i) The strategy for funding the investment in change, including the flexible use of capital receipts as set out in section 8;
 - ii) The capital resources and proposed borrowing included at Annex A of the Capital Strategy;
 - iii) The Capital Investment Programme for 2024/25 of £211.470m included at Appendix 1 and incorporating allocations to strategic funds.
- 2.4 That Council notes the Equalities Impact Assessments to cover all relevant budget options as set out in Appendix 6.
- 2.5 That Council further notes that approval of the budget is an indicative resourcing decision to be taken in the context of the explanation given in the Legal Implications at paragraph 18.2.
- 2.6 That Council approves the Treasury Management Strategy Statement as set out in Appendix 3 comprising:
- i) The Annual Investment Strategy;
 - ii) The Prudential and Treasury Indicators;
 - iii) The Minimum Revenue Provision policy;
 - iv) The authorised borrowing limit for the year commencing 1 April 2024.
- 2.7 That Council notes that supplementary information needed to set the overall council tax, including a detailed Budget Book, will be provided for the Budget Council meeting as listed in paragraph 12.3.

That Strategy, Finance & City Regeneration Committee:

- 2.8 Agrees that the council's Chief Finance Officer be authorised to make any necessary technical, presentational or consequential amendments to this report before submission to Budget Council.

102 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL INVESTMENT PROGRAMME 2024/25 AND MEDIUM-TERM FINANCIAL STRATEGY

- 102.1 The Executive Director - Housing Neighbourhoods & Communities introduced the report to the committee.
- 102.2 The committee considered the report of the Chief Finance Officer and the Executive Director for Housing, Neighbourhoods & Communities.

102.3 Councillors Muten and Taylor asked questions and contributed to the debate.

Vote

102.4 A vote was taken, and by 9 to 1 abstention (Councillor McNair) the committee agreed the recommendations.

RESOLVED:

That the Housing & New Homes Committee:

- 2.1 Approves a rent increase of up to 7.7% in line with government legislation as detailed in paragraph 3.14 of the report.
- 2.2 Approves the service charges and fees as detailed in Appendix 2 to the report.
- 2.3 Notes the Medium-Term Financial Strategy and 30-year financial projections shown in Appendix 4 to the report.
- 2.4 Approves the Travellers fees and Charges set out in Appendix 5 to the report.

That the Housing & New Homes Committee approves and recommends to Strategy, Finance & City Regeneration Committee:

- 2.5 The updated HRA Revenue Budget for 2024/25 as shown in Table 1 of the main report and Appendix 1 to the report be agreed and recommended to Full Council for approval.
- 2.6 That the un-ringfencing of reserves is approved as set out in paragraphs 3.20 to 3.23 of the main report and Appendix 1 to the report.
- 2.7 That the new Capital Programme Budget of £57.955m for 2024/25 be agreed as part of the revised capital budget of £87.623m (which includes reprofiles of £29.668m from 2023/24), and recommended to Full Council for approval; and
- 2.8 That the 5-year capital programme as set out in Appendix 3 to the report is noted and recommended to Full Council for approval.

That Full Council:

- 2.9 Approves the updated HRA Revenue Budget for 2024/25 as shown in Table 1 of the main report and Appendix 1 to the report.
- 2.10 Approves the new Capital Programme Budget of £57.955m for 2024/25 as part of the revised capital budget of £87.623m (which includes reprofiles of £29.668m from 2023/24); and
- 2.11 Notes the 5-year capital programme as set out in Appendix 3 to the report.

103 TARGETED BUDGET MANAGEMENT (TBM) 2023/24: MONTH 9 (DECEMBER)

103.1 The Chief Finance Officer introduced the report to the committee.

103.2 The committee considered the report of the Chief Finance Officer.

103.3 Councillor Taylor asked questions and contributed to the debate.

Vote

103.4 A vote was taken, and unanimously agreed the recommendations.

RESOLVED:

2.1 That the Committee note the forecast risk position for the General Fund, which indicates a near break-even position of a £0.021m overspend. This includes an underspend of £0.159m on the council's share of the NHS managed Section 75 services.

2.2 That the Committee note the forecast for the Housing Revenue Account (HRA), which is currently also a break-even position.

2.3 That the Committee note the forecast position for the Dedicated Schools Grant which is currently an overspend of £0.098m.

2.4 That the Committee note the forecast outturn position on the capital programme which is a forecast underspend of £2.151m and approve the variations and slippage in Appendix 6 and new schemes as set out in Appendix 7.

2.5 That the Committee note the Treasury Management Update as set out in Appendix 8.

104 LIBRARIES FEES AND CHARGES 2024-25

104.1 The Executive Director - Housing Neighbourhoods & Communities introduced the report to the committee.

104.2 The committee considered the report of the Executive Director - Housing Neighbourhoods & Communities.

104.3 Councillors Pumm and Shanks asked questions and contributed to the debate.

Vote

104.4 A vote was taken, and by 9 to 1 abstention (Councillor McNair) the committee agreed the recommendations.

RESOLVED:

2.1 That Committee agrees to the Library Service not raising fees and charges in April 2024.

- 2.2 That Committee notes that additional income is forecast for 2024-25 from the Booklover retail offer at Jubilee Library, which would achieve the 3.5% increase in income expected without raising fees and charges for customer use of core library offers.

105 PART TWO MINUTES

- 105.1 **RESOLVED:** There were no Part 2 minutes of the previous meeting.

106 PART TWO PROCEEDINGS

- 106.1 **RESOLVED:** There were no Part 2 Items to remain exempt from disclosure from the press and public.

107 ITEMS REFERRED FOR FULL COUNCIL

- 107.1 **RESOLVED:** All agenda reports were referred to Full Council.

The meeting concluded at 5.56pm

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 114

Subject: Proposal for Closure of St Bartholomew's CE Primary School

Date of meeting: 14 March 2024

Report of: Executive Director, Governance, People & Resources

Contact Officer: Name: Francis Mitchell
Email: francis.mitchell@brighton-hove.gov.uk

Ward(s) affected: All

For general release

Action Required of Council:

To receive the extract of the Children, Families & Schools Committee for information

BRIGHTON & HOVE CITY COUNCIL

CHILDREN, FAMILIES & SCHOOLS COMMITTEE

4.00pm 29 FEBRUARY 2024

COUNCIL CHAMBER, HOVE TOWN HALL

Present: Councillors Taylor (Joint Chair), Helliwell (Joint Chair), Shanks (Opposition Spokesperson), Allen, Daniel, Goddard, Alexander, Simon, Goldsmith, and Hogan

Co-opted Members: Hurst (Diocesan Director of Education), Cowler (Catholic Diocese), Robinson (PaCC) and Muirhead (Community Works Rep)

61 Education Capital Resources and Capital Investment Programme 2024/2025

- 61.1 The Head of School Organisation introduced the report on this item, informing the Committee of the level of available capital resources allocated to support education buildings and recommending a capital programme for 2024/25 in respect of School Condition Allocation (SCA), Basic Need and High Needs Provision Capital Allocation (HNPCA) funding.
- 61.2 Councillors Shanks, Allen, Goldsmith and Helliwell, as well as Becky Robinson asked questions and contributed to the debate of the report.
- 61.3 The Chair moved a vote on the recommendations of the report.
- 61.4 The recommendations were carried unanimously.
- 61.5 RESOLVED:
- 1) That the level of available capital resources totalling £4.200m for investment relating to education buildings financed from capital grant were noted.
 - 2) That Committee agreed the allocation of funding as shown in Appendices 1 and 2 and recommend this to Strategy Finance & City Regeneration Committee on 14 March 2024 for inclusion within the Council's Capital Investment Programme 2024/25.
 - 3) That Committee agreed to recommend to Strategy Finance & City Regeneration Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

Brighton & Hove City Council

Strategy Finance & City Regeneration Committee

Agenda Item 114

Subject: Education Capital Resources and Capital Investment Programme 2024/2025

Date of meeting: CFS 29 February 2024
SF&CR 14 March 2024

Report of: Executive Director of Families, Children & Learning

Contact Officer: Name: Richard Barker, Head of School Organisation
Tel: 07584217328
Email: Richard.barker@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 In order to determine an overall Capital Programme for Brighton & Hove City Council, each service is asked to consider its capital investment requirements, within the level of allocated resources for 2024/25.
- 1.2 The purpose of the report is to inform the Committee of the level of available capital resources allocated to support education buildings and to recommend a capital programme for 2024/25 in respect of School Condition Allocation (SCA), Basic Need and High Needs Provision Capital Allocation (HNPCA) funding.

2. Recommendations

That Children Families & Schools Committee

- 2.1 That the level of available capital resources totalling £4.200m for investment relating to education buildings financed from capital grant be noted.
- 2.2 That Committee agree the allocation of funding as shown in Appendices 1 and 2 and recommend this to Strategy Finance & City Regeneration Committee on 14 March 2024 for inclusion within the Council's Capital Investment Programme 2024/25.
- 2.3 That Committee agree to recommend to Strategy Finance & City Regeneration Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

That Strategy, Finance & City Regeneration Committee

- 2.1 That the level of available capital resources totalling £4.200m for investment relating to education buildings financed from capital grant be noted.
- 2.2 That Strategy Finance & City Regeneration Committee agree the allocation of funding as shown in Appendices 1 and 2 for inclusion within the Council's Capital Investment Programme 2024/25.
- 2.3 That Strategy Finance & City Regeneration Committee agree to grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

3. Context and background information

- 3.1 The Education Capital Programme forms part of the Council's full Capital Investment Programme which was presented to Budget Strategy, Finance & City Regeneration Committee on 8 February 2024 and Budget Council on 22 February 2024.
- 3.2 The capital finance settlement from central government includes Basic Need, School Condition Allocation (SCA), High Needs Provision Capital Allocation (HNPCA) and Devolved Formula Capital for community schools.
- 3.3 Capital finance for Voluntary Aided Schools, academies and free schools does not form part of the funding allocated to Local Authorities as they have access to the separate Condition Improvement Fund administered by the Department for Education (DfE).
- 3.4 The table below shows the allocations of capital grant funding announced for 2024/25 only and does not include 2023/24 grant forecast to be re-profiled into 2024/25 including those approvals in the Targeted Budget Management 2023/24 Month 9 report to Strategy Finance and City Regeneration Committee on 8 February 2024.

	2024/25 Settlement million
School Condition Allocation (SCA)	£3.700 *
Basic Need Funding	£0
High Needs Provision Capital Allocation	£0
Devolved Formula Capital Grant (Passported entirely to schools)	£0.500 *
Sub Total	£4.200*

* To be confirmed. Estimate based on 2023/24 allocation.

- 3.5 At the present time the government has not announced the maintenance funding allocations for 2024/25. For the purposes of this report, we are working on the assumption that there will be no appreciable difference to the allocation for the 2023/24 financial year and therefore we assume that the SCA will be £3.700m and the Devolved Formula Capital (DFC) allocation will be £0.500m. This is considered to be a cautious assumption; we have compiled a reserve list of works in case the actual settlement is higher than anticipated.
- 3.6 In March 2022 the Government updated their allocation figures for Basic Need capital funding for 2024/25. There was no allocation for Brighton and Hove City Council for this period.
- 3.7 HNPCA funding for the 2024/25 financial year is contingent on the outcomes of future Spending Reviews. HNPCA for this period cannot be guaranteed, consequently this is included in the table as a zero allocation.
- 3.8 DFC grants are passed directly to schools and therefore are not available for the Local Authority to spend.
- 3.9 In addition to the funding from central Government there is a Services to Schools buy back option for the council's strategic property function providing schools with a full condition survey, statutory compliance contracts and access to advice and support on all property matters. It is anticipated that this will generate £0.600m for the 2024/25 financial year. We are forecasting a drop in income this year as a result of the anticipated academisation of the Orchard Schools Partnership and the proposed closure of two one form entry primary schools.
- 3.10 This service buy back resulted from a change in the rules around the ways in which schools are funded in 2017/18. Before this date Schools Forum agreed to the use of £0.900m for building maintenance. As a result of this we set up a buy back scheme for schools. Since the change all community schools have purchased the service, Voluntary Aided schools buy a partial service (in recognition of their different status with the council when it comes to property) and the free schools and academies do not buy the service at all due to their direct relationship with the DfE. It is for this reason that the total buy back amount is less than the original amount of £0.900m.
- 3.11 The table below shows the level of new resources available for the Local Authority to spend in the 2024/25 financial year.

	Million
Capital Finance settlement	£3.700
Services to Schools Income	£0.600
High Needs Provision Capital Allocation	£0.00
Total	£4.300

- 3.12 Additional grant funding may be made available throughout the forthcoming financial year and will be reported separately if necessary.

- 3.13 Capital reprofiles and slippage arising from the 2023/2024 Capital Programme will be incorporated into the 2024/2025 programme when the capital accounts are closed on 31 March 2024.

Capital Commitments

- 3.14 An overall summary of expenditure for 2024/25 is attached at **Appendix 1** and a more detailed explanation of each item is shown below.

Condition Related Works

- 3.15 The capital maintenance funding will be used to address the most urgent and important items highlighted by the condition surveys of school buildings as well as a number of programmes to address specific safety and improvement priorities as set out in paragraphs 3.16 – 3.26 below. In doing this the council will consider how best to do so in a responsible and sustainable way.
- 3.16 It is recommended that £3.700m from SCA plus £0.600m from Services to Schools is allocated to carry out maintenance and legislative works to the school estate in the 2024/25 financial year.
- 3.17 A copy of the proposed structural maintenance programme is attached at **Appendix 2** to this report. This shows the estimated total cost of each programme of work (such as roof replacements, mechanical and electrical works etc.) but not the estimates for each individual element. This is because at the present time the amounts are pre-tender estimates and it would not make commercial sense to reveal these prior to going out to tender.
- 3.18 The extent of the work at each school will be determined by the condition survey and detailed investigation and scoping of the problem to be addressed. There will also be discussion with each school on the timing and scope of the works.
- 3.19 Projects within the planned programme are procured using the building maintenance frameworks put in place in 2020/21. The successful contractors had to demonstrate that they would minimise waste, meet targets for reductions in waste to landfill and optimise the recovery, reuse and recycling of waste.
- 3.20 In addition to this they had to describe the steps they will take to minimise the use of resources (water, fuel, energy from fossil fuels) and improve sustainable sourcing and this was all taken into account when scoring the applicants. The framework contracts include performance indicators in respect of sustainability and environmental management that are to be monitored on a quarterly basis.
- 3.21 We look at the sustainability of projects at the outset to ensure the best outcomes for the building and its users. The building works we undertake

will improve the thermal performance of the building overall. This can include items such as repointing, replacing curtain walling with aluminium systems which have better lifecycle costs, recyclability and energy efficiency.

3.22 When replacing or refurbishing roofs we look to exceed Approved Document L requirements in terms of energy efficiency. The insulation we install when undertaking roofing works are rated A+ (the highest) in the BRE Green Specification Guide. We are now also considering the use of aluminium rainwater goods (gutters and pipes) in some cases, but there are significant cost implications to this.

3.23 In terms of mechanical plant, we install efficient condensing boilers and water heaters, make use of heat recovery on ventilation and heat pumps with improved coefficients of performance. Pipework is insulated and building management systems include zoning and automatic adjustments with the seasons to reduce waste. We use LED and PIR controlled lighting, low energy extract fans, non-concussive taps and water flow restrictors all of which reduce waste and improve efficiency.

3.24 By allocating the School Condition Allocation for 2024/25 (£3.700m), and £0.500 million from the services to schools funding (the remaining £0.100m will be used to support the increasing costs of the Term Maintenance and inspection contracts we have in place for our school buildings) will be able to invest £4.200m in improving the condition of the school estate. Of this, £3.600m will be allocated to the most urgent projects detailed in **Appendix 2**.

3.25 In addition to these works we also allocate funding to programmes of work arising from statutory responsibilities. The allocation is as shown below:

Legionella	£0.100 million
Asbestos	£0.100 million
Fire Safety works	£0.100 million
Accessibility adaptations	£0.100 million
Surveys feasibility and advanced design	£0.100 million
TOTAL	£0.500 million

3.26 Legislation on the control of asbestos in buildings has given rise to the need to carry out works on a rolling programme to school buildings to achieve compliance with the legislation. In line with good practice the council does not seek to actively identify and remove dormant asbestos due to the risks of disturbance. Instead, the rolling programme means works are completed alongside larger improvement projects in the school or a standalone removal project when the circumstances require it.

3.27 The above allocations will leave approximately £0.100m of the available resources uncommitted. This is considered prudent until tenders for the current planned work have been received and will enable any urgent priorities which arise later in the financial year to be addressed.

3.28 In 2023/24 we identified 41 individual projects to undertake throughout the year at an estimated cost of £3.999m (Inc. fees). To date we have undertaken 35 of these (some of these are still ongoing) and 6 will continue into 2024/25, the budget to meet the cost of this work has been re-profiled within the TBM9 report. A list of these projects is included in **Appendix 3**.

Basic Need Funding

- 3.29 Basic Need funding is provided to authorities who are experiencing increasing school rolls. The funding is provided to ensure that the Local Authority can meet its statutory obligation to secure a school place for every child that wants one.
- 3.30 Brighton and Hove City Council did not receive an allocation for the 2024/25 financial year because our pupil numbers are falling. We do however have £5.862m of unallocated Basic Need funding from previous years.
- 3.31 Our Basic Need priorities remain implementing the outcomes of the SEND review through remodelling Social Emotional and Mental Health (SEMH) and Alternative Provision (AP) facilities by making adaptations across the school estate over the next few years. As well as responding to the on-going reduction in pupil numbers in the city's schools both in our primary and secondary schools.
- 3.32 The impact of falling pupil numbers in the primary phase is in the process of being managed through the setting of admission arrangements and proposals to close two, one-form entry primary schools. The impact of the falling pupil numbers is beginning to be felt in the city's secondary schools. The Council is considering what mechanisms will be needed to mitigate the negative impact of unfilled places. It is likely that some exploratory work will be required in 2024/25 to pilot how the school estate will need to change in future years. An indicative figure of £0.400m has been included in Appendix 1.
- 3.33 As one of a number of Councils piloting the DfE's SEND and AP reforms the council is developing a three-tiered model of SEMH and AP provision. This seeks to provide targeted support in mainstream schools (Tier1), time limited placements (Tier 2) and transitional placements (Tier 3).
- 3.34 Due to escalating demand for placements, the Local Authority is facing a significant shortage of school places for pupils with Education, Health and Care (EHC) Plans for SEMH at secondary level from September 2024. This shortage of places is exacerbated by the continuing very difficult situation at Homewood College, our small special school for pupils with SEMH, which remains in special measures.
- 3.35 It is expected that work will be undertaken to initiate the development of SEMH places in new locations within the city. Work will commence on identifying suitable locations during 2024/25. An indicative figure of £0.500m for the works that will be required to meet the needs of the learners has been included in Appendix 1.

- 3.36 Hill Park Special School's new provision, The Hive has been considered a significant success since its partial opening. Its substantive location on Lynchet Close requires additional funding to complete the project and an extra £0.500m has been identified for this purpose. This reflects the rising costs of material, delays caused by contractor led factors and adjustments required following its practical launch in September 2023.

High Needs Provision Capital Funding

- 3.37 Brighton and Hove City Council have been allocated a total of £7,133,594 up to the end of March 2024.
- 3.38 A condition of receiving the grant was that the Council submitted a form outlining our proposed spending plans to the DfE. These responses were successfully submitted in September 2022 and November 2023.
- 3.39 The information the Council submitted was generalised with the exception of the £0.500m for the Hill Park works, an allocation for Downs View School of £1.000m for the expansion of the site to allow for admission of nursery age pupils and £0.400m for works to relocate the primary PRU from Lynchet Close to Connaught Road.
- 3.40 There have been no announcements at the time of drafting this report as to whether there will be any further allocations under this heading. In the event that further allocations are announced during the 2024/25 financial year they will be included in the TBM update reports.
- 3.41 As outlined in 3.31 and 3.32, the work being undertaken by the Council as part of the SEND and AP pilot initiative is to ensure mainstream schools are better enabled to include more pupils and reduce pressures on the Council to fund specialist provision; implementing best practice in line with DfE proposals, fully utilising the Council's available sites to meet need so that outcomes for pupils with SEMH are improved and vulnerable pupils have their SEND needs met.
- 3.42 To complete the work referenced in paragraph 3.38 at Downs View School will require additional funding of £0.250m in 2024/25.
- 3.43 At Homewood College, there is an Academy Order in place but no Academy Trust has been found that is willing to sponsor the school. Despite support to the school, serious issues remain, and consequently the Council proposes that pupils will no longer be placed there from September 2024 and will not be for the foreseeable future. The Council therefore needs to open provision quickly for pupils with EHC plans for SEMH who will not have placements in September 2024 and proposes to re-furbish St George's House in Dyke Road, which was in use by the Pupil Referral Unit until July 2023. This site will offer a blend of tuition and Alternative Provision for older secondary pupils with EHC Plans for SEMH. This is a priority for the Council as there would be significant adverse consequences if this site was not available, not only for pupils, but also in the costs of placing these pupils in the

independent and non-maintained sector, where fees are very much higher than in Council provision.

- 3.44 The last condition report on the building estimated costs at £0.267m and it is likely that further issues may have arisen over the months it has been vacant. The building then needs decoration and some new furnishings and therefore full costs are estimated at £0.400m.
- 3.45 As the Council will not be placing new pupils in our SEMH school at present, there is a need to refurbish provision on the first floor of the Pupil Referral Unit at Connaught Road for Year 7 pupils needing placement in September 2024. This is estimated to cost £0.450m.
- 3.46 When the Central Hub Brighton vacated St George's House, Dyke Road the Council made minor adjustments to the accommodation at Lynchet Close to ensure both key stage 3 and 4 pupils' needs could be met on the site. It is intended to improve the site to further enhance this tier 3 provision. This is estimated at £0.250m.
- 3.47 The Central Hub Brighton's Tilbury House site delivers a bespoke package of support for Key Stage 4 learners. In recent years the profile of learners attending this site has changed and as a result the building requires some further adaptation and work to meet these needs and ensure staff and pupils at this satellite location feel safeguarded and have accommodation to meet their needs. This is estimated at £0.150m.

Section 106 Funding

- 3.48 Section 106 funding is granted to fund the provision, improvement, replacement, operation, or maintenance of a wide range of infrastructure, including education facilities.
- 3.49 Since 2007 the Council has sought education contributions for developments of more than 10 new dwellings in areas where there was a pressure on school places. The calculation of a contribution has always been based on the number of pupils the development is likely to generate and the cost of providing this number of places. We do not seek contributions in areas where there are sufficient school places.
- 3.50 From 2007 until January 2023, the Council had secured approximately £6.042 million of contributions. Since that date we have secured a further £0.466 million from 5 developments. **Appendix 4** shows the contributions received between January 2023 and January 2024.
- 3.51 It is important that any monies accrued are used in accordance with planning legislation and policy objectives as further defined in the Developer Contributions Technical Guidance. The decision on how to use the funding is based on knowledge of the school estate in terms of its capacity and condition. This information is gathered via the condition surveys and the yearly updating of the school plans for the SCAP return.

- 3.52 With uncertainty in relation to future capital grant allocations the Council is seeking to maximise the use of Section 106 funding, in accordance with the prescribed nature of its use, whilst maintaining levels of Basic Need and HNPCF allocations. This is due to the need to ensure the Council has an appropriate level of capital funding available as a contingency to manage any quick changes in circumstances that occur and where adjustment in funding levels from central government may be lagged.
- 3.53 Work is also underway to review previous capital funding decisions regarding education provision to consider if any of this spend should be recouped from Section 106 funding. Any reprofiling of spend across the different aspects of capital funding will be included in the TBM update reports.
- 3.54 In the 2023/24 financial year we have allocated £0.700 million Section 106 funding to be spent on creating additional tier 1 provision in mainstream schools to better meet the changing needs of pupils in our schools so that more targeted support can be provided in mainstream schools.

4. Analysis and consideration of alternative options

- 4.1 The only option available would be to not make use of this funding to improve or extend the education property portfolio. This is not recommended as it would limit our ability to maintain, modernise and improve our school buildings property portfolio and to secure sufficient school places.

5. Community engagement and consultation

- 5.1 There has been no specific consultation regarding the content of this report. When an individual project is developed the necessary consultation is undertaken and reported to the relevant committee.

6. Conclusion

- 6.1 The proposed Capital Programme will enable us to continue to ensure that we secure school places in areas of the City where they are required and to improve the condition of our education property portfolio.

7. Financial implications

- 7.1 The report sets out the allocation of capital resources included in the Capital Investment Programme 2024/25 as approved at SF&CR Committee on 8 February 2024 and Budget Council on 22 February 2024. The capital resources will meet ongoing capital maintenance requirements as well as addressing refurbishments, additional provision and other matters resulting directly from the SEND review.
- 7.2 The report details the resources available for investment into the Education Capital Investment Programme for 2024-25. The report includes estimated Government grant contributions for Education Capital Maintenance (£3.700m) and Devolved Capital Formula (£0.500m) which are subject to

confirmation from the DfE in due course and will be reported in future TBM reports. The capital resources include income estimated at £0.600m for 2024/25 that relates to Services to Schools buy back associated with the strategic property function. This income will assist with maintenance spend identified in this report.

- 7.3 Developer contributions (Section 106 contributions) received and the spend to date is detailed in Appendix 4. The contributions are required to be spent in accordance with planning legislation and policy objectives. These do not form part of the resources included in Appendix 2.

Name of finance officer consulted: Rob Allen Date consulted 15/02/24

8. Legal implications

- 8.1 There are no direct legal implications arising from this report. Particular projects may give rise to specific issues which will be covered by individual reports at future meetings.

Name of lawyer consulted: Serena Kynaston Date consulted: 05.02.2024

9. Equalities implications

- 9.1 Para 3.25 refers to £0.150m being allocated for accessibility adaptations. This funding is used to make adaptations to mainstream schools required by pupils with Special Educational Needs and Disabilities (SEND) who prefer a place at a mainstream school. This could include changes resulting from any type of SEND and ensuring school buildings are compliant with the Equalities Act.

- 9.2 New and refurbished buildings will conform with all relevant regulations and be fully accessible.

10. Sustainability implications

- 10.1 The environmental impacts of individual schemes are reported to Members when the detailed report is submitted to Policy and Resources Committee for final approval. The detailed planning of projects at educational establishments will take account of the implications of Brighton and Hove's policies in relation to sustainability issues generally.
- 10.2 The council will consider how best to undertake the planned programme in a responsible, sustainable way. Projects within the planned programme are procured using the new building maintenance frameworks put in place last year. The successful contractors had to demonstrate that they would minimise waste, meet targets for reductions in waste to landfill and optimise the recovery, reuse and recycling of waste. In addition to this they had to describe the steps they will take to minimise the use of resources (water, fuel, energy from fossil fuels) and improve sustainable sourcing. The framework contracts include Performance Indicators in respect of

sustainability and Environmental Management these will be monitored on a quarterly basis.

- 10.3 We look at the sustainability of projects at the outset to ensure the best outcomes for the building and its users. The building works we undertake will improve the thermal performance of the building overall. This can include items such as repointing, replacing curtain walling with aluminium systems which have better lifecycle costs, recyclability and energy efficiency. When replacing or refurbishing roofs we look to exceed Approved Document L requirements in terms of energy efficiency. The insulation we install when undertaking roofing works are rated A+ (the highest) in the BRE Green Specification Guide.

11. Other Implications

Social Value and procurement implications

- 11.1 Works arising from this report will be procured using the councils framework contracts. These have been evaluated on a number of factors including Social Value.

Crime & disorder implications:

- 11.2 There are no specific crime and disorder implications arising from this report. Which just serves to allocate funding. The detailed planning of projects will take account of security issues. Well maintained buildings are less likely to attract anti-social behaviour.

Public health implications:

- 11.3 There are no public health implications arising from this report.

Supporting Documentation

1. Appendices

1. Overall summary of expenditure
2. Proposed structural maintenance programme for 2024/25
3. Complete projects from 2023/24
4. S106 Contributions received in 2023/24

Education Capital Resources and Investment programme 2024 / 25

Appendix 1

	2023/24 Anticipated in March 2023	2023/24 In year Changes	2024/25
CAPITAL MAINTENANCE INCOME			
2024/25 (para 3.5)(to be confirmed)	£4,000,000	£3,871,148	£3,700,000
School contributions (Para 3.9 and 3.24)	£500,000		£500,000
Unallocated from previous years	£141,053		£12,201
Total	£4,641,053	£4,512,201	£4,212,201
CAPITAL MAINTENANCE EXPENDITURE			
Condition works proposed by committee in March (Para 3.16 & 3.24)	£4,000,000		£3,600,000
Asbestos (Para 3.25 & 3.26)	£100,000		£100,000
Legionella (Para 3.25)	£100,000		£100,000
Fire Risk Assessments (Para 3.25)	£100,000		£100,000
Advanced design on future schemes (Para 3.25)	inc in below		inc in below
Surveys (condition gas etc.) and feasibility work (Para 3.25)	£100,000		£100,000
Individual Pupil needs (Para 3.25)	£100,000		£100,000
Total	£4,500,000		£4,100,000
Unallocated	£141,053	£12,201	£112,201
BASIC NEED INCOME			
2024/25	£0		£0
Unallocated from previous years	£8,311,917		£5,861,917
Total	£8,311,917		£5,861,917
BASIC NEED EXPENDITURE			
Removal of mobiles provided for previous temporary expansions (para 3.35)	£500,000		
Works to Hertford Junior School		£750,000	
Works to Jeanne Saunders (to be repaid once Penny Gobby House sold)		£500,000	
AP Works (to be refunded via S106 payments)		£700,000	
Increase in allocation for Works to The Hive (para 3.36)			£500,000
Mitigating for the fall in pupil numbers (para 3.32)			£400,000
SEMH places in new locations (para 3.35)			£500,000
Total New Commitments	£500,000	£1,950,000	£1,400,000
Amount to carry forward	£7,811,917	£5,861,917	£4,461,917
High Needs Provision Capital Allocation Income			
2023/24	£3,368,000		
2024/25			£0
Unallocated from previous years	£3,765,594		
Total	£7,133,594		£5,233,594
HIGH NEEDS PROVISION CAPITAL EXPENDITURE			
Relocate Primary PRU to Connaught Road (Para 3.39 to 3.41)	£400,000		
Additional funding to meet uplift in costs for HillPark 3rd site (Para 3.39 to 3.41)	£500,000		
Funding to allow the admission of nursery pupils to DownsView School (Para 3.39 to 3.41 and 3.42)	£1,000,000		£250,000
Works to provide additional KS 3 places at Connaught Road in Sept 2024 and 2025 (para 3.45)			£450,000
Works to improve Lynchet Close (para 3.46)			£250,000
Works to update St George's House, Dyke Road (para 3.44)			£400,000
Works to improve Tilbury House (para 3.47)			£150,000
Total New Commitments	£1,900,000		£1,500,000
Amount to carry forward	£5,233,594		£3,733,594

2024-25 EDUCATION CAPITAL MAINTENANCE

School	Bid
Asbestos works	
Goldstone Primary	Ceiling replacement, asbestos removal, and new lighting (Phase 1) – 0/020, 0/018, 0/016, 0/024, 0/028, 0/028 classroom (include to remove redundant heater & ceiling mounted acoustic panels & 0/027, 0/006
Rudyard Kipling	Upgrade corridor 0/061 ceiling, containing asbestos, and light fittings
	ASBESTOS TOTAL
Electrical works	
Hove Junior (Portland Rd)	Re-cabling of the school as the existing cabling throughout is in excess of 30 years
Hove Park Lower	Replace lighting and ceilings phase 2
Hove Park Upper	Replace lighting and ceilings phase 5 (0/060, 0/065, 0/068?)
Woodingdean Primary	Phase 1 – Only Distribution boards and Panel board change over
	ELECTRICAL TOTAL
General Building works	
Bevendean Primary	Repointing, brick replacement, crack stitch repairs, concrete plinth replacement
Blatchington Mill	External fire escape stairs (1/120) corrosion repairs
Blatchington Mill	Crack repairs, repointing, lintel installations
Coombe Road	Masonry & roofing works
Downs Infant	Downs View School
Downs View School	Structural glazing replacements – phase 3
Hove Junior (Portland Rd)	Foul and rainwater remedial works – site wide
Hove Junior (Portland Rd)	Replacement lintels to south elevation due to significant cracking of clinker concrete
Hove Park Lower	Replace Main Assembly hall structural glazing
Longhill High	Temporary and permanent edge protection for leisure centre roof to facilitate maintenance & repair.
Middle Street	Replacement curtain walling – Phase 2
Portslade Sport C	Water ingress, renew windows and cladding west elevation stairs 1/003, kitchen 1/002.
Roundabout Nursery	Works to external play area Toddlers/Over 3's
	GENERAL TOTAL

Mechanical Works

Blatchington Mill	Replace failed fan coil units – Block 2
Brackenbury Primary	Replace heating to main building
Fairlight Primary	Replace heating Second Floor (phase 3)
Peter Gladwin	Boiler replacement
MECHANICAL TOTAL	

Resurfacing works

Jump Start Nursery	Upgrade external play equipment urgently and resurfacing works to the playground.
Coldean Primary	Coombe Road
St Lukes	Resurface Playground (old infant site)
RESURFACING TOTAL	

Roofing works

Blatchington Mill	Replacement pitched roofs (Phase 3 Block 1)
Hove Junior (Portland Rd)	Re-cover first floor roof following water ingress
Hove Park Upper	Renew tiled pitched roof covering (phase 3)
Longhill High	Flat roofing section 1, 2, 5 and 6 on condition survey report
Mile Oak	Recover metal roof above hall 0/041
Patcham Junior	Replace flat roofing covering to south toilet block 0/028,0/028a,0/029, 0/029a.and music hall 0/040
Saltdean	Flat roof replacement above block 4
ROOFING TOTAL	

Toilet refurbishment

Bevendean Primary	Refurbish Nursery Toilets 0/043
Downs View School	Toilet refurbishments 1/011A, 1/010, 1/010A (phase 2)
Goldstone Primary	Pupil WC Refurbishment to 0/018 and 0/020
Longhill High	Boys toilet refurbishment A064 (Basement Block 1)
Woodingdean Primary	Year 5-6 girls and boys toilet refurbishment
TOILETS TOTAL	

OVERALL TOTAL (Excluding Fees)

Fees @10%

Overall total (incl. fees)

Appendix 2

Priority

D2
D2
£54,000.00

D2
D2
D2
D2
£417,000.00

D2
D2
D2
D2
D2
D2
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D2
D2
£850,000.00

D2
D2
D2
D2

£613,000.00

D2
D2
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£80,000.00

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D2
D2
D2
D2
D2
D2

£849,000.00

D2
D2
D2
D2
D2

£435,000.00

£3,298,000.00

£329,800.00

£3,627,800.00

COMPLETED 2023-24 EDUCATION CAPITAL MAINTENANCE

School	Bid	Priority	Started in 2023/24	Carry forward to 2024/25
ASBESTOS				
Benfield Primary	Asbestos removal, soffit shuttering to concrete canopy and subsequent concrete repairs	D2	£16,000.00	
Goldstone Primary	Rewire, ceiling replacement, asbestos removal, and new lighting to classrooms 0/010, 0/012, 0/022, 0/025	D2	£50,000.00	
Middle Street	Phase 2 – Replacement power, lighting, asbestos removal and new ceilings (Ground floor South)	D2	£70,000.00	
	Sub Total		£136,000.00	
ELECTRICAL				
Brackebury Primary	Electrical works in Block 1	D2	£35,000.00	
Hangleton Primary	DB replacements	D2	£50,000.00	
Hove Park Upper	Replace lighting and ceilings (phase 4)	D2	£150,000.00	
Longhill High	External lighting to the Car Park	D2	£18,000.00	
Longhill High	A100 Hall lighting	D2	£70,000.00	
	Sub Total		£323,000.00	
GENERAL				
Blatchington Mill	Crack repairs, repointing (Block 1 and 2)	D2	£100,000.00	
Blatchington Mill	Replace staircase glazing to stairs 0/151, 1/200, 2/112A including repairs to brick piers	D2	£75,000.00	
Downs View School	Structural glazing replacements – phase 2	D2	£100,000.00	£100,000.00
Downs View School	AHU safe access and guarding	D2	£15,000.00	
Fairlight Primary	Replacement ceilings on top floor including removal of ACM (phase 4) classrooms 2/015, 2/016, 2/018	D2	£40,000.00	
Hill Park Lower	Under ground drain works	D2	£10,000.00	
Longhill Leisure Centre	Replacement Sport Hall flooring	D2	£50,000.00	
Middle Street	Replacement curtain walling – Phase 1	D2	£90,000.00	
St Lukes	Wall ties replacement (Infant WC) and crack stitching (to bell tower)	D2	£15,000.00	
	Sub Total		£495,000.00	
MECHANICAL				
Coombe Road	Boiler replacement (-1/003)	D2	£60,000.00	
Downs Junior	Replacement heating distribution pipework	D2		£615,000.00
Fairlight Primary	Replace Heating distribution in First floor (phase 2)	D2	£230,000.00	
Hill Park Lower	Replace mains water intake	D2		£15,000.00
St Peters Primary	Replace Heating distribution in Old School	D2	£110,000.00	£55,000.00
St Peters Primary	Replace H&C water distribution in Old School	D2	£47,000.00	£25,000.00
	Sub Total		£447,000.00	
RESURFACING				
Balfour Primary	Resurface tarmac in front year 2 and entrance walkway- 31t (Infant)	D2	£30,000.00	
Surrenden Pool	Resurfacing of path leading down to front of the building from the car park, extend path to the south elevation level access door path (40m2).	D2	£12,000.00	
	Sub Total		£42,000.00	
ROOFING				
Balfour Primary	Flat roofs to corridor (Old Junior site)	D2	£145,000.00	
Blatchington Mill	Replacement pitched roofs (Phase 2 West)	D2	£175,000.00	
Blatchington Mill	Flat roof coverings to 1/C30, 1/C31, 2/109, 0/155A	D2	£150,000.00	

Brackenbury Primary	Recover flat roof to main building	D2	£55,000.00	
Brackenbury Primary	Recover single ply roofs above Annexe building corridors	D2	£30,000.00	
Hove Park Upper	Replace pitched tiled roof (phase 2) main building	D2	£150,000.00	
Lynchet Close	Recover pitched roofs (phase 2 North)	D2	£100,000.00	
Patcham Infant	Replace flat roof coverings between gym, canteen and boiler room	D2		£23,000.00
Portslade Sport C	Replace flat roof above gym, windows and cladding	D2	£110,000.00	
		Sub Total	£915,000.00	
TOILETS				
Bevendean Primary	Refurbish Year 2 boys and girls toilets 1/003 & 1/004	D2	£60,000.00	
Carden Primary	Boys and Girls Toilet Refurbishment 1/008 and 1/008A	D2	£110,000.00	
Downs View School	Toilet refurbishments 0/052, 0/056, 0/057 (Phase 1)	D2	£100,000.00	
Goldstone Primary	Staff WC Refurbishment (0/004 and 0/005)	D2	£30,000.00	
Longhill High	Girls Toilet Refurbishment Room A061 (Basement Block 1)	D2	£60,000.00	
Longhill High	Boys toilet refurbishment A064 (Basement Block 1)	D2	£60,000.00	
Roundabout Nursery	Refurbishment of toddlers toilets	D2	£25,000.00	
		Sub Total	£445,000.00	
		Works started in 2023/24		£2,803,000.00
		Works not started in 2023/24		£833,000.00
		OVERALL TOTAL (Excl. fees)	£3,636,000.00	
		Fees @10%	£363,600.00	
		Overall Total	£3,999,600.00	

** This project has been delayed as a result of difficulties in securing Listed Building Consent. This has now been achieved and the tender should be let before the end of the current financial year.

APPENDIX 4

REF XPPB Classification	RECEIPT OF SECTION 106 CONTRIBUTIONS TO EDUCATION		date received	Sums received
429	Anston House, 137/147 Preston Road Brighton 2016/02499 signed 30/10/2017 as varied 20/11/2020 yr 17/18	Education	17/03/2023	£ 259,854.00
427	Longley Industrial Estate, New England Street Brighton BH2018/02598 signed 24/9/2019 (2019/03113 DoV 24/4/20) yr 19/20	Education	01/06/2023	£ 69,968.00
472	113 - 119 Davigdor Road, Hove, BN3 1RE BH2018/02926 signed 10/3/2020 yr 19/20	Education	19/01/2024	£ 57,784.13
425	Sussex County Cricket Ground Eaton Road Hove 2019/02948 + BH2020/03745 signed 19/8/2020 yr 20/21	Education	26/01/2024	£ 29,012.26
444	Land at Sackville Road (former Sackville Trading Estate) Hove 2019/03548 signed 5/8/2020 yr 20/21	Education	31/01/2024	£ 49,701.82
				£ 466,320.21

Brighton & Hove City Council

Strategy, Finance & Regeneration Committee

Agenda Item 115

Subject: Organisation redesign – changes to officer delegations

Date of meeting: 14th March 2024

Report of: Chief Executive

Contact Officer: Name: Alison McManamon
Email: alison.mcmanamon@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

1.1 This report asks committee to note the progress that has been made on organisational redesign and seeks approval for changes to the Officer Scheme of Delegations needed as a result of the organisation redesign. The purpose of the redesign is to achieve savings approved in the 2024/25 budget, and to align the design of the organisation to the strategic priorities of the council, as set out in the [Council Plan](#). The full rationale for the changes is set out in the paper attached at appendix 1.

2. Recommendations

2.1 That Committee notes the proposed officer re-organisation as set out in the report.

2.2 That Committee notes the outcome of the consultation process as set out in the report.

2.3 That Committee delegates responsibility to the Council's Monitoring Officer and Chief Executive to make the changes to the Scheme of Delegations to Officers considered necessary or incidental to implement the new directorate structure in accordance with the timeline set out in the report.

2.4 That Committee agrees that all the changes described at para 2.3 above and listed at 4.29 to 4.30 shall take effect from 1st April 2024, and for interim arrangements to be put in place as needed, pending the appointment of a Corporate Director (Housing, Care and Wellbeing).

3. Context and background information

3.1 The proposals for organisational redesign, set out in the paper attached at appendix 1, are designed to ensure:

- A structure that reflects the vision of 'A better Brighton & Hove for all' and is designed to deliver the outcomes set out in the Council Plan.
 - Increases collaboration, horizontal working and reduces duplication to promote 'One Council' working.
 - Addresses the current narrow remits of some posts at Executive Director level and provides the basis for a more streamlined structure that will provide savings and support longer term financial sustainability.
 - Seeks to provide increased opportunity to lead through connection and partnership across the organisation with our communities and strategic partners.
- 3.2 There are many big challenges facing the council and the city, but we are determined to face up to these to deliver our priorities. We will create a council that has greater connection to our residents, visitors, and businesses so that we are able to actively listen and respond to needs. We will achieve this through modernisation and the use of new technology and digital innovation, but also through ensuring that residents who are digitally excluded and have access to excellent and responsive customer service. The level of transformation needed will require the best use of our resources, and change driven in a joined-up way.
- 3.3 As we consider the shape of our council there are also significant financial challenges to address with a 23/24 budget forecast position that has required continual vacancy control, and a savings package for 24/25 of over £33M. Re-shaping our directorate structure is now seen as essential to ensure we remove some of the duplication, costs, and overheads of our current structures, and ultimately deliver the £2.4M saving identified from work to re-shape the council.
- 3.4 The following principles have been applied to create the directorate structure for the future:
- The directorate structure will follow on from the Council Plan priorities and outcomes to be achieved.
 - The structure will provide clear accountability, with new roles of Corporate Directors taking on wider more strategic and corporate roles, rather than narrower functional roles.
 - Duplication of overheads to support a directorate will be minimised, with efficiencies in administrative and other functions being maximised in later phases.
 - Joined up services will be built around customers to ensure the flexible and efficient use of resources.
 - The structure will be used to drive collaboration and remove silos.
 - The structure will create efficiencies and savings.
- 3.5 This means there will be:
- Fewer directorates.

- A stronger corporate centre to streamline core functions and to enable the council to actively listen and respond to the needs of residents and communities.
 - A broader remit for all directorates, with services moved to ensure wider corporate responsibility is held within each directorate.
 - The structures are built around outcomes linked to the corporate plan.
- 3.6 The remit of each new Corporate Director will signal a change in direction for the leadership of the council, and the establishment of a new Corporate Leadership Team. Whilst each Corporate Director will have some specific service responsibilities, the main responsibility of these new roles will be the overall direction and continuous improvement of the council, building an open and inclusive culture where collaboration and co-design across the council and beyond are embedded as ways of working. A culture change programme, supported by clear objectives through the performance management system will support this change in direction, and the use of project teams and matrix management for key areas of work will become routine. Led by the new Chief Executive, the corporate directors will be responsible for driving through the culture change and a new leadership approach. In phase 2, roles reporting into Corporate Directors will become more empowered to undertake some of the managerial work that currently is undertaken by Executive Directors.

4. Proposed new Directorate Structure

- 4.1 The Executive Leadership Team will be replaced by a Corporate Leadership Team, made up of 4 Corporate Directors, the Chief Finance Officer, the Director of HROD, and other roles as appropriate. The Corporate Leadership Team will have flexible membership to ensure the right input and collaborative approach is taken to corporate decision making.
- 4.2 The Corporate Leadership Team will manage and steer the organisation to deliver the outcomes of the Council Plan, through role modelling integrated and collaborative working both across the organisation and with staff, residents, communities, and local organisations to deliver action.
- 4.3 The Council will be organised into 4 Directorates for the purposes of coordination and management of the council. Whilst each directorate will have accountability for the delivery of certain council plan outcomes, they will all have a clear corporate focus, and work across directorate lines to deliver the cross-cutting outcomes of the Council Plan. It is at the level below Corporate Director, that the greater accountability for service specific areas will be established, with roles that are empowered to lead and manage service areas, ensuring the space for corporate and strategic leadership is maintained for the new corporate leadership team.

Corporate Services

- 4.4 Corporate services will focus on the Council Plan outcome of ensuring a responsive council with well-run services, and delivering our goal for Brighton & Hove to be inclusive, accessible, and fair, and a place where everyone can

thrive:

- Meeting the needs of our residents and other customers
 - Connecting with our communities through effective engagement and collaboration
 - Ensuring we are a fair and inclusive council and City
 - Establishing effective ways of working
 - Ensuring good governance and financial resilience
- 4.5 The directorate will drive new ways of working through digital, data and insight that puts the needs of communities, customers, residents, local businesses, and visitors at the heart of everything we do.
- 4.6 The directorate will ensure the right communication and engagement is in place to actively listen to the views of communities, residents, and customers, co-designing services where appropriate but also being clear about what we can and cannot do. Responsibility for engagement will include with our communities and the voluntary sector.
- 4.7 The directorate will deliver effective policy and partnership support to increase joined up and collaborative working with partners to manage demand and focus on the prevention of problems before they occur.
- 4.8 Effective performance, governance and legal support will be provided, to support the work of the council and to embed and maximise efficiencies arising from more streamlined governance and a Council now with a majority administration.
- 4.9 The directorate will ensure we recruit, develop, and retain a diverse workforce which reflects the communities we serve and provides a working environment and culture that embeds equality, diversity, and inclusion at the heart of everything we do.
- 4.10 The directorate will support the council to make the best use of resources and address significant financial pressures to ensure the most vulnerable citizens can be protected as far as possible from the impact of reduced council funding and will drive forward the transformation and modernisation of services.

4.11 City Services

- 4.12 City Services will focus on ensuring we have a city to be proud of through an accessible, clean and sustainable environment, and we are developing a flourishing and inclusive local economy that attracts and nurtures business and talent:
- Developing Brighton & Hove as a place where people want to live, work and learn
 - Keeping our city clean and managing waste
 - Working towards carbon net zero
 - Protecting and enhancing the city's natural environment

- Making it easier for people to move around the city
- Meeting the needs of our residents and other customers
- Creating safe public spaces that are accessible to all

4.13 A fundamental role for this directorate will be to regenerate our city and reduce inequality with as much pace as possible. This includes driving the policy and delivery of a new and expanded programme of council home and affordable home building. Thousands more of these homes are needed over the next five years, that are good quality and sustainable. This directorate must seek opportunity to attract funds from outside the city to invest in projects and programmes for regeneration. The property function will be used to support regeneration and through asset management will ensure the council is making the best use of its property portfolio. The directorate will have an enhanced role, following the transfer of functions from the LEP, to work alongside businesses to develop apprenticeship schemes for young people and support a successful economy in all areas including support and growth of small and medium-sized enterprises.

4.14 The directorate will be responsible for delivery of an accessible, clean, and sustainable environment that enhances the quality of life and sense of wellbeing for residents. Continued modernisation of waste services will provide reliable refuse and improved recycling rates, and clean, attractive, and well-maintained streets and public spaces.

4.15 Working towards carbon net zero for the city will be an aim that underpins all the directorate's services and provides the leadership and steer for the wider council in achieving this outcome. Making it easier for people to move around the city will also be an over-arching aim with a clear plan to address the transport needs and challenges of the city.

4.16 The directorate will ensure the creative and artistic offer of the city is accessible for residents and supports those currently under-represented in accessing the current offer to benefit from the learning and enjoyment of a strong cultural offer. The directorate will also lead on ensuring improvements are made to leisure facilities to promote the health and wellbeing of the city, and particularly residents living in more deprived areas and those currently less represented in accessing the offer, through participation in sport and leisure activities.

4.17 Safer Communities will sit in City Services, ensuring a robust approach to licensing policy and applications. The community safety team will continue to be closely aligned to Housing, ensuring a joined-up community safety support for residents, including addressing anti-social behaviour.

4.18 Families, Children and Learning

4.19 Families, Children and Learning will focus on the Council Plan outcome of ensuring we have a fair and inclusive city, and a better future for children and young people:

- Keeping children and young people safe and ensuring no child or family is left behind.
 - Developing our prevention and family support work.
 - Supporting the provision of high quality and inclusive education from early years through to adult learning.
 - Leading transformational change in education inequalities in the city to drive up life chances and outcomes for children from the most deprived families and neighbourhoods.
 - Increase use of libraries and further develop inclusive and accessible family hubs to provide the right support at the right time to families.
 - Enabling people to live health, happy and fulfilling lives and reducing inequality.
- 4.20 The directorate will maintain a focus on the city's most disadvantaged children, young people and families with the clear objective of ensuring that all children in Brighton and Hove can reach their full potential. Economic inequality has a huge impact on educational outcomes, and these have remained stubbornly unequal in Brighton and Hove for generations. This directorate will be charged with leading transformation in this area, through listening to the voices of those with lived experience of Brighton's care and education system and ensuring services are joined up by improving and developing the Fairer Brighton & Hove Disadvantage Strategy Framework. By driving collaboration within the council and building strong relationships and joint working across the wider system, the directorate will deliver high quality, inclusive and accessible services that make the best use of the resource available.
- 4.21 The directorates management of library services will provide an opportunity for the creative use of both resources and space to continue development of inclusive and accessible family hubs designed to provide the right support at the right time to families. Alongside this, the directorate will promote life-long learning and work with partners to deliver ambitious employment, training, and apprenticeship opportunities.
- 4.22 The directorate will drive forward a new programme of improving educational outcomes across the City, from nursery to sixth form college, to include innovative policymaking and lobbying central government for changes to policy and resourcing where necessary. This will include improved SEND provision and social and therapeutic support where necessary, a drastic reduction in school exclusions and using all levers possible to ensure a healthy network and family of schools at primary and secondary level which can thrive. The directorate will work collaboratively with the City Services directorate in planning and building new council and affordable family homes, as well as with school leaders to develop solutions.

4.23 Housing, Care and Wellbeing

- 4.24 The Housing, Care and Wellbeing Directorate will support the outcome of a fair and inclusive city where people can live and age well:

- Enabling people to live healthy, happy, and fulfilling lives, and enabling safer communities.
 - Providing joined up services and ensuring everyone has access to the information, advice, and services they need.
 - Ensuring there is a safe, effective, sustainable and high-quality health and care provision in the city and providing excellent social work services.
 - Improving housing quality
 - Increasing housing supply
 - Improving housing support for residents, meeting housing needs and supporting those made homeless
- 4.25 This directorate brings together services for adults with the provision of suitable housing across the city. Access to decent, quality affordable housing is key to people's health and wellbeing, and providing the right housing support in an integrated way with other services will ensure the best use of resources and joined-up support for older and vulnerable people accessing housing and other services.
- 4.26 This directorate will develop innovative policy responses to the particular challenges facing the City, including addiction, rough sleeping and homelessness. The directorate will have a particular focus on ending rough sleeping and homelessness in Brighton and Hove. Brighton has one of the highest numbers of rough sleepers in the country with a 27% rise in rough sleeping between 2022-23. But by 2010 rough sleeping in Brighton & Hove was down to single digits and it can be again with better resourcing and smarter, more joined up, working. This directorate will centre the voices of those with lived experience of homelessness in Brighton and Hove and also seek to recruit those with lived experience of the issues the directorate is seeking to address.
- 4.27 The directorate will ensure that the council strategies, policies, and services promote better health and wellbeing for all and reduce unfair differences between the most and least healthy. This will involve making improvements to how we offer information, advice, and support to help people stay healthy and independent, and to access the care and support they need.
- 4.28 The directorate will lead on building strong relationships across the health and social care system to provide joined-up community teams and ensure services work together and are centred around the needs of people.
- 4.29 In terms of changes to delegations, the following changes will take place:
- All functions of current Executive Director (FCL) to transfer to Corporate Director (Families, Children and Learning).
 - Libraries service transfer to Families, Children and Learning
 - All functions of current Executive Director (GPR) to transfer to Corporate Director (Corporate Services)
 - Community, Equality and Third Sector team to transfer to Corporate Director (Corporate Services)
 - All functions of current Executive Director (EEC) to transfer to Corporate Director (City Services)

- All functions within Safer Communities team to transfer to Corporate Director (City Services)
- All functions of current Executive Director (Health and Adult Social Care) to transfer to Corporate Director (Housing, Care and Wellbeing)
- Housing functions to transfer to Corporate Director (Housing, Care & Wellbeing)

4.30 The line management of Head of Librarians, Head of Community Safety and Head of Community, Equality and Third Sector teams will move on 1st April 2024.

4.31 Interim arrangements may be put in place by the Chief Executive using their delegated powers as necessary pending the appointment of a permanent Corporate Director (Housing, Care and Wellbeing).

5. Analysis and consideration of alternative options

5.1 There are many options in how local authorities decide to structure the organisation, and other options have been carefully considered.

5.2 The structures proposed in this report is aligned to the priorities for this council as set out in the Corporate Plan, and the challenges we are facing at this time. These are set out in detail in the body of the report.

5.3 Whilst the structure will support our aims and ambitions for joined up and more streamlined working,

6. Community engagement and consultation

6.1 A 30-day consultation has been completed with those staff directly impacted and in accordance with the council's procedures for managing change. In addition, the changes were communicated to the organisation with an opportunity for staff to contribute ideas and feedback on the proposals.

6.2 A significant amount of feedback was received which has been considered in the final proposals. Many of the comments received related to the creation of a new directorate to provide both adults and housing services. Whilst there are great synergies and opportunities to joining aspects of these services together as part of a single leadership team, there will continue to be a focus on both housing and adult social care for service specific matters.

6.3 It is acknowledged through the consultation that much of the changes required in the organisation relate to the way we work, rather than how we are structured. This change in organisational structure will be supported by a culture change programme, and all the feedback from staff has been responded to in a detailed consultation outcome document.

7. Conclusion

7.1 Given the priorities within the Council Plan and the requirement for the council to make savings, it is has been concluded that the new structure set out in the report with changes to delegations are recommended to the committee.

8. Financial implications

7.1 Budget Council on 22 February 2024 approved the overall budget for 2024/25 which included a saving of £2.475 million from organisational redesign. The recommendations of this report set out the overall structure of the organisation and responsibilities within each directorate as the catalyst for further service redesign. The initial reduction in Directors delivers a saving of £0.177m across the council general fund and HRA and it is anticipated that further changes will support the delivery of the full saving. As these further savings will not crystallise as at 1 April 2024, the organisation will continue to hold certain posts vacant to ensure the overall service cost reduction is achieved across 2024/25

Name of finance officer consulted: James Hengeveld Date consulted 05/03/24

9. Legal implications

8.1 This Report seeks authority from the Strategy Finance & City Regeneration Committee to make those changes to the Scheme of Delegations to Officers (which forms Part 6 of the Council's Constitution) considered necessary to give effect to the organisational redesign described above.

Name of lawyer consulted: Victoria Simpson Date consulted 5/03/2024:

Supporting Documentation

Appendices

1. Communication paper on Organisational Design

Organisation Design Communication Paper – Outcome following consultation

A reshaped council to deliver ‘A better Brighton & Hove for all’

6th March 2024

1. Purpose of the Communication Paper

1.1 A communication was launched on 29th January 2024 outlining proposals for the creation of a new Corporate Leadership Team for the council, and a new directorate structure. The original consultation paper provides the full rationale for the proposals that were designed to ensure:

- A structure that reflects the vision of 'A better Brighton & Hove for all' and is designed to deliver the outcomes set out in the Council Plan.
- Increases collaboration, horizontal working and reduces duplication to promote 'One Council' working.
- Addresses the current narrow remits of some posts at Executive Director level and provides the basis for a more streamlined structure that will provide savings and support longer term financial sustainability.
- Seeks to provide increased opportunity to lead through connection and partnership across the organisation with our communities and strategic partners.

1.2 During the communication period, we have received a significant amount of feedback and information from colleagues across the organisation. I am delighted by the level of engagement and interest in the shape of our organisation, and this outcome document will provide responses to the feedback and lay the foundations for the next phase of our redesign, that will be led and managed by Jess Gibbons, our new Chief Executive.

1.3 There was a great deal of synergy in the comments received, and for ease of reference I have grouped the main feedback into themes below. Where there were individual issues raised, I have responded on an individual basis.

1.4 I want to take this opportunity to thank each person that has taken the time to email me, and to provide valuable and well thought through feedback. This has provided much food for thought, and a great deal of information for me to take forward in informing our next steps, and to pass on to our incoming Chief Executive, as she embarks on the next phase of the change taking place in our organisation. I want to acknowledge that this period of change has been extremely challenging for some of you, and to thank you for your professionalism and support as we work through this change together.

2. Consultation feedback – key themes

2.1 Before addressing the key themes in detail, I wanted to confirm that following careful consideration of all the information gathered during the consultation I will be recommending to Strategy, Finance and City Regeneration Committee on 14th March, changes to the Council's Officer Scheme of Delegations to reflect a new directorate structure, reducing from 5 to 4 directorates. Following much feedback, the directorate names have been changed to:

- Corporate Services
- City Services

- Housing, Care and Wellbeing
- Families, Children and Learning

2.2 I have set out below the key purpose of each of the directorates, which has been updated in the light of feedback received.

2.3 **Corporate Services**

2.3.1 Corporate services will focus on the Council Plan outcome of ensuring a responsive council with well-run services:

- Meeting the needs of our residents and other customers
- Connecting with our communities through effective engagement and collaboration
- Ensuring we are a fair and inclusive council and City
- Establishing effective ways of working
- Ensuring good governance and financial resilience

2.3.2 The directorate will drive new ways of working through digital, data and insight that puts the needs of customers, residents, local businesses, and visitors at the heart of everything we do. Whilst the direct delivery of many customer services sits with City Services and other front-line directorates, Corporate Services will ensure we proactively understand the different experiences and requirements of our diverse communities and provide information that ensures we are able to adapt services accordingly.

2.3.3 Supporting services to deliver a fair and inclusive council will be a key outcome for the Corporate Services directorate, and our aim will be to embed this work in all that we do as we continue the excellent work delivered under our anti-racist strategy, our accessible city strategy, and other work designed to build on the business partnering relationships that exist to benefit services and create better outcomes for residents.

2.3.4 The directorate will ensure the right communication and engagement is in place to actively listen to the views of residents and customers, co-designing services where appropriate but also being clear about what we can and cannot do. Responsibility for engagement will include with our communities and the voluntary sector.

2.3.5 The directorate will deliver effective policy and partnership support to increase joined up and collaborative working with partners to manage demand and focus on the prevention of problems before they occur. Further work will be needed to join up policy work across the council to ensure a cross-cutting approach to challenges.

2.3.6 Effective governance and legal support will be provided, to support the work of the council and to embed and maximise efficiencies arising from more streamlined governance and a Council now with a majority administration.

2.3.7 The directorate will lead on establishing a performance framework for the council and will provide a joined-up performance function that makes the best use of data to monitor progress and drive service improvement, and to ensure the focus of the whole organisation is on our priorities and the delivery of the Council Plan.

2.3.8 The directorate will ensure we recruit, develop, and retain a diverse workforce which reflects the communities we serve and provides a working environment and culture that embeds equality, diversity, and inclusion at the heart of everything we do. The directorate will provide the interventions needed to develop skills for now and the future, ensuring staff are equipped to embrace new technology and drive service transformation and digital innovation. Corporate Services will provide a working

environment that is safe, inclusive, accessible, and supportive of staff health and wellbeing.

2.3.9 The directorate will support the council to make the best use of resources and address significant financial pressures to ensure the most vulnerable citizens can be protected as far as possible from the impact of reduced council funding and will drive forward the transformation and modernisation of services.

2.4 City Services

2.4.1 City Services will focus on ensuring we have a city to be proud of through an accessible, clean, and sustainable environment, and we are developing a flourishing and inclusive local economy that attracts and nurtures business and talent:

- Developing Brighton & Hove as a place where people want to live, work and learn
- Driving the policy and delivery of a new and expanded programme of council home and affordable home building
- Keeping our city clean and manage waste
- Working towards carbon net zero
- Protecting and enhancing the city's natural environment
- Making it easier for people to move around the city
- Meeting the needs of our residents and other customers
- Creating safe public spaces that are accessible to all

2.4.2 In the future it is proposed that a range of services are brought together to provide a clear, unified customer ethos and approach across the council. It is proposed that this review will bring together the data and insight from customer feedback, alongside the expertise in services to inform decisions about the line management of other front facing customer services. The aim will be to ensure we are joining up services and systems where possible, to make things easier for customers.

2.4.3 This detailed work will include consideration of the customer components of Revenues & Benefits, Environment, Planning, Housing and Transport. This list is not exhaustive, and a detailed piece of work will be scoped and sponsored by the Corporate Director City Services, and taken forward by the Assistant Director, Customer, Modernisation and Performance.

2.4.4 A fundamental role for this directorate will be to regenerate our city and reduce inequality with as much pace as possible. This includes driving the policy and delivery of a new and expanded programme of council home and affordable home building. Thousands more of these homes are needed over the next five years, that are good quality and sustainable. This directorate must seek every opportunity to attract funds from outside the city to invest in projects and programmes for regeneration. The property function will be used to support regeneration and through asset management will ensure the council is making the best use of its property portfolio. The directorate will have an enhanced role, following the transfer of functions from the LEP, to work alongside businesses to develop apprenticeship schemes for young people and support a successful economy in all areas including support and growth of small and medium-sized enterprises.

2.4.5 The directorate will be responsible for delivery of an accessible, clean, and sustainable environment that enhances the quality of life and sense of wellbeing for residents. Continued modernisation of waste services will provide reliable refuse and improved recycling rates, and clean, attractive, and well-maintained streets and public spaces.

- 2.4.6 Working towards carbon net zero for the city will be an aim that underpins all the directorate's services and provides the leadership and steer for the wider council in achieving this outcome. Making it easier for people to move around the city will also be an over-arching aim with a clear plan to address the transport needs and challenges of the city.
- 2.4.7 The directorate will ensure the creative and artistic offer of the city is accessible for residents and supports families, young people and those not currently well represented in participation to benefit from the learning and enjoyment of accessing a strong cultural offer. The directorate will also lead on ensuring improvements are made to leisure facilities to promote the health and wellbeing of the city, and particularly residents living in more deprived areas and those who currently are under-represented in participation in sport and leisure activities. Further consideration of the importance of tourism in economic development will be considered through the consultation, and further in phase 2.
- 2.4.8 Safer Communities will also move into City Services, ensuring a robust approach to regulatory activity, licensing policy and applications. Further discussions will now also take place to explore in detail the connection between the community safety functions, including the commissioning of domestic violence services, addressing violence against women and girls, and delivering the prevent statutory duties, and the functions of the Policy team, and the Community, Equality and Third Sector team. A further discussion about Emergency Planning, and where this best sits, is also needed. These discussions will be led by the Corporate Director City Services in collaboration with the relevant Assistant Directors and Heads of Service, which will establish whether some parts of the team should move at an earlier stage into Corporate Services.

2.5 Families, Children and Learning

- 2.5.1 Families, Children and Learning Services will focus on the Council Plan outcome of ensuring we have a fair and inclusive city, and a better future for children and young people:
- Keeping children and young people safe and ensuring no child or family is left behind.
 - Developing our prevention and family support work and providing excellent social work services
 - Supporting the provision of high quality and inclusive education from early years through to adult learning.
 - Leading transformational change in education inequalities in the city to drive up life chances and outcomes for children from the most deprived families and neighbourhoods.
 - Increase use of libraries and further develop inclusive and accessible family hubs to provide the right support at the right time to families.
 - Enabling people to live health, happy and fulfilling lives and reducing inequality.
- 2.5.2 The directorate will maintain a focus on the city's most disadvantaged children, young people and families with the clear objective of ensuring that all children in Brighton & Hove can reach their full potential. Economic inequality has a huge impact on educational outcomes, and these have remained stubbornly unequal in Brighton & Hove for generations. This directorate will be charged with leading transformation in this area, through listening to the voices of those with lived experience of Brighton and Hove's care and education system and ensuring services are joined up by improving and developing the Fairer Brighton & Hove Disadvantage Strategy Framework. By

driving collaboration within the council and building strong relationships and joint working across the wider system, the directorate will deliver high quality, inclusive and accessible services that make the best use of the resource available.

2.5.3 The directorates management of library services will provide an opportunity for the creative use of both resources and space to continue development of inclusive and accessible family hubs designed to provide the right support at the right time to families. Alongside this, the directorate will promote life-long learning and work with partners to deliver ambitious employment, training, and apprenticeship opportunities.

2.5.4 The directorate will drive forward a new programme of improving educational outcomes across the City, from nursery to sixth form college, to include innovative policymaking and lobbying central government for changes to policy and resourcing where necessary. This will include improved SEND provision and social and therapeutic support where necessary, a reduction in school exclusions and using all levers possible to ensure a healthy network and family of schools at primary and secondary level which can thrive. The directorate will work collaboratively in supporting the City Services directorate to make the city more affordable for young families and working with school leaders to develop solutions.

2.6 **Housing, Care and Wellbeing**

2.6.1 The Housing, Care and Wellbeing Directorate will support the outcome of a fair and inclusive city where people can live and age well:

- Enabling people to live healthy, happy, and fulfilling lives, and enabling safer communities.
- Ensuring there is a safe, effective, sustainable and high-quality health and care provision in the city
- Providing excellent social work services and ensuring effective adult safeguarding arrangement.
- Providing joined up services for vulnerable adults and ensuring everyone has access to the information, advice, and services they need.
- Improving housing quality
- Increasing housing supply
- Improving housing support for residents, meeting housing needs and supporting those made homeless

2.6.2 The Housing, Care and Wellbeing directorate brings together services for adults with the provision of suitable housing across the city. Access to decent, quality affordable housing is key to people's health and wellbeing, and providing the right housing support in an integrated way with other services will ensure the best use of resources and joined-up support for our most vulnerable people accessing housing and other services.

2.6.3 This directorate will develop innovative policy responses to the particular challenges facing the City, including addiction, rough sleeping and homelessness. The directorate will have a focus on ending rough sleeping and homelessness in Brighton & Hove. Brighton has one of the highest numbers of rough sleepers in the country with a 27% rise in rough sleeping between 2022-23. But by 2010 rough sleeping in Brighton & Hove was down to single digits and it can be again with better resourcing and smarter, more joined up, working. This directorate will centre the voices of those with lived experience of homelessness in Brighton & Hove and seek to recruit those with lived experience of the issues the directorate is seeking to address.

- 2.6.4 The directorate will ensure that the council strategies, policies, and services promote better health and wellbeing for all, advance public health and reduce unfair differences between the most and least healthy. This will involve making improvements to how we offer information, advice and support to help people stay healthy and independent, and to access the care and support they need.
- 2.6.5 The directorate will lead on building strong relationships across the health and social care system to provide joined-up community teams and ensure services work together and are centred around the needs of people. Good quality social work will be at the heart of the activities of the directorate. The directorate has a responsibility to ensure there is a sustainable care market that can meet the needs of growing numbers of local people in need to care while enabling residents to maintain their independence as long as they are able.
- 2.6.6 Enabling and supporting communities to be safer places to live will be a key role for Housing, Care and Wellbeing Services, and further consideration of the join-up with other services will be needed to ensure this work is as effective as possible. Adult safeguarding responsibilities will be critical, including working with community organisations and others across the city to ensure vulnerable adults are kept safe.
- 2.6.7 This directorate will also lead on commissioning, to ensure a joined-up approach to ensuring people and their carers have the support they need. A review of commissioning across the council will take place in phase 2.

Overall structure

- 2.7 There was broad support for the redesign of the structure of the council, with an acknowledgement that we need a more streamlined approach, greater clarity and transparency on decision making and priorities, and on achieving a greater connection with the city and its residents. It was widely acknowledged that this change needs to fit with the new governance structures, and that the move to a cabinet system provides us with opportunities for a more strategic focus on the priorities of the Council Plan, and a way to manage our finite resources more effectively. It was also acknowledged in many of the responses that the real change needed will be achieved through cultural change, rather than our organisation design.
- 2.8 There were serious concerns raised about what was perceived to be the removal of the Housing, Neighbourhoods and Communities directorate. Rather than a deletion of any one directorate, we are creating a new organisational design, with phase 1 creating 4 new directorates, and new roles at the most senior level. The services provided from within the current HNC directorate are highly valued, delivering improving services to residents as well as policy and strategic support across the council. This level of improvement will continue as we develop a new organisational structure that aligns to the Council Plan and will provide us with increased opportunities for joined up working.
- 2.9 There were some concerns raised about the language in the document, and the balance between corporate functions and frontline delivery. The term 'stronger corporate centre' refers to the fact that the council will work more effectively and collaboratively as one corporate body. The establishment of a new corporate leadership team will change the current model fundamentally, with much greater join up between what has traditionally been termed 'corporate functions' and 'front line delivery'. Our culture change programme will address any perception that service directorates are 'done to' by the corporate centre. This is an artificial divide in an

organisation where we are all here to serve the city. There is much good practice for us to build on, with a strong business partnering model already used by those in supporting roles. Joined up working will be role modelled by the Corporate Leadership Team, and with our strategies and approaches to performance management, policy development, resource management, financial planning, digital development and our customer offer being owned and driven forward by the Corporate Leadership Team as a whole. All Corporate Directors will be responsible for ensuring the council works as One Council, with accountability for council-wide priorities and strategies sitting alongside a range of functional responsibilities.

- 2.10 Further discussion in phase 2 will be required to consider the council's approach to customer experience, both in terms of our strategy and the operational delivery of customer service. The work currently already started to map our current offer will be valuable to feed into the phase 2 considerations, and in deciding the approach needed to deliver a customer offer that meets the needs of residents in a joined-up way.
- 2.11 The new governance structure will provide for a more strategic approach to long term planning and decision making and will be built on close alignment and relationships between lead members and Corporate Directors, as well as those responsible for services at tier 3 where the main accountability for operational delivery will sit. This culture change will involve a change in ways of working for everyone involved and will build the capacity in the organisation for strategic planning. This will require operational detail to be held at the right level to ensure there aren't unrealistic expectations of Corporate Directors to hold all operational detail of their wider remits, and this change towards greater accountability and empowerment was welcomed by a number of current service heads.
- 2.12 Many of the responses sought further clarity on the savings figure of £2.4M that will be achieved through our organisational redesign, and acknowledgement of the need for greater efficiency. The changes proposed in phase one, will be the first of several changes that will contribute to the savings required but the overall £2.4 million is intended to be achieved looking at the shape and structure of the entire organisation as well as work to consider functional alignment and where they may be duplication. Section 4 of the original consultation paper outlines these initial proposals in some detail, and this paper will set out the decisions that have been made following the consultation. The changes in the structure outlined in these proposals will deliver a recurrent saving of £0.177m split across the General Fund and the Housing Revenue Account.
- 2.13 Phase 2 will outline subsequent changes and will follow on from an extensive period of engagement led by our new Chief Executive. Once decisions are made, any future change will be subject to full consultation with those impacted. In the meantime, the savings required for 24/25 will start to be achieved with a continuation of vacancy management held at a directorate level. This vacancy management will continue until our organisational redesign is complete.

Process of consultation

- 2.14 Concerns were raised about the process of consultation, and that only those whose roles were directly impacted were part of the formal consultation. There were additionally questions raised about communication and the opportunity for colleagues to feed into the process, as well as some other concerns that the communications were too wide, given the impact on individuals. I have contacted several colleagues

individually so that this can be discussed in more detail. It is fully recognised that this has been a difficult process for some of you.

- 2.15 As we approach phase 2 of our organisational redesign, we will take on board any lessons learnt from this phase. Jess Gibbons is already planning her initial period of engagement which will take place before any decisions on the structure at tier 3 are taken. There is a balance in ensuring that there is sufficient engagement and opportunity for those impacted to influence the final decisions, whilst ensuring that we settle into a new organisational design as soon as possible.
- 2.16 I have covered the next steps we will be taking, in section 3 below. I have discussed this in detail with Jess Gibbons, and she is very excited about meeting colleagues and using the depth of knowledge and experience that so clearly exists in our organisation to inform the future decisions about structure. It is also acknowledged that our future ways of working will be as much about the culture of the organisation and how we work, as it will about the formal structures in place. Where we do make structural changes, we will follow our usual processes of consultation and engagement, and opportunities created will be available in accordance with appropriate change management processes.
- 2.17 Concerns were raised about the extent of planning that has taken place regarding phase 2. I can provide reassurance that Jess will be leading an open and transparent period of engagement before any decisions are taken. We have provided clarity in the paper about areas where it is felt there maybe duplication, and there were some other areas highlighted below that were raised through the consultation which will also be explored. Some mapping work, related to our customer offer, is being taken forward by Donna Chisholm and Rima Desai, and we have had very high-level conversations at ELT about potential areas of duplication. We also have a set of organisational design principles already in operation, that we will be using to inform phase 2 decisions. Jess will take forward this work from 18th March onwards, and there will be an open opportunity for you to contribute to this work.

Bringing together Adult Social Care and Housing

- 2.18 The focus of many of the consultation responses was the proposal to bring together a single directorate that will cover adult social care services and housing, with both positive and negative responses to this proposal provided, and there were many issues raised with the directorate name. During the consideration of directorate structure, alternative proposals were considered, and it was decided that for the challenges faced in this city the bringing together of housing with other services to support vulnerable adults was the right combination. Our ways of working, and the structures we build at tier 3 will ensure the directorate has the right level of expertise and accountability sitting with the right posts to ensure capacity to lead these 2 significant areas of service.
- 2.19 I set out below the main issues raised about the Health and Housing directorate:
- Concern about the breadth of role for a single Corporate Director for all of adult social care and housing services – all the Corporate Director roles will operate with a broader corporate focus, and this will require change to the current Assistant Director roles at tier 3. The transition to the new structure will therefore take time and will involve changes that will create greater clarity and accountability for service matters in roles at tier 3. This change will require a different way of working, including how we

manage our relationship with members. As we move to a new cabinet system, we will be looking for opportunities to streamline decision making and provide a much clearer view of the pipeline of work over the next 3 years.

- The Corporate Director that will cover all adult and housing services (see name discussion below) will build on the partnership work that already exists between colleagues in HNC and HASC, to drive forward further collaboration that will support our most vulnerable residents in a more holistic way. Tier 3 roles will have clear remits and accountability, with much greater opportunity to build effective relationships with lead members and to support the Corporate Directors with political handling and management. There was concern that there would be a loss of a 'strong voice' for Housing at an executive level, but in appointing to the role of Corporate Director, a robust process will be followed to consider suitability for a role with this broad remit for 2 highly regulated statutory functions. We will also ensure that the Corporate Leadership Team provides joined up leadership to navigate through the biggest change to English social housing regulation and legislation for more than a decade. In phase 2 we will need to consider carefully what this means in terms of the leadership and resource for the Housing function, and to ensure a whole council approach with wrap around resource is put in place, building on the collaboration that already exists.
- Concern about timing with the incoming new inspection regimes and whether one post could hold the technical expertise required. Clearly there is much to be learnt as a council about our approach to inspections, and how we provide support in the planning for, and management of the inspection process. Children's services have long been subject to multiple inspections, both as a service directly and in supporting schools across the city. Whilst there are new inspection regimes that will need to be managed in relation to adult social care and housing, we will draw learning from what is already known about how best to plan and manage inspections. We have a great deal of talent and expertise in our adult social care, housing and children's teams, and we will take flexible approaches to resource allocation to ensure we have the right support in place during inspections.
- The statutory Director of Adult Social Services (DASS) functions: during the interim period, the current Assistant Director of Operations (HASC) will undertake the statutory DASS functions pending the appointment of a formal interim Executive Director. Initially the proposed structure places the DASS function with the new Corporate Director role, but as we proceed through phase 2 of the consultation, further discussion on this point will be had with those staff impacted. The Corporate Director will continue to have accountability for safeguarding adults, and this will involve a direct link to the principal social worker and safeguarding colleagues to provide the oversight and leadership as set out in the Care Act. Whilst this will be discussed further in phase 2, that direct link will continue both in the interim and permanent arrangements.

2.20 In terms of positive response, the opportunities and potential to join and improve services and outcomes for vulnerable residents was acknowledged in many responses, with a flavour of these responses provided below:

- Providing an opportunity for positive joint working and improvements to what can currently feel like a silo'd structure between housing and adult social care, alongside building on the areas where strong relationships, collaboration and joint working are well embedded.
- Building on excellent work that is already underway regarding our Extra Care Housing provision where changes have resulted in a more customer focussed and

efficient allocations systems, and tangible improvements in void reduction and increased occupancy rates.

- Providing opportunities for a One Council approach to some of the city's most intractable issues such as mental health and homelessness, as well as meeting the holistic needs of an ageing population, and a sense of excitement from colleagues to see what opportunities will arise from new ways of working.

Directorate name and importance of adult social care services

2.21 There was significant feedback that the title of the Health and Housing Directorate was not clear, with this being the most often raised issue by some way. There was a great deal of concern that the professional role of Adult Social Care was not mentioned in the title given the significance of this area of work and the scale of the budget. It was also felt that the title maybe misleading, and residents and customers may think that the directorate provides NHS services. There was also concern raised about 'Families' not being referenced in the Children and Learning directorate.

2.22 These issues have been carefully considered, particularly ensuring that the extremely important work of our Adult Social Care teams is valued and recognised for the services provided to some of the city's most vulnerable residents. In considering the directorate names, I was very keen that we avoided the shortening of the directorate titles into acronyms, that make no sense to many of our staff, but certainly no sense to the wider community and those that are accessing our services.

2.23 Some of the feedback on the original document highlighted the absence of adult social care and safeguarding as specific areas of work from the directorate description. I had used generic terms which were intended to cover these vital areas of work, but in week 2 of the consultation the document was updated to make more specific reference to adult social care. As part of this outcome, I wanted to highlight the importance of these areas of work, and specifically the vital importance of the statutory services provided, and to formally acknowledge the valued work of colleagues who provide such excellent dedication and professional support in these areas.

The move of Library Services to Families, Children and Learning Directorate

2.24 It was acknowledged in the responses to the consultation that libraries are a service that could sit logically with many parts of the council, and that sitting the service with Families, Children and Learning strengthens the links with other family learning services, albeit the service offer of libraries is much wider than this. There was particular concern about how services such as digital inclusion, access to PC's, business support and the provision of community and learning events will be supported within the proposed arrangements.

2.25 There were specific questions about how libraries link to family hubs, given the specific mention of this in the consultation. This thinking is to be explored in much more detail and depth in phase 2, but some examples from other local authorities demonstrate models where libraries are used as hubs to work closely with families and residents who find it difficult to access the support they need through mainstream services. The library services, in some local authority areas have evolved into family hubs that support people to help themselves and each other, providing physical space to provide more localised services. Further exploration is needed as to whether the community support provided through family hubs, which involves providing information, advice and guidance, delivering volunteering and community development, and the delivery of interventions for families across levels of need could benefit from closer working

across the physical spaces that our libraries provide. This is just one element of join up, and the consultation feedback also highlighted the importance of continued collaboration between libraries and many other areas of the council.

- 2.26 There was much positivity in the responses from libraries and welcoming of opportunities to work closely with other services, particularly where this might provide the opportunity for financial efficiency or enhancing the offer to residents.

The move of Safer Communities to City Services

- 2.27 There were some positive responses to the move of Safer Communities to City Services, particularly in regard to the synergies between the regulatory services of Environmental Protection, Licencing, Trading Standards fitting well with the regulatory work that currently sits within the current EEC directorate. There were also concerns expressed about the move away from Housing given the close working on anti-social behaviour. This concern is recognised and will be addressed by our ways of working which will ensure the expertise within the community safety team provides support in a joined-up way across the council, with the key relationship with housing colleagues continuing and developing.
- 2.28 During phase 2, further consideration is needed to how we best take forward our work to ensure our communities are safer places to live and work, with various views shared about how these services are cross cutting and interlinked across community safety, housing and community engagement and how we fulfil our statutory duties under the Prevent agenda, where solutions often require health, education, employment, housing and children's services.
- 2.29 Further discussions will now also take place to explore in detail the connection between the community safety functions, including the commissioning of domestic violence services, addressing violence against women and girls, and delivering the prevent statutory duties, and the functions of the Policy team, and the Community, Equality and Third Sector team. A further discussion about Emergency Planning, and where this best sits, is also needed. These discussions will be led by the Corporate Director City Services in collaboration with the relevant Assistant Directors and Heads of Service, which will establish whether some parts of the team should move at an earlier stage into Corporate Services.
- 2.30 In phase 1, Life Events will remain as a reporting line into Housing, Care and Wellbeing but further consideration will be given to this area in phase 2, to explore the synergies with other functions in City Services.

The move of Community, Equalities and Third Sector team to Corporate Services

- 2.31 There was concern about the move of these services away from Housing, given the legal and regulatory obligations to engage with tenants as well as enabling communities to influence decision making and hold the council as landlord to account. The Council Plan sets out the council's determination to ensure residents views, experiences and needs are central to our decision making, and it is important that we have a consistent and joined up approach to enriching and deepening our engagement activity, sharing our expertise across the council. The importance of engagement in developing housing policy and services is fundamental and a central part of the Council Plan, and this strong link between engagement and housing will continue.

- 2.32 There were comments raised that the proposals weaken the focus on engaging with communities and delivering a fair and inclusive council, given this work is currently led from within the HNC directorate. I can provide reassurance that how we engage with communities, and driving forward with a fair and inclusive council, will continue to be embedded within services across the council. These are priority areas of work, with community engagement being one of our biggest challenges and a major priority of the new administration. Bringing community engagement closer to our policy and communications work will provide greater opportunities to effectively listen to our communities, support services to respond and effectively communicate the changes we have made. This aligns with our Council Plan and is designed to build trusting relationships and ensure our communities feel heard.
- 2.33 Supporting services to deliver a fair and inclusive council will be a key outcome for the Corporate Services directorate, and this will be reflected clearly in future communications. Our aim will be to embed this work in all that we do, and ensure our focus is outward and our work driven by the right communication and engagement with our diverse communities. Jess Gibbons is looking forward to discussing this key corporate priority further as we seek to continue the excellent work delivered under our anti-racist strategy, our accessible city strategy, and other work designed to build on the excellent business partnering relationships that exist to benefit services and create better outcomes for residents.

Support functions for directorate structures

- 2.34 There were concerns raised during the consultation from colleagues that provide support to the current directorate structure. I have confirmed to those colleagues that as part of this consultation process there are no other immediate changes to roles and when the directorate structure changes, all current roles will transfer into the new directorates pending further work as part of phase 2 (see next steps and timeline in section 3).
- 2.35 The next step in our organisation redesign, will be to consider the structure of roles reporting into the new Corporate Directors, and how we avoid duplication and drive cross organisational change to meet our aspirations set out in 1.1 above.
- 2.36 During phase 2 we will be looking at the way directorates are supported and how we respond in an agile and cross cutting way to challenges. We will be seeking to balance directorate specific needs for support with the need for flexible structures that maximise our ability to work cross organisationally. There are many examples of where we might benefit from an even greater level of join-up and flexible use of resources, such as responding to major challenges around school organisation or the homelessness crisis, and in supporting each other with common challenges such as the work to prepare for and see through increasing numbers of inspections. In all these areas the role of Business Managers and other support roles are crucial.
- 2.37 These are all considerations that will be further discussed in phase 2, and in the meantime, I have reassured those currently in Executive Assistant (EA) and Business Improvement Manager roles that there will be no immediate change to roles, although there will be some discussion about remits, and for EA's which senior leaders they support.

Communications

2.38 Feedback was provided about a more strategic approach required for communications, with the impact of current funding arrangements needing to be addressed to facilitate this. As part of this, further thought is needed into how we maximise communications reach with digital and other channels, and ensuring a holistic approach to developing communications that maximise the use of a variety of platforms.

Areas of functional alignment

2.39 It was acknowledged by many that the council needed to find more effective methods of engagement, and build on the collaboration that already exists, and has seen the recent development of the new community engagement approach. This uses a new digital platform and other blended approaches to ensure a one council joined up approach to engagement and is an area we need to further explore to ensure we maximise the insight gathered, and how we use this across policy thinking and service delivery. There was also feedback that highlighted the importance of embedding community engagement, insight and equalities into service delivery, and ensuring that there are strong relationships and collaboration between subject experts and services delivery.

2.40 The original consultation document highlighted 11 areas where it is felt further review maybe needed to remove duplication, improve efficiency, and further develop a one council approach. There were suggestions of additional areas that could also be included, such as how we approach data analytics, research and evaluation and our approach to partnership working. These areas will be further considered in phase 2.

3. Next steps

3.1 Following the extensive feedback and consultation, it has been decided to proceed with the reduction in number of directorates, and the establishment of a new corporate leadership team (see new structure charts attached at appendix 1). The feedback has demonstrated the extent of change needed as well as the enthusiasm of leaders across the organisation to be involved in the next steps.

3.2 The most significant feedback related to the naming of directorates, and therefore this has been reconsidered. The revised directorates will be named as follows:

- Corporate Services
- City Services
- Housing, Care and Wellbeing
- Families, Children and Learning

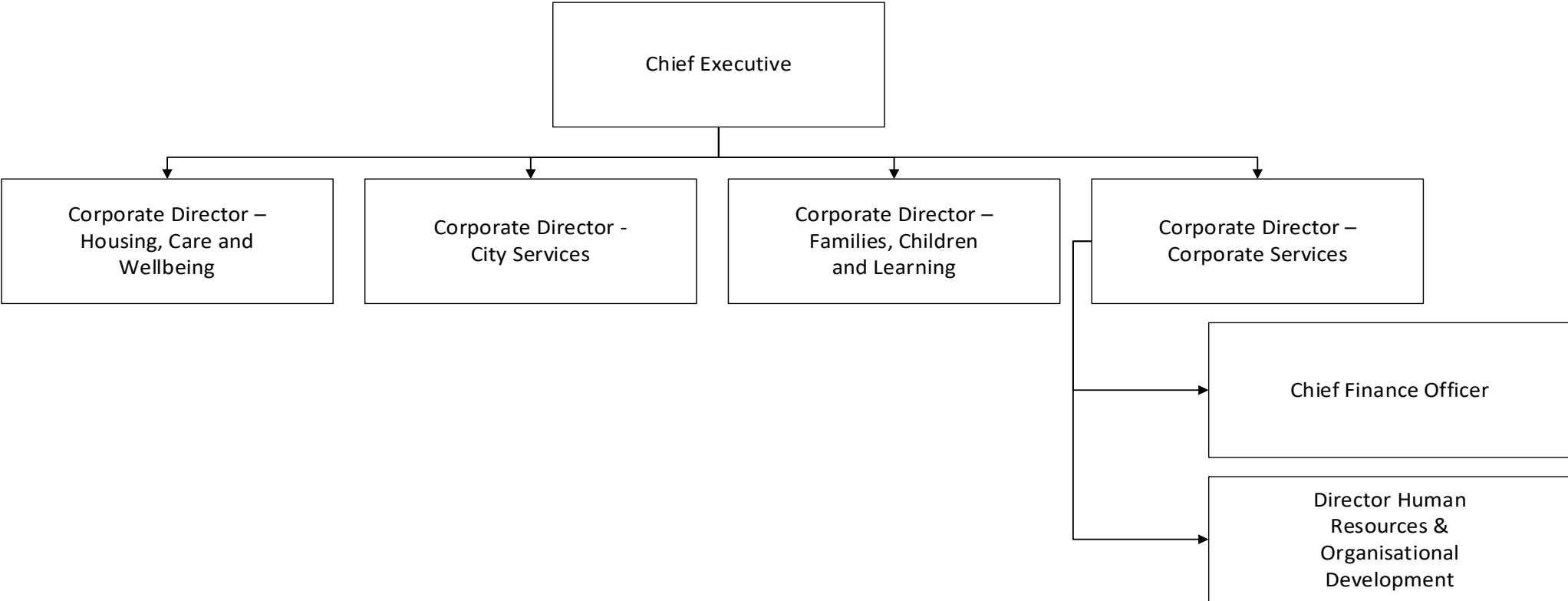
3.3 The role of Corporate Director Housing, Care and Wellbeing is a new position which will be appointed to in accordance with the processes for appointment of a Corporate Director. Further detail will follow on this shortly.

3.4 Pending the appointment of the Corporate Director (Housing, Care and Wellbeing), interim arrangements will be put in place. These will be discussed in more detail with those impacted over the next 2 weeks, and further information will follow on this. All other changes will take effect from 1st April 2024.

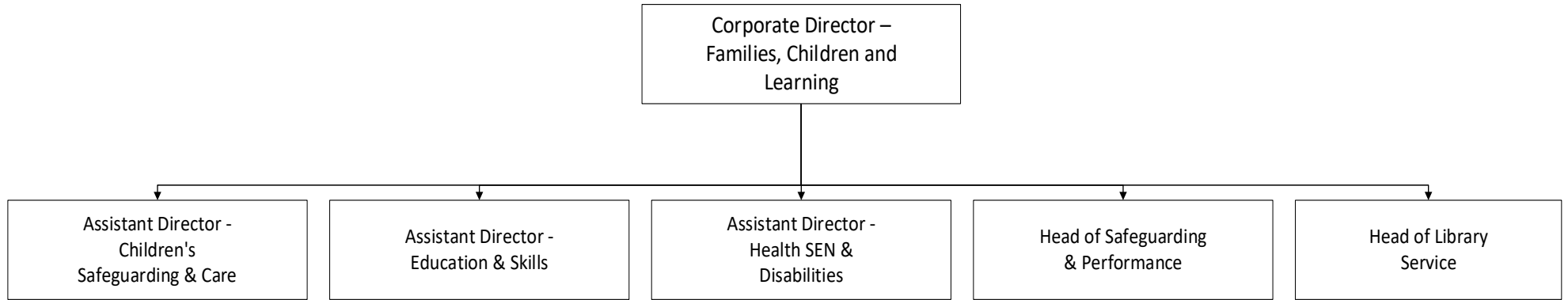
3.5 Once again, I would like to place on record my sincere thanks to everyone that has contributed during the period of consultation, and for the hard work and professionalism across the organisation during this period of change.

Appendix 1 – New Structure Charts

Corporate Leadership Team

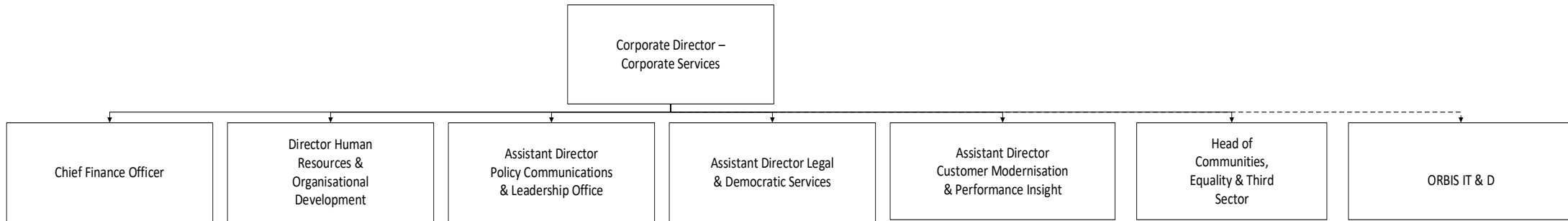


Families, Children and Learning

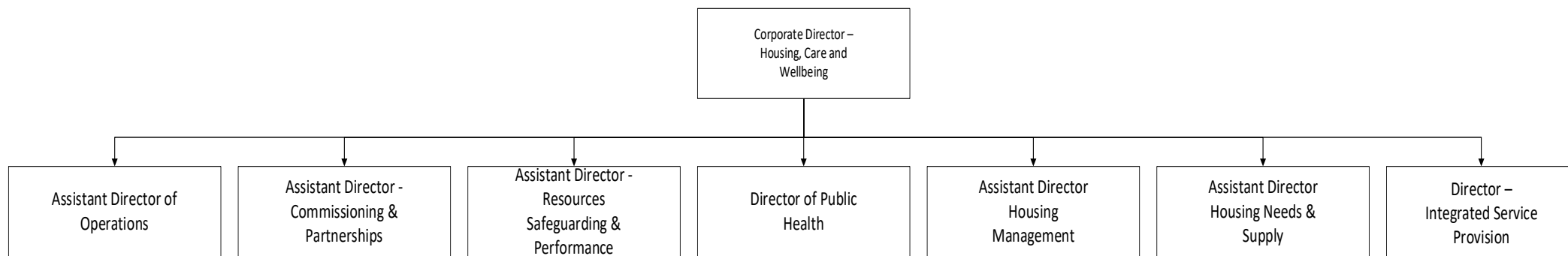


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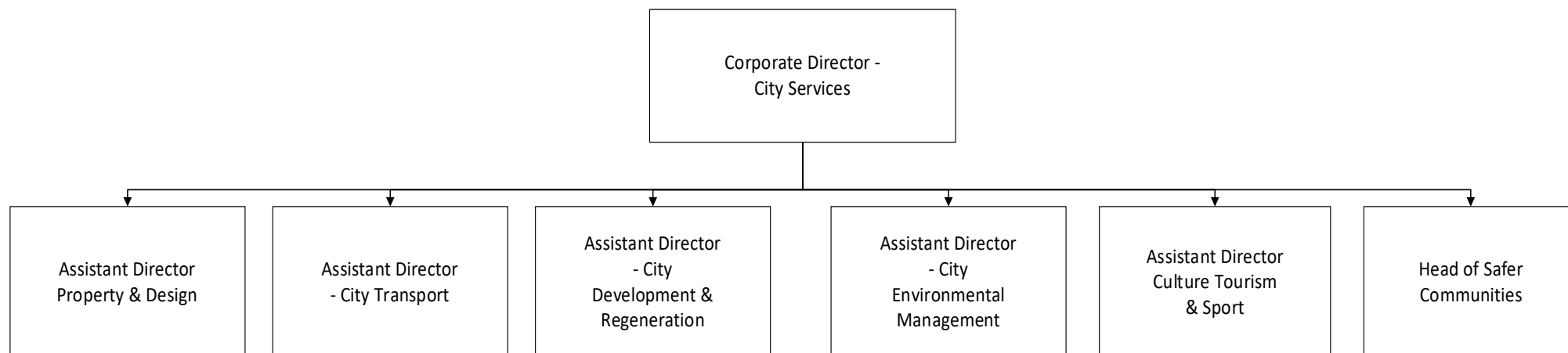
Corporate Services



Housing, Care and Wellbeing



70 City Services



Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 116

Subject: Social Value in procurement

Date of meeting: 14 March 2024

Report of: Executive Director, Governance, People & Resources

Contact Officer: Name: Florence Hérault
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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 This report sets out the proposed modifications to the Social Value framework and Social Value procurement policy to create a Social Value Toolkit.
- 1.2 The proposed approach is to replace the framework with the following suite of documents:
 - A social Value guide for council Officers
 - A Social Value guide for Bidders
 - A Social Value Action Plan template
 - A refreshed set of Social Value Outcomes and Outputs examples
 - A new Social Value in procurement policy.
 - New Webpage and Wave page to host these documents
- 1.3 The purpose of this activity is to harmonise and simplify how Social Value is applied to Council tenders, with a view to improve Social Value delivery across the Council's contracts.

2. Recommendations

- 2.1 That Committee approves the new document suite "the Social Value Toolkit" for use in Council procurement activity going forward.
- 2.2 That Committee agrees for a Social Value community of practice to be created to support Council Officers and to ensure the document suite remains up to date.
- 2.3 That Committee delegates authority to approve updates of the Social Value Policy and Toolkit to the Head of Procurement in consultation with the Procurement lead members.
- 2.4 That Committee approves the creation of a Directorate KPI to monitor delivery of Social Value going forward.

3. Context and background information

- 3.1 In 2016 a consultancy was commissioned to create the Social Value Framework. The Social Value framework set out to define Social Value for BHCC and the city, establish Social Value Principles, and draw from existing strategies to produce a set of Social Value outcomes to seek, and guidance to follow when commissioning and procuring services for the city. Additionally, a Social Value pledge was created for businesses to sign up to.
- 3.2 The framework has been a very useful tool to introduce the concept of Social Value to Council Officers, and instrumental in the adoption of Social Value as a criterion for determining the overall value of Council tenders. However, a review of the framework highlighted a number of challenges.
- The guidance, at 32 pages was too complex, and by targeting different audiences at once, was difficult to interpret.
 - There was a strong focus on Social Value in the context of Health and Social Care, to the detriment of other categories of procurement which were not sufficiently addressed.
 - There was no mechanism put in place for reviewing and updating the framework.
- 3.3 In 2023 a group was set up to simplify the guidance, re-align the Social Value outcomes and priorities with the current Council Plan and strategies, and put a focus on how Social Value can be practically applied to procurement in the context of the Social Value Act 2012 and subsequent Procurement Policy notes, in particular PPN 06/20. This resulted in the creation of a new suite of documents:
- A Social Value procurement guide for council Officers: this guide gives officers at the Council who procure goods work and services a simple step by step approach to follow, together with concrete examples to illustrate how each step can be applied in practice.
 - A Social Value procurement guide for Bidders: this guide gives bidders for Council contract a detailed approach for incorporating Social Value in the delivery of the contract and producing a robust proposal to include in their bid, together with practical tips.
 - A Social Value Action Plan: This document serves a dual purpose. The first part requests bidders to summarise their Social Value proposals, the second can be used by Contract Managers throughout the life of the contract to monitor the delivery of these activities.
 - A refreshed set of Social Value Outcomes and Outputs examples: The Social Value Outcomes and Outputs example have been updated to mirror outcomes in the current council Plan and have been produced following extensive consultation with Subject Matter Experts and the Council, Suppliers and the Voluntary, Community and Social Enterprise sector.
 - A new Social Value in procurement policy. The policy has been updated to set out expectations from Council officers with regards to applying Social Value to Council tenders, as well as monitoring Social Value post contract award.
 - New Webpage and Wave page to host these documents: two new pages have been created so that all this information is easily accessible to both

Bidders and Council officers. The Website page also includes information about Brighton demographics and other resources aimed at supporting bidders with, as well as case studies to illustrate examples of Social Value benefits delivered to the residents of Brighton and Hove as a result of the council procurement activity.

- 3.4 During the creation of these documents, the group highlighted the need for Social Value delivered to be monitored. This resulted in the creation of the Social Value action plan mentioned above.
- 3.5 The creation of a Directorate KPI for Social Value would support more robust contract management of Social Value across Council contracts.
- 3.6 In order for the toolkit and the information it contains to remain relevant, and to assist Council Officers going forward, it is also recommended that a community of practice is created. The group should consist of representative of all directorates, as well as officers from the following teams:
 - Procurement
 - Contract and supply
 - Employment and skills
 - Education and skills
 - Equalities Diversity and Inclusion
 - Contract performance teams
 - Procurement lead members
 - Sustainability team
 - Business & IP Centre Sussex Manager

The group would meet quarterly to discuss support for officers at the council, and the monitoring of the delivery of Social Value, as well as any new outputs that could be added. The group would also review and update the document suite annually.

4. Analysis and consideration of alternative options

- 4.1 The alternative option would have been to update the Social Value Outcomes and Outputs and keeping the framework as it was, but that would have meant the framework would have remained underutilised and an opportunity to improve our process would have been missed.

5. Community engagement and consultation

- 5.1 The following has taken place:
 - 30/11/2023: Strategic Procurement Managers – feedback was received with regards to the Social Value Guidance for Officers and bidders guide which were updated as a result.
 - 12/12/2023: Supplier focus group 1 – Feedback was received from Suppliers with regards to the Social Value bidders guide which was updated as a result. Document suite was very well received, particularly the Social Value Action Plan.
 - 11/01/2024: Policy Network – Feedback was received with regards to the Social Value Outcomes and Outputs, additional outputs were added as a result.

- 15/01/2024: Supplier focus group 2 - Feedback was received with regards to the definition of “local” when it comes to Social Value as well as the wish for a more unified approach to Social Value from neighboring authority (ESCC, WSCC, and SCC) Feedback relayed to Orbis Procurement. Document suite was very well received, particularly the Social Value Action Plan.
- 16/01/2024: VCSEs focus group (Community Works) – feedback was received with regards to the tone of the documents, as well as potential additional outputs to be added. Community Works was tasked with reviewing the tone and outputs and to make suggestions. Document suite was very well received, particularly the Social Value Action Plan.
- 26/01/2024 and 16/02/2024: Lead members for procurement briefing – Cllrs Burden and Robinson were presented the toolkit and were consulted on the drafting of the policy, the Social Value outcomes and outputs document, and this report.

6. Conclusion

- 6.1 The work undertaken by the cross-functional team has resulted in the creation of user-friendly guides for both Council Officers and Bidders, ensuring a straightforward and practical approach to incorporating Social Value in procurement.
- 6.2 Furthermore, the Social Value Action Plan, coupled with the refreshed set of Outcomes and Outputs examples, provides a robust framework for both proposal development and ongoing contract management. The alignment with the current Council Plan and strategies, as well as compliance with the Social Value Act 2012 and PPN 06/20, demonstrates a commitment to ensuring Social Value is a key consideration in the procurement process.
- 6.3 The Social Value in procurement policy, along with dedicated webpages for easy access to information, reflects a comprehensive approach to dissemination and implementation. The inclusion of demographic information, resources, and case studies on the webpages enhances transparency and supports bidders in understanding and delivering Social Value.
- 6.4 Additionally, the emphasis on monitoring Social Value delivery, as highlighted in the Social Value Action Plan, underscores the commitment to accountability and effectiveness. The suggestion to incorporate Social Value as a Key Performance Indicator (KPI) under section 52 of the Procurement Act 2023 is a forward-thinking proposal, although limitations on applicability to contracts over £5 million raise consideration for its broader impact.
- 6.5 The creation of the Social Value community of practice will provide a valuable platform for collaboration, knowledge sharing and continuous improvement as well as support the implementation of the toolkit.
- 6.6 In summary, the new suite of documents provides a comprehensive and practical approach to embedding Social Value in the Council's procurement processes. The benefits of adopting the Toolkit include enhanced clarity for Council Officers and Bidders, improved alignment with strategic goals,

strengthened contract management, and increased transparency in Social Value delivery. As such, it is recommended that the Committee approves the use of the Toolkit to strengthen the delivery of Social Value of its contracts.

7. Financial implications

- 7.1 There are no identifiable financial implications to the council arising from this policy, any costs arising will be met by existing budget resources.

Name of finance officer consulted: Ishemupenyu Chagonda

Date consulted 15/02/24

8. Legal implications

- 8.1 The Public Services (Social Value) Act 2012 requires Council commissioners to consider how they can improve the economic, environmental and social wellbeing of their local area through their procurement activities.
- 8.2 Additionally, Procurement Policy Note 06/20 [PPN 06/20] sets out a model for delivering social value in the local authority's commercial activities. The PPN applies to procurements covered by the Public Contract Regulations 2015 [PCR 2015]
- 8.3 This legislation has been used as the basis for the new suite of documents, which will replace the existing social value framework and ensure that Council officers understand and are compliant with that legislation.
- 8.4 The Council is required to comply with the PCR 2015 in relation to the procurement and award of contracts above the relevant financial thresholds for services, supplies and works. The Council's Contract Standing Orders [CSOs] will also apply.

Lawyer consulted Eleanor Richards Date: 16th February 2024

9. Equalities implications

- 9.1 No disproportionate impact was identified. An action was identified to explore what data monitoring would be possible to assess the impact of the toolkit and have this resolved by March 2024 (see recommendation 2.4)
- 9.2 A fundamental principle of Social Value and the Toolkit is to achieve added value from Council contracts to respond to the city's challenges and help deliver the Council Plans' objectives including a Diverse, Fair and Inclusive City.

10. Environmental sustainability implications

- 10.1 As of October 2022, and committee approval of the Orbis Environmentally sustainable procurement policy, Environment Sustainability has its own 10% weighting of the quality criteria.

10.2 The Social Value Outcomes and Outputs examples do include measures to protect and enhance Biodiversity which are in line with the Council's Biodiversity duty to conserve and enhance biodiversity.

11. Other Implications

Crime & disorder implications:

11.1 Outcome 2.2: A safe and welcoming City aims to encourage suppliers in relevant contract to consider actions with a positive impact on community safety as part of their Social Value commitments.

Public health implications:

11.2 Outcome 3.2 Living and aging well aims to encourage suppliers in relevant contracts to consider actions that would improve the wellbeing of residents of Brighton and Hove and/or their own workforce.

Supporting Documentation

1. Appendices

1. Social Value Outcomes and Outputs
2. Bidder's guidance
3. Officer's guidance
4. Social Value Action Plan
5. Draft Social Value in Procurement policy

2. Background documents

1. Equalities Impact Assessment - GPR101-05-Mar-24-EIA-Social-Value-Toolkit

This document is designed to support Council buyers and Commissioners with selecting relevant Social Value Outcomes and Outputs to include in tender documents. We recommend selecting 1 or 2 outcomes per tender, and suggesting as many outputs as are relevant. Outputs are provided for guidance and inspiration and are not an exhaustive list. We encourage buyers and commissioners to create their own relevant outputs where these would be more suited to achieving Social Value for their project.

OUTCOMES: Longer-term changes in individuals, communities, or systems resulting from the social value output. It represents the actual impact or benefit generated by the output.
 Example: Increased employment rates following training programs.

OUTPUT: Direct results of an activity or process that contribute to achieving positive social impact. Think of it as the immediate, tangible activity delivered.
 Examples: Training programs offered to unemployed individuals,

Commissioners and the procurement lead should work together to consider the outcomes in this document and how they relate to the contract.
 When deciding which outcomes apply to a procurement, users will need to carefully consider, in the context of the procurement:

- whether the Outcomes and example outputs are related to the subject matter of the contract,
- whether they are proportionate to the contract, and
- whether their application will ensure compliance with the principles of equal treatment and non-discrimination



A city to be proud of

- A clean, accessible and sustainable city
- More local people in employment
- Students are prepared for the world of work



A Fair and inclusive city

- A diverse, fair and inclusive city
- A safe and welcoming city
- Resilient communities



A healthy city where people thrive

- Thriving children
- Living and ageing well



A well run council with responsive services

- Knowledge sharing

Outcomes	Outputs
Outcome 1.1 A prosperous city <ul style="list-style-type: none"> Investing in the city, Help new organisations to grow Develop collaboration between public, private and third sector, A fair and responsible approach to working 	Increase the number of local direct employees/people on contract employed directly or through the supply chain
	Offer accredited or recognised qualifications linked to sustainability / green jobs
	Provision of facilities for use by community and voluntary organisations for a set number of hours per year.
	Approach local businesses and voluntary organisations to investigate opportunities for asset sharing
	Provision of under-utilised facilities for new business uses, supporting diversification of our economy.
Outcome 1.2: A clean, accessible and sustainable city <ul style="list-style-type: none"> Reduce green skills gap, enhance biodiversity and green spaces, support the development of a circular economy, influence staff, suppliers, customers and communities to support environmental protection & improvement 	Introduce employees to Credit Union and/or membership and monthly contributions in a savings account, explaining to employees the benefits of joining a credit union / investigate partnership opportunities with Local credit unions such as Wave Community bank to enhance financial security among employees.
	Contribute business planning support to community and voluntary organisations or local SMEs or business start-ups (This could be financial advice/legal advice/HR/advice/ sustainability advice, possibly through BIPC?)
	Providing tools and equipment to the Tidy Up Team of volunteers scheme.*
	Provision of Kits including: Litterpicker, Rubbish Bags, Bag Holder Hoop, Gloves, Hi-Viz Vest, Individual First Aid Kit,,Cleansing Wipes, Antibacterial Gel, Kit Holdall
	Work with other industry players on improving relevant environmental standards for your industry
	Provide data or contribute to academic research on environmental topics
	Develop water or carbon footprinting of products
	Offer environmentally sustainable training, taster days, site visits, etc. In Brighton & Hove
	Support those in traditional high carbon industries to retrain, e.g. by offering low carbon economy apprenticeships on contract
	Provide training and/or resources on improving social or environmental performance in your supply chain.
	Support local SMEs to produce a carbon reduction plan.
	Support B&H SMEs outside your supply chain to reduce their carbon footprints and become more climate resilient.
	Deliver briefings, resources and guidance in an agreed format, suitable for communities, schools, staff or councillors, relevant to the contract (particularly suitable for research or consultancy contracts).
	Initiatives to diversify the supply chain
	Supporting households to better manage their water and energy demands.
	Support habitat creation through volunteering and partnering with local charities such as the Wildflower Conservation Society or POnldlife. e.g. creation of ponds, support the maintenance or creation of butterfly banks and or Wilder Verges through staff volunteer days. Fund tree planting in areas of high heat exposure informed by the climate risk and vulnerability assessment.
	Offer cycle training and other provisions to support active travel to workplaces and community organisations.
Advise community groups, organisations, schools and businesses in the city to learn how they can be more climate resilient and adapt their buildings and day to day operations to reduce risk of extreme weather to their users.	
In collaboration with the council and local community groups, produce a maintenance plan for any new habitats in need of ongoing maintenance.	

	<p>Work collaboratively with the council and other local organisations to support reduction in purchase of new items and infrastructure, and facilitate reuse and recycling in Brighton & Hove, e.g. by providing space for reuse, repair and recycling activities and infrastructure.</p> <p>Providing tools and equipment to the Tidy Up Team scheme.*</p> <p>Provision of a set number of hours of advice to help local SMEs in your supply chain produce a carbon emissions reduction plan. Communicate and inspire BHCC staff, residents, businesses, or third-sector organisations where their behaviour change can amplify the environmental benefits of your service or works.</p>
<p>Outcome 1.3: More local people in employment</p> <ul style="list-style-type: none"> • Create employment, retraining and other return to work opportunities for the unemployed • Support professional development 	Using the job centre to advertise vacancies and engage with organisations that support people into work*
	Supporting a Sector Based Work Academy (SWAP)*
	Offer high value apprenticeships to current employees (to retrain for example)
	Recruitment of local apprentices from across the diverse communities of the city; proactively reaching out to under-represented groups in your workforce
	Offers of work placements/work experience and vocational opportunities to diverse residents of the city; ensure your cohort represents the city's diverse population
	Transfers of any unused Apprenticeship Levy*
	Implementing a personal development framework to provide all workers with the opportunity to discuss their career progression*
	Supporting people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and/or school and college students)
	Supporting people to change careers by providing mentoring, CV advice, mock interviews, careers advice and guidance to enable residents to respond to a changing labour market
	Supporting educational attainment relevant to the contract
Supporting in-work progression to help people, especially those from disadvantaged or minority groups, to move to higher paid work by developing new skills; e.g., by posting job openings internally first and providing cross-skills training for career advancements or transitions (e.g. management training for non-managers)	
<p>Outcome 1.4 Students are prepared for the world of work</p> <ul style="list-style-type: none"> • Support initiatives to build up young people's skills and confidence 	Offer scholarships, work placements, internships and experience of the world of work*
	This could follow the traditional model of one week work experience, a number of short interactions over a period of time, or a paid internship to support the development of a student with a disability or graduate. Technical education reforms mean that many colleges will be looking for placements for their students studying T Levels.
	Offer career advice in schools (i.e offer to go to schools to talk about the industry/careers in those industries)
	Support careers events and collaborate on local skills conversations*
	Host work-based site visits and taster days*
	Support an enterprise day*
	Provide an industry champion or Enterprise adviser*
	offer Guest lectures to education institutions
	Share sector or organisation's approach to supporting sustainability and new and emerging technology.*
Supporting young people into work through employability support (schools and colleges)	

Focus area 2: A Fair and inclusive city

Outcomes	Sample outputs
<p>Outcome 2.1: A diverse , fair and inclusive city</p> <ul style="list-style-type: none"> • Support equality, diversity and inclusion for all people with protected characteristics • Everyone is supported to have a home, job/role & social network 	<p>Actions to increase representation of disabled people in the contract workforce (disability confident employer*)</p>
	<p>Actions to identify inequalities in employment skills and pay in the contract workforce.</p>
	<p>Offer employment and training opportunities for those facing barriers/located in deprived areas/ in skill shortages including long-term unemployed, ex-offenders and people with disabilities.</p>
	<p>Support disabled people to develop new skills that result in recognised qualifications.</p>
	<p>Designate an individual or group explicitly responsible for diversity, equity and inclusion, and provide equality, diversity and inclusion training for staff and supply chain</p>
	<p>upskill hiring staff to recruit and attract more applicants for new jobs from diverse backgrounds and to create a more diverse workforce that is representative of the wider city community.</p>
	<p>Produce an action plan to increase diversity in your workforce and in senior management, with specific, measurable diversity improvement goals that are reviewed by senior executives or your Board of Directors.</p>
	<p>Improve recruitment practices to increase diversity in the contract workforce and increase diversity in senior management; e.g. actively recruit through organisations or services that serve individuals from underrepresented populations; conduct analyses of job description language and requirements to ensure they are inclusive; do not ask about incarceration history in the application process; etc.</p>
	<p>Offer of healthy workplace schemes</p>
	<p>Support BHCC prevention campaigns by amplifying education and publicity campaigns (e.g., support staff/residents/service users to stop smoking/increase their physical activity/access money advice/achieve a healthy weight).</p>
	<p>Sign the armed forces Covenant*</p>
	<p>Actions to develop a more inclusive workforce* (e.g. by employing armed forces veterans, homeless, survivors of modern slavery, mothers returning to work, employees who are NEETs, 16-25-year-old care leavers, rehabilitating young offenders/ex-offenders, disabled (including armed forces veterans))</p>
<p>Produce an action plan to remove barriers to recruitment*</p>	

<p>Outcome 2.2: A safe and welcoming city</p> <ul style="list-style-type: none"> • Initiatives to promote personal safety and security 	<p>Ensuring staff and/or volunteers have access to appropriate training to enable them to ‘Ask and Act’ about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure sensitively and access a referral pathway to facilitate referrals to appropriate local and national services).</p> <p>Having initiatives for staff to that prevent bullying, sexual exploitation of people.</p> <p>Initiatives to improve safety and security to enable safe travel to work</p> <p>Having initiatives to ensure that the service is able to manage staff/ volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types.</p> <p>Taking action to identify and manage modern slavery in the delivery of the contract (including the supply chain), beyond the production of a Modern Slavery statement.</p> <p>Offer training to local SMEs on matters of regulatory health and safety compliance</p>
<p>Outcome 2.3: Resilient communities</p> <ul style="list-style-type: none"> • Influence staff, suppliers, customers and communities to support strong integrated communities - • Collaboration with users and communities in the codesign & delivery of the contract to support strong integrated communities 	<p>Increasing the resilience of cultural organisations through supplier’s senior staff becoming trustees and board members.*</p> <p>Support for projects to reduce social isolation and improve connection with nature</p> <p>Increasing the skills of cultural organisations by offering access to training and development opportunities, including sharing case studies/good practice *</p> <p>Volunteering with local community projects</p> <p>Provide free use of company facilities to host local community events</p> <p>Grant equity or ownership in the company to a local nonprofit</p> <p>Provide staff with Employer-supported volunteering programme*</p> <p>offer Support to staff who are Carers*, <i>care experienced, have a disability and ethnicity intersection.</i></p> <p>Offer discounted products or services to qualified underserved groups</p>

Outcomes	Outputs
Outcome 3.1: Thriving Children: • Families, children and young people are healthy. • All children have equal opportunity to flourish.	Involving disadvantaged children in Arts projects or biodiversity projects.
	Working with youth organisation to develop practical skills
	support for local youth groups in the form of contributions of resources or by appropriate delivery of provision eg youth activities
	Provide flexible working to support employees with caring or parenting responsibilities.
	Support projects and activities that encourage children and young people to access green, blue and grey spaces NB :Urban open spaces come in a wide variety of types: it can include greenspace (parks), blue space (water), brown space (brownfield land) and grey space (hard surfaced areas)
	Provide resources or opportunities for those who are care experienced eg shadowing, mentoring, work experience or employment opportunities
	Provide resources or support relating to the better mental health and emotional wellbeing of children, young people and their families
	Provide resources or support to children, young people or their families who are facing the risk of disadvantage (likely to be via race/ethnicity, additional needs or disability, English as an additional language, experiencing poverty, a member of the LGBTQ+ community)
	Provide resources or support to further the aim for an AntiRacist Council
	Provide mechanisms to ensure child, young person or family voice is captured meaningfully and influences service delivery in the city
Support schools and youth organisations with any physical improvements, refurbishment, new infrastructure or repair to existing infrastructure that are required in or to their buildings and outside spaces.	
Outcome 3.2: Living and Ageing well: • Enable people to live healthy, happy and fulfilling lives, and live independently	Initiatives to support older, disabled and vulnerable people by creating community networks (for example support a befriending scheme that takes people out to places of interest)
	Providing resources and / or Promoting fitness and wellbeing through community outreach programmes, for example walks / time / connection in nature, dance classes/healthy eating programmes/gym memberships for families on low incomes
	Improving integration opportunities between older and younger people through projects that mentor and/or provide learning opportunities for all
	Promote food growing as an initiative that benefits both people and the environment
	Support a fall prevention scheme.
	Support and promote city healthy eating programmes and initiatives
	Offer of healthy workplace schemes including health and wellness activities during the workweek (e.g. walking or steps programs)
	Designate an individual or group to ensure continued engagement with staff on your workplace travel plan
	Offer incentives for workers to complete health risk assessments or participate in health and wellness activities (e.g., a fund for exercise equipment, subsidized gym membership)
	Provide employees with free access to behavioral health counseling services, web resources, or Employee Assistance Programs.
	Adopt or review policies and programs in place to prevent ergonomic-related injuries in the workspace
	Support BHCC prevention campaigns by amplifying education and publicity campaigns (e.g., support staff/residents/service users to stop smoking/increase their physical activity/access money advice/achieve a healthy weight).
	Taking action to support physical and mental health and wellbeing in the workforce taking account of employees' intersecting identities, and that all gain access to the offer.

Focus area 4: A well run Council with responsive services	
Outcome	Outputs
Outcome 4.1 A responsive council with well run services • Share knowledge with the Council	Contribute specialist advice or CPD training to council staff
	When processing council-owned and publicly available data, identify ways in which this data could be better utilised by the council and its partners for social and environmental benefit

Introduction

Under the Public Services (Social Value) Act of 2012, Brighton and Hove City Council, as a public sector buyer, has an obligation to consider how its purchasing power can be used to secure wider economic, social and environmental benefits for its area and/or stakeholders.

This means that whenever we procure something, we need to think about:

- how what is being procured may improve the economic, social and environmental well-being of the area where the contract is being delivered; and
- how the procurement process can secure those improvements.

We are looking to work with organisations who behave responsibly and ethically and who go beyond the technical requirements of contracts, (beyond “business as usual”), to create positive outcomes for our local communities.

The below information is provided for guidance only and does not supersede the tender documents themselves. Please always follow the instructions in the invitation to tender.

Our bidders’ guidance for creating a strong Social Value submission

1. Get to know Brighton and Hove / participate in Pre-market engagement sessions

If you are unfamiliar with the city and its diverse communities, please [read the Council plan](#) to understand our priorities and [the demographics of the city](#). Take a moment to [examine each focus area](#) and the matching Social Value outcomes and sample outputs.

When we have the capacity to do so, we try and engage with suppliers at the pre-procurement stage. This is a good opportunity for us to get feedback on our approach, and for our supply chain to help shape the process, so do take part if you can.

2. Read the Specification and Invitation to Tender carefully

In the Specification document we will set out which Social Value outcome(s) we seek from the contract, as well as examples of activities/outputs that could help you achieve them.

In the Invitation to Tender, we will provide the scoring methodology used to evaluate the Social Value criteria. This scoring methodology is specific to the Social Value question. Please read it and keep it in mind when drafting your response.

3. Understand the outcome(s) and research how your organisation could achieve them

Unless specified otherwise in the tender documents, the suggested outputs are there for guidance, and the list of outputs is not intended to be exhaustive. If the outputs suggested are not something you can deliver, please consider whether you have other projects/activities ongoing that would meet the outcomes. We encourage innovation and creativity. You may already have initiatives ongoing at your organisation that would also be suitable .

4. Engage with the local community/third sector

Check that the intended beneficiaries of the Social Value you are proposing to deliver have a genuine need for the output(s) you have chosen to deliver as part of your contract.

Look at where the contract is to be delivered. Which schools, charities, social enterprises are active in that area? If you are proposing to donate equipment or services to a charity, it is a good idea to contact that charity and check that donation meets their needs. You will need to demonstrate in your response that this step has been completed.

Remember that most charities operate on limited capacity and may receive numerous emails from bidders. In your initial approach, it may be a good idea to mention what you can offer the charity as well as what you want from them, so that you can build a genuine, mutually beneficial partnership.

Generic Social Value offers which are not deliverable in Brighton and Hove or which do not meet the needs of the local community/third sector will not score well.

For example, charities are often offered a team of volunteers for a single day or week but may benefit more from having a single member of your staff supporting them in a specific way over the longer term e.g. strategic planning or communications.

Conversely, if you are a bidder from the VCSE (Voluntary, Community, and Social Enterprise) sector, remember that the evaluating panel will not automatically know how your organisation delivers the Social Value outcomes highlighted in the tender. You should be in a great position to show the social value that would be created as a result of you winning the contract, and the positive impact it would make locally, but it is important to remember to illustrate how you will do this in your answer and link back to the outcome(s) in the tender.

5. Establish a delivery plan

Think about what you will need to deliver your chosen outputs/activities (“Who will be responsible for delivery? What will they need to do?”), and what evidence you will need to demonstrate that the outcome has been achieved.

For example, if you offer work placements for students, your response will score higher if you indicate who is responsible for managing the process, how they will locate

suitable candidates, when and where the placements will occur, and what evidence you will need to give the contract manager to show that they have happened.

If you offer your staff a percentage of their time to volunteer, explain what percentage that is, how you promote the initiative to your staff, how it will be used to deliver the chosen outcome in Brighton and Hove, and how you will monitor and evidence the impact.

This should form the main body of your response/method statement. The panel of evaluators need to feel confident that the activities proposed will be delivered, and that you have a robust delivery plan to do so. In addition, we need to see a clear link between the activities proposed and how they meet the outcome sought.

Your response is expected to contain as best practice:

- Where your social value commitments will be delivered, and who the beneficiaries are, for example; young people or a specific ward or wards
- What evidence you will provide to the council to demonstrate delivery of your social value commitments
- Details (name/legal structure) of local organisations the bidder proposes to involve in the delivery of social value and whether you have contacted them ahead of submission
- An action plan and timeline for the delivery of the selected social value commitments (see step 6).

6. Fill in the Social Value Action Plan template

This is a short and snappy summary of what you will have explained in the main body of your answer. It will be used to monitor delivery of outputs and outcomes once the contract is live and will help you in your reporting to the contract manager.

7. Last but not least...

It is always a good idea to sense-check your bid by asking someone who did not participate in writing the bid to score your response against the scoring methodology and to check it against the dos and don'ts list.

Dos and Don'ts social value response

Do

- Make specific commitments that you can (and will) deliver. Provide a clear method statement with realistic KPIs (key performance indicators) for social value activity. Non-delivery of social value commitments is currently an increasing challenge for public sector buyers. It is essential that you demonstrate how you will monitor and track activity internally and report on progress to the contract manager.
- Make commitments that are relevant, proportionate and deliverable locally.
- Ensure your response sets out how you will demonstrate delivery of your commitments. (Use the Social Value Plan as a guide to draft your

answer.) Outline how will you track and monitor your progress, over what time frames, and what outputs you will deliver to meet your commitments.

Don't

- Be non-committal or make vague, unspecific commitments. The Panel does not want to see aspirational, non-specific pledges. “We hope,” “We aim to,” “We could consider” and “We would be delighted to discuss” will all negatively impact your score.
- Include anything which does not answer the question. It is not simply about meeting the word count. Think of it like doing an exam: if you do not answer the question, you do not score well.
- Waffle and make vague, high-level statements about what a great organisation you are and how important social value is to you.
- Avoid referencing generic, corporate level policies. If a policy or strategy is relevant to the question, explain what that means in relation to delivering the outcome(s). For example, “Our Modern Slavery Policy provides guidance to all staff to ensure they manage and mitigate the risk of modern slavery in our supply chain. It is updated annually and published online on our website. Measures outlined in the policy which will be implemented on this contract include [list the measures].”
- Offer to donate equipment to a school in another part of the country. Social Value is about creating value locally to the contract, and that means for the city of Brighton and Hove.
- Offer free trials of your services as Social Value. Your commitments should be about creating value for the local community not upselling your services.

A step by step guide for Council Officers on how to secure Social Value outcomes when tendering contracts on behalf of the Council.

Contents

- Introduction
- Step 1 Assess relevance and proportionality
- Step 2 Identify social value opportunities
- Step 3 Select outcome(s) and outputs
- Step 4 Populate the Specification document
- Step 5 Evaluate Social Value
- Step 6 Contract Management

Related content (H4)

- Add up to three links
- Only add links directly relevant to this guide

Introduction

What is Social Value?

Social Value is the additional benefits from a commissioning/procurement process that enhances the wellbeing of the local community. This is over and above the direct purchasing of goods, services and outcomes.

For example you may be purchasing software licenses, that is the direct purchase, and the Social Value secured on top could be that the provider ensures that the software is regularly tested with users with low digital skills.

Why Social Value is important

The Social Value Act 2012 requires Brighton & Hove city Council, as a local authority, to have regards to economic, social and environmental wellbeing in connection with our public services contracts.

But whilst this is a legal requirement, the council's Social Value ambitions go beyond just compliance with the act. We approach Social Value as a way

to drive every Council suppliers to engage with and support the local community in any way they can.

How to apply Social Value to contracts

The following steps aim to give practical guidance to Council officers on how to include, evaluate and monitor the impact of Social Value in contracts. All steps are to be completed by the service officer procuring the goods/works/services, with assistance from the procurement lead.

Step 1: Assess relevance and proportionality

Identify to what extent it is relevant and proportionate to include social value requirements within the procurement, taking into account factors including (but not limited to):

- the total contract value
- the contract length
- the product / service / work being procured
- the equality impact assessment
- the number of potential lots / providers

The default minimum weighting for the Social Value quality criterion is 10% but can be increased if there is a big opportunity for Social Value and this does not take away from achieving value for money from the contract. As an example, for the procurement of a contract to build a new sports complex, we would expect 10% or more to be allocated to social value. But if you are only buying 2 lawnmowers you may not be in a position to evaluate social value.

Step 2: Identify social value opportunities

Taking account of needs, including legal protected characteristics, resources and assets, identify what social value opportunities could be created or realised.

This can be done via:

- consultation with the current provider - where applicable
- engaging with stakeholders including service users

- conducting market analysis including assessment of how social value has been delivered in similar contracts in other areas
- reviewing the Equalities Impact Assessment

Collate, review and assess the information to identify common social value themes or areas and/or proposals that would be relevant and proportionate to the procurement.

For example you could conduct desktop research on potential service providers by checking their Social Value or CSR (Corporate Social Responsibility) website pages. Or if using a framework, you could ask the framework provider to share the bidders responses to the Social Value question.

This could give you an idea of the type of Social Value the market is currently creating.

Internal stakeholder engagement

Often identifying needs comes out of having the right discussion with the right people. Here is a number of stakeholders you could reach out to, to help you define the social value needs around what you are trying to procure:

- Internal stakeholders such as front line workers, public health specialists etc.
- skillsandemployment@brighton-hove.gov.uk
- educationandskills@brighton-hove.gov.uk
- equalities@brighton-hove.gov.uk
- sustainability@brighton-hove.gov.uk

For example, for the school meals procurement, the service surveyed the parents and engaged with a senior health improvement specialist and the skills and employment team. This enabled them to identify the following relevant social Value outcomes:

More local people in employment, a clean, accessible and sustainable city and thriving children.

With suggested outputs such as :

- To create Employment and Training opportunities particularly for those who face barriers to employment and/or are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.
- To provide Food Waste and Circular Economy Education for Families
- To support Childhood/Family Healthy Weight

Step 3 - Select outcome(s) and outputs

Now you have a general idea of the direction where you want the Social Value to go, you need to select one or more outcomes for the supplier to deliver.

The Social Value outcomes are the changes the council hopes to achieve through the Social Value generated by suppliers while performing the contract.

Once you have selected the outcome(s) you will need to also think of potential outputs to match that outcome.

The outputs are the measurable activities that the Supplier will undertake in order to deliver the outcome.

Please select from the BHCC Social Value Outcomes and Outputs document [\[insert link\]](#)

The outcomes chosen need to be relevant to the contract and be deliverable by the supplier to the BHCC community. For example if the contract is only 4 months long, you can't ask for apprenticeships as these take more than 2 years to deliver, or if the suppliers are not based near BHCC and have a full workforce already, refrain from asking for local job creation as this likely won't be possible.

It is recommended to focus on 1 or 2 outcomes max, then select or create suggested outputs.

For example if the Outcome chosen is “Preparing students for the world of work.”,

a suggested Output could be to “offer work experience/placements to local students”.

Suggesting outputs is super important, some suppliers are new to social value, some are not local, and all need a helping hand to understand what the council/BHCC residents need.

In the words of our suppliers: “The greatest challenge is understanding the specific priorities of that client and local area because it is contextually unique and we are often coming from a place of no prior local knowledge. It is therefore difficult to judge how best our investment can impact a local community without some targeted guidance.”

Not only that, but they are also likely to offer outputs that are not deliverable/suitable. For example, a supplier offered as social value some concrete benches, not only these were not sustainable, but also, they were a specific shape that was unusable for the Council! So whilst we do want to encourage creativity and not be too prescriptive, we also need to give guidance.

Step 4 - Populate the Specification document

The Social Value header of the [Specification document](#) is pre-populated with standard wording, you can now add the outcomes and suggested outputs in the spaces provided in the document.

If you chose to you can also include Social Value KPIs such as:

- Number of outputs/activities delivered on Time (as per the plan submitted) >90%
- Number of reports submitted on time >90%

Step 5 - Evaluate Social Value

Below is an example of a comprehensive Social Value question to ask suppliers:

Please provide:

a) A method statement detailing the commitment(s) your organisation will make to ensure that added social value outputs/activities under the contract deliver the outcomes as per [insert reference to location in Specification document]:

Your detailed statement should include as a minimum:

- Inputs – Resources of all kinds that will be used to deliver the outputs
- Outputs - Activities to be carried out over the course of the contract and their beneficiaries.
- Outcomes – how your outputs will deliver the longer-term change hoped to be achieved and how they will impact the relevant people, communities, or local areas.

b) the completed Social Value plan (blue sections only) [[insert link to SV action plan doc](#)]

NB: Suppliers are expected to demonstrate that they have researched and understood how their commitments will deliver the chosen outcome(s) for Brighton and Hove city council. This means that they will need to evidence that the activities and outputs are relevant for the local community.

For example a supplier offering business support to local third sector organisations would need to evidence in their answer how they will identify and engage with suitable candidates to receive such support.

Step 6 - Contract Management

The contract manager is responsible for monitoring the delivery of the Social Value outcomes and outputs the winning bidder committed to in their bid. It is important to start monitoring from the beginning of the contract to ensure the supplier is taking necessary actions.

Social Value should be added as a recurring agenda item in meetings with the supplier.

The social value action plan submitted by the supplier in their bid has been designed to be used as a contract monitoring tool also, to help contract manager ensure social value delivery is on track, and to facilitate discussions around Social Value with the supplier.

For more info and support with Contract Management, please visit [\[insert link to Contract and Supply page\]](#)

Bidders Guidance:

We have prepopulated 4 examples in grey italics to illustrate our guidance below, please ensure these are removed from the spreadsheet before submitting your bid.

Please only complete the blue Bidder commitments section, the Contract Management section will be used post contract award to contract manage the delivery of Social Value during the lifetime of the contract. Please complete as many tab as there are years in the contract - add if necessary.

Column A Deliverables – please enter a short description of the Social Value outputs you will deliver during the lifetime of the contract. Please enter one line per item, for example if you are planning several enterprise days throughout the year, please enter a line for each as showed in the example above for the food growing workshop.

Column B Beneficiary: Please enter the name of the beneficiary of the Social Value output, this could be a school, a local charity, a group of residents etc. Leaving this column blank or being unspecific (for example “local Schools”) will negatively affect your scoring.

Column C Project Lead: Please indicate the name of the person at your organisation who will be responsible for the delivery and reporting of Social Value for this contract.

Column D Outcomes: Please indicate which of the outcomes (longer-term changes to be achieved) from the Specification, the delivery of this output contributes to.

Social Value Procurement Policy

Purpose:

The primary purpose of this policy is to outline the council's approach to embedding social value principles into its procurement processes in order to increase the social value delivered through its contracts.

Brighton & Hove City Council (the council) recognises the transformative potential of social value within procurement activities and is committed to harnessing this potential to generate a positive and lasting impact on our community.

Background:

The Public Services (Social Value) Act (2012) requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts and for connected purposes.

Social value is defined as “the additional benefit to the community derived from commissioning and procurement activities, extending beyond the direct purchasing of goods, services, and outcomes”.

The Council has developed a toolkit containing guidance and a set of social value outcomes that will enable it to consider the economic, social and environmental well-being of the city and its residents when procuring services from external suppliers. These outcomes are based on the vision and outcomes contained within the [Council Plan 2023-2024](#).

Roles and responsibilities

All employees undertaking or participating in procurement-related activities are required to read and understand this policy and report any issues or non-compliance to the Contract and Supply Team.

The Head of Procurement has overall accountability and authority for this policy.

The Executive Leadership Team (ELT) is responsible for ensuring all staff operate in accordance with the content of this policy.

Line managers are responsible for ensuring that staff in their team are made aware of the policy and that they are provided with appropriate training.

The Sustainability and Social Value procurement manager is responsible for the annual review of the policy to ensure it remains relevant and proportionate.

Policy Principles:

The council will:

- Consider social value as part of all relevant procurement projects.
- Include the Real Living Wage in our specification where relevant and proportionate

- Encourage suppliers to adopt robust Equality, Diversity and Inclusion policies and support our Anti-Racism Strategy.
- Encourage suppliers to support initiatives that increase the wellbeing of residents of the Brighton and Hove area and staff working on council contracts.
- Encourage suppliers from within Brighton & Hove to support regeneration projects or initiatives in the communities in which they operate.
- Encourage suppliers to support initiatives that increase the digital inclusion of residents of the Brighton and Hove area.
- Encourage suppliers to support initiatives that increase biodiversity within the Brighton and Hove area.
- Encourage suppliers to take steps to make supply-chain opportunities accessible to local SMEs and Voluntary Community and Social Enterprise (VCSE) organisations.
- Encourage suppliers to offer employment and training opportunities to people who may otherwise have difficulty finding employment.
- Encourage suppliers to engage, collaborate with, and support VCSE organisations.
- Encourage suppliers to support initiatives to alleviate the cost-of-living crisis.
- Encourage suppliers to support initiatives that help local communities to recover from the impact of the pandemic.
- Monitor the social value outcomes achieved by contracts.

Policy implementation:

The following process shows how social value will be built into competitive procurements

1. The commissioner/procurer will identify connected social value outcomes which apply, by giving consideration to what else can be achieved for the stakeholders of the contract beyond the core services procured.
2. Where available, Equalities Impact Assessments will be considered in connection with the identification of social value outcomes.
3. Social value outcomes will be connected and proportionate to the opportunity.
4. Selected social value outcomes will be included in any market engagement activity for consultation with prospective suppliers.
5. Every tender will have considered social value and have at least one outcome included, unless there is a legitimate reason not to.
6. Minimum 10% of the quality award criteria will be allocated to Social Value, where relevant and proportionate.
7. Suppliers will be scored on the strength of their social value proposals ;
8. The responses of the winning bid will be incorporated into the contract itself and the contract manager will monitor the delivery of the Social Value outcomes throughout the contract.
9. Contract Managers will monitor and report on delivery of Social Value as part of their KPI reporting process.

Managing Compliance with the policy:

Compliance with this policy will form part of annual contract management audits

Policy Controls:

- **Document type:** Policy
- **Version:** 1.0
- **Introduction date:** March 2024
- **Policy author:** Sustainability and Social Value Procurement Manager
- **Policy owner/approver:** Head of Procurement
- **Last approved date:** TBC
- **Next review/approval date:** TBC

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 117

Subject: Proposal for new Governance Arrangements

Date of meeting: 14th March 2024
28th March 2024 (Full Council)

Report of: Executive Director Governance, People & Resources

Contact Officer: Name: Elizabeth Culbert
Tel: 01273 291515
Email: elizabeth.culbert@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 This report sets out a proposal for the Council to formally resolve to change governance arrangements to a leader and cabinet system at annual Council on 16th May 2024. The report describes the key features of the proposed new arrangements, the legislative requirements and the proposed timetable for the change.
- 1.2 The report seeks approval for officers to progress the change of governance arrangements. Approval is also sought to progress consultation proposals in relation to public participation in the Council's decision-making processes. The Council meetings timetable for the Municipal Year 2024/25 is included in the report for approval.

2. Recommendations

That **Strategy, Finance & City Regeneration Committee** recommends that full Council:

- 2.1 Formally resolves to change its governance arrangements by ceasing to operate a committee system and instead operating a leader and cabinet executive system on 16 May 2024, during the annual Council meeting at which it is proposed the new Constitution shall be formally adopted;
- 2.2 Approves the Notice and Summary of Proposals set out in **Appendix 1** and instructs the Executive Director Governance, People & Resources to publish the Notice in accordance with Section 9KC of the Local Government Act 2000;
- 2.3 Notes the planned consultation and engagement as described at paragraphs 3.13-3.17 of the report and **Appendix 3**;

- 2.4 Notes that a new Constitution will be submitted to full Council on 16th May 2024 and, if adopted, will come into force on 16th May 2024.
- 2.5 That **Strategy, Finance & City Regeneration Committee** agrees the meetings timetable for the Municipal Year 2024/25 as set out at **Appendix 2 subject to full Council agreeing to adopt the new Constitution at its annual meeting.**

That **full Council**

- 2.6 Approves the recommendations of the Strategy, Finance & City Regeneration Committee as set out under recommendations 2.1-2.4 above.

3. Context and background information

Introduction

- 3.1 Brighton & Hove City Council currently operates a committee system form of decision making, which has been in place since 2011. This system applies a hierarchical approach to decision making, with full Council as the highest decision making body which delegates powers to committees and officers.
- 3.2 Options for different forms of governance arrangements for councils were introduced by the Local Government Act 2000, as amended by the Localism Act 2011. These are:-
- (i) A committee system
 - (ii) A mayor and cabinet system
 - (iii) A leader and cabinet system.
- 3.3 This report sets out a proposal to change governance arrangements from a committee system to a leader and cabinet system. Under a leader and cabinet system, the Leader appoints up to 9 executive councillors who, together with the Leader, form the Cabinet. The Leader and executive councillors have specified decision making powers vested directly in them, which may be exercised at a Cabinet meeting. The Council retains specific functions in accordance with the law or custom & practice and delegates powers to its Regulatory and Overview & Scrutiny Committees.

Features of a leader and cabinet system & rationale for change

- 3.4 The Council is under a statutory duty to prepare and keep up to date its constitutional arrangements (Section 9P Local Government Act 2000). It is also a requirement of the Council's Constitution that the Constitution is monitored and kept under review.
- 3.5 The Strategy, Finance & City Regeneration Committee has responsibility for reviewing the operation of the Constitution to ensure that its aims and principles are given full effect. This includes requiring the Chief Executive

and the Monitoring Officer to make recommendations for ways the Constitution could be amended in order to better achieve its purpose.

3.6 The objectives of the Council's Constitution are to:-

- (a) enable the Council to provide clear leadership to the community in partnership with citizens, businesses and other organisations;
- (b) support the active involvement of citizens in the process of local authority decision-making;
- (c) help Members represent their wards and local residents effectively;
- (d) enable decisions to be taken efficiently and effectively;
- (e) provide a powerful and effective means of holding decision-makers to public account;
- (f) ensure that those responsible for decision making are clearly identifiable to local people and that the Council explains the reasons for decisions;
- (g) ensure that no one will review or scrutinise a decision in which they were directly involved; and
- (h) provide a means of supporting the Council to deliver its Corporate Plan 2023-2027.

3.7 Most local authorities in England operate a leader and cabinet system. This system, brought in by the Local Government Act 2000, was designed to strengthen public engagement with local democracy and better support councils to deliver their objectives in a way which is as efficient as possible.

3.8 The key features of a leader and cabinet system include:-

- Full Council appoints the Leader and can remove the Leader by passing a resolution at any time;
- The Leader appoints up to 9 executive councillors and designates their portfolios;
- The Leader and executive councillors together form the Cabinet where 'key decisions' (ie executive decisions which are considered to be significant) are taken;
- All key decisions are required to be published 28 days in advance;
- Overview and scrutiny committees are appointed which meet in public and are designed to hold executive decision makers to account and to undertake in-depth review work;.
- Executive decisions which have been made but not yet implemented may be called-in for review and may be scrutinised by overview and scrutiny committees.

3.9 With the change in Council leadership following the May 2023 local elections, a move to majority control has meant that it is timely to review decision making arrangements against the above objectives to consider the most efficient, effective and streamlined form of governance and the best approach to ensuring transparency and accountability.

3.10 Of the options available (as set out at paragraph 3.2 above), a leader and cabinet system is proposed as a means of achieving:-

- More streamlined and more efficient decision making;
- More accountable decision making;
- A 'One Council' approach;
- More effective public engagement.

3.11 Under a leader and cabinet system, the Cabinet will meet monthly to take key or significant decisions in public. This is more frequent than the current committee cycle and will enable more efficient decision making. It will be clearer to the public where and by whom decisions are taken, because decision making on the most significant decisions will all be taken by the executive at the monthly cabinet meetings. The potential for different committees duplicating work and referring matters between themselves, causing delay, will be removed.

3.12 By bringing all significant decisions together in one place, the Council's ambition to take a 'One Council' approach and to join up services and information systems to make it easier for customers will be delivered.

Consultation and community engagement proposals

3.13 Alongside the adoption of a leader and cabinet system, a new community engagement framework will be launched as described in the Community Engagement report on the agenda for consideration by this Committee. This will provide guidance and tools for officers planning community engagement or consultation. The framework will ensure that council officers approach community engagement consistently and with an appreciation of current good practice.

3.14 Under a leader and cabinet system, the public and elected members will continue to be able to present questions and make representations at council meetings. It is proposed to seek views on the ways the Council can improve public engagement in decision making in addition to existing methods of engagement and to ensure that those form a key part of the new arrangements.

3.15 Before adopting a new system of governance, it is proposed to consult on the ways the arrangements can:-

- Enable more people to get involved with the council decision making process;
- Make council meetings, reporting and decisions more accessible;
- Enable the public to play a bigger part in the work and decision making of the Council;
- Increase the ways in which public engagement can take place to reduce barriers to participation.

3.16 The proposed consultation is set out at **Appendix 3**. The consultation will include suggestions as to new forms of engagement, such as Question Time or 'meet the Cabinet' events, Citizen's Assemblies, Deliberative forums, as

well as other digital and in-person engagement events to help achieve the above objectives.

- 3.17 The findings of the consultation will inform the recommendations that are presented to full Council about changes to the public participation arrangements set out in the Constitution. The feedback will also be used to inform an Equalities Impact Assessment prior to decisions on public participation being made.

Proposed structure for leader and cabinet system

- 3.18 A summary of the proposed arrangements is attached at **Appendix 1**. The summary includes:-
- The proposed policy framework – these are the key plans and strategies that will be approved by full Council;
 - A description of the powers that are exercised by full Council, committees and the Executive;
 - The proposed arrangements for overview and scrutiny;
 - Initial proposals for public engagement;
 - The proposed structure and composition of the Council’s regulatory committees, sub committees and other bodies.
- 3.19 It is proposed to establish two standing Overview and Scrutiny Committees, one for People, incorporating Health Overview & Scrutiny, and one for Place. These will be standing committees appointed on a politically proportionate basis. They may also appoint voting and non voting co-optees as required. Arrangements for the oversight of the overview and scrutiny work programme will also be established.
- 3.20 Overview and scrutiny committees are designed to provide a check and balance to executive decision making in a leader and cabinet model of governance. The committees will have power to investigate any matter related to the Council’s functions and to require the Executive to respond.
- 3.21 Overview and scrutiny committees will have the power to consider requests for call-in of executive decisions made but not yet implemented and may refer the decision back to the Executive or full Council if appropriate for reconsideration.
- 3.22 A key purpose of the overview and scrutiny function in a leader and cabinet system is to provide capacity for elected members to undertake in-depth task and finish reviews on an issue where special investigation is required. In such cases, a ‘Task & Finish’ Scrutiny Panel will be appointed by the relevant standing Overview and Scrutiny Committee, with terms of reference for reporting back to the Committee with recommendations, which can be shared with the Executive. Items for investigation can be proposed by any member of the Council. The committees will need to publish an annual work programme to manage the business and programming of resources and it is proposed that there will be no more than one Task and Finish Panel ongoing

in any 6 month period in order to ensure that resources are effectively managed and focused.

Meetings Timetable, Forward Plan and recording Key Decisions

- 3.23 A proposed meetings timetable for a leader and cabinet system for the municipal year 2024/2025 is attached at **Appendix 2** for approval.
- 3.24 Additionally, a Forward Plan of Key Decisions will be published monthly following the adoption of the new arrangements, giving 28 days' notice of key decisions that are proposed to be taken.

Timeline for changes to governance arrangements & legislative requirements

- 3.25 All local authorities are required to prepare and keep up to date a written Constitution, which must include its standing orders (which regulate how it exercises its powers) and its Code of Conduct for Members, as well as any other information it considers appropriate (section 9P of the Local Government Act 2000). Brighton & Hove City Council publishes its Constitution on its website and requires its Monitoring Officer to keep the Constitution under regular review on an ongoing basis to ensure its currency and robustness. It is proposed that the new arrangements will be kept under close review so that all opportunities to enhance effectiveness and efficiency are considered post-implementation.
- 3.26 The legislation which governs changes of governance arrangements by a local authority provides that a change of the type proposed here – to move from a committee system to a leader and cabinet executive system – may not take effect until the first annual meeting after the resolution is made (or such other annual meeting specified in the resolution – Section 9L of the Local Government Act 2000). For this reason, it is proposed that full Council make a resolution on 28th March 2024 to change arrangements. Those changes would not however take effect until annual Council on 16th May 2024, at which time the new Constitution which reflects those arrangements will be adopted. Given the requirement that any changes to governance arrangements come into effect at an annual meeting, no alternative timescales are proposed.
- 3.27 In terms of the potential for further changes after the new arrangements come into effect, once a local authority has passed a resolution to change its governance arrangements then it is prevented from doing so again for the next five years unless a second resolution is approved following a referendum (section 9KC(4), LGA 2000). A referendum can be triggered if at least 5% of local government electors in its area petition the local authority to hold a referendum.
- 3.28 It is a requirement of the legislation that as soon as possible after an authority has resolved to make a change in its governance arrangements, it make available details of the provisions of the new arrangements, and also

publish a notice which states the date on which the change is to have effect and describes the main features of the change. A Notice has been prepared for this purpose and is attached here as Appendix 1.

- 3.29 By law, a council's constitution must contain certain key elements. The detail is set out in the Local Government Act 2000 (Constitutions) (England) Direction 2000 and these requirements will be incorporated into changes proposed to the Council's Constitution, to be considered for approval by full Council at its AGM in May 2024.

Review of Scheme for Members' Allowances

- 3.30 The Council's Members' Allowances Scheme requires review to establish an appropriate Scheme for a leader and cabinet system. Full Council took a decision not to take an inflationary increase to members' allowances in 2022/2023 and 2023/2024 and agreed that a subsequent review would be undertaken. An Independent Remuneration Panel, convened under The Local Authorities (Members' Allowances) (England) Regulations 2003, will meet and make recommendations to full Council in May 2024 as to the responsibilities or duties in respect of which allowances should be available and the amount of those allowances under a leader and cabinet system.

4. Analysis and consideration of alternative options

- 4.1 As set out in this report, Councils have a responsibility to keep their constitutional arrangements under review and a review of the model of governance at Brighton & Hove has not been undertaken since 2011. The Council is not obliged to change its governance arrangements and could choose to maintain a committee system or could seek to implement a mayor and cabinet system.
- 4.2 For the reasons set out in this report, a leader and cabinet system is proposed. Having reviewed decision making arrangements since the new Administration gained a majority of seats on the Council in May 2023, a committee system is not considered to be the most efficient system. A Mayor and cabinet system is an alternative option that works similarly to the leader and cabinet structure, but instead of having a council leader, there is a directly elected mayor. In that model, the mayor is elected by residents of the local authority, as opposed to by other councillors.

5. Community engagement and consultation

- 5.1 An online public consultation is planned in support of these governance changes, seeking views on how best to involve local people in formal council decision-making processes, as well as asking for ideas on more general engagement initiatives, potentially including Citizen Assembly, a refreshed Reimagine Brighton & Hove offering digital and in-person co-production opportunities, meet the Cabinet Question Time sessions etc. The proposed text of the consultation is included as **Appendix 3**.

6. Conclusion

- 6.1 The report recommends adopting a leader and cabinet system in order to increase the efficiency and accountability of decision-making and to ensure that a 'One Council' approach is taken to all decisions that are taken.

7. Financial implications

- 7.1 The proposed move from a Committee system to a Leader and Cabinet system has financial implications across Democratic Services support, Policy, Partnerships & Scrutiny (PPS) support and Members allowances. For Democratic Services and PPS support, the teams will be restructured to support the new arrangements, including overview and scrutiny, and this is expected to be cost neutral on an ongoing basis. However there is a need for additional staffing resources during 2024/25 to facilitate a smooth transition to the new system and this is estimated to cost £0.080m which will be met from holding certain roles vacant within the Governance, People and Resources Directorate and therefore there will be no financial impact overall.
- 7.2 Members allowances will be reviewed by the Independent Remuneration Panel (IRP) and recommendations made to Council for approval. The IRP review for 2024/2025 will be reported in May 2024 following 2 years of freezes. An inflationary uplift overall is included in the 2024/25 budget. Any changes adopted by full Council following the recommendations made by the IRP will be reflected in budget monitoring reports during 2024/25.

Name of finance officer consulted: James Hengeveld Date consulted: 040324

8. Legal implications

- 8.1 Legal implications are contained in the body of the report.

Name of lawyer consulted: Elizabeth Culbert Date consulted 220224

9. Equalities implications

- 9.1 The Council has a public sector equality duty under s149 of the Equality Act 2010. In the exercise of its functions the Council must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act and must advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those that do not.
- 9.2 It is not anticipated that there will be negative impacts to people sharing protected characteristics as a result of the proposals set out in this report. This is because meetings held in public will continue to ensure accessibility arrangements are in place. However, the proposals in this report are at an early stage. The ambition is to increase opportunities for public participation and one area for detailed assessment will be accessibility of information and to meetings for members of the public. Feedback from the proposed

consultation on public participation arrangements will be assessed for equality impacts as part of their development and will be included in the report to full Council in May 2024.

10. Sustainability implications

- 10.1 There are no adverse sustainability implications arising from the proposals. The overall number of committee meetings will be reduced under these proposals, which will impact positively on travel and printing requirements for members, officers and members of the public.

Supporting Documentation

Appendices

1. Statutory Notice and Summary of Proposals
2. Meetings Timetable 2024/2025
3. Consultation Proposal

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

Introduction

This document sets out the Council's proposals for a leader and cabinet system. It describes in outline the roles of full Council, the Cabinet, overview & scrutiny, the 'local choice' functions and the proposals regarding transitional arrangements. Any move to implement these proposals requires the approval of full Council.

The aim of the new constitutional arrangements is to meet our legal requirements, while delivering on our aspirations to:

- deliver a streamlined and efficient mechanism for decision making, ensuring increased officer and councillor capacity for delivery;
- enable greater levels of openness, transparency and collaboration through an overview & scrutiny committee function, with legally enshrined mechanisms for 'Key Decision' threshold and 'call-ins';
- reduce duplication and increase a 'One Council' approach across all decision making;
- increase public understanding of and engagement in political decision making;
- allow routine decisions to be taken expeditiously, while ensuring that key decisions are thoroughly analysed;
- Clarify responsibility for functions, leading to increased accountability to Council and the electorate.

Summary

The proposed arrangements will include:

- a Leader elected by the Council to serve until the subsequent election;
- a Cabinet of ten members, including the Leader, with the Leader appointing the other nine members;
- all Cabinet decisions to be taken in public (unless exempt);
- 28 days advance notice of all significant decisions to both the public and the overview & scrutiny committees;
- a scrutiny function made up of two standing committees (provisionally titled People and Place), with the opportunity for Task and Finish in-depth Scrutiny Reviews to be commissioned by those Committees to consider specific issues;
- public access to Council and Cabinet meetings, including rights to present petitions and ask public questions.

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS

SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

1. Background

- 1.1 In May 2023 the Council moved from being a Council with no overall control and a minority administration to a majority Council. The Labour Group of Councillors makes up the majority of Councillors with 36 out of 54 Councillors.
- 1.2 The Council is facing unprecedented financial pressure to manage its budget in the face of reducing Government funding and increasing costs.
- 1.3 In these circumstances, a cabinet system is considered to be a more efficient governance model, which is more reflective of the overall majority control and better placed to respond to the challenging budget pressures. A cabinet of executive decision makers will enable decision-making to be streamlined. Significant decisions may be called-in and scrutinised by overview and scrutiny committees to ensure an appropriate check and balance in the system, with the ability to hold the executive to account.
- 1.4 A move to new governance arrangements is permitted by legislation, which enables a Council to make a change in governance arrangements by resolution of full Council under s9KC(1) of the Local Government Act 2000.
- 1.5 A notice must be published informing the public that the local authority has decided to change its governance arrangements and that a council resolution has been passed in support of this. The Notice must also include details such as the date that the Council intends to change the governance arrangements and the main features of the changes.
- 1.6 There is no statutory duty or formal requirement to carry out formal consultation with the public either in advance or following the Councils' resolutions (other than to publish a Notice as set out above in paragraph 1.5), although Councils may choose to carry out a form of consultation or engagement locally on the key features of the new governance arrangements.
- 1.7 It is proposed to carry out a public consultation from 15th March to 19th April with a focus on seeking views on how to make best use of the new arrangements to ensure they include a range of public participation opportunities. Targeted consultation also will take place with City Partners, for example at City Management Board and with the ICB. Elected Members will be offered face to face briefings and feedback sessions.

2. Council

- 2.1 Full Council will consist, as now, of 54 councillors appointed every 4 years at the local elections. The meetings of full Council are presided over by the Mayor: a current councillor who is elected by the other members of the Council every year.

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

2.2 Full Council appoints the Leader and approves the Council budget at budget Council. Council also approves a number of key plans and strategies (collectively known as the Policy Framework), which are developed by the Cabinet.

2.3 It is proposed that the Policy Framework remains largely unchanged from current arrangements and that Full Council be responsible for the following plans and strategies:

(i) **those required by law to be adopted by Full Council**

- Annual Investment Strategy;
- Statement of Pay Policy;
- Libraries Plan;
- Crime and Disorder Reduction Strategy;
- Local Transport Plan;
- Plans with Development Plan Document status;
- Youth Justice Plan;
- Statement of Licensing Policy under the Licensing Act 2003;
- Statement of Gambling Policy under the Gambling Act 2005.

(ii) **those which the Council determines should be adopted by Full Council as part of the Policy Framework.**

- Corporate Plan;
- Equality and Inclusion Policy;
- Housing Strategy
- The Council's Economic Strategy
- School Admission Arrangements

2.4 In addition to the Policy Framework, full Council approves Members' Allowances, the Code of Conduct for Members, appointments to external bodies, the establishment and terms of reference of Council committees, changing the name of the area, conferment of titles and honours, the appointment of the Chief Executive, making and amending byelaws. Most of its other functions, such as planning, licensing, audit and standards are delegated

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

to committees and sub committees or to officers, who are also responsible for the day-to-day delivery of services.

- 2.5 A summary of the powers of the authority and the body that exercises them is attached as Enclosure 1.

3. Local Choice Functions

- 3.1 A number of functions are designated by law as ‘local choice’ functions, which means the Council can choose to designate them either as council functions or as executive functions to be discharged by the Executive. A list of the local choice functions with proposals as to how they are to be exercised is attached in Enclosure 2.

4. The Leader of the Council

- 4.1 The Leader of the Council (the Leader) is appointed by Full Council at their first meeting following an election (or their first meeting after a vacancy has arisen) and serves until the following election.
- 4.2 The powers that are given to the Executive in this arrangement are given to the Leader personally and may be delegated by them in any way that they see fit.
- 4.3 The Leader (and any person exercising executive powers) can only act within the framework of the key strategies and plans approved by Full Council, including the budgetary framework. Their decisions are also subject to scrutiny and call-in by the Overview and Scrutiny Committees.

5. The Executive

- 5.1 All the functions that are by law vested in the Executive as well as any local choice functions that the Council decides to designate as executive functions will be exercised by the Leader and up to 9 other Cabinet Members. The Leader decides how many executive Councillors to have and their portfolios. The Leader may subsequently change the numbers or the portfolios by notifying the Chief Executive.
- 5.2 Cabinet portfolios will be designated by the Leader.
- 5.3 Executive decisions may be made by the Leader, by the Cabinet as a whole, or by individual Cabinet Members. They may also be made by Officers where specified in the scheme of delegations or where powers are delegated to them by the relevant decision-making body. Any such delegation operates without prejudice to the ongoing powers of the Leader or the delegating body to exercise the function.

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

5.4 It is proposed that all meetings of the Cabinet will be held in public unless discussing confidential or exempt business.

6. Executive decision-making procedures

6.1 The procedures proposed for decision making aim to meet the objective of transparent and accountable decision making, while ensuring that routine business can be transacted quickly.

6.2 In statute, some executive decisions are classified as ‘key decisions’ and notice of such decisions needs to be given 28 days in advance of the decision being taken. A key decision is defined in law as an executive decision which is likely:-

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority’s budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

6.3 A financial threshold will be set in relation to criteria (a). Local authorities are required to have regard to statutory guidance when determining which decisions are ‘significant’ under criteria (b).

6.4 The Leader may specify which decisions are to be taken collectively at cabinet, and which by cabinet members individually. It is expected that significant decisions will generally be taken collectively by cabinet.

6.5 The Council will publish a Forward Plan setting out details of all key decisions to be taken and will also publish a record of all key decisions taken by cabinet, individual cabinet members or officers with delegated powers.

7. Access to Executive meetings

It is proposed that:

7.1 All cabinet meetings will be open to the public, and (as now) papers relevant to the decision will be published five working days in advance of the meeting;

7.2 At such meetings, public questions may also be presented where they are relevant to an item on the agenda and at the discretion of the Leader who will manage the business of the meeting.

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- 7.3 It is proposed that any elected Member may also attend Cabinet to make representations on a matter listed on the agenda with the prior agreement of the Leader. The Leader will manage the number of speakers, balancing the number of requests for representation and the volume of business to be transacted.

8. Overview & Scrutiny: introduction

- 8.1 Overview & scrutiny arrangements under the new Constitution will:
- a) enable any member to include an item for discussion at an overview & scrutiny committee;
 - b) give overview & scrutiny the power to question a range of public sector partners including NHS bodies, the Learning and Skills Council, the Police and the Arts Council;
 - c) impose on public sector partners a statutory duty to have regard to Overview & Scrutiny recommendations;
 - d) operate a call-in procedure which will enable key decisions of the Executive that have been made but not yet implemented to be reviewed and referred back to the decision maker for reconsideration.
- 8.2 These powers are in addition to overview & scrutiny committees' powers to investigate any matter related to the authority's functions and to require the Executive to respond to an Overview & Scrutiny report.

9. Overview & Scrutiny arrangements

- 9.1 The Council proposes to have 2 Overview & Scrutiny Committees, provisionally designated as follows:
- People Overview & Scrutiny Committee
 - Place Overview & Scrutiny Committee
- 9.2 Each overview & scrutiny committee will be responsible for agreeing its own work programme. The Chairs of overview & scrutiny committees will meet informally to ensure the effective co-ordination of work programmes.
- 9.3 Full Council will appoint voting or non-voting co-optees to the Overview & Scrutiny Committees as required and permitted by relevant legislation.
- 9.4 Overview & scrutiny committee members, cabinet members or any other member of the Council may give notice in writing requesting an item to be considered as an agenda item for an overview and scrutiny committee..

APPENDIX 1 – PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS FOR BRIGHTON & HOVE

- 9.5 Where an overview & scrutiny committee considers special investigation is required, either into a single issue or into a cross-cutting policy area, it will have the ability to appoint a 'Task and Finish' Scrutiny Panel to consider the issue. In order to ensure resources are managed and focused it is proposed that no more than one overview & scrutiny committee Task and Finish Panel will be ongoing in any 6 month period.
- 9.6 To assist in the programming of business and the use of resources, the Committees will publish an annual work programme setting out the main areas of scrutiny during the year. The Executive may provide in advance a suggested list of areas where it believes a scrutiny report would be helpful.

10. Call-In

- 10.1 Once made, an Executive key decision will be published within 2 working days. A valid call-in request will be reported to the next available meeting of the relevant Overview & Scrutiny Committee (or a Special meeting may be convened by the Chair).
- 10.2 Having considered the call-in and the reasons given, the relevant overview & scrutiny committee may either:-
- (a) Refer it back to the decision making person or body for reconsideration;
 - (b) Refer the matter to full Council if it considers the decision is outside the Council's Budget and Policy Framework, following advice from the Monitoring Officer or s151 Officer;
 - (c) Decide to take no further action, in which case the original Executive decision will be effective immediately.

11. Regulatory Committees and Sub Committees

- 11.1 In addition to the Overview & Scrutiny Committees set out above, it is proposed to have the following Regulatory Committees and Sub-Committees:-
- Planning Committee
 - Audit, Standards & General Purposes Committee
 - Standards Hearing Sub-Committee
 - Licensing Committee
 - Licensing Sub-Committee
 - Health & Wellbeing Board

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12. Transitional Arrangements

- 12.1 It is proposed that these arrangements will come into force at the Council's annual general meeting on 16 May 2024. It is not proposed to make any transitional arrangements. A Notice publicising the new arrangements will be made available as set out at Enclosure 3.
- 12.2 A review of Members Allowances will be conducted by the Council's Independent Remuneration Panel to reflect the proposed new governance structure and a report with recommendations presented to full Council for approval.

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ENCLOSURE 1 TO SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS

Under a Cabinet system, all the powers of the authority are divided into the following categories:-

- (1) Those given to Full Council which must be exercised by Full Council;
- (2) Those given to Full Council which may be delegated to committees or officers, and
- (3) Those given to the Leader.

The table below shows which functions fall into each category.

Full Council (must be exercised by full Council sitting as full Council)	Full Council (may delegate to Committees or Officers)	Leader (may delegate to Cabinet Members or Officers)
Approval of the Budget	Planning	Development of budget proposals
Key policies and strategies (The Policy Framework')	Some Health & Safety provisions ¹	All other functions not listed as full Council functions.
Members' allowances	Licensing	
Code of Conduct for members	Elections	
Constitutional amendments	Local Bills	
Byelaws	Pensions	
Appointment of Chief Executive	Some highways functions ²	
Honours	Approving the accounts	
	Designating alcohol ban areas	

¹Part I of the Health & Safety at Work etc Act 1974

² A series of functions listed in the Highways Act 1980

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ENCLOSURE 2 TO SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS

LOCAL CHOICE FUNCTIONS

Local choice functions are set out in Schedule 2 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended). These functions may be, but need not be, the responsibility of the council’s Executive. It is up to each council to decide. Having regard to government guidance, it is proposed that local choice functions will be executive or non-executive as set out in the table below.

	LOCAL CHOICE FUNCTION	STATUS OF FUNCTION	DELEGATION TO OFFICERS WHERE APPLICABLE	DELEGATION TO NON-EXECUTIVE COMMITTEES WHERE APPLICABLE
1	Any function under a local Act other than a function specified or referred to in regulation 2 or Schedule 1 to the Functions & Responsibilities Regulations, including:- The Brighton Marina Act 1967, East Sussex Act 1981, Brighton Corporation and Hove Corporation Acts, Brunswick Square and Terrace Act 1830 and Hove Borough Council Act 1976)	Executive	The relevant member of the Executive Leadership Team and where this is not clear to be determined by the Chief Executive	-
2	Other than those reserved to a Non-Executive committee, the determination of appeals against any decision made by or on behalf of the authority.	Executive	The relevant member of the Executive Leadership Team and where this is not clear to be determined by the Chief Executive	-
3	The making of arrangements pursuant to section 67(1) of, and Schedule 18 to, the 1998 Act (reviews of exclusion of pupils). This is now s.51A of the Education Act 2002	Executive	-	Independent Appeal Panel

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4	The making of arrangements pursuant to section 94(1) and (4) of, and Schedule 24 to, the School Standards and Framework Act 1998 Act (admission appeals)	Executive	-	Independent Appeal Panel
5	The making of arrangements pursuant to section 95(2) of, and Schedule 25 to, the School Standards and Framework Act 1998 Act (children to whom section 87 applies: appeals by governing bodies)	Executive	-	Independent Appeal Panel
6	Any function relating to contaminated land.	Executive	Executive Director Economy, Environment and Culture	
7	The discharge of any function relating to the control of pollution or the management of air quality	Executive	Executive Director Economy, Environment & Culture	-
8	The service of an abatement notice in respect of a statutory nuisance	Executive	Executive Director Housing, Neighbourhoods & Communities	-
9	The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority's area	Executive	Executive Director Housing, Neighbourhoods & Communities	-
10	The inspection of the authority's area to detect any statutory nuisance	Executive	Executive Director Housing, Neighbourhoods & Communities	-
11	The investigation of any complaint as to the existence of a statutory nuisance	Executive	Executive Director Housing, Neighbourhoods & Communities	-
12	The obtaining of information under section 330 of the Town and Country Planning Act 1990 as to interests in land	Executive	Executive Director Economy, Environment & Culture	-

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13	The making of agreements for the execution of highways works	Executive	Executive Director Economy, Environment & Culture	-
14	The obtaining of particulars of persons interested in land under section 16 of the Local Government (Miscellaneous Provisions Act 1976	Executive	Executive Director Economy, Environment & Culture	-
15	The appointment of any individual - (a) to any office other than an office in which they are employed by the authority (b) to any body other than (i) the authority; (ii) a joint committee of two or more authorities; or (c) to any committee or sub-committee of such a body And the revocation of such an appointment.	Executive/ Non- Executive	The Chief Executive where the appointment relates to Non-Executive functions. The Leader where the appointment relates to Executive powers.	-
16	The making of agreements with other local authorities for the placing of staff at the disposal of those other authorities	Executive/ Non- Executive	The Leader where the appointment relates to Executive powers. The Council where the appointment relates to Non-Executive functions.	-

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ENCLOSURE 3 TO SUMMARY OF NEW CONSTITUTIONAL ARRANGEMENTS

Notice of change to governance arrangements made pursuant to section 9KC of the Local Government Act 2000: changes to have effect at the annual Council meeting on 16th May 2024.

TAKE NOTICE that Brighton & Hove City Council has resolved to make a change to its governance arrangements to a leader and cabinet form of executive, pursuant to the Local Government Act 2000. This decision was made at the Full Council meeting on 28th March 2024. The main features of the new executive arrangements include a Cabinet consisting of a Leader and 9 executive Councillors.

The proposed arrangements include a scrutiny function consisting of two Overview & Scrutiny Committees and also include the following committees and sub-committees:

- Planning Committee
- Audit, Standards & General Purposes Committee
- Standards Hearing Sub-Committee
- Licensing Committee
- Licensing Sub-Committee
- Health & Wellbeing Board

Those changes will be adopted by full Council at the next Annual Council Meeting on 16th May 2024.

Copies of the document setting out the main features of the new arrangements are available for inspection at the Council's Principal Office at Hove Town Hall, Norton Road, Hove between the hours of 9:00 AM and 5:00 PM. Alternatively, a copy of the document may be inspected on the Council's web site at www.brighton-hove.gov.uk.

Any parties wishing to comment as part of the public engagement process regarding how the new arrangements may reflect improved public engagement in decision making are required to do so by 19th April 2024 by [insert link/details].

Given this day of March 2024

Abraham Ghebre-Ghiorghis
Executive Director Governance, People & Resources and Monitoring Officer
Hove Town Hall, Norton Road, Hove.

Timetable of meetings 2024/25

MAY 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		1 Planning Cttee 2.00pm	2	3
6 BH	7	8	9	10
13	14	15	16 Annual Council 4.30pm	17
20	21	22 Publication of Cabinet (June) Forward Plan	23	23
Spring Bank Holiday: Monday 27 May Half-term holiday: Tuesday 28 May to 31 May 2024				

Timetable of meetings 2024/25

JUNE 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3	4 Corporate Parenting Board 4pm	5 Planning Cttee 2.00pm	6	7
10	11 Housing Management Panel: North	12 Housing Management Panel: East	13	14
17 Limited Liability Partnership Board 11.00am	18 Housing Management Panel: Central	19 Housing Management Panel: West	20 Licensing Cttee 3.00pm	21
24	25 Audit, & Standards & Governance Cttee 4.00pm	26	27 CABINET 4.00pm	28

Timetable of meetings 2024/25

JULY 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1	2 <i>LGA Conference</i>	3 <i>LGA Conference</i> Planning Cttee 2.00pm	4 <i>LGA Conference</i>	5
8	9 Overview & Scrutiny (PEOPLE) 4.00pm	10	11 COUNCIL 4.30pm	12
15	16 Greater Brighton Economic Board 10.00am Health & Wellbeing Board 2.00pm	17	18 CABINET 4.00pm	19
22	23 Overview & Scrutiny (PLACE) 4.00pm	24	25	26
29	30	31		

Timetable of meetings 2024/25

AUGUST 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1	2
5	6	7 Planning Cttee 2.00pm	8	9
12	13	14	15	16
19	20	21	22	23
26 BH	27	28	29	30

Timetable of meetings 2024/25

SEPTEMBER 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 Planning Cttee 2.00pm	5 CABINET 4.00pm	6
9	10 Housing Management Panel: North	11 Housing Management Panel: East	12	13
16 Limited Liability Partnership Board 11.00am	17 Housing Management Panel: Central	18 Housing Management Panel: West	19	20
23	24 Audit, & Standards & Governance Cttee 4.00pm	25 Corporate Parenting Board 4pm	26	27
30				

Timetable of meetings 2024/25

OCTOBER 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1 Overview & Scrutiny (PLACE) 4.00pm	2 Planning Cttee 2.00pm	3	4
7	8	9	10 Licensing Cttee 3.00pm	11
14	15	16 Overview & Scrutiny (PEOPLE) 4.00pm	17 CABINET 4.00pm	18
21	22 Greater Brighton Economic Board 10.00am	23	24 COUNCIL 4.30pm	25
28 SH	29	30	31	

Timetable of meetings 2024/25

NOVEMBER 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1
4	5	6 Planning Cttee 2.00pm	7	8
11	12	13 Health & Wellbeing Board 2.00pm	14 CABINET 4.00pm	15
18	19 Corporate Parenting Board 4pm	20	21	22
25	26	27	28	29

Timetable of meetings 2024/25

DECEMBER 2024				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 Planning Cttee 2.00pm	5	6
9	10 Housing Management Panel: North	11 Housing Management Panel: East	12 CABINET 4.00pm	13
16 Limited Liability Partnership Board 11.00am	17 Housing Management Panel: Central	18 Housing Management Panel: West	19 COUNCIL 4.30pm	20
23 SH	24	25 BH	26 BH	27
30	31			

Timetable of meetings 2024/25

JANUARY 2025				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		1 BH	2 SH	3
6	7	8 Planning Cttee 2.00pm	9	10
13	14 Overview & Scrutiny (PEOPLE) 4.00pm	15	16 CABINET 4.00pm	17
20	21 Overview & Scrutiny (PLACE) 4.00pm	22	23	24
27	28 Greater Brighton Economic Board 10.00am Audit, & Standards & Governance Cttee 4.00pm	29	30 COUNCIL 4.30pm	31

Timetable of meetings 2024/25

FEBRUARY 2025				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3	4	5	6 Licensing Cttee 3.00pm	7
10	11 Corporate Parenting Board 4pm	12	13 CABINET 4.00pm	14
17 SH	18	19	20	21
24	25	26	27 Budget COUNCIL 4.30pm	28

Timetable of meetings 2024/25

MARCH 2025				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3	4 Health & Wellbeing Board 2.00pm	5 Planning Cttee 2.00pm	6 Reserve Budget COUNCIL	7
10	11 Housing Management Panel: North	12 Housing Management Panel: East	13	14
17 Limited Liability Partnership Board 11.00am	18 Housing Management Panel: Central Overview & Scrutiny (PEOPLE) 4.00pm	19 Housing Management Panel: West	20 CABINET 4.00pm	21
24	25 Greater Brighton Economic Board 10.00am Overview & Scrutiny (PLACE) 4.00pm	26	27	28
31				

Timetable of meetings 2024/25

APRIL 2025				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1	2 Planning Cttee 2.00pm	3	4
7 SH	8	9	10	11
14	15	16	17	18 BH
21 BH	22 Audit, & Standards & Governance Cttee 4.00pm	23	24 CABINET 4.00pm	25
28	29	30		

Timetable of meetings 2024/25

MAY 2025				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1	2
5 BH	6	7 Planning Cttee 2.00pm	8	9
12	13	14	15 CABINET 4.00pm	16
19	20	21	22 ANNUAL COUNCIL 4.30pm	23
26 BH	27	28	29	30

APPENDIX 3: PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS

CONSULTATION PROPOSAL

Your Voice Matters: Join Us in Shaping Brighton & Hove's Future

We are inviting all our residents to actively engage in the way we make decisions about the future of the city. Your input will be invaluable as we work together to deliver our vision to be a council that listens to its communities and delivers positive results for the city.

What are we asking?

We want to hear from you about ways that could enable you to play a bigger part in the work of the council. Your responses will inform recommendations to Full Council on changes to the public participation rules in the Council's Constitution. Your input is invaluable in shaping the future of our city's governance.

CONSULTATION QUESTION 1:

Under the new governance system, what do you think are the best ways to include local people in the Council's formal decision-making processes?

Current Arrangements

Under our current system, residents are able to:

- Ask a public question at full Council or committee meetings
- Present a deputation at full Council or committee meetings
- Present petitions at full Council or committee meetings

Proposed Arrangements

Under the new system, residents will be able to

- Ask a public question at full Council or Cabinet meetings
- Present a petition at full Council meetings
- Ask public questions at Overview & Scrutiny committee meetings

Overview & Scrutiny committees can also set up task & finish groups. These groups will do deep dives into specific issues, where local people can get also involved – for example, to suggest topics, give evidence, or sit as panel members.

CONSULTATION QUESTION 2:

In addition to the above, how else could we increase engagement with local people and reduce barriers to participation?

We want to think about the best way to engage residents outside of our formal governance processes. The Council has legal duties to engage communities on specific initiatives, or when developing major plans and policies, such as the Housing Strategy or the Local Transport Plan. We will continue to undertake this engagement and consultation activity. However, we also want to explore other ways of increasing public participation. Below are ideas for different types of engagement activities. We'd like to know if these concepts interest you, or if you have different ideas.

- **Question Time** – meetings where local people can meet and ask cabinet members and other city leaders questions on a range of issues
- **Citizens Assembly** – a representative panel of local people, formed to look in-depth at a single issue and to make recommendations

APPENDIX 3: PROPOSALS FOR NEW GOVERNANCE ARRANGEMENTS

CONSULTATION PROPOSAL

- **Deliberative Forums** – structured events designed to facilitate informed and inclusive discussions among participants on complex or controversial issues. These forums often involve presentations, small-group discussions, and deliberative processes aimed at reaching consensus or understanding
- **Digital engagement** – our new engagement platform Your Voice Brighton & Hove can support online discussion forums, idea generation, polls and surveys, interactive mapping, and participatory budgeting to inform council decision making
- **In person engagement events** – to bring local people, councillors, council officers and city partners together to examine difficult to solve city challenges, hear a wide range of divergent views, and codesign solutions.

CONSULTATION QUESTION 3:

Do you have any other comments you would like us to consider as we design our engagement activity to ensure our work is accessible to all?

Brighton & Hove City Council

Strategy, Finance & City Resources Committee

Agenda Item 118

Subject: Community Engagement Framework

Date of meeting: 14 March 2024

Report of: Executive Director, Strategy, Governance & Resources

Contact Officer: Name: Anita McGrath
Tel: 01273 294659
Email: anita.mcgrath@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

1.1 This report presents for information the refreshed Community Engagement Framework (CEF). The framework sets out the council's commitment to engagement, including a refreshed policy statement and accompanying guidance and tools that will support best practice for the council's engagement with local communities.

2. Recommendations

2.1 That Committee notes the information in this report and its appendices.

3. Context and background information

3.1 [Brighton & Hove City Council Plan 2023-2027](#) sets out our ambitions to be a listening and responsive council; this refreshed community engagement framework shows how we will ensure this ambition is delivered. Building on the achievements and principles of the following key strategies:

- [2008 Community Engagement Framework](#)
- 2017 Collaboration Framework
- 2022 consultation guidance
- [2023-2028 Anti-racist City Strategy](#)
- [2023-2028 Accessible City Strategy](#)

The Community Engagement Framework commits the council to the highest standards and the latest best practice. The refreshed Community Engagement Framework has three key components set out as follows.

3.2 The first key component is the **BHCC Community Engagement Statement (Appendix 1)**. This sets out our commitment to ensuring that everyone "...should have a fair, equitable, safe and accessible choice on how they participate and influence decision making on issues and challenges which matter to them." The statement outlines how the representation of different

voices is captured to “...undertake engagement that recognises the breadth and diversity of minoritised and excluded communities, and takes an intersectional approach, using positive action where necessary.” The statement provides an overview of different types of engagement to ensure we engage as many diverse people as possible. It sets out core principles and standards as to how engagement should be planned and delivered.

- 3.3 The second component of the framework is an officer guide and toolkit. This sets out ways to bring the engagement statement into action and upholds the principles and standards of the community engagement statement. It provides complete information, guidance and practical examples on how to deliver community engagement comprehensively from planning through to providing reports and feedback.
- 3.4 The third component is the introduction of a new digital engagement platform, called **Your Voice Brighton-Hove (Appendix 2)**. For residents, Your Voice offers better and fairer opportunities to have their say (for example using participatory budgeting tool); it will be easy for them to follow engagement projects they are interested in and be informed about the different phases and decisions a project may go through. The platform is not a substitute for in-person engagement, but rather is a way to complement it and enable access to a wider audience. Additionally, through its Digital Inclusion Strategy the council will continue to work hard to support those who want or need to access digital-based services.

4. Analysis and consideration of alternative options

- 4.1 Not applicable to this report for information.

5. Community engagement and consultation

- 5.1 This refreshed community engagement framework has drawn on and included learning from existing and recent strategies that aim to better understand, include and be responsive to the city’s communities (as outlined at 3.1).

Additionally, it has drawn extensively on the council’s internal work to improve and embed the council’s approach to its equalities duty to ensure our services are available to everyone.

6. Conclusion

- 6.1 Members are asked to note the refreshed Community Engagement Framework (CEF). The CEF provides guidance and tools to support council officer engagement with local communities.

7. Financial implications

- 7.1 There are no financial implications arising from this framework. Financial resources required to work on this framework will be met by existing budget resources.

Name of finance officer consulted: Ishemupenyu Chagonda Date consulted 22/02/24

8. Legal implications

- 8.1 The proposed refreshed Engagement Strategy will provide clarity and support to the Council to deliver effective consultation and engagement activity. Clear officer guidance and improved accessibility will assist the Council to comply with legal requirements on consultation.

Name of lawyer consulted: Elizabeth Culbert Date consulted 22/02/24

9. Equalities implications

- 9.1 The Community Engagement Framework sets out an intention to ensure a fair and accessible approach to community engagement is taken, and that the diversity of minoritised and excluded communities is understood and responded to. The introduction of a new digital engagement platform improves the council's compliance and commitment to digital accessibility

10. Sustainability implications

- 10.1 There are no sustainability implications.

Supporting Documentation

Appendices

1. Community Engagement Statement
2. Your Voice – Digital Community Engagement Platform briefing

Appendix 1

BHCC Community Engagement Statement

Our Commitment

Brighton & Hove is a city where everyone should have fair, equitable, safe and accessible choices on how they participate and influence decision making on issues and challenges which matter to them.

- As a council, we are committed to ensuring that those who live and study, visit and work in the city have opportunities to shape council services, priorities, actions and decisions so we can better serve the city, provide best value for money, and make the greatest positive impact for communities.
- We are committed to ensuring that those who have taken the time to be involved feel confident that their views inform decisions and are used to improve our systems, policies, and practices.
- We use best practice, remove barriers to participation, and have clear standards to ensure our engagement is inclusive, safe, accessible and provides equal voice and opportunity.
- We work together as one council and share insights across our different services to improve our collective practice, learning from what our engagement and consultations tell us.

Representation of Different Voices

We are committed to sensitively and empathetically continuing to learn and better understand our diverse communities' requirements including but not exclusively Black & Racially Minoritised people, Disabled people (including visibly and non-visible disabled and D/deaf, blind, neurodivergent people), LGBTQIA+ and QTPOC, and those who may experience disabling and discriminatory outcomes like socio-economic status, literacy, and digital exclusion.

We undertake engagement that recognises the breadth and diversity of minoritised and excluded communities, and takes an intersectional approach, using positive action where necessary.

Our Engagement Approaches

We take a considered and nuance approach to engagement using a variety of methods, recognising one-size does not fill all.

To engage as many diverse people as possible we use different types of engagement:

Informing	Consulting	Involving	Collaborating / Co-Design	Co-production	Empowering
<ul style="list-style-type: none"> Residents and communities are aware and informed through good communication and information 	<ul style="list-style-type: none"> Ask for feedback on formal proposals and feedback how their input influenced decision making 	<ul style="list-style-type: none"> Working directly with diverse and representative groups to improve and advance service delivery 	<ul style="list-style-type: none"> Working together with residents and communities on all aspects of decision making and preferred solutions 	<ul style="list-style-type: none"> Service users and providers join-up to plan, design and decide best actions for services 	<ul style="list-style-type: none"> Facilitate residents to hold the responsibility for the planning, design and decisions of services

Our Principles of Engagement

1. **Inclusive:** We centre accessibility, anti-racism, the social model of disability, equity, and intersectionality; recognising here is no 'one size fits all' approach to carrying out engagement.
2. **Communicative:** Our communication is two-way, timely, inclusive, and tailored to the needs of our residents using clear and jargon free language and providing translations and accessibility support as standard.
3. **Responsive:** We are a responsive Council learning from our interactions with residents and we'll be agile adapting our actions to the feedback we receive.

Our Standards of Engagement

Purpose:

- **Explain:** We clearly explain and communicate why we are engaging, how we are going to use input and be clear from the outset about the scope of influence, including legal and budget constraints and where final decisions will be made.
- **Involve:** We enable the participation of the widest diversity of residents and stakeholders, providing equal opportunity to contribute, especially for those from under-represented, marginalised, excluded, and seldom heard groups.
- **Include:** We actively identify the people and organisations that are most affected by the issue including those who are under or not represented in places/forums of voice and decision-making.

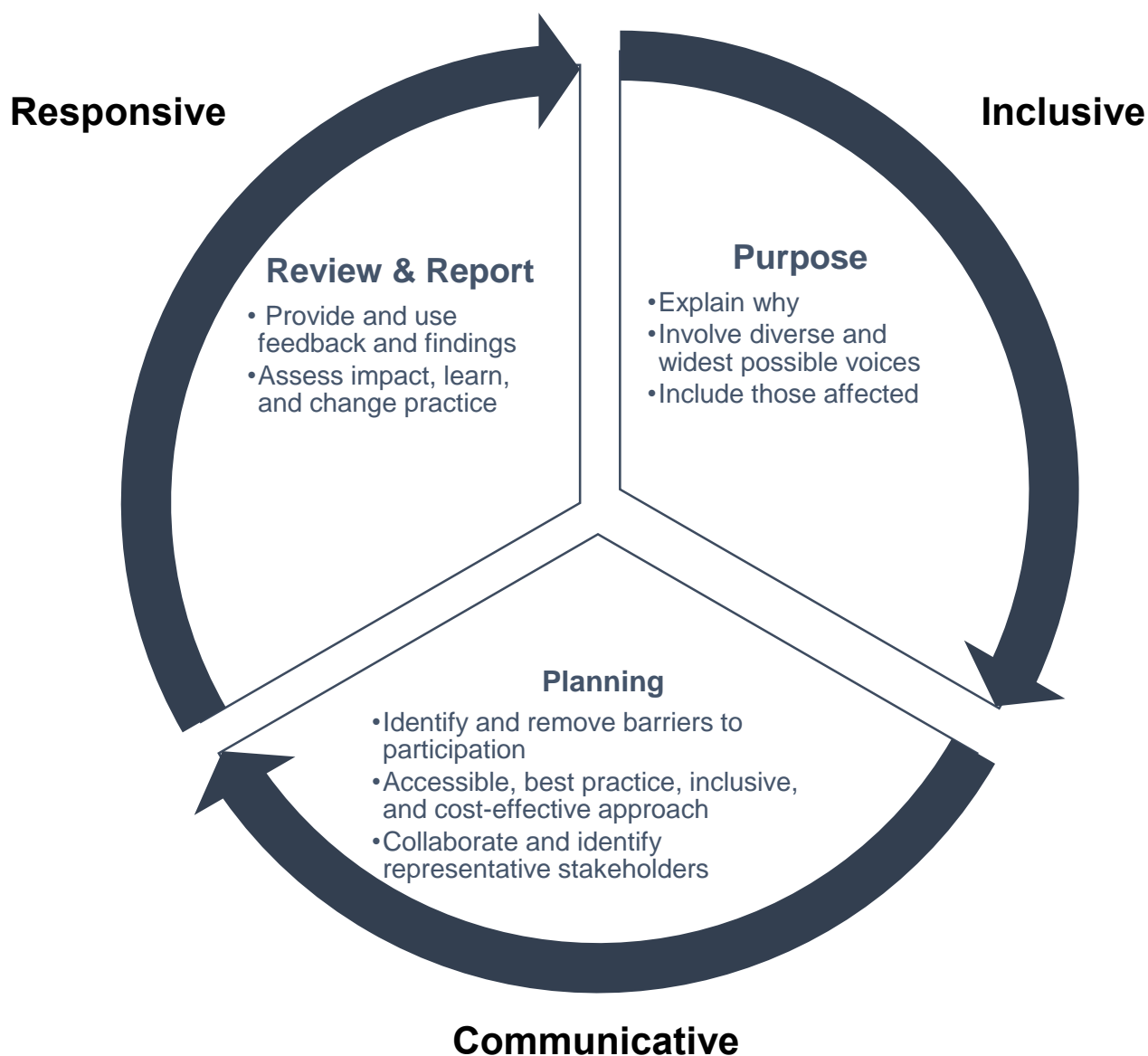
Planning:

- **Support:** We identify and remove actual and potential barriers to participation and provide support to overcome them.
- **Organise:** We plan and create engagement spaces that are meaningful, convenient, and accessible to the people whose views we are seeking while using the most appropriate and cost-effective mechanisms and methods to include them.
- **Work together:** We identify and collaborate with relevant stakeholders, partner organisations, council services and councillors; listening and working together effectively to achieve the aims of our engagement activity.

Review and Report:

- **Communicate:** We report back and keep people informed throughout the process and ask for feedback to improve future engagement activity. We share what people have told us, the decisions that have been made based on engagement feedback, and the actions we will take.
- **Practice:** We use engagement insights, data, and feedback to make informed decisions and take or change actions. We analyse our findings using established data standards and interpret fairly considering different views and lived experiences.
- **Assess:** We learn from and assess the impact of all engagement activity and use it to improve our future engagement practice and approach.

Graphic showing how our principles and standards of engagement operate:



Appendix 2

BHCC digital community engagement platform

“Your Voice Brighton-Hove”

The council has introduced a new digital engagement platform called **Your Voice Brighton-Hove**. This platform will enable officers to engage and consult with our residents beyond using just online surveys: whether it is to share information, ask for opinions in surveys or polls, invite residents to post their ideas or attend an engagement event – it can all be done in one place.

For residents it will mean

The council is showing it is a listening council. Residents will have better and fairer opportunities to have their say, follow projects they are interested in and be informed about the different phases and decisions a project may go through. Over time, we expect the platform to expand and diversify our reach to residents and communities.

It is important to note that the digital engagement platform is not a substitute for in-person or other non-digital engagement, but rather it is a way to compliment it and enable reach to a wider audience. Additionally, through its digital inclusion work the council will continue to work hard to support those who want or need to access digital-based services.

For officers it means

A better range of tools to do digital engagement well, such as customisable and visually stimulating content to suit target audiences, combine online and in-person engagement and greater efficiencies in use of data and insights. Internal consultations and surveys will also be hosted on the platform.

What does this change mean for elected members?

Officers will continue to flag key projects under-going public engagement for member’s information and involvement. A refreshed Community Engagement Framework provides officers with a comprehensive planning toolkit for planning, delivering and reporting on engagement activities, and will be used to inform relevant members at key stages.

Notable engagement projects will continue to be supported with news stories, press releases etc, and relevant members will be contacted as per current practice and protocol.

Your Voice Brighton-Hove – some key features

	Digital polls and surveys		Shows different phases a project will go through, ending with a feedback report
	Interactive mapping – e.g. place a pin and comment for bike hangar, and reporting		E-newsletter project updates
	Ideas and comments share (digital community)		Participatory budgeting – ideas, proposals and vote
	Customisable pages to suit audience and topic		Combine engagement approaches – in-person and digital
	Diversity and increase reach		One council approach to share insights

When will Your Voice be available?

Your Voice will go-live on 01 Mar, information and links will be added to the BHCC website. In the following days and weeks more content will be added to the platform with news releases promoting awareness of the opportunity for residents to participate.

General information

As part of the procurement process, the platform and provider were assessed in accordance with GDPR, cyber-security and web-accessibility requirements.

Brighton & Hove City Council

Strategy Finance & City Regeneration Committee

Agenda Item 119

Subject: Pay Policy Statement 2024/25

Date of meeting: 14th March 2024: Strategy Finance & City Regeneration Committee
28th March 2024: Full Council

Report of: Executive Director - Governance, People & Resources

Contact Officer: Name: Laura Rush
Email: laura.rush@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 The Localism Act 2011 requires local authorities to produce a pay policy statement to be approved by Council annually before the start of the financial year to which it relates. The aim is to increase accountability, transparency, and fairness in the setting of local pay.
- 1.2 The pay policy statement:
- sets out the council's policies on a range of issues relating to the pay of its workforce, particularly its senior and lowest paid staff;
 - summarises the parameters within which staff are paid;
 - describes the parameters being governed by a local pay framework set with reference to national terms and conditions, and nationally agreed pay awards
- 1.3 The provisions in the Act do not seek to determine what decisions on pay should be taken, or what policies should be in place, but they do require councils to be open about their policies and how decisions are made.
- 1.4 This report asks the Strategy, Finance & Regeneration Committee to recommend to Council the attached pay policy statement for adoption from 1 April 2024.

2. Recommendations

Strategy Finance & City Regeneration Committee:

- 2.1 That Committee recommends to full Council the adoption of the pay policy statement for 2024/25 attached at Appendix 1.

Full Council:

- 2.2 That full Council formally approves the recommendation of Strategy Finance & City Regeneration Committee that it adopts the pay policy statement for 2024/25 attached at Appendix 1.

3. Context and background information

The Pay Policy Statement

- 3.1 The Localism Act 2011 requires local authorities to produce and formally approve an annual pay policy statement prior to the year to which it relates. The statement for 2024/25 is attached at Appendix 1. The council may amend its statement by resolution of Council if required during the year.
- 3.2 Schools' staff fall outside the scope of this legislation. Individual governing bodies are responsible for setting and updating their own Schools' Pay Policy each year.
- 3.3 The guiding principles for the council's pay policy are set out in the 'Aim' section of the statement. The council has adopted national terms and conditions, and these provide scope for local determination on grading structures, as well as the ability to negotiate on working pattern allowances. Local authorities have the ability to determine their grading structures and payments over and above basic pay.
- 3.4 Chief Officers, for the purpose of this legislation, are those who report to the Chief Executive and those who report to posts reporting to the Chief Executive i.e. deputy chief officers (aside from support roles).
- 3.5 The statement must provide a definition of lowest-paid employees adopted by the council for the purposes of the statement and include the council's policies relating to the remuneration of chief officers, payments to chief officers on leaving, and the publication of information on the remuneration of chief officers. The pay policy statement provides links to our existing policies on redundancy, retirement, and other compensation payments. These policies set out who is responsible for decisions on such payments.
- 3.6 The council's pay policy statement provides that decisions in relation to permanent recruitment to posts which attract a total remuneration package above the £100,000 threshold will be referred to the Appointments & Remuneration Panel for consideration and recommendation to the Chief Executive. In this way, it is ensured that adequate systems are in place to ensure value for money. The same provision is made regarding severance packages above £100,000, with the Chief Executive having authority to agree a severance package above £100,000 where the severance package has been recommended by the Appointments & Remuneration Panel. In accordance with Statutory Guidance, this figure does not include amounts that may be payable by virtue of any enactment e.g. redundancy retirements where payment is in line with legal requirements and normal council policy.

- 3.7 All other severance packages are scrutinised by an officer Compensation Panel comprising the Director of Human Resources & Organisational Development, the Monitoring Officer and the s151 Officer (or their nominated deputies). The Compensation Panel makes recommendations to the relevant Executive Director responsible for the severance package. The council's external auditors are also consulted about the value for money of any potential offers to Chief Officers. Compensation packages in excess of £100,000 which relate to the Chief Executive will be referred to the Strategy Finance & City Regeneration Committee for approval.
- 3.8 Following the revocation in March 2021 of the Restriction of Public Sector Exit Payment Regulations 2020, the Government issued statutory guidance in May 2022 pursuant to the Local Government Act 1999, which sets out the Council's 'best value' duty in legislation. That guidance sets the criteria for the Council to consider when determining whether to make a 'Special Severance Payment' ('SSP'). SSPs are payments outside of statutory, contractual or other requirements and are discretionary. The Government's view is that SSPs should only be considered in exceptional circumstances. The Compensation Panel pays due regard to this guidance when considering relevant cases.
- 3.9 The Localism Act 2011 does not require specific numerical data on pay and reward to be published as part of a council's pay policy statement. However statutory guidance made under section 40 of the 2011 Act suggests that consideration be given to how the pay policy statement fits with data on pay and reward that councils are already required to publish on their websites under the [Local Government Transparency Code](#) and by the [Accounts and Audit Regulations 2015](#). The data published is in an accessible format according to the guidance contained in the aforementioned publications.
- 3.10 The council publishes pay data annually in accordance with the Local Government Transparency Code. The majority of this information is published as soon as possible after the start of the financial year. However, information required in line with the Accounts and Audit Regulations 2015 is published in May each year in an unaudited format, and then the fully audited accounts are published in July each year.

- 3.11 The Localism Act 2011 requires authorities to explain what they think the relationship should be between the remuneration of its chief officers and its employees who are not chief officers. The pay multiple is calculated using the median pay of all employees within the scope of the Pay Policy Statement as a multiple of the Chief Executive's salary. This method is in line with the Hutton report on Fair Pay, which is referred to in the 'Openness and Accountability in Local Pay' guidance. For the financial year 2022/23, the pay multiple was 5.0 to 1. This is a 0.3 decrease from 2021/22. This is recalculated after the end of the financial year and published on the council's website as part of our pay data. The pay multiple is calculated using the definition contained in the Local Government Transparency Code, i.e. the ratio between the highest paid employee (usually the Chief Executive, as is the case with Brighton & Hove) and the median salary across the workforce (excluding school staff). In addition, in 2021, revised guidance on the publication of fair pay disclosures was issued, requiring the publication of additional data; the top to median, lower quartile and upper quartile staff pay multiples (ratios).
- 3.12 The fair pay disclosures (pay multiples) will be published on the Council's website and monitored annually. The pay multiples for 2024/25 are yet to be calculated as the data used includes March 2024 pay data. This will take into account the national pay awards for 2023/24, most of which were agreed late in the year and only implemented recently.
- 3.13 The pay policy statement, when published on our website, will contain hyperlinks to related information. This will include reference to the separate pay policy for directly employed teachers at the council.
- 3.14 The Real Living Wage will increase from £10.90 to £12.00 per hour with effect from 1st April 2024: an increase of 10.10%. However, please be advised that the council's lowest pay point has now exceeded this level of pay, with the lowest pay point as at April 2023 being £12.59, this is 15.5% higher than the Real Living Wage rate at the time and will likely increase further when the 2024 national NJC pay award is agreed.

Gender Pay Gap reporting for period to March 2023.

- 3.15 Driven by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the council reporting for the period to March 2023 showed that, on average, female employees earned 6.5% more than male employees, and that using the median as a measure, female employees earned 3.0% more than male employees.

Changes to Senior Management Structure and Council Governance Arrangements

- 3.16 A report regarding proposed changes to officer delegations linked to proposals to reshape the structure of the Council's senior management team is due to be considered at this Committee meeting. These changes are reflected in the Pay Policy Statement 2024/2-25 that is recommended for approval.

- 3.17 Separately a further report proposing to amend the Council's Constitution and move to a Cabinet model of governance is also to be discussed at the same Committee meeting as this report. Consequently the proposed new governance arrangements are also reflected in the Pay Policy Statement 2024/2025 that is recommended for approval.

4. Analysis and consideration of alternative options

- 4.1 Section 39(1) of the Localism Act 2011 requires the Council to approve its Pay Policy Statement, while section 39(5) requires that it publish its Pay Policy Statement as soon as reasonably practicable after approval. This Report and the Pay Policy Statement are considered to achieve the appropriate levels of transparency and to comply with relevant guidance.

5. Community engagement and consultation

- 5.1 The purpose of this pay policy statement is to provide transparency regarding how local decisions on pay are made. There will be no separate consultation, however trade unions have been made aware of the contents.

6. Conclusion

- 6.1 It is a requirement of the Localism Act 2011 that Members are consulted prior to the publication of the Pay Policy Statement. It is therefore recommended that Strategy, Finance & City Regeneration Committee approve this report and recommend that full Council formally approve the Pay Policy Statement 2024/25.

7. Financial implications

- 7.1 The annual pay policy statement supports good governance and also allows benchmarking comparisons with other local authorities to assess Value for Money and to demonstrate that consideration of the policy has been given in respect of the council's Best Value duty.

Finance officer consulted: Nigel Manvell Date: 9/2/24

8. Legal implications

- 8.1 This Pay Policy Statement complies with the requirements of s38 of the Localism Act 2011 and with relevant statutory guidance.
- 8.2 It is a requirement of section 39(1) of the Localism Act 2011 that the Pay Policy Statement be approved by full Council.

Lawyer consulted: Victoria Simpson Date: 05/02/2024

9. Equalities implications

- 9.1 The publication of a pay policy statement increases transparency in relation

to pay and promotes fairness.

10. Sustainability implications

10.1 None

11. Social Value and procurement implications

11.1 The pay policy statement provides local taxpayers with information on how the council makes local decisions on pay and thus provides greater openness and transparency to assist the public to assess value for money.

Supporting Documentation

1. Appendix 1: Pay Policy Statement 2024/25

Brighton & Hove City Council Pay Policy Statement 2024/25

1 Aim

Brighton & Hove City Council wants to ensure that the City and its residents receive high quality services and excellent value for money. In the context of the significant budget challenges that the council faces, pay levels need to be set at a level that will enable the council to attract and retain high calibre individuals while remaining prudent in its use of public funds.

To achieve this, the council requires a workforce that is conscientious, professional, and reliable at all levels and which has the relevant up-to-date skills and knowledge to deliver high quality services to the residents of and visitors to Brighton & Hove.

The council depends on a high calibre senior management team able to provide leadership and to work in close partnership with other private, public and voluntary agencies across the City. The senior team need to work with partners to assess and understand the level of need across the City and to commission and deliver services. At the same time, they need to be able to lead change programmes and reduce costs to deliver better outcomes for customers. An innovative, skilled and experienced workforce is vital to the delivery of our vision and this is at the heart of our pay policy. This principle applies from the lowest to the highest paid employee.

Whilst recognising the market rates for pay and seeking to attract the best talent, the council seeks to ensure that pay policies are based on fairness and equality and allow the workforce to live healthy and happy lives. The council has worked to address low pay and ensure that the pay gap between the highest and the lowest paid is appropriate and justified. As at April 2023 the council's lowest pay point £12.59, is 15.5% higher than the April 2023 'Real Living Wage' of £10.90, and 20.8% higher than the 23/24 National Living Wage Rate of £10.42. Note the NLW is due to increase to £11.44 from April 2024. The pay multiple between the Chief Executive and the median earnings of the rest of the workforce will be published annually on the council's website.

2 Scope

This document complies with the council's statutory responsibility to produce a pay policy statement annually pursuant to s38(1) of the Localism Act 2011. This policy statement requires approval by full Council. The council wishes to ensure that local taxpayers are able to take an informed view on all aspects of the council's remuneration arrangements and the pay policy statement will be published on the council's website.

The statement applies to all employees of the council and 'casual workers', except for those staff based in schools and apprentices throughout the council.

3 Definitions

For the purposes of the pay policy statement the following definitions will apply:

- Brighton & Hove City Council defines its lowest paid employees as those who are paid on the lowest spinal column point of its [grading structure](#). This is spinal column point 7 and is applied to casual workers as well as employees. A full-time post is based on a 37-hour week.
- Chief Officers, for the purpose of this legislation, are those who report to the Chief Executive and those who report to posts reporting to the Chief Executive i.e. deputy chief officers (aside from support roles).
- The publication of the 'pay multiples' provides a calculation in the form of a ratio between the median average earnings across the organization, and the highest paid employee and was recommended by the Hutton report on Fair pay.

Senior Structure

With effect from 1st April 2024, the Corporate Leadership Team comprises the following posts:

- Chief Executive;
- Corporate Director – Families, Children & Learning (incorporating Director of Children's Services (DCS) role);
- Corporate Director – Housing, Care and Wellbeing (incorporating Director of Adult Social Services (DASS) role);
- Corporate Director – City Services
- Corporate Director – Corporate Services

The Corporate Leadership Team also includes the Chief Finance Officer and Director of Human Resources & Organisational Development who report to the Corporate Director – Corporate Services.

The Extended Corporate Leadership Team comprises members of the Corporate Leadership Team and Assistant Directors ([Link to structure chart](#)). The Leadership Network for the council comprises the Chief Executive, Corporate Directors, Assistant Directors and those that report to them and are also on a senior management grade (M7 and above).

National Pay and Conditions

There are a number of national agreements produced through collective bargaining arrangements for different groups of local government staff. The main negotiating bodies relevant to our workforce and their scope are listed below. Brighton & Hove City Council operates these national conditions as amended by local agreements.

The National Joint Council (NJC) for Local Government Services negotiates collective agreements on pay and conditions for local authority employees who are not covered by other specialist negotiating bodies (e.g. teachers).

The Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) covers the pay and conditions for Chief Officers as well as other members of ELT and Assistant Directors.

The Joint Negotiating Committee for Chief Executives of Local Authorities covers the pay and conditions for Chief Executives.

The Soulbury Committee negotiates the pay and conditions for advisory staff in local authorities, such as: educational improvement professionals (previously advisers and inspectors) and educational psychologists.

The Joint Negotiating Committee for Youth and Community Workers covers the pay and conditions of youth and community workers.

4 Governance

The Strategy Finance & City Regeneration Committee is responsible for setting policy on pay and conditions of employment within Brighton & Hove City Council. The council has adopted the National Joint Council terms and conditions for local authority staff as amended locally. Chief Officers, including the Chief Executive, are mainly employed on nationally negotiated JNC terms and conditions but their pay structure is determined locally.

The relevant sub-committee, committee or the Chief Executive approves the appointment of staff in accordance with the Officer Employment Procedure Rules. The council has adequate systems in place through the Appointment & Remuneration Panel to ensure value for money.

The Appointments and Remuneration Panel may also be consulted for its views in connection with the statement of pay policy as defined in the council's Constitution. The policy in respect of the remuneration of interims and consultants is set out under paragraph 20 below.

5 Grading Structure

The council uses a recognised, analytical job evaluation scheme to ensure that there is an objective process for determining the relative size of jobs and thus allocating jobs to the appropriate grade. This is used for all posts, apart from staff employed on Teachers, Soulbury and Youth Worker conditions of service. The current pay and grading structure was implemented in September 2022.

6 Progression

All posts, apart from that of the Chief Executive are employed on grades containing spinal column points. All employees (other than the Chief Executive) progress through their grade each year (subject to satisfactory performance), rising by one incremental point, until they reach the maximum point of the grade. Pay awards for NJC, JNC, Soulbury and Teaching staff are negotiated nationally. Where a member of staff is the subject of formal disciplinary and capability processes, increments may be withheld.

With the exception of Soulbury and Teaching staff employees may be accelerated up the pay grade by a maximum of two spinal column points to recognise exceptional performance. Link to [Additional Payments Policy](#). National terms and conditions for Soulbury and Teaching Staff incorporates specific requirements around progression related to performance.

7 Remuneration on Appointment

Staff are usually appointed on the minimum spinal column point of the grade. However line managers have discretion to appoint above the minimum of the grade including where there are difficulties recruiting to a post or where an individual can demonstrate significant valuable previous experience..

The Chief Executive is required to consult the council's Appointments & Remuneration Panel on the appropriate starting salary for any new permanent Corporate Leadership Team appointments or any other proposal to offer a permanent appointment with a salary package of £100,000 or more.

8 Chief Executive

The Chief Executive's salary is set to ensure that it is competitive when compared to roles of similar size and complexity elsewhere and with regard to the challenges, additional hours and working arrangements required to achieve the requirements of the role. The salary is on a single fixed salary point. Nationally negotiated cost of living awards are applied.

The Chief Executive may receive a fee for acting as the Returning Officer at elections. Fees for local elections are set using the East Sussex Scale of Election Fees & Charges. National election fees are set by the Department of Levelling Up, Housing and Communities.

Full Council is required to approve the appointment of the Chief Executive following the recommendation of such an appointment by the Appointment & Remuneration Panel.

9 Corporate Leadership Team

The pay and grading of the Corporate Leadership Team is determined by the requirements of the role and by reference to the labour market for roles of a similar size and complexity. Corporate Directors progress to the next point of their grade scale subject to satisfactory performance in the role as determined by the Chief Executive. Once at the top of the scale they continue to receive the JNC for Chief Officers nationally negotiated cost of living awards.

10 Assistant Directors

The pay structure for posts at this level ensures the council is able to attract and retain staff with the suitable skills and experience to deliver the council's many services. Nationally negotiated cost of living awards are applied.

11 Additional Payments

In order to ensure sufficient flexibility to reward staff who are undertaking additional responsibilities, the council's policy on [Additional Payments](#) provides for Acting Up payments or a one-off Honorarium Payment to be made in specific circumstances.

12 Market Supplements

The Council may pay a market supplement, in accordance with the council's market supplement policy, where there are proven shortages of individuals with particular skills and experience.

13 Travel and Expenses

The Council is committed to becoming a carbon neutral city and promoting healthy and sustainable travel. This means that when employees are required to travel, they should be aware of choosing the most cost-effective, efficient and sustainable ways of travelling, both to and from work and within the working day.

Staff should first ensure that travel is necessary and that the intended outcome could not be achieved by other means, such as email or telephone or video-conferencing. Where travel is necessary, staff should make optimum use of diary planning to minimise the number of business travel journeys made and should explore walking, cycling, public transport options before using a car.

Where authorised to do so, employees are entitled to be reimbursed for mileage they incur whilst discharging their official duties. This does not include mileage to or from home to their normal place of work. The rate of [reimbursement](#) will depend on the engine size of their car, while other rates are applicable where motorbikes and bicycles are used for this purpose. Employees who have to use public transport to travel for their role are entitled to reclaim the costs of the transport under the council's expenses policies.

14 Working Pattern Allowances

The council introduced its current allowance scheme for those employed on NJC terms and conditions on the 01 October 2013; these allowances reward employees who work outside the council's standard working week, which is Monday to Friday between 6am to 8pm each day. Working outside of these standard times will attract an enhancement to the hourly rate. Details can be found in the Employee Rights & Responsibilities document.

15 Annual Leave

Annual leave entitlements vary according to the terms and conditions of employment. [Annual leave entitlements](#) are published on the Council's website.

16 Pension Scheme

Membership of the Local Government Pension Scheme is subject to the rules of the scheme and contribution rates are set by the East Sussex County Council Pension Fund ([Link to rates on ESCC Website](#)).

17 Redundancy, Retirement and other Compensation Payments

The council's approach to dismissals on the grounds of redundancy or efficiency of the service and in the case of early retirement can be found in the following policies on our website: [Redundancy, Retirement and other Compensation Payments policy statement](#) and [Retirement at Brighton & Hove](#).

It is the council's policy that employees who accept a financial package on voluntary termination of their employment with the council are not re-employed or engaged as a self-employed contractor or through an agency for a minimum period of two years; details of this policy can be found in the [Re-Employment of Employees policy](#)

In exceptional circumstances, the council will agree to settle a claim or potential dispute upon the termination of employment by way of a compensation payment. In this situation, an officer panel comprised of the Director of Human Organisational Development (or their delegate), the Monitoring Officer (or their deputy) and the S151 Chief Finance Officer (or their deputy) will review a business case prepared by the relevant Chief Officer. While the officer panel will scrutinise the business case and may endorse it, make recommendations regarding it or advise against it, responsibility for the final decision remains with the relevant Chief Officer.

In the case of Chief Officers, other than those who are members of the Executive Leadership Team, and in any case where the proposed total payment is £100,000 or more, the Chief Executive may approve the severance package where the package has been recommended by the Appointments & Remuneration Panel. The council's External Auditor is also consulted about any potential offers to Chief Officers. Compensation packages in excess of £100,000 which relate to the Chief Executive will be referred to Strategy Finance & City Regeneration Committee.

18 Pay Protection

In cases where an employee is redeployed into a lower graded role due to their original role being made redundant, the annual protection payment will be the difference between the employee's normal contractual pay in the former post and the normal contractual pay of the new post in year 1; and in year 2 it will be 75% of this value. After which the employee will be paid at the top of the grade for the role they've been redeployed into.

An employee will have the amount of their protection re-calculated should their pay details change at any point during the protection period so that their amount of pay does not exceed the pay they received in the role they were made redundant from.

19 Job Evaluation

The council grades all NJC and JNC Chief Officer roles using a job evaluation scheme to ensure roles of equal value are paid equitably. The council's allowance scheme sets out circumstances where individuals are entitled to payments beyond their basic grade.

20 Remuneration of Staff – Contract for Services

Individuals employed on a contract for services will be paid at a rate consistent with the pay of directly employed staff performing a comparable role and will consider where relevant, a premium to take into account any relevant market factors. It is the council's policy to minimise the use of consultants wherever possible and the approval of the Chief Executive is required prior to any commitment to expenditure on consultants in excess of £10,000.

21 Remuneration of Staff and Pay Multipliers – Publication of Information

The council publishes details of staff earnings in accordance with legal requirements on transparency. This includes the relationship between the remuneration of Chief Officers and the median salary of our workforce. The 'pay multiple' will be calculated each year and published on the [Council's website](#). Historical information will be retained in order to monitor the pay multiple over time.

Further information is contained in the [Statement of accounts](#) in accordance with the Audit of Accounts legislation.

22 Gender Pay Gap Report

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all local authorities with more than 250 employees to publish gender pay gap data based on a 'snapshot' date of 31 March of the previous year to the year in which the data is published.

The gender pay gap is defined as the average pay gap between male and female staff in hourly pay. The council is required to publish the mean and median differences between male and female employees and the proportions of each gender in each pay quartile.

Further requirements stipulate the need to publish information related to bonuses received by each gender, however the council does not pay bonuses, and as such the council does not report under these headings.

The council publishes ethnicity pay and disability gap reports on a voluntary basis.

For further information please see the most recent. [Gender Pay Gap Report](#)
[Gender Pay and Ethnicity Pay Gap Reports](#).

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 120

Subject: 2024/25 Local Transport Plan Capital Programme

Date of meeting: 14th March 2024

Report of: Executive Director Economy, Environment & Culture

Contact Officer: Name: Tracy Beverley
Tel: 01273 293813
Email: tracy.beverley@brighton-hove.gov.uk

Ward(s) affected: All

For general release

1. Purpose of the report and policy context

1.1 The City Council receives capital funding each year for transport schemes through the government's Local Transport Plan [LTP] process. This report proposes how the £4.538m grant is allocated in 2024/25 and recommends these proposals are approved. The report also provides details of the wider 2024/25 Capital Transport Programme which has a total value of £23.10m

2. Recommendations

2.1 This Committee agrees the 2024/25 Local Transport Plan Capital budget allocation of £4.538m, as set out in Table 1 of this report.

2.2 This Committee notes the council's wider 2024/2025 Capital Transport Programme with a value of £23.10m, as set out in section 3.23 – 3.24 and detailed in Appendix 1.

3. Context and background information

3.1 The LTP aligns with the Council's Corporate Plan which aims for a fairer, sustainable city. The LTP Capital Programme outlined in this report is consistent with the principles established within the current LTP4 which include; Maintaining the network, Managing movement, and Improving streets and infrastructure. It is also consistent with the principles and priority areas identified in the emerging LTP5 including; Reducing the need to travel, Shifting how people travel, Cleaner Vehicle Travel and Developing safe and well-maintained streets and places.

- 3.2 The amount of new government capital funding for 2024/5 is based on estimates of how much investment it considers is required in the city's infrastructure through its Local Transport Plan process. It helps to deliver essential maintenance and safety improvements, environmental aims to tackle climate change and air quality, and improves the availability and accessibility of sustainable travel options for highway users.
- 3.3 The proposals for 2024/25 allocates funding across several areas including highway and structural maintenance and sustainable transport projects. It includes commitments to schemes that are already approved, ongoing programmes of works and new projects which will deliver long-term benefits to the city and its residents.
- 3.4 LTP allocation takes into account a number of factors, such as previous decisions made by Committee, projects already committed to deliver Council objectives, match funding commitments and technical data or surveys which evidence an issue with the Highway.
- 3.5 The LTP budget has been used as match funding to help secure and deliver significant levels of capital funding from other sources. This includes match funding for bids such as Active Travel Fund, Bus Service Improvement Fund as described in paragraph 3.23. Appendix 1 details the wider Transport Capital Programme.
- 3.6 A summary of the proposed LTP funding allocation for 2024/25 are provided below in Table 1. This is traditionally set out in two LTP 'block' allocations for Highway Maintenance and Sustainable Transport Projects.

	Table 1 Proposed LTP Allocation 2024/2025	£'000's
Maintenance - Highway and Structures		
Roads	Key corridors will include parts of the A259 and Eastern Road	500
Pavements and Footways	Footway Seek and Fix programme that targets the worst locations	400
Drainage	Sites that cause damage and disruption to property and flooding on the highway being prioritised.	100
Asset Management	DfT require accurate asset and condition data across all asset groups to manage the transport network & attract funding.	55
Bridges & Structures	East Cliff Retaining Wall to support Madeira Terrace works	100
	MRN- Kings Rd Arches , Dukes mound in-fill works	300
Maintenance total		1455
Sustainable Transport Projects		
School Streets	St Pauls, Fairlight, Saltdean, scoping for the future and improving existing sites.	125
	School Travel Plan Measures - supporting the delivery of school streets	15
Improving technology	Investing in Real-Time Passenger bus Information system (RTPI)	600
	Intelligent Transport System (ITS)	200

Links to South Downs National Park and PRow	Happy Valley improvement scheme and various accessibility improvements	50
Road Danger Reduction	Collision / casualty / speed reduction (including match funding A2010 Road Safety Fund)	178
	Safer Better Streets- priority sites (including pedestrian crossings)	300
Active Travel Measures	Cycle network/Active Travel Fund Tranche 2 & 3 works delivering A23 & A259 corridors (Match funding Active Travel Fund)	850
	sustainable transport schemes supporting the delivery of S106 schemes unlocking potential	50
Improving accessibility	Including dropped kerbs and accessible improvements and cycle parking	100
Delivering Major Projects	Valley Gardens Phase 3 (Match funding to support delivery of £6m)	150
	Supporting corporate sustainability targets and social value	115
	Project Management Support for delivering schemes	350
Transport Projects Total		3083
Summary table - Total LTP Allocation		
Total LTP Maintenance Allocation		1,455
Total Sustainable Transport Projects Allocation		3,083
Total LTP Allocation		4,538

Maintenance Funding – Highways and Structures

- 3.7 Underfunding over a number of decades has resulted in a maintenance backlog of £75million for carriageways alone as reported in Highway Asset Management Policy and Strategy 2023 – 2025 and reported to Committee in January 2023.
- 3.8 As shown in Table 1, £1.455m LTP funding is proposed for the maintenance of the highway, including carriageway, footway, drainage and structures. It reflects the continued and growing need to renew highway infrastructure to elongate its lifespan. This LTP maintenance fund is supplemented by the Government’s ringfenced Pothole Funding sum of £1.455m, Incentive Funding which is £0.364m and £0.413m Network North maintenance funding which form part of the wider Capital Transport Programme and is shown on Appendix 1.
- 3.9 Priorities include repairing damage to high volume transport corridors and improving footway conditions in areas of high footfall. Major repairs or renewal will be identified based on surveys. Funding will contribute towards treating tree root areas to improve accessibility and reduce flood risk. Funding is also allocated to improving highway drainage assets to reduce surface water flooding.

- 3.10 Significant works to assess and strengthen highway bridges and structures across the City will continue to ensure they remain in a safe condition. The investment involves the inspection, maintenance or renewal of structures which is currently focused on the seafront, in line with the principles of the Council's Seafront Investment Plan. The 'arch' structures support the A259 promenade and road, funding will support further work to assess and develop detailed designs for the next phases of the central seafront restoration. This LTP will support essential work needed on Duke's Mound and East Cliff Wall to support Madeira Terrace works. We also expect to hear the outcome of our £32m bid from the government Major Road Network funding for these structures to enable construction in future years.

Sustainable Transport Projects

- 3.11 Table 1 sets out how the £3.083m of LTP funding will be allocated to individual projects.
- 3.12 The School Streets' initiative will continue to be rolled out at schools across the City. This initiative provides temporary restrictions on motorised traffic at school drop-off and pick-up times to help improve the safety and environment around school entrances. This funding will be complimented by an allocation of £0.015m to school travel planning which will assist in encouraging sustainable travel and will help the delivery of the government's Capability Fund for active and sustainable travel projects.
- 3.13 The allocation of £0.800m towards the use of 'smart' technology will upgrade Real Time Bus Passenger Information systems (RTPI). It also contributes to Intelligent Transport Systems, to improve signal junction efficiency and pedestrian crossings. This funding will help to support additional funding applications such as the DfT's Traffic Light Green Investment Fund.
- 3.14 Improving Rights of Way [RoW] in line with the statutory, approved RoW Improvement Plan will continue with £0.050m for proposed works to develop the transition between public Highway and Public Rights of Way.
- 3.15 £0.478m is proposed for investment in road danger reduction. This will include £0.178m for targeted road safety schemes to reduce casualty reduction and £0.300m investment in Safer, Better Streets Programme. This work will complement the wider Capital Transport Programme set out in Appendix 1 where there is an additional £0.300m from the Road Safety Fund.
- 3.16 The Local Cycling & Walking Infrastructure Plan [LCWIP] was approved in 2022. It sets out a prioritised, strategic network of routes and areas and potential for future investment in active travel schemes. £0.850m is allocated to support, through match funding, the A23 Active Travel Scheme and other Active Travel schemes such as the A259 Fourth – Wharf.
- 3.17 The LTP allocation continues to invest in accessibility improvements £0.100m is dedicated to improving dropped kerbs, reducing barriers for

movement and providing cycle parking at destinations. This will be further enhanced by £0.050m to unlock developer contributions.

- 3.18 Table 1 shows LTP allocation of £0.150m towards Valley Gardens Phase 3, which has previously been approved. The wider Capital Transport Programme in Appendix 1 shows further additional funding for Valley Gardens as secured from the Local Enterprise Partnership (LEP). This LEP funding will remain allocated to the project through the schedule 1 Funding Agreement despite the withdrawal of government funding from LEPs after March 2024. Such funding functions are expected to pass to Upper Tier Local Authorities, such as Brighton & Hove City Council, although arrangements are still being finalised. It is expected that, post – March, project delivery will be monitored via the Local Accountable Body.
- 3.19 The LTP allocations contribute to the costs of Project Management resource required to deliver the programme of works and also to the delivery of Contractors KPIS (Key Performance Indicators) to help meet corporate sustainability and social value targets.
- 3.20 The LTP funding plays a vital role in providing access to larger funding bids through match funding. In future years, the LTP may need to provide match funding for new Government bids to access significant levels of funding. For example, the National Roads Fund for the Major Road Network. The Council has submitted a bid for £32 million to the Department for Transport, supported by Transport for the Southeast, for the A259 Seafront Highway Arches Renewal Programme [SHARP]. This will likely require an element of match funding.
- 3.21 Other major projects could include the A27 – 5 Junctions Development Project and the development of Park & Ride. Appendix 1 shows indicative funding for future years that will need to be revised and approved annually.
- 3.22 The LTP allocation is one of many funding sources that are used to deliver transport schemes. The Capital Transport Programme total value is £23.10m for 2024/25. This includes other significant capital sums ringfenced, to deliver specific transport improvements across the City. These are listed in Appendix 1 of this report and include Other Government Funding and Council Funding.
- 3.23 Other Government Funding is listed in Appendix 1. In addition to the maintenance funding listed in paragraph 3.8. Government funding has been awarded for active travel schemes. Funding awards include £ 0.230m for Active Travel Fund (ATF) Tranche 2, £1.204m for ATF Tranche 3 and £2.994m for ATF Tranche 4. This funding has been ringfenced to deliver Active Travel Schemes including the A23 Active Travel Corridor and the A259 Active Travel Corridor and relies on LTP match funding.
- 3.24 The Council has secured £28m to deliver its Bus Service Improvement Plan [BSIP] to enhance and improve the bus network. In 2024/25, it is proposed that £2.550m from this Programme will contribute towards improving the Western Road corridor specifically the Clocktower junction and Dyke Road

junction. This funding will also deliver signal improvement at junctions, support the delivery of Red Routes on Lewes Road and the A23, and enhance the bus network in priority areas such as Marine Parade.

- 3.25 Other Council Funding has been committed to the wider Capital Transport Programme, this can be seen in Appendix 1. In 2024/25 £1.000m 'Invest to Save' funding was secured for street lighting maintenance to help accelerate reductions in electricity and maintenance costs. A further allocation of £1.562m is committed to the renewal of the seafront heritage lighting. Council funding has also been secured for Hove Station Footbridge works, Bikeshare replacement Programme and development of the Citywide Strategic Transport Model.
- 3.26 Investment in local transport is also secured through the planning process via legal agreements (Section 106 agreements). Sums are secured to reduce the impact of development on the Highway network. This funding will continue to support the delivery of targeted improvements and enhance the LTP funding for 2024/25 and beyond. In future years transport funding will need to be secured through the Planning process via the Council's Community Infrastructure Levy [CIL].

4. Analysis and consideration of alternative options

- 4.1 Table 1 outlines the 2024/25 LTP funding allocations which will help to deliver the existing commitments and emerging objectives and outcomes of the Council's LTP. Many allocations are considered match funding and have helped to secure much larger sums of capital funding from other sources. Some allocations will be combined with other sums to invest in comprehensive improvements to the City's transport network. Maintaining these commitments is essential to deliver those projects and will help support the Council's case for any similar future bids. Appendix 1 outlines the wider Capital Transport Programme which the LTP supports.

5. Community engagement and consultation

- 5.1 Many individual projects have been, or will be, the subject of engagement and consultation with local communities and ward Councillors. Alongside the Maintenance / Renewal Programme, the delivery of Integrated / Sustainable Transport schemes will be considered by the Council's Head of Traffic Management in order to minimise the potential impacts of works on the overall operation and management of the City's transport network.
- 5.2 The proposed 2024/25 LTP funding allocation enables the delivery of the LTP Strategy which has been approved, it also aligns with the emerging LTP5 principles which have more recently emerged following extensive consultation. The City Transport Partnership will be updated on progress made on delivering projects. Multi-agency working remains key to helping achieve improvements in service outcomes and overall performance across the City through scheme development and transport investment. Improving transport infrastructure and services ensures that the Council and its partners can meet the varying needs of the City, especially at a time when

achieving sustainable economic, environmental and social outcomes, through value for money investment, are high priorities. When required, all projects will be fully coordinated with other Council schemes and works by other agencies (gas, water etc) to minimise disruption and ensure efficient use of funds.

6. Conclusion

- 6.1 This report outlines the allocation of the 2024/25 LTP Funding To deliver the LTP objectives and support the Wider Capital Transport Programme. The overall amount is based on the relevant allocations made at Budget Council in February 2024 and it will enable works to be continued or started, which will support the Council's, the Citys and wider stakeholders' objectives.

7. Financial implications

- 7.1 In February 2022, the government confirmed the Council's annual allocations of capital grant funding for 2024/25. The overall level of new funding available for 2024/25 through the LTP process was approved by Budget Council in February 2024 and included in the Council's Capital Investment Programme. This report includes indicative estimated funding for the year 2025/26. The report sets out the proposed use of the new government funding within the LTP Capital Programme, totaling £4.538m. It also includes other sources of funding secured including additional government transport grant funding and council borrowing already approved and shown in Appendix 1.

Name of finance officer consulted: Rob Allen Date consulted: 20/02/24

8. Legal implications

- 8.1 The LTP is a statutory requirement and was adopted by Full Council in March 2015. There are no direct legal implications associated with approving the 2024/25 LTP Capital Programme, which is consistent with the Strategy and the Delivery Plan set out within the LTP4, and the emerging themes within LTP5. Any relevant legal implications will be considered when individual schemes are brought forward for implementation

Name of lawyer consulted: Siobhan Fry Date consulted 14/02/2024

9. Equalities implications

- 9.1 An Equalities Impact Assessment has been carried out for the LTP5 further Equalities impact assessments will be carried out when developing specific projects and programmes. The needs of those people and communities who are identified as having 'protected characteristics' (those against which discrimination is unlawful) as defined by the Equality Act 2010 will be considered from the outset, and wherever possible their needs will be incorporated into designs in order to overcome barriers to movement that may be experienced. In doing so, this will ensure that the transport network

is made accessible to everybody, irrespective of any protected characteristic.

10. Sustainability implications

- 10.1 Allocations of funding from the LTP will enable the council to meet environmental objectives set out in the LTP4, the emerging LTP5, the City Plan, such as a shift towards greater use of sustainable and active transport and travel options, improving air quality and reducing emissions to help achieve the commitment to creating a carbon neutral city by 2030.
- 10.2 The proposed overall Programme of investment in highway and structural maintenance and sustainable transport and travel measures will be critical to delivering a step change in the actions that are being taken to reduce transport-related carbon emissions in the city by providing infrastructure to overcome the barriers and challenges that make it more difficult to use active and low emission travel. The Programme will contribute in a number of ways, including improving road and pavement surfaces for walking and cycling; making local neighbourhoods safer and more attractive to walk and cycle to local shops; improving public transport passenger infrastructure to make it more accessible and a better alternative to the car for some journeys; and providing electric vehicle charging infrastructure to increase the uptake of low emission vehicles for those who need to drive.

11. Other Implications

Social Value and procurement implications

- 11.1 There are no direct social value and procurement implications associated with the allocation of funding to particular schemes. Their development and delivery will be subject to the council's procurement procedures which aim to maximise the social value that can be achieved through each individual commission

Crime & disorder implications:

- 11.2 There are no direct implications arising from the proposed 2024/25 LTP Capital Programme. However, there is a focus on improving road safety and reducing danger and, wherever possible, its projects and programmes will seek to support the aims and priorities of the council's Community Safety and Crime Reduction Strategy 2020-23, especially in helping to deliver measures that improve the physical environment, ensure communities are stronger, and help people feel safer. This can include work to design, improve, manage and maintain public spaces and streets so that people feel safe. The positive and active use of spaces is encouraged to ensure that crime and anti-social behaviour are discouraged.

Public health implications:

- 11.3 Transport and travel are critical to delivering the city's public health objectives as they contribute significantly to some of today's greatest

challenges to public health, including road traffic injuries, physical inactivity, the adverse effect of traffic on social cohesiveness and the impact on outdoor air and noise pollution. Improving people's and communities' health and well-being is a key objective of the LTP4, and the LTP Capital Programme allows continued investment in transport improvements that provide for and promote active travel, such as walking and cycling. This investment also helps to improve air quality by reducing harmful emissions therefore delivering objectives and actions set out in the council's Air Quality Action Plan, such as providing for electric vehicles and enabling greater use of alternatives to the car for some journeys. Creating less dangerous and more attractive environments, such as road safety and public realm schemes, will improve individual and community health and well-being and quality of life.

Supporting Documentation

1. Appendices

- 1 Proposed 2024/25 Capital Transport Programme

2. Background documents

1. Brighton & Hove City Council's Fourth Local Transport Plan [LTP4] – March 2015
2. 'Developing a new transport plan for Brighton & Hove' – March 2022
3. LTP5 Equalities Impact Assessment.
4. Highway Asset Management Policy and Strategy 2023 – 2025

Capital Transport Programme 2024/25

		24/25	25/26	26/27	
MAINTENANCE					
<i>Maintaining links and routes to improve.....</i>					
	Maintenance of Roads etc..				
177 Develop safe and well maintained streets and places that encourage and enable active travel Schools	Carriageways	Key corridors will include parts of the A259 and Eastern Road as well as an extensive preventative maintenance programme.	500	600	600
	Pavements and Footways	Footway Seek and Fix programme that targets the worst locations first as well as the trial of a Slurry Seal surface extension programme for asphalt footways. Continue to work with City Parks to tackle the on-going accessibility issues created by tree roots in the footway.	400	400	400
	Drainage - replace failed gullies and soakaways	Sites that cause damage and disruption to property and flooding on the highway being prioritised. There is currently an estimated £1.25million drainage maintenance backlog.	100	100	100
	Facilities Highway Asset Management Plan	To satisfy the DfT Incentive Fund we are required to maintain accurate asset and condition data across all our asset groups.	55	55	55
		Maintenance structures			
	Bridges & Structures	East Cliff Retaining Wall to support Madeira Terrace works	100	100	100
		MRN- Kings Rd Arches , Dukes mound in-fill works	300	200	200
MAINTENANCE SUB-TOTAL		1455	1455	1455	

SUSTAINABLE TRANSPORT schemes					
Reduce The need to travel					
Develop safe and well maintained streets and places that encourage and enable active travel Schools	School Streets	St Pauls, Fairlight, Saltdean, scoping for the future and improving existing sites.	125	125	125
		School Travel Plan Measures - supporting the delivery of school streets*	15	15	15
Promote and use technology to reduce and manage	Improving technology	Real-Time Passenger bus Information system (RTPI)	600	0	0
		Intellegent Transport System (ITS)	200	0	0
Links to South Downs National Park and PRoW	Happy Valley improvement scheme and various accessibility improvements		50	35	25
SUB-TOTAL			990	175	165
Shift how people travel					
Develop safe and well maintained streets and places that encourage and enable active travel	Road Danger Reduction	Collision / casualty / speed reduction (including match funding A2010 Road Safety Fund)	178	100	278
		Safer Better Streets- priority sites (including pedestrian crossings)	300	200	300
Active Travel Measures	Cycle network/Active Travel Fund Tranche 2 & 3 works delivering A23 & A259 corridors		850	1,200	1400
		sustainable transport schemes supporting the delivery of S106 schemes unlocking potential	50	55	73
Improving accessibility	Including dropped kerbs and accessible improvements and cycle parking		100	150	237
Create an inclusive and integrated transport system	Delivering Major Projects	Valley Gardens Phase 3 (Match funding to support delivery of £6m)	150	728	135
		Supporting corporate sustainability targets and social value*	115	115	115
		Project Management Support for delivering schemes	350	360	380
SUB-TOTAL			2093	2908	2918
SUSTAINABLE TRANSPORT PROJECTS SUB-TOTAL			3083	3083	3083
Total LTP Allocation			4,538	4,538	4,538
LTP Maintenance Block Grant Allocation			1,455	1,455	1,455
LTP Sustainable Transport Block Grant Allocation			3,083	3,083	3,083
Total LTP Allocation			4,538	4,538	4,538

Other Government Funding	OTHER GOVERNMENT HIGHWAYS FUNDING			
	Highway Maintenance Incentive Fund <i>(based on Band 3 assessment)</i>	364	364	364
	Pothole funding	1,455	1,455	1,455
	Network North: highways maintenance funding	413	413	
	Sub Total - Other Highways Funding	2,232	2,232	1,819
	Active Travel Fund – Tranche 2	230		
	Active Travel Fund – Tranche 3	1,204	1,000	
	Active Travel Fund - Tranche 4	2,994		
	Bus Service Improvement Plan	2,556	2,100	
	Road Safety Fund	300		
	Sub-Total - Other Government Funding	7,284	3,100	3,638
	COUNCIL FUNDING* already approved			
	Street lighting 'Invest to Save'	1,000	400	
	Seafront heritage lighting renewal programme	1,562		
	Hove Station footbridge	500		
	Bikeshare replacement programme	215		
	Valley Gardens Phase 3		5,000	
	Citywide strategic transport model	205		
	Carbon Neutral Fund – Elm Grove / Queens Park Road	350		
	Sub-Total - Council Funding	3,832	5,400	0
	OTHER GENERAL FUNDING - LOCAL ENTERPRISE PARTNERSHIP [LEP]			
	Local Growth Fund – Valley Gardens Phase 3 ***	5,217		
	Sub Total - Other general Funding	5,217	0	0
	GRAND TOTAL	23,103	15,270	9,995

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 121

Subject: Annual Planned Maintenance Budget and Asset Management Fund Allocations 2024-25 for the Council's Operational Buildings

Date of meeting: 14 March 2024

Report of: Executive Director for Economy, Environment & Culture

**Contact Officer: Name: Angela Dymott
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Peter Togneri**

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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 To seek approval for the annual revenue budget allocation and programme of maintenance, improvements and Health & Safety works for the Council's operational property portfolio. The report details the allocations for two budget areas: The Planned Maintenance Budget ("PMB") and the Asset Management Fund ("AMF").
- 1.2 The Planned Maintenance Budget that covers essential repair works to civic offices, historic, operational, commercial and environment buildings consists of a combined revenue and capital budget of £3,504,740 and a Social Care Planned Works Budget of £500,000, totalling £4,004,740.
- 1.3 The annual Asset Management Fund is a capital budget for property improvements and health & safety works totalling £1,000,000.

2. Recommendations

That Committee;-

- 2.1 Approves the annual programme of planned maintenance works for the Planned Maintenance Budget as detailed in Appendices 1 and 2, at a total estimated cost of £4,004,740.
- 2.2 Approves the Asset Management Fund allocation for 2024-25 totalling £1,000,000, as detailed in Appendix 3 of this report.
- 2.3 Agrees to delegate authority to the Executive Director Economy, Environment & Culture and Assistant Director Property & Design to take all necessary steps to

procure the Planned Maintenance Budget works and Asset Management Fund improvement works and award contracts within these budgets.

3. Context and background information

Asset Management

- 3.1 The council's Corporate Property Strategy & Asset Management Plan sets out the property context for Brighton and Hove, the council's strategic property objectives, and is available on the council's website. The Corporate Property Strategy & Asset Management Plan is to be refreshed.
- 3.2 The council's property is managed strategically and operated through a mixed economy Corporate Landlord Model that centralises the council's property functions to professional teams in Property & Design within the Economy, Environment and Culture Directorate. The aim is to make best use of council assets to support corporate objectives and improve the utilisation, efficiency and effectiveness of our land and buildings. This is supported by the council's property asset data and systems that help to inform the process.
- 3.3 Rolling condition surveys are undertaken to ensure a robust assessment of the council's 5-year requirement for planned maintenance to help prioritise future programmes of work in conjunction with internal Client's future service delivery plans.

Planned Maintenance Budget

- 3.4 This budget of £4,004,740 relates to those operational buildings where the council has a repairing liability but excludes council housing, highways, farm buildings and educational establishments that have their own budgetary provisions. It includes the Environment buildings, planned budget of £110,500 for parks and recreation ground buildings, adopted cemetery walls, etc.
- 3.5 The Capital Investment Strategy for 2024/25 includes a commitment to support essential maintenance works to a number of higher priority buildings. Funding to support the Planned Maintenance Budget and Asset Management Fund was approved at Budget Council on 22 February 2024. Details of the sites, the nature of the maintenance works and contributions are detailed in Appendix 1.
- 3.6 The Brighton Centre requires essential maintenance works estimated at £4.0m. This has been included in the Council's Capital Investment Programme and is separate from this Planned Maintenance Budget to enable the Client, the budget holder, to target their wider service priorities. The main areas of spend in the first 2 years, 2024-25 being year two, are essential roof, mechanical and electrical works. The works are profiled at £1.0m spend per year for a 4-year period.
- 3.7 The Corporate Building Maintenance Strategy sets out a robust framework to deliver the key property objective to optimise the contribution to the Council's priorities and strategic and service objectives. The aim is to ensure that finite maintenance resources are prioritised and targeted at our key operational assets. In line with the Budget Strategy to reduce the Council's overall footprint, the Assistant Director of Property & Design and Head of Estates are driving a

cross-council Operational Asset review across all Directorates to focus thinking on buildings that fit with future service delivery plans and possible disposals. This covers all Corporate PMB and Social Care PMB buildings as well as others e.g. FCL non-school properties. As well as condition requirement over a 5-year period and an assessment of Suitability for Clients, reactive, term maintenance, energy efficiency is also considered. Where possible income generation is anticipated through either disposal for a capital receipt or revenue from rental.

- 3.8 Like most local authorities, the Council faces an unsustainable backlog in its required planned maintenance, extreme budget challenges and our small and limited maintenance budgets are inadequate for the need. Financial controls applied over a number of years have meant substantial cuts in what can be achieved, that in turn increases our prioritised volumes of required maintenance with associated risk.
- 3.9 The inadequate planned maintenance budget issue is compounded by the reactive maintenance budget also being significantly short for effectively maintaining the large and complex Corporate Landlord portfolio to a respectable standard. For several years, strict spending restrictions have been put in place to limit spending and prevent exceeding the budget whereby only urgent, Health and Safety issues are addressed. This results in a cumulative effect of buildings not being maintained to a good standard, which significantly impacts building user morale and revenue generating potential. In the long run, more money is then spent on dealing with emergency and planned maintenance projects. These become larger in scope and cost rather than addressing issues in a more timely and proactive manner when they are small and first realised.
- 3.10 The annual planned maintenance budget allocation is prioritised in consultation with service client officers to address the highest critical and most essential maintenance works and supports service re-design and delivery. It also aims to ensure that statutory compliance works, and high-risk Health and Safety issues are addressed. Essential maintenance includes works of a structural nature and those that keep our buildings watertight. Officers aim to ensure best use of resources available, value for money and that funding is prioritised. A substantial part of the planned maintenance budget covers the costs of statutory compliance testing, routine servicing and maintenance contracts as detailed in Appendix 1.
- 3.11 In accordance with the Council's 50-year lease agreement with the trustees of the Brighton Dome Complex on the Royal Pavilion Estate that commenced in 1999, a figure estimated at £288,697 has been top sliced from the budget to a sinking fund to contribute towards maintenance works at the Dome. There is an obligation within the lease agreement that the Council provides a contribution to this sinking fund each year (that increases by Retail Prices Index) to go towards helping to maintain the fabric of the building, items of plant, statutory compliance testing, routine servicing, etc.
- 3.12 The Royal Pavilion & Museums buildings transferred to the Royal Pavilion & Museums Trust on a 25-year contract on 1st October 2020. The lease arrangements mean that the Trust is fully responsible for all forms of external and internal maintenance, health and safety and compliance for the leased buildings. To financially contribute towards the upkeep of these Council buildings, the Council retains an annual sum within this budget for a planned

programme to be prioritised and agreed between the Trust and Property & Design. For 2024-25 the estimated sum allocated is £443,070 for planned maintenance and £61,940 for term, statutory and reactive contracts; a total estimated sum of £505,010 from this budget and a further estimated contribution of £121,990 from capital reserves and delegated budgets to support the total maintenance commitment to the Trust.

Summary of the Proposed Annual 2024/25 Planned Maintenance Budget Programme of Works

- 3.13 The financial allocation to each main service client area is listed within Appendices 1 and 2. For Corporate Landlord (“CL”) premises the PMB is primarily used for works relevant to but not exclusive to for example, safe Legionella Management and water monitoring, passenger and goods lifts, boiler refurbishments and replacements, electrical installations, fire and intruder alarms, automatic doors etc. In the case of Freedom Leisure CL would only be responsible for the replacement of main plant i.e. boiler or air handling plant and main structural repairs of the premises i.e. roofs and floors. The provision of cyclical maintenance and reactive repairs remains the responsibility of Freedom Leisure. Flexibility is available during the year to reprioritise the programme to meet any changing service priorities, spending restrictions and respond safely to any local Covid outbreaks or similar emergency requirements within specific buildings.
- 3.14 There are sums to fund the ongoing structural propping and engineer checks to Madeira Terraces whilst the major project of refurbishment develops. Each service client area also has a sum allocated for Health and Safety risk management works that is to address any unforeseen required remedial works throughout the course of the year.
- 3.15 Examples of areas of work to the adult and children’s Social Care portfolio include a variety that address risk reduction to support some of the most vulnerable, such as roof repairs, structural works, window repairs and internal and external redecorations.

The Asset Management Fund

- 3.16 The Asset Management Fund 2024-25 is a capital fund of £1,000,000 to support property improvements, property related Health & Safety requirements and access improvements under the Equality Act 2010. It forms part of the corporate Capital Strategy 2024-25 along with the Strategic Investment Fund of £250,000 and the Information, Technology & Digital Fund of £500,000.
- 3.17 The proposed overall Asset Management Fund allocation is as follows and details of the bids can be found in Appendix 3 which includes support for a computer aided facilities management system to support compliance of our operational buildings, a breakdown of the reprioritised Workstyles programme, important health & safety improvements to major operational buildings, and property related health & safety and Equality Act requirements:

Table 1 Asset Management Fund - Programme Allocations for 2024-25

Description	Asset Management Fund
	Funding £m
1. General Property Improvements	
1a Computer Aided Facilities Management (CAFM) System	0.225
1b Corporate core buildings – security, customer centres Energy Performance Certificates	0.105
1c Workstyles - Corporate programme project support, service delivery changes, Operational Accommodation strategy	0.250
1d Estates - Project management to support delivery of budget savings across services	0.050
Subtotal general property improvements	0.630
2. Equality Act Improvements	
2a Rolling programme of access improvements to corporate Buildings- incl Hove Town Hall evacuation lift and Accessible WC provision / changing places to various locations	0.180
3. Property Related Health & Safety Legislation	
3a Asbestos Management	0.020
3b Legionella Management	0.020
3c Fire Risk Assessment Works	0.150
Subtotal Equality Act & property related Health & Safety	0.370
TOTAL OVERALL	1.000

Procurement of Works

- 3.18 The Council’s Contract Standing Orders set out the Council’s process for the procurement of building works. Larger value projects are delivered through the most appropriate procurement route as determined by the project team in collaboration with the appointed procurement lead. Planned maintenance projects are procured predominantly through frameworks set up in collaboration with East Sussex County Council colleagues. There are seven planned maintenance framework Lots for varying values of building works, mechanical, electrical, roofing and asbestos removal. These are currently being re-procured. Where appropriate for works below £15,000 Property & Design’s reactive repairs and minor works framework is utilised.
- 3.19 The seven planned maintenance framework Lots create added and social value to the city with an increased benefit to our local economy and environment. There is an increased focus on sustainability with officers and contractors working collaboratively to drive efficiencies leading to reduced cost and, waste, maximising innovation through the supply chain, mitigating risk through joint management and striving for continuous improvement over the four years of the frameworks.

- 3.20 The Planned Maintenance Budget includes an allocation to fund Measured Term Contracts for cyclical statutory testing, routine servicing and maintenance contracts, an integral part of good, planned maintenance practice. This includes mechanical and electrical, lifts and water hygiene cyclical maintenance. It is intended to utilise contracts procured by BHCC in collaboration with colleagues at East Sussex County in 2020 to carry out these works. These are fixed priced contracts for a period of 4 years with the option to extend for a further 2 years subject to satisfactory performance and value for money. A sum of £827,511 is required to fund these statutory compliance cyclical Mechanical and Electrical services and building fabric contracts.

4. Analysis and consideration of alternative options

- 4.1 For the Planned Maintenance Budgets failure to provide any maintenance to our building stock, conform to Health and Safety and other statutory legislation to meet liabilities will increase existing risks, inhibit service delivery, lead to a negative perception of the council, reduce the value of the assets and prevent fulfilling the council's priorities, aims and objectives as stated in the Asset Management Plan and Council Plan. Property teams work closely together to ensure that these programmes of work align with services and the limited funding prioritised to meet Client service objectives.
- 4.2 For the Asset Management Fund, failure to improve the council's core office accommodation, address property related access obligations under the Equality Act 2010 and property related Health & Safety legislation would increase council risks and liabilities, inhibit service delivery, may lead to a negative perception of the council, reduce the value of our assets and prevent fulfilling the council's priorities, aims and objectives as stated in the Asset Management Plan and the corporate priorities in the Council's Plan.

5. Community engagement and consultation

- 5.1 Consultations have taken place with all service Client officers of the relevant Directorates and with technical officers within Property.
- 5.2 The Workstyles programme will involve extensive internal and external consultations on customer and service delivery requirements. This includes extensive engagement with community stakeholders and residents affected by the Moulsecoomb Hub works and supporting widespread consultation of staff through the Future Ways of Working programme and Operational Accommodation Strategy.
- 5.3 The procurement of planned maintenance frameworks and the cyclical, term and reactive contracts as set out above was reported to the Procurement Advisory Board and subsequently to Policy and Resources Committee on 10th October 2019. They frameworks are currently being reprocured.

6. Conclusion

- 6.1 This report sets out the proposed financial allocation to a prioritised annual programme of planned maintenance works to the operational buildings set out in Appendices 1 and 2 excluding council housing, highways and those

structures falling on highway land, educational properties, car parks, public conveniences, city parks roadways and paths, city clean messrooms, hostels, etc which have their own budgetary provisions.

- 6.2 This report also sets out the proposed Asset Management Fund financial allocation as detailed at paragraph 3.18 and Appendix 3 for property improvements, access requirements under the Equality Act 2010 and property related Health & Safety requirements for 2024-2025.

7. Financial implications

- 7.1 The council's Planned Maintenance Budget for 2024-25 provides a total £4,004,740 for annual planned maintenance expenditure on the council's civic offices, historic, operational (excluding schools, housing and highways) social care buildings, environmental buildings and commercial buildings. Included within this annual budget and overall programme of works are items that will be capitalised and included in the 2024-25 Capital Investment programme. A permanent annual contribution toward the Dome Complex sinking fund estimated at £288,697 has been top sliced from the Corporate Planned Maintenance Budget. The proposed budget allocation to the respective building portfolios reflects the risk prioritisation outlined in the report and is shown in Appendix 1 to this report.
- 7.2 The Planned Maintenance Budget will be met from a combination of revenue budget and capital borrowing. The borrowing costs have been factored into the Medium-Term Financial Strategy.
- 7.3 The council's capital funded works programme provides £500,000, for essential repair works to Social Care premises. The proposed budget allocation is shown in Appendix 2 to this report. This is funded from borrowing with the financing costs met corporately within the general fund revenue budget.
- 7.4 The programme of works set out in the appendices can be funded from within the agreed budget allocations for 2024-25. Emerging compliance risks will be addressed by reprioritising the allocation as required. Risk and priorities will be reassessed and considered in the development of the allocation for 2024-25.
- 7.5 The General Fund Revenue Budget, Capital & Treasury Management Strategy 2024-25 report presented to Budget Council on 22 February 2024 recommended the allocation of £1,000,000 capital resources to support the Asset Management Fund 2024-25. The Asset Management Fund allocation will be met from capital receipts funding. The Asset Management Fund allocations will be incorporated into the council's Capital Investment Programme 2024-25 to support the schemes identified within the table at paragraph 3.17 and Appendix 3.
- 7.6 Any revenue budgets and running costs associated with the investments in this report will be met from existing budgets.

Name of finance officer consulted: Rob Allen Date consulted: 15/02/24

8. Legal implications

- 8.1 The works contemplated by this report must comply with relevant lease conditions, health and safety and other applicable legislation. All forms of procurement outlined in this report must comply with the Council's Contract Standing Orders and public procurement regulations.
- 8.2 The access improvement works proposed will assist the Council in meeting its obligations under The Equality Act 2010.

Name of lawyer consulted: Siobhan Fry Date consulted: 15/02/24

9. Equalities implications

- 9.1 Where applicable, items of maintenance work within the programme will consider the Equality Act 2010 to improve access and general facilities to address the diverse needs of staff and users of the civic offices, operational and commercial buildings.
- 9.2 The provision of on-going access works under the rolling programme will assist in the council in meeting requirements under the Equalities Act 2010.

10. Sustainability implications

- 10.1 The council will consider how best to undertake the planned programme in a responsible, sustainable way. Projects within the planned programme are mainly procured through the building maintenance frameworks. The contractors on each framework had to demonstrate that they would minimise waste, meet targets for reductions in waste to landfill and optimise the recovery, reuse and recycling of waste. In addition to this they had to describe the steps they will take to minimise the use of resources (water, fuel, energy from fossil fuels) and improve sustainable sourcing. Energy efficiency measures are incorporated into maintenance and improvement works whenever appropriate to help the council meet its CN2030 target.
- 10.2 Energy efficiency audits have been carried out across selected buildings within the operational estate that are the largest contributors to the council's carbon emissions. These audits identified opportunities for energy efficiency measures that will be prioritised into a programme of works and an investment strategy working towards a carbon zero position in 2030. Additionally, identified energy efficiency measures can be implemented in conjunction with programmed planned maintenance works where appropriate.

11. Other Implications

Social Value and procurement implications

- 11.1 The seven planned maintenance framework Lots create added and social value to the city with an increased benefit to our local economy and environment. Officers continue to flag social value opportunities to the relevant framework contractors. An example to date is supporting the flint wall repair works at

Woodvale Crematorium undertaken by Probation Services with contractor donations of building materials and a mixer.

Crime & disorder implications:

- 11.2 There are no direct implications in respect of the prevention of crime and disorder within this report although certain items of work try to minimise vandalism through design and the use of relevant materials.

Public health implications:

- 11.3 Health and Wellbeing will be assessed for each improvement and will be addressed through the allocation funding for the Water Management, Mechanical, Electrical and Lift statutory compliance and servicing contracts. Failure to have robust processes to manage these risks could lead to significant public health implications e.g. proliferation of Legionella Bacteria, etc. Both the Corporate and Social Care programmes include prioritised works to reduce risk to public health e.g. structural improvements, internal decorations to improve hygiene in Social Care premises, etc. and to ensure Covid government guidelines are met.
- 11.4 Works to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice ensures public health requirements are met with regard to Legionella and asbestos management.
- 11.5 The Equality Act proposed improvements will aim to address both physical and sensory barriers to better enable access to services within corporate buildings.

Supporting Documentation

1. Appendices

- 1. Proposed Corporate Planned Maintenance Budget Allocation 2024-25
- 2. Proposed Social Care Planned Works Budget Allocation 2024-25
- 3. Proposed Asset Management Fund Allocation 2024-25 - Detail of Allocations

2. Background documents

- 1. The Corporate Property Strategy & Asset Management Plan
- 2. The Corporate Building Maintenance Strategy

Proposed Corporate Planned Maintenance Budget Allocation 2024-25

Property Type	Examples of works / properties covered	Service area Clients	Budget Allocation
Corporate - Building	Asbestos testing & surveys	All	£10,000
Corporate – Term Maintenance Contracts	Boilers, legionella control, lifts, mechanical & electrical testing & maintenance, auto door systems, pumps, clocks, access systems, nurse call & alarms, etc	All –contracts cover all corporate and social care property types	£827,511
Historic – contribution to the Royal Pavilion & Museums Trust	Royal Pavilion & Museum buildings annual prioritised works	Royal Pavilion & Museums Trust	£443,070
Dome	General maintenance contribution	Dome	£288,697
Leisure	King Alfred & Prince Regent roofing & pool filter refurbishment	Sports & Leisure Services	£329,800
Libraries	Hove Library ongoing repairs	Libraries & Information Services	£55,000
Seafront	Seafront repairs & redecoration, Volks Railway, Madeira Terrace & Historic Lift	Seafront Services	£328,000
Civic, Amenity & Environment	Works to Town Halls, cemeteries, sewerage pumps & park building repairs	Property – Premises & Environment	£759,162 (including the £110,500 Environment budget)
Hollingdean Depot	Contribution towards Health & Safety Improvements	Cityclean	£5,000
Commercial	Miscellaneous Landlord obligations including refurbishments & structural repairs	Property - Estates	£365,000
Venues	Brighton Centre	Tourism & Venues	£93,500
TOTAL			£3,504,740

Proposed Social Care Planned Works Budget Allocation 2024-25

Property Type	Examples of works covered	Prioritisation	Budget Allocation
Social Care Premises	Mechanical	Statutory & condition survey	£15,000
	Internal Refurbishment to eleven social care premises	Statutory & condition survey	£220,000
	External Repairs to 55 Drove Road, 83 Beaconsfield Villas, Family Hubs, Sellaby House, etc.	Condition survey	£195,000
	Fire Precautions – works to be prioritised through fire risk assessments & survey	Statutory & survey	£20,000
	Electrical	Condition survey	£50,000
TOTAL:			£500,000

Proposed Asset Management Fund - Detail of Allocations

1) General Property Improvements

1a) Computer Aided Facilities Management (CAFM) System: £225,000

The budget allocation will support the development and implementation of a Computer Aided Facilities Management (CAFM) System.

CAFM systems are a standard industry tool within Facilities Management and facilitate effective, efficient, and collaborative working between customers, staff, and contractors and are essential to enable the council to work towards becoming pro-active in relation to monitoring and managing its vast array of statutory compliance tasks. This covers both cyclical planned preventative maintenance tasks and reactive maintenance tasks. The introduction of a CAFM system enables information to be recorded securely in one location and enables customers, staff, and contractors to access as required, and provides a self-service model. The current setup of using various manual, outdated, and laborious processes is not sustainable and significantly increases the risk of the council being non-compliant in its various statutory obligations and hinders its ability to effectively manage its large and diverse property portfolio for the wide variety of building users.

1b) Corporate Core Buildings: £105,000

- General improvements to corporate core civic buildings - Town Halls, Barts House and hubs, to include security improvements and enhancements to customer service centres. £85,000

- Energy Performance Certificates: £20,000

Properties need to have a minimum EPC Rating of an 'E' in order to be able to lease them and by 2023 all properties that are leased are required to have a minimum E Rating. The Council has a number of 'F' and 'G' rated properties and works are required to these to bring them up to an 'E' Rating in order to be able to lease them thereby securing an income.

- Further projects will be determined as part of an ongoing programme of property improvement works.

1c) Workstyles Phase 4: £250,000

Workstyles is a corporate modernisation programme, established to improve office space and enable flexible, safe and secure working focussing on the council's main administration operational sites. The programme has contributed to the council's Medium Term Financial Strategy and Capital Investment Programme by consolidating the council's operational portfolio, delivering revenue savings of over £4m, and generating capital receipts in excess of £30m. The Asset Management Fund has supported the delivery of the Workstyles programme, contributing to the development of business cases, feasibility studies and professional surveys, as well as funding capital improvements to operational buildings that further enable flexible working and improve accessibility.

Reprioritisation of Workstyles programme

The Workstyles programme has been developed to support the corporate strategic priorities of increasing the housing stock, generating community wealth and social value, and achieving a carbon neutral city by 2030. These priorities were reviewed alongside the programme's primary objective of enabling flexible and accessible working across the council's operational portfolio.

Current projects within the Workstyles Programme (not all of which are supported by the Asset Management Fund) include:

Moulsecoomb Neighbourhood Hub – Proposals for a new neighbourhood hub in Moulsecoomb will provide accommodation for a range of council and partnership services (including Library Services, Health, Youth Services, Community Space, Adult Learning, Sports & Leisure), and release surplus land for development into approximately 212 new council homes. The project is also supported by One Public Estate grant funding.

Hollingdean Depot offices – aligned with the wider City Environment modernisation programme, a Workstyles project has been established to review and modernise office accommodation at Hollingdean Depot to devise and implement flexible working practices within the City Clean service.

Future Ways of Working – Operational Accommodation Strategy

As part of the council's recovery from the coronavirus pandemic, the Future Ways of Working group is developing proposals for how the council will operate in the future. This includes an organisation-wide accommodation strategy that aims to:

- Enable greater flexibility and choice for staff over where and how they work
- Redesign council-owned workspace to encourage greater collaboration between staff, partners and residents
- Explore opportunities to rationalise the operational portfolio, supporting the council's medium term financial strategy and reducing the council's carbon footprint
- Align with other corporate strategies work e.g. Customer Experience, Digital, and Organisational Development

The 2024/25 Asset Management Fund contribution to Workstyles will support continued delivery of these projects, as well as new projects that emerge through regular review of the operational estate, ensuring that proposals align with the Administration's strategic priorities, as outlined above.

1d) **Estates: £50,000**

Specialist project management to support delivery of budget savings across services.

2) **Equality Act Improvements: £180,000**

2a The access improvement budget will continue to support projects that improve physical and sensory access for people with disabilities to the council's public building and spaces. The provision of a Fire Evacuation lift at Hove Town Hall (HTH) has been identified as a priority.

- Hove Town Hall Evacuation Lift: £95,000 bid allowance will support the delivery of an accessible fire evacuation lift at HTH through the adaptation and enhancement of an existing passenger lift.

Further potential projects will be determined as part of an ongoing programme of access improvement works – including consideration for the provision of an Accessible WC facility at Nevill Recreation Ground Pavilion and the final fit-out of a Changing Place being delivered as part of the Kingsway to the Sea project.

- Nevill Recreation Ground Pavilion Accessible WC: £50,000 bid allowance.
- Kingsway to the Sea Changing Place fit-out to Outdoor Sports Hub: £15,000 bid allowance.
- Additional projects to be determined: £20,000 budget allowance.

3) Property Related Health & Safety Legislation

3a) Asbestos Management: £20,000

Allocation contributing towards a centralised corporate fund to meet the actions as detailed in the corporate asbestos surveys. This fund is used to manage the risk and prevent exposure and the spread of Asbestos Containing Material and is prioritised in the Corporate Asbestos Register.

3b) Legionella Works (L8): £20,000

On-going works are required to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice – HES-L8 to prevent the occurrence of legionella in installed equipment and water systems.

3c) Fire Risk Assessment Works: £150,000

This bid will contribute towards a prioritised rolling programme of works to council properties following Fire Risk Assessments of council properties.

Various works have been identified and this bid will allow the highest priority works to be completed in accordance with the Regulatory Reform (Fire Safety) Order 2005.

For example, fire stopping and compartmentation works have been identified as being required at The Old Slipper Baths (OSB). The works are informed by a specialist Fire Safety Assessment and design & procurement work is ongoing. The AMF budget contribution will support the continuing development of these proposals and implementation of fire safety improvements.

- Old Slipper Baths: £100,000 bid allowance to support Fire Compartmentation and Fire Safety improvement works.
- Fire Risk Assessment (FRA): £50,000 budget allowance to support the delivery of Fire Risk Assessments and resulting works to corporate buildings.

Brighton & Hove City Council

Strategy, Finance & City Regeneration Committee

Agenda Item 122

Subject: Moulsecoomb Hub and Housing

Date of meeting: 13 March 2024

Report of: Executive Director Housing, Neighbourhoods and
Communities and Executive Director Economy, Environment and Culture

Contact Officer: Name: Stephen Marsden
Tel: 07775 221351
Email: Stephen.marsden@brighton-hove.gov.uk

Ward(s) affected: Moulsecoomb and Bevendean

For general release

1. Purpose of the report and policy context

- 1.1 This report gives an update on the Moulsecoomb Hub and Housing project, and outlines proposals to procure contractors to deliver the scheme. A further report seeking a full budget will follow, on receipt of the preferred supplier's proposals.

2. Recommendations

That Housing and New Homes Committee

Recommends to Strategy, Finance & City Regeneration Committee to:

- 2.1 Agree to begin a procurement exercise for the redevelopment of this site, including early market engagement.
- 2.2 Delegate authority to the Executive Director of Environment, Economy & Culture and the Executive Director Housing, Neighbourhoods & Communities to procure the contractors and then once a budget has been agreed at a subsequent committee meeting, to then enter in to relevant contracts.
- 2.3 Note that the demolition of some of the existing buildings is due to commence in March 2024.

That Strategy, Finance & City Regeneration Committee:

- 2.1 Agree to begin a procurement exercise for the redevelopment of this site, including early market engagement.

- 2.2 Delegate authority to the Executive Director of Environment, Economy & Culture and the Executive Director Housing, Neighbourhoods & Communities to procure the contractors and then once a budget has been agreed at a subsequent committee meeting, to then enter in to relevant contracts.
- 2.3 Note that the demolition of some of the existing buildings is due to commence in March 2024.

3. Context and background information

- 3.1 The Moulsecoomb Hub and Housing project is an exciting, flagship scheme which represents a significant regeneration opportunity for Moulsecoomb and Bevendean, and for the city of Brighton & Hove.
- 3.2 The proposed scheme was granted Planning Approval in June 2023. It is an important project for Brighton and Hove City Council which will deliver over 200 much-needed affordable homes, alongside a new community Hub incorporating a Youth Centre, GP surgery, library, pharmacy, and café. High quality public realm will also be provided, including a skate park, and a 7-a-side 3G football pitch.
- 3.3 The proposed scheme is one of the largest and most ambitious initiatives to be undertaken by the Council. It forms a significant part of the New Homes for Neighbourhoods programme and delivers against numerous corporate objectives. The project will be funded by a mixture of council borrowing, Homes England grant and Brownfield Land Release Fund grant. Other funding opportunities for elements of the scheme such as the 3G pitches are also being explored.
- 3.4 There have been significant national and international developments since the project's business case was developed and agreed by the former Policy & Resources committee on 30 April 2020. The economic position is challenging, with uncertainty in the construction market caused by Brexit and Covid-19 and exacerbated by the conflicts in Ukraine and latterly the Israel-Gaza war leading to an increase in costs. Significant factors are contributing towards cost inflation which has seen a rise in construction inflation in recent years, significantly outstripping general inflation.
- 3.5 Against this backdrop the project has been reviewed with officers analysing all facets of the project, including the project costs, status and delivery options.
- 3.6 Up to this point, it had been envisaged that the project would be delivered by the Council's Strategic Partnership under a PPC2000 contract. The Council has had a series of construction partnerships since the early 2000s that have successfully delivered a number of projects within the city. The existing CityBuild Strategic Partnership was procured in 2017 and has been used to deliver a range of Council initiatives across housing, schools and leisure.

The duration of the Partnership was five years with the option of a two-year extension and is due to expire in September 2024.

- 3.7 Under the Strategic Partnership, most design and financial risk sits with the Council, therefore Council costs may increase through the duration of the project. Whilst this may be acceptable on smaller or less complex projects, it presents a significant risk on a project of this scale and with the current uncertainties in the wider construction market. An alternative form of contract would reduce risk and give more cost certainty, and a competitive tender process may reduce costs and provide evidence of value for money.
- 3.8 The project has therefore been taken out of the Strategic Partnership, and instead the team aims to progress under a Design and Build (D&B) route. To do so, a full tender process needs to take place to select a contractor (or contractors) to build out the scheme. While the tender process will take several months, it requires contractors to price competitively, and to submit a quality submission which the Council will evaluate to identify the most economically advantageous tender. This process will provide a comparison across the market and demonstrate value for money.
- 3.9 D&B reduces client responsibility, as the contractor takes on the most risk and financial liabilities. Clear contract terms define obligations, responsibility, and liability with the aim of reducing disputes. Improvements can be made to project programme due to overlaps in design and construction through single point of responsibility. While there is potential that the initial cost could be higher due to the inclusion of design development, risk, and overheads within the contractor's price, it gives greater cost certainty as the cost agreed at tender stage will be maintained regardless of market conditions or inflation. This means that the majority of risk related to cost overruns is with the contractor rather than client.

4. Procurement strategy

- 4.1 To this point, the project's reported viability gap has been against cost estimates rather than firm costs from contractors. A Tender process will require contractors to price competitively, and to provide proposals to deliver the consented scheme which received Planning Approval in 2023.
- 4.2 Receiving contractors' costs will enable the project team to review proposals against the project budget and ascertain the existence and extent of any viability gap. During the tender process, Suppliers can be given the opportunity to present proposals to value engineer the project, including a Section 73 (s73) application (if necessary) to be led by the contractor.
- 4.3 Under this approach, contractors can advise on buildability, and present practical value engineering solutions. If a s73 is necessary, the process would be led by the contractor, who would take on risk associated with this process. The disadvantage to this approach would be that the Council would be ceding control of the design to the contractor. A robust client brief and appropriate client-side project management would be necessary to ensure that the scheme delivered against the Council's requirements.

- 4.4 While there is scope to revise design and to realise savings, the consented scheme was approved based on a series of conditions, including one requiring the development to be carried out in accordance with approved drawings. This condition prevents substantial design alterations or reduction in scope without a Section 73 (s73) application.
- 4.5 Under the Town and Country Planning Act 1990, a s73 creates a method of removing conditions imposed upon the initial grant of planning permission. The local planning authority can grant to remove all conditions, specific conditions, or refuse the application in its entirety meaning all of the original conditions must be discharged.
- 4.6 A s73 would require the revised proposal to be consistent with the original description of the development (Demolition of existing buildings and redevelopment of site to provide new homes, a community hub building, 3G sport pitches, skate park, public open space and associated infrastructure) In comparison to re-submitting a full planning application a s73 has lower fees, shorter determination times and reduced timescales for the application process.
- 4.7 There is potential for the overall project to be split into Lots, allowing appropriately sized, specialist contractors to bid for elements of the scheme. This is anticipated to result in housebuilders bidding for the housing, and contractors better suited to the delivery of commercial spaces bidding for the Hub element. There is also potential for a larger contractor to bid for the entire works.

Route to market

- 4.8 Officers will begin a process of Contractor Engagement to discuss procurement options with suppliers to ensure the procurement exercise is attractive to the market and encourages an appropriate level of response from suitable suppliers. An in-person event will be held, giving suppliers the opportunity to meet Officers, and to discuss the tender process.
- 4.9 It is likely that the procurement process will be restricted tender. The tender process is costly and time consuming for suppliers, so there may be less interest from the market if suppliers are tendering in a fully 'open' basis rather than in a restricted process. A restricted procedure comprises a selection questionnaire stage (SQ) and an Invitation to tender stage (ITT). The SQ allows suppliers to provide sufficient information for Officers to draw up a shortlist without incurring the full cost of preparing a full tender response, or pricing the job. An SQ will be issued to the market via the Councils' online portal. The questionnaire will be 'open', allowing responses from all contractors, but suppliers involved in the market engagement will be notified of its issue.
- 4.10 The SQ will contain pass/fail questions to ensure suppliers meet the Council's minimum requirements, and that they are able to deliver the project. It will also ask backward facing shortlisting questions, asking

suppliers to demonstrate their experience and track record of similar delivery elsewhere. These questions will be evaluated by Officers, and a shortlist of suitable suppliers will be drawn up. This will ensure a suitable response rate to demonstrate value for money and to ensure competition through reducing the field in which suppliers are competing to encourage contractor responses.

- 4.11 The ITT will ask contractors forward facing, project specific questions focusing on proposals for delivery, including social value included within the contract. A fully costed fee for the scheme will also be provided. The tenders will be evaluated on a 60% cost/40% quality basis, with the contract being awarded to the most economically advantageous tender.

Revised programme

- 4.12 These changes will mean significant changes to the programme for the delivery of the Moulsecoomb Hub & Housing project. An indicative timeline is below:

Table 1 – Revised indicative project timeline

Project Task	Start	Finish
Market engagement	March 2024	
SQ issued	May 2024	June 2024
Shortlisting	June 2024	
ITT issued	July 2024	September 2024
ITT evaluation	September 2024	
Budget approval	October 2024	
Contract award	November 2024	
Start on site	January 2025	

Demolition

- 4.13 In June 2021, Brighton and Hove City Council successfully applied for Brownfield Land Release Fund (BLRF) for grant funding and is in receipt of an allocation of £1.694m. This grant funding is intended to facilitate the development through paying for the necessary enabling and site preparation works to release the land for development.
- 4.14 Members approved the grant-funded enabling works to commence, including the demolition of Moulsecoomb Hubs North and South to be financed by BLRF, at Policy and Resources Committee in June 2022. In addition, an additional budget of £389k, equating to 20% of the total BLRF allocation, was approved to cover on-costs relating to this work.
- 4.15 The preferred sequencing for this project had been to carry out the demolition as close to start on site as possible, to minimise disruption to the local community, and to avoid demobilisation and remobilisation costs, however Council incurs costs of £3,600pcm for security, cleaning, and

utilities charges for Hubs north and south. Early demolition therefore enables the Council to make significant savings against these costs.

- 4.16 A procurement exercise has taken place, and a contract has been awarded to the preferred supplier. It is anticipated that demolition works will begin in Spring 2024 for a period 15 weeks.

5. Community engagement and consultation

- 5.1 A communication strategy will be employed to notify the local community and relevant stakeholders of the demolition. Initially, a letter will be circulated to neighbouring properties. Meetings will be arranged with representatives from the school, and from the Children's Centre to ensure their needs are identified, acknowledged and addressed, and that disruption is minimised for these key stakeholders.

- 5.2 As part of their commitment to this project, the contractor will create a clear and primed space on the sites hoarding facing the school site for the school and it's pupils to decorate. This commitment also includes an allowance for the school to purchase required materials that can be ordered or supplied by the contractor, or through liaison with the school itself.

- 5.3 Revised designs will be subject to community consultation in advance of the submission of a s73 application, should design change be necessary. An in-person drop in consultation event will be arranged when tangible designs have been developed to canvas opinion from the local community and to enable these opinions to inform the final proposal.

- 5.4 A s73 application will be subject to a formal Planning consultation, during which the local community can make representations to Case Officer, to be considered and included within the Officer's report.

- 5.5 Community engagement will continue through the project and a revised communications strategy is under development as the project moves to its construction stage, subject to s73 approval.

- 5.6 A 'Meet the Contractor' event will be arranged prior to start on site, following the procurement of a contractor to build out the scheme.

6. Conclusion

- 6.1 The Council is at a point where it should test the market and seek contractors' proposals to progress this corporate priority project. The Council will tender the scheme for which Planning Approval has been granted, preserving the original design intent, and ensuring the design work, carried out to date is not abortive.

- 6.2 Competitively tendering the project would allow the Council to demonstrate value for money, and an alternative form of contract would reduce the risk to which the Council is exposed. Phasing the project into separate Lots

(residential and Hub) allows appropriately sized, specialist contractors to be sought, driving efficiency further.

- 6.3 Tendering at this point will enable the project to move forward without significant redesign or amendment to the existing Planning Permission. This reduces the risk of construction inflation to outstripping potential savings by the time the re-design and planning process are completed.
- 6.4 A report seeking full budget approval for this scheme will be brought to Committee once the s73 process has concluded and anticipated costs are known.

7. Financial implications

- 7.1 The financial implication arising from the recommendations of this report will require officers across the council to manage the procurement process, the project management costs are reviewed on an annual basis and capitalised where capital accounting rules allow, reducing the impact on revenue resources across the General Fund and HRA. Any work undertaken on the project is a direct overhead to the council, and under any option to bring the project forward would be incurred.
- 7.2 It has been confirmed through the council's Procurement service that undertaking the procurement exercise without full budget approval does not commit the council to entering into the contract. Therefore there is not a need to request budget approval at this stage, requesting budget once cost estimates have been received will allow for a more robust and realistic budget to be set.
- 7.3 In addition to this it has also been confirmed by the council's Procurement service that all cost risk is taken on by the contractor. Should the process not be successful, and contract not awarded as per recommendation 2.2 the council will not be liable for any costs incurred by the contractor.
- 7.4 A further report is required to Housing & New Homes Committee and subsequently Strategy, Finance and City Regeneration Committee that outlines the full budget request for the project. This will include a detailed viability summary and budget request which will include costs incurred to date. As per recommendation 2.2 it is only at this point that the Executive Director of Environment, Economy & Culture and the Executive Director Housing, Neighbourhoods & Communities can formally enter into a contract.
- 7.5 The Part 2 report includes implications of budget approved and costs incurred to date.
- 7.6 Paragraphs 4.10 to 4.13 set out the process for demolition on site. In 2021/22 the council received £1.694m in Brownfield Land Release Funding the budget that this grant funds has already been approved and forms part of the HRA capital programme for 2024/25, there is no need for further budget at this stage of the project. If this grant is not spent there is a risk that

it will need to be returned, therefore increasing any funding pressure on the full viability appraisal.

- 7.7 The demolition will also reduce the need for security on site and will provide a cost saving of c.£0.004m per month.

Name of finance officer consulted: Craig Garoghan Date consulted:
01/03/2024

8. Legal implications

- 8.1 The Council is required to comply with the Public Contract Regulations 2015 [PCR 2015] in relation to the procurement and award of contracts above the relevant financial thresholds for services, supplies and works. The current threshold for public works is £5,336,937 (inclusive of VAT).

- 8.2 The Council must also comply with its Contract Standing Orders (CSOs).

Name of lawyer consulted: Eleanor Richards Date consulted (26/02/24)

9. Equalities implications

- 9.1 Equalities Impact Assessments will be completed for relevant elements of this project. Feedback from communities and residents gathered through the Planning for Real sessions that relate to Equalities issues have been incorporated into proposals.

- 9.2 The housing scheme currently delivers seven wheelchair accessible homes. Each fully wheelchair accessible home will have their own allocated parking space.

- 9.3 The new hub and the surrounding public realm spaces will all be fully accessible and designed for people with disabilities. Careful consideration is being given to colour and material selection for people with visual impairments both inside the building and in the design of external spaces, for example in providing raised beds for growing vegetables for people in wheelchairs.

10. Sustainability implications

- 10.1 This project supports corporate sustainability priorities by investing in sustainable construction methods and low carbon energy supply such as solar panels, and ground source heat pumps avoiding the use of gas for heating. Opportunities to promote bio-diversity have also been considered by the Design Team for example using recycled materials from the buildings which are being demolished in gabion walls to create 'insect hotels'. It is also proposed to use timber from the demolished buildings to create benches or other features in the new public realm areas.

- 10.2 A Whole Life Carbon Assessor has been appointed to the project so a full understanding of the carbon impacts of the project is understood and

strategies developed for meeting the council's draft Zero Carbon New Homes Policy. Further examples are the aim to reduce the amount of concrete used in the scheme and if steel is used to ensure that it is sourced from suppliers using low carbon electric arc furnaces rather than traditional high carbon coal fired furnaces.

- 10.3 Sustainable and low carbon elements of the existing infrastructure will be reused or repurposed. For example, the project is currently exploring the feasibility of relocating the solar panels on the roof of Moulsecoomb Hub North & South to the refurbished former Portslade Sixth Form site.

11. Other Implications

Social Value and procurement implications

- 11.1 The procurement process will look to maximise opportunities for promoting social value, for example by providing apprenticeship and training opportunities, encouraging local work force and use of local supply chain where possible.
- 11.2 Due to the significant scale of this project we would like to include directed opportunities for potential contractors to commit to improvements to local community organisations and schools buildings. Specific questions within the ITT will centre on social value, and suppliers will be scored on project specific social value proposals which will be delivered as part of this project, to directly benefit the local community.

Crime & disorder implications:

- 11.3 Providing dedicated Community and Youth space in the new neighbourhood hub supports the local agenda to reduce antisocial behaviour. The project regenerates a central area within the Moulsecoomb estate and delivers improved public realm, sports and leisure facilities. There are strong links between quality of housing and community cohesion.

Public health implications:

- 11.4 Issues relating to Public Health are aligned to priorities in the Moulsecoomb & Bevendean Neighbourhood Action Plan and data from the Local Insight report relating to Moulsecoomb & Bevendean.

Supporting Information

1. Confidential Appendix (copy circulated to Member only)

Document is Restricted

