

# Cabinet

Date: **14 November 2024**

Time: **2.00pm**

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

Members: **Councillors:** Sankey (Chair), Taylor (Deputy Chair), Alexander, Burden, Daniel, Muten, Pumm, Robins, Rowkins and Williams

Contact: **John Peel**  
Acting Democratic Services Manager  
01273 291058  
john.peel@brighton-hove.gov.uk

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Chief Executive  
Hove Town Hall  
Norton Road  
Hove BN3 3BQ

Date of Publication - Wednesday, 6 November 2024

# AGENDA

Part One

Page

## 91 PROCEDURAL BUSINESS

- (a) **Declarations of Interest:** Statements by all Members present of any personal interests in matters on the agenda, outlining the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) **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 online in the Constitution at Part 3E*

## 92 MINUTES

To consider the minutes of the previous meeting.

## 93 CHAIR'S COMMUNICATIONS

## 94 CALL OVER

## 95 PUBLIC INVOLVEMENT

7 - 12

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 November 2024
- (c) **Deputations:**  
To receive any deputations submitted by the due date of 10am on the 4 November 2024

## **96 ISSUES RAISED BY MEMBERS**

To consider the following matters raised by Members:

### **(a) Written Questions:**

To consider any written questions

## **97 MATTERS REFERRED TO THE EXECUTIVE**

## **98 REPRESENTATIONS FROM OPPOSITION MEMBERS**

### **99 PATCHAM COURT FARM**

**13 - 22**

*Contact Officer: Jessica Hamilton*

*Tel: 01273 291461*

*Ward Affected: Patcham & Hollingbury*

### **100 THE FUTURE OF HOMEWOOD COLLEGE**

**23 - 46**

*Contact Officer: Richard Barker*

*Tel: 01273 290732*

*Ward Affected: All Wards*

### **101 CORPORATE SYSTEMS IMPROVEMENT**

**47 - 60**

*Contact Officer: Nigel Manvell*

*Tel: 01273 293104*

*Ward Affected: All Wards*

### **102 OPEN SPACES EVENTS PROGRAMME 2025**

**61 - 116**

*Contact Officer: Ian Baird*

*Ward Affected: All Wards*

## **PART TWO**

### **103 PATCHAM COURT FARM (EXEMPT)**

**117 - 120**

*Contact Officer: Jessica Hamilton*

*Tel: 01273 291461*

*Ward Affected: Patcham & Hollingbury*

### **104 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.

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### **Further information**

For further details and general enquiries about this meeting contact John Peel, (01273 291058, email [john.peel@brighton-hove.gov.uk](mailto:john.peel@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

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# Brighton & Hove City Council

## Cabinet

## Agenda Item 95(a)

**Subject:** Petitions

**Date of meeting:** 14 November 2024

**Report of:** Corporate Director, Corporate Services

**Contact Officer:** Name: John Peel  
Tel: 01273 291058  
Email: [john.peel@brighton-hove.gov.uk](mailto:john.peel@brighton-hove.gov.uk)

**Ward(s) affected:** All

### **1. Purpose of the report and policy context**

1.1 To receive any petitions submitted directly to Democratic Services or any e-Petition submitted via the council's website.

### **2. Recommendations**

2.1 That Cabinet note the petition.

### **3. Context and background information**

3.1 To receive the following petition signed by 1390 people at the time of publication:

#### **(1) Lack of short breaks, holiday activities and after school care for children and young people with SEND in Brighton and Hove**

We the undersigned petition Brighton & Hove Council to We, the undersigned, petition Brighton and Hove Council to provide short breaks, holiday activities and after school provision for ALL children and young people with SEND aged 0-25 and their families, which is suitable for all levels of need including children and young people with complex needs. Children and Young People and their Parents and Carers urgently need this provision to be in place and accessible to all before the summer holidays start at the end of July 2024 so that children and young people can engage in meaningful activities when they are not at school or college, so that parents and carers can work, and so that parents and carers can have a break from their caring role.





# Brighton & Hove City Council

## Cabinet

## Agenda Item 95(c)

**Subject: Deputations**

**Date of meeting: 14 November 2024**

A period of not more than fifteen minutes shall be allowed at each ordinary meeting of the Council for the hearing of deputations from members of the public.

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

### **1) Deputation: Concerns about school admissions proposals**

We represent a group of families with children attending primary schools within a reasonable walking distance of Dorothy Stringer and Varndean secondary schools. We are deeply concerned about the Council's proposed changes to catchment areas and to cut places (PANs) in some of the city's most popular schools. The Council's proposals would increase the distance that hundreds of children across the city need to travel to school. Some of the distances would be much further than the longest within-catchment journeys to school under the current arrangements. Given the location of the city's schools and the topography of B&H, it is unavoidable that children who live a long distance from a secondary school will not be able to walk to school. The fact that this is already the case for a cohort of children, does not justify requiring large numbers of additional children who live within walking distance of two large secondary schools, to travel excessively long distances (Fig1). Long journeys to school significantly reduce sleep and exercise, with impacts on absence, lateness, readiness to learn and mental health. They reduce the scope for learning and participating in extracurricular activities. They generate child safety risks from children required to travel long distances in the dark. They will put additional strain on bus services and result in more cars on the roads, increasing traffic and worsening air quality. They would also negatively impact the journeys for children already utilising the bus network, making it harder to provide effective school bus services overall.

It is clear the Council's proposals are primarily intended to ensure the viability of Longhill High School, whose location and current size make it difficult to attract enough students (Fig 2&3). We do not think expecting children to travel excessive distances to boost numbers at a school far from where they live provides a viable solution, as it ignores the geographic and demographic reality of the city. It is questionable whether catchment areas that deliberately seek to move large numbers of children far away from their nearest schools could be considered 'reasonable' under the School Admissions Code and it is unclear whether parents would comply with such catchment areas or whether it would drive parents to look at options beyond their assigned catchment, exacerbating the Council's existing concerns.

We recognise the challenges of educational disadvantage in parts of the city, but we think the Council's portrayal of attainment data has led to misrepresentation, as B&H is performing above the national average for disadvantaged students (Fig 4). B&H is the first council in England to introduce a FSM priority in school admissions as a way of narrowing the attainment gap. In her evidence to the People Overview

& Scrutiny Committee, Dr Greaves advised the Council to assess the effects of this policy before introducing further changes and we support this.

We request that the Council takes the time to consider wider objectives, utilise available evidence and expertise, and avoid any major increases in the distances children need to travel to school. Ideas could include: building on the Council's thinking about school federations to enable schools of differing sizes to provide a comparable education; reducing the PAN at Longhill to a realistic number to enable it to focus on catering for its local community; heeding the expert advice to assess the effects of the Council's new FSM policy before introducing further changes; reviewing other admissions options; and seeking ways to influence admission numbers at faith schools pending the upcoming white paper.

**Supported by:**

Adam Dennett (lead spokesperson)

Tony Boland

Esme Gaussen

Tom Harrison

Matthew Boote

Anna Mouser

Paul Bunkham

Mark Kennedy

Sally Wright

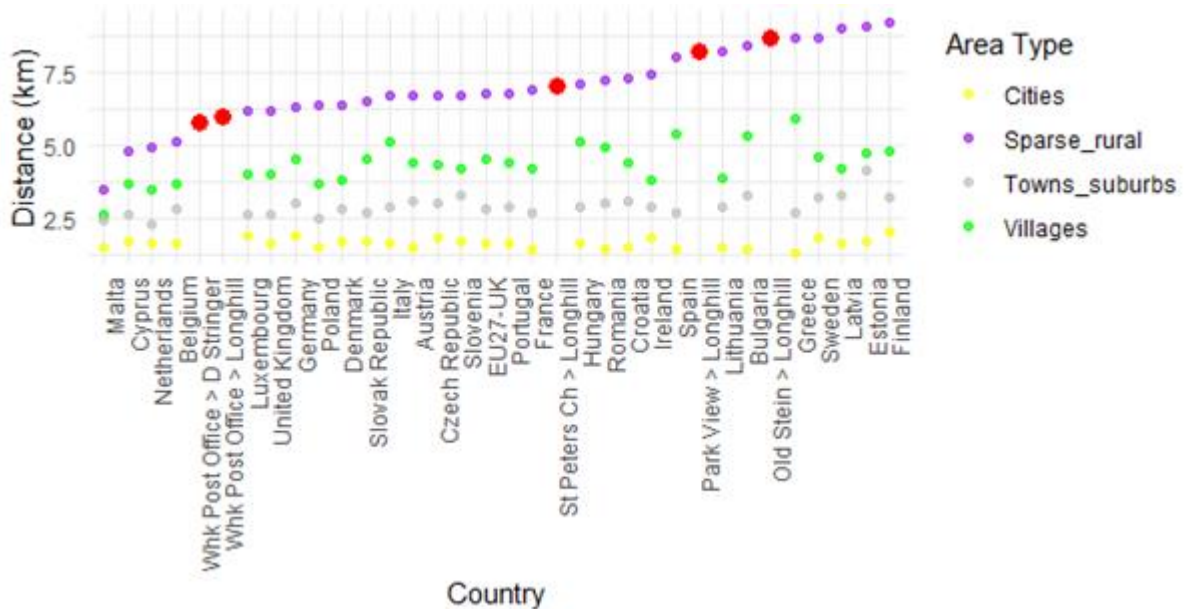
Lindsay Parker

Jonathan Carr

Imogen Miles

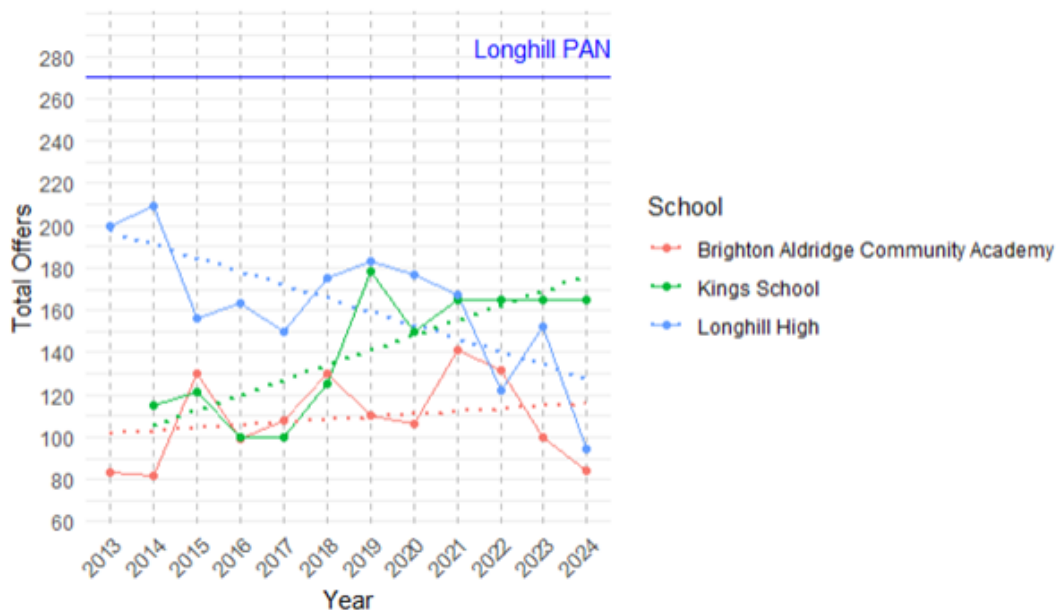
## Appendix

**Figure 1** - Travelled distance to secondary schools per student by country and degree of urbanisation (estimated), EU27+UK and illustrative Option B journeys, red.



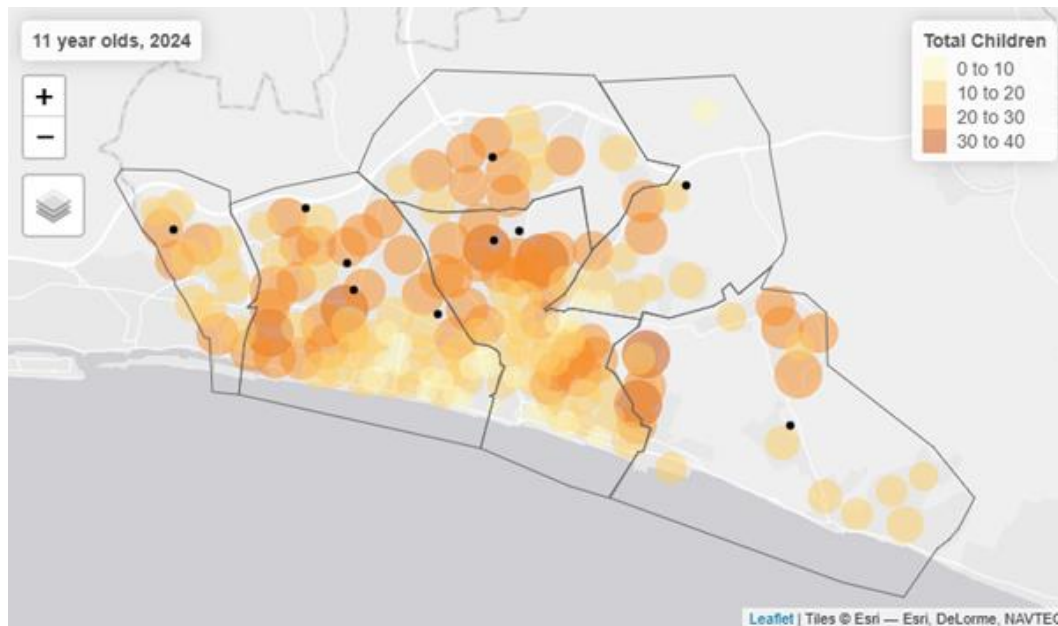
Source: [https://adamdennett.github.io/BH\\_Schools\\_2/factsheet.html#fact-6---travel-distance-to-school](https://adamdennett.github.io/BH_Schools_2/factsheet.html#fact-6---travel-distance-to-school)

**Figure 2** - Total offers of places since 2013, three illustrative smaller schools in Brighton vs Longhill Published admission number (PAN) over the same period.



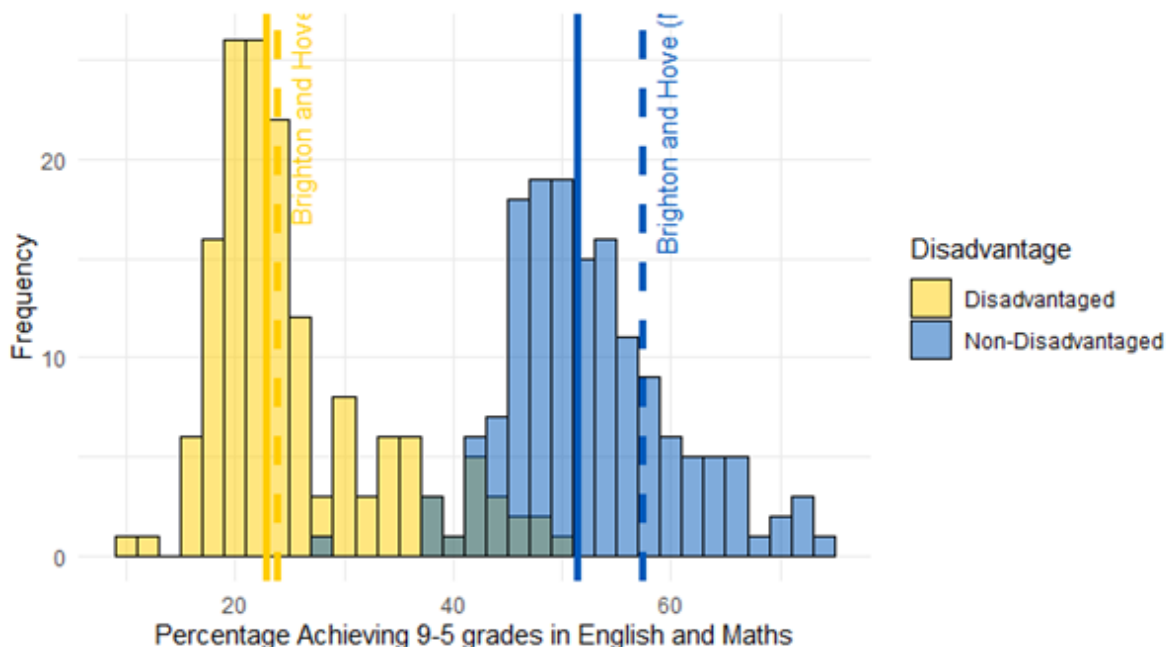
Source: Brighton and Hove City Council data extracted from website and PDFs - [https://adamdennett.github.io/BH\\_Schools\\_2/schools\\_wk2.html#school-application-and-offer-history-across-brighton](https://adamdennett.github.io/BH_Schools_2/schools_wk2.html#school-application-and-offer-history-across-brighton)

**Figure 3** - Location of Secondary Schools (black) and LSOA-level 11-year old populations in the state sector (orange), Brighton, 2024.



Source: Estimates from [ONS mid-year small area population estimates of 11-year-olds, 2018-2020](#) - constrained to Brighton and Hove Council total places, 2024.

**Figure 4** - Percentage Pupils Achieving grades 9-5 in English and Maths, disadvantaged and non-disadvantaged students. Histogram of all 152 Upper Tier Local Education Authorities in England, 2022-23. Solid lines - national median value.



Source: Department for Education - <https://explore-education-statistics.service.gov.uk/find-statistics/key-stage-4-performance> - table 2233\_sl\_lad\_fsm\_dis\_data\_revised.csv and lower to upper tier local authority lookup-table [https://geoportal.statistics.gov.uk/datasets/ec2949b8c037460bbc2891323927e931\\_0/explore](https://geoportal.statistics.gov.uk/datasets/ec2949b8c037460bbc2891323927e931_0/explore)

# Brighton & Hove City Council

## Cabinet

## Agenda Item 99

**Subject:** Patcham Court Farm

**Date of meeting:** 14<sup>th</sup> November 2024

**Report of:** Cabinet Member for Finance and City Regeneration

**Contact Officer: Name:** Jessica Hamilton

**Tel:** 01273 291461

**Email:** [jessica.hamilton@brighton-hove.gov.uk](mailto:jessica.hamilton@brighton-hove.gov.uk)

**Ward(s) affected:** Patcham & Hollingbury

**Key Decision:** Yes

**Reason(s) Key:** Expenditure which is, or the making of savings which are, significant having regard to the expenditure of the City Council's budget, namely above £1,000,000.

### For general release

#### 1. Purpose of the report and policy context

1.1 This report considers options for the future use of Patcham Court Farm as shown on the plan at Appendix 1 ("the site"), and proposes the sale of a long leasehold interest in the site to Royal Mail for the development of a new Delivery Office. This follows work done to assess a Delivery Office against housing and park and ride options for the future use of the site. Relocating to Patcham will enable the Royal Mail to retain their operation and jobs within the city by developing a new state-of-the-art facility.

1.2 The new facility at the site will free up two large sites in the city, at North Road (Brighton) and Denmark Villas (Hove). Entry into the lease for the site by the Council with Royal Mail will be contingent on the council's Homes for Brighton & Hove JV (a joint venture with Hyde New Homes) having first refusal at an agreed price on the Hove Delivery Office site for new affordable homes.

1.3 This proposal accords with the Council Plan 2023 – 2027, specifically:

#### **Outcome 1: A city to be proud of**

1. Develop Brighton & Hove as a place where people want to live, work and learn – due to the new state of the art facility that retains 380 jobs in the city.
2. Grow a diverse and sustainable city economy – due to the delivery of a new critical piece of city infrastructure.

#### **Outcome 2: A fair and inclusive city**

2. Increase housing supply – due to the sites freed up for housing development.

## **2. Recommendations**

- 2.1 Cabinet agrees to enter into an agreement for lease and grant a lease for a term of 250 years of the site at Patcham Court Farm to Royal Mail for the provision of a new Delivery Office, in line with the Heads of Terms set out in the Part 2 report.
- 2.2 Cabinet delegates authority to the Corporate Director for City Services, in consultation with the Cabinet Member for Finance and City Regeneration, to negotiate and complete the agreement for lease and lease together with all necessary ancillary legal agreements that accords with the Heads of Terms set out in the Part 2 report.

## **3. Context and background information**

### **Brief history of the site**

- 3.1 The site was previously part of the wider land holding of Patcham Court Farm. The now derelict farm buildings were severed from the associated agricultural land when the A27 was constructed.
- 3.2 The site has been considered for development since the early-1990s either through direct negotiations with interested parties, unsolicited interest received from developers or by marketing the site. Various development proposals have been progressed for the site in 1993, 1997, 2000, 2006 and 2009 but did not complete, more often as a result of economic or industry factors. Following an approach from Royal Mail, officers have considered the options for the future use of the site.

### **Park and Ride Option**

- 3.3 The administration has an ambition to deliver a park and ride offer for the city. Being close to the edge of the city, PCF is one potential site. However, work previously completed on locations involved assessment of a much larger area at Patcham Court Farm including the adjacent allotments and cottages.
- 3.4 A smaller park and ride on just the farm site would likely be insufficient to meet total demand and therefore not have enough spaces to fund its own bespoke bus service.
- 3.5 Another key consideration is that a park and ride use does not presently benefit from planning consent, and the allocation in City Plan Part 1 is for B use class employment. As well as being contrary to this policy, any planning application for a park and ride site could generate objections from the South Downs National Park Authority due to the visual impact to and from the national park. The close proximity of the A23 and A27 would also require detailed assessment using modelling to assess the impact on National Highways' trunk road network.

## **Housing Options**

- 3.6 Housing is another alternative option for the site. The council's in-house Architecture & Design team have designed up (for feasibility testing purposes) low density and high density housing schemes for the site. The council's Regeneration Team have then assessed those schemes for financial viability and deliverability, using the software used to track viability for all projects in the New Homes for Neighbourhoods Programme.
- 3.7 Due to the need to clean up land contamination from the old farm use, and the need to attenuate water to protect the aquifer (see section 9, below), there are considerable development costs linked to the site estimated to add a £3.6m cost to any scheme. These 'abnormal' costs mean that a low-density housing scheme (c. 24 units) is not viable because that extra cost is spread between a few homes.
- 3.8 This option would also mean Royal Mail could not vacate their town centre sites, and so a low-density scheme could end up providing more than 200 fewer homes for the city when compared to a scheme that sees the Hove and Brighton delivery offices regenerated.
- 3.9 Even a higher density housing scheme would be unable to cover those abnormal costs as well as the land appropriation cost (between the general fund and the housing revenue account) at the established market value. A scheme that delivered a 100-120 unit-per-hectare density would require four large 4 to 6 storey blocks, which would have a more significant visual impact on the adjacent conservation area and national park than the Delivery Office scheme and would be unlikely to receive planning consent. It would also still deliver fewer homes than the freed up sites in the city, and those homes would be in less sustainable locations.
- 3.10 As previously set out, neither alternative use has planning consent, unlike the Royal Mail proposal. In addition, neither of these uses is in line with the allocation in the local plan for an employment use – while the Delivery Office proposal does accord with this policy. The other positive elements of the Royal Mail proposal are also lost, including the reduction in HGV movements into the city, the introduction of a 100% electric vehicle fleet going into the city, and the retention of jobs in the city.

## **The Royal Mail Option**

- 3.11 In 2017 the council was approached by Royal Mail who had been looking for a new site in the city for over five years to accommodate their Brighton and Hove Delivery Offices. In order for Royal Mail to remain within the city it was essential that they could retain their employees whilst addressing significant operational challenges. The main driver for Royal Mail was that their Brighton Delivery Office was not fit for purpose in terms of both building design and road links.
- 3.12 The Brighton Delivery Office is a five storey 1920's city centre building with very restrictive access and a constrained service yard. Operations are

severely hampered due to its poor configuration with much of the building remaining vacant and 'mothballed'. The building is in a poor state of repair but as it cannot meet Royal Mail's service requirements, they are reluctant to commit to further significant investment. The quality of the building and antiquated facilities have created a poor working environment that has been identified by Royal Mail as the most significant factor impacting their ability to recruit and retain staff on site.

- 3.13 The location of the Brighton Delivery Office, in a densely occupied part of the city in terms of both commercial and residential uses, with heavier congestion on the city centre road infrastructure not only impacts Royal Mail's vehicular access and delivery to the building but is also detrimental to the local amenity of its neighbours and contributes to city centre congestion.

### **Reasons for Recommending the Royal Mail Option**

- 3.14 The proposal from Royal Mail brings with it a number of benefits, beyond a capital receipt for the council. Royal Mail currently struggles with the demands of the modern mail service from the existing Delivery Offices and this will be exacerbated further in the future. A Royal Mail Delivery Office is a key piece of city infrastructure, serving the needs of residents and businesses alike. This proposal enables Royal Mail to retain 380 jobs in the city, within a building that would offer the some of the highest environmental standards within their portfolio. With the absence of other options, they would need to look for sites outside the city which would generate more journey miles and eventually result in fewer local jobs.
- 3.15 There are also benefits linked to environmental performance of the proposed new building on the site when compared to the existing facilities and with the move to an entirely EV local fleet. Royal Mail has also committed to the removal of HGV movements going into the city (see Sustainability Implications at section 9 below).
- 3.16 This proposal is the first major redevelopment scheme of the Patcham Court Farm site that has been agreed by Planning Committee. This committee considered the scheme at its meeting on 4<sup>th</sup> September 2024 and granted consent (subject to completion of the section 106 agreement). This is a hurdle no other schemes have passed and represents considerable investment in time and money on the part of Royal Mail to get their proposal to this stage. The Secretary of State has confirmed they will not be calling the application in and it can be determined by the city council.
- 3.17 Bringing the site into the use identified in the Local Plan, for industrial or business use, has the placemaking benefits of ensuring jobs and homes are co-located, creating more sustainable communities.
- 3.18 In advance of completing a disposal of the site to Royal Mail the council will be required to terminate the existing tenancy on the site and secure vacant possession. The council is in discussion with the current tenant.



- 3.19 Valuation work has been completed to ensure the terms agreed represent best consideration.

### **Proposed Housing Opportunities Unlocked by the Royal Mail Option**

- 3.20 One of the key strategic benefits is the fact the move to PCF would free up the existing Royal Mail sites at North Road and Denmark Villas (“the Hove site”). Both sites can deliver new homes, and in Brighton also employment space.
- 3.21 The Hove site offers an exceptional opportunity to build new affordable homes in a part of the city where property and land values are high. Officers examined the option of the council buying the Hove site to build council homes through the New Homes for Neighbourhoods Programme, but found it was not financially viable. Officers then instructed the Homes for Brighton & Hove (HBH) joint venture between Hyde Housing Association and the city council to look at the potential of the Hove site. HBH has completed this initial work and now entered into early negotiations with Royal Mail on an acceptable land price. Indications are that there is a viable scheme to build c.120 new affordable homes at an agreed price for the land. In line with HBH’s business plan, this would be a mix of social rent homes owned by the city council and shared ownership managed by Hyde. The target is a 50/50 mix of shared ownership and social rent across the JV as a whole.
- 3.22 The proposal is for the land deals between the council and Royal Mail on PCF, and between Royal Mail and HBH on the Hove site, are treated as two separate transactions. However, the heads of terms propose that the sale of PCF to Royal Mail includes a condition that HBH is given first refusal to buy the Royal Mail site at the agreed land value. HBH may opt not to buy the site if it proves unviable after further investigation, but that will be at HBH’s discretion. The purchase would need to be agreed by the HBH Board, Hyde’s Board and a further report would also need to come to Cabinet for approval.
- 3.23 HBH have also looked at the viability of purchasing the Royal Mail site at North Road, Brighton. This site is allocated to deliver c.110+ new homes and 3,000m<sup>2</sup> of office space. This site could not deliver a viable scheme within the HBH business plan at the market land value. In addition, the need to provide employment space would put the site outside of the HBH’s core focus on housing.
- 3.24 However, the Brighton site remains an exciting regeneration opportunity, and the city council is exploring planning guidance it can develop to place-shape what is an important urban block in the North Laine.
- 3.25 Royal Mail have also advised that the parcel and mail collection function that presently operates from North Road and Denmark Villas will be replaced by another city centre presence. It will not operate from the new Patcham Delivery Office to prevent traffic impacts caused by visiting members of the public.

#### **4. Analysis and consideration of alternative options**

- 4.1 Consideration has been given to other potential land uses of the site, given the scarcity of development opportunities in the city. This is set out in section 3 above, as the consideration of the alternative options has been integral to coming to a recommendation.

#### **5. Community engagement and consultation**

- 5.1 The Royal Mail proposal has been through a planning application process and has been granted consent. The planning application had three statutory consultation processes, generating 1,163 responses, and Royal Mail carried out their own pre-application consultation. This considerable weight of public opinion was considered as part of the planning decision. (A link to the public comments made to the planning application is provided in Background documents).

#### **6. Financial implications**

- 6.1 The sale of the long leasehold interest in Patcham Court Farm will yield a net capital receipt, which will support the council's corporate capital investment strategy. Any costs associated with the transaction will be netted off from the final receipt.
- 6.2 Developments taken forward via the councils Joint Venture with Hyde are subject to a full business case being produced. Should the development be assessed as viable a separate cabinet report will taken forward seeking project approval. As with other developments in the Joint Venture the councils Housing Revenue Account will be given the first option to purchase the homes and let them for General Needs purposes.
- 6.3 All costs associated with developing the Heads of Terms for the sale to HBH are being met from within current HBH resources.

Name of finance officer consulted: John Lack    Date consulted: 13/10/2024

#### **7. Legal implications**

- 7.1 The Council has the power to dispose of land pursuant to section 123 of the Local Government Act 1972 for the best consideration reasonably obtainable. This report confirms that the terms represent best consideration in compliance with these requirements. In exercising the delegated authority to enter into the agreement for lease and lease, the Corporate Director for City Services in consultation with the Cabinet Member for Finance and City Regeneration will need to continue to be satisfied that these requirements are met.

Name of lawyer consulted: Siobhan Fry    Date consulted: 15/10/24

#### **8. Equalities implications**

- 8.1 Moving the Delivery Offices to a new purpose-built facility would mean that Royal Mail no longer have to operate from ageing facilities in the city. These old facilities do not aid staff retention, and the new facility will also ensure better equality of access to the workplace for disabled staff.

## **9. Sustainability implications**

- 9.1 The new Royal Mail facility has a number of sustainable transport implications. Movements of HGVs from the Gatwick depot would no longer have to enter the city centre, instead they would come off the A27/A23 junction to unload. Onwards 'final mile' delivery vans will consist of a 100% EV fleet, reducing carbon emissions, air and noise pollution.
- 9.2 The new building will be BREEAM 'Outstanding.' Royal Mail state this will be one of their very highest performing buildings in environmental terms. 10% Biodiversity Net Gain will be delivered.
- 9.3 One area of concern raised during the planning application by local residents has been the potential for impact on aquifer storing the city's drinking water. The site is located within Source Protection Zone 1, the Brighton A and Brighton B groundwater abstraction area, and within 150m of an adit connected to the Brighton A source. This means that infiltration (the process by which water is absorbed into the soil) is an unsuitable method of drainage for the proposed development as it risks contamination of groundwater. Additionally, soakaway tests have also revealed that the infiltration rate on the site is poor. The proposed development will result in an increase in the impermeable area of the site.
- 9.4 To address this the drainage strategy will reduce the rate of surface water run-off from the site via the inclusion of green roofs, swales, permeable paving and a sub-base for attenuation, and geocellular storage. The swales, permeable paving, attenuation and geocellular features will all be lined with an impermeable membrane to prevent infiltration. Flow controls will then be implemented to reduce the discharge rate to below 1.5l/s (Southern Water's permitted discharge rate). Southern Water have indicated that they can facilitate surface water run off disposal.

## **10. Health and Wellbeing Implications:**

- 10.1 Section 9.1, above, sets out Royal Mail's EV fleet strategy and the reduction in city centre HGV movements, which will have a beneficial impact on air quality.

## **11. Conclusion**

- 11.1 The proposed land deal offers an excellent opportunity for the city council to realise the market value for the site, to retain 380 jobs in the city and to update important city infrastructure. It also frees up Royal Mail sites in the city centre for regeneration, with one of them coming forward for the potential development of affordable homes by our HBH JV. For these reasons, and when considered against the thirty-year history of not being able to develop the site, it is recommended that the sale is agreed.

## **Supporting Documentation**

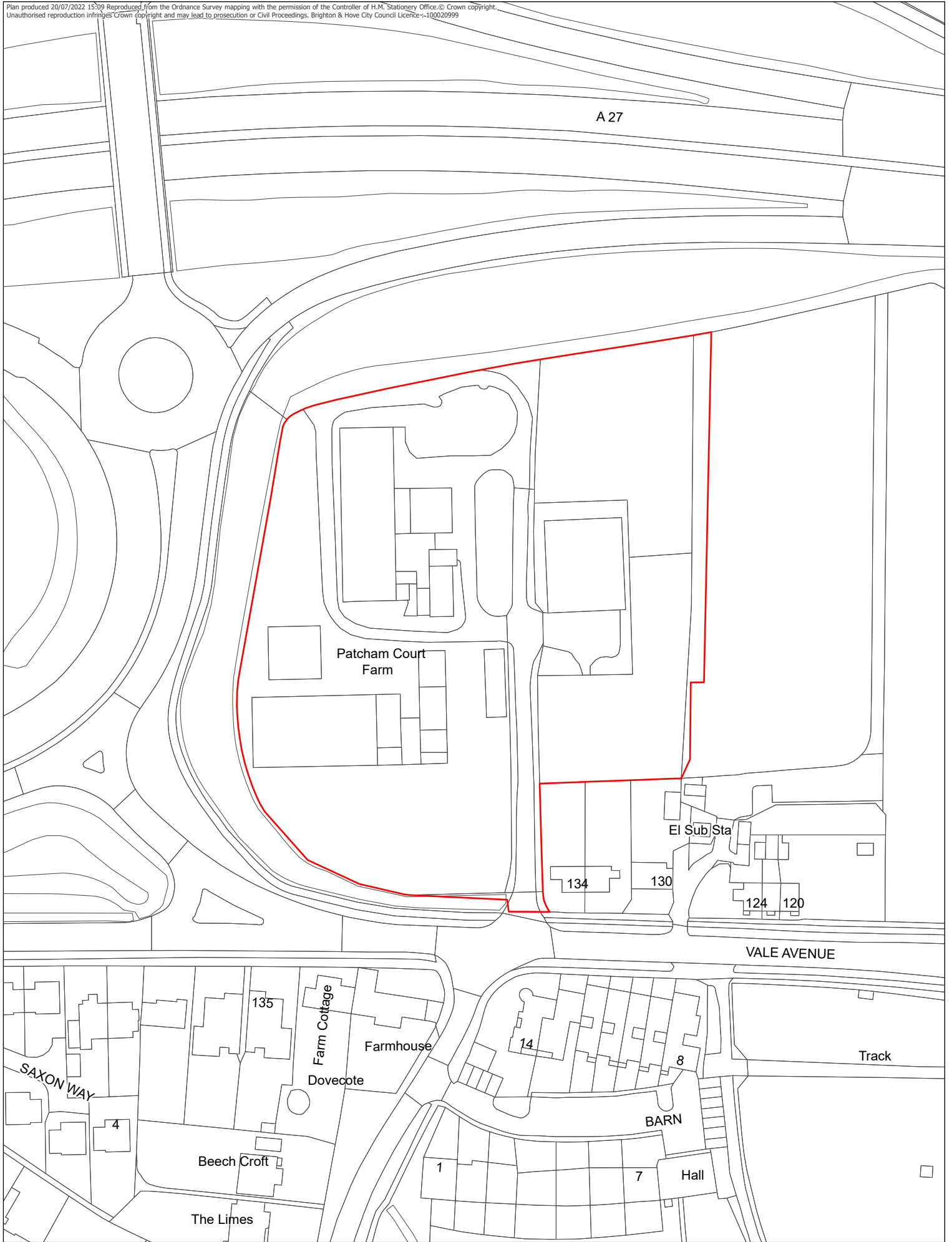
### **1. Appendices**

1. Site Location Plan Patcham Court Farm Royal Mail development site

### **2. Background documents**

1. A link to the Public Comments made on the planning application:

<https://planningapps.brighton-hove.gov.uk/online-applications/applicationDetails.do?activeTab=neighbourComments&keyVal=REV1UTDMGC800>



# Patcham Court Farm

Scale: 1:1,250 @A4  
21





# Brighton & Hove City Council

## Cabinet

## Agenda Item 100

**Subject:** The Future of Homewood College

**Date of meeting:** 14 November 2024

**Report of:** Cabinet Member for Finance & City Regeneration

**Contact Officer:** Name: Richard Barker, Head of School Organisation

**Tel:** 07584217328

**Email:** [richard.barker@brighton-hove.gov.uk](mailto:richard.barker@brighton-hove.gov.uk)

**Ward(s) affected:** All

**Key Decision:** No

**For general release**

### **1. Purpose of the report and policy context**

1.1 The Council Plan 2023 to 2027, A Better Brighton & Hove for All, outlines a vision of a city where people thrive in which a better future for children and young people is secured.

1.2 The Council has proposed the closure of Homewood College a community Special School for pupils aged 11-16 located at Queensdown School Road, Brighton, to take effect from 31 December 2024.

1.3 This report seeks approval from the Cabinet to close Homewood College, a community special school for pupils with social, emotional and mental health (SEMH) needs, with effect from 31 December 2024. The proposal follows a period of consultation and the publication of statutory notices. The closure is recommended due to the school's inadequate Ofsted rating, financial difficulties, and the Council's plans to improve SEMH provision across the city.

### **2. Recommendations**

2.1 Cabinet notes the responses received during the representation period following the publication of Statutory Notice on 7 October 2024 proposing the closure of Homewood College.

2.2 Cabinet agrees to the closure of Homewood College with effect from 31 December 2024, subject to the Secretary of State having exercised their discretion to revoke the Academy Order which the school is currently subject to.

### **3. Context and background information**

- 3.1 Homewood College is a community special school for secondary aged pupils with SEMH needs. The school received an inadequate Ofsted judgement in December 2021 and has been subject to special measures since then, with no improvement noted in subsequent monitoring visits.
- 3.2 The school has faced significant financial challenges, with a cumulative deficit of £709,000 by the end of the 2023/2024 financial year.
- 3.3 Despite efforts to improve the provision, the school has struggled with declining attendance and unsatisfactory educational outcomes for pupils.
- 3.4 Following consultation with staff, discussions with the Department for Education, and communication with parents, the Council decided to cease commissioning places at the school from the end of the 2023/2024 academic year.
- 3.5 All staff employment at the school ceased by 31 August 2024, and there are currently no pupils on roll.
- 3.6 The School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2013 (“the Regulations”) set out the reasons for closing a maintained school. These include, but are not limited to, where:
- there are surplus places elsewhere in the local area which can accommodate displaced pupils and there is no predicted demand for the school in the medium to long term;
  - it is to be amalgamated with another school;
  - it has been judged inadequate by Ofsted and the Secretary of State has revoked the academy order;
  - it is no longer considered viable;
  - it is being replaced by a new school
- 3.7 When seeking to close a school, the Council is required to follow the processes set out in the Department for Education statutory guidance "Opening and closing maintained schools - Statutory guidance for proposers and decision makers, January 2023" (“the DfE Guidance”). In particular the guidance sets out the considerations that should be taken into account by the decision maker when deciding proposals to discontinue (close) a school. It requires that the decision maker should have due regard to all responses received during the representation period and be satisfied that the proposers has carried out the requirements of the statutory process satisfactorily.
- 3.8 On 27 June 2024, a paper went to the Cabinet who decided to proceed to consultation on the proposal to close Homewood College. A consultation process ran between 8 July – 5 September 2024, which gathered feedback on the proposals from parents, staff at the school and other stakeholders who might be impacted by the decision.
- 3.9 On 26 September 2024, the Cabinet Member for Finance & City



Regeneration considered the consultation feedback and agreed to publish Statutory Notices. The evidence and rationale for the decision to move to the statutory notice period is set out in this report.

- 3.10 The Statutory Notice for the proposal to close Homewood College was published [here](#) and the full proposals were published on the website [here](#) along with a statement setting out:
- how copies of the proposal may be obtained;
  - that anybody can object to, or comment on, the proposal;
  - the date that the representation period ends (4 weeks from publication); and
  - the address to which objections or comments should be submitted”
- 3.11 The Statutory Notice was also published in The Argus on 7 October 2024.
- 3.13 If responders were unable to access the information made available on the Council’s website, they were asked to contact the Head of School Organisation for further assistance. No requests were made to the Council.
- 3.14 Copies of the proposal were sent to the following parties:
- The Members of Parliament for Brighton & Hove
  - the Secretary of State for Education
  - the Schools’ Adjudicator
  - the Diocese of Chichester
  - the Diocese of Arundel and Brighton
  - the Governing Body of the School
  - Members of the Brighton & Hove City Council Cabinet
  - Local Ward Councillors
- 3.15 Following the publication of the Statutory Notice, a 4 week representation period ran from 7 October to 4 November 2024, during which time interested parties were invited to make further comments on the proposal.
- 3.16 No responses were received via the Council’s consultation portal during the representation period.
- 3.17 One response was received by email, which is in support of the school’s closure.

#### **4. Analysis and consideration of alternative options**

- 4.1 The Council has considered alternative options, including attempts to improve the school’s performance through support from the Beckmead Academy Trust. However, this support was only short-term and did not lead to sustainable improvement.
- 4.2 The Council has developed alternative provision for pupils with Social Emotional Mental Health (SEMH) difficulties, including expanded capacity at Central Hub Brighton and a new Key Stage 4 provision at St George’s House.

4.3 The closure of Homewood College, coupled with the development of new SEMH provision, is considered the most effective way to improve outcomes for pupils with SEMH needs in the city.

## **5. Community engagement and consultation**

5.1 A public consultation was held between 8 July and 5 September 2024, which included public meetings and an online consultation response form.

5.2 Following the decision to publish Statutory Notices, a four-week representation period ran from 7 October to 4 November 2024.

5.3 The Statutory Notice was widely shared, including publication on the Council's website and in a local newspaper. It was distributed to relevant stakeholders such as the Secretary of State for Education, local MPs and School Governors.

5.4 The consultation process for the closure of Homewood College followed the principles and standards outlined in Brighton & Hove's Community Engagement Framework. Throughout the process we maintained a commitment to open and honest communication, ensuring all engagement activities had a clarity of purpose to inform the decision-making process.

## **6. Financial implications**

6.1 Homewood College finished the 2022/23 financial year with an overspend of £343,000. The final outturn position for the 2023/24 financial year was a cumulative overspend of £709,000, meaning the deficit increased by £366,000 in 2023/24. The estimated cumulative deficit as at 31 August 2024 was £825,000.

6.2 The Academy Order that is in place as a result of the inadequate Ofsted judgement means that the deficit at the point of closure will be a cost to the Council's general fund budget.

6.3 In addition to the cost of the final school deficit to the Council's general fund there are further costs relating to redundancies as all staff employment ceased as at 31 August 2024.

6.4 Corporate budget provision has been made for the one-off costs detailed in the paragraphs above.

6.5 Alternative arrangements being implemented should provide higher quality educational placements offering better value for money. To quantify this, the average unit cost of a placement at Homewood in 2023/24 was approximately £30,000, whereas the expected unit cost of a re-commissioned placement is £25,000. This means the expected annual future saving for 50 places would equate to £250,000.

6.6 Subject to the necessary approvals the Council may be able to generate capital receipts from the potential future sale of the school site.

Name of finance officer consulted: Steve Williams Date consulted (18/10/24):

## **7. Legal implications**

- 7.1 Section 14 of the Education Act 1996 imposes a duty on the Council to ensure the provision of sufficient schools for the provision of primary and secondary education in its area.
- 7.2 In order to achieve any reorganisation of school provision the Council must comply with School Organisation legislation, the Education and Inspections Act 2006 (EIA), associated regulations, and statutory guidance published by the Department for Education “Opening and closing maintained schools, Statutory guidance for proposers and decision makers, January 2023”. Both the legislation and guidance set out the steps which the council must take before making any decisions on proposals to reorganise school provision.
- 7.3 In accordance with Section 15 of the Education and Inspections Act 2006 (“the EIA 2006”) (as amended) and the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 (“the Regulations”), the Council has completed a formal consultation on the proposal, statutory notices have been published and a four week representation period has taken place.
- 7.4 The decision maker must have regard to the statutory decision makers guidance contained in the DfE Guidance. This sets out the considerations that should be made by the local when deciding proposals close a school. In all cases the decision maker should be satisfied that the proposer has carried out the requirements of the statutory process satisfactorily and should have due regard to all responses received during the representation period. A link to the Guidance is below:  
[https://assets.publishing.service.gov.uk/media/63d1357ed3bf7f3c44bcd6b9/Opening\\_and\\_closing\\_maintained\\_schools\\_Jan\\_2023.pdf](https://assets.publishing.service.gov.uk/media/63d1357ed3bf7f3c44bcd6b9/Opening_and_closing_maintained_schools_Jan_2023.pdf)
- 7.5 As the decision maker on the proposal the Council must make the decision within two months of the end of the representation period. When issuing a decision, the decision maker can:
- reject the proposal;
  - approve the proposal without modification;
  - approve the proposal with such modifications as they think desirable; or
  - approve the proposal, with or without modification, subject to certain conditions being met
- 7.6 As Homewood College is a community special school only the Diocesan Board of Education or the Bishop of any Roman Catholic diocese can make a referral to the Office of the Schools Adjudicator should the Council make the decision to close the school. Any referral to the Schools Adjudicator must be made within 4 weeks of the date of notification of the decision of the Council.

7.7 The Council is required to have ‘due regard’ to the duties set out in Section 149 of the Equality Act 2010 (the Public Sector Equality Duty) in determining the proposal. In order to comply with the public sector equality duty the Committee should have due regard to the analysis of the impact upon those affected by the proposal who have protected characteristics under the Act. This is summarised within the EIA template and the body of the report. Recent government guidance indicates that the general duty requires decision-makers to have due regard to advance equality of opportunity and foster good relations in relation to activities such as providing a public service. As indicated in recent government guidance the duty does not dictate a particular outcome. The level of “due regard” considered sufficient in any particular context depends on the facts. The duty should always be applied in a proportionate way depending on the circumstances of the case and the seriousness of the potential equality impacts on those with protected characteristics.

7.8 As the school is subject to an Academy Order the Secretary of State for Education must agree to exercise her power under section 5D of the Academies Act 2010 to revoke the order before any final decision can be made on the closure of the school.

Name of lawyer consulted: Serena Kynaston      Date consulted (18/10/24):

## **8. Equalities implications**

8.1 An Equality Impact Assessment (EIA) has been undertaken as part of the statutory process to identify any equality implications of the proposal to close Homewood College and to address any concerns through appropriate mitigations.

8.2 The EIA has been informed by the responses to the consultation period and was not impacted by the responses to the representation periods. Through these periods, concerns were expressed about the potential impact a school closure would have on pupils with special educational needs, particularly those with SEMH needs. Whilst it is clear that closing Homewood College will remove an option for pupils with SEMH needs in the area, efforts will be made to support families with limited financial means who may need assistance with attendance at new placements. The Council are also committed to ensuring that any alternative provision meets the diverse needs of all affected pupils, by offering case-by-case support and adjustments, where required, during the transition process.

## **9. Sustainability implications**

9.1 Wherever possible the council aims to reduce the number of journeys to school undertaken by car. The closure of Homewood College could risk a future rise in the number of journeys undertaken by car. However, sustainability implications need to be considered alongside those of the effectiveness of the provision and impact on the children, young people and families of those attending Homewood College.

9.2 Should a decision be taken to close the school consideration will be made as to how best to utilise the remaining resources and on the school's premises. Already there has been opportunity to re-purpose and re-use some of the school's resources which have been suitable for immediate use in other settings.

9.3 Schools are expected to have a School Travel Plan to:

- reduce the number of vehicles on the journey to school
- improve safety on the journey to school
- encourage more active and sustainable travel choices

9.4 In the responses to the publication of the Statutory Notice no comment was made in relation to sustainability matters.

## **10. Conclusion**

10.1 The closure of Homewood College is recommended due to its inadequate Ofsted rating, significant financial deficit, and inability to provide satisfactory educational outcomes for pupils with SEMH needs.

10.2 One response was received to the publication of a Statutory Notice and no representations sought its continuation.

10.3 The Council has developed alternative provision to meet the needs of pupils with SEMH difficulties, ensuring that displaced pupils have been moved to higher quality provision.

10.4 The closure aligns with the Council's broader strategy to improve SEMH educational provision in the city, as outlined in the "Social, Emotional and Mental Health Educational Provision" report accepted by Cabinet on 27 June 2024.

## **Supporting Documentation**

### **1. Appendices**

1. Equalities Impact Assessment



## General Equality Impact Assessment (EIA) Form

### Support:

An [EIA toolkit](#), [workshop content](#), and guidance for completing an [Equality Impact Assessment \(EIA\) form](#) are available on the [EIA page](#) of the [EDI Internal Hub](#). Please read these before completing this form.

For enquiries and further support if the toolkit and guidance do not answer your questions, contact your Equality, Diversity, and Inclusion (EDI) Business Partner as follows:

- Economy, Environment and Culture (EEC) – [Chris Brown](#),
- Families, Children, and Learning (FCL) – [Jamarl Billy](#),
- Governance, People, and Resources (GPR) – [Eric Page](#).
- Health and Adult Social Care (HASC) – [Zofia Danin](#),
- Housing, Neighbourhoods, and Communities (HNC) – [Jamarl Billy](#)

### Processing Time:

- EIAs can take up to 10 business days to approve after a completed EIA of a good standard is submitted to the EDI Business Partner. This is not considering unknown and unplanned impacts of capacity, resource constraints, and work pressures on the EDI team at the time your EIA is submitted.
- If your request is urgent, we can explore support exceptionally on request.
- We encourage improved planning and thinking around EIAs to avoid urgent turnarounds as these make EIAs riskier, limiting, and blind spots may remain unaddressed for the 'activity' you are assessing.

### Process:

- Once fully completed, submit your EIA to your EDI Business Partner, copying in your Head of Service, Business Improvement Manager (if one exists in your directorate), Equalities inbox, and any other relevant service colleagues to enable EIA communication, tracking and saving.
- When your EIA is reviewed, discussed, and then approved, the EDI Business Partner will assign a reference to it and send the approved EIA form back to you with the EDI Manager or Head of Communities, Equality, and Third Sector (CETS) Service's approval as appropriate.
- Only approved EIAs are to be attached to Committee reports. Unapproved EIAs are invalid.

### Assessment details

Throughout this form, 'activity' is used to refer to many different types of proposals being assessed.

Read the [EIA toolkit](#) for more information.

<b>Name of activity or proposal being assessed:</b>	<b>Formal closure of Homewood College</b>
<b>Directorate:</b>	Families, Children and Learning
<b>Service:</b>	Education and Skills
<b>Team:</b>	School Organisation
<b>Is this a new or existing activity?</b>	New

<b>Are there related EIAs that could help inform this EIA? Yes or No (If Yes, please use this to inform this assessment)</b>	YES – related EIAs include St Peters and St Barts school closures
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### Contributors to the assessment (Name and Job title)

<b>Responsible Lead Officer:</b>	Richard Barker, Head of School Organisation
<b>Accountable Manager:</b>	Jo Lyons, Assistant Director, Education and Skills, Families, Children and Learning Department
<b>Additional stakeholders collaborating or contributing to this assessment:</b>	Heath, SEN and Disability Branch Managers Human Resources Team Finance Team

### About the activity

Briefly describe the purpose of the activity being assessed:

As the Council now has 'in principle' agreement that the Secretary of State for Education will revoke the Academy Order on Homewood College, it sought the agreement of Cabinet to consult on the school's closure. This was granted on 27 June 2024 and a public consultation activity ran between 8 July 2024 and 5 September 2024.

Staff and families were consulted on proposals linked to the council de-commissioning the places at Homewood College from September 2024. From September 2024 no pupils have the school named in their Education, Health and Care Plan and no staff are employed at the school.

#### Background

Homewood College is a small community special school that has been in 'special measures' for over two years and continued to provide an inadequate quality of education for its pupils. The last two monitoring reports from Ofsted have concluded that the school is not making adequate progress to improve.

All pupils at the school were aged 11-16 and had Education, Health and Care Plans. Overall attendance last academic year averaged approximately 49%. The school has amassed a very significant and escalating budget overspend, primarily on account of numbers of supply staff needed to cover high levels of absence amongst staff and a falling pupil roll. The budget out-turn for 2023-24 was £709,000. The last two monitoring visits by Ofsted in July and then December 2023 have found progress to be unsatisfactory.

As a result of the school becoming subject to 'special measures' after a Section 5 Ofsted inspection in December 2021, it also became subject to an Academy Order, although no Academy Trust has come forward subsequently to sponsor the school. The Council cannot close a maintained school that is subject to an Academy Order and the Academy Order can only be revoked by the Secretary of State. However, 'in principle' agreement has been received that the Academy Order will be revoked, subject to final confirmation of adequate alternative arrangements for pupils.

Subject to a final decision by the Secretary of State to revoke the Academy Order, the Council is proposing to continue the statutory process to close the school.

What are the desired outcomes of the activity?

The desired outcome is that the Council publishes statutory notices about the school's closure and seeks further responses to the proposal albeit there will be no public meetings during this formal representation period.



Which key groups of people do you think are likely to be affected by the activity?

The previous pupils at the school and their families who were aware of the provision made by the school.  
 Staff previously employed at the school who had experience of teaching and supporting pupils at the school.  
 Future pupils needing SEMH placements

## Consultation and engagement

What consultations or engagement activities have already happened that you can use to inform this assessment?

- For example, relevant stakeholders, groups, people from within the council and externally consulted and engaged on this assessment. **If no consultation** has been done or it is not enough or in process – state this and describe your plans to address any gaps.

Consultation to date has taken place with:

- The Regional Director's Office (DfE)
- The Governing Body of the School
- The Beckmead Academy Trust which is providing leadership support to the school
- Amaze and PaCC representatives
- Union representatives
- Informal parental consultation
- Staff consultation

In addition, a public consultation resulted in 19 responses being received. 3 replies outlined support for the Council's proposals and 6 responses stated they were not sure. The remaining responses were against the council's proposal to close the school on 31 December 2024.

## Current data and impact monitoring

Do you currently collect and analyse the following data to enable monitoring of the impact of this activity? Consider all possible intersections.

(Delete and indicate as applicable from the options Yes, No, Not Applicable)

<b>Disability and inclusive adjustments, coverage under equality act and not</b>	Yes
<b>Ethnicity, 'Race', ethnic heritage (including Gypsy, Roma, Travellers)</b>	Yes
<b>Religion, Belief, Spirituality, Faith, or Atheism</b>	Yes – in relation to previous consultees
<b>Gender Identity and Sex (including non-binary and Intersex people)</b>	Yes – in relation to previous consultees
<b>Gender Reassignment</b>	No
<b>Sexual Orientation</b>	Yes – in relation to previous consultees
<b>Marriage and Civil Partnership</b>	No

<b>Pregnant people, Maternity, Paternity, Adoption, Menopause, (In)fertility (across the gender spectrum)</b>	No
<b>Armed Forces Personnel, their families, and Veterans</b>	Yes – in relation to previous consultees
<b>Expatriates, Migrants, Asylum Seekers, and Refugees</b>	No
<b>Carers</b>	No
<b>Looked after children, Care Leavers, Care and fostering experienced people</b>	Yes
<b>Domestic and/or Sexual Abuse and Violence Survivors, and people in vulnerable situations (All aspects and intersections)</b>	No
<b>Socio-economic Disadvantage</b>	Yes
<b>Homelessness and associated risk and vulnerability</b>	No
<b>Human Rights</b>	No
<b>Another relevant group (please specify here and add additional rows as needed)</b>	Not applicable

**Additional relevant groups that may be widely disadvantaged and have intersecting experiences that create exclusion and systemic barriers may include:**

- Ex-offenders and people with unrelated convictions
- Lone parents
- People experiencing homelessness
- People facing literacy and numeracy barriers
- People on a low income and people living in the most deprived areas
- People who have experienced female genital mutilation (FGM)
- People who have experienced human trafficking or modern slavery
- People with experience of or living with addiction and/ or a substance use disorder (SUD)
- Sex workers

If you answered “NO” to any of the above, how will you gather this data to enable improved monitoring of impact for this activity?

Formal data responses to the DfE about pupils and staff are compiled by the school and submitted by the Council. The Council only has available the data made publicly available. Efforts will continue to be made to identify intersectional data beyond the DfE data return via the Performance Manager, Safeguarding and Quality Assurance in the Directorate. More information may have been supplied by responders to the consultation on the proposals to close the school that took place between July – September 2024.

What are the arrangements you and your service have for monitoring, and reviewing the impact of this activity?

The activity will be monitored through regular updates at the Departmental Management Team meeting. Further reports on the proposal are expected to be considered by Cabinet.

## Impacts

### Advisory Note:

- **Impact:**
  - Assessing disproportionate impact means understanding potential negative impact (that may cause direct or indirect discrimination), and then assessing the relevance (that is: the potential effect of your activity on people with protected characteristics) and proportionality (that is: how strong the effect is).
  - These impacts should be identified in the EIA and then re-visited regularly as you review the EIA every 12 to 18 months as applicable to the duration of your activity.
- **SMART Actions mean:** Actions that are (SMART = Specific, Measurable, Achievable, Realistic, T = Time-bound)
- **Cumulative Assessment:** [If there is impact on all groups equally, complete \*\*only\*\* the cumulative assessment section.](#)
- **Data analysis and Insights:**
  - In each protected characteristic or group, in answer to the question ‘If “YES”, what are the positive and negative disproportionate impacts?’, describe what you have learnt from your data analysis about disproportionate impacts, stating relevant insights and data sources.
  - Find and use contextual and wide ranges of data analysis (including community feedback) to describe what the disproportionate positive and negative impacts are on different, and intersecting populations impacted by your activity, especially considering for [Health inequalities](#), review guidance and inter-related impacts, and the impact of various identities.
  - For example: If you are doing road works or closures in a particular street or ward – look at a variety of data and do so from various protected characteristic lenses. Understand and analyse what that means for your project and its impact on different types of people, residents, family types and so on. State your understanding of impact in both effect of impact and strength of that effect on those impacted.
- **Data Sources:**
  - **Consider a wide range (including but not limited to):**
    - [Census](#) and [local intelligence data](#)
    - Service specific data
    - Community consultations
    - Insights from customer feedback including complaints and survey results
    - Lived experiences and qualitative data
    - [Joint Strategic Needs Assessment \(JSNA\) data](#)
    - [Health Inequalities data](#)
    - Good practice research
    - National data and reports relevant to the service
    - Workforce, leaver, and recruitment data, surveys, insights
    - Feedback from internal ‘staff as residents’ consultations
    - Insights, gaps, and data analyses on intersectionality, accessibility, sustainability requirements, and impacts.
    - Insights, gaps, and data analyses on ‘who’ the most intersectionally marginalised and excluded under-represented people and communities are in the context of this EIA.
- Learn more about the [Equality Act 2010](#) and about our [Public Sector Equality Duty](#).

## 6.1 Age

<p><b>Does your analysis indicate a disproportionate impact relating to any particular Age group? For example: those under 16, young adults, with other intersections.</b></p>	<p><b>Yes</b> <b>Pupils from 11-16</b></p>
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### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

<b>Ages of Pupils on Roll - December 2023</b>	
<b>Pupil Age</b>	<b>Percentage of Pupils</b>
11 years	8%
12 years	5%
13 years	19%
14 years	19%
15 years	39%
16 years	5%
17 years	3%*

NB\* the school does not normally take pupils beyond Year 11 i.e. over 16 years unless there are exceptional circumstances. No pupils are registered to attend the school from September 2024.

These young people were not receiving an adequate secondary education, which could seriously impact their ability to transition successfully into education, employment or training at age 16. Most are from low socio-economic circumstances and without suitable examination success, may struggle to maintain a viable income as adults.

The aim is to provide much higher quality placements with good access to alternative provision as needed and thereby improve outcomes and life chances for these pupils. As a result, it is proposed that Homewood College closes.

Whilst we expect any practical provision change from September 2024 to be positive, the upheaval and disruption caused by moving school could have an impact on this age group at an important time in their development. Receiving schools and settings have been made aware of the impact of transition so these groups of children receive appropriate support.

Staff who are close to retirement age may find new employment difficult to gain if they have not been successful in being redeployed before redundancy took effect.

3 responses to the consultation declared their age range as being 35-44; 3 were 45 – 54, 4 were 55-64 and one was 65-74.

## 6.2 Disability:

Does your analysis indicate a disproportionate impact relating to <a href="#">Disability</a> , considering our <a href="#">anticipatory duty</a> ?	Yes
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### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

<p>All pupils previously on roll had Education, Health and Care plans on account of Social, Emotional and Mental Health (SEMH) Needs. We provide a range of inclusive adjustments to ensure their experience of education is as accessible as possible including language and learning, social, emotional and mental health adjustments.</p> <p>There may be a cumulative negative impact on pupils due to both their age and neurodivergence. Working with pupils on a case-by-case inclusive adjustments have been made at their new school.</p> <p>There needs to be sufficient education placements within a reasonable distance for families, including those families where children cannot be expected to walk to school either for reasons of distance, disability or other reasons. Disabled people and families who may need assistance with travel will be able to apply for transport assistance subject to the Council’s transport policy.</p> <p>The BHISS and SEND teams of the council will provide support for children with EHC plans to ensure that they move to an appropriate school that can meet their needs.</p> <p>2 responses to the consultation confirmed that day-to-day activities are limited because of a health problem or disability. Eight responders stated that they were not.</p>
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What [inclusive adjustments](#) are you making for diverse disabled people impacted? For example: D/deaf, deafened, hard of hearing, blind, neurodivergent people, those with non-visible disabilities, and with access requirements that may not identify as disabled or meet the legal definition of disability, and have various intersections (Black and disabled, LGBTQIA+ and disabled).

<p>Families have been consulted throughout this process, and inclusive adjustments were considered on a case-by-case basis, based on the lived experience of disabled people involved, and other intersecting characteristics.</p> <p>Support will be offered to parents and carers to engage in the representation process should statutory notices be published – they will be offered options for recording their views and help with formulating views in writing or orally.</p>
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## 6.3 Ethnicity, ‘Race’, ethnic heritage (including Gypsy, Roma, Travellers):

Does your analysis indicate a disproportionate impact relating to ethnicity?	No
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### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

Data on ethnicity of pupils – Note no pupils are on the school roll from September 2024.	
Ethnic Origin	Percentage of Pupils
Any other Black Background	3%

Mixed White and Black Caribbean	3%
White British	94%
Sum	100%

If there are families with English as an additional language, we will make sure any necessary interpretation is provided for meetings or for written communications.

The EMAS service will continue to reach out to communities and to signpost resources that will support families. An interpreter can be sourced if necessary.

Only 10 responders to the consultation replied to this question and these were all White: English, Welsh, Scottish, Northern Irish, British.

#### 6.4 Religion, Belief, Spirituality, Faith, or Atheism:

<b>Does your analysis indicate a disproportionate impact relating to Religion, Belief, Spirituality, Faith, or Atheism?</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

We do not know if there are former pupils or staff who have any religious beliefs, as this data is not collected. If there are pupils and families with specific religious beliefs, we will ensure that the consultation and transition process does not interfere with religious practices.

One response to the consultation stated their religion was Muslim, one was agnostic, 2 were Christian and the remaining 8 responders who answered the question stated they had no particular belief or religion.

#### 6.5 Gender Identity and Sex:

<b>Does your analysis indicate a disproportionate impact relating to <a href="#">Gender Identity</a> and <a href="#">Sex</a> (including non-binary and intersex people)?</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

Data not Recorded in the School Census

While we do not hold data on this characteristic, the school will have known its pupils well and we worked with them to ensure any inclusive adjustments are shared with and implemented at a new school.

This characteristic may be relevant to parents and carers of former pupils. We will continue to be aware of this, and any inclusive adjustments requested by parents and carers will be given the fullest consideration in considering access, carrying out discussions and taking further action.

Where social work, health and/or voluntary sector agencies are involved, if parents, carers and/or young people wish, they should be invited to support. We are not aware of any trans, non-binary or intersex former pupils or staff.

If children or parents/carers indicate that they are experiencing discrimination, there will be signposting in place to the appropriate support agencies.

Voluntary sector organisations are available for support for children and families regarding their sexual orientation in the city.

Of the 10 responses to the consultation that commented on their sexual orientation, one preferred not to say and the remaining responders stated they were heterosexual/straight. All responders stated they identify with the gender they were assigned at birth. Of those who answered the question, 2 responders were male and 9 were female.

### 6.6 Gender Reassignment:

Does your analysis indicate a disproportionate impact relating to <a href="#">Gender Reassignment</a> ?	No
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

We are not aware of any trans, non-binary or intersex former pupils or staff, but we will continue to be aware of this if/when new information arises about pupils, parents and carers, and mitigate any negative impacts caused by the change to a new location on a case-by-case basis, utilising resources such as the Trans toolkit

Where social work, health and/or voluntary sector agencies are involved, if parents, carers and/or young people wish, they should be invited to support.

### 6.7 Sexual Orientation:

Does your analysis indicate a disproportionate impact relating to <a href="#">Sexual Orientation</a> ?	No
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

We are not aware of LGBTQ+ former pupils or staff, but we will continue to be aware of this if/when new information arises about pupils, parents, and carers, and mitigate any negative impacts caused by the change to a new location on a case-by-case basis.

Where social work, health and/or voluntary sector agencies are involved, if parents, carers and/or young people wish, they should be invited to support.

If we are aware of any circumstances where individuals request inclusive adjustments, we will ensure that this group is supported and that the school is also supported in guiding people through to resources and signposting support.

Voluntary sector organisations are available for support for children and families regarding their sexual orientation in the City.



### 6.8 Marriage and Civil Partnership:

<b>Does your analysis indicate a disproportionate impact relating to Marriage and Civil Partnership?</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

### 6.9 Pregnant people, Maternity, Paternity, Adoption, Menopause, (In)fertility (across the gender spectrum):

<b>Does your analysis indicate a disproportionate impact relating to Pregnant people, Maternity, Paternity, Adoption, Menopause, (In)fertility (across the gender spectrum)?</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

### 6.10 Armed Forces Personnel, their families, and Veterans:

<b>Does your analysis indicate a disproportionate impact relating to Armed Forces Members and Veterans?</b>	<b>Yes</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

No responders to the consultation indicated that they were armed forces personnel, their families or veterans.

### 6.11 Expatriates, Migrants, Asylum Seekers, and Refugees:

<b>Does your analysis indicate a disproportionate impact relating to Expatriates, Migrants, Asylum seekers, Refugees, those New to the UK, and UK visa or assigned legal status? (Especially considering for age, ethnicity, language, and various intersections)</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.



### 6.12 [Carers](#):

<b>Does your analysis indicate a disproportionate impact relating to <a href="#">Carers</a> (Especially considering for age, ethnicity, language, and various intersections).</b>	<b>No</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

<p>Not Recorded in the School Census – Note no pupils are registered to attend Homewood College from September 2024.</p> <p>In circumstances where individuals have inclusive adjustments, we will ensure that this group is supported and that the school is supported in guiding people to resources and support.</p> <p>3 of 11 responders who answered this question stated that they were carers.</p>
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### 6.13 Looked after children, Care Leavers, Care and fostering experienced people:

<p><b>Does your analysis indicate a disproportionate impact relating to Looked after children, Care Leavers, Care and fostering experienced children and adults (Especially considering for age, ethnicity, language, and various intersections).</b></p> <p><b>Also consider our <a href="#">Corporate Parenting Responsibility</a> in connection to your activity.</b></p>	<b>Yes</b>
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#### If “YES”, what are the positive and negative disproportionate impacts?

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

<p>6% of former pupils attending in 2023-24 were currently looked after.</p> <p>The Virtual School for Looked After Children, the child’s social worker and foster parent(s) were fully involved in the consultation and consequent actions. The Virtual School has responsibility to support children in care and those known to a social worker. Support will be provided to any relevant child displaced from Homewood College and to the school they will be attending. The council has adopted Children in Care and Care Experienced as a protected characteristic.</p> <p>One responder of 11 stated they would prefer not to say and the remaining replies from those who were not care experienced by virtue of being looked after by a local authority for at least 13 weeks since the age of 14.</p>
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### 6.14 Homelessness:

<b>Does your analysis indicate a disproportionate impact relating to people experiencing homelessness, and associated risk and vulnerability? (Especially considering for age, veteran, ethnicity, language, and various intersections)</b>	<b>No</b>
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**If “YES”, what are the positive and negative disproportionate impacts?**

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

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**6.15 Domestic and/or Sexual Abuse and Violence Survivors, people in vulnerable situations:**

<b>Does your analysis indicate a disproportionate impact relating to Domestic Abuse and Violence Survivors, and people in vulnerable situations (All aspects and intersections)?</b>	<b>No</b>
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**If “YES”, what are the positive and negative disproportionate impacts?**

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

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**6.16 Socio-economic Disadvantage:**

<b>Does your analysis indicate a disproportionate impact relating to Socio-economic Disadvantage? (Especially considering for age, disability, D/deaf/ blind, ethnicity, expatriate background, and various intersections)</b>	<b>Yes</b>
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**If “YES”, what are the positive and negative disproportionate impacts?**

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

Eligible for FSM	Percentage of pupils
Not eligible	23%
Eligible	77%

The percentage of former pupils in 2023-24 eligible for free school meals was much higher than average. Parents and carers with limited financial means may need support with attending meetings at new placements.

To improve inter-generational socio-economic status, we will work with pupils to ensure they have the best access post 16 to further education, employment, and training.

**6.17 Human Rights:**

<b>Will your activity have a disproportionate impact relating to Human Rights?</b>	<b>No</b>
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**If “YES”, what are the positive and negative disproportionate impacts?**

Please share relevant insights from data and engagement to show how conclusions about impact have been shaped. Include relevant data sources or references.

### 6.17 Cumulative, multiple [intersectional](#), and complex impacts (including on additional relevant groups):

#### What cumulative or complex impacts might the activity have on people who are members of multiple Minoritised groups?

- For example: people belonging to the Gypsy, Roma, and/or Traveller community who are also disabled, LGBTQIA+, older disabled trans and non-binary people, older Black and Racially Minoritised disabled people of faith, young autistic people.
- Also consider wider disadvantaged and intersecting experiences that create exclusion and systemic barriers:
  - People experiencing homelessness
  - People on a low income and people living in the most deprived areas
  - People facing literacy and numeracy barriers
  - Lone parents
  - People with experience of or living with addiction and/ or a substance use disorder (SUD)
  - Sex workers
  - Ex-offenders and people with unrelated convictions
  - People who have experienced female genital mutilation (FGM)
  - People who have experienced human trafficking or modern slavery

The key characteristics for former pupils are that they all have complex SEMH, necessitating Education, Health and Care plans, and that 77% of former pupils were eligible for Free School Meals, indicating that the majority of families are affected by low income and many live in the most deprived areas. Additionally, this was compounded by the very low attendance at the school.

The cumulative effects of these key characteristics, plus any others that may apply, are likely to have made the transition process to a new placement particularly difficult for these pupils. To mitigate this, additional counselling and psychological support was provided as needed. PHSE and classroom support should have a focus on managing change and transition. Every effort was made to ensure full engagement in the process of transition and support at every step, including induction and orientation visits as needed and the involvement of familiar staff in the process.

Onward placements were fully informed about any inclusive adjustments for pupils and families, where there is consent for this, and also signposted to resources and support available within the City.

All characteristics above may be relevant to parents and carers of former pupils, as well as to the children and young people themselves and any inclusive adjustments requested by parents and carers should have been given the fullest consideration in considering access, carrying out discussions and taking further action.

We are aware that there will have been people who may be impacted because of multiple protected characteristics and intersections of discrimination. This may severely limit their ability, desire or access to engage with both the public consultation and any future engagement around school closure.

Where there are multi-layered impacts, we are willing to assess this on a case-by-case basis with bespoke resources and support to address these barriers.

Additionally, most former pupils at the school are persistent absentees and will need support to re-engage with their education.

We are aware that there are some gaps in our data that makes it difficult to fully assess the cumulative impacts this will have on former pupils or staff. In addition, details from the 19 responses to the public consultation do not contain a full data set.

Where social work, health and/or voluntary sector agencies are involved, if parents, carers and/or young people wish, they should be invited to support.

If we are aware of any circumstances where individuals request inclusive adjustments to continue to be involved in the consultation process, we will ensure that this group is supported.

## Action planning

### What SMART actions will be taken to address the disproportionate and cumulative impacts you have identified?

- Summarise relevant SMART actions from your data insights and disproportionate impacts below for this assessment, listing appropriate activities per action as bullets. (This will help your Business Manager or Fair and Inclusive Action Plan (FIAP) Service representative to add these to the Directorate FIAP, discuss success measures and timelines with you, and monitor this EIA's progress as part of quarterly and regular internal and external auditing and monitoring)

1. Ensure full & accessible consultation with former pupils and their families and with former staff on the reasons for this activity and future plans

- Identify the needs of former pupils and staff
- Consider identified SEND and any protected characteristics in monitoring the transition of pupils to new provision.
- Provide case-by-case support and adjustments where required.

### Which action plans will the identified actions be transferred to?

- For example: Team or Service Plan, Local Implementation Plan, a project plan related to this EIA, FIAP (Fair and Inclusive Action Plan) – mandatory noting of the EIA on the Directorate EIA Tracker to enable monitoring of all equalities related actions identified in this EIA. This is done as part of FIAP performance reporting and auditing. Speak to your Directorate's Business Improvement Manager (if one exists for your Directorate) or to the Head of Service/ lead who enters actions and performance updates on FIAP and seek support from your Directorate's EDI Business Partner.

None as yet to be added to EIA actions tracker (currently in development)

## Outcome of your assessment

What decision have you reached upon completing this Equality Impact Assessment? (Mark 'X' for any ONE option below)

<b>Stop or pause</b> the activity due to unmitigable disproportionate impacts because the evidence shows bias towards one or more groups.	
<b>Adapt or change</b> the activity to eliminate or mitigate disproportionate impacts and/or bias.	
<b>Proceed</b> with the activity as currently planned – no disproportionate impacts have been identified, or impacts will be mitigated by specified SMART actions.	
<b>Proceed with caution</b> – disproportionate impacts have been identified but having considered all available options there are no other or proportionate ways to achieve the aim of the activity (for example, in extreme cases or where positive action is taken).	<b>X</b>

Therefore, you are going to proceed with caution with this policy or practice knowing that it may favour some people less than others, providing justification for this decision.

If your decision is to “Proceed with caution”, please provide a reasoning for this:

The alternative to ‘proceeding with caution’ is the status quo which was providing an unacceptable level of education at very high cost to pupils that we provide very specific and nuanced inclusive adjustments for. As things stand, Ofsted would be likely to close the school in any event when the next section 5 inspection due to insufficient progress. From September 2024 the school had no pupils on its roll and no staff employed to teach at Homewood College. Any re-commissioning of places would take time to achieve.

To mitigate any difficulties to be faced the Council will take action to ensure the next stage of the process, the issuing of a statutory notice can be accessed by all those who wish to make a representation.

**Summarise your overall equality impact assessment recommendations to include in any committee papers to help guide and support councillor decision-making:**

The proposal here is to continue to the statutory process to close Homewood College by issuing a statutory notice and entering into a 4 week representation period. The serious considerations in terms of equality impact assessment on the proposal have been reduced by virtue of all pupils having new provision named in their Education, Health and Care Plans. Staff are no longer employed at Homewood College.

New pupils with SEMH will have access to the new places in the City’s re-modelling SEMH provision.

Specifically, 78% pupils who were on roll at Homewood College and due to be in Key stage 4 in September had the opportunity to transfer to a new provision at St George’s House run by the Beckmead Trust, a specialist Academy chain, as a satellite of their Ropemakers’ Academy in East Sussex. This is offering a bespoke education tailored towards re-engaging pupils in education and focussing on the transition to further education, employment, or training.

## Publication

All Equality Impact Assessments will be published. If you are recommending, and choosing not to publish your EIA, please provide a reason:

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## Directorate and Service Approval

Signatory:	Name and Job Title:	Date: DD-MMM-YY
Responsible Lead Officer:	Richard Barker, Head of School Organisation	17-September-24
Accountable Manager:	Jo Lyons, Assistant Director, Education and Skills	18-September-24

**Notes, relevant information, and requests (if any) from Responsible Lead Officer and Accountable Manager submitting this assessment:**

## EDI Review, Actions, and Approval:

### Equality Impact Assessment sign-off

**EIA Reference number assigned:** [FCL105A-28-May-24-EIA-Homeward-College-Closure-Stat-Notice](#)  
For example, HNC##-25-Dec-23-EIA-Home-Energy-Saving-Landlord-Scheme

EDI Business Partner to cross-check against aims of the equality duty, public sector duty and our civic responsibilities the activity considers and refer to relevant internal checklists and guidance prior to recommending sign-off.

Once the EDI Business Partner has considered the equalities impact to provide first level approval for by those submitting the EIA, they will get the EIA signed off and sent to the requester copying the Head of Service, Business Improvement Manager, [Equalities inbox](#), any other service colleagues as appropriate to enable EIA tracking, accountability, and saving for publishing.

Signatory:	Name:	Date: DD-MMM-YY
EDI Business Partner:	Jamarl Billy	Reviewed a previous version in May 2024
EDI Manager:	Sabah Holmes	16-Sep-24
Head of Communities, Equality, and Third Sector (CETS) Service: <i>(For Budget EIAs/ in absence of EDI Manager/ as final approver)</i>		

### Notes and recommendations from EDI Business Partner reviewing this assessment:

### Notes and recommendations (if any) from EDI Manager reviewing this assessment:

### Notes and recommendations (if any) from Head of CETS Service reviewing this assessment:

# Brighton & Hove City Council

## Cabinet

## Agenda Item 101

**Subject:** Corporate Systems Improvement

**Date of meeting:** 14 November 2024

**Report of:** Cabinet member for Adult Social Care, Public Health & Service Transformation

**Contact Officer:** Head of Welfare, Revenues & Business Support

**Email:** [Graham Bourne@brighton-hove.gov.uk](mailto:Graham.Bourne@brighton-hove.gov.uk)

**Ward(s) affected:** (All Wards);

**Key Decision:** Yes

**Reason Key:** Expenditure which is, or the making of savings which are, significant having regard to the expenditure of the City Council's budget, namely above £1,000,000.

### For general release

#### 1 Purpose of Report

- 1.1 This report covers a new vision and approach to improve the council's core HR/Payroll, Financial and Purchasing systems and associated applications. These systems support the Council Plan priority to be a responsive and well-run council.
- 1.2 The report covers the substantial one-off capital investment required to develop, design and install new processes, applications and technologies to make the systems more efficient to maintain and use, and to improve data quality and accessibility to improve decision-making.
- 1.3 It also covers the re-procurement of the HR/Payroll system which is nearing the end of its current contract period. The Financial and Purchasing systems are still within contract.

#### 2 Recommendations

That Cabinet:

- 2.1 Agree the Outline Business Case for the Phase One capital investment requirement of £2.75 million from borrowing with a loan period of 10 years.
- 2.2 Agree the re-procurement of the HR/Payroll and Finance/Purchasing systems and associated modules for a maximum period of up to 5 years, including extensions, and delegate authority to the Corporate Director Corporate Services (or a successor role) to take all steps necessary to secure best value and award the contracts.
- 2.3 Agree to delegate authority to the Corporate Director Corporate Services (or a successor role) to procure other intermediary products, applications and licences during Phase One to support the improvement programme.

- 2.4 Note the expected requirement for further capital investment of £4m to £6m (at current prices) for Phase Two to fully realise the vision and that a further business case will be submitted to Cabinet for this phase of the programme.

### **3 Context and background information**

- 3.1 This report sets out a proposed change of approach to the development of the council's corporate HR, Payroll and Finance systems and the many associated systems within scope, such as Purchasing and Recruitment systems.
- 3.2 Implementing changes to major corporate systems involves both capital and revenue considerations. The development and redesign of hundreds of processes and the installation of these in new or current systems is a major undertaking involving many staff, technicians, business analysts and IT specialist support. This will almost always require substantial one-off capital investment for at least two years. The other aspect is the ongoing annual licence costs of the systems and associated applications.
- 3.3 The report therefore covers two key aspects. First, it seeks approval to re-procure the HR/Payroll system for which the current contract is due to expire in March 2025. Second, it seeks to secure capital investment for a major change programme that will improve the quality and efficiency of our systems by improving our data, automating many business processes, and ensuring the systems are easier to use and maintain.
- 3.4 The current systems, although regularly updated, have been in place for a long period of time and a review was undertaken to consider where improvements were needed and what options may be available to meet the council's information and service needs for the future. The review was considered by the former Policy & Resources Committee in July 2022 and the recommendation, at the time, was to aim for a highly integrated solution known as an Enterprise Resource Planning (ERP) system with a capital programme envelope of around £8 million. This estimated cost subsequently increased considerably to over £10 million following a period of high inflation.
- 3.5 During this period, there were many changes in the marketplace, not least the rapid emergence of AI and integration technologies, but also considerable changes (increases) in the cost envelope for different solutions, particularly cloud-based (SAAS) ERP solutions. Given these and other escalating risks, a re-evaluation commenced at the end of 2023 and a further review of options was explored to check the efficacy and alignment of the original approach to the council's evolving digital and technology strategies.
- 3.6 A revised approach has been developed that reflects the important learning from the process of developing and market-testing the specification for an ERP system, including key lessons learned from around the country and in particular from three neighbouring Sussex and Surrey county councils who have all recently experienced serious cost over-runs and implementation challenges when installing ERP systems.
- 3.7 As noted above, in recent years the marketplace has changed significantly and different products such as AI engines, PowerApps, integration technologies (APIs) and other intermediary products have emerged, and their capabilities are rapidly improving. All of these products have the ability to complement our existing



corporate systems to achieve similar benefits to an ERP system but at potentially lower overall cost and without the need to commit ('lock in') to a single product for a very long period of years. In addition, the council is evolving its wider digital, data and technology (DDaT) strategy to be more responsive and innovative as these technologies begin to prove themselves.

- 3.8 The proposed approach below is considered to represent the council's best opportunity to safely manage and de-risk systems improvement, enable responsive and well-run corporate services to support the Council Plan, and provide the platforms to take advantage of emerging technologies.

#### **4 Corporate Systems Improvement Programme**

- 4.1 The corporate HR/Payroll, Finance, Purchasing and related systems, including procurement, banking, recruitment, income management and on-line payments, link to (interface) and receive data from many other systems and processes across the council including major Housing, Social Care and Revenues & Benefits systems. They are critical to the effective functioning of the council and can therefore affect its reputation with residents, customers, partners, and government departments and agencies such as HMRC.
- 4.2 These business systems are primarily used internally rather than by residents, but they are critical to the council's reputation as they are used to pay suppliers, purchase goods and services, pay staff, invoice people and businesses for fees & charges, produce the Authority's financial statements, monitor budgets, recruit staff, manage absence and many, many other critical business processes.
- 4.3 Making changes to these systems therefore requires careful consideration but, like all systems, they should be kept under review to determine if improvements are possible. In particular, it is important to take learning from the way systems have been installed or are used in other authorities and to seek to achieve better alignment with the council's development of other capabilities including Microsoft PowerBI reporting, digital forms (Mendix), AI and robotics (RPA/AI), and integration technologies (e.g. Boomi). This has resulted in a new vision and approach for developing our corporate systems as set out in Appendix 1.
- 4.4 In summary, the approach is to use separate systems that are fit for purpose ('best of breed') but to use them (re-install them) in the way they were designed to be used ('adopt not adapt') rather than tailoring them for unnecessarily complex and superfluous local requirements. The data will be cleansed and new technologies and modules will be used to link data across the systems, automate as many processes as possible, improve the ease of use of the systems and make reporting and decision-making quicker.

#### **5 Implementing the Vision and Improvement Programme**

- 5.1 Implementation of the improvement programme will be a significant project involving many steps, including procurement or re-procurement of systems and modules and their installation or re-installation.

Phase One – Fundamental interventions for a strong foundation  
[Capital investment requirement: £2.75 million]

Activities and capital costs are expected to include:

- i) Re-procuring time-aligned cloud service contracts for the current core HR/Payroll and Finance/Purchasing systems, initially for a time limited period of up to 5 years.
- ii) Undertaking a major project to cleanse, archive and restructure HR, Finance, and Procurement data, some of which has been unarchived since 1996.
- iii) Undertaking detailed analysis to identify key barriers to system efficiency to identify priority areas for improvement.
- iv) Removing unsupported interfaces and processes that have built up over time and are adding to maintenance costs and system recovery risks.
- v) Implementing new modules and services.
- vi) Costs will include considerable internal staff backfill, business analysts, systems technicians and specialist IT contractors.

Phase Two – Building for the future and transforming how we work

[Capital investment requirement: £4 to £6 million]

Activities and capital costs are expected to include:

- i) Developing and deploying emerging technologies and AI, learning from implementations and successes achieved across the sector;
- ii) Putting in place a Digital and AI skills development programme to 'upskill' the organisation over the programme period to maximise the use of new technologies and emerging capabilities, particularly around the use of dashboards and AI reporting capabilities;
- iii) Development of priority web-forms, automated processing (EDM) capabilities, and digital services to improve self-service capabilities and achieve a step change in the efficiency / automation of processes;
- iv) Extending licences and implementing additional system modules, PowerApps and Microsoft Tools (e.g. PowerBI, Co-pilot) to improve data reporting (building dashboards) and manipulation.
- v) Costs will include staffing and IT specialist support as in Phase One but will also include a considerable increase in these resources to implement the technologies required to link data across the systems and create an open data structure that AI can utilise to gather information and create reports.

5.2 Phase One (Foundation) is expected to require capital investment of a minimum of £2.75m and would run from early 2025 and conclude by 31 March 2027. Phase One foundation-level investment is considered critical, as not undertaking this work will leave the council with increasingly poorly maintained data, an inability to identify where developments and new technologies could have most impact, and therefore increasingly inefficient and under-used systems providing poor value for money. In addition, if migration to an alternative system or solution in future (e.g. an ERP system) is ultimately desired, this would be increasingly costly and high risk.

5.3 Additional investment and time will be needed for Phase Two to achieve the full vision of robust, open data systems that are digitally and AI enabled. This is not readily quantifiable at this stage and will be determined by the improvements, developments and acquisitions identified and proposed as part of the Phase One programme. However, further investment in the range £4m to £6m is likely to be required to fully realise the vision and provide high levels of data integration, fully enabled and highly automated digital and AI processes, and accessible ('open') and standardised data and reporting. This would put the overall financial envelope for Phase One and Two in the range £6.75m to £8.75m. This may seem significant but is considered to be a significantly lower cost alternative, particularly compared to ERP systems or other supplier collaborations, that can still achieve good outcomes.

#### Contract Renewals

5.4 Phase One includes the re-procurement of time-aligned cloud-based systems contracts for our HR/Payroll and Finance/Purchasing systems. However, the most pressing contractual consideration is that of the HR/Payroll system, MidlandHR (MHR) iTrent, which is due to expire on 31 March 2025. This system is very widely used across the country (hundreds of installations) in mid-sized to large private and public sector organisations and is considered to be a leading HR/Payroll product. Its wide userbase and success indicates that it is effective and competitively priced.

5.5 MHR iTrent therefore fits well with the new vision and approach and the company's strong userbase means it is expected to be able to adapt to and invest in the changing technology environment as the company continues to develop the product. However, even were this not the case, a new contract for this system would need to be secured to ensure continuity of service as a replacement system would take up to 2 years or more to implement. However, as the MHR product is considered a leading product for local authorities, subject to competitive pricing, a longer contract period could be appropriate and should be more attractive to the supplier. It is therefore recommended that the council seeks to secure best value through re-procurement of a new contract with MHR using a compliant government framework and procurement route. A key aspect of the contract renewal will be the inclusion of flexibility to on-board new functionality and modules later in Phase One or Two.

5.6 Similarly, the Finance/Purchasing system contract will expire in March 2026 and re-procurement of this system will be necessary during 2025. This should be time-aligned with the contract period for the HR/Payroll system if possible.

## 6 Benefits Realisation (Business Case)

6.1 Any significant capital investment, unless it is unavoidable and is replacing a defunct or faulty asset, should be able to demonstrate cashable and non-cashable benefits for the organisation. The Outline Business Case (OBC) for the proposed Phase One financial commitment of £2.75 million is provided at Appendix 2. This is necessarily high level as there are many aspects of the business case that will need further analysis and confirmation including:

- Values for re-procured contracts, which can only be estimated based on current market information;
- Similarly, licence costs for new modules or extending the user base of AI and PowerApps will need to be updated following procurements;

- Data Sizing and scoping work is required to fully understand the resources required to cleanse and restructure data across a whole range of systems;
- The balance of resourcing between internal and external (more costly) resources is dependent on the availability of skills in-house and the ability to release capacity without impacting current business-as-usual services;
- A more detailed analysis of where savings and efficiencies will fall and the scope for cashable savings. Current assumptions are based on industry standard efficiency assumptions relative to the scale of investment planned.

6.2 The foundation-level investment is significant but should enable the cashable benefits set out in Appendix 2 to be achieved. As a minimum, these are broadly expected to match the Phase One financial commitment (i.e. loan repayments) over the period of the loan (10 years). Further cashable benefits will be possible in Phase Two but these will need to be identified and quantified through the discovery and foundation work to be undertaken in Phase One. The cashable benefits for Phase One are based on industry standard assumptions for achievable efficiencies across support functions, business support and administrative roles, and management roles (tasks).

## 7 Analysis and Consideration of Alternative Options

7.1 The re-evaluation identified other potential options for future development or replacement of the council's corporate systems. While all options below, except 'Do Nothing', can demonstrate potential benefits, they were dismissed for a wide range of reasons of which the most important are summarised below:

**Do nothing ("Keep the Lights On")** – commit to our current suppliers through renewed 'as-is' contracts and make only minimal necessary investments to maintain our current technology landscape, user experience, processes, and policies.

- Advantages – none identified
- Disadvantages – data quality, processing and services would become increasingly outmoded, inefficient and expensive to maintain. Costs would increase as more fixes and/or workarounds would need to be deployed as is increasingly the case. The move to a new system or approach at a later point in future would become exponentially more expensive with time as poorly maintained data and continued modifications (workarounds) would make for a complex and lengthy migration.

**Aim for an ERP System replacement by 2028** – go back to the market for an ERP system and implementation but extend the timelines, with a staggered rollout of new technology due to finish in 2028.

- Advantages – ERP's provide high levels of data integration with all functionality and modules being within the one common system environment. Modern ERP's are aesthetically pleasing and have common user screens and interfaces. They are cloud-based and regularly updated.
- Disadvantages – ERP's do not do everything well and therefore cannot provide a 'best of breed' offer for all elements of the system. For example, Payroll is known to be more challenging for many ERP products. Costs are very substantial and although potential benefits are potentially significant, the complexity of the installation means that ERP installations are very high risk as

seen in many, many examples across the country. In particular, the financial risk does not fit well with this authority's financial resources or risk appetite. The major scale of investment means necessarily 'locking in' to an ERP supplier for a minimum of 10 years, potentially falling behind other technologies if the ERP supplier does not continue to invest in development. This can often be the case as most ERP suppliers tend to completely replace their products periodically (e.g. SAP, Oracle), which does not allow an upgrade path.

**Prioritised Investment** – commit to current suppliers through renewed contracts but make only small, considered capital investments to achieve some improvements to the systems in priority areas.

- Advantages – minimal capital investment and resources required. May provide some benefits and could address a few problematic areas.
- Disadvantages – the narrow scope of the programme would mean that any benefits are likely to be outweighed by other aspects of the systems becoming increasingly obsolete and poorly maintained, leading to greater longer term costs of either maintenance or migration to a new system.

7.2 Following consideration of the extensive analysis across different criteria, and assessment of the financial viability of each option, an approach based on re-procuring our current, separate HR/Payroll and Finance/Purchasing systems but changing the way we install and use them, alongside bringing in new modules and other emerging technologies and capabilities, was considered to offer the best balance of benefits, risk and cost.

## **8 Community engagement and consultation**

8.1 Senior officer stakeholders from Finance, HR, Payroll, Procurement, and IT & Digital form the Programme Board and have been consulted during the re-evaluation of options as has the Corporate Leadership Team (CLT). Subject matter experts (SMEs) from in-scope corporate services were also engaged as part of the review.

## **9 Financial implications**

9.1 The report recommends the investment of £2.750m for a programme to improve and develop key Corporate Systems. The investment would be funded by borrowing, at a repayment cost of £0.339m per year for a 10-year period.

9.2 The recommendation is considered to represent the best value option for the authority within the changing technology environment and is expected to result in a range of improvements across the organisation which are expected to realise cashable savings of approximately £0.572m per annum by year four. These savings can fund the capital financing costs and the expected increase in systems costs (licences).

9.3 If approved, the financing costs of the programme will be added as a commitment to the council's Capital Financing budget and additional systems costs will be added to future service budgets. The detailed savings will be confirmed each year through the annual budget setting process to offset these commitments, but the projected savings set out in Appendix 1 will be assumed within the 4-year Medium Term Financial Plan.

- 9.4 Appendix 2 sets out the notes and assumptions built into the projected Outline Business Case. In particular, it should be noted that all figures (except current budgets, capital costs and capital financing) are illustrative best estimates. Exact contract costs and prices will not be known until re-procurements are completed. Similarly, potential savings and efficiencies will also need to be identified and allocated in detail as the programme progresses.
- 9.5 The cumulative net cashflow of the Outline Business Case indicates that the council may need to internally borrow up to a maximum of £401,800 (Year 3) from overall cash reserves. However, this sum is relatively small and would not present cashflow challenges.

Finance Officer Consulted: Haley Woollard

Date: 24/10/2024

## **10 Legal implications**

10.1 The Council is required to comply with the Public Contract Regulations 2015 in relation to the procurement and award of contracts above the threshold levels for services. Using a framework is a compliant route to market and it may be possible to directly award a contract to a supplier under a suitable framework agreement. Any procurement process commenced after 24<sup>th</sup> February 2025 will be subject to the new rules under the Procurement Act 2023 and legal input will be required to ensure that the procurement procedure complies with the new law.

10.2 The Council's Contract Standing Orders will apply to any procurement exercise.

Lawyer Consulted: Eleanor Richards

Date: 31 October 2024

## **11 Equalities implications**

11.1 Discussions with all suppliers include consideration of the ability of systems to utilise assistive technologies available within the council for people with sight impairments.

## **12 Sustainability implications**

12.1 Using cloud-based systems is expected to reduce carbon emissions as these centrally hosted database installations can service many organisations simultaneously on a reduced number of Servers. Similarly, archiving and cleansing the data held in all systems will reduce data storage capacity requirements (i.e. Servers) and reduce enquiry times (CPU processing), further reducing carbon emissions.

## **13 Social Value and procurement implications**

13.1 The procurement and re-procurement of systems and associated products and licences will normally seek to secure Best Value through the use of competitive public sector buying frameworks which suppliers will have been through a tendering process to join. However, in some circumstances 'Direct Award' can be more beneficial, particularly, if non-standard contract periods are desired. The council will need to consider all options.

13.2 Social Value in IT systems and licences is challenging as this is a highly competitive market and companies have to work at a national or even global level to be competitive and to be able to afford the very substantial investment in continuous product development. However, the companies themselves often offer valuable

apprenticeships and training programmes and many support charitable objectives or organisations.

#### **14 Health and Wellbeing Implications:**

14.1 None specifically identified.

#### **15 Conclusion**

15.1 The overall technology landscape is changing very rapidly. Procurement of and long-term commitment to a major new system or systems collaboration carries high risk in this situation as it risks buying systems that could be out of date before they are even fully implemented.

15.2 The report concludes that re-procuring current HR/Payroll and Finance/Purchasing systems but with a new set of requirements and potential new modules, alongside utilising emerging technologies and capabilities such as AI, is likely to be lower risk and lower cost but should be equally, if not more, effective as it will enable the authority to take up new capabilities and technologies as they emerge and develop over the next few years.

### **Supporting Documentation**

#### **Appendices**

Appendix 1 – Vision and Approach for improving corporate systems

Appendix 2 – Outline Business Case (Financials)





## Corporate Systems Vision and Approach

### A: Strategy & Innovation

To enable confident and robust decision-making (using quality, focused data) by:

- Adopting a **'best of breed'** approach to maximise utilisation of emerging technologies and AI/Robotics to avoid being 'locked into' a single technology platform for 10+ years, risking earlier obsolescence;
- Commitment to an **'adopt-not-adapt'** approach, i.e. using the product as intended rather than modifying it to fit local processes, to reduce ongoing support and maintenance resourcing;
- Aligning strategic support for flexibility and progression toward **digitally enabled systems and services** (which links to Organisational Redesign strategy).

### B: Data and Interfaces

Enable connectivity & collaboration through linked systems and data by:

- Providing a cleansed **'open data'** architecture to enable AI and Business Intelligence apps to gather data efficiently;
- Providing **simplified data structures** focused on capturing only essential information (decluttering and archiving unnecessary data);
- Aiming to **link data and systems** through the acquisition of new technologies (APIs) and/or new intermediary products and systems (e.g. Boomi).

### C: Platform and Ease of Use

Enable innovation and creativity through emerging technologies by:

- Aiming for structured and **common standards for Management Information** reporting suites to build Dashboards for improved data insight and decision-making;
- Committing to **improved ease-of-use and self-service** to enhance managers and services' ownership of data quality;
- Committing to a **cloud-first** platform to improve data management, security and resilience (and reduce carbon footprint).

### D: People and Process

Enable automation and efficiency, including digital and e-form automated workflow processing through:

- A commitment to **linked and automated workflow processes** from email, web-forms, and other digital channels;
- Undertaking **systems-thinking reviews**<sup>1</sup> of processes to enable streamlined workflows and a confident and skilled workforce;
- Delivery of corporate systems that are **intuitive to use** and that support our evolution towards becoming a digitally skilled organisation.

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<sup>1</sup> Systems Thinking is a defined methodology for reviewing processes end-to-end, specifically to identify duplication, redundancy or low value-added elements of the process from a customer or user perspective.



## Appendix 1 – Outline Business Case (Financial)

Corporate Systems Improvement	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	Total
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### Capital Investment:

Capital Investment - Staffing and Backfill	70,000	875,000	850,000	105,000	0	0	0	0	0	0	1,900,000
Capital Investment - Technical and Consultancy	0	400,000	350,000	100,000	0	0	0	0	0	0	850,000
<b>Total Capital Costs</b>	<b>70,000</b>	<b>1,275,000</b>	<b>1,200,000</b>	<b>205,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,750,000</b>

### New Systems Licencing & Financing Costs:

<b>Total Revenue Costs</b>	<b>500,600</b>	<b>807,600</b>	<b>879,800</b>	<b>1,027,700</b>	<b>1,053,000</b>	<b>1,053,000</b>	<b>1,053,000</b>	<b>1,053,000</b>	<b>1,053,000</b>	<b>1,053,000</b>	<b>9,533,700</b>
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### Existing Revenue Budgets:

Financial System and Associated Licences	269,300	269,300	269,300	269,300	269,300	269,300	269,300	269,300	269,300	269,300	2,693,000
HR/Payroll and Associated Licences	262,100	262,100	262,100	262,100	262,100	262,100	262,100	262,100	262,100	262,100	2,621,000
<b>Total Licensing Budgets</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>531,400</b>	<b>5,314,000</b>

### Cashable Benefits (Efficiency Savings)

Procurement Service efficiencies	0	0	11,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	242,000
WRBS efficiencies	0	0	13,000	37,500	37,500	37,500	37,500	37,500	37,500	37,500	275,500
Financial Services efficiencies	0	0	25,000	74,000	74,000	74,000	74,000	74,000	74,000	74,000	543,000
Reduced Audit Fee Variations	0	0	4,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	81,000
HR/Recruitment efficiencies	0	0	38,000	113,000	113,000	113,000	113,000	113,000	113,000	113,000	829,000
Council-wide - Administrative Support	0	0	9,000	26,500	26,500	26,500	26,500	26,500	26,500	26,500	194,500
Council-wide - Contract Management	0	0	6,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	139,000
Council-wide - Management Tasks (MSA)	0	0	86,000	258,000	258,000	258,000	258,000	258,000	258,000	258,000	1,892,000
<b>Total Cashable Benefits (Savings)</b>	<b>0</b>	<b>0</b>	<b>192,000</b>	<b>572,000</b>	<b>572,000</b>	<b>572,000</b>	<b>572,000</b>	<b>572,000</b>	<b>572,000</b>	<b>572,000</b>	<b>4,196,000</b>

<b>Net Revenue Change (incl. Financing)</b>	<b>-30,800</b>	<b>276,200</b>	<b>348,400</b>	<b>496,300</b>	<b>521,600</b>	<b>521,600</b>	<b>521,600</b>	<b>521,600</b>	<b>521,600</b>	<b>521,600</b>	<b>4,219,700</b>
<b>Cashable Benefits</b>	<b>0</b>	<b>0</b>	<b>-192,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-572,000</b>	<b>-4,196,000</b>
<b>Cumulative Net Cashflow</b>	<b>-30,800</b>	<b>245,400</b>	<b>401,800</b>	<b>326,100</b>	<b>275,700</b>	<b>225,300</b>	<b>174,900</b>	<b>124,500</b>	<b>74,100</b>	<b>23,700</b>	

### **Non-Cashable Benefits:**

- Linked and better quality data, reporting and decision-making;
- Improved ease of use for service users;
- Improved productivity and efficiency through automation and new technologies;
- Greater security and resilience of systems and data;
- Improved ability to collaborate and innovate across services.

### **Cashable Benefits (Savings)**

- Reduced cost of maintaining and supporting systems and data;
- Efficiencies across corporate services and support teams through process redesign, automation, web-forms and AI;
- Efficiencies across the organisation through reduced administrative burden, streamlined management tasks, and ease of access to data and management information (e.g. dashboards).

### **Notes and Assumptions:**

- All figures (budgets and estimated costs) are at current prices and are not inflated.
- All figures (except current budgets, capital costs and capital financing) are illustrative best estimates. Exact contract costs and prices will not be known until re-procurements are completed. Similarly, detailed licencing costs for other modules or products, or expansion of licences will not be known in detail until the detailed review of processes and requirements is completed as part of the Phase One programme. Savings and efficiencies will also need to be identified and allocated in detail.
- Borrowing costs are based on forecast PWLB rates at 4%. A 10-year loan period is assumed as this is the standard financing period for major IT&D investments.
- New system licencing and financing costs are aggregated to avoid disclosing commercially sensitive information. The figure includes a wide range of estimated costs for re-procurement of current systems (but with new requirements) together with potential new modules, extended licence numbers for other applications (e.g. PowerBI), and procurement of other software or intermediary products.
- Cashable benefits are based on industry standard efficiencies pro rata to the level of investment provided and taking into account the very narrow product market for local authorities, particularly payroll.
- Costs for replacement of CareFirst Financials (which manages social care contracts and income) are not included. Eclipse Financials (the replacement product) is still in development.
- The cumulative net cashflow indicates that the council may need to internally borrow up to a maximum of £401,800 (Year 3) from overall cash reserves. However, this sum is relatively small and would not present cashflow challenges.

# Brighton & Hove City Council

## Cabinet

## Agenda Item 102

**Subject:** Open Spaces Events Programme 2025

**Date of meeting:** 14 November 2024

**Report of:** Cabinet Member for Culture, Heritage and Tourism

**Contact Officer:** Ian Baird Events Manager

**Tel:** 01273 290000

**Email:** [ian.baird@brighton-hove.gov.uk](mailto:ian.baird@brighton-hove.gov.uk)

**Ward(s) affected:** (All Wards);

**Key Decision:** Yes

**Reason(s) Key:** Is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions (wards).

**For general release**

### 1. Purpose of the report and policy context

- 1.1 The events programme is spread across open spaces in the city and takes place in many of our main parks and city streets over the course of the year. Outdoor events play a pivotal role in the vibrancy and economic vitality of a city. They not only provide residents and visitors with opportunities for recreation and cultural engagement but also stimulate local economies by attracting tourists, generating employment, and fostering community spirit.
- 1.2 Events transform public spaces into lively hubs of activity, showcasing the city's unique character and heritage. Furthermore, they contribute to the social fabric by bringing diverse groups together, promoting inclusivity, and encouraging civic pride. In essence, outdoor events are essential for enhancing the quality of urban life and driving sustainable development.

### 2. Recommendations

That Cabinet

- 2.1 Support the strategic policy approach taken to make Brighton & Hove a vibrant city and a city to be proud of in delivery of the open spaces events programme for 2025 in line with the Outdoor Events Strategy (Apx n2)
- 2.2 Delegates authority to the Corporate Director, City Services, after consultation with the Cabinet Member for Culture Heritage and Tourism, to grant landlords consent to the annual programme (Apx n1) and make any alterations

to the published events programme as necessary, including approving new applications in accordance with the Outdoor Events Strategy and cancelling events if required.

### **3. Context and background information**

- 3.1 The citywide Events programme in the city and its local-global reputation makes us a city to be proud of. The event programme is led by the corporate plan and delivers against multiple policy areas, ensuring we are a vibrant city, a city to be proud of, and promoting and protecting the creative dynamism that makes Brighton & Hove unique.
- 3.2 The event programme is key to delivering on the 10-year imperative set out in the Economic Development plan “A creative destination worthy of the best small city in the world”. Outdoor events are vital in establishing and evolving the reputation of the city as a national and international leisure and creative destination. Events contribute significantly to the economic impact for the city, boosting the visitor economy, offering new and different reasons to study, work, and visit the city. And events create joy.
- 3.3 The Visitor Economy Strategy 2018-2023 highlighted the economic contribution of tourism to the city’s economy at £886m per year which supports 21,000 jobs. The economic impact of events staged in the city is largely measured through associated hotel, leisure and retail spend, demonstrably enhancing the day and nighttime economies and supporting local businesses. Outdoor events are cited in the 2018 EIF (Events Industry Forum) “Value of Events” study a key factor in attracting inward investment and attracting students and workers to the city region. Our events programme additionally offers numerous talent platforms, which help the city attract and retain local talent and support growth across the industry.
- 3.4 Events bring our residents together inclusively. The social value of a successful events programme is evidenced in national research. A recent Audience Agency study revealed 68% of participants felt more connected to their community after attending local events. In addition to this a well delivered outdoor event programme is vital to support local business and continue to attract a workforce to the city. The 2018 EIF “Value of Events” report estimates £225 spend per visitor to events in the SE region, directly supporting local business and Eventbrite found that 77% of millennials attend live events for experiences and consider them important.
- 3.5 The current Outdoor Events Strategy (Apx n2) focusses on a low-risk approach to event delivery in the city with Brighton & Hove City Council acting as a landlord and facilitator, rather than funding and producing events inhouse. This has significant gains in managing workload for a small team in the council and gives certainty around income levels. An alternative approach to this is explored further in section 4 of this report. The current events strategy document is under review, and a revised policy paper will be brought to Cabinet in the new year.

- 3.6 The council's outdoor events team aim to propose a balanced programme both geographically and in terms of event genre, with a push towards low impact, high return promotional activity. The programme features 3 major national profile events (for example the Women's Rugby World Cup, Brighton Marathon), ten key festivals (including the May Festivals, On the Beach), and over 150 diverse community or promotional events. It aims to maintain the estimated £120m economic impact on the region, whilst allowing space for the city to continue to develop its reputation as a key creative destination for creative industry workers and visitors.

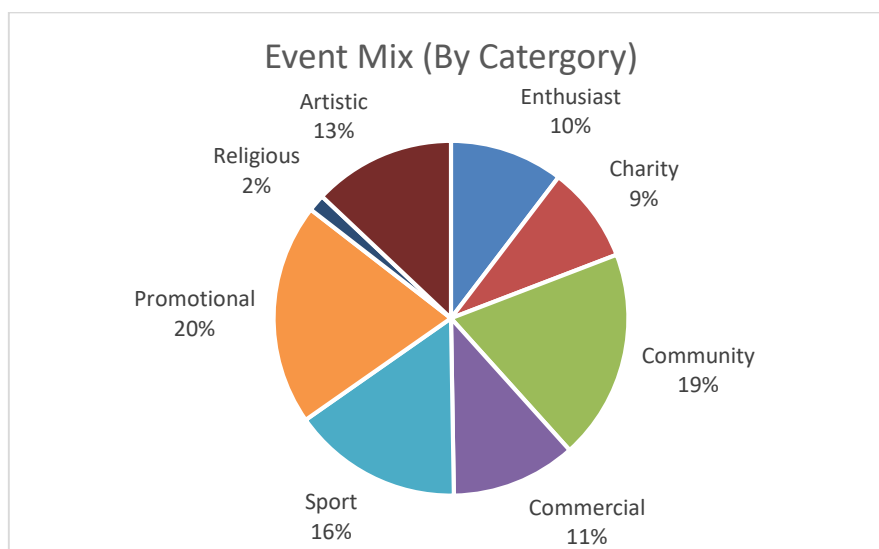


Figure 1: Split of Events in 2024/25 year

### **Mitigation of Risks and Challenges**

- 3.7 There is a limit on the use of green space of a maximum 28 days annually. To increase scrutiny on appropriate use of spaces, a new set of equality impact assessments are being carried out on all regularly used event locations to identify key infrastructure and pressures in and around specific locations. These assessments will form part of all new event packs and must be referenced in all event delivery paperwork supplied by event producers.
- 3.8 The events sustainability commitment form (Apx n3). has been updated in 2024 in consultation with colleagues from the biodiversity and net zero teams to reflect city policy and new legislation (I.e. single use plastic ban). In addition to this, environmental impact assessments are being carried out on all spaces to ensure key biodiversity is protected in our parks and open spaces.
- 3.9 The outdoor events team continue to seek additional funding to drive our decarbonisation aims with mains power now available in 6 of the 9 key event locations in the city. Working with regeneration, installation of water and power infrastructure into city projects has become a key objective in driving Net Zero within the outdoor events sector through the City Park Diesel Reduction programme.
- 3.10 Noise Management - All planned events involving the use of amplified music will be required to provide the council with a noise management plan which

will be shared with colleagues in Environmental Protection for comment. Max. requested limit in 2024 was 75dB in line with other Unitary Councils, and events were monitored by independent expert acousticians. Event organisers will need to adhere to specific restrictions on levels of noise during the build-up, delivery and take down of their event, as well as providing the council with evidence of mitigation measures in place to reduce the impact on nearby businesses and residents. Safety is always the primary focus. See Appendix 4 for more detail.

- 3.11 Rising Costs – All fees charged to promoters are benchmarked via the LAEOG (Local Authorities Events Organiser’s Group). However, Brighton and Hove now track in line with Manchester for site hire fees, at the top end of the scale. This creates a risk in our ability to attract events. In 2024, an estimated £30,000 of income will be missed due to the city’s high fee position.
- 3.12 One of the most pressured periods for outside space in the city is May with the Festival and Fringe bringing the city to life. To maximise the city-wide benefits of this busy time the outdoor events team have established a May Festivals forum to look at cross working possibilities, share marketing opportunities and building towards a one city marketing approach. A similar approach is now being established to maximise the Winter festivals offer in the city.
- 3.13 The UK outdoor event industry currently faces significant challenges, including financial pressures and logistical hurdles. Rising insurance costs, increased security requirements, and fluctuating weather patterns are putting substantial strain on event organisers. A report from the Association of Independent Festivals highlights that over 70% of small festivals have experienced financial difficulties in the past two years due to these compounded issues. Furthermore, the impact of Brexit has led to increased import costs for equipment and goods, further exacerbating the situation (Independent, 2023). These factors collectively threaten the sustainability and growth of the outdoor event industry in the UK.

#### **National Benchmarking**

- 3.14 Benchmarking against other local authorities via the Local Authorities Event Organisers Group (LAEOG) confirms we remain comparable on all key metrics around ground reinstatement policies, land hire pricing and noise management approaches. Brighton & Hove currently tracks toward the top of comparable cities on site hire fees and manages noise limits in line with Edinburgh, Leeds, Margate and several of the key London Parks.

#### **Risk Profile and Risk Planning**

- 3.15 Key to the safe operation of events in the city is the Safety Advisory Group (SAG). Chaired by Regulatory Services the SAG is an open forum consisting of all blue light services and key internal departments where event plans are scrutinised, and advice can be shared to enhance safety and share best practice. Attendance at the SAG is mandatory for events that meet the appropriate threshold via the regional shared matrix.



- 3.16 Operation of events often cuts across a wide range of city departments and services, having impacts on CityClean, Highways, Sport Services, Parking, Regeneration and many others. To ensure the best outcomes for residents the Outdoor Events Team have established a cross-council forum that meets quarterly to identify efficiency opportunities and ensure best practice and practical learning from all events in the city. Work with highways and regeneration teams on planning for Valley Gardens 3 and Madeira terraces are great examples of where good inter-department communications can enhance outcomes.

### **Commercial Value**

- 3.17 The event and filming programme in the city, continues to thrive. Featuring on average around 200 events and over 400 incidences of filming across the city, the bulk of income, however, remains tied to a narrow band of activity. Over 25% of annual income (£150,000) is generated in July alone and 50% (circa £300,000) of annual income comes from only 10 annual events in the city.
- 3.18 Focusing income generation on a small band of events provides significant benefits for enabling community groups to create new work on lower fees. By concentrating resources and efforts on a select number of high-revenue events, organisations can generate a stable and substantial income stream. This approach allows for better financial planning and resource allocation, ensuring that the necessary funds are available to support community-driven projects.
- 3.19 By focussing revenue generation on these key events, we can charge lower fees to smaller, community-focused events. This enables local groups to participate and create new work. This not only fosters creativity and innovation within the community but also promotes inclusivity and diversity by providing opportunities for a wider range of participants to showcase their talents and ideas. Ultimately, this strategy helps to build a vibrant and dynamic cultural landscape, where both large-scale and grassroots events can thrive and contribute to the overall enrichment of the community.
- 3.20 With the establishment of a new team in 2022, event income has increased dramatically with an income target of £611,420 predicted in 2024/25. There has been no significant increase in the number of events since 2017. The outdoor events team continue to seek new opportunities for events with proven economic benefits and seeking to expand existing events to increase tourism spend.

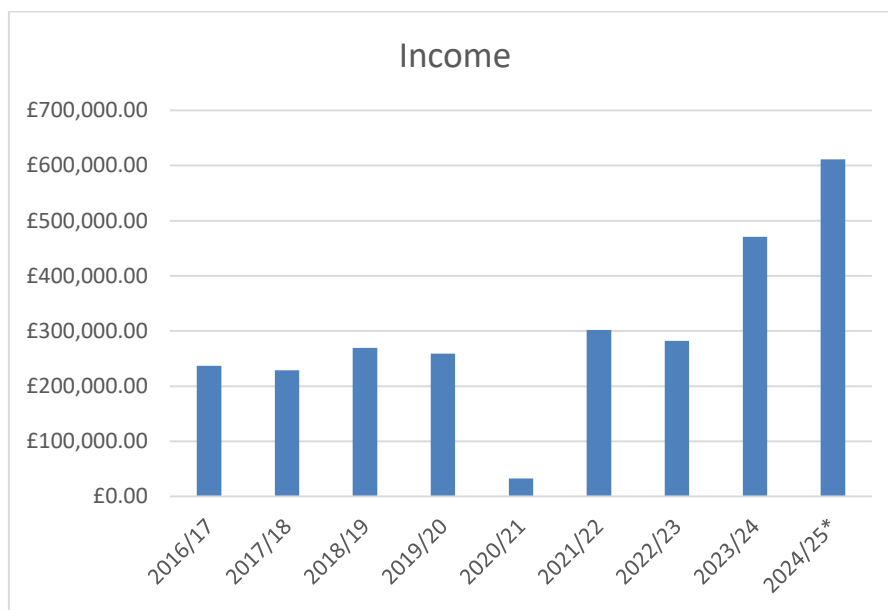


Figure 2: Event Income 2016 to 2025

3.21 Members should note that, due to the previous committee agreement to landlord's consent for the Brighton and Hove Pride CiC events, which included detail of ongoing methodology and permissions for those events, they are not included in the body of this report. Pending the start of phase 2 of the engagement process around Pride celebrations in the city, an additional report will be generated outlining the future plans for Pride.

#### 4. Analysis and consideration of alternative options

4.1 Moving to a high-risk, high-reward system of producing events in-house has positive and negative considerations compared to a low-risk, low-reward system of leasing land to third-party organisers.

##### **Positive Considerations**

4.2 **Control and Creativity:** Producing events in-house allows for greater control over the event's content, quality, and execution. This can lead to more innovative and unique events that better align with the organization's vision and goals.

4.3 **Higher Revenue Potential:** High-risk, high-reward events have the potential to generate significant revenue if successful. This can provide a substantial financial boost and support other community initiatives.

4.4 **Brand Building:** Successfully hosting high-profile events can enhance the organisation's reputation and brand, attracting more visitors and participants in the future.

##### **Negative Considerations**

4.5 **Financial Risk:** High-risk events require significant upfront investment and carry the risk of financial loss if they do not attract enough attendees or face unforeseen challenges.

- 4.6 Resource Intensive: Producing events in-house demands considerable time, effort, and resources, including staff, equipment, and logistics. This can strain the organisation's capacity and divert attention from other projects.
- 4.7 Uncertainty: The success of high-risk events is uncertain, and external factors such as weather, economic conditions, and competition can impact their outcome.
- 4.8 On the other hand, the current policy of leasing land to third-party organisers offers a low-risk, low-reward methodology:
- 4.9 Steady Income: Leasing land provides a predictable and steady income stream with minimal financial risk.
- 4.10 Reduced Responsibility: The responsibility for organising and managing the event lies with the third-party organisers, limiting the burden on the organisation's resources.
- 4.11 Limited Revenue Potential: While the financial risk is lower, the revenue potential is also limited compared to producing events in-house.
- 4.12 Ultimately, the choice between these two approaches depends on the organisation's risk tolerance, resources, and long-term goals. A move to a new system would require significant shift of policy and agreed funding. This is not viable in the immediate future because of the council's financial position.

## **5. Community engagement and consultation**

- 5.1 Consultation is taking place with Ward Councillors, Sussex Police, East Sussex Fire & Rescue Service, South East Coast Ambulance Service, NHS Trust, Environmental Health & Licensing, City Parks, Civil Contingencies, Sustainability and Highways.
- 5.2 Detailed consultation will also follow as the events are developed between the respective event organiser and our partner agencies. Monitored closely by the council's outdoor events team.

### **Test and Learn**

- 5.3 Regular resident forums initiated throughout 2023 and 2024 have given the events department useful insights into public perception of the events programme. In the past two years the outdoor events team have responded to this feedback by introducing a number of key new policies and approaches. Creation of a new framework contract, to come into force in 2025 will help to ensure the most efficient and high-quality reinstatement work can be carried out on park spaces that are used for event use. New working relationships with Environmental Health have also enhanced protections around food safety and noise control ensuring residents are both safe and are responded to quickly where concerns are raised.

- 5.4 In response to feedback from residents, the inclusion of more family-friendly events has been prioritised. By incorporating activities and entertainment suitable for children and parents alike, these events foster a sense of community and encourage greater participation from residents. Family-friendly events contribute to the overall well-being of the community by offering opportunities for families to spend quality time together, engage in recreational activities, and build lasting memories. This focus on inclusivity and community engagement helps to strengthen the social fabric and enhance the quality of life for all residents.
- 5.5 In response to residents feedback in 2023/24 on the need for grounds to be reinstated with more speed after events, a new framework to outsource grounds reinstatement has been put in place. This will enable us to move the groundworks forward more quickly, although is still weather dependent.
- 5.6 The Outdoor events team are committed to continuing the programme of regular resident forums and dates/locations for this engagement programme will be shared with specific local interest groups such a resident associations, park run groups and “Friends of” groups in the coming weeks.
- 5.7 The full programme once confirmed will be listed on the council and Visit Brighton websites.

#### **Social Value Impact**

- 5.8 Events can affect the way places are perceived and people’s relationships with their place of residence, making them feel connected to it. Events act as vehicles to bring people together, encouraging social contact leading to enhanced individual wellbeing and more resilient communities. People benefit from participating in events, but also by volunteering and getting involved in planning and organising them locally, helping to build capacity of communities to organise events and other projects in the future.
- 5.9 Involvement in events can enhance people’s quality of life by providing enjoyable, sociable experiences to look forward to and reflect on as well as encouraging personal development to equip people with skills, confidence and knowledge to help them in their lives.
- 5.10 Events are not universally appreciated and there may be some associated negative effects that diminish their social value, including disruption to everyday routines.

#### **6. Financial implications**

- 6.1 There are no direct financial implications arising from the recommendations of this report. Staff time required in implementing these events will be contained within existing Outdoor Events budgets.
- 6.2 The Outdoor Events budget does contain an income target of £0.550m for fee incomes. Though the events within this report mostly relate to the 2025 period, by entering into formal agreements and determining fees, this will contribute to achieving the income target for the 25/26 financial year.

- 6.3 Any significant variations to budget will be reported as part of the council's monthly budget monitoring process.

Name of finance officer consulted: John Lack Date consulted: 26/09/24

## **7. Legal implications**

- 7.1 The Council is authorised under section 8 of the East Sussex Act 1981 to close parks in its area for up to 28 days a year in order to facilitate the staging of shows/events. Further, Schedule 2 of the Town and Country Planning (General Permitted Development) (England) Order 2015 allows "the use of any land for any purpose for not more than 28 days in total in any calendar year and the provision on the land of any moveable structure for the purposes of the permitted use".

- 7.2 Should any event require road closures or certain other traffic management measures a traffic regulation order under the provisions of the Road Traffic Regulation Act 1984 or the Town Police Clauses Act 1847 will be required.

Name of lawyer consulted: Elizabeth Culbert Date consulted 04/10/24

## **8. Equalities implications**

- 8.1 The Events Programme caters for people from all sectors of the community as there are a diverse range of events that are staged in the city each year. Issues such as physical access to an event and designated viewing areas are developed and detailed in event plans where applicable. Major event organisers will be required to complete an Equalities Impact Assessment.

## **9. Sustainability implications**

- 9.1 All events are planned and staged in accordance with the statutory powers and planning obligations as set out in the Outdoor Events Strategy 2019-2024 (see Apx 2). A new Outdoor Events Policy is currently in development and will be in place by January 2025.

- 9.2 The nature of outdoor events means that they often involve a range of potential sustainability impacts (both positive and negative) from travel, energy and water use, food, local economic and social impacts, use of outdoor spaces and green spaces and production of waste. Event organisers continue to be strongly encouraged to sign up to the Council's Sustainable Event Commitment, helping them to improve sustainability at their events. (see Apx n3). The Sustainable Events Programme is certified to the international standard for environmental management ISO 14001.

- 9.3 The Sustainable Events Programme also meets the requirements of the British Standard for Sustainable Events that was developed for the London 2012 Games and helped them deliver a highly visible sustainability programme, particularly around event waste recycling and encouraging people to use public transport. The standard was superseded by the

International Standard ISO 20121 and the council's programme has been amended to meet the requirements of the new standard and help the council continually improve its engagement with event organisers to improve sustainability and encourage innovation.

- 9.4 Environmental Impact Assessment and Action plans will be required to be undertaken by organisers wishing to stage their events in the city.
- 9.5 All applications for events to be held on council land will be reviewed by the Council's outdoor events team to assess the potential impact and risk of the event to Brighton & Hove City Council land. Factors such as location, size, type of event, and what ground protection measures the event organiser has confirmed will be considered when agreeing if a reinstatement bond is required, and the value of this bond. A third party contractor via the new framework agreement will be responsible for all ground reinstatement. It is important to recognise that the impact on our open spaces by some events is inevitable, but the positive social and economic impacts of these events outweigh the immediate effects on the land.

## **10. Health and Wellbeing Implications:**

- 10.1 Outdoor events have a positive impact on the health and well-being of participants and spectators. However, events will need to meet covid safe requirements if they are able to take place.
- 10.2 Initial landlord's consent for outdoor events is determined by the council many months in advance, however, whether any event can go ahead is still very much dependent on all the safety and event permissions being in place at the time of the event.
- 10.3 Officers attend regular meetings held by the Sussex Resilience Forum, to ensure consistency as a region in relation to guidance, advice and information being given to event organisers with regards to Public Health concerns. It is recognised regionally that keeping visitors and residents safe is our priority.

## **Other Implications**

### **12. Crime & disorder implications:**

- 12.1 Sussex Police are involved in both the consultation and planning of all major events through the SAG. Final consent is never issued without broad agreement from Police Safety Advisory Group colleagues.

### **13. Conclusion**

- 13.1 Events continue to form a significant part in the council's overall tourism strategy. As well as bringing substantial cultural and economic benefits to the city, people experience civic pride when major recreational, sporting and entertainment events take place in their locality.

- 13.2 Officers will ensure that all events meet the requirements of the new Outdoor Events Policy, including the need for all event organisers to sign up to the Outdoor Events Charter and subscribe to new sustainability goals. This will be monitored carefully via the internal major events working group.

## **Supporting Documentation**

### **1. Appendices**

1. 2025 Outdoor Events List
2. Outdoor Events Strategy 2019-2024
3. Revised Sustainability Commitment Form
4. Use of Green Spaces for Commercial Activity Briefing





List of Outdoor Events 2025

Updates in Blue

Brighton & Hove City Council - Outdoor Events

Event Name	Event Date	Build Date	Derig Date	Location	Capacity	Description	Website	Target Demographic	Category
Brighton Half Marathon - Mini Miles	Sat 1st March	N/A	N/A	Hove Lawns	TBC	Children run			
Brighton Half Marathon	Sun 2nd March		2nd March	Madeira Drive & Hove Lawns	8000 runners	Running Event		14+	Sport
Brighton Mini Miles	Saturday 5th April			Preston Park	TBC	Accessible Sport Event		5+	Sport
Brighton Marathon	Sunday 6th April	1st April	8th April	Hove Lawns & Preston Park	Circa 12,000	Running Event		16+	Sport
Brighton Marathon	Sunday 6th April	6th April	6th April	Madeira Drive	As Above	Running Event		16+	Sport
Coles Funfair	24th April to 11th May	21st April	12th May	The Level	Open Access	Fairground Rides		All Ages	Commercial
International Circus	24th April to 28th April	20th April	28th April	Preston Park	TBC	Circus			
Revel Puck Circus	Fri 2nd May to Sun 1st June	22nd April	11th June	Hove Beach Park Event Space formally known as Hove Lawns No1	Open Access	Circus event with open access area		All Ages	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		St Peters Sq	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		Richmond Sq	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		i360 Seafront/The Deck	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		The Level	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		Stanmer Park	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		The Chatri	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		New Road	TBC	TBC		TBC	Artistic
Brighton Festival	Fri 2nd May to Sun 25th May	26th April		East Brighton Park	TBC	TBC		TBC	Artistic
Ladyboys of Bangkok	Fri 2nd May to Sun 1st June			Victoria Gardens	650 per show	Variety Performance			
Rotunda Theatre	Fri 2nd May to Sun 1st June	28th April	4th June	Regency Square	5000	Fringe Show		All Ages	Artistic
Land Beyond Festival	Fri 2nd May to Sun 4th May	25th April	8th May	Waterhall	10,000 per day	Music Festival		18+	Commercial
Fools Paradise	Fri 2nd May to Sun 1st June	16th April	8th June	The Level	Open Access	Fringe Show		All Ages	Artistic
Childrens Parade	Sat 3rd May	N/A	N/A	Madeira Drive and New Road	Open Access	Parade		All Ages	Community
Foodies Festival	Sat 3rd, Sun 4th and Mon 5th May	30th April	7th May	Preston Park	4999 per day	Food Festival		All Ages	Commercial
Brighton Backyard Ultra Marathon	Sat 10th May	9th May	12th May	Stanmer Park		Running Event		18+	Sport
London to Brighton Historic Commercial Vehicle Society	Sun 11th May	N/A	N/A	Madeira Drive	4000	Vehicle Rally		All Ages	Enthusiast
The Great Escape Festival	Wed 14th May to 17th May			Beach & Jubilee Street	City Wide	Multi-venue Music Festival		18+	Artistic
Brighton Valley Concert Series x Noughty 90s	Fri 23rd May to Sun 25th May	16th May	29th May	East Brighton Park	10,000 per day	Music Festival		TBC	Commercial
London to Brighton Classic Car Run	Sun 1st June	N/A	N/A	Madeira Drive	1200	Vehicle Rally		All Ages	Enthusiast
Brighton 10 mile	Sun 8th June			Black Rock and Madeira Drive	TBC	Running Event		14+	Sport
Vanlifers United - Celebrating Community	Fri 6th to Sun 8th June	4th June	9th June	Waterhall	1250	Communtiy Event		All Ages	Community
Hot Air Balloon Festival - Working title	Sat 7th to Sun 8th June	TBC	TBC	Stanmer Park	TBC	Family Friendly Variety Event			
Coles Funfair	Thurs 12th to Sun 15th June	8th June	16th June	Victoria Park	Open Access	Fairground Rides		All Ages	Commercial
Could Be Real Tribute Festival	Fri 13th June		17th June	Hove Lawns	5000	Music Festival		14+	Commercial
Lions Rottingdean Fayre	Sat 14th June	13th June	N/A	Rottingdean Village Green & Kipling Garden	1500	Communtiy Event		All Ages	Charity
Ibiza Proms	Sat 14th June	9th June	17th June	Hove Lawns	5000	Music Festival		16+	Commercial
BHF London to Brighton Bike Ride	Sunday 15th June	13th June	16th June	Maderia Drive and Seafront	12,000 riders	Cycling Charity Event		TBC	Charity
Electric Vehicle Rally	Sat 21st June	N/A	N/A	Madeira Drive	TBC	Enthusiast Vehicle Rally		All Ages	Enthusiast
CRUK Brighton Bumper Weekend	Sat 28th & Sun 29th June	Fri 27th June	Sun 29th June	Stanmer Park	3000	Charity sport event		All Ages	Charity
Comedy Garden	Wed 2nd to Sun 6th July	29th June	8th July	Preston Park	1800 per show	Comedy performances		18+	Commercial
Planterium Go	4th July to 28th July	30th June	30th July	St Peters Square	64 per show	Mobile Planetarium		All Ages	Educational
5:30 run	Friday 11th July	N/A	N/A	New Road	TBC	Running Event		14+	Sport
On The Beach	Fri 18th to Sun 20th July	7th July	7th Aug	Brighton Beach	10,000 per show	Music Festival		18+	Commercial
Satdean Oval Gala	Sat 19th July	18th July	N/A	Satdean Oval	2000	Communtiy Event		All Ages	Community
Taste of the Caribbean	Sat 19th July	18th July	21st July	Hove Park	4000	Food Festival		All Ages	Commercial
Castle to Coast	Sat 19th July	18th July	20th July	Hove Lawns	300	Running Event		TBC	Sport

Trans Pride	Sat 19th July	18th July	N/A	Dorset Gardens & New Steine	TBC	Communtiy Event		All Ages	Community
On The Beach	Fri 25th to Sun 27th July	7th July	7th Aug	Brighton Beach	10,000 per show	Music Festival		18+	Commercial
Coles Funfair	24th July to 27th July	21st July	28th July	Satdean Oval	Open Access	Fairground Rides		All Ages	Commercial
BARCO Bash	Sat 26th July			St Ann's Wells Park	Open Access	Communtiy Event		All Ages	Community
Adapt Fitness	Sat 26th July	N/A	N/A	Hove Lawns	300	Fitness demonstration event		TBC	Sport
Maverick X-Series East Sussex	Sat 26th July	25th July	27th July	Stanmer Park	1000			TBC	Sport
Pride Box Office	Thurs 31st July to Sun 3rd Aug	28th July	7th Aug	Victoria Gardens or Old Steine	Open Access	Communtiy Event		16+	Community
Fabuloso Pride	Fri 1st, Sat 2nd & Sun 3rd Aug	27th July	7th Aug	Preston Park	up to 55,000	Communtiy Event		16+	Community
Pride Campsite	Fri 1st, Sat 2nd, Sun 3rd & Mon 4th	28th July	7th Aug	Waterhall	2000	Campsite		18+	Community
Pride Parade	Sat 2nd Aug	N/A	N/A	Hove Lawns	Open Access	Parade		All Ages	Community
Pride Village Party	Sat 2nd & Sun 3rd Aug	N/A	N/A	Various streets in Kemptown	40,000	Communtiy Event		18+	Community
Coles Funfair	7th Aug to 17th Aug	4th Aug	18th Aug	Hove Park	Open Access	Fairground Rides		All Ages	Commercial
Inflatable 5k Run	9th Aug	7th Aug	9th	Stanmer Park	1800	Running event with obstacles		TBC	Charity
Magic of Thailand	Sat 16th and Sun 17th Aug	15th Aug	18th Aug	Preston Park	4500	Food Festival		All Ages	Commercial
Young Actors Group Performance	Sat 16th and Sun 17th Aug	N/A	N/A	St Ann's Wells Park	200	Communtiy Event		All Ages	Community
Family Fun Day & Dog Show	Sat 23rd Aug	N/A	N/A	Hove Park	Open Access	Dog Show		All Ages	Community
Raver Tots and Tribute Show	Sat 23rd Aug to Mon 25th Aug	TBC	TBC	Black Rock	5000	Family Friendly music Event		All Ages	Commercial
Central Park Music - working title	Sat 30th to Sun 31st Aug	TBC	TBC	Black Rock	5000	Music event series		TBC	Commercial
Brighton and Hove Triathlon	Sat 30th to Sun 31st Aug	26th Aug	2nd Sept	Hove Lawns	1400	Triathlon		16+	Sport
Coles Funfair	4th Sept to 14th Sept	1st Sept	15th Sept	The Level	Open Access	Fairground Rides		All Ages	Commercial
South Coast Challenge	Sat 6th and Sun 7th Sept	5th Sept	7th Sep	Hove Park	TBC	Charity sport event		All Ages	Charity
Ace Cafe Reunion	Sun 7th Sept	N/A	N/A	Madeira Drive	3000	Motorcycle Rally		All Ages	Enthusiast
Queertopia	Sat 13th to Sun 14th Sept	6th Sept	18th Set	East Brighton Park	10,000 per day	LGBT+ Festival		18+	Commercial
Brighton 50/50	Sat 13th Sept	12th Sept	N/A	BlackRock	700	Endurance running Event		TBC	Sport
Skyline London to Brighton Cycle Ride	Sun 14th Sept	N/A	N/A	Madeira Drive	6,000	Bike Ride		TBC	Sport
Boundary	Sat 27th Sept	17th Sept	3rd Oct	Stanmer Park	19,999	Music Festival		18+	Commercial
Coles Funfair and Fireworks	Fri 31st Oct to Sat 1st Nov	29th Oct	2nd Nov	Preston Park	Open Access	Fairground Rides and Fireworks		All Ages	Commercial
RM Sotheby's London to Brighton Veteran Car Run	Sun 2nd November	30th Oct	3rd Nov	Madeira Drive	1200 participants	**No Rd closure on 30th**		All Ages	Enthusiast
Burning the Clocks	Sun 21st December	N/A	N/A	Madeira Drive	Open Access	Parade and Fireworks		All Ages	Community

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# BRIGHTON & HOVE CITY COUNCIL OUTDOOR EVENTS STRATEGY TO 2024

FIRST VERSION: NOVEMBER 2018  
UPDATED: NOVEMBER 2022

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## 1. INTRODUCTION

Many places claim to be unique or special. The City of Brighton and Hove truly is: as a heritage resort nestling at the foot of the South Downs National Park, it is home to recognised attractions such as the Royal Pavilion, the Brighton Palace Pier and the British Airways i360. The city is famous for its vibrant cosmopolitan lifestyle and a reputation for openness and diversity.

Events and festivals are acknowledged in improving the quality of life of a local population. They provide occasions for expressing collective belonging to a group or a place, creating opportunities for drawing on shared histories, cultural practices and ideals. They are also an important element in the marketing and development of tourism. They provide an additional reason for tourists to visit a particular location and can also be a key factor in a tourist's decision to choose one destination over another. They provide enjoyable 'things to do' for visitors, allow informal and rewarding contact with the local community and provide new cultural and sporting experiences for visitors. All of these things bring money into the visitor economy supporting local jobs and local businesses. Many of the considerations for staging Events are set out below:

Social

Cities around the globe have increasingly recognised these benefits and so have developed extensive events programmes. The last fifteen years or so have seen a remarkable rise in the number of events and cultural festivals in cities throughout Europe and elsewhere. Evidence, including from places such as [London](#), [Northern Ireland](#), [Scotland](#), [Canada](#) and [Adelaide](#) shows that a properly resourced events programme, with a distinctive creative vision, and staged in an interesting and accessible location, can generate significant profile, attract new visitors and deliver substantial economic benefit.

Unlike permanent attractions, stadiums and museums, festivals and events are fleet of foot; they're able to switch venues and upscale programming if necessary. They're also much more inclusive. Many are free to the public, utilise existing public spaces and cultural assets, spark interactions among community members and nurture positive images of urban areas.

Successful events cities offer festivals and events which are connected to the place inspired by its location, history, heritage, people and living culture. They deliver authentic, high quality events which for the most part can only be found and experienced in that way in that particular place.

Cities which nurture this approach – even for those events which are bought in rather than home grown – tend to be more successful and sustainable. Not only as a tourism destination but also a place to live, work, study and invest in.

Brighton & Hove hosts many hundreds of events throughout the year. Some events are targeting a local audience (though visitors might go to them during a visit such as Burning of the Clocks or the Children's Parade); some are more commercial touring events that attract a regional audience because the city is the most convenient location to experience the event (such as the Ladyboys of Bangkok or the Moscow State Circus); and a few are signature events that are unique to Brighton & Hove and high profile, with the ability to attract visitors to the city and shape the reputation of the city (such as the Half Marathon and Pride).

The City Council is relooking at the city's future, its priorities, approach and the delivery structures needed to realise its potential. This Outdoor Events Strategy has been developed in response to the Brighton Visitor Economy Strategy and to align with the Cultural Framework. It is designed to work with the Brighton & Hove Economic Strategy and Action Plan, and the Greater Brighton Inward Investment and Export Strategy and inform the 20-year Vision for Brighton and Hove.

Brighton & Hove has the ambition to build the range and scope of events staged in the city to deliver a year-round programme of high quality, distinctive events which will appeal to visitors and residents and support the promotion of the city across all its agendas.

## 2. OUTDOOR EVENTS TO 2024

Outdoor events already play an influential role in the city's wider economic development and social agenda and this strategy outlines a future in which they can play an even stronger role supporting community wellbeing, the city's profile, reputation and economic growth.

Outdoor events help make Brighton & Hove a more vibrant and interesting place to live, work and study in - they bring people together and shape a strong sense of identity. They provide opportunities to stimulate tourism and economic growth.

Events also have wider cultural and social benefits on our society. They strengthen identity and pride, impact positively on health and wellbeing, and enhance educational outcomes and economic opportunities.

### VISION

The vision represents what needs to be achieved over the next 5 years. It recognises the breadth of impact and benefit that a well-run outdoor events programme can deliver. But it centres that on achieving greater focus on 'quality', 'distinctiveness' and 'impact'.

*Over the next 5 years the Brighton & Hove Outdoor Events Strategy will deliver events that create distinctive experiences for residents and visitors and that support the image as a 'Free-Thinking' city with a reputation for high quality events. It is about thinking bigger and smarter and growing sustainably with economic and social benefits felt by our residents and businesses*

### OBJECTIVES

The specific objectives we propose for Outdoor Events in Brighton and Hove to deliver the vision are focussed on achieving a balanced approach where outdoor events are not the end in themselves but rather a vehicle through which other city-wide needs are met:

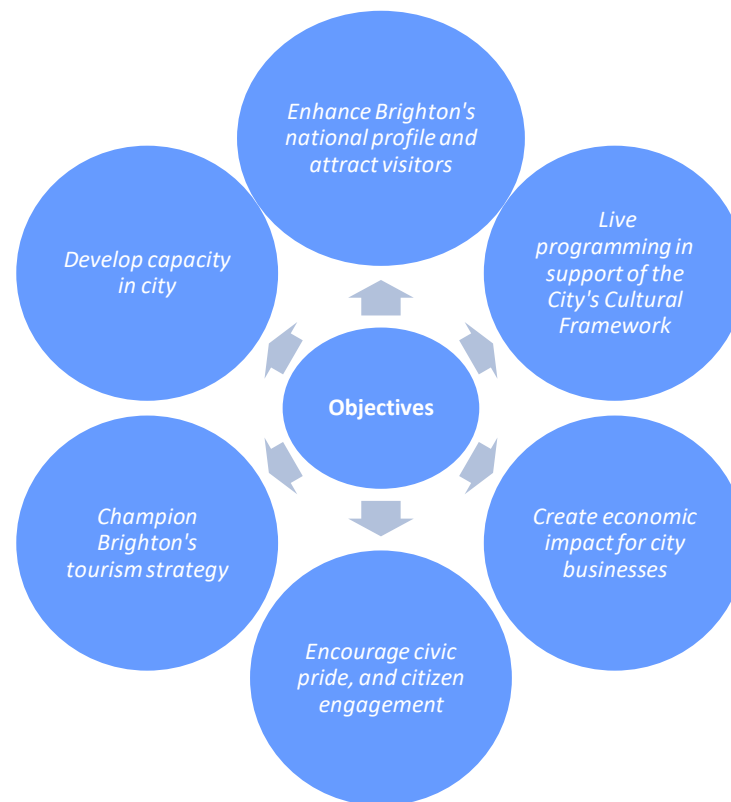
Outdoor events in Brighton & Hove will:

- ▶ Enhance our national and international profile and reputation;
- ▶ Attract visitors to the city year-round and align with the Visitor Economy Strategy;
- ▶ Deliver measurable benefits for city businesses;
- ▶ Encourage civic pride and community cohesion;
- ▶ Develop capacity and capabilities in the city’s events sector

### ACTIONS

We have identified a small number of specific actions that we believe can help deliver the vision and objectives and which we detail in the following sections:

1. Shift the **strategic focus** into doing less better and achieving more with the limited resources.
2. An **Outdoor Events Charter** to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
3. **Capacity building** in the sector to make Brighton & Hove a centre of outdoor events excellence across the spectrum of event types and sizes. To ensure that the events team are focussed on the area of greatest opportunity with the tools and resources to help them.
4. **Events infrastructure investment** in key sites to say to the industry that Brighton & Hove is welcoming and world class.



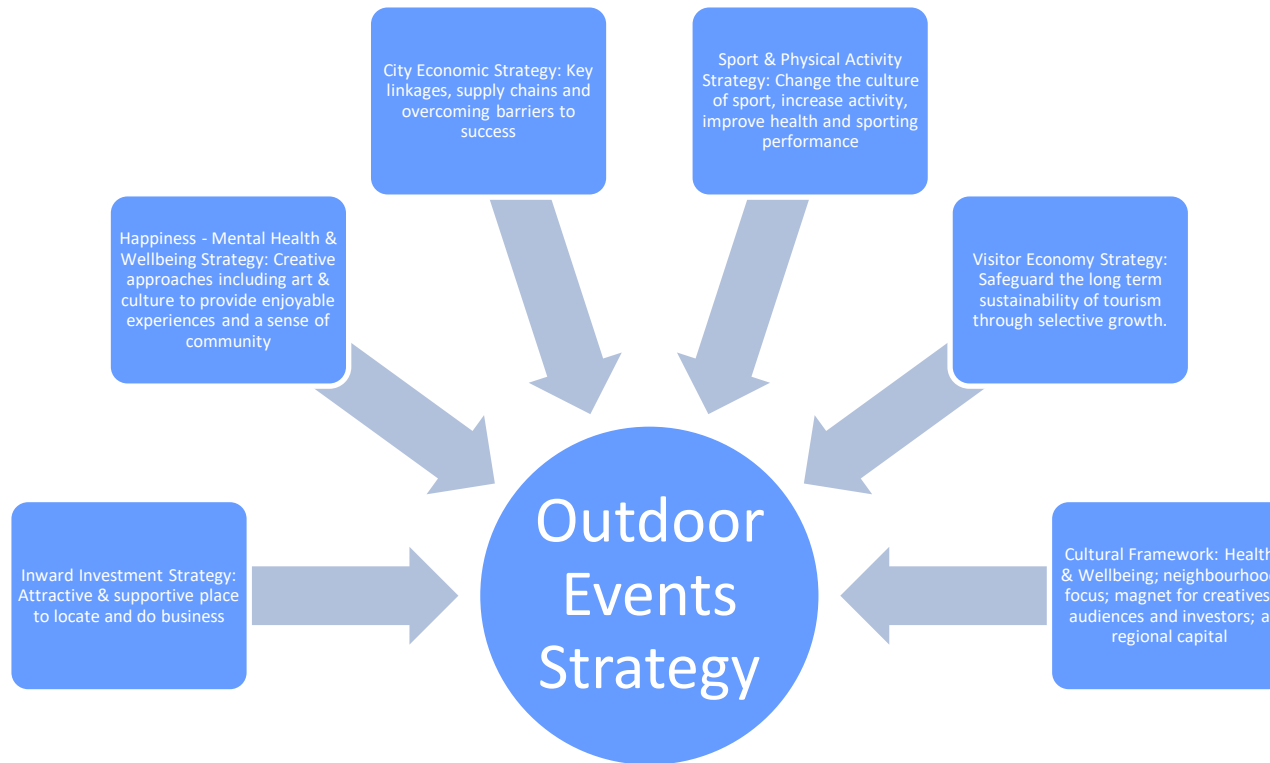


### 3. SETTING THE SCENE

We set out in this section the scale of outdoor Event delivery in Brighton & Hove and where and how this strategy fits into the current policy environment for the City.

#### ALIGNMENT TO CITY STRATEGIES

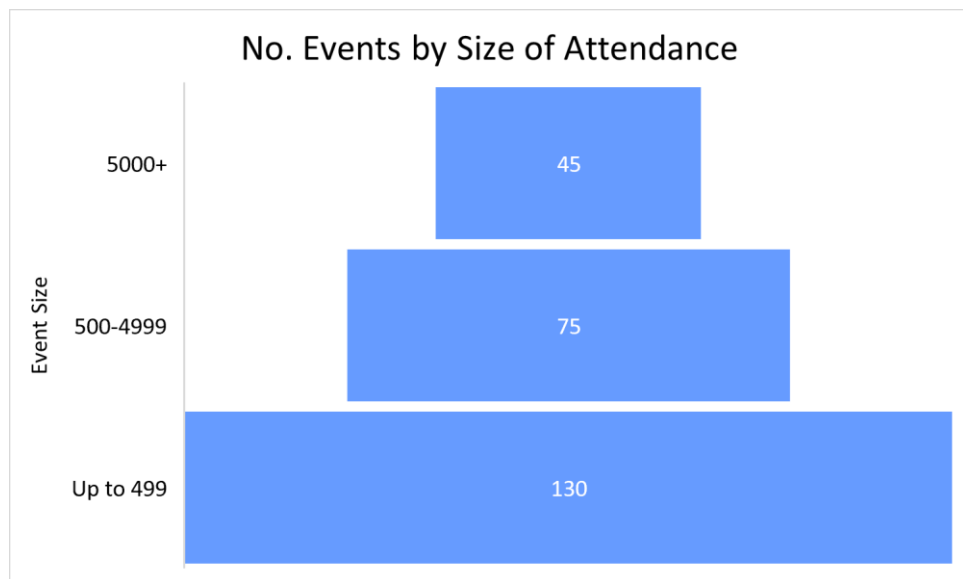
The Brighton & Hove Events Strategy supports and aligns with other major city strategies:



### OUTDOOR EVENTS NOW

Brighton & Hove is a popular city for events using a variety of large open spaces. The city is host to approximately 250 outdoor events a year attracting over one million attendees. Of these approximately 40-45 can be classified as major events, ranging across performing arts, leisure sports (predominantly running and cycling), food & drink, circuses, and automotive rallies. These events command large attendances in excess of 5,000 visitors or participants, of which 11 exceed 20,000 attendees. Examples include Pride, Brightona, Historic Commercial Vehicles and Brighton Festival and Fringe. At the other end of the scale nearly half of all events in the annual programme are community or local charity events mostly attracting fewer than 500 attendees.

The breakdown is illustrated as follows:



“The cultural offer of Brighton & Hove has and is central to its success and serves to make the city an attractive place to live, work and visit. The inherent character of the place – the Brighton experience – has a clear impact on the impression we make on opinion-formers in the wider region, nationally and internationally. It is equally important to our residents, whose sense of identity is influenced by the physical environment, our rich heritage, the natural assets of the coast and south downs, the city’s sense of fun and tolerant attitude; the opportunities for enjoying a different (and better) kind of life.”

Brighton & Hove Cultural Framework

The events programme has historically developed as a 'receiver' of events rather than shaping the annual programme as a proactive originator or facilitator. This receptive approach has led to a large number of similar event types such as automotive rallies and participatory leisure sports.

Whilst positive for the participant or enthusiast, through dilution of impact, these events can lose some of their resonance. They also restrict the city's ability to use prime spaces for new events - as a result of restrictive covenants on the number of days Madeira Drive can be closed for events for example – and which hinders developing an enhanced off-season programme.

There is much to commend in terms of where the city is now:

- ▶ **City as a Stage:** An attractive setting for events with amazing spaces and audience on tap some of which are unique (beach); Supporting infrastructure and experience at handling large volumes (rail, hotels, restaurants etc due to 8m+ visitors).
- ▶ **Capabilities and Professionalism:** National reputation for delivering complex and highly regarded events; strong and capable supplier network with international credentials that operate here; 'signposting' service at the city council outdoor events team that helps organisers connect with different departments, services and partner agencies. There is a wealth of experience in a range of services which include cleansing and waste, events and roads management, technical infrastructure and venues.
- ▶ **Economy and Reputation:** Seen as lively and vibrant with a 'can-do' attitude; growing success in pushing events into 'shoulders' and driving up income for City Council; deliver direct economic impacts such as employment and skills training.
- ▶ **Community:** Shows the character of the city and brings communities together; diverse programme for different communities; charitable opportunities for fund-raising.

**EVENT CLASSIFICATION**

We have classified Brighton & Hove’s events under four distinct categories and we use these in bringing focus to the actions proposed later in this strategy:

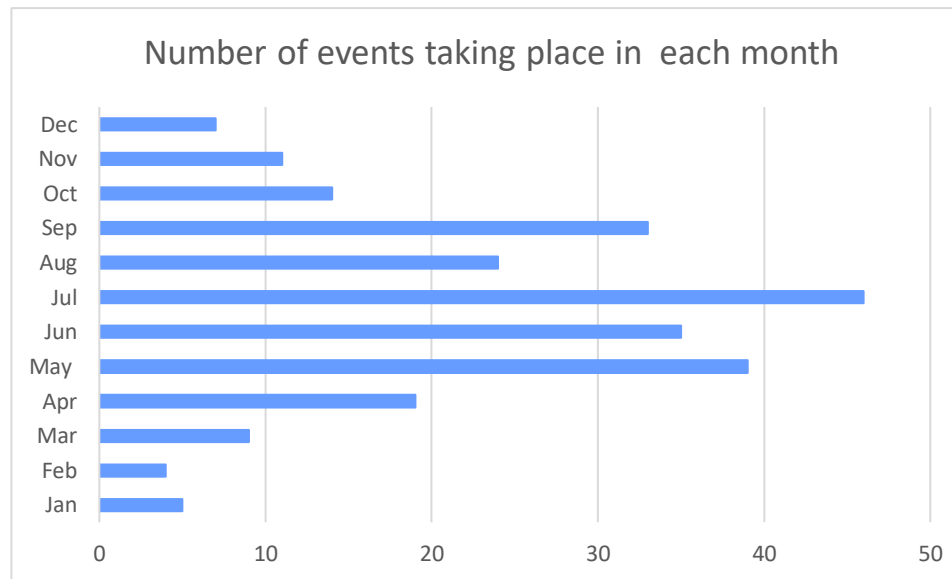
<p><b>Community Events</b></p> <p>These are small to medium community or community of interest events. Often hosted in parks, they are primarily neighbourhood focused, aimed at local residents as audiences and participants e.g. Patchfest</p> <ul style="list-style-type: none"> <li>▶ Local interest and visits</li> <li>▶ Meet a local need</li> </ul>	<p><b>City Events</b></p> <p>These are cultural and sports activity events delivered at city level that are predominantly aimed at Brighton &amp; Hove residents with limited impact or attraction to visiting audiences beyond the city e.g. Children’s Parade</p> <ul style="list-style-type: none"> <li>▶ Supported by large number of locals across the city</li> <li>▶ Animate the city for a visitor</li> </ul>
<p><b>Feature Events</b></p> <p>These are events with a regional catchment or have a niche national profile that attract visitors and participants to the city either from the sub-region or as specialism enthusiasts. We suggest that Boundary Brighton, Brighton &amp; Hove Half Marathon, and nearly all automotive events (e.g. National Speed Trials, Ace Café Reunion, Mini Rally, InCarNation) are Feature Events.</p> <ul style="list-style-type: none"> <li>▶ Niche and special interest so reach audiences from outside the local area</li> <li>▶ Recurring and one-off</li> </ul>	<p><b>Headline Events</b></p> <p>These are high profile events that draw significant numbers of London or national participants or visitors. We suggest Pride, London to Brighton Bike Ride, and Veteran Car Run.</p> <ul style="list-style-type: none"> <li>▶ Significant Reach and media coverage</li> <li>▶ High resource and partnership requirements</li> <li>▶ Largest economic impact</li> <li>▶ Distinctly Brighton &amp; Hove</li> <li>▶ Maybe multiple day events</li> </ul>

### EVENT CALENDAR

The city’s calendar of events is predominantly weighted to the summer months, with over 70% of events taking place between May and September. Only 10% take place between November and March. The calendar is very much driven by event organisers who in order to ensure the viability plan their events when there is the expectation of better weather conditions and a seasonal rise in visitors to draw upon as audiences and participants.

### EVENT FEE INCOME

Currently the income from hire charges generated from events and (to a lesser extent) markets across the city is £180,585, with 246 events licensed and/or directly organised by the council. Events income is secured by the Outdoor Events team and funds the delivery of the events programme across the city supporting community and local events and the wider work of the events team.

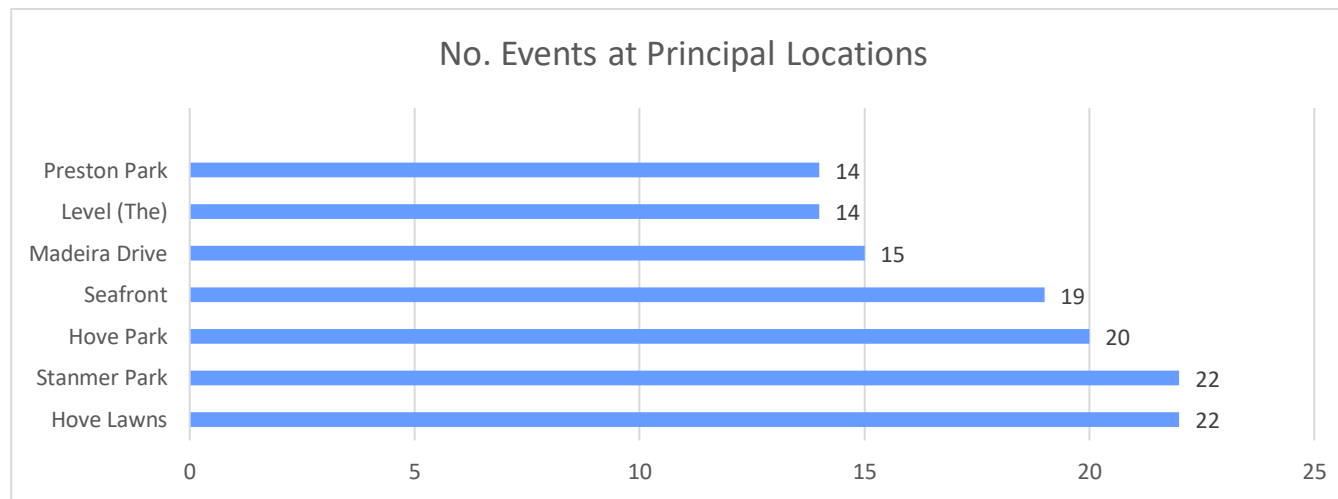


### EVENT VENUES

The city’s outstanding prime parks, green spaces and seafront are suitable for hosting events across a wide range of sizes and genres and are a key selling point to event promoters and attendees. Brighton & Hove has approximately 147 parks and greenspaces across the city, of which the largest used for events are Preston Park, Hove Lawns and Stanmer Park. Along the seafront Madeira Drive, a road which runs east of Brighton Palace Pier to Black Rock, is an important venue for many motoring, running and cycle participation events.

In 2017, thirty five different event spaces were utilised for outdoor events that were managed through the Outdoor Events office. Of these, seven principal public event spaces hosted 10 or more events.

This demonstrates a spread of activity across the main event spaces with no single location bearing an excessive amount of activity.



### SWOT ANALYSIS

A summary of the strengths, weaknesses, opportunities and threats for outdoor events in Brighton and Hove gives some insight into what needs to happen. It highlights the importance of outdoor events and the role they play in supporting broader economic, health, cultural and tourism agendas and also the challenges that need to be overcome if outdoor events are to reach their full potential.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▶ Attractive setting for outdoor events with amazing and unique spaces</li> <li>▶ Seen as lively and vibrant with a 'can-do' attitude</li> <li>▶ Large catchment for audiences and participants</li> <li>▶ Supporting infrastructure and experience at handling large numbers</li> <li>▶ Good reputation for delivering complex and highly regarded events</li> <li>▶ Strong and capable supplier network with international credentials that to operate here</li> <li>▶ Dedicated events service at BHCC that signposts other departments and partner agencies</li> <li>▶ Direct economic impacts and employment benefits</li> <li>▶ Brings communities together and offers a diverse programme</li> </ul>	<ul style="list-style-type: none"> <li>▶ Events programming results in quantity not quality and does not necessarily align to city's needs e.g. Oct-Mar.</li> <li>▶ Negative event impacts such as noise, waste, access, disruption etc. can feel overwhelming at peak times.</li> <li>▶ Perception that Events can be seen as a source of higher income despite delivery costs and organiser risk. Events felt to be damaging local trade in the short term despite building reputation and attractiveness year-round.</li> <li>▶ Organisational capacity is restricted by hundreds of small events that take up a lot of the team's time and limit capacity to be more strategic</li> <li>▶ Infrastructure not embedded in the main event spaces (e.g. power).</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▶ Increasing the impact from the visits that the events generate, getting visitors to stay longer and spend more and supporting local business.</li> <li>▶ Building a stronger community and delivering events that go out of their way to achieve this.</li> <li>▶ Improving the health and wellbeing of our communities</li> <li>▶ Organisational/financial – maximising income and developing the capabilities of communities and organisers to take greater responsibility for events</li> <li>▶ Responsible - minimising the negative impacts of events while maximising the potential benefits</li> <li>▶ Reputation – raising the profile of Brighton &amp; Hove as a city to live, work, invest, study and visit</li> </ul>	<ul style="list-style-type: none"> <li>▶ City Council's financial position continues to be very challenging</li> <li>▶ Events under threat due to cuts and grant funding pressure</li> <li>▶ Investment in festivals and events in competitor destinations</li> <li>▶ Lack of distinctiveness and duplication with an oversupply of events (running/cycling)</li> <li>▶ Local residents' attitude to events when daily life disrupted</li> </ul>

## COMPARATOR LESSONS

To inform this Events Strategy, we looked at two comparator UK cities, Liverpool and Oxford, that are recognised as exponents of good practice in the strategic co-ordination and promotion of events. Though not directly comparable they nonetheless provide insights into the ways in which other cities use the power and profile of events to further economic and community objectives.

### Liverpool

Liverpool City Council acknowledges the huge impact culture is having in transforming the City and sees the major events programme as a backbone of its cultural activity. The Liverpool City Region Visitor Economy Strategy to 2020 identifies Liverpool's cultural offer as the driver for visitor growth and the main priority for marketing the metropolitan area's visitor offer.

Major events in Liverpool are managed by Culture Liverpool a department of the City Council. Its strategy for events is fewer but larger events and festivals that attract large attendances delivering economic impacts.

It produces 10 events plus manages a further 5 programmed by external promoters. It also delivers major LCC civic events. Smaller community events in the city's parks and green spaces are managed by the Council's Parks management.

The annual programme and budget are drawn up by the events team and makes an investment case to the Council's cabinet based on economic impact, city profile and fit with cultural programme. Culture Liverpool raises significant commercial income for its events. Since 2013 a commercial and marketing team within Culture Liverpool has generated over £6 million in cash and in-kind support.

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*"I have great ambition for this city and culture to me is the rocket fuel for its continuing regeneration...We know the feelgood benefits and the economic impact that culture brings, it sustains and attracts jobs and is the lifeblood of the fast-growing visitor economy. Liverpool has well documented evidence on the importance of culture to the economy and the return on investment the arts generate."*

*Mayor Joe Anderson*

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## Oxford

The City of Oxford has a population 158,000 of which one third is aged 18 to 29 with 32,000 students enrolled for full-time studies in two universities. It has 10 wards that are amongst the 20% most deprived in England, and the 5th highest percentage of working-age residents claiming benefits.

It is the seventh most visited city in the UK attracting circa. 7 million visitors each year. It is a popular day visitor destination for historic heritage and cultural assets but only has 1 million overnight stays. Oxford City Council recognises 3 distinct audience profiles: Students; Visitors; and Residents. The latter has been a core focus reflecting the City's desire to use events to deliver important social impacts around deprivation and diversity.

However, in an evolving events strategy, the future focus will be on developing major events to increase dwell time of visitors in order to deliver greater economic impacts.

The City Council's events team manages and co-ordinates around 300 events a year held on council land. Only circa. 15 are considered large, as the City is limited by the availability of dedicated event space restricting major event development. Oxford City Council directly delivers 4 core major city events: May Morning, St Giles Fair, Christmas Light Festival & Alice Day.

## Comparator Conclusions

Comparator cities present a number of consistent themes which Brighton & Hove can learn from:

- ▶ Primarily for citizens recognising that local audiences are what sustain the event and ensure they support public sector funding decisions
- ▶ Successfully challenged/changed external perceptions, and increased pride and self-confidence of residents in their city
- ▶ Exploit the authenticity and distinctiveness of the city
- ▶ Provide a crucial stimulus to tourism
- ▶ Major headline events supported by a year-round programme of smaller events.

## 4. ACTION 1 - STRATEGIC FOCUS

This strategy will build on a year-round, multi-layered portfolio of events that deliver distinctive experiences for visitors and residents and supports economic development and profile building priorities. It argues for a mixture of established successful events, new events which can be developed and national/international events which we will be trying to attract to the city. In most instances the council will work in partnership with one or more organisations to support the delivery of these events. This may mean doing fewer events of greater benefit.

### KEY AIMS

The aims of this approach are to:

- ▶ Differentiate Brighton & Hove in a competitive and overcrowded market for event audiences;
- ▶ Ensure Headline Events’ profile, attendance and impacts are not diluted by an excess of similar events;
- ▶ Develop new opportunities that fill gaps outside the core summer months in the annual calendar.

To support these Key Aims we propose that the city’s events are classified in a framework of four distinct groups:

#### Headline Events

These are 3 or 4 (or even 5) big impact annual cultural and sporting highlights which showcase the city. The aspiration should be for events that can be classified as ‘distinctively Brighton’ that: display excellence in quality and high levels of ambition; deliver high economic impact; attract large audiences; achieve significant media coverage; and generate more overnight stays in the city.

#### Potential Development – Headline Events

This programme of annually recurring activities we suggest incorporates London to Brighton Bike Ride, Brighton Festival and Pride. In 2017 The Brighton Marathon and to some extent Pride have demonstrated an ambition to extend reach by developing additional activities and days which has increased longer stays and encouraged overnight stays. The London to



Brighton Bike Ride should be encouraged to respond similarly by adding value to their utilisation of Brighton & Hove, by building additional activity around the event in the city.

The recurring events calendar would be supported by new home grown or one-off national or international sporting events acquired under a competitive bidding process such as UEFA Women's Football or Rugby World Cup, Tour of Britain cycle race, WTC Ironman championship; Swatch FIVB Beach Volleyball World Tour; or ITU Triathlon World Championship Series. Alternatively, a quick (but not cheap) way to achieve something of scale is to commission or buy in 'spectaculars' such as Liverpool's Spider or Hull's Place des Anges. Using established international companies could deliver high profile, impactful events in a relatively short time-frame.

### **Feature Events**

Established, growing or one-off events that contribute to the vibrancy, profile and tourism appeal of the city. They will be able to demonstrate how they can deliver quality and high levels of ambition, achieve greater public profile, deliver economic impact and attract visitors to the city from London and the wider sub-region. Brighton Fringe, Boundary Festival, Ace Café Reunion, Paddle Round the Pier, B&H Food & Drink Festival have the growth potential to be classified as Feature Events.

### **Potential Development – Feature Events**

A significant vacuum exists during the winter months leading up to Christmas and New Year. The potential exists to build the 'Winter Festival' brand. A distinctive, authentic and creative, promotional 'umbrella' branding that creates the opportunity to promote Brighton and Hove as a winter visitor destination. The Winter Festival programme will be essentially framed around high-profile events, (e.g. City Fireworks, Burning the Clocks, Veteran Car Run) but also integrate the City's wider cultural offer promoting theatre shows, seasonal concerts, and distinctive exhibitions. Ideas should be developed in consultation and co-operation with the Brilliant Brighton (BID) to ensure emerging ideas have the support of other business sectors such as retail. The city's creative event expertise could be used to develop high profile events during the Christmas season to enhance the City's reputation as a festive retail destination and to attract visitors. This packaging and enhancing of the existing offer is a way to support the city's Visitor Economy Strategy through improved packaging.

### **City Events**

These are events delivered at city level that although of a recognised quality are predominantly aimed at residents. They will have limited impact or attraction to visiting audiences beyond Brighton & Hove sub region but contribute to the year-round ambience of the city as a happening place.

Take Part Festival, Apple Day, Foodies Festival, Spiegeltent, and Children's Parade currently fit this category. We would group touring tented circus, Fairs and light entertainment shows as city level events. However, these events are unlikely to achieve more than modest growth in visitor impacts or engagement beyond local audiences. They should however be well-managed exemplars of sustainable events, adding to the distinctiveness and uniqueness of the city and it's neighbourhood and making the most of opportunities to support local suppliers.

### **Community Events**

These are small scale community or community of interest organised festivals and events taking place across the city. They have a capacity of 499 or less. The city council provides advice and guidance and runs several grant schemes including the Community Festivals Fund and Arts Partnership Awards which eligible organisations can apply to for project funding.

While these events have real value to local communities and should be welcomed, the limited resources of the city council should be targeted at events which deliver a wider set of impacts and many of these events will continue to look after themselves. Nonetheless the city council should support the permissions required and offer guidance and advice on best practice delivery.

### **SUMMARY OPPORTUNITIES**

- ▶ Focus efforts on making the most of events with the greatest potential to deliver economic impacts
- ▶ Encourage actions to increase the direct impact on the local economy by Headline Events with a focus on events such as the L2B Bike Ride
- ▶ Support Bids for occasional international events e.g. Rugby World Cup
- ▶ Develop the winter programme of events and packaging to present a coherent offer
- ▶ Encourage the use of local suppliers and the distinctiveness of all events that take place in Brighton & Hove

## 5. ACTION 2 - EVENTS CHARTER

The city council should create an Outdoor Events Charter as a public statement about what the city council and organisers are trying to achieve through outdoor events and how they are going about it. It is intended to help organisers understand what the city expects from them and to which they publicly commit themselves. It is also a tool to use with local communities who may be impacted by events, to show what is trying to be achieved, to highlight the approach to quality and well-managed events and to build better relationships between those delivering events and those impacted by them. We are not aware of another UK destination operating a charter such as this and it would be a 'first'.

The Charter acknowledges that the council will:

- ▶ Provide a welcoming and supportive location for events;
- ▶ Promote events that enhances the reputation and image of the city;
- ▶ Provide resources to assist the planning and delivery of priority events as well as financial support to community events;

And that the organisers will:

- ▶ Positively contribute to the quality of life for local communities;
- ▶ Maximise the economic contribution from outdoor events to the city economy;
- ▶ Deliver innovative and imaginative programming;
- ▶ Make the most of creative partnerships and collaboration that's supports city-based event producers and suppliers and strengthens capacity building;
- ▶ Promote health and wellbeing while minimising disruption to residents and businesses;
- ▶ Deliver the most sustainable events that help protect the environment as far as possible.

The city council's commitment also includes a single point of contact to all event enquiries drawing upon extensive experience gained in managing and regulating outdoor events and help facilitating end-to-end multi-agency support in the planning and delivery of outdoor events including across the different departments and responsibilities of the city council.

The city council will also aim to simplify the events application process by exploring digital services that reduce paperwork and increase efficiency and will aim to embed infrastructure in outdoor events locations, as part of new developments, that will help provide environmentally sustainable event spaces in the future.

All event organisers above a certain threshold (500 attendees+) will be required to sign up to the Charter a suggested draft of which follows:

**BRIGHTON & HOVE OUTDOOR EVENTS CHARTER**

Brighton & Hove is a city which values outdoor events as way to bring together and value our diverse communities and to support the economic wellbeing of those communities through the jobs supported by outdoor events.

We want to host the best outdoor events possible and will work in partnership with organisers to mitigate negative impacts and maximise the positive values of the event.

We are asking all organisers of outdoor events to sign up to this outdoor events charter and to publicise their commitment through their own marketing and communications. By signing up to this charter, we agree to:

1. Plan an outdoor event that is high quality and which meets the needs of the audience.
2. Communicate our plans to residents and business who may be impacted and to deal with any concerns expressed to the best of our ability.
3. Design an event which maximises the economic benefits to Brighton & Hove, attracting visitors and getting them to stay and spend in the local economy.
4. Share plans with the City Council and any other organisations they recommend to ensure the event is well thought through.
5. Deliver a safe and secure event.
6. Deliver an event which seeks to protect the environment and which can be delivered as sustainably as possible using the Councils guidance for [Sustainable Events](#).
7. Provide a publicised contact name and number to deal with any immediate issues occurring during the event and to enable quick resolution to any problems arising.
8. Measure the economic impact of the event and provide the city council with the results using an evaluation tool such as [www.eventimpacts.com](http://www.eventimpacts.com)
9. Promote our commitment to this charter on our website.

Signed:

Position:

Organisation:

Date:

## 6. ACTION 3 - CAPACITY BUILDING

This strategy advocates a shift in resource towards outdoor events that can help the city get bigger and better impacts and recognises that as it stands a large proportion of time and resource is spent facilitating the permissions of smaller and community events that have limited economic impact.

The city council approves approximately 250 events a year, which necessitates a significant workload and time spent by the events team processing applications, facilitating consultations and supervising event preparations to ensure well-managed, safe events that mitigate negative impacts on local communities.

We also think that the sector and organisers can help the council achieve what it wants but often are unclear exactly what that is. So, we recommend bringing them on board to help find solution to the outdoor events challenges faced – whether that is programming outside of peak periods; sharing best practice in sustainable delivery; or innovating and driving out distinctiveness.

We have six specific recommendation in this Action:

- ▶ Explore digital tools that can help with event applications to improve efficiency
- ▶ Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other
- ▶ A new role in programme development using clear criteria
- ▶ Fostering the capacity and capabilities of the local sector and engaging them in the city's challenges
- ▶ Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events
- ▶ Ongoing review of hire charges and fees

### MANAGING APPLICATIONS

Currently events with an expected audience capacity under 3,000 at one time, submit an Outdoor Event Application Form. The application form is assessed by outdoor events team and a Consent Form issued if permission is granted.

For large events categorised as over 3,000 people, an initial discussion is required with Events Team, followed up with submission of an Event Management Plan 6 months prior to the event. This is subject to the approval of the Outdoor Events Team and the multi-agency event liaison officers for the event.

Event organisers are required to complete a Sustainable Commitment form. Event organisers must also ensure that all required permissions and licenses are acquired as required.

Currently the outdoor events team use an email and paper-based application system for event organisers to complete that can be burdensome. Exploring the options for a digital system could provide advantages for facilitating a speedier application process, reducing the workload of the outdoor events team, providing online guidance; and facilitating more efficiently the sharing of information with stakeholders such as SAG and consultation group representatives as well as providing easy access to repeat applications in subsequent years.

In employing an online event application and management platform such as apply4 EventApp, and removing paper forms altogether, this helps in pre-empting queries from applicants and reduces the workload for the outdoor event team. For each booking, all supporting documents are uploaded and stored in the one place. Stakeholders such as police and safety advisory groups can view event calendars, event information and supporting documents.

Conscious of the limited resource at the city council it would be unrealistic to suggest new options such as monthly advice sessions for community event organisers who would have the opportunity to meet an officer to talk through their event in a surgery style meeting. So instead we recommend helping the organisers work more closely with each other and relying on the network of organisers to assist and answer questions. Social media groups for Brighton & Hove organisers which the team could set up and monitor might be one way to help organisers without adding to the burden on the events team.



**PROGRAMME DEVELOPMENT**

The Events Unit will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to broker linkages among event organisers, encourage use of public spaces and manage a clash diary for the city. The outdoor events team will provide the supervision for the city’s events programme. They will be responsible for advising, supporting and in some instances investing in the city’s Signature, Feature, City and Community portfolio of events.

**CRITERIA FOR HEADLINE EVENTS**

We recommend that to ensure the objectives of the Events Strategy are achieved, the Outdoor Events team apply a robust, consistent set of criteria to deliver clarity for all event organisers on the type of events the city council wants to host. Organisers should demonstrate how their event supports the following criteria:

- ▶ Time of Year – does it help build business outside of peak times?
- ▶ Does it promote Brighton & Hove as a vibrant, contemporary city?
- ▶ Does it demonstrate distinctiveness and high quality?
- ▶ Will it generate an economic benefit for the city?
- ▶ Will it attract wide and broadly-based audiences/participants?
- ▶ Will it have the potential to attract visitors and generate spend from key target visitor markets (see Brighton VES strategy for more information)?
- ▶ Will it involve the city’s communities?
- ▶ Can it provide capacity building opportunities for sector development?
- ▶ Will the event sign up to the Sustainable Event commitments?

Using clear criteria, the Events Unit would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criterion would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every criterion.

**FOSTERING BRIGHTON AND HOVE’S EVENTS SECTOR**

Our Strategy recognises the importance of a vibrant, flourishing independent events sector within the city. We will embark on closer collaboration with the sector, engaging with a broader range of independent promoters, producers and venues in a similar way to that which occurs in the cultural sector.

If there is sufficient demand from the network of Brighton & Hove event organisers we may consider the delivery of an annual outdoor events conference of city-wide event stakeholders to share and exchange ideas, potentially creating new projects and complementary workstreams. This will facilitate dialogue about what the city wants from outdoor events and those attending could include professional independent promoters, creative / festival producers and leisure/sports event promoters across the spectrum of outdoor events in the city. This would need to be self-funding.

### OPERATIONAL ROLES

The Events Team's role will be to provide leadership to the sector working across the city with event organisers and producers. Their focus will be on managing partnerships, attracting and retaining events to secure and optimise the benefits to the city.

- Provide a single point of contact for event enquiries and signpost across the different departments within the city council and SAG membership
- Maintain networks & building relationships crucial in identifying and securing events
- Engage with, and act as enablers and facilitators for, independent event promoters
- Collaborate effectively with city's tourism and hospitality businesses, through VisitBrighton, to maximise the opportunity that events offer.
- Facilitate opportunities for residents' engagement through working with event producers and appropriate departments of the city council and other organisations.

It is beneficial for the city council to have nominated and named individuals in other key departments that work on outdoor events. This would include but is not limited to key staff in Parks, Cityclean, VisitBrighton, the Seafront, Highways and Environmental Health.

VisitBrighton will support and take to market signature events and growth events that reinforce the Brighton Brand, appeal to target markets and have the capability of attracting visitors now or the potential to do so in the future.

### SITE HIRE CHARGES

In 2017, 246 events hosted by the city council generated £180k for the Events budget while many community events (large and small) paid no fees for holding an outdoor event on Council land. This income forms part of the expenditure profile for the department and is used to support the wide work of the Outdoor Events Team and through them, local events.

We recommend an ongoing review of the event fees as part of the annual cycle of reviewing fee and charges and suggest that future reviews take greater account of event classification/organiser status and event capacities. Future reviews should also consider:

- 
- ▶ Continued waiving of site fees for small community events where no road closures/ licenses are required
  - ▶ Explore the potential for a non-refundable administration fee, to cover the cost of administration and compliance time which the officer takes to assess applications.
  - ▶ In the longer term and for larger commercial events, the costs of the compliance and support service may need to be recharged in a format agreed upfront with the organiser.

We recognise that moving from where we are now to where we want to be can take time and helping organisers to understand future commitments and how these may scale up over 3 years is something that needs to start sooner rather than later.

## 7. ACTION 4 - EVENTS INFRASTRUCTURE

Brighton & Hove is a city that benefits from a variety of large open spaces including Madeira Drive, Preston Park, Valley Gardens, Hove Lawns and Stanmer Park. However, Brighton & Hove's principal spaces are not equipped to support major events, requiring substantial infrastructure to be brought in.

Madeira Drive, Preston Park, and the Valley Gardens have been recognised by the city council as priority event spaces. However, they need to be developed as dedicated events ready spaces capable of hosting a range of events and entertainments. This means investing in built-in infrastructure in the public realm with outdoor performance front of mind. This is necessary to fulfil the objectives set out in Section 2 of this report namely to 'Enhance our national and international profile and reputation; Encourage civic pride and community cohesion; and develop capacity and capabilities in the city's events sector.

With proposed development of Valley Gardens and Peter Pans there are already plans to ensure that these developments provide for the existing and future needs of events and event organisers. Introducing surfaces that can accommodate events, dropped kerbs for vehicle access, rail crossings for Volks alongside Madeira Drive are all examples of improvements that are needed.

We understand discrete funding for capital improvements to support events is unlikely to be forthcoming in the current climate. But the needs of events and event organisers should be considered as part of the early thinking and planning for major projects (public and private) that are taking place in and around the main event locations.

The main requirements that future development should consider would include:

- ▶ Provision of flat, open space;
- ▶ No street furniture or public art that cannot be easily moved;
- ▶ Provision of electricity power supply, data, water and drainage at appropriate underground points;
- ▶ Vehicle access for unloading;
- ▶ Performer parking;
- ▶ Security and site safety designed in.

The establishment of event ready infrastructure will also critically assist reducing environmental impacts managing energy and water more efficiently, reducing waste and carbon emissions.

## CONCLUSION

This strategy recognises that Brighton & Hove is already in a good place – it has a broad programme of events that deliver meaningful benefits to the community and the local economy and which attract visitors.

But there is an ambition to achieve more – and to be able to do so with less resource. It is of course easy to say and hard to do. This report however advocates four specific actions that we believe can help achieve this by a greater focus on ‘quality’, ‘distinctiveness’ and ‘impact’ and which will help achieve the following vision:

*Over the next 5 years the Brighton & Hove Outdoor Events Strategy will deliver events that create distinctive experiences for residents and visitors and that support the image as a ‘Free-Thinking’ city with a reputation for high quality events. It is about thinking bigger and smarter and growing sustainably with economic and social benefits felt by our residents and businesses*

**Disclaimer:** All information and analysis supplied by Blue Sail Consulting Ltd and our sub-contractors is delivered in good faith and represents our professional judgement based on the information obtained from the client and elsewhere. The achievement of recommendations, forecasts and valuations depend on factors beyond our control. Any projections, financial or otherwise, in this report are only intended to illustrate particular points of argument and do not constitute forecasts of actual performance





# Sustainable Event Commitment for Outdoor Events

Dear Event Organiser,

Events are a vital part of our city's economy; attracting visitors and making this a vibrant place to live and visit. The city's Sustainable Events Programme provides support to anyone organising an event to minimise negative impacts and maximise benefits to the environment, people and the local economy.

## What you can do

Events of any size can sign up to Sustainable Event Commitment. By signing up, you commit to take actions that improve sustainability at your event

## What actions to take

Just choose ten or more actions and from any of the sections in this document: Energy & Water, Travel & Transportation, Waste & Recycling, Food & Beverage, Suppliers & Products and Community, Landscape, Health and Culture with at least two actions from each section.

## Why make the Sustainable Event Commitment

By making the commitment, you can publicly show everyone involved with your event that you have taken actions to manage it in a responsible way and you have chosen products and services that have a positive local economic and social impact. Some of the actions you will take will save you money too. These actions will help reduce potential negative sustainability impacts and enhance positive opportunities.

## Further information

Tailored guides are available for different types of events including:

- Meetings
- Outdoor events
- Conferences

Visit the [Sustainable Events pages](#) to download guides for other types of events and find details of suppliers who can help you with the actions in our [suppliers list](#)

Please complete and return the form to the Events Team

Thank you

## Event Details

Name of event	Click or tap here to enter text.
Date of event	Click or tap to enter a date.
Name of event organiser	Click or tap here to enter text.
Event organiser email address	Click or tap here to enter text.
Event organiser contact number	Click or tap here to enter text.

## Energy & Water

- Book an outdoor site covered by ISO 20121, the International Standard for Sustainable Events
- Measure the amount of electricity and/or water used during the event if there is a metered supply
- Specify low energy LED lighting for the site including flood lighting
- Put in a procedure to power down the site after hours including switching off lights to the minimum level required for security at night or use daylight/movement sensors to ensure lights only come on when they are needed.
- Use solar powered and/or biodiesel generators instead of diesel

## Travel & Transport

- All Brighton & Hove outdoor sites can be accessed by public transport and city centre venues are within walking distance of most city amenities including shops, restaurants, hotels, the train station and buses
- Use conference calls, Teams and Zoom to reduce the need to travel when planning the event
- Make it clear on all communications with visitors, exhibitors and suppliers that you would like them to choose the most sustainable transport options and make it easy by using the [journeyon](#) website with live transport info. Tell people about safe cycle routes and cycle storage
- Set up cycle storage crowd barriers can be used as long as someone is keeping an eye on them to ensure security and a disclaimer displayed
- Look at a partnership with Beryl Bikes
- Survey people to see where they have travelled from and how they travelled when they register at the event. Use the information to calculate the carbon footprint of travel.



## Waste & Recycling

- As the event organiser, you have a [duty of care](#) to ensure that all waste from the event is properly disposed of within the law. Anyone that takes any waste from your site must be registered with a Registered Waste Carrier. Check the register [here](#) Recycling is available through Cityclean and many waste companies. Unless you ask, some companies will only offer general waste collection, so it is important to ask.
- Use reusable celebration items such as fabric bunting rather than single use plastic balloons
- Recycle plastic bottles, cans, cardboard, paper and glass at your event
- Recycle food waste at your event, not many companies offer this as a service yet but do ask your contractor and check the supplier list. Caterers will have to use compostable food packaging to make this work and look at composting food waste.
- Design display materials (signs, stands, banners, lanyards) without dates so that they can be reused. Look at using durable materials which will be robust outdoors and will have a long lifespan. Use undated lanyards that can be reused each year.
- For sporting events, plan for minimising litter from discarded drink/food packaging either by asking competitors not to throw away containers or have litter pick stations.
- Ask attendees to bring their own reusable bottles and containers, and supply water bowsers and refill stations

## Food & Beverage

- Many caterers now offer sustainable food options including fair trade, locally sourced, in-season, meat-free, organic, animal welfare standards or sustainable fish
- Ask caterers to offer a surcharge for single use coffee cups (which must be recyclable with clear signage to encourage people to bring their own cups)
- Book caterers that offer one or more of the above
- Plates, cups and cutlery should be reusable or recyclable (or compostable if you are having food waste recycling) Reusable and collected for reuse after, or compostable if clear designated separate collection for industrial composting
- Make free drinking water available and refill stations clearly marked
- Do not supply any single use plastic items such as straws, stirrers, cutlery, plates or cups in line with the [single use plastic ban](#)
- Ask your caterers to take an [online course](#) in sustainable catering.

## Suppliers & Products

- Brighton & Hove has a thriving green business community from hotels to restaurants to service providers
- Book a meal in a restaurant from the [Green Traveller Guide](#) or a [Sustainable Restaurant Association](#) member
- Book accommodation from the [Green Traveller Guide](#)
- Consider where products & services are coming from, suppliers in and around Brighton & Hove are listed on the [Sustainable Event Suppliers List](#)
- Choose fair trade or recycled giveaways and encourage exhibitors to do the same
- Take on a volunteer or an intern

## Community, Landscape, Health & Culture

- Book an outdoor site with controls in place to consider local residents and protect the local landscape including remediation deposit if the site is damaged. Please note, that sky lanterns and helium balloons are dangerous to animals both on land and in the sea and they are not permitted.
- link up with a local charity so that they benefit from the event
- Ensure you have an effective procedure for dealing with complaints
- Minimise damage to the site by protecting grass, flowerbeds and other vegetated areas, especially if the ground might be wet
- use flowers and plants from the nursery at Stanmer Park or in pots rather than cut flowers. Trees will be planted out across the city afterwards
- Ensure you have procedures and equipment in place to deal with environmental emergencies such as oil or chemical spills and that people have the right training to deal with them
- Disposable BBQs are not permitted in line with our [Public Spaces Protection Orders](#)
- Fireworks must be plastic-free or consider using drones instead of fireworks if the event includes a night sky light show

## Anything else?

Use this space to give details of anything else you are doing:

Click or tap here to enter text.

## Declaration

I confirm that as part of this event I commit to making a positive impact by taking the actions marked above. I agree to being contacted after the event to feedback on what was achieved and details of the actions to be taken included in publicity materials on sustainable events.

Name:

Organisation:

Date:



# Examination of Use of Green Spaces for Commercial Activity

16/10/2024

## Introduction

Green spaces are valuable assets for the community, providing environmental, social, and health benefits. However, they also present opportunities for commercial activity, such as events, markets, catering, and sports.

Brighton & Hove is proud to host over 200 events annually ranging from small artist installations and private parties up to the UK's most well-known Pride Celebrations and England's largest multi-disciplinary arts and fringe festival. With 9 days of music events annually with a capacity on excess of 9,999 Brighton & Hove is demonstrating an ability to buck the national trend in the industry which is currently undergoing huge negative pressure. In addition, Brighton & Hove has a thriving reputation as a sports events location. Listed as a preferred host city by UK Sport for major international competitions and host to iconic events such as the Brighton Marathon Weekend, the London to Brighton bike ride and a regular programme of key international sport in association with the AMEX Stadium.

This document outlines our policies and some comparative examples of UK council's policies in relation to the use of green spaces for commercial activity, focusing on the time allowed, noise control, licensing considerations and reinstatement policies. The aim is to provide council members with an overview of the current practices and considerations for future decision making.

In Brighton & Hove, the Governance structure for the use of City Parks is within the City Services Directorate. Ultimately under the jurisdiction of Donna Chisholm as Corporate Director. Strategic direction of the programme is the responsibility of Chenine Bhatena as AD for Culture, Tourist, Sport & City Parks. Tactical methods to delivering strategic goals is managed by Mark Fisher as Head of Service for Sport & Leisure alongside Ian Baird as Outdoor Events Development Manager. Day to day operation of the programme is through Ian Baird and the outdoor events team.

## Time Allowed

The time allowed for commercial activity on green spaces varies depending on the type, size, and impact of the activity, as well as the availability and demand of the space. Brighton & Hove currently has a policy of a maximum of 28 days use on any green field site in the City. We do not have an official policy for separation of events but generally stick to a rule of no more than one event on each location in a month. In some exceptional circumstances, and with permission from cabinet members, this can be waived.



## Brighton & Hove City Council

Some examples of UK council's policies are:

- Birmingham City Council allows commercial events on green spaces for up to 14 days per year, with a maximum of 10 days per event. The council also requires a minimum of 28 days between events on the same site, and a minimum of 14 days between events on adjacent sites.
- Edinburgh City Council allows commercial events on green spaces for up to 28 days per year, with a maximum of 14 days per event. The council also requires a minimum of 14 days between events on the same site, and a minimum of 7 days between events on adjacent sites.
- Leeds City Council allows commercial events on green spaces for up to 21 days per year, with a maximum of 7 days per event. The council also requires a minimum of 14 days between events on the same site, and a minimum of 7 days between events on adjacent sites.

These policies aim to balance the benefits and costs of commercial activity on green spaces, ensuring that the spaces are accessible and enjoyable for the public, as well as generating income and enhancing the city's profile. However, they also pose challenges for the management and maintenance of the spaces, as well as the coordination and communication with the stakeholders involved.

## Reinstatement Policies

Reinstatement policies are the rules and procedures that apply to the restoration and repair of green spaces after commercial activity. They are essential to ensure that the spaces are returned to their original or improved condition, and that any damage or disturbance is minimised and compensated. Brighton & Hove City Council currently operates a full cost recovery policy for ground reinstatement but availability of internal resource or external contractors has been problematic. There is currently a tender out for a framework contract so all repairs can be managed internally with agreed costs to be shared with operators in advance. Once agreed this will fundamentally change the speed and quality of reinstatement work.

Some examples of UK councils policies are:

- Bristol City Council requires commercial event organisers to submit a reinstatement plan and a damage deposit before the event. The council inspects the site before and after the event, and deducts the cost of any reinstatement works from the deposit. The council also charges a reinstatement fee based on the size and duration of the event, and the type and condition of the space.
- Glasgow City Council requires commercial event organisers to submit a reinstatement plan and a bond before the event. The council inspects the site before and after the event and releases the bond if the site is satisfactorily reinstated. The council also charges a reinstatement fee based on the size and duration of the event, and the type and condition of the space.



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- London Borough of Camden requires commercial event organisers to submit a reinstatement plan and a damage deposit before the event. The council inspects the site before and after the event and refunds the deposit if the site is satisfactorily reinstated. The council also charges a reinstatement fee based on the size and duration of the event, and the type and condition of the space.

These policies aim to ensure that the commercial activity on green spaces does not compromise the quality and sustainability of the spaces, and that any negative impacts are mitigated and remedied. However, they also require careful monitoring and enforcement, as well as adequate resources and expertise for the reinstatement works.

## Noise issues from commercial use of public land

Another aspect that needs to be considered when allowing commercial activity on green spaces is the potential noise disturbance to the nearby residents and users of the spaces. Noise can arise from various sources, such as music, entertainment, generators, vehicles, or crowds. Noise can have adverse effects on people's health and well-being, as well as on wildlife and biodiversity. Therefore, it is important to have appropriate policies and measures to control and reduce noise levels from commercial activity on green spaces. Policy in Brighton & Hove is currently decided on a case-by-case basis and requires the event organiser to submit a full noise management plan to Environmental Health via the events team at least 6 months before the event.

## Case Study – On The Beach

### Background

- Noise levels at music events can pose a risk to the hearing health of the attendees, performers, and staff.
- The UK has regulations and guidelines for controlling noise exposure at work and in entertainment venues, such as the Control of Noise at Work Regulations 2005 and the Code of Practice on Environmental Noise Control at Concerts.
- The regulations and guidelines set limits and recommendations for the maximum noise levels, duration of exposure, and noise management measures.

### Key Issues

- The main issue is how to balance the enjoyment and artistic expression of music events with the protection of hearing health and the prevention of noise nuisance.
- Some of the challenges and factors that affect this issue are:
  - The diversity and variability of music genres, venues, and audiences.
  - The difficulty of measuring and monitoring noise levels in complex and dynamic sound environments.
  - The potential legal and reputational consequences of breaching the noise regulations or causing noise complaints.

The "On The Beach Noise Management Plan" (14A-Noise Management Plan-V2 (1).pdf) is a detailed document authored by **Electric Star Live**, last modified on March 11th. It outlines the sound management strategy for the "On The Beach" music event at Madeira Drive, Brighton, from July 19



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to July 21 and July 26 to July 28, 2024. The plan is designed to minimize noise impact on the local community while ensuring compliance with sound levels for public enjoyment and safety.

Key components of the plan include:

- **Sound Management:** The main stage, facing west towards the Palace Pier, is the primary source of noise, complemented by bars and concessions. The sound systems are designed to be highly directional to minimize noise breakout. Continuous sound level monitoring is in place to ensure compliance with agreed values and to address any disturbances promptly
- **Community Engagement:** The plan includes proactive steps to engage with the community, such as publishing information locally and operating a helpline during the event to address noise concerns. This engagement is crucial for maintaining good public relations with the local community
- **Control Measures:** The plan incorporates robust control measures based on previous experiences. These include pre-event sound system checks, continuous sound level monitoring, and responsive measures to any concerns raised. The Music Noise Level at representative monitoring locations shall not exceed the agreed values
- **Document Control and Definitions:** The plan includes a document control section that outlines the roles and timing updates, with definitions for terms such as decibels (dB), Music Noise Level (MNL), and equivalent sound level (Leq). These definitions ensure clarity and consistency in the management of sound levels
- **Contributors:** The document lists contributors from various organizations, including **NW Live, Louder Entertainment Ltd, Joy Events Ltd, and Concorde 2 Ltd**, indicating a collaborative effort in the creation of the plan
- **Regulatory Compliance:** The plan takes into account statutory criteria for noise prelude to health or nuisance, such as the Control of Pollution Act 1974, EPA90, NA96 amendments, and coordinated Codes of Practice. It also references standards like BS 5228-1:2009+A2014 and BS 7445-1: 2003 for noise and vibration control on construction and open sites, and environmental noise measurement
- **Noise Management Team:** During the event, a roaming noise management team will monitor the local area and liaise with sound technicians to ensure compliance with the noise management plan. Sound checks are scheduled before and during the event, and a helpline is available for the local community to report any noise-related inquiries

Some examples of noise policies from UK councils are:

- Bristol City Council requires that any commercial activity on green spaces complies with the Environmental Protection Act 1990 and the Noise and Statutory Nuisance Act 1993, and that the noise levels do not exceed 65 dB(A) at the nearest residential property or 55 dB(A) in areas of tranquillity. The council also reserves the right to impose additional noise limits or restrictions depending on the location, duration, and nature of the activity.





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- Edinburgh City Council has a code of practice for outdoor events, which sets out the maximum permissible noise levels for different types of events and locations, as well as the procedures for noise monitoring and enforcement. The code of practice also provides guidance on noise management plans, noise mitigation measures, and noise complaints handling.
- Leeds City Council has a policy for the management of events on parks and open spaces, which states that noise levels from events should not exceed 75 dB(A) at 1 meter from the facade of the nearest noise-sensitive premises, or 65 dB(A) in rural areas. The policy also requires event organisers to submit a noise management plan, to carry out noise assessments before and during the event, and to liaise with the council's environmental health officers and noise patrol team.
- Manchester City Council has a guidance document for events on public open space, which specifies that noise levels from events should not exceed 65 dB(A) at the nearest noise-sensitive receptor, or 55 dB(A) in quiet areas. The guidance document also advises event organisers to consult with the council's environmental health team, to conduct noise surveys and sound checks, and to implement noise control measures, such as limiting the sound power of the equipment, using directional speakers, and creating buffer zones.

London operates a number of sites with the following guidance:

Venue	Concert days per annum	Licence condition	Notes
Alexandra Palace Pk, Tower Hamlets	30 (3x type A, 4x B, 23 x C)	A: 75dB, B: 65dB, C: 55dB LAeq 15'	No low-frequency limit
Victoria Park, Tower Hamlets	Unknown	75dB LAeq 15' at 1m from façade	
Trafalgar Sq., Westminster	40 amplified events	75 dB LAeq 15' at 1m from façade	No low-frequency limit
Central Park, East Ham, London	Unknown	75dB LAeq 15' at 1m from façade	
Lambeth parks: (Clapham Common, Brockwell Park, Kennington Park, Streatham Cmn, Norwood Park)	Up to 8 major events per venue (Total maximum of 40 major events in Lambeth Parks)	75dBA and 90dBC Leq 15' free-field	Non-major on a case-by-case basis. Typically, 65dB LAeq 15'

Table 7 - Venue noise limit

## Licensing policies around outdoor events

One of the key aspects of organising an outdoor event on a green space is to obtain the necessary licenses and permissions from the relevant authorities. Depending on the nature and scale of the event, different types of licenses may be required, such as:

- Premises license: This allows the event to sell alcohol, provide regulated entertainment, or serve late night refreshment. A premises license can be either permanent or temporary and is granted by the local licensing authority. Brighton & Hove City Council hold several open-ended licences for key event areas that are utilised by event organisers. By holding these licences internally, we have the ability to ensure standardised conditions across all events in the City and maintain overall control of the event as DPS
- Temporary event notice: This is a notification to the local licensing authority that an event is taking place, which involves the sale of alcohol, provision of regulated entertainment, or serving of late-night refreshment, for up to 499 people, and for up to 168 hours. A temporary event notice can be either standard or late, depending on the notice period given to the authority.



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- Street trading consent: This allows the event to sell goods or services on a street or public place, such as food stalls, merchandise stands, or funfairs. A street trading consent can be either permanent or temporary and is granted by the local council. Brighton & Hove City Council also operates a flyering licence system to manage the distribution of branded printed materials. This is primarily an environmental measure and is managed and enforced via Environmental Services. A review of this system to maximise income from product sampling, managed by the outdoor events team, is currently underway.

- Landlords Consent: This is the consent from the owner or manager of the land where the event is taking place, such as a park, a garden, or a field. A landowner permission may include conditions on the use of the land, such as the duration, the capacity, the access, the security, the insurance, and the fees.

In Brighton & Hove the process for receiving landlord's consent has two specific routes. The annual programme of events (January-December) is shared with all Councillors in August each year before we go to Cabinet in September for full approval. In addition to this in the last year we have established regular quarterly face to face consultations for all our key event areas, including Preston Park, Hove Park, East Brighton (to include Kemptown) and the Valley Gardens. Advanced sight of the proposed programme will be shared with regular attendees to these groups for informal feedback before full approval is sought.

We also have a secondary process via delegated powers for the Corporate director, after consultation with the relevant Cabinet member to make any alterations to the events programme as necessary including approving new applications and cancelling events if required.

## Statutory Bodies Oversight and management of the Public Realm

All event operators, before full landlord's consent is issued are required to submit a full and detailed event management plan. This plan is the basis on which internal departments and external stakeholders are able to make assessment of the feasibility and potential impacts of an event on the wider city. All event management plans must include chapters on all of the following topics:

- (a) Statement of Intent;
- (b) Event Planning and Management;
- (c) Contacts;
- (d) Public Information;
- (e) Health and Safety;
- (f) Crowd Management;
- (g) Medical;
- (h) Fire;
- (i) Transport and Parking;
- (j) Traffic Management;
- (k) Waste Management;
- (l) Sustainability;
- (m) Sanitation;



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- (n) Infrastructure;
- (o) Communications;
- (p) Entertainment;
- (q) Noise Management;
- (r) Charities and partners;
- (s) Diversity and discrimination;
- (t) Welfare;
- (u) Inclement weather/adverse conditions; and
- (v) any other matters reasonably required by the Council.

These plans are scrutinised by various Council departments and are also shared with Safety Advisory Group members for comment and feedback before being accepted. The SAG includes representatives from Sussex Police, South East Coast Ambulance, NHS Commissioners, East Sussex Fire & Rescue and several other key council colleagues.

The Outdoor Events Team chair a quarterly events logistics meeting where all internal departments meet to discuss the wider impacts of events on day-to-day functioning of the city. Participants in these meetings include colleagues from Net zero, Highways, Parking, City Park and Healthy Lifestyles. The meetings are fundamental to a circular approach to event improvements in the city following a Plan, Act, Review, Improve process.

The Safety Advisory Group (SAG) is a multi-agency group that provides advice and guidance to event organisers on the safety aspects of their events. The SAG aims to ensure that events are planned and delivered in a safe and responsible manner, and that any potential risks or impacts on the public and the environment are minimised. The SAG also supports the development and improvement of event standards and best practices across the city.

Brighton and Hove City Council has a statutory duty to convene SAGs for certain types of events, such as large-scale, high-risk, or complex events. The Council also has discretion to convene SAGs for other events that may benefit from the input of the SAG members. The Council's Events Team acts as the coordinator and the Regulatory Services Manager as chair of the SAG meetings, which are usually held monthly or as required. The SAG meetings are an opportunity for event organisers to present their event management plans and receive feedback and recommendations from the SAG members.

The SAG members may also request further information or documentation from the event organisers before granting approval or consent for their events. The SAG does not have the power to authorise or prohibit events, but it can advise the Council and other authorities on the suitability and safety of events. The final decision on whether to grant landlord's consent or any other permissions for events rests with the Council or the relevant authority.

## Conclusion

Brighton & Hove is nationally recognized for its high-quality event services, with affiliations to both the National Outdoor Events Association (NOEA) and the local authorities event organisers group (LAEOG). The Outdoor Events team stays updated on new technologies and trends. Moreover, the Outdoor Events Development Manager is on the LAEOG board and serves as a director for the Event



## **Brighton & Hove City Council**

Industry Forum (EIF), which oversees the national outdoor events guidelines, The Purple Guide, further cementing Brighton & Hove City Council's status as a hub of outstanding event management.

Considering the constraints on space within the city, we manage to present a dynamic and influential range of events for a city our size. Our events team is dedicated to enhancing standards and is in the process of creating in-depth documentation for each event site. These documents will include comprehensive Environmental and Equality impact assessments for every venue, guiding us toward aligning specific types of events with appropriate locations. We will also use past programs as essential information for future planning to help balance spatial utilization while still accommodating our events program and considering the requirements of the local community.

Document is Restricted

