





**Brighton & Hove  
City Council**

# Cabinet Meeting

Title:	<b>Cabinet</b>
Date:	<b>20 November 2008</b>
Time:	<b>4.00pm</b>
Venue	<b>Council Chamber, Hove Town Hall</b>
Members:	<p><b>Councillors:</b> Mears (Chairman)</p> <p>Mrs Brown, Caulfield, Fallon-Khan, Kemble, K Norman, Simson, Smith, G Theobald and Young</p>
Contact:	<p><b>Martin Warren</b> Senior Democratic Services Officer 01273 291058 martin.warren@brighton-hove.gov.uk</p>

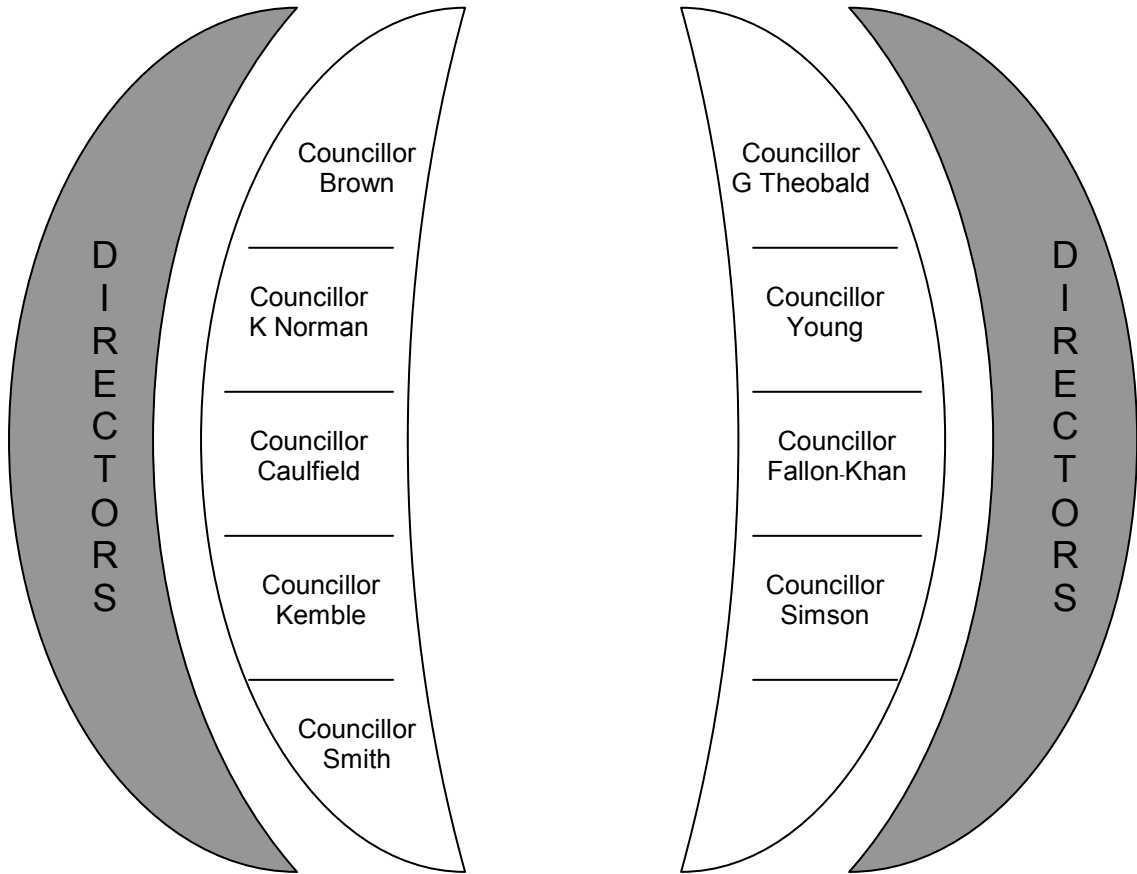
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# Democratic Services: Meeting Layout

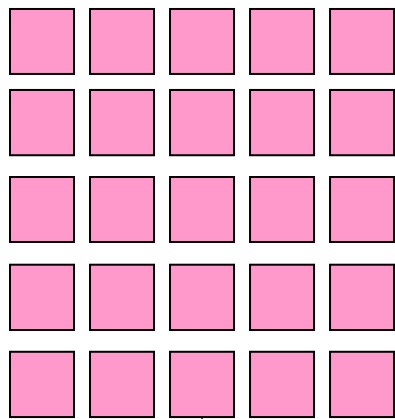
Director of Strategy & Governance    Councillor Mears    Chief Executive    Democratic Services Officer

OFFICERS

MEMBERS

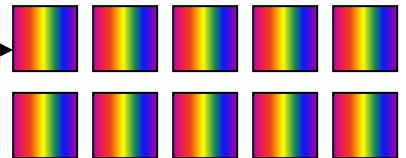


Speaker          Leader of the Opposition



Public Seating

Members in Attendance



Press



## AGENDA

### 99. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, 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 2 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 public.*

*A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls.*

### 100. MINUTES OF THE PREVIOUS MEETING

1 - 10

Minutes of the meeting held on 16<sup>th</sup> October (copy attached).

### 101. CHAIRMAN'S COMMUNICATIONS

### 102. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Member
- (b) Items reserved by the Opposition Spokesperson
- (c) Items reserved by Members, with the agreement of the Chairman.

*NOTE: Public Questions, Written Questions from Councillors, Petitions, Deputations, Letters from Councillors and Notices of Motion will be reserved automatically.*

### 103. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 13<sup>th</sup> November)

### 104. WRITTEN QUESTIONS FROM COUNCILLORS

(The closing date for receipt of Member questions is 10.00am on 10<sup>th</sup> November)

## **CABINET**

### **105. DEPUTATIONS**

(The closing date for receipt of deputations is 12 noon on 13<sup>th</sup> November)

No deputations received by date of publication.

### **106. PETITIONS**

No petitions received by date of publication.

### **107. LETTERS FROM COUNCILLORS**

(The closing date for receipt of Member letters is 10.00am on 10<sup>th</sup> November)

### **108. NOTICES OF MOTIONS REFERRED FROM COUNCIL**

No Notices of Motion have been referred.

### **109. MATTERS REFERRED FOR RECONSIDERATION**

No matters have been referred.

### **110. REPORTS FROM OVERVIEW & SCRUTINY COMMITTEES**

No reports have been received.

### **111. KING ALFRED LEISURE CENTRE - REDEVELOPMENT AND URGENT WORKS 11 - 22**

Joint report of the Director of Environment and the Interim Director of Finance & Resources (copy attached)

*Contact Officer: Katherine Pearce                      Tel: 292553*  
*Ward Affected: All Wards*

### **112. TARGETED BUDGET MANAGEMENT (TBM) MONTH 6 23 - 58**

Report of the Interim Director of Finance & Resources (copy attached)

*Contact Officer: Nigel Manvell                      Tel: 293104*  
*Ward Affected: All Wards*

## CABINET

- 113. TREASURY MANAGEMENT POLICY STATEMENT 2008/09  
(INCLUDING ANNUAL INVESTMENT STRATEGY 2008/09) - MID  
YEAR REVIEW** **59 - 72**
- Report of the Interim Director of Finance & Resources (copy attached)
- Contact Officer:* Peter Sargent *Tel:* 291241  
*Ward Affected:* All Wards
- 114. ICT STRATEGY 2008-11** **73 - 110**
- Report of the Interim Director of Finance & Resources (copy attached)
- Contact Officer:* Paul Colbran *Tel:* 290283  
*Ward Affected:* All Wards
- 115. THREE-YEAR GRANT PROCESS 2010-2013** **111 -  
138**
- Report of the Director of Cultural Services (copy attached)
- Contact Officer:* John Routledge *Tel:* 291112  
*Ward Affected:* All Wards
- 116. COMMUNITY ENGAGEMENT FRAMEWORK** **139 -  
210**
- Report of the Director of Strategy & Governance (copy attached)
- Contact Officer:* Emma McDermott *Tel:* 293944  
*Ward Affected:* All Wards
- 117. TAXI TARIFF SETTING UNDER THE NEW CONSTITUTION** **211 -  
214**
- Report of the Director of Strategy & Governance (copy attached)
- Contact Officer:* Elizabeth Culbert *Tel:* 291515  
*Ward Affected:* All Wards
- 118. WELLSBOURNE SITE PROPOSED REDEVELOPMENT** **215 -  
222**
- Report of the Interim Director of Finance & Resources (copy attached)
- Contact Officer:* Angela Dymott *Tel:* 291450  
*Ward Affected:* East Brighton

**PART TWO**

**119. WELLSBOURNE CENTRE SITE PROPOSED REDEVELOPMENT**

**223 -  
224**

Report of the Interim Director of Finance & Resources  
(copy circulated to Members only)  
[Exempt Categories 3 & 5]

*Contact Officer: Angela Dymott*  
*Ward Affected: East Brighton*

*Tel: 291450*

**120. TO CONSIDER WHETHER OR NOT ANY OF THE ABOVE ITEMS AND  
DECISIONS THEREON SHOULD REMAIN FROM DISCLOSURE TO  
THE PRESS AND PUBLIC**

## CABINET

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The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

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If you have any queries regarding this, please contact the Head of Democratic Services or the designated Democratic Services Officer listed on the agenda.

For further details and general enquiries about this meeting contact Martin Warren, (01273 291058, email [martin.warren@brighton-hove.gov.uk](mailto:martin.warren@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

Date of Publication - Wednesday, 12 November 2008





**BRIGHTON & HOVE CITY COUNCIL**

**CABINET**

**4.00pm 16 OCTOBER 2008**

**COUNCIL CHAMBER, HOVE TOWN HALL**

**MINUTES**

**Present:** Councillors Mears (Chairman), Mrs Brown, Caulfield, Fallon-Khan, Kemble, Simson, Smith, G Theobald and Young

**Also in attendance:** Councillor Mitchell (Opposition Spokesperson)

**Other Members present:** Councillor Hawkes

**PART ONE**

**75. PROCEDURAL BUSINESS**

**75a Declarations of Interests**

75a.1 There were none.

**75b Exclusion of Press and Public**

75b.1 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

75b.2 **RESOLVED** - That the press and public be excluded from the meeting during consideration of items 97 onward.

**76. CHAIRMAN'S COMMUNICATIONS**

76.1 The Chairman noted that, following the success of the inaugural web cast of Council the previous week, the Cabinet meeting was also being web cast for the first time.

76.2 The Chairman explained that there would be a report concerning the King Alfred project at the November Cabinet meeting. This would summarise the status of the Karis/ING scheme and describe the process that would need to be adopted by the Council and the types of options available, should the Karis/ING scheme not proceed.

76.3 The Chairman reported that she had opened the Age Concern conference at the Royal Albion Hotel earlier in the week.

**77. MINUTES OF THE PREVIOUS MEETING**

77.1 **RESOLVED** – That the minutes of the meeting held on 18<sup>th</sup> September 2008 be approved as a correct record.

**78. MINUTES OF THE SPECIAL CABINET MEETING**

78 **RESOLVED** – That the minutes of the special meeting held on the 24<sup>th</sup> September 2008 be approved as a correct record.

**79. ITEMS RESERVED FOR DISCUSSION**

79.1 Items 88, 89, 90, and 92 were reserved by Cabinet.

79.2 Item 93 was reserved by Councillor Mitchell.

79.3 **RESOLVED** - That with the exception of the items reserved (and marked with an asterisk), the recommendations and resolutions contained therein be approved and adopted without debate.

**80. PUBLIC QUESTIONS**

80.1 There were none.

**81. WRITTEN QUESTIONS FROM COUNCILLORS**

81.1 There were none.

**82. PETITIONS**

82.1 There were none.

**83. DEPUTATIONS**

83.1 There were none.

**84. LETTERS FROM COUNCILLORS**

84.1 There were none.

**85. NOTICES OF MOTIONS REFERRED FROM COUNCIL**

85.1 There were none.

**86. MATTERS REFERRED FOR RECONSIDERATION**

86.1 There were none.

**87. REPORTS FROM OVERVIEW & SCRUTINY COMMITTEES**

87.1 There were none.

**88. SECRETARY OF STATE'S PROPOSED MODIFICATIONS TO THE DRAFT SOUTH EAST PLAN**

88.1 The Cabinet considered a report of the Director of Environment that informed them of the Secretary of State's (DCLG) proposed changes to the draft South East Plan and recommended the City Council's response to those changes (for copy see minute book).

88.2 The Chairman approved an additional recommendation moved by Councillor Theobald that "Objects to policy T3 which encourages the consideration of road charging in regional hubs, and considers that road charging schemes are neither appropriate nor desirable for Brighton & Hove."

88.3 Cabinet agreed the additional recommendation which became xii of the resolution noted below.

88.4 Councillor Mitchell supported the proposals to provide 520 homes per year; suggested a cross party committee be called to consider development at Shoreham Harbour; requested that waste produced in London be dealt with by London and suggested that the Administration needed to evaluate its plans in respect of reducing traffic.

88.5 Councillor Caulfield supported the move to provide additional housing, noting the demand for family sized homes.

**88.6 RESOLVED -**

(1) That the following response to the South East Plan be approved;

The City Council:-

i) Supports the need to demonstrate and employ best practice in design and construction for waste minimisation and recycling in Growth Points and Strategic Development Areas including Shoreham Harbour (policy W2).

ii) Welcomes the recognition that policy CC8 gives to the importance of green infrastructure, and the biodiversity, recreational, and cultural benefits it can help to deliver.

iii) Objects to policies RE2 and H2 as failing to give local authorities sufficient guidance in the preparation of their Local Development Documents.

iv) Objects to the housing provision figure for the City of 620 dwellings per annum as the Secretary of State has not demonstrated that this can be accommodated in the City without adverse impact on the quality of life, the character of the urban environment and the economy. The high level of residential completions noted by the Secretary of State has been at the height of the housing market. Amongst other things, the City Council is looking to deliver housing that meets local needs, particularly family housing which is likely to reduce the number of units to be completed on relevant sites. The City Council asks the Secretary of

State to take note of the findings Council's Strategic Housing Land Availability Assessment produced in-line with government guidance.

v) Is concerned that the emphasis on delivering housing numbers in the wider Shoreham Harbour Strategic Development Area could prejudice broader and longer term economic development objectives. The City Council believes that 10,000 units in the wider Harbour area is likely to be the absolute maximum achievable and that a more realistic figure is 5,000 to 6,000 dwellings to be able to develop a genuine mixed-use sustainable community. The City Council believes that the potential to deliver a significant number of jobs at the Harbour should be identified as part of the Strategic Development Area.

vi) Informs the Secretary of State that not all of the proposed Shoreham Harbour Strategic Development Area lies in Adur District, West Sussex but is also in Brighton & Hove and to provide the scale of development suggested by the Secretary of State will need to encompass a wider area than the operational port (see comments at point v). above).

vii) Requests that the City's housing provision figure is reduced to reflect that a significant proportion of the Shoreham Harbour Strategic Development Area lies within the City boundaries, as has been done for Adur District Council.

viii) Requests (in view of the points raised at iv to vii above) that the relevant housing provision figures are set at 10,400 (520 pa) for Brighton and Hove and a total of 6000 dwellings for the Shoreham Harbour Strategic Development Area.

ix) Requests that the Secretary of State clarifies that should the Shoreham Harbour Strategic Development Area not deliver the amount of housing ultimately indicated in the South East Plan, that the City Council and its partner authorities will not be required to make up this shortfall elsewhere.

x) Objects to policy W3. The methodology to apportion London's waste still does not adequately recognise the difficulties of providing sufficient landfill space to meet London's need. For Brighton & Hove and East Sussex those difficulties mainly concern the large proportion of Areas of Outstanding Natural Beauty in the Plan area, the distance that waste would have to travel to reach any future landfill and the difficulty of moving that waste. These difficulties are reflected in that there is no historical disposal of London's waste in Brighton & Hove or East Sussex.

xi) Requests that should the Secretary of State not amend W3 in line with the City Council's objection (point ix. above), the City Council re-iterates the need for local testing of the apportionment on London's waste through Waste Development Frameworks to examine the practicalities of the approach.

*xii) Objects to policy T3 which encourages the consideration of road charging in regional hubs, and considers that road charging schemes are neither appropriate nor desirable for Brighton & Hove.*

**89. ASSET MANAGEMENT PLAN & CORPORATE PROPERTY STRATEGY 2008-11**

89.1 The Cabinet considered a report of the Director of Finance & Resources that sought approval of the updated Asset Management Plan & Corporate Property Strategy 2008-11 (for copy see minute book).

89.2 Councillor Fallon-Khan congratulated officers on the compilation of the document, noting its extensive reach and content.

89.3 In response to a query from Councillor Mitchell about the reporting of issues raised by the Overview and Scrutiny Commission in relation to Appendix two of the report, Councillor Fallon-Khan offered a written response.

**89.4 RESOLVED –**

(1) That the Asset Management Plan & Corporate Property Strategy 2008-2011 as set out in Appendix 1 of the report be approved.

(2) That it be noted that the views of the Overview and Scrutiny Commission of the 9th September 2008 have been sought and comments as minuted in Appendix 2 of the report have been covered in the report and included in the Asset Management Plan & Corporate Property Strategy 2008-11.

**90. UPDATE AND OUTCOME OF THE FORMAL CONSULTATION STAGE FOR THE PROPOSED FALMER ACADEMY**

90.1 The Cabinet considered a report of the Director of Children's Services that updated Members on the process of the proposed development of an Academy on the Falmer High School site. The report also informed Members of the outcome of the statutory consultation process and sought approval to determine the closure of the Falmer High School in August 2010 to enable the opening of the Falmer Academy in September 2010 (for copy see minute book).

90.2 Councillor Brown thanked officers for their hard work and noted the extensive consultation undertaken.

90.3 Councillor Caulfield noted that the majority of residents affected in her ward were positive about the proposed changes. The only concerns that had been brought to her attention regarded the catchment area.

90.4 The Chairman noted that Councillor Hawkes had requested to speak on the issue and invited her to address the meeting.

90.5 Councillor Hawkes supported the proposals made and noted the additional opportunities the project gave to children in the area.

**90.6 RESOLVED -**

- (1) That progress since the Cabinet Report of 10th July 2008 be noted.
- (2) That the outcome of the statutory stage of consultation undertaken between 1 September and 13 October 2008 be considered.
- (3) That, taking into account the requirements of the Education and Inspections Act 2006, the statutory guidance contained in the DCSF document entitled 'Closing of a Maintained Mainstream School – A Guide for Local Authorities and Governing Bodies' and the responses to consultation, the conditional approval be given to close Falmer High School on 31st August 2010 to enable the immediate opening of Falmer Academy on 1st September 2010. This approval is conditional upon the making of an agreement under Section 482(1) of the Education Act 1996 for the establishment of an Academy. This condition must be met by 31st January 2009.
- (4) That the Director of Children's Services be delegated authority to submit the Outline Business Case (OBC) to the DCSF to enable the project to move into the Implementation Stage.

**91. CORPORATE ENFORCEMENT POLICY**

\* 91.1 The Cabinet considered a report of the Director of Environment that informed Members of the outcome of consultation with businesses, the public and other stakeholders on the draft Corporate Enforcement Policy. The report sought approval that the amended policy be published and that all enforcement sections in the council be authorised to implement it (for copy see minute book).

91.2 **RESOLVED** - That the revised Corporate Enforcement Policy be approved and its implementation by all enforcement sections in the council be authorised.

**92. SURVEILLANCE POLICY**

92.1 The Cabinet considered a report of the Director of Environment that informed Members of the activities undertaken utilising the Regulation of Investigatory Powers Act 2000 (RIPA). The report confirmed that these activities were authorised in line with the necessity and proportionality rules and the council's priority of fair enforcement of the law. The report also provided an update on the revisions made to the original policy to reflect recommendations made by the Surveillance and Interception Commissioner's and legislative changes (for copy see minute book).

92.2 The Chairman welcomed the report, noting media interest in the issue nationally and reassuring colleagues that the council only used these powers in appropriate circumstances.

92.3 Councillor Theobald welcomed the report and the support of the Chairman.

**92.4 RESOLVED -**

(1) That the continued use of covert surveillance and the accessing of communications data as an enforcement tool be approved; this to prevent and detect all crime and disorder investigated by its officers, providing that necessity and proportionality rules are stringently applied.

(2) That the implementation of an Annual Review relating to the use of RIPA powers be approved.

(3) That the use of the National Anti Fraud Network as the Single Point of Contact for accessing communications data be approved and that the Head of Trading Standards and Head of Operations be identified as the 'Designated persons' as required by legislation.

**93. ACCEPTANCE OF CIVITAS FUNDING AND STAGE ONE RESEARCH**

93.1 The Cabinet considered a report of the Director of Environment that sought formal acceptance of CIVITAS (City-VITALity-Sustainability) funding, following the offer made by the EU in accordance with the approval deadline.

93.2 Councillor Mitchell welcomed the report and the funding that it attracted. She hoped that the feasibility studies would generate projects that would be deliverable.

93.3 The Chairman noted two typographical errors in the report;

a) Reference to 'CMM' at paragraph 1.5 of the report should read '*Cabinet*'.

b) At paragraph 3.7 of the report the following sentence

*'...This report seeks approval to accept this additional grant funding and progress to Stage 1 after approximately 12 months, with the aim of returning to a future Cabinet for an update and further approval to progress to Stage 2.'*

*Should read;*

*'...This report seeks approval to accept this additional grant funding and progress to Stage 2 after approximately 12 months, with the aim of returning to a future Cabinet for an update and further approval to progress to Stage 3.'*

93.4 The Cabinet accepted the minor typographical alterations.

93.5 **RESOLVED** - That the Cabinet accepts the EU funding to initiate Stage 1 of the CIVITAS project, this will involve some research and feasibility design for the projects in the CIVITAS programme (see Appendix I of the report).

**94. PATCHAM COURT FARM – UPDATE ON DISPOSAL**

\*94.1 The Cabinet considered a report of the Director of Finance & Resources that advised Members on the present position regarding the disposal of Patcham Court Farm Site and sought affirmation of the marketing approach in the current property market (for copy see minute book).

94.2 **RESOLVED** - That the re-marketing of the site with a broadened planning brief through the council's agents DTZ by contacting potential interested parties to test the market now and following re-assessment of the market to re-launch the site in Spring 2009 be approved. This course is not to preclude consideration of disposal in the event that an appropriate prior bid emerges in line with the current planning criteria.

**95. AGENCY CONTRACT FOR TEMPORARY STAFFING**

\*95.1 The Cabinet considered a report of the Director of Strategy & Governance that sought approval for Brighton & Hove City Council to let a new contract for the provision of agency staff for recycling, refuse collection and street cleansing services (for copy see minute book).

95.2 **RESOLVED** - (1) That the award of the contract to Plan Personnel, following the outcome of a tender submission and formal presentation, be approved.

(2) That the contract start date be approved as Monday 12th January 2009

**96. WAIVER OF CONTRACT STANDING ORDERS: ANNUAL REPORT**

\*96.1 The Cabinet considered a report of the Director of Strategy & Governance that reported the requirement in Contract Standing Orders (CSOs) that an annual report to be presented to the Cabinet, setting out all waivers authorised under CSO 18.2 & 18.3 covering the previous financial year. The report related to financial year 2007/08 and the associated CSOs (for copy see minute book).

96.2 **RESOLVED** - That the trends and statistics drawn from the information in Appendices A & B of the report be noted.



**PART TWO SUMMARY**

**97. COASTAL PROTECTION SCHEME: LITIGATION**

[Exempt category 3]

\*97.1 The Cabinet considered a report of the Director of Strategy & Governance that sought authority to commence legal proceedings for damages in respect of professional negligence and/or breach of duty and/or breach of contract, with regard to services provided in relation to the reconstruction of the coast defences between Brighton Marina and Ovingdean Gap, completed in 2004 (for copy see minute book).

97.2 **RESOLVED** - (1) That the report be agreed as per the recommendations.

**98. TO CONSIDER WHETHER OR NOT ANY OF THE ABOVE ITEMS AND DECISIONS THEREON SHOULD REMAIN FROM DISCLOSURE TO THE PRESS AND PUBLIC**

98.1 The Cabinet considered whether or not any of the above items should remain exempt from disclosure to the press and public.

98.2 **RESOLVED** – That item 97, contained in Part Two of the agenda and the decisions thereon remain exempt from disclosure to the press and public.

The meeting concluded at 4.50pm

Signed

Chair

Dated this

day of



# CABINET MEETING

## Agenda Item 111

Brighton & Hove City Council

<b>Subject:</b>	<b>King Alfred Leisure Centre – Redevelopment and Urgent works</b>		
<b>Date of Meeting:</b>	<b>20 November 2008</b>		
<b>Report of:</b>	<b>Director of Environment Director of Finance and Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Katharine Pearce</b>	<b>Tel:</b> 29-2553
	<b>E-mail:</b>	<b>katharine.pearce@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No. CAB2358</b>	
<b>Wards Affected:</b>	<b>All</b>	<b>Central Hove - directly</b>	

### FOR GENERAL RELEASE

#### 1.0 SUMMARY AND POLICY CONTEXT:

- 1.1 The King Alfred Leisure Centre has been due for demolition for more than 8 years in connection with the current redevelopment scheme. Demolition was to be part of a comprehensive redevelopment of the whole King Alfred/RNR site which would also have delivered a new public realm and over 700 new flats. The programme for redevelopment estimated a start in spring 2009.
- 1.2 This report provides a summary position statement on the King Alfred re-development project. It outlines the work now required if the King Alfred Leisure Centre is to remain open to the public, and also summarises the need to consider what next steps should now be taken in the absence of any current firm proposals for the site.

#### 2.0 RECOMMENDATIONS

- 2.1 That the Cabinet notes the information contained in paragraph's 3.0 to 3.5 regarding the Karis/ING
- 2.2 That the Cabinet notes that the initial condition assessments and surveys of the King Alfred Leisure Centre have identified approximately £1.5 million of health and safety and maintenance works as detailed in Part B of Appendix 1 to keep the building operational.
- 2.3 That the Cabinet approves an allocation of £859,000 to the capital programme (from the £2m capital reserves identified for affordable housing on the King Alfred site) to carry out the urgent health and safety items indicated in Part A of Appendix 1.

### **3.0 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

#### **3.1 Karis/ING scheme**

- 3.2 On 27 June 2008 the council received a letter from ING Real Estate Developments UK Ltd, the main funders for the King Alfred Project, stating that in the light of current market conditions and the requirements of the proposed King Alfred redevelopment as set out in the Development Agreement, it would no longer continue to fund the development. On 8 August, ING wrote to their consultants and full design team and officially notified the council of their withdrawal from the project.
- 3.3 At a meeting between the council and ING on 23 July it was agreed that ING would retain their interest in the Development vehicle set up to deliver the project (Karis King Alfred Development Limited) to allow their partner in the company, Karis Developments Ltd, the opportunity of seeking an alternative funding partner.
- 3.4 The current Development Agreement between the council and Karis King Alfred Developments remained live until the point at which the Developer was unable to meet its conditions under the Agreement. The King Alfred Development Agreement required the Developer to issue a Vacant Possession Notice to the council on or before midnight on the 8 November 2008. It had been apparent for some time, that without a funder in place, and in the present unusually bleak economic circumstances, this would be an unlikely event.
- 3.5 The legal agreement for the delivery of the Karis/ING scheme therefore expired at midnight on 8 November 2008. This has now left the council with no proposals to redevelop the King Alfred/RNR site at the present time.

#### **4.0 Next Steps for King Alfred Site**

- 4.1 In considering next steps available to the council fundamental questions will need to be explored. The absence of a deliverable scheme for the site will require consideration to be given to the following questions:
- What is the likely impact of the credit crunch in the medium term on the marketing potential of the King Alfred site?
  - How deliverable is a cost neutral scheme in the current economic climate?
- 4.2 Further work will be required to resolve these and other questions and work towards the best preferred options for the council overall.

4.3 In the short term, officers are working towards retaining the current building as an operating leisure centre.

4.4 A decision-making structure will need to be set up to guide the development of the above work and begin to answer the above questions. This will be the subject of a future report.

## **5.0 Urgent Works to King Alfred Leisure Centre**

5.1 In summer 2008 Sport and Leisure commissioned a report from the Property and Design team into urgent works required to keep the King Alfred Leisure Centre operational until the commencement of the re-development the following year.

5.2 Since the initial report was commissioned the situation regarding Karis/ING's inability to comply with the terms of the Agreement within the agreed timescales emerged and it became far more likely that the King Alfred Leisure Centre would need to remain open for a longer period than originally planned.

5.3 In the light of this change in circumstances, the Property and Design team were asked to review their survey results and make an initial assessment of the urgent requirements of the building, taking into account the fact that the leisure centre would need to remain open beyond spring 2009.

5.4 Initial structural, mechanical and electrical surveys have been undertaken including assessments regarding the buildings compliance in terms of health and safety and fire risk. Initial estimated costings have also been produced.

5.5 In order for the King Alfred Leisure Centre to remain open to the public there are now a fresh set of challenges and problems which require urgent attention.

## **6.0 Condition of Current Building**

6.1 The current King Alfred building has been run without significant investment for some time. In normal circumstances a building of this size, age and complexity would have received regular injections of funding to prevent longer term deterioration. Due to the proposed redevelopment, investment in the building has been designed to keep the building running rather than to protect its lifespan. The planned maintenance budget has been considerably lower for this reason.

6.2 The Property and Design team have now undertaken visual in-house surveys to identify the likely expenditure required to keep the King Alfred Leisure Centre running. The initial findings from the surveys undertaken to the structure, mechanical plant and electrical installations of the current building have shown it to have a number of building fabric defects that are in need of remediation. These works will help to avoid a loss of service, alleviate health and safety concerns and address urgent repairs.

- 6.3 The initial surveys will be supplemented by on-going further investigation as required and where necessary additional surveys. The total cost of the urgent works that have been identified to date is estimated at £859,000 as indicated in Part A of Appendix 1.
- 6.4 Once investigation is fully completed, any further funding requirements and the method of financing them will need to be incorporated into future years capital programmes. These in turn will be dependent upon outcomes of options appraisals for the future of the site and the King Alfred Building. It should be noted that existing future years capital programmes are already under pressure due to the economic downturn and additional spending approval may have to be offset by reductions elsewhere in the capital programme.
- 6.5 It is important to highlight that the works currently identified are not:
- Cosmetic or improvement works
  - Redecoration or refitting works
  - Works intended to resolve previously identified problems in the building (such as poor drainage to the Wet Change Area)
- 6.6 The proposed work only relates to the King Alfred Leisure Centre (including Indoor Bowls) and not to those areas of the building occupied by tenants on leases such as Cheetahs Gym. Work to areas now unoccupied such as Ten Pin Bowling or external areas such as the amusement park are not included at present.

## **7.0 Supervision of urgent works and contract management.**

- 7.1 Execution of the current urgent works will be staged and will require closure of parts of the building, possibly at different times. Every effort will be made to minimise closure periods and disruption to customers.
- 7.2 There will be an additional workload for King Alfred staff in co-ordinating and handling this situation, maintaining a customer service and working alongside the Property and Design Team and external contractors on delivery of the various works. Some additional on-site resources will therefore be needed at the King Alfred and Project Management support will also be required on the client side.
- 7.3 The Urgent Works which have been commissioned will be managed by external consultants. This is because the Property and Design Team are fully committed to delivering the planned maintenance programme for the council. Property and Design will however assist Sport and Leisure in overseeing and monitoring the works.

## **8.0. CONSULTATION**

8.1 It is recommended that full consultation with the client (Sport and Leisure) continues to take place to agree the prioritisation and logistics of undertaking the relevant work. Consultation has already begun to prioritise work and agree timescales. Further work is required to programme works, undertake procurement of certain areas and manage the works effectively to ensure there is minimal disruption to the service. There is the need to agree funds now so that the appropriate work can be programmed to start in December 2008.

## **9.0 FINANCIAL & OTHER IMPLICATIONS:**

### **9.1 Urgent Works – capital implications**

9.2 The initial survey has identified £1.5m of capital works required to address urgent Health and Safety and other maintenance issues, however these estimates will be firmed up once all surveys are completed. Further funds will almost certainly be required.

9.3 The council had identified £2.7m to support the provision of affordable housing within the King Alfred development; £2m from capital reserves and £700,000 from savings generated through the closure of the King Alfred Leisure Centre during the redevelopment period. In addition £1m was set aside to support seafront sustainable transport relating to the King Alfred project.

9.4 On the basis that the development of the site will not now progress in the form of the current planning permission it is proposed to allocate funds from the capital reserves identified for affordable housing on the King Alfred site. This will leave £1.141m of capital reserves to support a development at the site and/or further works, and £1m for seafront sustainable transport ring-fenced for the King Alfred.

### **9.5 Urgent Works – revenue implications**

9.6 The King Alfred Leisure Centre is currently overspending its current budget by £130,000 due to increased energy costs and falling income and these pressures are likely to continue into future years.

9.7 As part of the capital works there may need to be short term closures of some or all of the Centres facilities and this will reduce income during that period and increase the overspend; an average 2 week shutdown of all of the facilities is likely to reduce income by £30,000. However, overall the Council budgets are projecting an under spend in the current year.

- 9.8 The Leisure Centre has also had temporary funding for increased costs of business rates of £70,000 due to the change in exemptions for empty properties that came into force in April 2008. The additional business rates are being challenged through appeal by the councils rating advisors but the outcome is not certain. Only part of this temporary funding is available for 2009/10 onwards.
- 9.9 In addition to the capital investment in maintenance there is also a need to increase day to day maintenance which will add further revenue costs in future years. This means that cumulatively there are significant financial pressures on the Leisure Centre going into 2009/10 which will need to be managed within the Environment directorates cash limited budget as part of setting the Councils overall budget for 2009/10.
- 9.10 Overall the Leisure Centre is subsidised by approximately £700,000 per annum excluding support services and corporately funded planned maintenance. The level of subsidy has been increasing year on year due to a combination of increased energy costs, business rates and falling income from leisure centre users. These increases are likely to continue into the future.
- 9.11 **Developing Future Options – financial implications**
- 9.12 The objective for redevelopment of the King Alfred site was to deliver the Sports Brief agreed for the new centre at no cost to the council. Any options that come forward for re-provision of sports facilities will find this objective challenging without either compromising the Sports Brief or the council finding additional resources.
- 9.13 The costs of bringing forward options for the King Alfred Leisure Centre site will be met from the Strategic Investment Fund (SIF) allocation to support major projects in the current year; any future resource requirements will be subject to SIF allocations in the capital programme.

*Finance Officer Consulted:* James Hengeveld *Date:* 6/11/08

#### 10.0 Legal Implications:

- 10.1 The council must have confidence in the operational effectiveness of its buildings. The recommendations in this report relate to taking sufficient measures to keep the King Alfred operational in the short term. This involves commissioning urgent works required for health and safety. The extent and likely cost of additional health and safety and maintenance work to extend the operational life of the building whilst the council review its options for the site will be the subject of future reports.



- 10.2 In November 2004 the council entered into an Agreement with Karis (King Alfred Developments) Limited regarding the redevelopment of the King Alfred and RNR Site. Although planning permission and a stopping up order has been granted, as the Developer did not serve the Vacant Possession within 12 months of the Unconditional Date, the Agreement automatically came to an end on 9 November 2008 and there is now an urgent need to review the options for ongoing leisure provision at this site.
- 10.3 Clause 25.5 of the Development Agreement expressly provides that such termination is “without prejudice to the rights of any Party against another in respect of any antecedent breach of this Agreement”. There is not expected to be any claim for any breaches of the Agreement.
- 10.4 By reason of clause 10 in the Agreement the council now has the right to use the various plans, drawings and specifications produced under the Agreement for any purpose whatsoever connected with carrying out and completing the Development and the letting and sale or financing of the Development or any part or parts thereof.
- 10.5 There are various businesses at the King Alfred who would have been previously required to vacate the premises to enable the Development to take place. Consideration is being given as to the basis on which they may continue to operate from the site if they so wish. The terms of such continued occupation will to some extent be influenced by the options appraisal. Similarly the position of staff at the Centre will need to be reviewed in the light of the Agreement with Karis coming to an end.

*Lawyer Consulted:* Bob Bruce

*Date:* 6/11/08

#### **11.0 Equalities Implications:**

- 11.1 Closure of the King Alfred Leisure Centre would significantly reduce opportunities for participation in sport. The centre provides a wide range of sporting and leisure opportunities for a cross section of the local population.
- 11.2 There is a need for a range of sporting facilities to be available across the City so that there is equality of opportunity for local people to participate in sport.

#### **12.0 Sustainability Implications:**

- 12.1 There are no direct sustainability implications arising from this report. It should be noted however that the works to the building arising from this report will not be sufficient to bring the building into line with current good practice. With the introduction of Display Energy Certification in October this year for all public buildings, they will need to demonstrate their energy performance. A building of the age of the King Alfred (built in 1938 and remodelled in 1980) cannot be expected to perform to the same standard as newer buildings.

### **13.0 Crime & Disorder Implications:**

13.1 There are no direct crime and disorder implications arising from this report.

### **14.0 Risk & Opportunity Management Implications:**

14.1 The recommendations of this report are intended to mitigate issues of risk in relation to the continued operation of the King Alfred as a public leisure facility. It is recommended that without this expenditure there can be no guarantee of a continuing facility at the King Alfred. With the expenditure (including possible future works) there is a stronger chance that an extended life can be extracted from the building.

### **15.0 Corporate / Citywide Implications:**

15.1 The King Alfred is the largest wet and dry sports facility in the City and draws users from a wide catchment area. The closure of the centre would have a significant negative impact on the opportunities available for local people to take part in sport. There is already a shortage of wet and dry facilities within the City. The works identified in this report are required in order to keep the present facility operating. While the centre does not meet the current standards of a modern facility, it does enable much needed sporting opportunities which provide a valuable contribution to the activity levels and health of the local population.

### **16.0 EVALUATION OF ANY ALTERNATIVE OPTION(S):**

16.1 The items identified to date include only urgent works. They do not include any measures to bring the building up to any higher performance standard than at present. In effect they are “standstill” measures to allow the building to remain open. An alternative option would be not to commit any further expenditure. This would create a situation of considerable risk for the council and result in the potential loss of a key leisure facility for the City.

### **16.2 Maintaining the service**

16.3 For the reasons outlined elsewhere in this report, it is not considered an option to close the King Alfred Leisure Centre at present. The proposal in this report is about maintaining a service for the community and the continued provision of sport and leisure facilities in the City.

### **17.0 Value for Money and Asset Management**

17.1 Major redevelopment of the King Alfred site has been anticipated for some time, therefore less capital investment or planned maintenance has taken place than otherwise for some considerable years. Therefore, although this decision requires a significant injection of funds at this time, when

considered over the whole period of time that there has been an anticipated closure, expenditure would be considered reasonable.

- 17.2 Similarly, the high level of subsidy for the service was previously factored into the business case for the major development and also has to be seen in the context of relatively low levels of capital and revenue investment in the service over the last 12 years.
- 17.3 There is an under provision of sport and leisure facilities in the City. This decision is therefore about maintaining a service for the community and ensuring there is not a negative impact in terms of corporate priorities. In the short term, it is the only way to maintain the overall provision of sport and leisure facilities for the city.

## **18.0 Asset Management**

- 18.1 It is best practice to undertake Property Performance Reviews (PPR's) which form an integral element of the Corporate Property Strategy and Asset Management Plan 2008-2011. The overall performance of a building can be assessed compared with similar property types using two key performance indicators, suitability – a “fit for purpose” qualitative assessment and condition – an assessment “necessary to bring the property to a state required to deliver the service and maintain the standard”. The PPR plots the two assessments on a decision matrix to give an indication of each properties relative performance and possible future outcome.
- 18.2 A subjective suitability assessment has been made for the King Alfred Leisure Centre that indicates that without a suitable replacement the current service delivery would be reduced in the City. Thus the existing centre needs to be fit to be open. The condition assessment looked at the required backlog maintenance and works necessary to meet legislative and statutory requirements and resulted in the maintenance requirement for this facility being well above average for other leisure centres within the City and the overall condition was considered fair to poor. From the overall Property Performance Review assessment within the Asset Management Plan the building falls into the matrix quartiles that recommend “consider disposal/consider additional investment”.

## **19.0 REASONS FOR REPORT RECOMMENDATIONS**

- 19.1 The underlying reason for the recommendations regarding expenditure is to ensure that the King Alfred Leisure Centre remains operational for the foreseeable future and thereby maintain for the City the provision of much needed sport and leisure facilities.
- 19.2 In strategic terms, the Council must now begin to define the terms of a new project for the King Alfred. At present, the delivery of new sporting facilities for the City on the King Alfred site, fulfils the requirements of the King Alfred

Development Brief 2004, is fundamental to meeting targets in the 2006-2012 Brighton and Hove Sports Strategy, and also contributes significantly to the City Tourism Strategy. In planning terms, it also complies with the aspirations of the draft South East Plan (S3) and Structure plan.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

1. Appendix One: List of urgent repair works and indicative costs.

#### **Documents in Members' Rooms**

None

#### **Background Documents**

None

## APPENDIX ONE

### KING ALFRED

#### Part A

##### 1. Urgent works – October 2008 estimated costs

ITEMS		Indicative Total Estimated Costs
Building Fabric	Flume demolition, high level inspections, flat roof repairs, fire protection to doors./fabric integrity, door/wall/ceiling/floor/glazing repair or replacement, structural assessments.	£366,750
Mechanical	Air handling repairs, pool pipework, calorifier, valves, pumps.	£139,700
Electrical	Electrical wiring, bonding, lighting fire alarm/emergency lighting, heating.	£143,500
<b>Sub-total</b>		<b>£649,950</b>
Contingency Sum (15%)		£ 97,492
Professional Fees (15%)		£112,116
<b>Total</b>		<b>£859,558</b>

#### Notes:

1. All costings are estimated and have not been checked by a Quantity Surveyor. They are indicative only and actual costs will vary, based upon a number of factors.
2. The above list is indicative and further items may be forthcoming subject to discussion with the client. It may be possible to defer or manage some items which have been identified, via alternative methods. E.g. If a suitable management response can be identified. Health and Safety works and Fire Risk Assessments fall under all headings and these will be prioritised. E.g. Flume removal, fire protection to doors.
3. A sensible contingency is required due to the estimated nature of the costings at this stage. It is more than likely that other defects will be identified once any works commence and possible reprioritisation of works may be necessary.
4. Costs will vary if remedial works are undertaken outside of normal working hours or progressed on a piecemeal basis. A balance between these considerations and the need to try and keep the building open will need to be made.
5. The above figures are for emergency works only.

## PART B

### 2. Urgent Repairs, Planned Works and Regular/Reactive Maintenance works.

Items	Timing	Indicative Total Estimated Costs
Urgent Repairs	Immediate Priority	£649,950
Planned Works		£499,500
Contingency 15%		£172,417
Professional Fees 15%		£198,280
<b>Total</b>		<b>£1,520.147</b>
Regular Maintenance Works	Annually	£ 48,500 (existing budget)
Reactive Maintenance Budget	Annually	£ 75.500

*Notes:*

1. All costings are estimated and have not been checked by a Quantity Surveyor. They are indicative only and actual costs will vary, based upon a number of factors.

2. The limited internal resources within Property & Design are fully committed to delivering the annual planned programme of maintenance works Council's buildings. To resource the specification, programming, tendering and contract monitoring of these works external consultants will be required. Due to the fragmented nature of the works identified across the building it is anticipated that professional fees for organising these works are to be slightly higher than normal, therefore an estimated 15% has been allowed for. The project will require a Client Project Manager, CDM Co-Coordinator, Building Surveyor, Contract Administrator / Contract Manager, Quantity Surveyor, Mechanical Engineer, Electrical Engineer and Structural Engineer. Property & Design will provide a monitoring role of the consultant/s to support the client in Sport & Leisure.'

<b>Subject:</b>	<b>Targeted Budget Management (TBM) Month 6</b>		
<b>Date of Meeting:</b>	<b>20 November 2008</b>		
<b>Report of:</b>	<b>Interim Director of Finance &amp; Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nigel Manvell</b>	<b>Tel: 29-3104</b>
	<b>E-mail:</b>	nigel.manvell@brighton-hove.gov.uk	
<b>Key Decision:</b>	<b>Yes</b>	Forward Plan No. CAB2884	
<b>Wards Affected:</b>	All		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 This report sets out the forecast outturn position on the revenue and capital budgets as at the end of September 2008 (month 6).
- 1.2 The council is delivering services within budget and has taken the appropriate measures to manage in-year pressures, including significant unavoidable pressures on the council tax collection fund and adult social care budgets. This reflects the council's effective monitoring and control of financial performance and the measures it has taken to ensure better use of public funds, including achieving ambitious efficiency savings of over £5 million and the implementation of council-wide value for money reviews.

**2. RECOMMENDATIONS:**

- (1) That the Cabinet note the forecast outturn for the General Fund, Section 75 Partnerships and Housing Revenue Account (HRA) for 2008/09 as at month 6.
- (2) That the Cabinet agree the release of £0.142 million from Local Authority Business Growth Incentive (LABGI) in respect of projects to support local employment and businesses to be determined by the Cabinet.
- (3) That the Cabinet note that the Primary Care Trust, as the Lead Commissioners of Mental Health Services, are continuing to work with Sussex Partnership Trust, as providers, to address current overspending, financial recovery plans, current Value for Money concerns in respect of the Dementia Care at Home service, and ensure ongoing funding issues and the potential shared financial risks to the council are resolved.
- (4) That the Cabinet note the forecast outturn position on the capital budgets as at month 6.
- (5) That the Cabinet approve the following changes to the capital programme:
  - (a) Budget reprofiles (Appendix 5)
  - (b) Budget variations (Appendix 6)
  - (c) New schemes (Appendix 7)

### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The table below shows the forecast outturn position for council controlled budgets within the general fund, including directorates and centrally managed budgets and the outturn on NHS managed S75 Partnership Services.

The position at Month 6 shows that the council is managing within its available resources despite significant in-year pressures relating to the council tax collection fund and Adult Social Care placements. A number of directorate budgets are also under pressure but the forecast position has improved by £0.565 million since month 4, reflecting recovery actions taken to date. Overall, the position continues to be supported by improvements on Centrally Managed Budgets including savings on Insurance Contracts, lower than expected costs of the concessionary fares scheme, and good investment performance on the council's cash balances. More detailed explanation of the variances below can be found in Appendix 1.

Forecast Variance Month 4 £'000	Directorate	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
1,057	Adult Social Care & Housing	42,909	43,441	532	1.2%
163	S75 Learning Disability Services	22,738	22,903	165	0.7%
401	Children & Young People's Trust	52,581	52,613	32	0.1%
(99)	Finance & Resources	16,665	16,665	-	0.0%
	- Strategy & Governance	10,706	10,694	(12)	-0.1%
(2)	Environment	39,086	39,262	176	0.5%
107	Cultural Services	13,418	13,587	169	1.3%
1,627	Sub Total	198,103	199,165	1,062	0.5%
1,460	Collection Fund	-	1,460	1,460	0.0%
(2,682)	Centrally Managed Budgets	8,659	5,469	(3,190)	-36.8%
405	Total Council Controlled Budgets	206,762	206,094	(668)	-0.3%
313	NHS Trust managed S75 Services	13,481	14,125	644	4.8%
718	Total Overall Position	220,243	220,219	(24)	0.0%

- 3.2 The Total Council Controlled Budgets line in the above table represents the total current forecast in respect of the council's General Fund. This includes all directorate budgets, centrally managed budgets and council-managed Section 75 services. The NHS Trust-managed Section 75 Services line represents those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Trust and South Downs Health Trust and include health and social care services for Adult Mental Health, Older People Mental Health, Substance Misuse, AIDS/HIV, Intermediate Care and Community Equipment. The financial risk for these services generally lies with the relevant provider Trust but where overspending is due to commissioning changes (e.g. increased demand) there may be a shared risk to the council as joint commissioner. The forecast outturn on the HRA is as follows:



Forecast Variance Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
<b>Housing Revenue Account</b>				
(186) Expenditure	46,941	46,867	(74)	-0.2%
186 Income	(46,691)	(46,957)	(266)	-0.6%
- Total	250	(90)	(340)	-136.0%

### Corporate Critical Budgets

- 3.3 Targeted Budget Management (TBM) is based on the principles that effective financial monitoring of all budgets is important. However, there are a small number of budgets with the potential to have a material impact on the council's overall financial position. These are significant budgets where demand or activity is difficult to predict with certainty and where relatively small changes in demand can have significant financial implications for the council's budget strategy. These therefore undergo more frequent, timely and detailed analysis. Set out below is the forecast outturn position on the corporate critical budgets.

Forecast Variance Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
<b>Corporate Critical</b>				
35 Child Agency & In House	21,912	21,631	(281)	-1.3%
(43) Sustainable Transport	(556)	(396)	160	28.8%
(560) Housing Benefits	154,396	153,836	(560)	-0.4%
400 Land Charges Income	(957)	(357)	600	62.7%
(1,820) Concessionary Fares	9,158	7,338	(1,820)	-19.9%
931 Community Care	21,121	21,994	873	4.1%
163 Section 75 Learning Disabilities	21,703	21,868	165	0.8%
1,460 Collection Fund	-	1,460	1,460	0.0%
566 Total Council Controlled	226,777	227,374	597	0.3%
226 S75 NHS & Community Care	12,537	12,712	175	1.4%
792 Total Corporate Criticals	239,314	240,086	772	0.3%

- 3.4 The key activity data for each of the corporate critical budgets is detailed in Appendix 2. Note that the analysis in Appendix 2 will not always match exactly the outturn variances shown in the table above, due to a number of different elements that can affect the outturn. The Appendix is designed to highlight the key underlying activity data that is having the most significant effect on the forecast. Narrative explanations

regarding the projections are contained within the individual directorate forecasts contained in Appendix 1.

- 3.5 There has been a further allocation of LABGI funds relating to 2007/08 of £0.142 million. It is proposed to allocate these funds to measures in support of local businesses and employment opportunities. The projects will be determined by Cabinet.

### **Efficiency Savings**

- 3.6 The Comprehensive Spending Review 2007 assumes that, nationally, local authorities will deliver 3% cash releasing gains year-on-year. Progress made by authorities will be reported via the new National Indicator NI 179 – ‘Value for Money: total net value of ongoing cash-releasing gains that have impacted since the start of the 2008/09 financial year’. The national requirement to produce 3% cash releasing gains is reflected in the Medium Term Financial Strategy approved by Cabinet in June. Appendix 3 to this report summarises the efficiency savings agreed as part of the 2008/09 budget process and current progress against their achievement. Variances to the agreed efficiencies are included in the directorate forecasts.

### **Pay Award**

- 3.7 The employers’ representatives and unions on the National Joint Council have failed to reach an agreement on this year’s pay increases and it has now been agreed to go to arbitration on the decision. Given that the pay award is now overdue and the arbitration process is likely to take time, the two sides of the NJC have agreed that an increase of 2.45% as set out in the employers’ final offer will be paid to staff now. This will be backdated to 1 April 2008. The budget for 2008/09 included an allowance in service budgets of 2.2% for the pay award. However, in addition a provision of £1.7 million had been set aside in contingency as cover in case the pay award is higher than anticipated and to meet any additional pay costs arising from single status. The contingency is sufficient to cover the 2.45% pay award requiring £0.322 million use of contingency.

### **Impact on the Medium Term Financial Strategy (MTFS)**

- 3.8 The MTFS assumes a breakeven outturn position for 2008/09 on general fund budgets, the current forecast is an underspend of £0.668 million. However, directorates still face significant financial challenges as directorate budgets are still forecasting an overspend in excess of £1 million after the implementation of the financial recovery plans agreed at September. If directorates cannot reduce the pressures going into 2009/10 they will need to be incorporated into service budget strategies and services will need to manage them within their cash limits. There is also a potential shared commissioning risk on NHS managed Section 75 partnership services.

- 3.9 The most significant in-year service pressure relates to physical disability services of £0.738 million, which is experiencing continued growth in client numbers. There are an additional 108 clients over the number budgeted for, with home care services experiencing an increase of 106 clients forecast to cost £0.693 million. The full year effects of the current recovery measures will go some way to helping the situation next year, however, containing the pressure within the cash limit budget will be a challenge which will need to be considered in detail as part of the 2009/10 budget proposals.
- 3.10 Further work is being undertaken on the projections of the taxbase for 2009/10 onwards but based on current information, the expected reduction in council tax resources available to the council in 2009/10 caused by the projected fall in the taxbase can be offset by the ongoing projected reduction in concessionary fares spending.

### Capital Budget 2008/09

- 3.11 This part of the report gives Members details of the capital programme budget position for 2008/09.
- 3.12 On 28 February 2008, Budget Council considered a capital investment programme report for the financial year 2008/09 and agreed a capital investment programme of £54.799 million. Some of this expenditure related to schemes already live, while some schemes have been approved in detail since that meeting and others are yet to have detailed reports presented to Members for approval.
- 3.13 The following table shows the currently approved capital budget.

	2008/09
<b>Capital Budget 2008/09</b>	Budget
	£'000
Slippage brought forward from 2007/08 (approved 12 June 2008)	1,407
Capital Investment Programme (approved at Budget Council)	54,799
Changes to the Capital Budget since approved	(1,200)
<b>Total Capital Budget 2008-09 as at month 6</b>	<b>55,006</b>

- 3.14 Where schemes are forecast to exceed their budget, budget holders must identify additional resources to finance the shortfall. Forecast overspends of greater than £0.050 million or 10% of the original budget are required to be reported back to Members, either in detailed reports or through this capital monitoring report. Scheme delays or 'slippage' are also monitored in an effort to ensure schemes are delivered not only on budget, but also on time. Where a scheme is forecast to slip by £0.050 million or more, the budget holder will report back to Members on the amount and the impact of the delay on service delivery.

### Capital Forecast Outturn

- 3.15 A summary of the forecast capital outturn can be found in Appendix 4. A number of changes are proposed to the capital programme as follows: three budget reprofile requests are proposed and summarised in Appendix 5; variation requests to the capital budgets are contained in Appendix 6 and; new capital schemes recommended for approval are listed in Appendix 7. A summary of the proposed changes are shown in the table below.

Directorate	2008/09 Budget £'000	New Schemes £'000	Budget Variations £'000	Reprofile Budget £'000	Amended Budget £'000	Forecast Outturn £'000
Cultural Services	1,605	112			1,717	1,717
Strategy & Governance	910				910	910
Finance & Resources	7,177	(30)		(45)	7,102	7,102
Adult Social Care & Housing	4,216	2,976		(100)	7,092	7,092
Housing Revenue Account (HRA)	17,089	100		(3,023)	14,166	14,166
Children & Young Peoples' Trust	10,588	(21)		(1,680)	8,887	8,887
Environment	13,421	363	280		14,064	14,064
<b>Total</b>	<b>55,006</b>	<b>3,500</b>	<b>280</b>	<b>(4,848)</b>	<b>53,938</b>	<b>53,938</b>

- 3.16 The proposed budget changes would leave the capital budget fully funded.

### Capital Slippage

- 3.17 At this stage in the year no slippage is anticipated by programme managers as budgets have been reprofiled to take into account expected spend in year.

### Prudential indicator for capital expenditure

- 3.18 Each year, the council sets a number of prudential indicators that show its capital investment plans are affordable and that borrowing levels are sustainable and prudent. For 2008/09, these were set by the council on 28 February 2008. One of these indicators is 'capital expenditure' and in February the council set this at £54.799 million for 2008/09. This indicator helps us to demonstrate that our capital expenditure plans are affordable.
- 3.19 The Capital Investment Programme report, also approved in February, demonstrated how it was fully funded and affordable. The revenue effects of this programme were fully considered as part of the revenue budget setting process. This report advises Members that the latest forecast of capital expenditure is not expected to exceed the capital expenditure indicator

## **Capital Receipts**

- 3.20 Capital receipts are used to support the capital programme. For 2008/09 the programme is fully funded and does not rely upon certain capital receipts being generated. However, any changes to the level of receipts during the year will impact on future years' capital programmes. Capital receipts (excluding housing) were estimated to be £2.6 million. Currently, £1.7 million has been received including the final balance on Royal York Building, the sale of 12 St. Georges Place and the sale of 24 Windlesham Road. This leaves £0.9 million of receipts to be achieved during the rest of the financial year. Assets are actively being marketed to achieve the level of receipts budgeted for.
- 3.21 The level of sales of council homes through right to buy has been severely affected by the current market conditions in house prices generally and the higher cost and availability of mortgages in the current economic climate. Current regulations mean that the Government receive 75% of the proceeds of right to buy sales; whilst the remaining 25% is available to support the council's capital programme. Budget Council previously agreed that the first £0.5m receipts from RTB sales would be used to finance support for major projects with the remainder being available to support investment in housing. The estimated useable receipts were £1 million for this financial year, however, on current projections this is now forecast to reduce to between £0.25 million and £0.40 million. The reduction in receipts may impact on the level of investment in future years for corporate funds such as the Strategic Investment Fund, Asset Management Fund and/or ICT Fund. If there are no other compensating receipts generated and the current trend for right to buy sales continues the capital strategy will need to be reviewed as a consequence.

## **Comments by the Director of Finance & Resources**

- 3.22 The forecast outturn position on the revenue budget shows a significant improvement since month 4, however, despite the implementation of financial recovery plans directorate budgets are still forecasting an overspend in excess of £1 million. Additional measures need to be taken by overspending directorates to achieve a break even position as described in Appendix 1.
- 3.23 Discussions are ongoing between commissioners and provider NHS Trusts to ensure that effective financial recovery plans are in place within NHS-managed S75 partnership services for the year.

## **4. CONSULTATION**

- 4.1 No specific consultation was undertaken in relation to this report.

## 5. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 5.1 The financial implications are covered in the main body of the report.

### Legal Implications:

- 5.2 In reaching its decisions in relation to its budget, the Council needs to have regard to a number of general points. It must provide the services, which, statutorily, it is obliged to provide. Where there is power to provide services, rather than a duty, it has a discretion to provide such services. It must observe its other legal duties, such as the duty to achieve best value and comply with the Human Rights Act 1998. It must act in accordance with its general fiduciary duties to its Council Tax payers to act with financial prudence. Finally, it must bear in mind the reserve powers of the Secretary of State under the Local Government Act 1999 to limit Council Tax & precepts.

Lawyer consulted: Oliver Dixon

Date: 5 November 2008

### Equalities Implications:

- 5.3 There are no direct equalities implications arising from this report.

### Sustainability Implications:

- 5.4 There are no direct sustainability implications arising from this report.

### Crime & Disorder Implications:

- 5.5 There are no direct crime & disorder implications arising from this report

### Risk & Opportunity Management Implications:

- 5.6 The council's revenue budget and Medium Term Financial Strategy contain risk provisions to accommodate emergency spending, even out cash flow movements and/or meet exceptional items. The council maintains a working balance of £9 million to mitigate these risks as recommended by the Audit Commission and Chartered Institute of Public Finance & Accountancy (CIPFA). The council also maintains other general and earmarked reserves and contingencies to cover specific project or contractual risks and commitments.

### Corporate / Citywide Implications:

- 5.7 The Council's financial position impacts on levels of Council Tax and service levels and therefore has citywide implications.

## **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 The forecast outturn position on council controlled budgets is an underspend of £0.668 million, any underspend will be added to unallocated general reserves unless approval is given to allocate funds to specific reserves or contingencies.

## **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 Budget monitoring is a key element of good financial management, which is necessary in order for the council to maintain financial stability and operate effectively.
- 7.2 The capital budget changes are necessary to maintain effective financial management.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

1. Directorate Revenue Outturn Forecasts
2. Corporate Critical Budgets Activity Data
3. Progress Against the Achievement of the 2008/09 Efficiency Savings
4. Capital Outturn Summary
5. Proposed Capital Budget Reprofile Requests
6. Proposed Capital Budget Variations
7. New Capital Scheme Requests

#### **Documents in Members' Rooms**

1. None.

#### **Background Documents**

1. None.

## Adult Social Care & Housing

Forecast Variance	2008/09 Budget	Forecast Outturn	Forecast Variance	Forecast Variance
Month 4	Month 6	Month 6	Month 6	Month 6
£'000	£'000	£'000	£'000	%
- Housing Strategy	4,806	4,806	-	0.0%
1,057 Adult Social Care	38,103	38,635	532	1.4%
1,057 Total	42,909	43,441	532	1.2%

### Explanation of Key Variances

Adult Social Care is forecasting an overspend of £0.532 million, an improvement of £0.525 million since month 4 mainly as a result of actions contained within the financial recovery plan reported as part of TBM 4. The corporate critical community care budget is forecasting an overspend of £0.873 million, an improvement on month 4. Significant demand increases are still being experienced across Older People and Physical Disability Services.

Older People Services are forecasting an overspend of £0.135 million, due to 106 additional clients. The average unit cost has improved due to a shift in the balance of clients from long term nursing and residential care to home care.

The Physical Disability Services forecast overspend is £0.738 million. In total there are an additional 108 clients over the number budgeted for, with home care services experiencing an increase in clients 39% above the budgeted level. This has been partly offset by a reduction in the average unit cost, which is on average £26 per week per client lower than budgeted.

The overspend on the corporate critical budgets is partly offset by £0.200 million of grant funding being used on Older People – Mainstream Services. A saving is also forecast on Service Strategy & Regulation of £0.201 million, due in the main to a reduction in the forecast spend on jointly funded staff.

Close monitoring of placement budgets will continue and further potential savings and/or alternative use of external funding are being explored to continue to improve the budget position.



## Children &amp; Young People's Trust

Forecast Variance Division Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
501 East, Early Years & NHS Comm Servs	10,431	10,899	468	4.5%
225 Central Area & School Support	(8,283)	(7,932)	351	4.2%
- Learning & Schools	9,161	9,161	-	0.0%
(73) West Area & Youth Support	8,880	8,725	(155)	-1.7%
(252) Specialist Services	31,248	30,688	(560)	-1.8%
- Quality & Performance	1,144	1,124	(20)	-1.7%
- Vacancy Management	-	(52)	(52)	0.0%
401 Total	52,581	52,613	32	0.1%

## Explanation of Key Variances

The corporate critical budget of Child Agency Placements and In House Placements is forecasting an underspend of £0.281 million. The main variances are due to an overspend on Leaving Care Accommodation <sup>1</sup> of £0.244 million being offset by underspends on Residential Agency placements<sup>2</sup> of £0.379 million and In-house placements<sup>3</sup> of £0.358 million.

The underspend on the corporate critical budget is offset by overspends across the directorate, the main ones being; preventative payments to homeless families of £0.195 million and home to school transport of £0.080 million.

A small forecast overspend remains which the directorate will continue to keep under review and identify further opportunities for achieving financial balance. However, there are notable risks to the current forecast and a small number of new placements can have significant impacts on the forecast.

<sup>1</sup> Forecast FTE placements of 39 against a budget of 25 and a weekly unit cost £67 below budget

<sup>2</sup> Forecast FTE placements of 38 which is 3 less than budgeted for and a weekly unit cost £19 below budget

<sup>3</sup> Forecast FTE placements 6 above the budgeted level but the weekly unit cost is £25 below

## Finance & Resources

Forecast Variance <b>Division</b> Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(8) Finance	6,055	5,989	(66)	-1.1%
- ICT	5,428	5,407	(21)	-0.4%
(99) Customer Services	3,403	3,482	79	2.3%
8 Property & Design	1,779	1,787	8	0.4%
(99) Total	16,665	16,665	-	0.0%

### Explanation of Key Variances

Finance is forecasting an underspend of £0.066 million due to vacancy management savings.

Customer Services is forecasting an overspend of £0.079 million as follows:

- The corporate critical housing benefits budget is forecasting an underspend of £0.560 million due to local authority errors being contained below the lower threshold which generates additional subsidy and increased overpayment recovery on non council housing rent rebates.
- The Land Charges income budget is also a corporate critical budget and is forecasting a £0.600 million shortfall, which is an increase of £0.200 million since month 4. The continuing downturn in the housing market is reducing the overall number of searches undertaken and there is also a continuing increase in the proportion of searches being undertaken as personal searches for which the council receives a much lower fee. This situation will need to be considered in respect of the impact on the 2009/10 budget.

## Strategy & Governance

Forecast Variance <b>Division</b> Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
- Improvement & Organ Devel	1,662	1,662	-	0.0%
- Legal & Democratic Services	3,609	3,607	(2)	-0.1%
- Policy Unit	840	840	-	0.0%
- Human Resources	3,614	3,608	(6)	-0.2%
- Executive Office	394	392	(2)	-0.5%
- Communications	587	585	(2)	-0.3%
- Total	10,706	10,694	(12)	-0.1%

### Explanation of Key Variances

The directorate is funding all in year service pressures through efficiency savings.

## Environment

Forecast Variance Month 4 <b>Division</b> £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(200) City Services	30,134	29,934	(200)	-0.7%
80 Sport & Leisure	1,662	1,760	98	5.9%
(43) Sustainable Transport	(556)	(396)	160	28.8%
3 Public Safety	5,758	5,718	(40)	-0.7%
158 City Planning	2,088	2,246	158	7.6%
(2) Total	39,086	39,262	176	0.5%

### Explanation of Key Variances

City Services is forecasting an underspend of £0.200 million due to a reduction in vehicle costs and a part year saving on the Park Ranger posts that have recently been recruited.

Sport & Leisure Services are forecasting an overspend due to income shortfalls on Golf Courses and King Alfred, and utility costs pressure at the King Alfred Leisure Centre - partly offset by vacancy management savings.

The total forecast for Sustainable Transport is an overspend of £0.160 million, a deterioration of £0.203 million since month 4 made up as follows:

- Penalty charge income is forecast to be £0.285 million below budget. The shortfall is due in the main to the average income per penalty being below that assumed. The changes introduced by the Traffic Management Act made it very difficult to accurately predict what the average figure would be due to the tiered structured of the penalties. This is partly offset by a reduction in the bad debt provision.
- Income from all on-street and off-street parking and permit income is forecast to exceed budget by £0.226 million.
- Other expenditure is forecast to exceed budget by £0.211 million. The main variance is an overspend on energy costs of £0.188 million following the contract relet for street lighting and traffic signals.

The main movement since month 4 is due to the energy contract relet, which has taken place in the recent weeks.

City Planning is forecasting an overspend due to loss of Planning Delivery Grant. The settlement was confirmed in August and is £0.250 million lower than expected. Measures have been taken to contain the pressure to £0.125 million in the current year.

Development Control is also forecasting an overspend of £0.033 million.

The directorate will continue to apply financial management processes (e.g. vacancy management) to ensure that spending is tightly controlled and can contribute to achieving financial balance.

**Cultural Services**

Forecast Variance <b>Division</b> Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(13) City Marketing	1,833	1,824	(9)	-0.5%
41 Libraries	4,074	4,115	41	1.0%
71 Museums	2,174	2,320	146	6.7%
- Arts & Creative Industries	1,615	1,615	-	0.0%
8 Economic Devlpmnt & Regen	3,547	3,538	(9)	-0.3%
- Major Projects & Venues	175	175	-	0.0%
107 Total	13,418	13,587	169	1.3%

**Explanation of Key Variances**

The forecast overspend in the Museums Service relates to a shortfall against income targets on admissions, retail and functions and an overspend on energy costs. The overspend is being partly offset by vacancy management and other savings. These measures will continue to be applied for the remainder of the year to attempt to offset cost pressures.

### Centrally Managed Budgets

Forecast Variance <b>Division</b> Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
(302) Bulk Insurance Premia	2,481	2,131	(350)	-14.1%
(1,820) Concessionary Fares	9,158	7,338	(1,820)	-19.9%
(560) Capital Financing Costs	7,929	7,129	(800)	-10.1%
- Levies & Precepts	192	192	-	0.0%
- Other Corporate Items	(11,101)	(11,321)	(220)	2.0%
(2,682) Total	8,659	5,469	(3,190)	-36.8%

### Explanation of Key Variances

The bulk insurance premia underspend is due in the main to a saving on the renewal of the insurance contract. The underspend has improved since month 4 as there have been fewer insurance claim payments made than anticipated during the summer.

The concessionary fares underspend is due to a successful legal challenge against the reimbursement rate originally set by the Department for Transport and a lower than expected rise in the number of concessionary fare trips.

The Capital Financing Costs projection is an underspend of £0.800 million, an increase of £0.240 million on the reported figure at month 4. The main reason for the improved underspend is higher investment income driven by higher cash flow balances and interest rates not falling as quickly as projected.

Other Corporate Items are forecast to underspend by £0.220 million. This is a combination of a one-off contingency for energy costs in 2008-09 and recurrent funding set aside for the closure of Carlton Hill car park as part of the Circus Street development which will also not be required in this financial year.

## Section 75 Partnerships

Forecast Variance <b>Division</b> Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
163 Council managed S75 Servs	22,738	22,903	165	0.7%
313 NHS Trust managed S75 Servs	13,481	14,125	644	4.8%
476 Total S75	36,219	37,028	809	2.2%

## Explanation of Key Variances

Council managed S75 services (Learning Disability Services) are forecasting an overspend of £0.165 million. There is a pressure of £0.064 million on the community care budget and £0.101 million on in-house services due to staffing pressures and income shortfall on housing benefit/supporting people. Opportunities for further savings with the financial recovery plan continue to be explored together with continuing reviews, with the PCT, of sources of funding for placements.

NHS Trust managed S75 Services are forecasting an overspend of £0.644 million, due to two areas:

- Sussex Partnership Trust (SPT) – Mental Health & Substance Misuse are forecasting an overspend of £0.620 million, an increase of £0.462 million since month 4. The PCT have advised that all of the SPT 2007/08 carry forward of £0.799 million is required to pump prime health initiatives including the Access to Psychological Therapies health initiative. SPT is developing a financial recovery plan but much of this is not yet costed and only limited amounts (£0.066 million) is currently assessed as achievable in this financial year. The other main pressures are within Adult Mental Health due to increased demand and high cost placements within Nursing Care. In the light of the risk share agreement not having been finalised this leaves the Council with a potential shared financial risk. Urgent discussions with PCT commissioning and finance colleagues and SPT are being held over the next week to seek a resolution to the current and future financial positions.
- Sussex Downs Health Trust – HIV/AIDS, Intermediate Care and the Integrated Community Equipment Store (ICES) are forecasting an overspend of £0.024 million. The improved position is largely due to reduced commitment on equipment and staff savings within ICES due to improved management controls (e.g. equipment requisitions).

## Housing Revenue Account (HRA)

Forecast Variance Month 4 £'000	2008/09 Budget Month 6 £'000	Forecast Outturn Month 6 £'000	Forecast Variance Month 6 £'000	Forecast Variance Month 6 %
<b>Housing Revenue Account</b>				
(223) Employees	9,023	8,644	(379)	-4.2%
86 Premises – Repair	10,834	10,941	107	1.0%
10 Premises – Other	2,782	2,946	164	5.9%
(68) Transport & Supplies	2,182	2,097	(85)	-3.9%
- Support Services	2,300	2,319	19	0.8%
- Revenue contribution to capital	3,385	3,465	80	2.4%
(17) Capital Financing Costs	4,941	4,908	(33)	-0.7%
26 Subsidy Payable	11,494	11,547	53	0.5%
(186) Net Expenditure	46,941	46,867	(74)	-0.2%
(25) Dwelling Rents (net)	(40,478)	(40,561)	(83)	-0.2%
26 Other rent	(1,209)	(1,211)	(2)	-0.2%
127 Service Charges	(3,292)	(3,533)	(241)	-7.3%
5 Supporting People	(550)	(559)	(9)	-1.6%
53 Other recharges & interest	(1,162)	(1,093)	69	5.9%
186 Net Income	(46,691)	(46,957)	(266)	-0.6%
<b>- Total</b>	<b>250</b>	<b>(90)</b>	<b>(340)</b>	<b>-136.0%</b>

## Explanation of Key Variances

The budget has now been increased by £0.250 million to reflect the net increase in the energy costs following the renewal of these contracts. This increase will be funded from useable general reserves as noted in the 2008/09 HRA Budget report approved by Council on 28<sup>th</sup> February 2008.

The forecast spend has decreased compared to the month 4 forecast and is now projected to underspend by £0.340 million by year end.

The main variances are:

- Salary costs showing a net underspend of £0.379 million from vacancy management of which £0.060 million is from the single status provision.
- Empty property repair costs £0.200 million overspend due to an increase in the average cost of repair per property from £2,300 to £2,600 for the first four months of the year. An action plan is being developed and will be implemented to achieve a reduction to £2,300 per property. The empty property overspend is partially



offset by service contract underspends of £0.162 million due to continuing with the existing contracts, which have a lower specification than the new contracts that had been budgeted for. (New contracts to be let for 2009/10)

- The corporate gas contract shown in other premises costs are expected to increase by £0.140 million however the majority of these costs will be passed to tenants through the heating service charges. A budget virement will be actioned to realign both income and expenditure budgets for month 7.

The income budget for Service charges to leaseholders is projected to overachieve by £0.240 million. Underachieved income on Major works recharges to leaseholders £0.126 million due to completion of contracts in time for this years billing to leaseholders being less than anticipated when setting the original income budget. This has been offset by higher than anticipated charges to lease holder service charges and an increase in income from the gas heating service charge.

## KEY ACTIVITY DATA SUPPORTING CORPORATE CRITICAL BUDGET FORECASTS

	Activity Indicator	Unit Cost Indicator	BUDGET			FORECAST			VARIANCE			
			Activity	Unit Cost/Income £	Budget £	Activity	Unit Cost/Income £	Actual £	Activity	Unit Cost/Income £	Variance to Budget £	
<b>Child Agency &amp; In-house Placements</b>												
Disability Agency	Number of children	Cost per week	8.0	1,822	757,900	7.9	2,153.7	882,100	(0.2)	332	124,200	
Disability Respite	Number of children	Cost per week	n/a	n/a	138,000	n/a	n/a	128,500	na	na	(9,500)	
Independent Foster Agency (IFA)	Number of children	Cost per week	94.0	890	4,350,600	93.3	884.9	4,305,800	(0.7)	(5)	(44,800)	
Residential Agency	Number of children	Cost per week	41.0	2,414	5,145,700	38.2	2,394.5	4,766,400	(2.8)	(19)	(379,300)	
Secure Accommodation	Number of children	Cost per week	1.5	5,154	402,000	2.2	4,186.3	481,100	0.7	(968)	79,100	
In-House Placements	Number of children	Cost per week	352.0	305	5,584,600	357.7	280.2	5,226,600	5.7	(25)	(358,000)	
Leaving Care Accommodation	Number of children	Cost per week	25.0	509	661,900	39.2	442.6	905,400	14.2	(67)	243,500	
Leaving Care Ex Asylum Seekers	Number of children	Cost per week	n/a	n/a	108,800	28.2	117.4	172,500	na	na	63,700	
Educational Agency (DSG budget)	Number of children	Cost per week	130.0	701	4,736,900	129.0	678.7	4,565,534	(1.0)	(22)	(171,366)	
											(452,466)	
<b>Sustainable Transport</b>												
PCN effect of Traffic Management Act	Number of PCNs issued	Average receipt per offence	127,145	(40)	(5,085,800)	131,849	(36)	(4,800,275)	4,704	4	285,525	
<b>Land Charges Income</b>												
	Local Authority Searches	Income per search	7,870	(115)	(905,050)	2,770	(115)	(318,550)	(5,100)	0	586,500	
	Personal Searches	Income per search	4,500	(11)	(49,500)	3,500	(11)	(38,500)	(1,000)	0	11,000	
											597,500	
<b>Concessionary Fares</b>												
	Number of journeys	Total cost divided by number of journeys	11,000,000	0.98	10,780,000	10,642,857	0.84	8,960,221	(357,143)	-0.14	(1,819,779)	
<b>Collection Fund</b>												
	Band D Equivalents	No of Band D Equivalents	95,255	(1,190)	(113,388,039)	94,029	(1,190)	(111,927,765)	(1,227)	0.00	1,460,274	
<b>Community Care</b>												
NHScc Older People	No. WTE Clients	Cost per week	1,671	200	17,438,000	1,777	190	17,618,000	106	(10)	180,000	
NHScc Physical Disabilities	No. WTE Clients	Cost per week	367	245	4,682,000	475	219	5,408,000	108	(26)	726,000	
NHScc No Recourse to Public Funds (AMH)	No. WTE Clients	Cost per week	72	128	477,000	92	121	577,000	20	(7)	100,000	
											1,006,000	
<b>Section 75 Learning Disabilities</b>												
S75 NHScc Learning Disabilities	No. WTE Clients	Cost per week	595	627	19,442,000	649	576	19,505,000	54	(51)	63,000	
<b>S75 NHS &amp; Community Care Act</b>												
S75 NHScc Adult Mental Health	No. WTE Clients	Cost per week	183	295	2,814,000	273	231	3,281,000	89	(64)	467,000	
S75 NHScc Older People Mental Health	No. WTE Clients	Cost per week	563	264	7,762,000	547	255	7,277,000	(16)	(9)	(485,000)	
S75 NHScc Substance Misuse	No. WTE Clients	Cost per week	4	471	101,000	9	471	222,000	5	0	121,000	
S75 NHScc HIV	No. WTE Clients	Cost per week	26	151	208,000	36	126	233,000	9	(26)	25,000	
S75 ICES	Equipment & Adaptations	Various rates for different type of equipment	-	-	653,560	-	-	700,260	0	-	46,700	
											174,700	

## PROGRESS AGAINST THE ACHIEVEMENT OF THE 2008/09 EFFICIENCY SAVINGS

	Budget £'000	Forecast £'000	Variance £'000	Explanation
<b>Adult Social Care &amp; Housing</b>				
Adult Social Care	(1,378)	(1,359)		19 Additional savings from Vernon Gardens offsetting current shortfall anticipated on homecare/daycare savings and brought-forward service pressure
Housing Strategy	(214)	(214)	0	
<b>Sub-Total</b>	<b>(1,592)</b>	<b>(1,573)</b>	<b>19</b>	
<b>CYPT</b>				
East Area, Early Years and NHS comm	(32)	(32)	0	
Central Area and Schools Support	(202)	(202)	0	
Learning & Schools	(71)	(71)	0	
West Area and Youth Support	(2)	(2)	0	
Specialist Services	(164)	(164)	0	
Quality & Performance	(30)	(30)	0	
<b>Sub-Total</b>	<b>(501)</b>	<b>(501)</b>	<b>0</b>	
<b>Finance &amp; Resources</b>				
Finance	(175)	(175)	0	
ICT	(150)	(150)	0	
Customer Services	(460)	(460)	0	
Property & Design	(90)	(65)		25 Delay in the sale of Windlesham Road, a key part of the accommodation rationalisation, has meant the move of staff from Edward House to the refurbished 3rd floor of Kings House has also been delayed. The full year saving will be realised in future years.
<b>Sub-Total</b>	<b>(875)</b>	<b>(850)</b>	<b>25</b>	
<b>Strategy &amp; Governance</b>				
Director	(40)	(40)	0	
Improvement & Organ Devel	(38)	(38)	0	
Legal & Democratic Services	(56)	(56)	0	
Policy Unit	(25)	(25)	0	
Human Resources	(55)	(55)	0	
<b>Sub-Total</b>	<b>(214)</b>	<b>(214)</b>	<b>0</b>	
<b>Environment</b>				
City Services	(400)	(400)	0	
Leisure	(20)	(20)	0	
Sustainable Transport	(475)	(352)		123 The 5 ex-leased car parks were not brought back in house until September 2008.
Public Safety	(30)	(30)	0	
City Planning	(10)	(10)	0	
<b>Sub-Total</b>	<b>(935)</b>	<b>(812)</b>	<b>123</b>	
<b>Cultural Services</b>				
City Marketing	(25)	(25)	0	
Libraries & Information services	(70)	(70)	0	
Royal Pavilion & Museums	(47)	(32)		15 Unachievable energy savings due to increase in gas and electricity contract charges
Arts & Creative Industries	(26)	(26)	0	
Economic Development & Regeneration	(73)	(73)	0	
Major Projects and Venues	(75)	(20)		55 Unachievable energy savings due to increase in gas contract charges
<b>Sub-Total</b>	<b>(316)</b>	<b>(246)</b>	<b>70</b>	

## PROGRESS AGAINST THE ACHIEVEMENT OF THE 2008/09 EFFICIENCY SAVINGS

	Budget £'000	Forecast £'000	Variance £'000	Explanation
<b>Section 75 : Learning Disabilities</b>				
Council Lead Learning Disabilities	(641)	(606)		35 Additional staffing resources to achieve specific FRP targets
<b>Sub-Total</b>	<b>(641)</b>	<b>(606)</b>	<b>35</b>	
<b>Health Led Section 75 arrangements</b>				
<b>SPT</b>				
Older People Mental Health	(176)	(176)		0 Significant pressure this year relates to 07/08 carry forward treatment
Adult Mental Health	(206)	(206)		0 Significant pressure this year relates to 07/08 carry forward treatment
Substance Misuse	(10)	0		10 Pressure across service
<b>SDHT</b>				
Intermediate Care	(53)	(24)		29 Balance of efficiency savings taken from HIV/AIDS
ICES	(14)	0		14 No efficiency savings taken
HIV/AIDS	(7)	(24)		(17) Overachievement but pressure on Asylum Seekers
<b>Sub-Total</b>	<b>(466)</b>	<b>(430)</b>	<b>36</b>	
<b>Total</b>	<b>(5,540)</b>	<b>(5,232)</b>	<b>308</b>	
<b>Housing Revenue Account</b>				
Employees	(308)	(308)		0
Supplies & Services	(93)	(93)		0
Repairs -Responsive/Empty Properties contract.	(1,450)	(1,250)		200 £300 Increase to empty property costs
Repairs - Gas Servicing Contract	(417)	(417)		0
Ground Maintenance	(61)	(61)		0
Reduction in Staff Accommodation charge	(40)	(40)		0
Increase in Garage and Car Park Income	(40)	(40)		0
Reduction in transitional protection from Supporting People charges	(40)	(40)		0
<b>Total</b>	<b>(2,449)</b>	<b>(2,249)</b>	<b>200</b>	

## CAPITAL OUTTURN SUMMARY

Variance month 4 £(000)'s	Directorate	Original Programme £(000)'s	Carried Forward £(000)'s	Changes to programme £(000)'s	Budget TBM6 £(000)'s	TBM6 Variations to this Cabinet £(000)'s	Revised Total Budget £(000)'s	Forecast £(000)'s	Variance month 6 £(000)'s	Forecast Variance %
0	Strategy & Governance	910			910		910	910	0	0.0%
0	CYPT	10,403	165	20	10,588	(1,701)	8,887	8,887	0	0.0%
0	Cultural Services	1,060	100	445	1,605	112	1,717	1,717	0	0.0%
0	Environment	11,632	236	1,553	13,421	643	14,064	14,064	0	0.0%
0	Finance & Resources	6,609	309	259	7,177	(75)	7,102	7,102	0	0.0%
0	Adult Social Care & Housing	5,820	271	(1,875)	4,216	2,876	7,092	7,092	0	0.0%
0	HRA	18,365	326	(1,602)	17,089	(2,923)	14,166	14,166	0	0.0%
0	Total	54,799	1,407	(1,200)	55,006	(1,068)	53,938	53,938	0	0.0%

## Notes

5 The Original Budget included Corporate Items to be allocated of £1,750,000 which is shown in table 1 within Finance & Resources. The TBM6 Variations to this cabinet includes all the appendices attached to this report but not any capital schemes elsewhere on the agenda. Some new schemes are part funded by capital monies already in the capital programme.

### CAPITAL BUDGET REPROFILE REQUESTS

Department:	Finance & Resources		
Project Name:	Corporate Accommodation & Energy Efficiencies		
Current budget:	£ 90,670	Proposed revised budget:	£45,670
Total budget change:	£ (45,000)		

The installation of energy efficiency measures as part of a project at Balfour Junior School has been delayed. The main construction project, a CYPT scheme funded from DCSF 'Primary Capital Programme' grant, has been put back a month, resulting in the ground source heat pump being installed in April rather than March 2009.

Department:	Housing (HRA)		
Project Name:	Leach Court Heating		
Current budget:	£ 400,000	Proposed revised budget:	£100,000
Total budget change:	£ (300,000)		

Due to insurmountable technical difficulties in providing joint CHP (Combined Heat and Power) heating to both Leach Court and the new extra care facility in the new Patching Lodge, Hanover have decided to provide their own independent heating source.

Officers are concerned that the current design and price for renewal of the heating system within Leach Court does not provide value for money and are seeking redesign and alternative prices. Due to the delay introduced by the redesign, implementation of the work is now likely to occur during adverse weather conditions and officers advise reprofiling of the project so that works likely to affect the heating service will not be carried out during the winter when heating is required.

Department:	Housing (HRA)		
Project Name:	Somerset & Wiltshire Structural Works		
Current budget:	£2,120,000	Proposed revised budget:	£393,300
Total budget change:	£(1,726,700)		

This scheme is for external envelope repairs to Somerset and Wiltshire High Rise blocks to maintain the exterior of the building. A Technical Survey has now been undertaken which has recommended providing overcladding in addition to simply repairing and waterproofing. Overcladding would significantly enhance the life of the structural integrity and waterproofing of the building. This improvement would also provide extra insulation which would ultimately benefit residents through reduced future heating costs.

Overcladding the block requires planning permission, which will therefore delay the project and the majority of the works will be in 2009/10. Tenders are currently being sought for this project. The current budget does not allow for overcladding so any additional funding required will be reported for approval as soon as this is identified.

Department:	Housing (HRA)		
Project Name:	Redecorations & Repairs		
Current budget:	£2,663,000	Proposed revised budget:	£1,800,000
Total budget change:	£(863,000)		

The two year programme for Cyclical Decorations and Repairs was approved on 3rd April 2008 with £2.5 million allocated to each year. This allocation was based on the assumption that an equal value of works would be programmed to each year.

The contract was awarded during 2008/09. The actual programme of works is now agreed and in progress, and the budget is being realigned to reflect the programme timetable provided by the contractor.

Department:	Housing (HRA)		
Project Name:	Estate Development		
Current budget:	£673,190	Proposed revised budget:	£540,000
Total budget change:	£(133,190)		

The Estate Development Budget is made up of a large number of projects that have been selected and approved by Area Panels. These projects are all at various stages in their project lifecycles including feasibility, awarding of contracts, projects being on site and completion.

Circumstances outside of the control of Housing Management is causing a delay in progressing some of the larger projects, such as issues surrounding raising additional funds from elsewhere to fund projects. Additionally, in some instances, there is a necessity to revisit bid proposals as a result of feasibility studies.

A forecast of spend in 2008/09 has been produced on a prudent basis taking these issues into account.

Department:	CYPT		
Project Name:	Children's Centre		
Current budget:	£300,000	Proposed revised budget:	£216,000
Total budget change:	£(84,000)		

The budget is being reprofiled to 2009/10 because some of the work can be funded from the Children's Centre carry forward from 2007/08. This funding is part of a £1.8 million three year programme for Children's Centres for 2008/2011.

Department:	CYPT		
Project Name:	Early Years Capital		
Current budget:	£1,062,300	Proposed revised budget:	£375,000
Total budget change:	£(687,300)		

The amount agreed for the allocation of the original DCSF grant was for £1,062,300 in 2008/09. The DCSF funding conditions allow the funding to be carried forward and not all of this funding will be spent in 2008/09 with a proportion being carried forward into 2009/10.

The priority for this financial year is to complete feasibility studies to identify how funding will be spent over the three year period of the funding. Time needed for planning, design and work taking place in school holidays means that it will not be possible to complete large projects, including the Peter Gladwin extension, this financial year. There is additional funding of £1,062,300 for both 2009/10 and 2010/11.

Department:	CYPT		
Project Name:	Devolved Capital		
Current budget:	£3,416,430	Proposed revised budget:	£2,507,470
Total budget change:	£(908,960)		

Devolved Formula Capital is a financial resource that is devolved to schools by the Local Authority. Schools have the option to accrue the money for a maximum of 3 years. However, accrued funds are normally retained by the LA. The current projected outturn figures represent the amount schools are anticipated to request by the end of the financial year. Should any school projects run faster than anticipated, funding would have to be made available

Department:	Adult Social Care & Housing		
Project Name:	Places for change programme		
Current budget:	£400,000	Proposed revised budget:	£300,000
Total budget change:	£(100,000)		

CLG has changed the profile of the funding for the programme. This funding is being used to redevelop First Base Day Centre (owned and managed by Brighton Housing Trust) and refurbish/remodel Palace Place.

As the refurbishment works at Palace Place have been more complicated than those at First Base Day Centre the change in the funding profile by CLG does not cause any issues for the overall project. As First Base Day Centre is further progressed with building works it will mean that more funding can be provided to them in 2008/09 than originally planned.



## CAPITAL VARIATION REQUESTS

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Project Title: Transport Opportunity Fund	Approved Budget: £36,940
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Directorate: Environment	Variation: £30,000
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Additional funds are required to support the adequate provision of cycle shelters and changing facilities at Council buildings, due to the increasing number of staff cycling to and from work.

The additional costs will be funded by a revenue contribution.

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Project Title: Car parks investment & improvements	Approved Budget: £2,010,000
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Directorate: Environment	Variation: £250,000
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An invest-to-save opportunity has been identified offering significant energy savings, ongoing maintenance savings and aesthetic improvements in relation to the mechanical ventilation system at Lanes car park. As part of the design & build contract for the refurbishment of Lanes car park an added value proposal has been made, outside of the original scope of works, to replace the existing system and reduce energy costs by over 70%. This would equate to savings of at least £28,000 per annum. The reduction in carbon emissions would make a big impact and demonstrate that the council is acting positively to meet its environmental objectives.

In 2007/08, the council spent £79,000 on electricity at the Lanes car park, of which around £30,000 was spent on powering the ventilation system. Consumption at the same level in 2009/10 would be closer to £40,000. The new system will reduce energy consumption by at least 70%, or £28,000 per annum. The existing system is very inefficient. It is 30 years old and the fans (which operate 24 hours a day) are nearing the end of their life. A recent dilapidations report forecast £190,000 of planned replacement/maintenance for the system over the next 10 years.

The cost of completely replacing the system would be £250,000. The works would pay for themselves through energy savings within 9 years at current rates and faster if energy prices continue to rise. In addition, significant savings would be realised through reduced planned maintenance costs.

An added benefit of replacing the existing ventilation system would be to free up a large amount of space, particularly headroom, by removing the existing ductwork and using a modern shunt fan system. This would give the car park a much more open feel and make it easier to keep clean.

The original scope of works allowed for basic repairs to the existing system. The idea to replace the entire system was suggested at a late stage and a feasibility study was commissioned to address the practicalities and Health and Safety issues. The results of that feasibility study were made available on 27<sup>th</sup> October.

The costs would be funded from the revenue savings on energy costs.

## NEW PROJECT APPROVAL REQUESTS

## New capital project approval

Project title: Cityparks green waste composting facilities in Stanmer Park	Total project cost: £63,250 Directorate: Environment
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**Purpose, benefits and risks**

City Parks have been liaising with the Environment Agency to improve the handling of green waste at Stanmer Park and increase the amount of green waste composted. To prevent any run off from the waste into ground water supplies, a concrete pad is required to place collected green waste ready for transfer to a composting facility.

The service put out to tender the management of its green waste and the most cost effective and sustainable solution is the construction of a concrete pad.

## Capital expenditure profile

	2008/09	2009/10	2010/11	2011/12	TOTAL
Revenue Contribution	£63,250				£63,250

## Financial implications

The project will be a one year cost funded from existing revenue budgets within City Services

## Whole Life Costing

	2008/09	2009/10	2010/11	Future annual costs
From Revenue Budget	£63,250			£0

## New capital project approval

Project title: SEEDA Funded Infrastructure works at Falmer      Total project cost: £5,226,000  
 Directorate: Environment

### Purpose, benefits and risks

These works are to improve the A27/A270 interchange at Falmer, to close the existing entrance to the University of Sussex on the A27 and to construct a new entrance from Stanmer Park Road to Sportcentre Road. All of these works are funded by SEEDA to improve the Academic Corridor. All these works meet the planning conditions set by the Secretary of State as part of the planning approval for the new Community Stadium at Falmer.

The necessary legal agreements between SEEDA, the club and the Council to secure the funding and to manage any cost overrun, should be signed by the end of October 2008. The agreements also allow for the unlikely event that should the club decide not to proceed with the stadium, then all of the fees incurred by the Council will be borne by the club. Any overspend will be funded by the football club.

SEEDA's principal reasons for funding these works include improved employment and learning capabilities within the Academic Corridor (included the proposed Falmer Academy), contributing to achieving key objectives' in the Council's Economic Strategy and supporting the development of the Community Stadium.

### Capital expenditure profile

Year	2008/09	2009/10	2010/11	2011/12	TOTAL
Estimated costs and fees	£300,000	£3,828,000	£1,040,000	£58,000	£5,226,000

### Financial implications

#### Spend Profile

Works	£4,698,000
Consultants	£453,000
Management Fees	£75,000
<b>Total</b>	<b>£5,226,000</b>

#### Funding

SEEDA £5,226,000 with any cost over run funded by the football club (by Agreement)

#### Revenue Implications

The maintenance liabilities of the new infrastructure will be absorbed into existing budgets and should need very limited maintenance in the short term.

### New capital project approval

Project title: Lifts

Total project cost: £ 100,000

Directorate: Housing and City Support

#### Purpose, benefits and risks

The Capital Budget Report approved by cabinet in April 2008 included an earmarked contingent sum in reserves for Lift Repairs of £100,000.

Officers seek the release of this contingency in order to fund the capital works that have arisen from the lift service contract. Additionally, two major breakdowns have occurred during this year, including one in a sheltered scheme, which require capital repairs.

#### Capital expenditure profile

	2008/09	2009/10	2010/11	TOTAL
HRA Reserves Contingency	£100,000	£0	£0	£100,000

## New capital project approval

Project title: Info System for Parents & Providers

Total project cost: £ 22,330

Directorate: Children and Young Peoples Trust

### Purpose, benefits and risks

#### **Purchasing the Evince database to ensure we are ready for the Information System for Parents and Providers (ISPP) national project.**

The Family information Service (FIS) has been using a database provided for free by the Department for Children, Schools and Families (DCSF) delivered by Opportunity Links. The funding for an updated database has now been devolved locally for FIS to purchase a database directly.

The FIS needs to purchase a new database ensuring that it complies with the following:

1) The new database is needed as the FIS database needs to be compliant with a new national ISPP system which will gather local information into a national aggregator.

2) The new database also needs to provide the information outlined in the Local Authority duty to provide Information, Advice and Assistance – Childcare Act 2006.

FIS applied and received approval for a waiver to purchase the database from the existing database supplier. The purchase of the Evince database from Opportunity Links represents best value for money for the following reasons:

Evince is very similar to the existing Ichis system

The current FIS data would transfer easily from Ichis to Evince

Reports and monitoring systems would transfer between systems

The whole FIS team are trained to use this system

The system works with and enhances the Family Services Directory (purchased last year from Opportunity Links)

Opportunity Links have experience of working with the DCSF and are making sure that their systems are compliant and interoperable with the Information Systems for Parents and Providers (ISPP) national project

This is a one off project and the capital costs cover the start up funding for the Evince database ensuring that there is a seamless transfer between the existing system and the new Evince system. Reports from other local authorities who have made this transfer have been positive and there has been minimal disruption to the service.

### Capital expenditure profile

Year	2008/09	2009/10	2010/11	TOTAL
Estimated costs and fees	22,330	£0	£0	£ 22,330

### Financial implications

Funding to support procurement of an information system for parents and providers (ISPP) has been made available from the Department for children, schools and families. This ring fenced grant supports Local Authorities with the new information duties of the Childcare Act 2006 through the Information System for Parents and Providers by a capital grant of £22,330 and a revenue grant of £11,000.

## New capital project approval

Project title: Beech Cottage Improvement Works

Total project cost: £125,000

Directorate: Adult Social Care & Housing

### Purpose, benefits and risks

A Value for Money Review of the home care service directly provided by the council was completed in January 2008. One of the recommendations of the review was to create one office base for the home care service. Currently the service operates from 2 bases in the city (Hove Town Hall and Craven Vale). Various options have been explored to accommodate a single base but the only suitable council owned property available is Beech Cottage, Warren Road, Woodingdean. The move to Beech Cottage would result in one office base and would result in less duplication of services and therefore better value for money.

Relocating the Homecare service from Craven Vale provides the opportunity to convert the space vacated to create eight additional bedrooms which would help to ease the pressure of bed capacity in the city.

Beech Cottage has been vacant for some time and requires an estimated £125,000 of investment to bring it back to a reasonable standard for office accommodation including an estimated £33,500 for ICT and £83,500 for builders and mechanical & electrical work. This work must be completed urgently as the provision of the priority additional beds at Craven Vale is conditional on Beech Cottage being ready for Homecare to move in to.

### Capital expenditure profile

	2008/09	2009/10	2010/11	TOTAL
Mental Health Capital Grant	£125,000	£0	£0	£ 125,000

### Financial implications

The improvement costs for Beech Cottage are estimated to be £125,000 and this will be fully funded by utilising the Mental Health Capital Grant allocation for 2008/09. This grant funding can be spent on any capital purpose due to the freedoms arising from being a CSCI three star social services authority.

If the grant funding was not available these costs would have to be met from unsupported borrowing, which would mean annual borrowing costs in the region of £12,000 per annum to be met from the revenue budget.

The running costs of Beech Cottage are estimated to be in the region of £10,000 per annum and these costs have been allowed for as part of the budget strategy for 2009/10.

#### Whole Life Costing

	2008/09	2009/10	2010/11	Future annual costs
Running costs	£2,000	£10,000	£10,000	£10,000

## New capital project approval

Project title: Best Programme

Total project cost: £2,776,000

Project Manager: Martin Reid

Directorate: Adult Social Care and Housing

### Purpose, benefits and risks

Expenditure of the Council's share of the 2008/09 Private Sector Housing Renewal Grant allocation to the Brighton & Hove and East Sussex Together (BEST) local authority consortium in accordance with the provisions of the Regularity Reform (Housing Assistance) Order 2002 as detailed in the report to Housing Committee and approved on 10 September 2008.

Such expenditure to be targeted to the various forms of assistance identified as Policy Tools in the Council's Housing Renewal Assistance Policy and/or in accordance with the approved Home Safety and Security initiative and other relevant programmes.

Payment of the remaining £2,397,000 of the £5,173,000 Housing Renewal Grant allocated for the 2008/09 Brighton & Hove East Sussex Together (BEST) programme to the five East Sussex authorities in accordance with an agreed distribution.

### Capital expenditure profile

Year	2008/09	2009/10	2010/11	2011/12	TOTAL
Estimated costs and grant	£2,776,000				£2,776,000

### Financial implications

Grant aided expenditure of £2,776,000 of the BEST Housing Renewal Grant Allocation in accordance with the council's Housing Renewal Grant allocation.

## New capital project approval

Project title: Children's Social Care

Total project cost: £ 150,000 of which 50% is from CYPT and 50% from ASC&H

Directorate:  
Children and Young Peoples Trust

### Purpose, benefits and risks

Adaptations are proposed to two properties, the first is a loft conversion and the second involves downstairs alterations to allow home care for a child with autistic spectrum disorder and severe epilepsy.

The placements fit with the strategic direction towards Friends and Families carers and away from expensive agency/residential placements.

Colleagues in ASC&H have agreed to share the cost.

### Capital expenditure profile

Year	2008/09	2009/10	2010/11	TOTAL
Estimated costs and fees	£150k in total- £75k each for the CYPT and ASC&H	£0	£0	£150,000

### Financial implications

This is a one-off cost in terms of capital expenditure.

The sum will be funded as follows:

£43,000 Children's Social Care Capital Budget

£28,500 Adaptations budget in Children's Disability Service

£3,500 Family & Friends Revenue Budget

£75,000 Disabled adaptations capital budget within Adult Social Care & Housing



### New capital project approval

Project title:	Pavilion Security Control	Total project cost: £112,000
Room		Directorate: Cultural Services

#### Purpose, benefits and risks

##### Relocation of Royal Pavilion Security Control Room

The current security control is a hub of activity for the Royal Pavilion Estate. Its location is inappropriate to the functions it carries out and it is no longer fit for purpose to provide a modern security function. For example, staff and contractors needing to see duty security control room staff have to wait in the visitor admission area; this is not good practice and leaves visitors with a poor impression of how business is conducted. The need to relocate the control room was identified during an external independent review of security at the Royal Pavilion.

#### Capital expenditure profile

Year	2008/09	2009/10	2010/11	TOTAL
Estimated costs and fees	£112,000	£0	£0	£112,000

#### Financial implications

The funding for this scheme is as follows:

Contribution from Capital Planned Maintenance Budget held within Finance & Resources £30,000  
 Pavilion Renewals Fund £60,000  
 Preston Manor Fund £17,000  
 Direct revenue contribution £5,000

## New capital project approval

Project title: Falmer Academy – provision of the Swan Centre and Caretaker’s Flat	Total project cost: £557,000 Directorate: Children & Young Peoples Trust
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### Purpose, benefits and risks

Agreement to this capital scheme will lever in £27.5m DCSF capital funding to enable a first class academy with state of the art ICT facilities to be provided over two phases, completing in 2011. To conclude the development of the Outline Business Case (OBC) process the council is required to agree that it will fund those parts of the Falmer Academy development that cannot be met by the DCSF. The DCSF are not able to fund the re-provision of the Swan Centre and the caretaker’s accommodation even though these are integral to the Academy proposal.

The Swan Centre is a valuable facility that provides help and assistance to children on the Autistic Spectrum who attend Falmer High School, The Academy Sponsor has indicated that he is very keen for this facility to be part of the Academy proposal. After exploring options for the possible re-location of the Swan Centre it was concluded that the facility should be retained within the proposed Academy which provides optimum benefits for students and the academy and supports the council's SEN Strategy. Consequently, the council is required to fund the provision of this space within the Academy and agree a Service Level Agreement with the Academy for the management of Swan Centre.

Funding has been identified for this development (which will form part of the Academy construction programme) from Targeted Capital Funding (TCF) allocated to Brighton & Hove City Council in the three year settlement notified in December 2007. This funding is provided to 76 local authorities in later waves of Building Schools for the Future (BSF) funding to enable those authorities to improve their secondary stock and the outcomes for young people prior to joining the full BSF programme. The funding is offered in the form of Supported Capital Expenditure (Capital) or SCE(C) which is a capital grant and means that there are no associated borrowing costs with the scheme. The total TCF allocation is £8m (£2m in 2009/10 and £6m in 2010/11). This project will leave £5.443m of the 2010/11 allocation available.

Currently, Falmer High School has two caretakers both of whom are provided with on site accommodation. This accommodation is provided as a service tenancy on the basis that it helps the caretakers in the performance of their duties. It also provides the school with a level of passive security outside the normal school day. The cost of this provision is also to be met from the TCF funding mentioned above.

This course of action was agreed in principle at Policy and Resources Committee on 7th February and 6th March 2008.

### Capital expenditure profile

Year	2008/09	2009/10	2010/11	TOTAL
Estimated costs and fees	£0	£0	557,000	£557,000

### Financial implications

This is a one-off cost in terms of capital expenditure with no additional revenue capital financing implications. Financial risk in relation to this aspect of the academy development only will remain with the council and/or its contractor for the works.

The ongoing revenue costs for the provision of the two facilities will be a part of the overall academy budget. Detailed costings and service plans are still being developed but these replacement facilities are expected to be cost neutral and will be funded through the academy’s formula funding.

<b>Subject:</b>	<b>Treasury Management Policy Statement 2008/09 (including Annual Investment Strategy 2008/09) – Mid Year Review</b>		
<b>Date of Meeting:</b>	<b>20 November 2008</b>		
<b>Report of:</b>	<b>Interim Director of Finance &amp; Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Peter Sargent</b>	<b>Tel: 29-1241</b>
		<b>Loans &amp; Technical Manager</b>	
	<b>E-mail:</b>	<b>peter.sargent@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Wards Affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The Treasury Management Policy Statement 2008/09 (TMPS) and the Treasury Management Practices (including the schedules) (TMPs) for the year commencing 1 April 2008 were approved by Policy & Resources Committee on 6 March 2008. Full Council approved the Annual Investment Strategy 2008/09 (AIS), which forms part of the TMPS, on 13 March 2008. The policy statement sets out the key role for treasury management, whilst the practices and schedules set out the annual targets for treasury management and the methods by which these targets shall be met. The AIS sets out the parameters within which investments can be made.
- 1.2 The purpose of this report is to advise of the action taken during the period April to September 2008 to meet the policy statement and practices and the investment strategy.

**2. RECOMMENDATIONS:**

- 2.1 That the Cabinet:
- a) endorse the action taken during the half-year to meet the TMPS and associated TMPs and the AIS;
  - b) endorse the action taken to tighten the investment parameters set out in the AIS as detailed in paragraph 3.3.3;
  - c) note the authorised limit and operational boundary set by the Council have not been exceeded;
  - d) earmark any surpluses generated on the Financing Costs budget in 2008/09 to contribute towards possible future shortfalls in the investment interest budget as a result of base rate cuts;
  - e) note the budgeted support from net investment income to the General Fund in 2008/09 is £4.1m, the equivalent to circa £45 in council tax on a Band D property; and

f) note the latest projection for investment income on all funds in 2008/09 is £7.7m of which £4.9m is for the General Fund.

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

#### **3.1 Overview of markets**

3.1.1 The turmoil in the financial markets has been a dominant feature since the summer months of last year. In May 2008 the Bank of England concluded that financial markets remain under stress and these stresses have lasted longer and have been deeper and wider than many have been expecting. The central problem is that financial markets are currently dominated by “uncertainty” rather than “risk” and consequently markets remain fragile.

3.1.2 The main issue underlying the turmoil has been the unwillingness of banks and others to lend and take on credit risk. This has led to a higher market interest rates compared to official rates.

3.1.3 The economy is and remains in difficult and uncharted waters with policy makers facing a combination of pressures and dilemmas not experienced for several decades. As a result the economy is in a precarious position. The rise in imported energy and commodity prices inevitably has the effect of squeezing households’ real disposable income and spending power. Notwithstanding the slow-down in growth on both sides of the Atlantic, the three major central banks (US, UK and the Euro area) gave signals that no early cut in interest rates should be expected. This decision was reversed in early October as central banks throughout the World injected massive sums as rescue packages to support the financial sector.

3.1.4 A commentary on the markets looking ahead is set out in Appendix 1 to this report.

#### **3.2 Treasury Management Strategy**

3.2.1 A summary of the action taken in the six months to September 2008 is provided in Appendix 2 to this report. The main points are:

- long-term debt portfolio (which has been used to fund the capital investment programme in the City) has remained at £239.9m, with no new borrowing, repayments or restructuring in the period;
- the level of investments as at 30 September 2008 totalled £145.6m, an increase of £28.9m from the beginning of the year (for details see paragraph 3.2.2 below);
- the return on investments by the in-house treasury team and cash manager has exceeded the target rate;
- the two borrowing limits approved by Budget Council in February 2008 – the ‘authorised limit’ and ‘operational boundary’ – have not been exceeded in the first half of the year.

3.2.2 As part of the annual budget process the council has to determine the level of cash balance, reserves and provisions it requires in setting the council tax, housing rents and capital investment programmes. For the major part of the financial year these balances are supplemented by substantial cash flow surpluses resulting from timing differences between income and expenditure. The council has a duty to ensure these balances are invested for the purposes of the prudent management of its financial affairs. The table below summarises the balance available for investment.

	Cash balance, Reserves & Provisions	Cash flow	Total
Reserves to meet day to day risks – General Fund	£9.8m		£9.8m
Reserves to meet day to day risks – Housing Revenue Account	£5.7m		£5.7m
Reserves earmarked for future years' liabilities and obligations	£48.0m		£48.0m
Reserves earmarked for agreed capital investment	£22.1m	£5.0m	£27.1m
Net cash balance earmarked to meet known short-term liabilities		£26.1m	£26.1m
Amount invested 1 April 2008	£85.6m	£31.1m	£116.7m
Cash received exceeds cash payments April to September 2008			£28.9m
Amount invested 30 September 2008			£145.6m

3.2.3 Official interest rates, as set by the Bank of England, have remained relatively unchanged in the first 6 months in 2008/09. However market rates have continued to factor in the liquidity problems faced by many institutions. These elevated interest rates have, in part, contributed towards the higher than budgeted investment returns in 2008/09.

3.2.4 In October 2008 the Bank of England announced a 50 basis points ( $\frac{1}{2}\%$ ) cut in official rates. This cut is widely expected to be the first of a number of cuts over the next 18-months as the Bank switches its attention from inflation to negative economic growth. The general consensus of forecasts for the official Bank Base Rate by March 2010 is  $3\frac{1}{4}\%$ , with the average for 2009/10 at circa 3.3-3.4%. Market rates are projected to follow a similar but more dramatic fall as the margin between official rates and market rates narrows. Market rates for 2009/10 are projected to average around 4%, some 200 basis points (2%) lower than the current financial year. Interest rates in 2010/11 are expected to be marginally above the average for 2009/10.

### **3.3 Investment Strategy**

- 3.3.1 The review period has seen unprecedented turbulence in the financial markets. In late September the Government used the powers within the Banking (Special Provisions) Act 2008 to provide financial assistance to a High Street bank. In early October the Government implemented a comprehensive set of measures to help stabilise UK banks and building societies during the period of exceptional instability in the global financial markets. During this period officers have continuously reviewed the lending list of institutions responding as rapidly as possible to changes in the markets.
- 3.3.2 So far the impact on the council's investment strategy has been minimal. The risk parameters within the AIS are very tight, with investments only permitted in institutions of high credit worth. However the collapse of Icelandic banks in early October has led to a review of the strategy. The measures introduced by the Government should improve market stability but it is generally felt there will be a time delay before the effects are felt. An initial assessment suggests that improvement in liquidity is likely to happen first in the very short-end (i.e. periods out to one month).
- 3.3.3 With effect from 13 October 2008 the investment period for all new investments has been reduced to a maximum of one month. The selection of investment counterparty will be more intensive than present and will not be solely based on a satisfactory credit rating or asset base. For example new information gathered on the current or perceived financial position of a counterparty will determine whether investment will be made in that counterparty. A number of counterparties have been suspended from the council's lending list and will remain so, despite the assurances provided by the Government, as the future of these counterparties is presently unclear.

### **3.4 Security of investments**

- 3.4.1 A summary of investments made by the in-house treasury team as at 16 October 2008 is tabled below.

Banks subject to HM Treasury support	£35.3m	23%
Banks subject to Irish Government guarantee	£28.5m	19%
Banks eligible for HM Treasury support	£17.0m	11%
Building societies eligible for HM Treasury support	£59.5m	40%
Money market funds	£11.2m	7%
<b>TOTAL</b>	<b>£151.5m</b>	<b>100%</b>

- 3.4.2 The above table shows the majority of investments are covered by the guarantees and financial support offered by the UK and Irish Governments. Money market funds offer a low risk but highly liquid (i.e. repayable on the day) investment opportunity through investment in a diverse range of high quality, short-term and negotiable instruments. By utilising these funds the council is able

to benefit from the low risk environment whilst at the same time achieving a competitive return and, equally important, highly liquid investment resource.

#### **4. CONSULTATION**

- 4.1 The council's external treasury advisors have been consulted in the drafting of this report. No other consultation was necessary.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 The financial implications arising from the action taken under the TMPS are included in the monthly projection for Financing Costs. The month 6 forecast for financing costs under the 'target budget management' initiative shows an underspend of £800,000.
- 5.2 The Medium Term Financial Strategy (MTFS) includes investment income for 2009/10 averaging around 5% and for 2010/11 around 5.2%, a full one percentage point above latest projections. The projected fall in interest rates will therefore have a substantial adverse impact on investment returns for these years (based on budgeted investment levels a 50 basis points (½%) fall in rates equates to approximately £600,000 reduction in investment income). Action will be taken, where possible, to minimise any adverse impact of lower interest rates in 2009/10 but the decision taken by officers in October 2008 to reduce new investments for one month may limit the scope for such action if the current uncertainty in the financial markets continues for any considerable period. The recommendation in this report is to earmark surpluses generated in 2008/09 to meet possible future shortfalls in investment interest will help limit the impact in 2009/10.

*Finance Officer Consulted: Peter Sargent*

*Date: 20 October 2008*

##### Legal Implications:

- 5.2 Action under the TMPS must be in accordance with Part I of the Local Government Act 2003 and regulations issued thereunder. Relevant guidance also needs to be taken into account.

This report is for information purposes only and as such it is not considered that anyone's rights under the Human Rights Act will be adversely affected by it.

*Lawyer Consulted: Abraham Ghebre-Ghiorghis*

*Date: 22 October 2008*

##### Equalities Implications:

- 5.3 There are no direct implications arising from this report.

##### Sustainability Implications:

- 5.4 There are no direct implications arising from this report.

Crime & Disorder Implications:

- 5.5 There are no direct implications arising from this report

Risk & Opportunity Management Implications:

- 5.6 The turmoil in the financial markets has led to an increase in the risk that investments will not be repaid. However the action taken by the Central Banks to support the banking industry and the action by the in-house treasury team to reduce investment periods are considered appropriate to mitigate this increased risk. Opportunities to benefit from higher levels of interest will be taken consistent with the new measures.

Corporate / Citywide Implications:

- 5.7 Investment income is used to support the budget requirement for the council. Any action taken to reduce the risk of capital loss will have a downward impact on the level of interest received.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 This report sets out action taken in the six months to September 2008. No alternative options are therefore considered necessary.

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 The TMPS requires the Director of Finance & Resources to report on the action taken by the council in meeting borrowing limits and investment parameters. This report fulfils that requirement.

**SUPPORTING DOCUMENTATION**

**Appendices:**

Appendix 1 – Expectations on the Economy and Interest Rate movements

Appendix 2 – A summary of the action taken in the period April to September 2008

Appendix 3 – Performance and balances

**Documents In Members' Rooms**

None



## **Background Documents**

Part I of the Local Government Act 2003 and associated regulations

The Treasury Management Policy Statement and associated schedules 2008/09 approved by Policy & Resources Committee on 6 March 2008

The Annual Investment Strategy 2008/09 approved by full Council on 13 March 2008

Papers held within Strategic Finance, Finance & Resources

The Prudential Code for Capital Finance in Local Authorities published by CIPFA 2003



**Expectations on the Economy and Interest Rate movements**

(Courtesy of Butlers)

The outlook for the UK economy has deteriorated and the Bank of England has indicated that monetary policy will err on the side of caution, at least until it is confident that inflation has peaked and is headed substantially lower.

Domestic activity is set to decelerate sharply in the next few quarters and a recession is now a distinct threat. GDP (a measure of national income) for the period July to September 2008 declined for the first time since the early 1990's by 0.5%. A host of reasons have been identified for this downturn. The main causes can be itemised as follows: a substantial fall in personal disposable income as the higher cost of living and debt servicing costs in the wake of the 2007 financial crisis take effect; a slump in housing activity; a collapse in business investment; the weak international backdrop and low public sector spending growth.

The situation is not expected to improve in the near term. Consumer spending is in danger of falling more markedly in the months ahead, especially on the back of the slump in consumer confidence. In addition to this, the parlous state of public sector finances means there is no room for a substantial and meaningful fiscal boost.

Inflation remains for September 2008 hitting 5.2%, over 3% higher than the Government's target rate of 2%. The Bank of England's Monetary Policy Committee (MPC) is warning that CPI will remain above the 2% target range until well into 2009. This could have worrying implications for the future wage demands and corporate pricing behaviour. Ultimately, the impact this might have upon inflation will depend upon company pricing power, which will be determined by the strength of retail spending.

In the mean time, the MPC will remain cautious for the balance of this year. But the combination of weak growth and an easing in inflation pressures should provide scope for some further relaxation of domestic monetary policy. The cut in Base Rate by 50 basis points (0.5%) in October 2008 could be followed by a further cut as early as November.

Concerns about the health of the financial sector evidenced by Bear Stearns, Lehman Brothers, HBOS, Bradford and Bingley etc., will persist for some time, and in addition, the weaker growth outlook on a global as well as domestic basis should lead to a moderating bias to fixed interest rates.

However, two considerations will militate against much of a decline from current levels. In the first place, concerns that the performance of inflation will remain an on-going problem for the industrialised nations over the medium term will deter investors from chasing interest rates to the low levels seen previously.

Second, in the UK, the bond markets face the additional burden of the Government's exceptionally heavy funding programme.

## Summary of action taken in the period April to September 2008

### Treasury Management Strategy

#### New long term borrowing

No new long-term borrowing raised in the first 6 months.

#### Debt maturity

No debt matured in the first 6 months. Lender options, where the lender has the exclusive option to request an increase in the loan interest rate and the council has the right to reject the higher rate and repay instead, on four loans were due in the 6 month period but no option was exercised.

#### Debt restructuring

Opportunities to restructure the debt portfolio are severely restricted under changes introduced by the Public Works Loan Board in October 2007. No restructuring was undertaken in the first 6 months.

#### Weighted average maturity profile

With no new borrowing or maturities the weighted average maturity period of the debt portfolio has reduced naturally by ½ year from 38.3 years to 37.7 years.

#### Capital financing requirement

The prudential code introduces a number of indicators that compare 'net' borrowing (i.e. after deducting investments) with the capital financing requirement (CFR) – the CFR being amount of capital investment met from borrowing that is outstanding. Table 2 compares the CFR with net borrowing and actual borrowing.

Table 2 – Capital financing requirement compared to debt outstanding

	1 April 2008	30 Sept 2008	Movement in period
Capital financing requirement (CFR)	£235.8m	£245.3m <sup>(*)</sup>	+£9.5m
Outstanding debt	£239.9m (**)	£239.9m	£0.0m
Investments	£116.7m	£145.6m	-£28.9m
Net debt	£123.2m	£94.3m	-£28.9m
O/s debt to CFR (%)	101.7%	97.8%	-3.9%
Net debt to CFR (%)	52.2%	38.4%	-13.8%

<sup>(\*)</sup> projected 31 March 2009

<sup>(\*\*)</sup> includes £3m borrowed in 2007/08 to fund capital investment in 2008/09

Advice received from the council's external advisors suggests that borrowing should be at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high. This strategy is being reviewed in light of the problems within the financial markets. Any change to this strategy

will be implemented by the Director of Finance & Resources and reported to the Cabinet Member – Finance.

**Cash flow debt / investments**

The TMPS stated that “The council will maintain an investment portfolio that is consistent with its long term funding requirements, spending plans and cash flow movements.”

An analysis of the cash flows reveals a net surplus for the first six-months of £28.6m (Table 3). A surplus in the first six months is not unusual as the profile of receipts against payments is heavily weighted towards this period. The surplus is used to meet cash shortfalls in the second half year as receipts fall away and payments accelerate.

Table 3 – Cash flow April to September 2008

	Payments	Receipts	Net cash
Total for period	£367.9m	£396.5m	+£28.6m

After adjusting for the net movement in the cleared balance held on the council’s bank accounts (-£0.4m) and the increase in the value of the funds invested by the cash manager (+£0.7m) the net movement is increased to £28.9m. This surplus has been used to increase short-term investments (Chart 2 of Appendix 3).

There has been no short-term borrowing during the half-year. Cash flow receipts, together with accumulated investments, have exceeded cash flow requirements throughout the period, thereby negating the need to raise funds temporarily.

**Prudential indicators**

Full Council approved a series of prudential indicators for 2008/09 at its meeting in February 2008. Taken together the indicators demonstrate that the council’s capital investment plans are affordable, prudent and sustainable.

In terms of treasury management the main indicators are the ‘authorised limit’ and ‘operational boundary’. The authorised limit is the maximum level of borrowing that can be outstanding at any one time. The limit is a statutory requirement as set out in the Local Government Act 2003. The limit includes ‘headroom’ for unexpected borrowing resulting from adverse cash flow.

The operational boundary represents the level of borrowing needed to meet the capital investment plans approved by the council. Effectively it is the authorised limit minus the headroom and is used as an in-year monitoring indicator to measure actual borrowing requirements against budgeted forecasts.

Table 4 compares both indicators with the maximum debt outstanding in the first half year.

Table 4 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2008/09

	Authorised limit	Operational boundary
Indicator set	£276.0m	£254.0m
Maximum amount o/s in first half of year	£239.9m	£239.9m
Variance	£36.1m <sup>(*)</sup>	£14.1m

<sup>(\*)</sup> can not be less than zero

## **Performance**

The series of charts in Appendix 3 provide a summary of the performance for both the debt and investment portfolios.

In summary the key performance is as follows:

- Chart 1 shows the average cost of the long-term debt portfolio has been maintained during the half-year at 4.75% against a background of an increase in the cost of long-term borrowing;
- Chart 2 shows that the level of investment managed by the cash managers and the in-house treasury team. The sum invested via the cash manager increases as investment income is reinvested, whereas investment by the in-house team includes cash flow investments and therefore fluctuates throughout each month.
- Chart 3 compares the returns achieved on external investments with the benchmark rate of 7-day LIBID (London Inter-bank Bid Rate) rate for the in-house treasury team and 7-day LIBID rate (compounded) for the cash manager. The chart confirms that during the six months to September 2008:
  - the investment performance of the in-house treasury team has exceeded the target rate (which is 105% of the benchmark rate), and
  - the investment performance of the cash manager has exceeded the target rate (which is 115% of the benchmark rate).

## **Approved organisations – investments**

No new organisations have been added to the list approved in the AIS 2008/09.

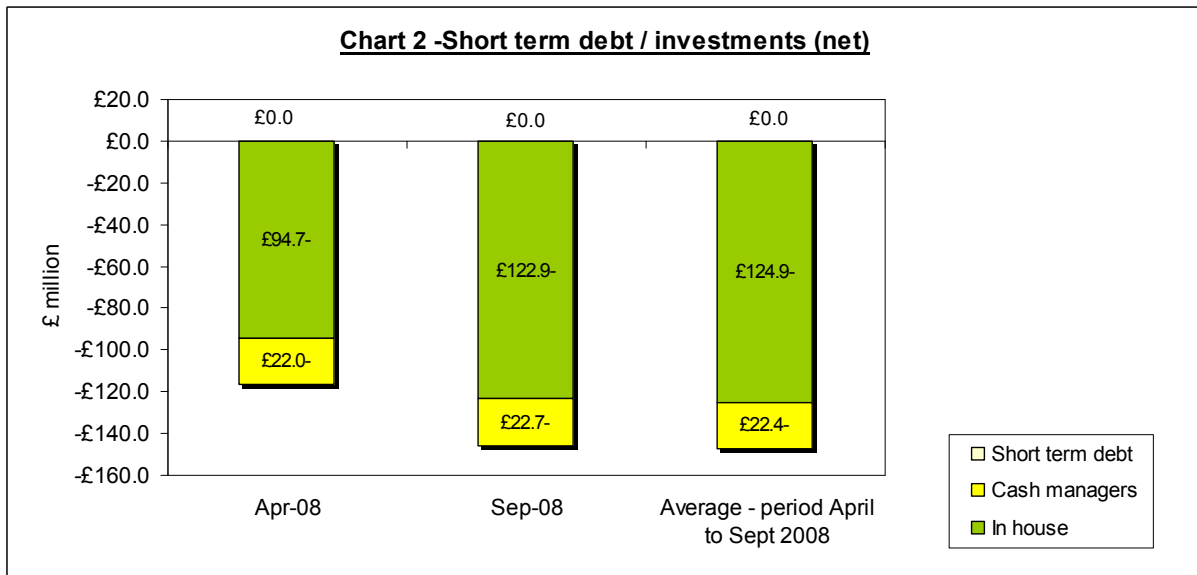
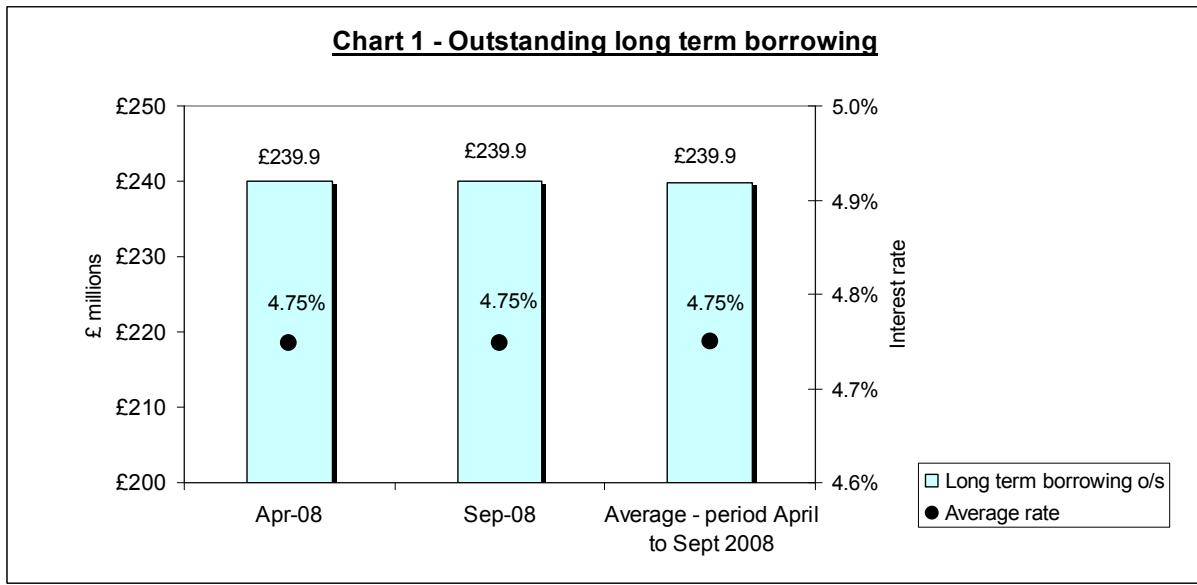
No changes were made to the investment parameters set out in the AIS 2008/09. However a number of institutions were 'suspended' following concerns about future performance or proposed mergers with other institutions.

In early October, following considerable turmoil within the financial markets the investment parameters have been temporarily reduced pending a review of the action taken by central banks. For all new and maturing investments the maximum investment period has been reduced to one month.

**Treasury Management Policy Statement 2008 /2009**

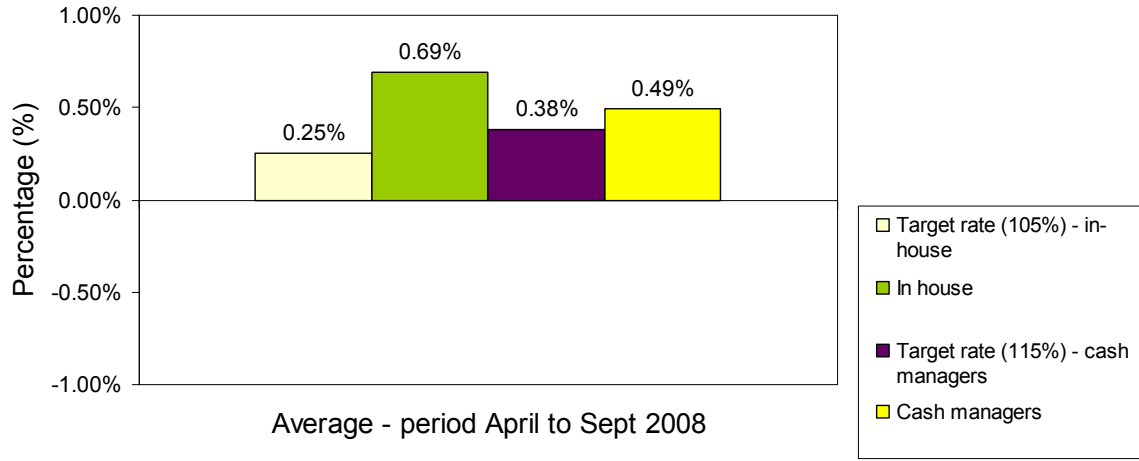
**Mid year review**

**Charts**



The performance for the cash manager includes increases / decreases in the capital value of investments purchased.

**Chart 3 - Performance indicators (annualised) : variation from benchmark (x axis) and target rate (105% / 115% times benchmark)**





<b>Subject:</b>	<b>ICT Strategy 2008 - 2012</b>		
<b>Date of Meeting:</b>	<b>20<sup>th</sup> November 2008</b>		
<b>Report of:</b>	<b>Interim Director of Finance and Resources</b>		
<b>Contact Officer:</b>	<b>Name: Paul Colbran</b>	<b>Tel: 29-0283</b>	
	<b>E-mail: Paul.Colbran@brighton-hove.gov.uk</b>		
<b>Key Decision</b>	<b>CAB4315</b>		
<b>Wards Affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The purpose of this report is to introduce the initial Information and Communication Technologies (ICT) strategy which sets out the council's approach to the delivery of technical and information services 2008 – 2012. This strategy supersedes the 2006 'Review of ICT Strategy – The Transformation Agenda'.
- 1.2 The Strategy outlines the role of ICT in enabling the authority to deliver on its key objectives such as delivering Value for Money and supporting the council in providing services directly to the citizens of Brighton & Hove.
- 1.3 The purpose of this Strategy is to provide the framework for a more detailed development plan. Further detailed analysis and planning supporting the principles outlined in the strategy will be undertaken for review by March 2009.

**2. RECOMMENDATIONS:**

- 2.1 That the Cabinet approve the initial ICT strategy 2008-2012 attached as Appendix 1 of the report.
- 2.2 That the Cabinet acknowledge the scrutiny of the strategy by the Overview and Scrutiny Commission at its meeting on 21<sup>st</sup> October 2008 and note the responses to the points raised.
- 2.3 That the Cabinet note that the initial strategy will be updated further including a development plan by March 2009, for reporting to the Cabinet thereafter.

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 Since 2002 the councils ICT strategy has largely been driven from the central government ICT strategy, notably the Best Value Performance Indicator for e-Government.
- 3.2 Since this time much has changed and much has been achieved. Examples include the implementation of a new Financial Information System, Customer Relationship Management (CRM) system and significant expansion of the technology infrastructure necessary to meet the continual development of council services.
- 3.3 The initial ICT Strategy 2008 – 2012 recognises the achievements that have already been realised through previous investment. However, it addresses the requirement to build upon these foundations to support the delivery of modern services to citizens.
- 3.4 The initial Strategy highlights the need for ICT to continually support improved service delivery whilst reducing costs and maximising the investment in ICT. It sets out the principles within which our vision will be achieved and the way in which the ICT division will support the Corporate Plan. However, the Strategy recognises that ICT is a corporate responsibility and not simply a technology issue. Partnership working and business collaboration is vital to providing officers, Councillors and partners with the tools they need to deliver effective services.
- 3.5 Everything ICT does must support the Councils priorities for improvement. The context within which these priorities sit is complex. The ICT Strategy will need to balance change activities, service delivery and service excellence against capacity and funding constraints.
- 3.6 Major themes outlined in this strategy include:
  - How ICT can support improving Citizen Access
  - Supporting the transformation of services
  - Business Improvement
  - Technical Strategy
  - Capacity and Resources
- 3.7 It should be noted that the strategy is work-in-progress. It is recognized that more needs to be done to tie this initial strategy to the Council's business needs, including governance, prioritisation and a costed development programme.
- 3.8 However, before carrying out this detailed work and planning the views of the Cabinet are being sought to ensure the direction of travel suggested in the strategy is broadly right.

3.9 The strategy will be updated by the new Assistant Director for ICT (who takes up his appointment in mid-November) by the end of March 2009, and reported to the Cabinet thereafter.

#### **4. CONSULTATION**

4.1 Consultation has taken place with Directors, other senior council officers, the Cabinet Member F&R & Central Services and the Overview and Scrutiny Commission. Further consultation will occur between now and March 2009 as the strategy is developed further.

4.2 The Overview and Scrutiny Commission considered the draft initial ICT Strategy at its meeting on 21<sup>st</sup> October 2008.

4.3 An extract from the draft minutes of the meeting is reproduced below:

“The Interim Director and the Head of ICT replied to a number of queries:

- There have been moves to integrate ICT between services and this was being led by business/service needs.
- In future there would be more flexibility in home-working and work patterns.
- The council is moving towards on-line services, residents who were not IT-capable would be taken in account – so there will still be a variety of access options and information disseminated in other formats.
- Some IT systems are not compatible with partners, particularly with health partners, but we are starting to bridge the gaps.
- Data sharing and legal situation, was a continuing issue.”

4.4 Three major themes raised by the Overview and Scrutiny Commission are worth mentioning further:

- The tendency for ICT projects to go over budget and overtime. This is recognised as ICT projects can be complex. The early involvement of the ICT service by the business end of the Council can mitigate some of the risks. For example, some good engagement between a service project sponsor and the ICT service has contributed to corporate Geographical Information Systems being delivered on budget on time with maintenance costs being reduced. This provides potential for service improvement, better decision-making and value for money. Equally, the new planning portal did encounter some difficult technical issues (many of which were outside the control of the Council). Nevertheless the Council is the first to have implemented the solution.
- A concern about access to information and services by people who do not have access to ICT. This is recognised as a key issue – the intention is to

keep a range of access channels available suitably adapted to individuals special needs but also to actively encourage those with access to ICT to use that as the main channel of access to the Council.

- The compatibility of systems across partners. This is indeed a significant and complex issue. Some progress is being made with, for example, Government Connect – a technology for secure data transfer between government departments and other public sector bodies. However, much more will need to be done over the period of the strategy and beyond.

## **5. FINANCIAL & OTHER IMPLICATIONS:**

### **5.1 Financial Implications:**

The councils Medium Term Financial Strategy sets out the financial plans over a 3 year period. The Financial Planning section of the ICT Strategy indicates that where funding has not already been identified a Business Case will be provided to identify the capital and revenue implications of each scheme/action, including associated benefits and savings.

*Nigel Manvell*

*October 2008*

### **5.2 Legal Implications:**

There are no significant legal implications arising from the strategy itself. Any contracts or procurement activities arising from the implementation of the strategy need to be considered separately for compliance with European and domestic legislation as well as the Council's standing orders.

*Paul Colbran*

*October 2008*

### **5.3 Equalities Implications:**

The ICT Strategy supports the council's commitment to promote equality via the use of technology and information systems. An Equalities Impact Assessment (EIA) will be conducted as part of the process of updating this strategy by the end of March 2009. The resulting action plan will demonstrate how we can continue to ensure that effective, appropriate and fair services are delivered on the council's behalf.

### **5.4 Sustainability Implications:**

The initial ICT Strategy refers to a number of initiatives (such as mobile & flexible working, consolidated infrastructure, thin client computing) supporting the wider corporate commitment to sustainability and the reduction of carbon emissions

#### 5.5 Crime & Disorder Implications:

None

#### 5.6 Risk and Opportunity Management Implications:

A number of risks are implicitly identified throughout the ICT Strategy. Each scheme/action identified within the strategy will be subject to appropriate risk assessment. Previous risk assessments carried out against ICT service provision have been included in the Corporate Risk Register. A review of those risks will be carried out against the revised strategy.

#### 5.7 Corporate / Citywide Implications:

ICT underpins many of the council's operations. The strategy recommends that consultations continue with all departments of the council as an ICT strategy needs to be responsive and flexible to the council's needs.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

1. ICT Strategy 2008 - 2012

#### **Documents In Members' Rooms**

1. None

#### **Background Documents**

1. None



# Brighton & Hove City Council

## ICT Strategy 2008 – 2012

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## Document Control

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Name	Title / Role
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### Document History

Version	Date	Comments
0.1	04/07/08	Initial draft for review
0.2	05/09/08	Update for submission to F&R DMT
0.3	19/09/08	Update for submission to TMT/OSC

## 1. Executive Summary

The Information & Communications Technology (ICT) service aims to maximise the potential of technology to deliver transformed and improved quality services for the citizens of Brighton & Hove. Key to supporting the council's vision of promoting and achieving "Value for Money and Customer Focus" is a modern ICT strategy that is closely aligned to corporate aims and priorities. This document presents the Council's ICT strategy for 2008 – 2012.

Local government services by their nature are widely different in character and extremely complex. They are reliant upon a range of different partners and relationships. The council's modernisation agenda relies heavily on ICT to ensure services are accountable and transparent, accessible and cost effective. Changes to the structure and approach of the ICT function within the Council in recent years have enabled ICT to meet the evolving demands of the organisation. However there exists a continuing need for investment in technology, skills and capacity in order that ICT may continue to deliver improvements for the Council and its customers.

The evolving reliance on systems and technology within Brighton & Hove City Council in recent years has led to increased demand for ICT staff to support around 400 services, systems and applications which in turn requires ICT staff to possess a wider portfolio of skills. Whilst the service has supported the needs of the Council throughout this period, it is recognised that a more corporate approach to technology and service delivery is necessary to enable the Council to deliver best value to its citizens.

ICT needs to make a step change by taking a central role within the organisation to ensure that all service areas of the council have the right level and quality of ICT support to enable them to deliver efficient, effective and accessible services by:

- Providing strategic input to facilitate improved knowledge management, decision support, training and development of citizen facing services.
- Incorporating planning for ICT, the procurement of new or updated systems and the support requirements of IT services within the corporate planning process.
- Adapting to the increasing requirement for on-demand and flexible services.

Some of the principles outlined in this further benefit analysis and planning. This strategy will be subject to review in March 2009 by the new Assistant Director ICT.

### **Key Messages in this document**

- ICT is vital for delivering our corporate priorities
- ICT is mainly a business issue, not a technology issue
- Technology is changing quickly. New products and developments to existing services are appearing all the time, offering new ways of delivering services and reducing costs. It is important to make best use of these new products and services.
- Our use of ICT needs to be further modernised
- It will be important to ensure that in the information age, employees and the community have the skills and competencies to access new services, new employment opportunities and enable social inclusion within the community.

## **2. Vision and Mission statement**

The vision for ICT is to achieve a more consistent and positive customer experience. Through the development of efficient, streamlined, integrated services supporting the council's priorities ICT will support the delivery of high quality and innovative business services. To do this effectively ICT aims to develop a strong culture that is clearly understood and supported by all staff in the organisation and is clearly focussed on supporting the many business functions of the council. ICT will support a customer centric approach that is led by business and service delivery requirements.

### **The key Building Blocks**

To achieve our goal we must have effective ICT practices and procedures. These practices and procedures will also:

- Make sure we provide best value operational service which meets the needs of our business
- Make sure that our ICT investment priorities are in line with our business direction
- Help us make better and faster decisions relating to ICT
- Encourage people to use ICT in an efficient and acceptable way
- Increase the business value of ICT and reduce its running costs

Although the overall investment in ICT will increase in line with the overall growth, the unit costs will typically decrease and service levels will be maintained or improved. This means that we will continually be striving to achieve more for less.

The ICT service will focus on the following drivers

<b>Strategic Priority</b>	<b>Objective</b>	<b>Outcome</b>
<b>Service Transformation</b>	Transformational Change	Shift resources to provide better services for citizens and business and develop a local vision about what needs to be achieved. Using new business models, deliver services to more intelligent and challenging customers.
	Business Process Management (BPM)	Improve the management of all processes supporting a service transaction or event, which managers can change without necessarily involving ICT. Embrace BPM so that service departments champion and deliver change, supported by ICT. Use BPM prior to commissioning new services to ensure optimal value for money.
	Delivering Value for Money	Improve the effectiveness of information systems supporting policy and decision making. Maximise opportunities for information sharing and collaborative working to achieve reduced total cost of ownership.
<b>Governance</b>	Information Security	Provide secure and controlled access to the councils infrastructure, systems and electronic information
	Information Management	Develop an Information Management strategy by April 2009 that defines the behaviours and tools to exploit the organisations information resource
	Implementation Planning	Improve the formulation and control of plans to deliver the ICT business plan(s), including the workload of day-to-day ICT service delivery
	Business Continuity and Systems Availability	Maintain an operational infrastructure supporting critical systems in the event of an unplanned incident or service outage
<b>Professional Practice</b>	ICT Performance and Credibility	Develop performance management, focus on the customer, reduce costs and shift from technology to process, information and relationship management
	Develop new skills	Review skill sets and develop new competencies for ICT staff. In particular develop process and customer relationship expertise
	Contract and Supplier	Optimise ICT support contracts to meet the needs of the business and deliver value for money
	Shared services	Organising ICT functions with a optimal mix of suppliers
	Shared applications	Promote the implementation of enterprise wide solutions to support optimised business processes
<b>Technology</b>	Infrastructure rationalisation	Deploy virtualisation technologies to minimise environmental impact of technology and maximise operational efficiencies

Server-based computing	Use centralised computing models, so called thin client technology, to deliver applications and data to client machines and devices
User devices	Develop new ways of managing a secure infrastructure that allows users to connect using a range of peripherals via the corporate network
Mobile Working	Develop the ability to use technology without the need to be physically connected to the corporate network, or in remote or mobile (non-static) environments
Enterprise Content Management	Manage and track documents and other media from creation to deletion. Allow content to be presented to multiple channels and used in business process workflow and collaboration

### 3. Corporate priorities

The relationship between ICT and the Council's priorities is outlined below.

Council Priority	How ICT can help
Protect the Environment While Growing the Economy	IT services affect the citizen experience both directly and indirectly. The management and use of technology to support environmentally responsible projects contributes to delivering safe, clean and thriving communities. New digital technologies will continue to attract new businesses and investment into the city whilst providing aggregated knowledge and information will support the city image.
Better Use of Public Money	Channelling services and improving the range of service options available to citizens supports the council's targets for delivering excellent public services. Technology can be used to link services, facilitate information sharing and present new opportunities for delivering council services to citizens. Technology will underpin the availability of services and reduce the impact of system failures.
Reduce Inequality by increasing opportunity	ICT helps to facilitate the presentation of consolidated information about council services to citizens across the city. Access to learning and development through schools, libraries, family learning and study support centres means information is more widely available citizens and supports growth in the city.
Fair enforcement of the Law	ICT will continue to provide maintenance and delivery of information systems which support the principles of the constitution. ICT will put in place a comprehensive security infrastructure to protect the integrity of digital information and minimise exposure to the risk of fraud and similar illegal activities.
Open and Effective City Leadership	ICT will support the delivery of services allowing citizens to engage with the council in the way they want to engage, when they want to engage. ICT will deploy a variety of technologies to enhance the support to the democratic process, affording customers of the Council increased opportunity for influencing decision making. On-line discussion space, audience voting equipment and web

	casting are all technologies which will be developed by ICT.
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## 4. Citizen Access

Technology will support the council's commitment to delivering excellent customer service. Through our 10 year Access Vision customers of the Council will have increased choice of whether to interact with us electronically, by telephone or face-to-face. Further investment in 2009/10 is required to develop the use of contact centre technologies (i.e through Customer Relationship Management systems (CRM)) to deliver effective service at first point of contact. Office based staff will have access to technology which provides them with the information resources required to deliver services. Investment in mobile technologies will ensure that staff in the field do not have to return to headquarters to receive instructions, access information or record service outcomes. Access to new and existing services will be delivered through the Councils web site, mobile technology infrastructure and other technologies (i.e virtualisation, unified communications, and collaboration).

### **Development of online payments facilities.**

There is a requirement to receive electronic income into the organisation from citizens paying for council services i.e schools services, revenues and benefits services, regulatory and community care services. In the case of schools, for example, the use of online pre-payment of school dinners has been proven to streamline administration by reducing cash handling, improving take-up, reducing bullying and promoting healthy eating.

### **Reducing Avoidable Contact (NI14)**

National Indicator 14 is the new performance indicator about reducing avoidable customer contact. It relates to the requirement in Transformational Government to minimise the proportion of customer contact that is of low or no value to the customer. The concept of avoidable contact is easy to understand and reducing it has clear and obvious benefits in terms of customer satisfaction and efficiency.

Self service transactions are a prime means of reducing customer contact for both information and service requests and the Web provides for a primary access point for such requests (i.e submission and follow up of planning applications, parking permit renewals). ICT will invest in new skills and infrastructure required to support self service strategies.

A number of opportunities exist to offer key services available online. Services including CYPT, online admissions, the licensing register, mapping services, building control, land charges and online assessments for adult social care users have already been identified as potential opportunities for further development.

The council will need to address the measurement of NI14 based on whether a contact made by a customer was avoidable. To gather data to determine the required result requires the collation of all contacts made by customers with the council. Further investment in CRM and online services during 09/10 and beyond will



support the council's ability to measure and reduce avoidable contact. Further development of the council's telephony systems will also be required to capture information supporting N114.

### **Geo-Information Systems (GIS)**

The delivery of a central repository of map data across the authority using GIS provides council staff dealing with customer enquiries the ability to use mapping technology to provide visual data to support a customer contact. A customer service officer will be able to click an electronic map to access additional relevant information and provide updates for other staff. The use of GIS for informed decision and policy making will result in improved front line services to our customers.

### **Supporting Equalities and Diversity**

ICT plan to support the councils' equalities and diversity initiatives by utilising technology to measure and monitor how information is used across the authority to identify who we are delivering our services to and how effectively they are.

ICT aims to improve the accessibility of information, for example, through library kiosks for people who don't have access to a computer and by supporting our staff to do their jobs effectively through easily accessible information as well deploying assistive technologies where appropriate.

In addition, by increasing the availability of ICT and distance learning information and services will become more widely available to our customers, for example, using the Learning Platform with single sign on for pupils and parents to draw parents in through the activities of their children.

### **E-Learning**

The procurement of a Brighton & Hove Learning Platform for learners, teachers, parents and carers across the city including learners not attending formal education meeting DCSF targets (outlined in the Government's "Harnessing Technology" Strategy) will be available to schools in 2008. This powerful tool combines digital content with instant feedback alongside communication and collaboration tools.

The vision is to embed the use and promotion of the Learning Platform within CYPT to support teaching and learning through strategic partnerships with the Education Advisory Service, Brighton and Hove Out of School Learning, South East Grid for Learning and others. Our aim is to use it as a key vehicle for communication with stakeholders, bringing together a number of existing disparate communication channels and bringing new consistency and clarity to the learning experience.

The implementation will support the Value for Money agenda as it will obviate the need for separate school web sites and prevent the replication of content across schools, as well as allowing anytime collaboration and support between teaching professionals and other staff to support their CPD. In addition, further DCSF targets make provision for full two way integration with school management information systems by 2010 which will allow learning outcomes to be recorded automatically back to the Management Information System (MIS) and used as the basis for online reporting to parents alongside other contextual information. As a web-based learning environment that can be accessed from anywhere, we want to use its potential to the full and to develop its use over time to support inclusion, hard-to-reach learners and community engagement.

### **Computers for pupils**

ICT are involved in a joint funded project with CYPT supporting access by learners in disadvantaged families with secondary age children via the 'Computers for Pupils' project. This initiative will place hardware with managed/filtered connectivity to the internet into family homes, with some training and support for parents and children via schools, to ensure they are not excluded or disadvantaged as online learning opportunities become the norm.

### **Shared access to ICT facilities**

ICT will support community engagement initiatives through the delivery of accessible technologies to maximise opportunities for broadening and deepening citizens' lifelong learning and contact with the wider community through accessible technology (i.e via schools/hub sites, drop-in centres). Additionally ICT aims to provide a means of delivering electronic information and services to the citizens of Brighton and Hove and visitors at a time and place convenient to them. Mechanisms to support this requirement include access to information via libraries and kiosks distributed across the city and by providing access to online democratic processes.

### **Delivery of modernised business services**

The emergence of Web 2.0 technologies provides ICT the opportunity to enhance creativity, information sharing and collaboration among users and citizens. The development and evolution of web-based communities and hosted services, such as social-networking sites, wikis and blogs will alter the way end-users use the internet. This allows for the development of web services – simple, self contained applications processing simple requests through to complicated business processes.

ICT will champion and support the widespread use of web-based technologies to access information both for staff and citizens. Using the internet to support improved

service delivery will add value to many business functions whilst making council services more widely available to the general population.

#### **Microsoft Office Sharepoint Server (MOSS)**

The corporate decision to use MOSS for the re-development of the council's intranet and web site will provide future opportunities for interactivity, re-use of information, knowledge sharing, mobile access and accessibility to services for those with disabilities. ICT will support the implementation of a Citizen Portal to provide access to internal applications and services including GIS maps and overlays, data archives and front line services.

#### **Prioritising Investment in Housing IT Systems**

Consideration is required for investment options for Housing information systems. ICT are expecting to support the development of existing elements of the housing system, as well as incorporating new systems as required by the housing service. Technology solutions providing for example, mobile technology to support property inspections and housing repairs, workflow technology to enable better management of business processes and the development of online services for repairs, faults and lettings will aide improved service delivery to tenants. A new Housing Management Repairs and Maintenance ICT Strategy is expected to be approved by 2009.

### **5. Transformation**

Fundamental to the delivery of effective IT services providing value for money and enhanced business processes will be the need to invest corporately in joined-up systems and solutions. There is a corporate requirement to analyse business processes prior to commissioning an IT solution to maximise the potential for re-using/sharing existing systems and services where appropriate. Where this approach improves the outcomes ICT will support council staff and elected members by providing technical advice and information as appropriate.

#### **Ordnance Survey MasterMap**

The use of the Ordnance Survey mapping software within GIS provides the functionality required to perform spatial analysis of data fundamental to improving strategic evidence-based decision making and service delivery. The deployment of MasterMap via the corporate intranet in 2008/9 will increase the council's ability to analyse data which has a geographical reference and to deliver increased value for money across a wide number of business functions.

#### **Support for improved business process and information flows.**

The demands placed upon ICT by our customers and other stakeholders are changing and will continue to do so. In order to be effective ICT must align its organisation, service and support practices with the evolving vision, objectives and

priorities of the Council. Technology alone will not deliver the transformation required; however, it does present the opportunity for radical redesign of the organisation, its services and processes to meet the needs of our customers.

There is considerable scope to broaden and further automate the two way transfer of data between schools and central CYPT systems/teams to improve data quality and ensure that data is not collected and distributed in a piecemeal fashion. Ultimately the aim would be to enable schools' data to be collected at least weekly – a business case to implement GroupCall Xporter alongside the existing AVCO system is the first step, and this supports Contact Point as well as the internal business processes.

### **Carefirst 6**

In social care the provision of information to council officers is critical to the efficient delivery of care services and to the commissioning of future services. The implementation of Carefirst 6 in 2008 will allow manually produced reports to be migrated to automated and flexible reporting tools (i.e Actuate and Business Objects XI). Operational and senior managers will have access to real time performance information directly from their desktops whenever they require it. The information will be presented in accessible formats with drill down facilities to give real management oversight of case records, local and statutory performance. As a by-product of the automation of information production staff will have more time to develop in-house management reports to support local requirements rather than concentrating most of their efforts on statutory performance reporting.

Both ASC and CYPT social care are engaged in making fundamental changes to business processes which will transform the way services are delivered, give greater emphasis to choice and control and result in better outcomes for users of those services. In ASC the changes include the development of the Access point service, enablement services and streamlined assessment processes, including the new common assessment framework (CAF) and the Resource Allocation System (RAS) and in CYPT the adoption of the Integrated Children's System.

The vision for ICT in social care is that our electronic information systems should be a key enabling tool to support these new operational processes. Our electronic systems should capture, process and give access to information in a secure, timely and efficient manner that will support the Directorates to achieve their aims. The implementation of the web version of Carefirst, with its integrated assessment and reporting tools will enable us to meet these aspirations.

### **Electronic Document Records Management (EDRM)**

The corporate EDRM solution now facilitates vital services within the organisation such as storage of crucial HR and finance documents and the planning application web service, which receives over 50,000 hits per month from members of the public on our website. The IDOX EDRM system now stores over 700,000 documents with further development work planned in 2008/9 to deliver efficient management of the

Council's increasing volume of email, documentation, electronic forms and correspondence. EDRM facilitates automated and streamlined business processes and includes disaster recovery and records management for all Council files.

It is very likely that a national eCAF (electronic common assessment framework) solution will be made available to CYPT by central government in 2009. This will provide a standard common assessment tool as the gateway to CYPT services. It is not yet known what ICT support will be required, but it could include project and implementation management support, technical support and links to other CYPT systems such as Carefirst.

The authority has made an initial investment into Customer Relationship Management (CRM) software to help understand, as well as anticipate, the needs of current and future citizens. CRM supports changes in the way customers contact and interact with the authority by enabling the automation of business processes by sharing consolidated information with other information systems. ICT will continue to support the aggregation of customer services for a number of functions by continuing to develop the CRM system.

### **Rationalisation of systems and core infrastructure.**

As technology evolves greater opportunities are made available for ICT to consolidate and rationalise its IT architecture. Through new technologies such as virtualisation, unified communications and data integration significant improvements to service delivery can be realised to maximum effect resulting in an agile, scalable, cost effective and environmentally acceptable infrastructure. By 2011 ICT aims to achieve a 60% reduction of physical servers through virtualisation and provide 30% of desktop services through server-based technology models.

A business case has been made for an implementation of additional Impulse modules (central pupil MIS) over three years, of which the first year funding has been 80% secured, which will consolidate data, information, decision making and resource allocation for pupil-based services and to facilitate early intervention with specific pupils and families where appropriate.

### **Integrated systems and data sharing**

Key to the operational achievement of the aims set out above is the requirement to work in partnership with other agencies. ICT can support this by ensuring that information systems in social care provide a platform to share information between professionals and bring data together so that we can monitor the effectiveness of a more joined up approach. However, in both ASC and the CYPT integrated process and reporting models are still in the early stages of development and clearly these are a pre-requisite for joining together electronic systems. Nonetheless the implementation of the web version of Carefirst will position us to support business

integration through linkages to external organisations as requirements become better defined over the next few years.

### **Government Connect Programme**

On 1<sup>st</sup> Apr 2008 permanent secretaries of DWP, DCSF and others announced the decision to cease the provision of RESTRICTED data to local authorities and the receipt of 'sensitive personal data' through any means other than a government approved secure IT channel known as Government Connect. To avoid any impact to services, in particular housing and council tax benefit services ICT has submitted its application to join the Government Connect Secure Extranet (GCSx) which enables secure interactions between local authorities and central government departments and national bodies. Under the terms of the application ICT is required to implement and support improved working practices and measures to ensure the integrity and security of systems and information.

Contact Point is a national project which aims to facilitate better communication between professionals by the creation of a database of all the children in England with a small dataset for each child including address information, school and GP information and other professional involvement. The implementation of Contact Point within the CYPT is subject to delay due to the central project timescales slipping and the earliest implementation date is currently forecast to be April 2009. However, we do know that we will need to link information from the social care and education systems to Contact Point and to this end will be migrating the NLPG into Carefirst by the autumn of 2008.

#### **Promote partnership working with supporting processes and governance.**

In 2007-2008 CYPT adopted a governance framework to control and manage investment in information systems. This included setting up the Information Programme Board (IPB) to function as the commissioning body for any significant information system development. The IPB has functioned well as a gate-keeping body that prevents investment being made without a robust business case to support it. Going forwards CYPT needs to embed this framework and ensure that developments are managed within a programme management framework which will ensure VFM. In 2008 ASC intends to adopt similar governance arrangements to achieve the same aims.

The Joint Technology Deployment Framework aims to provide a structure for joint/partnership working which will facilitate the implementation of the most efficient and cost effective solution to joint IT issues across partner agencies. These issues may be in either CYPT or ASC. The framework will include a statement as to which technologies can be deployed and a series of process and procedure documents that will support staff who are engaged in joint IT projects.

#### **Provide solutions to support a mobile and agile workforce**

CYPT are in receipt of grant funding from the DCFS to pilot mobile and flexible working options within children's social care services. It is planned that a project will

be initiated as a proof of concept, in summer 2008, initially with small numbers of staff involved. It is anticipated that ASC will initiate a parallel project in 2009. Findings from both pilots will inform the development of a corporate Flexible and Mobile Working programme from 2009.

## **6. Business Improvement**

Modern ICT gives successful organisations an advantage by making them more effective, efficient and economical. The growing importance of ICT, and its strong link to transforming business, is reflected in a corresponding progression in technology.

The goal of the business is to achieve a more consistent and positive customer experience. This is brought about by consolidating and improving the customer facing elements of the Council (the Front Office) and consolidating the support and logistic elements (the Back Office). This frees up the specialist professional elements to enable a better and more productive use of their expertise.

To achieve this goal information and communication technologies are required to bring together the people, processes and technology required to deliver successful change and modernisation.

ICT also directly contributes to the success of organisational transformation through the specification and delivery of technology, project and programme management, and business change expertise.

### **IT Infrastructure Library (ITIL)**

The Information Technology Infrastructure Library (ITIL) is a set of comprehensive documentation of best practice for IT Service Management. Effective IT service delivery and management demands repeatable and measurable processes. ITIL is a framework for IT process and service management and brings with it a consistent, integrated approach and vocabulary.

In 2009 ICT will existing service provision and initiate a programme of service improvement aligned to the ITIL framework with a target to achieve ISO-20000 accreditation, the standard for IT Service Management, by 2011.

Key components of ITIL are:

- |                            |                            |
|----------------------------|----------------------------|
| ⑥ change management        | ⑥ capacity management      |
| ⑥ configuration management | ⑥ service level management |
| ⑥ incident management      | ⑥ continuity management    |
| ⑥ problem management       | ⑥ availability management  |
| ⑥ service/help desk        | ⑥ financial management     |
| ⑥ release management       |                            |

## **Governance and Compliance**

Effective ICT governance is critical if the Council is to achieve its organisational objectives. IT governance is about doing the right things for the right reasons, while compliance involves reporting functions that details what has actually taken place and any areas where established policies should be undertaken differently.

Effective governance will also:

- Ensure that all ICT investment priorities are aligned with the corporate/directorate priorities
- Helps the council make better and faster ICT related decisions
- Builds trust through transparency
- Synchronises ICT with business strategies
- Encourages desirable behaviours in the use of ICT across the organisation
- Increases the business value of ICT and lowers the total cost of ownership (TCO)

By 2010 ICT, in conjunction with Audit Services, will develop an IT governance framework comprising a set of principles, decision-making hierarchy and tailor-made suite of reporting and monitoring processes to ensure compliance. The framework will complement existing tools such as Internal/External audits and will cover information strategy, IT risk management, software applications, ICT architecture, ICT infrastructure/technology, ICT investment, project governance and information compliance and security. The framework will identify standards for accountability and decision making within each domain.

## **Programme, Project and Tactical Change Management**

ICT has started the creation of programme and project management standards as a benchmark for best practice. By 2009 these standards will help ensure the implementation of disciplined and consistent programmes across the authority – within time and budget with the business benefits from investments fully realised. Using the industry recognised PRINCE2 Project Management methodology projects will be led and delivered by trained project managers with expertise in integration, scope, time management, cost control, quality, resource management, communications, risk management and procurement.

Responsibility for the successful delivery of programmes and projects does not reside solely with the ICT programme/project manager. Service areas accountable for the



service/business improvement should ensure they engage with ICT staff who can advise and support technical requirements.

ICT will invest in specialist business analysis skills to provide internal consultancy and a business interface for system and IT service improvements. Working closely with key stakeholders and nominated 'expert users' business analysts will examine existing processes to identify and explore opportunities for technology to improve the service being delivered to our customers.

### **Improved project filtering and business partnerships**

To ensure ICT is fully supported in the delivery of IT-enabled business-change programmes ICT and the business must work together to bring realism to bear on a idea before it gains momentum. There is a requirement across the organisation to embrace the filtering, scoping and prioritisation of IT projects to reduce costs through the early termination of ill-conceived initiatives which fail to demonstrate an appropriate return on investment.

It is often difficult to filter and scope programmes because as a change idea develops the project begins to take on a life of its own. Whilst technology is invariably central to business-change initiatives, the ICT function is sometimes not involved in early discussions and its informed views are not heard. Even when ICT is involved, it is often seen as being too cautious and acting as a negative influence on progress.

Another difficulty experienced when filtering is that each idea is seen by the sponsoring business manager as being a top priority, and is presented as such to senior management. Financial and project approval then tends to be given to each case individually, rather than reviewing the overall portfolio of business requirements. This is frequently the case for corporate IT service solutions which often results in duplicated functionality being procured and deployed.

ICT aims to facilitate a non-bureaucratic, early scoping approach that results in a map of a proposed initiative involving ICT and business members and supported by ICT business/change analysts or technical account/project managers. The mapping process should show how the proposed initiative links to the councils strategy and demonstrate which key performance indicators would be improved. It would also outline the IT and business changes required to secure the anticipated benefits.

By providing a clear visual representation of the proposed programme the approach acts as an effective communication platform for presentation to senior management and the wider organisation. A decision can then be made to decide whether the programme should be continued to the full business case stage saving significant resources for ideas unable to demonstrate a decent return on investment.

To support this process ICT is recommending the formation of an ICT Steering Group consisting of senior ICT managers and business stakeholders to be established by mid 2009. This group would provide a holistic view of business-change initiatives requiring supporting technologies and provide an appropriate level of filtering and prioritisation.

### **Application Integration**

Applications integration and interoperability is increasingly important to deliver a "joined up" IT environment. Typically business processes do not rely on the services provided by one single application, thus organisations invest substantial resources in developing and maintaining integration mechanisms (i.e bespoke interfaces) between applications in order to meet corporate requirements.

Within the council there are increasing demands for application integration and data rationalisation to realise business process efficiencies. In line with the authority's Microsoft based technology architecture ICT will investigate opportunities for application integration. Options such as Microsoft Biz Talk Server – a business process management server which uses adaptors to facilitate communications between different software systems and Service Orientated Architecture (SOA) which allows different applications to exchange data with one another will be considered to support the actions identified within Sir David Varneys 2006 Service Transformation report.

### **Information Management**

Good information management will underpin the delivery of services which are effective and efficient, as well as making sure the Council operates within legislation relating to gathering, using and storing information.

During 2009/10 a separate Information Management Strategy will be commissioned to outline the organisations approach to:

- **Document Management** – the future management of paper files and the integration with electronic document management systems. This will include the introduction of common classification for both paper and electronic documents
- **Records Management** – defining what documents constitute records and the availability of electronic records
- **Content Management** – the activities of filing and the publication of information to a range of different web-based locations, both internal and external.

- **Knowledge Management** – it is important to adopt a conscious and systematic approach to the capture of knowledge within departments. By focusing on people, processes and technology staff should be encouraged to make their knowledge explicit and to share their knowledge with others.
- **Data Management** – the council needs to make better use of the data it owns to deliver smarter public services whilst at the same time ensuring we maintain privacy.

This strategy will be presented to senior officers and members for adoption as the corporate information management strategy.

ICT services will work with Audit Services to set up a system for managing corporate information by 2010. Focusing first on improving the quality of our information, this work will also include providing technical and consultancy resources to support activities which will include the following:

- Carrying out a full check of our information to identify the extent and quality of it and then establish a way forward for storing it
- Analyse and define how long we need to store important information to make sure it is held efficiently
- Developing a system to classify information in a way which supports efficient management and access to information
- Developing policies for holding and destroying information in line with relevant legislation
- Making sure the council makes full use of existing technology to support these activities whilst carrying out a full review of how documents are managed.

### **Information Security management**

Information Security becomes a much more complex area as the Council continues to its drive into the e-Government age. Considerable investment and effort is required to fully protect the information assets and the confidentiality of the citizen or client, while providing 24x7 access to services.

However, information security should not be seen as a technology issue within the authority, limited to securing data or protecting computers. IT system users should become responsible for decisions about which threats should be protected against and what trade-offs between security and flexibility are considered acceptable. Once these decisions have been made ICT security staff should be consulted to design and implement technical solutions covering the requirements identified. Decision making responsibility should sit with directorate management teams who

can influence and evidence the effectiveness of information security management, and not be led by technical experts

ICT will increase the knowledge and skills required to provide safe, secure but scalable solutions which support growth as user demand for electronic information increases. ICT will also continue to support the expansion of services presented using a variety of media devices i.e Mobile, PDAs, remote kiosks.

During 2009/10 ICT will work towards achieving the international Information Management Security standard ISO 27001. To ensure that confidential information is properly secured and accessed only by staff authorised to do so by 2011 ICT will undertake:

- Regular testing of systems by independent experts to identify specific security risks
- Penetration testing of secured systems by external experts
- Facilitating access to data outside the office by providing remote secure channels rather than transferring data on to a mobile device (i.e data access centrally and not removed from core source) and phasing out the use of disks, USB's and media cards for storing local copies of data
- Encryption of removable media i.e PDAs, laptops
- Reviewing and updating policies to control access rights for all systems/data accessed remotely
- Adopting central government strategies for securing data transmission i.e Government Secure Intranet (GSI) and Government Connect schemes.

### **ICT Disaster Recovery Plan**

The council must be able to respond and recover from a disruption to its ICT infrastructure and comply with the requirements of the Civil Contingencies Act 2004.

The ICT service has been providing elements of contingency planning during the development of the IT infrastructure and networks. These elements include dual site automatic switch over for applications and data, common server storage facilities, redundancy in network capacity and out of hours support via technical teams. Some disaster planning and testing already takes place for a number of key systems and services.

Previous audit work on IT service management has identified the need to further develop ICT disaster recovery plans linking to the wider business continuity plans and

the corporate risk register. ICT will put in place resources and expertise to deliver full recovery solutions for all key systems and services identified in the Business Continuity Plan (BCP) by 2009 and incorporate documented business continuity measures as part of the Project Management Framework for all new systems by 2010. By 2011 all key systems will be subject to annual testing of business continuity plans

In 2009 the deployment of enterprise management tools to monitor performance, deploy applications and proactively identify system faults will support the delivery of high availability services and provide for a pro-active approach to infrastructure management. End-to-end service monitoring will help identify weak infrastructure components and reduce the mean time to recovery for impacted services.

Further investment in core infrastructure projects, such as deployment of a new backup and recovery solution in 2009, will further enable ICT for minimise the adverse impact to citizen services in the event of a major incident.

### **Sourcing ICT Solutions**

As the authority has become ever more reliant on technology for service delivery there has been an increasing requirement to ensure that all the various elements of the IT environment work together cohesively in a seamless manner. The council's increased use of sophisticated technology to realise greater automation resulting in reduced human intervention introduces greater complexity into the IT environment with a greater potential for impact when problems occur.

There is a need to minimise the variety of hardware and software purchased and used within the authority in order to contain the costs of support and maintenance and to ensure that economies of scale are realised. This becomes more important in relation to the implementation of the Office Accommodation Strategy as a consistent "look and feel" and confidence in a standardised desktop provision are key critical success factors for ICT delivery of "hot desking" and increased flexible working.

ICT will develop a service catalogue for delivery in 2009 which outlines the skills, services and technologies deployed across the authority which are supported by corporate ICT. This catalogue will provide business decision makers with information which can be used to assess the suitability of new or enhanced technology enabled business solutions.

### **IT Provisioning**

New approaches to delivering computing resources via the Internet have the potential to offer innovative alternatives for the future delivery of IT services within the authority. The concept of 'Cloud Computing', although comparatively new, marks a step change in the approach to enterprise IT by introducing the concept of renting

applications, development platforms, processing power, storage or any other web-enabled service as a scalable solution.

ICT will continue to monitor industry developments regarding the deployment and provisioning of new and efficient IT services in order to support informed decision making.

### **Technology Procurement**

Mistakes made within any procurement activity such as a vague specification or weak contract can lead to long term financial loss and reputational damage. The level and likelihood of this risk to the organisation will often increase significantly during technology procurement. Getting the procurement of software and hardware right should remain a high priority for the council.

In partnership with Corporate Procurement ICT will introduce a standard technology terms and conditions of contract to support the business during the procurement of new systems. During 2009 a comprehensive business case template will be developed to compliment the governance framework to ensure products and solutions are properly evaluated and cost benefited to deliver maximum return on investment.

By 2010 a defined procurement process will enforce the requirement for robust terms and conditions to support the investment and protect the council's commercial position. Areas covered as part of this framework will include maintenance and support provisions, performance reviews, service level agreements with associated liquidated damages, Business Continuity, Information Security and Intellectual Property Rights infringement indemnities.

### **Sustainability**

ICT will continue to actively contribute to the delivery of sustainable solutions in a number of ways. By investing in mobile "down the wire" working and the delivery of electronic services, activities and transactions become more environmentally efficient and consume fewer resources. ICT aims to influence a change in staff and citizen behaviour, for example, through the provision of home and flexible working and promotion of sustainable ICT procurement.

ICT systems will play a valuable role in reducing the councils' wider carbon footprint, for example by reducing the need for travel through videoconferencing, maximising the operational lifecycle of ICT purchases, optimising the number of PC's and Laptops and the wide scale deployment of active device power management solutions.

In addition ICT will continue its programme of investment in sustainable technologies including the deployment of Multi-function devices for green printing by reducing power consumption by 25% and paper utilisation by 35% by 2010 and the deployment of virtualisation technologies which aims to maximise capacity utilisation from 15% in some cases to 85%.

## 7.0 Technical strategy

A reliable and up to date technical infrastructure is fundamental to the total cost of ownership being controlled and for the Council to get best business value from ICT. To that end, the enterprise infrastructure will also be continually and incrementally upgraded in order to avoid a major upgrade programme. All development will be undertaken against corporate standards and governance which will control costs and enable capacity for the continued development of innovative service improvements i.e mobile working, automatic software updates, centralised support services etc. Choices on all these technologies will be based on best practice and established open standards to allow better interoperability.

The technical blueprint is available as a separate document that describes each technology element and its associated strategic direction. The table below outlines the fundamental streams which define the ICT technical strategy.

Strategic Focus	Business Impact
Converged Voice and Data Network	Development in data networking technology has only recently impacted the world of traditional voice technology. Converged voice and data networks (also known as VOIP, or Voice Over IP) have evolved over the last three to five years and work has started to deploy this technology across the Council. Support for legacy telephony solutions will cease over the next decade and therefore it remains a key priority for BHCC ICT to continue its migration to a fully converged voice and data network.
Wireless	Wireless communications are widely used by many users in both business and personal computing. The main benefit of wireless LANs (WLANS) is increased mobility, with many practical applications in workplaces where a wired network is either impractical or impossible such as temporary office locations or listed buildings. However the additional complexity for secure communications requires specialist skills.
Mobile Technology	The potential benefits of creating more flexible patterns of work whether through the use of technology or otherwise are considerable. Mobile computing can generate significant efficiencies, help create a better working environment for staff, aid service delivery and improve customer service. The introduction of mobile computing for workers can: <ul style="list-style-type: none"> <li>• Signal the council's credentials as a modern organisation making use of technology to benefit its stakeholders</li> <li>• Add to a culture of improving effectiveness and efficiency</li> <li>• Improve the corporate image through effective communications</li> </ul>

	<p>inside and outside the organisation</p> <p>To facilitate the development of mobile working within the authority a framework is being developed which sets out the criteria for mobile technology</p>
Thin Client and Browser Based Clients	Thin client computing can be simply described as running a system primarily from centrally located servers. In a Windows based environment, such as the Council's, a centrally located server runs the client side of the application, undertakes all the local processing and then sends just screen output to the end user device which is running a minimal or "thin" client. This technology facilitates availability of council systems to non-council premises via internet connections.
Standard Desktop Applications	All workstations are purchased through standard contracts and to a specified build. At the time of writing, the standard operating system is MS Windows XP Professional. There are currently no plans to deploy Windows Vista across the organisation.
Desktop configuration and Management	<p>BHCC's strategic move to a Microsoft environment provides additional facilities to 'lock down' the configuration of the desktop without compromising application functionality and a greater emphasis on the automation of routine desktop support functions such as operating systems and security patching.</p> <p>Market analysts such as Gartner have undertaken extensive research and concluded that the total cost of ownership is considerably reduced where desktop PCs are "locked down" with the applications kept to the minimum required to support the business.</p>
Security Architecture	The Security Architecture is designed to be flexible enough to enable the council to work closely with trusted partner organisations. Brighton & Hove will continue to develop its network in order to support the needs of the organisation and the access needs of customers whilst protecting the integrity and security of electronic data.
Maintaining a supported infrastructure	There remains an ongoing requirement to replace aging hardware. As equipment ages it becomes more difficult to find cover for parts and labour to support legacy infrastructure. The equipment becomes less reliable resulting in increased risk of unplanned outages affecting service provision and rising revenue costs to cover maintenance. To reduce the risk to council services ICT deliver a rolling replacement programme to maintain an effective and efficient infrastructure.
Virtualisation Technologies	<p>As part of a consistent drive to reduce costs, support the carbon management programme and provide an ever more flexible and resilient architecture, Brighton &amp; Hove will be adopting a strategy of virtualisation. Virtualisation offers the ability to pool hardware resources thereby maximising utilisation and efficiency.</p> <p>This architecture forms an integral part of the overall 'flexible' directive. The introduction of a range of virtualisation tools will enhance the ability for officers to work where they need to as the applications and data are all stored/hosted on central devices.</p>
Assistive Technologies and support	ICT will continue to identify technical solutions which cater for the needs of disabled and people with varied cultural backgrounds.
Support for Microsoft Sharepoint	Microsoft (MS) Sharepoint is the central information sharing and collaboration platform for the MS Office System. Sharepoint can be



	developed to build information management and collaboration solutions including web-based document management, team collaboration, and information sharing capabilities.
Citizen authentication and identity management	<p>As the authority moves towards electronic service delivery there is a requirements to provide digitally based authentication mechanisms for citizens and non-council staff to have access to authorised council services and data.</p> <p>Citizen authentication solutions are fundamental to improving customer access and as such have been an ongoing concern for local government over recent years. Conceptually a citizen/staff member should only require to register with a single set of credentials to access multiple systems, however additional complexity is introduced where differing levels of access are required, for example – record details from the Library Management System and care package information from Social Care databases.</p>
Develop architecture to enhance resilience	As part of ICT's commitment to providing a continually improving service and, recognising the need to improve the resilience and the availability of information for business units ICT will introduce the concept of a 'distributed data centre'. That is, put in place the infrastructure to extend the resilience through the increased use of available council buildings.

## 8 Capacity and resources

Technology service providers acknowledge a considerable amount of resources are required just to maintain operational services. Many organisations set targets for reducing the percentage of operational resources in favour of resources focused on proactively improving business service provision. Within the council an estimated 95% of ICT resources are engaged on day-to-day maintenance activities significantly reducing the capacity of the division to develop new or enhanced business solutions. Through improved internal processes (such as ITIL) and deployment of technical support tools (such as Database monitoring tools) ICT aims to reduce the amount of resource dedicated to reactive support by 30% by 2011 thereby increasing the availability of resources to supporting business change.

### ICT Staff skills

The importance of technology to a modern organisation is such that it demands an increased range of expertise and skills. The ability to use technology effectively both as an ICT professional and applied to service provision remains important. However, the scope and complexity of council projects and on-going support for initiatives is such that ICT staff must increasingly acquire skills in:

- Project and Programme Management
- Resource Management
- Business Change

- Partnership Working
- Customer Service

ICT will continue to develop its staff through training, both formal and on the job. The Personal Development Plan process complements these activities in helping to build the skills of our staff and this will be reflected in the services' training and development framework.

The range of business systems supported by ICT often results in a dependency on the specialist skills of one or two individuals to provide on-going support and development. Commencing In 2009 ICT will investigate the use of knowledge sharing tools (such as Sharepoint) and job shadowing opportunities to mitigate the dependence on key individuals.

### **Business Skills and Capacity**

To promote partnership working ICT intends to identify key business users or 'expert users' within directorates or departments who, with appropriate knowledge and training are able to represent the needs of their service and engage with ICT staff and processes through a formal framework. Working in collaboration with ICT business analysts, project managers and technical staff these users will help ICT improve its communication and relationships with the business.

Historically within the council ICT has largely been regarded as a traditional service provider supporting business aspirations in a largely uncoordinated and reactive capacity. In order to fully realise the potential of the ICT service it is crucial that the business and ICT work together as partners, identifying service solutions which match both the needs of the business and the ability of ICT to support.

Often business stakeholders lack the relevant skills and capacity to define detailed service requirements and either look for ICT engineers to analyse business processes and recommend a technical solution based on what they have learnt, or alternatively make their own arrangements – often failing to achieve the possible economies of scale

### **Strategic Partnerships**

Options for delivering ICT services with a mixed economy of in-house and technology partner resources will continue to be explored where appropriate. There will be a shift from total provision by council staff to the formation of strategic partnerships with benefits including:

- Increased access to technical expertise
- Extended hours of support

- Reduced tendering effort
- Added value both in ICT service and social initiatives
- Financial savings
- Release of in-house staff for other duties

Future partnerships will be considered for areas of ICT services where the Council agrees that there is a business case which demonstrates that the private sector can deliver savings or other benefits over in-house provision. ICT will continue to encourage partnership working with other public sector bodies including the NHS and other authorities and share best practice and expertise where it is appropriate to do so.

## **9 Financial Planning**

Many of the initiatives outlined in this strategy will be resourced from the ICT Strategy Fund, other grant funding options, reinvestment of efficiency savings and existing revenue budgets where appropriate.

Some programmes will inevitably require additional investment to achieve economies of scale and business value, particularly where the investment supports a corporate offering over specific business requirements. Funding options for significant organisation wide contracts/services, for example the renewal of the Microsoft Enterprise Agreement in 2011, increased internet bandwidth and the widescale encryption of personal data on mobile devices, will require further analysis to identify appropriate funding and charging models.

## **10 Conclusion**

The role of ICT in today's local government is often interpreted in many different ways. It is seen to play a number of roles, from providing day to day routine IT services to being truly transformational. For example it:

- Offers technical support
- Plays an important role in developing future corporate strategies
- Provides more ways for customers to get access to our services
- Brings opportunities for our communities and local businesses to acquire new skills and widen access to information and advice
- Helps increase productivity and efficiency

The task of any modern ICT services capability is to make sure they influence and contribute in all these different ways and to make sure they are at the heart of today's modern local authority. This strategy sets out how that will be undertaken.

## Appendix 1: ICT High Level Work Programme

Listed below are key projects identified for delivery by ICT resources. The ICT Business Plan identifies linkages to corporate priorities and indicative timescales for delivery.

Strategic Priority/Action	Outcomes	Target Date	Resources Required
<b>Develop infrastructure and services required to meet business objectives</b>	Maintain operational integrity of business services and systems replacing core infrastructure, network equipment and hardware as appropriate	Ongoing	Within budget and current staffing resource priorities. Potential requirement for invest to save bids which will be submitted as individual business cases demonstrate ROI and TCO.
<b>Development of the Corporate Website</b>	Allow members of the public to use and view council services online. This will include for example; the expansion of online payments, use of more electronic forms for applications and access to mapping functionality.	Dec 2010	Within budget and current staffing resource priorities plus engagement with specialist partner
<b>Development of the Corporate Intranet</b>	Continued migration to the MS Sharepoint environment. Use of Team sites, group sites and Wiki sites for individual teams and departments. Publication of the Forward Plan and all Business Plans.	Dec 2009	Within budget and current staffing resource priorities
<b>Implementation of corporate Geographical Information System</b>	Migration from Cadcorp to an ESRI environment. This will replace desktop functionality and allow all staff to access maps via a centralised Intranet solution. Expand the use of OS MasterMap to replace OS Landline maps throughout the Authority and rationalise all GIS solutions.	Ph1 Oct 2008 Jan 2010	Capital resource from ICT Capital programme
<b>New HR/Payroll system</b>			ICT Project Management and technical support resources
<b>Further development of corporate Electronic Document Management Solution (EDRM)</b>	Expansion throughout the Authority to bring savings and efficiencies to departments with heavy paper flow systems. This will allow wider access to information across the Council.	Ongoing	Additional specialist support skills dependant on requirements Expansion of supporting infrastructure funded from ICT Capital programme
<b>Expansion of CRM solutions</b>	Planned upgrade to new version. This will then be platform for expansion and enhancements to software which will		Revenue funding for specialist support resources

	have enterprise case management capabilities. Integration of GIS and mobile working projects			
<b>Housing IS Systems</b>	Awaiting outcome of forthcoming Housing Information Systems ICT Strategy			Within budget and current staffing resource priorities
<b>Further development of Schools Information Systems</b>	Includes school-specific special project input commissioned by CYPT, such as Portslade Community College			Within budget and current staffing resource priorities
<b>Delivery of Carefirst 6</b>	Upgrade provides the essential web platform for future developments of Social Care information integration. Mobile and Flexible working will be initiated in CYPT social work services and act as a proof of concept to support both the business case and the technologies to be used before further role out.	Rolling programme within ASC complete 2011		Within budget and current staffing resource priorities
<b>Mobile and Flexible working within CYPT social work services.</b>	Proof of concept to support both the business case and the technologies to be used before further role out.	Mar 09		DCSF funding and ICT Capital programme agreed
<b>Microsoft Migration</b>	Consolidation of file storage on single platform. Provides improved services to staff and efficiencies in support from ICT staff	Dec 08		08/09 ICT Capital programme
<b>Replacement of EPS8 circuits</b>	Improved communications and data links for remote offices through the replacement with Ethernet VPN services. Increased network bandwidth	Q1 2010		09/10 ICT Capital programme
<b>San Storage Solution</b>	The implementation of a Storage Area Network (SAN) for consolidated data storage provides for increased resilience and data management.	PH2 Jan 09		08/09 ICT Capital programme
<b>Replacement Backup Solution</b>	Replacement of aged infrastructure to enhance operational backup and recovery processes and support disaster recovery/contingency planning	PH1 Feb 09 Data archiving Jul 09		3 year Spend to save bid authorised Oct 08
<b>Implementation of Microsoft Exchange</b>	Replacement of corporate email solution and migration to consolidated Microsoft platform. Offers potential for increased use of collaboration technology and unified communications i.e instant messaging	Email migration complete Mar 09		Agreed 3 year capital programme
<b>Further development of telephony solutions</b>	Reconfiguration of call center and telephony service provision to provide service efficiencies and management information	PH1 Oct 08 Upgrade CM v 3-v 5 Jul 09 Voicemail consolidation Dec 09 incl UC functionality IP handset rollout with WIFI functionality Aug		09/10 & 10/11 ICT Capital programme

<b>Centralised operational support model</b>	Deployment of Citrix solutions to facilitate remote and mobile working and development of centrally supported desktop environment	2010 30% by 2011	Potential requirement for invest to save bids which will be submitted as individual business cases demonstrate ROI and TCO.
<b>Develop, implement and communicate clear governance framework</b>	To ensure Best Value delivery against organisational objectives		Within budget and current staffing resource priorities
<b>Re-develop ICT programme, project and change management to make them best in class</b>	ICT Project Management section becoming a centre of excellence capable of delivering projects fit for purpose/user, on time, to budget	Sep 09	Transition resource required from existing staffing structures resulting in requirement for 2x Business Analyst/Proj Offr posts 10/11

# CABINET MEETING

## Agenda Item 115

Brighton & Hove City Council

**Subject:** Three Year Grant Process 2010-2013  
(Discretionary Grants Programme)

**Date of Meeting:** 20 November 2008

**Report of:** Director of Cultural Services

**Contact Officer:** Name: John Routledge Tel: 29-1112  
E-mail: john.routledge@brighton-hove.gov.uk

**Key Decision:** Yes CAB5516

**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 To consolidate and build upon the corporate Discretionary Grants Programme 2007-10 in recognition of its role in underpinning council's working relationship with, and the continuing sustainability of, Brighton and Hove's community & voluntary sector.

#### 2. RECOMMENDATIONS:

- 2.1 That the Cabinet agree to a future discretionary grants programme for 2010-2013. The size of the programme to be determined by the 2010-11 budget strategy subject to the council's financial position, the indicative amount being equivalent to the 2008-09 budget level plus appropriate inflationary uplift (approx £1,584,000 pa. please see 5.1).
- 2.2 That the Cabinet agree to adopt a revised vision for the discretionary grants programme, as detailed in paragraph 3.9, accompanied by updated eligibility criteria reflecting the new corporate priorities.
- 2.3 That the Cabinet agree to maintain the current application procedure, appraisal process & delivery mechanism including the recommended timetable (please see Appendix 1. 'Timetable Three Year Strategic Grants 2010-13').

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 Council is currently committed to a three year cycle of discretionary grants through 2007-10 (Policy & Resources Committee Report June 2005).

This is managed by the Voluntary Sector Unit (in consultation with service departments) and delivered as Three Year Strategic Grants (£1.21M pa), accompanied by an Annual Grants Programme (comprising 6 distinct smaller schemes worth in total approx £330,000 pa).

- 3.2 Following the adoption of a new constitution & cabinet structure the Cabinet Member for Community Affairs, Inclusion & Internal Relations asked the Voluntary Sector Unit to formulate recommendations for continuing delivery of a discretionary grants programme to support community & voluntary sector organisations in future years.

- 3.3 Therefore, in June 2008, the Unit facilitated a meeting of the existing cross-party Members Advisory Group for Grants (MAG) comprising one elected member from: Conservative (Chair & Cabinet Member for Community Affairs), Labour, Green & Liberal Democrat Groups to discuss background and options.

- 3.4 At this meeting MAG considered:

Original application & appraisal mechanisms for the discretionary grants programme, agreed by council following an extensive consultation programme with partners / stakeholders (P&R: Best Value Review of Grants 2001 and Grants Scrutiny Panel 2002).

Subsequent revisions to process & procedure, informed by the Voluntary Sector Unit's experience & evaluation of three year grant cycles: 2001-04, 2004-07 & 2007-10 and agreed at relevant Policy & Resources (P&R) Committees.

Current mechanisms, recognised as reflecting best practice in the field (Chartered Institute of Public Finance & Accountancy 2005).



In summary MAG considered & agreed:

- A two stage process of Outline & Full Bid for Three Year funding open to application every three years (please see Appendix 1: 'Timetable Three Year Strategic Grants 2010-13').
  - Quarterly application & appraisal cycle for Annual Grant funding each year (typically commencing in January, April, July & October)
  - A cross party Members Advisory Group providing comment & input on all recommendations to Cabinet covering Three Year Outline & Full Bids plus Annual Grants above £3,000 (below this level decision delegated to Chair & senior officers)
  - Clear matching of grants programmes to council priorities
- 3.5 MAG suggested that the programme continued to offer open, transparent & accountable process & procedures. In addition a dedicated Unit, working in consultation with service departments, ensured effective / efficient programme management / delivery and value for associated monies.
- 3.6 MAG advised that the evolving strategic context within which any future discretionary grants programme would operate necessitated a new 'vision' for grants with associated eligibility criteria that clearly matched emerging corporate priorities.
- 3.7 It was agreed that the Unit would initiate a process of consultation with service heads & senior officers with a view to identifying those key priorities that would define the recommended vision & criteria for grant aid (please see Appendix 2: 'Officer Consultation List' & Appendix 3: 'Strategic Reference Index').
- 3.8 On completion of the above consultation process a subsequent meeting of MAG, held in October 2008, unanimously supported Recommendations: 2.1, 2.2 & 2.3 above alongside the following recommended vision & criteria for grant aid.

### **3.9 Vision**

**"Brighton & Hove City Council recognises the value of independent, not-for-profit community and voluntary sector organisations...**

**... the discretionary grants programme demonstrates council commitments around delivery of open & effective leadership by investing in a vibrant third sector to help citizens become more involved in their communities and participate in regular volunteering."**

The vision is directly derived from “Our Corporate Plan 2008-11” and recognises the third sector’s capacity to design & deliver high quality services efficiently & effectively (Economic & Social Audit of the CV sector in B&H: Dialogue 50/50 Group 2003 & draft 2008).

As such it embeds ‘value for money’ at the earliest stage of grant giving.

In addition the vision encompasses key cross-cutting themes for council around promotion of citizen participation through active volunteering (Local Area Agreement (LAA): Strengthening Communities 2008-11) alongside established & emerging priorities in terms of opportunity & engagement (Creating & City of Opportunities: 20/20 Community Strategy 2006-09 & Community Engagement Framework: Draft Sept 2008).

Brighton and Hove is the only authority in South East region to have adopted the 3 major LAA Strengthening Communities indicators NI 4: ‘influencing decisions’, NI 6: ‘regular volunteering’ & NI 7: ‘thriving third sector’. The council is also one of only 18 Community Empowerment Champions nationally.

The vision acknowledges this status and seeks to ensure that council and our communities benefit from the opportunities ahead (An Action Plan for Community Empowerment: DCLG 2007).

### **3.10 Criteria for Grant Aid**

A cross-cutting vision will ensure all successful applicant organisations demonstrate: ability to effectively engage as well as capacity to empower resident communities, alongside delivery of value for grant monies.

However the dynamism and diversity of sector partners also means they are uniquely placed to complement key council service priorities. Each applicant organisation will therefore need to demonstrate how its day-to-day work meets at least one of four eligibility criteria derived from the corporate plan and core strategies:

#### **(1) Protecting the environment while growing the economy**

*Preserving & improving our urban & natural environments, growing our economy & supporting people into work...*

Thereby prioritising actions to address, for example:

- Sustainability Strategy – Local Agenda 21
- Social Enterprise Strategy
- City Employment & Skills Plan
- Reducing Inequality Review

Criteria 1 enables activities that tackle poverty & address 'worklessness' by enabling those early, often low-level, interventions whereby the sector specialises in prevention of dependency and progression towards independence.

## **(2) Providing excellent cultural opportunities for all**

*"Promoting participation in cultural & sporting activities... expanding 'life chances', improving physical / mental health & enabling people to share in the city's life"*

Thereby prioritising actions to address, for example:

- Active Living Strategy
- City Sports Strategy
- A Thriving Creative Ecology - A&CIU draft
- Community Development Commissioning Strategy

Criteria 2 is placed to maximise the sector's individual contribution to forthcoming 2012 Cultural Olympiad, LAA NI 11 "Engagement in the Arts", as well as new and emerging initiatives around asset transfer & community anchors.

## **(3) Making a city where people are safe & feel safe**

*"Encouraging responsibility... involving communities in reducing crime & antisocial behaviour"*

Thereby prioritising actions to address, for example:

- Safe in the City - Community Safety, Crime Reduction & Drugs Safety
- Youth Justice Team Action Plan
- LGBT Strategic Action Plan
- Neighbourhood Action Plans

Criteria 3 acknowledges targets identified in the Partnership Community Safety Team's Strategic Assessment and the sector's capacity to engage both communities of place and interest across the city in the delivery of effective interventions through diversionary activities etc.

#### **(4) Reducing inequality by increasing opportunity**

*“Giving children the best start in life ...providing excellent education for all, improving health .... working together to target the most vulnerable”*

Thereby prioritising actions to address, for example

- Children & Young Peoples Plan (currently under revision)
- B&H Homelessness Strategy
- Personalisation: Transforming Adult Social Care
- Working Towards an Equal City: BHCC Equalities & Inclusion Policy

Criteria 4 recognises that deprivation can be widely dispersed across the city and that sector expertise can remove barriers by helping Brighton and Hove’s diverse communities make their own different and valuable contributions to tackling disadvantage.

- 3.11 In conclusion Appendix 4: ‘Translating priorities into Actions’ illustrates how vision, criteria & priorities become practical activities against which community & voluntary sector organisations can deliver eligible applications for council grant aid.

#### **4. CONSULTATION**

- 4.1 Consultation process directly engaged the Cabinet Member for Community Affairs alongside representatives of each political party (through the Members Advisory Group) as well as service heads and senior officers. Please see 3.3 to 3.8 above plus Appendix 2: Officer Consultation List

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### **5.1 Financial Implications:**

The council’s budget for its Discretionary Grants Programme is £1,545,080 in 2008/09. The value of the Discretionary Grants Programme for 2010/11 will be determined as part of budget setting for 2010/11 and prioritised against competing demands on the Cultural Services budget and the council’s financial position at that time. Based on current level plus inflation the indicative grant programme would be £1,584,000 for the years 2010/11 to 2012/13 however this is subject to resources being available to fund the programme in each of the three years.

*(Finance Officer Consulted: Anne Silley – Head of Financial Services  
Date: 30/10/08)*

## 5.2 Legal Implications:

The report recommends continuation of the discretionary grants programme with the current application procedure, process and delivery mechanism all maintained alongside a new timetable for Three year Strategic Grants 20-13. It also recommends adopting a revised vision for the discretionary grants programme, accompanied by updated eligibility criteria which reflect new corporate priorities. This is considered to be a reasonable legal approach.

*(Lawyer Consulted: Bob Bruce – Principal Solicitor Date: 20/10/08)*

## 5.3 Equalities Implications:

Actions to promote equalities issues are prioritised in the vision & criteria for grant aid as outlined above.

In addition the specialist grant schemes identified at Appendix 5 address key council strategies in this regard.

This report recommends continuation of the discretionary grants programme. However an Equalities Impact Assessment is underway & due for completion by Cabinet 20 November 2008.

## 5.4 Sustainability Implications:

Actions to promote sustainability issues are prioritised in the vision & criteria for grant aid as outlined above.

In addition the specialist grant schemes identified at Appendix 5 address key council strategies in this regard.

## 5.5 Crime & Disorder Implications:

Actions to address crime & disorder issues are prioritised in the vision & criteria for grant aid as outlined above.

In addition the specialist grant schemes identified at Appendix 5 promote key council strategies in this regard.

## 5.6 Risk & Opportunity Management Implications:

Promotion of opportunity is prioritised in the vision & criteria for grant aid outlined above. Provision of mechanisms for the appropriate management of associated risk are acknowledged & addressed in the recommendations made.

Risks attached to discontinuing the programme are outlined in this report. In summary: “provision of a discretionary grants programme in future years will be essential, not only for the council’s continuing good working relations

with a thriving third sector but also its capacity to deliver on corporate commitments and strategic priorities throughout the period.”

#### 5.7 Corporate / Citywide Implications:

Recommendations made support a number of council priorities as outlined. For example:

- Our Corporate Plan 2008-11
- LAA Strengthening Communities Indicators NI: 4, 6 & 7

#### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 Alternative options have been considered & rejected as part of the consultation exercise outlined in this report.

#### **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 Recommendations 2.1 & 2.2 recognise that provision of a discretionary grants programme in future years will be essential, not only for the council’s continuing good working relations with a thriving third sector but also its capacity to deliver on corporate commitments and strategic priorities throughout the period.
- 7.2 Recommendation 2.3 acknowledges 3.4 & concurs with 3.5 above.
- 7.3 Should Cabinet agree the above recommendations Appendix 5: ‘Provisional Grant Scheme Budgets 2010-13’ summarises the anticipated allocation pa. across all schemes.

*nb. Current grant allocations & commitments 2007-10 have previously been circulated to all members, can be downloaded from the council’s website or are available on request from the Voluntary Sector Unit.*

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

1. Timetable Three Year Strategic Grants 2010-13
2. Officer Consultation List
3. Strategic Reference Index
4. Translating priorities into Actions
5. Provisional Grant Scheme Budgets 2010-13
6. Glossary of Acronyms

#### **Documents in Members’ Rooms**

1. n/a

## **Background Documents**

1. Please see Appendix 3: 'Strategic Reference Index'







## Brighton & Hove

### Discretionary Grants Programme 2010-13 Three-Year Revenue Grants to Medium- and Larger-Sized Organisations Application and Decision-Making Timetable

ACTION	DATE
Place on Forward Plan	September 2008
Draft Revised Guidance Notes to MAG	Mid October 2008
Cabinet TMT	5 November 2008
Full Cabinet	20 November 2008
Outline Bid Forms Circulated	1 December 2008
Outline Bid Forms Submission Deadline	2 February 2009
Officer Assessment/Prioritisation of Bids	February/March 2009
Member Panel (MAG)	Late March 2009
Full Cabinet for decision on Outline Bids	April 2009
Full Bid Applications Invited	4 May 2009
Full Bid Applications Deadline	3 July 2009
Officer Assessment/Prioritisation of Bids	July/August/September 2009
Member Panel (MAG)	October 2009
Report to Full Cabinet / Council for decision on Full Bids	November or December 2009

Appendix 1

Notification to applicants (Compact Code of Practice: Three month notice of decision to take effect from April	December 2009
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**Brighton & Hove**

## **Discretionary Grants Programme Officer Consultation List**

### **Adult Social Care & Housing**

- Joy Hollister: Director of Adult Social Care & Housing
- Denise D'Souza: Director Community Care
- Brigid Day: Head of Adult Social Care
- Jugal Sharma: AD Housing Strategy
- Steve Bulbeck: Head of Housing Needs & Social Exclusion
- Karin Divall: General Manager Specialist Services
- David Rook: Head of Housing Management (Central)
- Helen Clarkmead: Head of Housing Management (East)
- Tom Scanlon: Director of Public Health
- Terry Blair Stevens: Public Health Programme Manager
- John Austin-Locke: Policy, Performance & Community Participation Manager
- Tamsin Peart: Performance & Development Officer
- Gemma Lockwood: Performance & Development Officer
- John Bain: Community Participation Officer
- Michelle Johnson: Community Participation Officer
- Peter Mustow: Community Participation Officer

### **Children & Young People's Trust**

- Steve Barton: AD Quality & Performance
- James Dougan: AD East Early Years & NHS Commissioning
- Gil Sweetenham: AD Central & School Support
- Gillian Cunliffe: AD West & Youth Support
- Sally Wadsworth: Commissioning & Partnership Manager
- Duncan Campbell: Commissioning & Partnership Manager
- Ellen Jones: Commissioning & Partnership Manager
- Nigel Jenner: Head of Youth & Connexions Service West
- Philip Ward: Commissioning Manager Youth & Connections Service
- Daniel Shelley: Learning Partnership Manager
- Paul Waller: Play Services Manager
- Julie Bates: Childcare Business Manager
- Bee Pooley: Community Skill & Learning Manager

## **Cultural Services**

- Scott Marshall: Director of Cultural Services
- Paula Murray: Head on Arts, International & Voluntary Sector
- Adam Bates: Head of Tourism & Economic Development (ED)
- David Fleming: AD Major Projects & Venues
- Maureen Pasmore: Supported Employment Team Manager
- John Routledge: Voluntary Sector Unit Manager
- Cheryl Finella: Lead ED Officer
- Rob Dawson: ED Officer
- Andy Glover: ED Officer Sites & Premises
- Angela Gaitani: ED Officer Employment
- Donna Close: Arts Development Manager
- Dany Louise: Creative Industries Manager
- Lucy Jefferies: Cultural Projects Manager
- Mark Jago: Capital Projects (CP) Team Manager
- Richard Davies: CP Manager
- Neil Clarke: Acting European & International Team Manager
- Angie Greany: Community Development Commissioning Officer
- Donna Edmead: Administrative Assistant

## **Environment**

- Jenny Rowlands: Director of Environment
- Judith Macho: AD Public Safety
- Mark Prior: AD Sustainable Transport
- Gillian Marston: AD Cityclean & Cityparks
- Ian Shurrock: Acting Head of Sports & Leisure
- Linda Beanlands: Head of Community Safety
- Paul Allen: Head of Neighbourhood Management Team
- Robert Walker: Head of Operations Cityparks
- Jan Jonker: Head of Strategy City Services
- Hugo Blomfield: Countryside Manager
- Rob Dumbrell: Parks Project Manager
- Ian Taylor: Events Officer
- Jo Osborne: Assistant Events Officer
- Lisa Mytton: Neighbourhood Manager
- Mita Patel: Sustainability Coordinator
- Helen Marshall: Transport Planning Officer
- Simon Bannister: Environment Improvement Officer
- Crispin Kirkpatrick: Allotments Officer
- David Larkin: Countryside Ranger
- Fiona Stokes: Project Officer City Services
- Lisa Shaw: Project Officer City Services
- Lucy Yallop: Hate Crime Officer Race & Faith
- Lucy Bryson: Asylum Seekers & Refugees Policy Coordinator

## Appendix 2

- John Patience: Communities & Partnerships Manager DAAT
- Carole Page: Sports Funding Manager
- Shelley Meyern: Sports Development Manager
- Jan Sutherland: Community Sports Development Manager
- Nicky Salmon: Sports Development Officer
- Ryan Edwards: Active for Life Coordinator

### **Finance & Resources**

- Anne Silley: Head of Financial Services
- Peter Francis: Accountant
- John Beard: Senior Accounts Officer

### **Strategy & Governance**

- Alex Bailey: Director of Strategy & Governance
- Anthony Zacharzewski: Head of CE Policy Team
- Richard Tuset: Head of Cabinet Support
- Mary Evans: Head of Equalities & Inclusion
- Thurstan Crockett: Head of Sustainability & Environmental Policy
- Barbara Green: Head of Performance & Improvement
- Simon Newell: 2020 Community Partnership Officer
- Paula Black: Analysis & Intelligence Manager
- Emma McDermott: Senior Policy Development Officer
- Sarah Tighe-Ford: Equalities Coordinator





## **Reference Index: Strategic Papers, Policies & Priorities**

### **National Policy & Local Indicators**

- Our Corporate Plan 2008-11 (BHCC Strategy & Governance 2008)
- 'Strengthening Communities': Local Area Agreement Indicators 2008-11
- Compact & Codes of Practice 2003

### **The Sector & its Value**

- Creating a City of Opportunities: A Sustainable Community Strategy for Brighton & Hove 2006-09 (2020 Community Partnership June 2006)
- Economic & Social Audit of the Community and Voluntary Sector in Brighton & Hove (Dialogue 50/50 October 2003)
- Taking Account: An Economic Audit of the Third Sector in Brighton & Hove (Audit Sub-Group Dialogue 50/50 Draft September 2008)
- Stronger Community Programme: Priorities for the LAA 08-11 Business Case November 2007

### **Voluntary Sector Unit: workplans & strategic background**

- Community Development Commissioning 2009-10 & Beyond: Position Statement & Options Paper
- An Action Plan for Community Empowerment: Building on Success DCLG 2007
- Co-operative Thinking: B&H Social Enterprise Strategy June 2008

### **Adult Social Care & Housing**

- Adult Social Care: Strategic Direction Briefing Paper April 2008
- Personalisation: Transforming Adult Social Care Issue 9 October 08
- B&H Homelessness Strategy 2008-13 March 2008
- B&H Single Homelessness Strategy 2008-13 Draft (tba April 09)
- Turning the Tide: Tackling Social Exclusion in B&H Draft September 2008

### **Children & Young People's Trust**

*Children & Young People's Plan (currently under revision to dovetail with LAA, Corporate Plan etc)*

- Youth Justice Team Action Plan
- B&H Learning Partnership 14-19 Strategy 2008-2013
- B&H Learning Partnership Adult Learning Strategy 2007-09
- B&H City Employment & Skills Plan 2008-11

### **Cultural Services**

*See VSU: workplans & strategic background*

*Cultural Strategy (currently under development)*

- Our Vision for a Thriving Creative Ecology: Draft Arts & Creative Industries Strategy
- Creative Industries Workspace in B&H 2007-17

### **Environment**

- Neighbourhood Management Team: Draft Vision & Objectives May 2008 (plus 9 NAPs / East Brighton Delivery Plan)



### Appendix 3

- Sustainability Strategy: Local Agenda 21 in B&H (refresh ongoing)
- B&H Active Living Strategy 2006-12
- B&H City Sports Strategy 2006-12
- Community Safety, Crime Reduction & Drugs Safety 2008-11
- LGBT Strategic Action Plan 2008-11

### **Finance & Resources**

- Corporate Procurement Strategy 2008-11
- Senior Accounts Office: Discretionary Rate Relief Priority Criteria

### **Strategy & Governance**

*As above*

- B&H Community Engagement Framework: Draft October 2008
- Reducing Inequality Review:  
Phase 1 & 2 Identifying & Addressing the Challenge (December 2007)
- Working Towards an Equal City: BHCC Equalities & Inclusion Policy 2008-2011
- Equalities Scheme Action Plan 2008-11
- Equalities Impact Assessment (EIA) Toolkit





## **Brighton & Hove Discretionary Grant Programme Translating priorities into Actions**

### **Vision**

Brighton & Hove City Council recognises the value\* of independent, not-for-profit community and voluntary sector organisations.

*\* Economic & Social Audit of the CV sector in B&H: Dialogue 50/50 Group*

The discretionary grants programme demonstrates council commitments around delivery of open & effective leadership by investing in a vibrant third sector to help “citizens become more involved in their communities and participate in regular volunteering”\*

*\* ‘Our Corporate Plan 2008-11’*

### **Eligibility Criteria**

The vision for grants means that work of all organisations in receipt of discretionary grant aid will enable residents by promoting and supporting active engagement in community life.

In addition there are four eligibility criteria that reflect key aspects of the council's corporate priorities.

Successful grant applications must contribute towards at least one of the criteria:

- (1) Protecting the environment while growing the economy
- (2) Providing excellent cultural opportunities for all
- (3) Making a city where people are safe & feel safe

(4) Reducing inequality by increasing opportunity

**Protecting the environment while growing the economy**

***“Preserving & improving our urban & natural environments, growing our economy & supporting people into work...”***

- Improving the built or natural environment
- Recycling / re-use projects, green fuel / affordable transport initiatives
- Not-for-profit social / creative enterprise etc
- Developing the skills of residents to enhance their employment prospects eg. volunteer training programmes or helping service users acquire new competencies or knowledge

**Providing excellent cultural opportunities for all**

***“Promoting participation in cultural & sporting activities... expanding ‘life chances’, improving physical / mental health & enabling people to share in the city’s life”***

- Community arts projects such as audience development workshops or performances
- Community associations, centres & ‘anchors’
- Sports clubs, activity / recreational initiatives or social groups
- Local history & heritage initiatives eg photo /oral archive, community museums / libraries etc

**Making a city where people are safe & feel safe**

***“Encouraging ‘responsibility’... delivering effective & accessible early interventions... involving communities in reducing crime & antisocial behaviour”***

- Responsible parenting, education or crime prevention initiatives
- Provision of diversionary activities for those at risk of offending
- Tackling domestic violence / substance misuse
- Child protection awareness, supporting victims of crime etc

**Reducing inequality by increasing opportunity**

#### Appendix 4

***“Giving children the best start in life...providing excellent education for all, improving health .... working together to target the most vulnerable”***

- Pre-school / out of school activities, adventure pursuits for teenagers, health education & counselling support for young people
- Social / support groups for communities of interest or identity eg. Black & minority ethnic, Lesbian, Gay, Bisexual & Transgender, younger, older or disabled people etc
- Support for residents with physical or mental health difficulties
- Advice services & centres





Brighton &amp; Hove

## Provisional Grant Scheme Budgets 2010-13

Scheme Title	Budget allocation pa
<b>Three Year Strategic Grants Programme</b>	
<b>To Larger Organisations:</b> Up to £100,000 for organisations with an income in excess of £100,000 pa.	<b>approx £1,090,000</b>
<b>To Medium Organisations:</b> Up to £25,000 pa for organisations with an income above £35,000 and up to £100,000 pa	<b>approx £200,000</b>
<b>Annual Grants Programme</b>	
<b>To Smaller Organisations:</b> Up to £5,000 for organisations with an income up to £35,000 pa	<b>£125,000</b>
<i>To Specialist Organisations of any Size</i>	
<b>Arts Partnership Awards:</b> Usually up to £2,500 towards community arts & not-for-profit creative enterprise activities that are supported by a match funding partner	<b>£45,000</b>
<b>Building Inclusive Organisations:</b> Usually up to £2,500 to promote equalities issues & complement the council's Equalities & Inclusion Policy	<b>£40,000</b>
<b>Environmental Sustainability:</b> Up to £2,500 to improve the local environment & complement the council's Sustainability Strategy	<b>£40,000</b>
<b>Community Festivals:</b> Up to £1,500 to celebrations in local neighbourhoods or of local communities of interest & identity	<b>£20,000</b>
<b>Pride Summer Day Grants:</b> Up to £1,000 to enable wider community participation in the city's annual LGBT celebrations	<b>£5,000</b>
<b>Contingency:</b> One-off funding to assist organisations experiencing urgent & exceptional circumstances	<b>£20,000</b>

**Total programme budget**

**£1,583,707**

*The size of the programme to be determined by the 2010-11 budget strategy subject to the council's financial position, the indicative amount being equivalent to the 2008-09 budget level plus appropriate inflationary uplift*





## **Discretionary Grants Programme 2010-13 Glossary of Acronyms**

A&CIU	Arts & Creative Industries Unit
BHCC	Brighton & Hove City Council
CP	Capital Projects
CVS	Community & Voluntary Sector
DAAT	Drug & Alcohol Action Team
DCLG	Dept for Communities & Local
Government	
ED	Economic Development
EIA	Equalities Impact Assessment
LAA	Local Area Agreement
LGBT	Lesbian, Gay, Bisexual & Transgender
MAG	Members Advisory Group
NAP	Neighbourhood Action Plan
NI	National Indicator
PA	per annum
P&R	Policy & Resources Committee
TMT	Top Management Team
VSU	Voluntary Sector Unit



# CABINET MEETING

## Agenda Item 116

Brighton & Hove City Council

<b>Subject:</b>	<b>Community Engagement Framework – Consultation Feedback</b>		
<b>Date of Meeting:</b>	<b>20<sup>th</sup> November 2008</b>		
<b>Report of:</b>	<b>Director of Strategy &amp; Governance</b>		
<b>Contact Name:</b>	<b>Emma McDermott</b>	<b>Tel: 29-3944</b>	
<b>Officer:</b>	<b>Angie Greany</b>	<b>Tel: 29-5053</b>	
	<b>E-mail:</b>	<a href="mailto:Emma.mcdermott@brighton-hove.gov.uk">Emma.mcdermott@brighton-hove.gov.uk</a> <a href="mailto:angie.greany@brighton-hove.gov.uk">angie.greany@brighton-hove.gov.uk</a>	
<b>Key Decision</b>	<b>Yes</b>	<b>CAB 2870</b>	
<b>Wards Affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 Following a detailed development process overseen by a working group of the Local Strategic Partnership, the 2020 Community Partnership has developed a draft Community Engagement Framework. The Framework is in response to a range of recent national policy and legislative drivers as well as local evidence presented to the LSP in December 2007.
- 1.2 The LSP is scheduled to approve the Framework in December 2008. At which time all members of the LSP will be expected to sign up to the Framework.
- 1.3 As a 2020 Community Partnership policy document the Framework provides a strong basis for improved partnership working on community engagement, It establishes a clear set of standards for all partners to meet when carrying out community engagement and identifies and initial set of actions.

#### 2. RECOMMENDATIONS:

- 2.1 That the Cabinet support the adoption of the Community Engagement Framework at the 2020 Community partnership meeting 2<sup>nd</sup> December 2008.
- 2.2 That the Cabinet sign up to the Framework subject to its approval by the 2020 Community Partnership.

### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The purpose of developing the Framework was to determine a common understanding and approach to community engagement across all members of the 2020 Community Partnership. This common understanding will include:
- clarifying the role and meaning of community engagement
  - establishing a set of standards for community engagement applicable to all partners
  - identifying Partnership priority actions that will improve the planning and delivery of community engagement, particularly regarding the quality and the co-ordination of activity
- 3.3 The Stronger Communities Partnership will be responsible for implementing and monitoring the Framework. This will include developing a more detailed action plan to take forward the priority actions identified in the framework. Appendix 2 gives the terms of reference for the Stronger Community Partnership.
- 3.4 The 12 week consultation period on community engagement finished on 5<sup>th</sup> September. A wide range of community and voluntary groups, public bodies and partnerships in the city were consulted through a variety of means. Appendix 1 provides a summary of the process.
- 3.5 The **over-arching messages** were that community engagement should:
1. enhance peoples lives and be fulfilling
  2. provide opportunities for all
  3. improve services and support better use of resources
- 3.6 The **key issues** raised by respondents can be summarised as follows:
- a) Information**  
Keep engagement clear, timely and jargon-free. Keep messages simple and relevant. Be open and keep an honest dialogue. Use a range of methods i.e. Community Radio, word of mouth – written material can be too long and inaccessible for some.
- b) Areas of influence (what can/can't be influenced?)**  
(Linked to no.1) Be clear about processes, do not raise unrealistic expectations and offer clear information and explanations as to why certain things can or do not happen following public input.
- c) Two way dialogue (Communication)**  
Must be two-way process with feedback being important – people want to know how they have changed/improved things. More realistic timeframes for consultation are needed to allow this to happen. A joined up and co-ordinated approach is needed with improved guidance and support for those producing information/communications.

**d) Support for a co-ordinated approach**

(Linked to above) Statutory sector partners need to work more closely together. Greater communication between officers and members, other public bodies and senior level management were highlighted as essential. Simultaneous requests for involvement stretches and stresses many groups, raising feelings of concern and anxiety at being unable to represent their groups' interests at the appropriate time and place. In the worst case, such pressure gives a perception of being 'managed out' of the process because public responses are a nuisance or difficult to handle.

**e) Resources and training (individuals and organisations in public and third sector)**

Commitment to long-term funding for voluntary and community organisations and for community development. This was viewed as critical to the success of community engagement. Plus training and development that mixes sectors and organisations up. Training and support to all partners that improves skills and knowledge and builds strong relationships and better understanding between different people and organisations.

**f) Creative approach to partnership working (not "usual suspects")**

Public bodies should take a more creative and flexible approach and not rely on the usual routes, representatives or individuals to deliver outcomes. People expressed a need for more "informality" and the use of existing links that groups have and the provision of resources to facilitate this kind of reaching out – work to involve people in different ways, looking at good practice to improve people's experience of getting involved – strengthening and sustaining these relationships. Expand and broaden representation with more practical ways to engage – importance of community buildings both in terms of ownership and potential engagement tools.

**g) Feeling at home and feeling safe (more control/taking responsibility)**

There was lots of commentary and feeling expressed about the importance of feeling that you are a part of the community, and how people feel this builds or contributes to community cohesion, people's willingness to engage and people feeling and being empowered. Clear message that improving the other 6 issues would have direct impact on this.

**3.7 Practical Solutions**

In response to the issues raised respondents were asked to suggest practical solutions. Following discussions at various consultation meetings/events it became apparent that respondents thought there was some 'basic activity' that the 2020 Community Partnership members should be getting right and some potential 'new activity' that could be explored. The basic activity recognises that there is good community engagement happening in the city but that there is a lack of consistency, quality control and sustainability. The new activity recognises that there is potential additional activity that could be happening in the city.

<b>Suggestions for Basic Activity</b>
Ensure an introduction to and explanation of the Framework is part of new staff induction in public bodies and community and voluntary organisations
Include engagement skills, knowledge and experience in job descriptions and person specifications as a matter of course for relevant posts
Produce a guide (or identify a place) where clear information and advice is accessible to all organisations to follow when carrying out community engagement work and activities
Seek to secure long-term partnership funding for community development work across the city
Promotional work with businesses - encourage and support local businesses to actively support and be involved in their local community
Enforce the research governance protocol - public bodies to use an agreed method for carrying out research
Develop a common policy for supporting community representatives (reward & recognition) - public bodies to have an agreed and consistent approach
Publish and keep up-to-date a database of the type, the results and the impact of the consultations
Publish and keep up to date a 'get involved' webpage on the 2020 Community Partnership website - information that provides up-to-date links and information about how residents can get involved across all public agencies and linked to the community and voluntary sector
Seek to secure long-term partnership funding for Stronger Communities Partnership
Develop a policy on how public services will be co-ordinated in neighbourhoods
Develop a community workers network with an annual conference
Establish a review and evaluation process for all engagement initiatives undertaken by public bodies that allows all partners to learn from good practice and mistakes

Recognise and resource where necessary new or alternative groups that have stronger representational abilities or support appropriate existing groups to improve their representation on public body forums and city-wide partnerships
Develop a partnership funding strategy that recognises the long-term role of the community and voluntary sector in enabling community engagement especially with chronically excluded groups and neighbourhood based communities

<b>Suggestions for New Activity</b>
Support the development of community anchors (independent multi-purpose community led organisations in neighbourhoods)
Trail an 'Ask the Executives' annual public meeting where citizens can come and ask the Chief executives of the Council, Police and Primary care Trust questions
Run an annual 'get involved' campaign culminating in an celebration event of active citizenship and with 'active citizen' information available all year round in public buildings
Explore opportunities for more innovative ways to share information with the public and communities, for example community radios, on street internet service points
Develop a cross sector training and development – that involves residents, community groups, public bodies employees and councillors learning together
Explore the opportunity for a communications hub for public bodies – through which they share information and co-ordinate their communications with residents
Develop a volunteering scheme for public sector employees (in the voluntary and community sector)
Support to councillors to be community champions through the provision of ward budgets and staff support
Support the development of community buildings as a neighbourhood resource for use by the community and service providers equitably

Explore the transfer of assets, such as community centres to community groups. where there will be a long-term benefit to the community
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Develop an on-line participation tool that supports two-way dialogue between citizens and public organisations starting with the council
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3.7.1 Detail regarding the development and implementation of the actions will be the responsibility of the Stronger Communities Partnership. This includes sourcing funding for long-term actions that cannot be delivered through the prioritisation of staff resource, linkage and co-ordination of existing activities or partnership working. The expectation is that all partners will, where appropriate, be expected to contribute to actions. In addition, funding sources outside the city will be investigated including potential funding available through national government's Action Plan for Empowerment and the implementation of the White Paper 'Communities in Control'.

### **3.8 Feedback on the Aims of the Framework and the Standards for Community Engagement**

3.8.1 In addition, to feedback on key issues respondents were asked to comment on the proposed vision and objectives for the Framework. The overarching message was that the vision and objectives whilst acceptable were too complicated and duplicated, making the purpose of the document unclear. Therefore the proposal is to have a set of key aims for the Framework which reflect the issues raised.

With regards to Standards for Community Engagement the key message from respondents was that the suggested Standards were comprehensive and understandable. However, many respondents commented on the 'flexibility' standard which focused on ensuring any engagement activity was flexible and could be tailored to different communities needs. Respondents suggested that it should have a stronger reference to equality of opportunity and explicit recognition that some communities and individuals face additional barriers to being involved and this should be concerned and addressed during any engagement activity.

Copy of the final draft Framework and the accompanying consultation report attached.

## **4. CONSULTATION**

4.1 See appendix 1 for a summary of the consultation on the community engagement framework. It also provides details of the next steps for signing off the Community Engagement Framework.



## 5. FINANCIAL & OTHER IMPLICATIONS:

### 5.1 Financial Implications:

Except where specified that funding needs to be secured in the long term, it is anticipated that actions can be achieved through the prioritisation of staff resource, linkage and co-ordination of existing activities and partnership working. Proposed actions include securing long-term partnership funding for community development work and the Stronger Communities Partnership.

Specific financial implications will be identified and addressed through the development of the detailed action plan.

*Finance Officer Consulted: Anne Silley*

*Date: 01 October 2008*

### 5.2 Legal Implications:

The proposed approach to community engagement set out in this report will assist the Council in meeting the new “duty to involve” which will come into force on 1st April 2009. Section 138 of the Local Government and Public Involvement in Health Act 2007 requires authorities to take those steps they consider appropriate to involve representatives of local persons in the exercise of any of their functions, where they consider that it is appropriate to do so. This is in addition to existing statutory consultation requirements in relation to specific issues.

*Lawyer Consulted: Elizabeth Culbert*

*Date: 03 October 2008*

### 5.3 Equalities Implications:

An overarching message from the consultation was the need to ensure that all engagement activity provide opportunities for all. Within the Standards included in the community engagement framework is one specifically on equality and diversity. In addition, several of the actions proposed will improve the practice of organisations and groups carrying out community engagement. A rapid impact checklist was completed on the consultation document for the development of the framework and a full equality impact assessment will be carried out on the final version.

### 5.4 Sustainability Implications:

The development of the framework has a direct link to the achievement of the four priorities in the UK’s Sustainability Plan – sustainable communities using engagement and partnership to reduce poverty and environmental degradation. The Framework will provide clear standards for any engagement activity undertaken to achieve this priority,

## 5.5 Crime & Disorder Implications:

The development of the framework is being guided by a sub-group of the 2020 Community Partnership on which the Police, the Crime Disorder Reduction Partnership and the Partnership Community Safety Team are represented. The framework will reflect the engagement priorities of these three areas.

## 5.6 Risk and Opportunity Management Implications:

The framework establishes a common approach to and understanding of community engagement across the LSP partners. It establishes a set of standards for engagement that will drive up the practice of all partners. It helps to ensure a co-ordinated approach to community engagement which will make better use of resources and avoid duplication. Critically, the adoption and implementation of the Framework will ensure that the council is in a strong position to meet the new duty to involve which is due to come into effect in April 2009.

The risks are ensuring that both statutory agencies and communities have the capacity and skills to meet the standards of the framework, and that expectations are managed with regard to the changes the framework will bring about in the first year (2009/10). In the first year the Framework will focus on achieve embedding the standards and delivering key actions.

## 5.7 Corporate / Citywide Implications:

The framework has implications city-wide as it has been commissioned and will be adopted by the 2020 Community Partnership and therefore apply to all the members of the Partnership. Consequentially it will have implications for all Directorates within the Council.

## **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 The process of drawing up the framework involved extensive consultation with city partners, and in the drawing up of the framework a wide range of proposals was considered."

## **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 National policy drivers, and the need to standardise current practice around community engagement and participation, make the creation of a single framework opportune. The process of drawing up the framework involved extensive consultation with city partners, and in the drawing up of the framework a wide range of proposals was considered."

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Community Engagement Framework Development Timetable
2. Terms of reference for the Stronger Communities Partnership

### **Attachments:**

1. Final draft of the Community Engagement Framework
2. Final draft of the Framework Consultation Report

### **BACKGROUND DOCUMENTS**

1. Community Engagement Framework consultation document (May, 2008)
2. Community Engagement Review (BHCC, 2007)

## Community Engagement Framework – Development Timetable Summary

### Background

A great deal of work has already taken place since the 2020 Community Partnership (the Local Strategic Partnership) set up a short-life Working Group, in April this year, to take this work forward -

- The Working Group has met four times and has one more meeting planned
- Meetings have been held with the Community & Voluntary Sector Forum Representatives on the Working Group to plan and deliver community and voluntary sector engagement
- Meetings have been held with a wide range of individuals, groups, partnerships and agencies

The timetable below shows the key activities that have taken place and the deadlines for decision making.

WHAT HAS BEEN HAPPENING	WHEN
<p>Circulation of consultation document to wide range of stakeholders as identified by the Working Group:</p> <p>MPs, MEPs, CVSF membership, LSP board, Public Service Board, managers of all LSP partnerships, all elected members, neighbourhood action groups, local action teams.</p> <p>12 week consultation period starting 16<sup>th</sup> June and ending 5<sup>th</sup> September</p>	16 <sup>th</sup> June
<p>Framework discussed at/presented to the following events/meetings/groups:</p> <ul style="list-style-type: none"> <li>○ Councillors seminar (Members of Conservative, Green, Labour and Liberal Democrat parties present)</li> <li>○ Council tenants session (representatives from across the city -</li> <li>○ Community workers conference (council, primary care trust and voluntary and community sector workers)</li> <li>○ Stronger Communities Partnership meeting and annual conference inc. session with the Federation of Disabled People</li> <li>○ BHCC overview &amp; scrutiny commission</li> <li>○ 2020 Community Partnerships: Learning Partnership, Crime &amp; Disorder Reduction Partnership, Arts Commission, Advice Strategy Services Group, Strategic Housing Partnership, Economic Partnership</li> <li>○ Public service board</li> <li>○ Children &amp; young peoples consultation &amp; communication group</li> <li>○ Sussex Partnership Trust</li> </ul>	June – September

<ul style="list-style-type: none"> <li>○ City employment skills group</li> <li>○ BHCC community safety forum</li> <li>○ Mosaic 'bring a dish' day</li> <li>○ Local action teams - Bevendean</li> <li>○ Neighbourhood actions groups/forums: Tarnar, Eastern Road, Hangleton &amp; Knoll, Bristol Estate, Portland Road &amp; Clarendon,</li> <li>○ Adult learning group and Neighbourhood learning in deprived communities group</li> <li>○ Advice services network</li> <li>○ Adult social care transformation group</li> <li>○ Racial harassment forum executive panel</li> <li>○ Refugee community groups meeting</li> <li>○ Domestic violence forum</li> <li>○ Older persons council and pensioners forum</li> <li>○ Youth consultants</li> <li>○ Community development managers group</li> <li>○ Black and minority ethnic community partnership</li> <li>○ BHCC departmental management team meetings</li> <li>○ BHCC workers forum, Lesbian, Gay, Bisexual and Transgender; Black and minority ethnic; and Disabled workers</li> <li>○ Community and Voluntary Sector Forum e-Dialogue</li> <li>○ Sussex Community Interpreting website</li> </ul>	
Deadline for consultation responses	5 <sup>th</sup> September
The Framework Drop-In – Review and Comment	8 <sup>th</sup> September
Working group meeting	9 <sup>th</sup> September

**WHAT HAPPENS NEXT.....**

<b>NEXT STEPS</b>	<b>WHEN</b>
Statutory Partners i.e. Police, Health, Fire Service – sign off	October/ November
LSP Partnerships i.e. Healthy City, Learning Partnership – sign off	October/ November
Public Service Board – final comments	14 <sup>th</sup> October
BHCC Overview & Scrutiny Commission – final comments	21 <sup>st</sup> October
Working group – close down meeting	6 <sup>th</sup> November
BHCC Cabinet – sign off	20 <sup>th</sup> November
Stronger Communities Partnership meeting – sign off	20 <sup>th</sup> November
2020 Community Partnership board – sign off	2nd December

## **Stronger Communities Partnership Terms of Reference**

### **Purpose**

The Stronger Communities Partnership exists to lead, develop and support active community engagement in strategic planning and decision-making processes, in order to improve local service delivery, partnership working and reduce inequalities in Brighton and Hove.

With a strategic remit, the Partnership will link with others in the wider family of partnerships on community engagement issues. The Partnership is not responsible for overseeing Stronger Communities programme delivery.

### **Aims**

The Stronger Communities Partnership aims to:

1. Bring together and support communities to have a meaningful voice, in local groups and on the 2020 Community Partnership (and its wider family of partnerships)
2. Champion, support and build capacity around community engagement in decision-making in both the third and public sectors
3. To oversee delivery of the strengthening and involving communities targets in the Local Area Agreement
4. Develop successful partnership across sectors and organisations to achieve its purpose

### **Objectives**

- 1.1 To facilitate active participation and engagement between the community and voluntary sector and statutory providers, bringing together organisations and communities
- 1.2 To improve representative structures and processes in the city, in order to strengthen involvement of the community and voluntary sector in strategic planning and decision-making
- 1.3 To review the impact of the area based grant funded community engagement activity
- 2.1 To host the Community Engagement Framework, including monitoring implementation, partners compliance and develop ongoing actions to achieve its objectives
- 2.2 To promote good practice around engagement, showcasing Brighton and Hove's achievements as a Community Empowerment Champion
- 3.1 To build relationships with partners to improve engagement opportunities for citizens and communities to influence and shape service design, planning, commissioning, delivery and monitoring/evaluation focusing on neighbourhoods and inequalities
- 3.2 To ensure the needs of the different groups and communities are reflected in the City's partnerships and service provision
- 3.3 To champion the Compact and other tools which enable good practice in partnership working, especially on community engagement and representation
- 3.4 To receive recommendations and performance reports from its sub-group the Stronger Neighbourhoods Group for action, comment and/or decision

# Membership of the Stronger Communities Partnership

## CVSF representatives

### *Elected representatives*

- Four elected representatives from neighbourhoods, to represent all neighbourhoods in B&H
- Four elected community based communities of interest groups from the following equality strands: Age, Faith, BME, LGBT, Disability and Gender, to represent equalities in general (to include one representative from the emerging Equalities Coalition).

### Support officers

- Two area based community development representatives
- CVSF / SCP support officers

## Statutory agency representatives

### Strategic Officers

- LSP Co-ordinator
- Chief Exec's Policy Unit Officer
- Voluntary Sector Unit Officer
- Equalities and Inclusion Team Officer
- Neighbourhood Management Team Officer

Officers with a strategic remit for community engagement from statutory agencies/council departments (those involved in the Community Engagement Framework working group)

- Police
- PCT
- Housing; BHCC and RSLs (Social Landlords Forum)
- Adult Social Care
- Customer Services
- CYPT
- Environment
- Adult learning
- Employment and skills (economic development)



Others

- Local Authority Councillor (who is also represented on the Stronger Neighbourhoods Group)

The membership may grow and develop to reflect new activities and emerging issues. Each statutory organisation or department is responsible for electing/nominating their representatives. This process must be transparent and allow for change every two years.

### **Expectation of members**

- Members should participate in Partnership meetings, email discussions, and any structures such as working groups
- Members should represent the Partnership externally as agreed, in which case they should represent the views of the Partnership
- The Partnership can agree specific roles for members and delegate responsibilities to these roles
- Working or sub-groups should report back to the Partnership, and may also include organisations who are not Partnership members
- Each organisation will have a named individual as the Partnership member, however other members of the organisation are welcome, provided they have been briefed. They cannot vote
- Members of the Partnership may nominate a deputy to attend in their absence who should be fully briefed. The deputy is entitled to vote
- All members of the Partnership are expected to liaise with colleagues in their department, organisation or sector
- Members should adhere to the Nolan Principles of Public Life.

### **Decision-Making**

- Decisions may only be taken when the meeting is quorate (quoracy shall be 4 voting members)
- Decisions will be made by consensus where possible. If this proves impossible, a vote will be taken and a simple majority required. Each member of the Partnership has one vote, except CVSF/SCP staff
- The Chair's vote carries when a vote is split
- In exceptional circumstances (e.g. a decision is required before the next meeting) decisions may be made by email and the Chair will co-ordinate this process. Any decisions should be confirmed at the next meeting.

## Values

- **Equality:** The Partnership will ensure that it promotes equality in all its work and will be active in ensuring its work is meeting the needs of the full diversity of its communities
- **Accountability:** The Partnership will support the interests of all its members and work in an open and transparent way, with good communication between partnership members and their membership organisations/sectors
- **Respect/Co-operation:** The Partnership will aim to achieve its aims through co-operation and collaboration whilst recognising, respecting and reflecting difference
- **Partnership:** The Partnership will affect its work through the development and maintenance of strong and effective partnership working
- **Communication:** The Partnership will communicate regularly with stakeholders at appropriate key times. Information on the Partnership / minutes of meetings and other associated work carried out by the Partnership will be made available to members of the CVSF as well as to staff within statutory agencies. This will be the responsibility of the relevant partnership member.

## Chair and Vice-Chair

- The Chair shall always be a full member of the Community and Voluntary Sector Forum
- The Partnership will elect its Chair and Vice Chair at its first meeting following the CVSF biennial elections. These two representatives will then go to be LSP representatives.
- The Chair will agree the agenda for meetings with the SCP Officer and will chair, or make arrangements for chairing of meetings.

## Servicing and Support

- Using SCP resources, the SCP Officer will arrange for meetings to be serviced and will provide support to the Chair and Partnership members
- The SCP Officer and other supporting officers will provide reports and other information needed for the Partnership to make effective decisions
- A clear brief outlining roles and responsibilities and a Stronger Communities Induction Pack will be provided for all members of the Partnership.

## Meetings

- The Partnership will ordinarily meet quarterly, with the facility to call additional meetings if necessary
- Under normal circumstances members will be expected to attend all four meetings a year and to give prior notice of any non-attendance
- Notes of meetings will be taken and circulated in an accessible format to members of Partnership for onward distribution
- The agenda and any relevant papers will be circulated at least 7 days before the date of the meeting
- All papers will be drafted in clear and simple language and in an accessible format and hard copies of any documents sent by e-mail will be made available to all members

- Meetings will take place in an environment that encourages and supports active participation by all members of the Partnership and special needs provision will be available at all times
- CVSF representatives are eligible to claim for their time spent in Partnership meetings, including preparation and follow-up, in line with CVSF's reps' expenses policy.

### **Conflicts of interest**

- Members must declare any actual or potential personal interests they have in any item on the agenda or as they arise during a meeting
- If they have a personal interest members must also consider whether or not that interest is a *prejudicial personal interest* and take the necessary action
- For the purposes of this Partnership, a personal interest is, generally, one that affects a member (individually, or a person/ body/organisation a member has a close connection with) more than other people in Brighton and Hove. If a member of the public, knowing all the relevant facts, would view a member's personal interest in the item being considered as so great that it is likely to prejudice the member's judgement of the public interest, then the member has a *prejudicial personal interest*.
- If a member has a personal interest: they must declare the interest but can stay, speak and vote.
- If a member has a *prejudicial personal interest*: they must declare the interest, cannot speak or vote on the item and must leave the room

### **Confidentiality and data protection**

- The Partnership will respect confidentiality, and operate within the requirements of the data protection act
- Business will normally be carried out openly and transparently. In exceptional circumstances, and with agreement of the meeting, members can request an issue is discussed confidentially, and the discussion will not be minuted.

### **Powers**

- The Partnership may establish sub-groups or commission pieces of work or activity, which help to deliver its aims and objectives.

### **Reports and Review**

The Partnership will review its Terms of Reference in April and October of each year.



# **Community Engagement Framework**

**October 2008  
Final Draft**



**Brighton and Hove**

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# Signatories to the Framework

**2020 Community Partnership** is Brighton and Hove's Local Strategic Partnership and is made up of representatives from the following organisations, partnerships and public, private and voluntary sector:

Advice Services Strategy Group  
Brighton & Hove Arts Commission  
Brighton & Hove City Council  
Brighton & Hove Teaching Primary Care Trust  
Children & Young Peoples Trust Partnership  
City Inclusion Partnership  
City Sustainability Partnership  
Crime & Disorder Reduction Partnership  
Community & Voluntary Sector Forum  
East Sussex Fire & Rescue Service  
Economic Partnership  
Environment Agency  
Healthy City Partnership  
Job Centre Plus  
Learning Partnership  
Learning & Skills Council  
Strategic Housing Partnership  
Stronger Communities Partnership  
Sussex Police  
Sussex Probation Service  
University of Brighton  
University of Sussex

For more information about the 2020 Community Partnership and its members visit:

**[www.2020community.ora.uk](http://www.2020community.ora.uk)**

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Information about the development of the Framework, and copies of the Framework and the accompanying consultation report are available on the 2020 Community Partnership website

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# **Introduction by Chair & Vice Chair of the 2020 Community Partnership**

The Framework has been developed to be both a policy document and a practical resource.

As a policy document it sets out the 2020 Community Partnership's commitment to and understanding of community engagement in Brighton and Hove. As a practical resource it provides a clear definition of community engagement and importantly sets specific standards for community engagement that all Partners must adhere to. It identifies the first wave of priority actions that must be taken to improve community engagement in the city.

As a policy document and a practical tool the Framework will help the 2020 Community Partnership achieve its vision for Brighton and Hove.....

**'.... of a dynamic city that improves and protects the environment, meets social needs and promotes sustainable economic success in an inclusive, just and harmonious way'**

We are not starting from scratch. We recognise that good community engagement activity has and is happening in the city. However, this is the first time that as a group of public, private and community and voluntary organisations we have produced a common approach to community engagement. Through the production and implementation of the Framework our aim is to raise the profile, improve the quality and achieve better co-ordination of community engagement. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

The Framework has been signed up to by all members of the 2020 Community Partnership and therefore applies to all the different partnerships and organisations in the Partnership.

To produce the Framework we listened to what people have told us, reflected on previous and current community engagement in the city and considered research that has already been done here and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly Government's white paper 'Communities in Control' and the new 'duty to involve' in the Local Government and Public Involvement in Health Act 2007.

We have produced a report on our development process so people can see how we have used their comments and suggestions.

The process to develop the Framework was as important to us as producing the final document. Through the process we have begun to strengthen the trust and relationships between the different organisations, groups and sectors. This has



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started us on the right path to developing strong and meaningful community engagement that we are all satisfied with.

The production of this document is only the starting point. We see the Framework as our first step towards building better relationships between, and a stronger understanding of, communities in Brighton and Hove. Community engagement is not a single activity; it's a way of working. It's about inclusion and involvement, input and influence. These come with an equal need for responsibility, accountability and a willingness to work with others towards a common goal. As our learning and practice develops, so will the Framework.

Roger French  
Chair of the 2020 Community Partnership

Cllr. Dee Simson  
Vice-Chair of 2020 Community Partnership/Cabinet Member for Community Affairs,  
Inclusion & Internal Relations

## What is the Framework?

The Brighton and Hove Community Engagement Framework:

- Establishes a *common understanding of and commitment to community engagement* across all organisations, partnerships and sectors in the 2020 Community Partnership
- Sets *clear and specific standards for community engagement* that all members of the 2020 Community Partnership are signed up to
- Identifies *priority actions* to be progressed by the 2020 Community Partnership that move us towards achieving the aims of the Framework

# What are the Aims of the Framework?

People have sent some clear messages about what they think about community engagement and what the Framework should achieve. The following key themes have emerged -

- Investment in the development of people in both communities and organisations
- Improvements in information and communication particularly providing feedback
- Better co-ordination and use of resources
- Long-term, resourced, commitment to improving community engagement
- Creation of real opportunities to influence the outcome of decisions and tackle issues in communities
- Developing more creative ways to engage with people and communities that ensure everyone has a voice not just those that 'know how'

In response to these themes we have developed three over-arching aims. Under each of the aims we have identified specific priorities.

**All three aims are of equal importance and achievement of each aim will impact on the achievement of the others.**

## Our Aims

### 1. Improve engagement activity that enhances the lives of people and their communities

*We will do this by –*

- Maximising opportunities for **individuals** and communities to take control over the issues that effect their lives in order to:
  - I. meet their needs
  - II. contribute to their economic and social opportunities
  - III. build active and inclusive communities
- Providing **individuals** and communities with the information, advice and **support** they need to develop their confidence, skills, knowledge and ability to:
  - i. participate in community life
  - ii. engage with services
  - iii. engage in local decision-making
  - iv. understand and engage with democratic processes
  - v. come together to take action for themselves

**Individuals** – children, young people and adults

**Support** – for example, opportunities for people and communities to come together, informal and formal training, transport to meeting venues, funding for a development worker, reimbursement for child care, crèche

## 2. Improve engagement activity that ensures opportunity for all

*We will do this by -*

- Promoting and supporting processes for effective representation of communities in local and citywide strategic planning and decision-making
- Developing more **creative, tailored approaches** that encourage engagement opportunities for all sections of the community

**Creative approaches** – for example, an open house event which involves using a local venue as a drop in centre allowing people to gather information and share their views, runs over a whole day or days and which has a range of different interactive activities for people to pick and chose from

## 3. Improve engagement activity that drives up the quality of services and makes better use of resources

*We will do this by -*

- Improving collaboration between residents, community and voluntary groups, business groups and public organisations to ensure that issues and priorities are identified and action taken
- Improving co-ordination between all partners to ensure more effective planning and implementation of engagement initiatives which take into account existing knowledge, structures and groups and reduces duplication
- Developing the capacity of members of the 2020 Community Partnership to carry out high quality community engagement that meets the standards of the Framework
- Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in the city

# What is Community Engagement?

## Community

In the widest possible sense we are talking about Brighton and Hove – the city, its neighbourhoods - wards, specific streets or housing estates – and everyone that lives in , works in, or visits the city.

Our definition of ‘community’ also aims to recognise that different people identify themselves in different ways and that we should be sensitive to this when carrying out any type of engagement activity. Moreover, we must not forget that people who see themselves as members of a community are also individual ***citizens***.

The ***places*** in which we live, work and socialise will often include the people we share our lives, interests and backgrounds with. It may be a place with a physical or locally agreed boundary or simply a shared understanding or ‘feeling’ about a place – this is commonly defined as - ***a community of place***.

<b><i>Citizen</i></b> : includes children, young people and adults
--

Across the city and within the areas in which we all live some people define themselves in addition to their community of place. This is quite often as part of a group of people with a shared interest or identity/experience – ***communities of interest or identity***

A community of interest or identity therefore can include –

- i. people who often identify themselves or are identified by society, by demographic characteristics, for example, children and young people, faith groups, older people, Black and Minority Ethnic people, Lesbian, Gay, Bisexual and Transgender people or people with a shared social background
- ii. People with a shared or similar interest, for example, in climate change, art, a local school or allotment
- iii. People with a similar or the same profession or place of work, for example, hoteliers, council workers, police officers, business associations

## Engagement

There are many different words used to describe community engagement – ‘participation’, ‘involvement’, ‘consultation’ and ‘research’ are just a few. All are types of engagement. All are equal in merit. However, because we use the term community engagement to mean any and all of them it can be very confusing.

The Framework defines community engagement in Brighton and Hove as being the following different types of activity:

- **Informing**
- **Consulting**
- **Involving**
- **Collaborating**
- **Empowering**

Four strong messages emerged from the process of developing the Framework about the definition of engagement.

Firstly, that the success of any engagement activity is related to the level of information, support and training that individuals and communities can access. Therefore as well as our range of engagement we want to recognise the role, contribution and importance of community development.

‘Community development is about building active and sustainable communities based on social justice and mutual respect.

It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.’ (*The Community Development Exchange* <http://www.cdx.org.uk/what-is-community-development>)

Secondly, that no single type of activity is more or less important than another. For example, the provision of high quality, accessible and relevant information is as important as providing more opportunities for residents to take control.

Thirdly, that it is important that all engagement is linked to decision-making. Residents and communities must be able to see the impact of giving their time, views and energy.

Fourthly, that any barriers that prevent people getting information, giving their views as part of a consultation or getting more involved are considered and addressed as part of the activity.

## Our Range of Engagement

### Informing

To provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

- For example, Community And Voluntary Sector Forum website [www.cvsectorforum.org](http://www.cvsectorforum.org), community newsletters

**CASE STUDY:** The Black and Minority Ethnic Community Partnership followed up standard publicity, including letters, flyers and posters, for an event for International Women's Day with personal phone calls and e-mails. Recognising that word of mouth can be a powerful tool, they also contacted a range of workers and groups who worked with Black and Minority Ethnic communities and encouraged them to spread the word.

### Consulting

To listen to communities and individuals feedback on analysis and choices, consider their input and feedback results.

- For example, surveys, focus groups, the citizens' panel.

**CASE STUDY:** Safety Net, a local organisation that provides training and support in child protection to voluntary and community groups, undertook a consultation exercise to explore child safety in the home for under 5s. In the initial phase they worked with schools and local community organisations to identify parents interested in being involved in the project and worked with them to design a survey. The parents were then supported and trained to work together to undertake the survey with their own families, neighbours and social networks. The consultation was successful and the group are now being supported to formalise and to access further training and development opportunities.

### Involving

To work directly with the community throughout a process to ensure that concerns and aspirations are consistently understood and taken into consideration

- For example, Independent Advisory Group to the Police, Parents Forum.

**CASE STUDY:** The Childrens Centre Parent Involvement Worker role is primarily to encourage and recruit parents and carers to become involved through groups and other activities in the planning, consultation and evaluation of services. A key requirement for Children's Centre governance is to have parents sit on Children's Centre Advisory Groups, supported by the Parent Involvement Worker. The workers responsibilities might therefore include organising interpreters, crèche, travel expenses or support with reading papers before the meetings and help with preparing a parents report. Parent Involvement Workers also act as a local representative for the citywide parent's forum and identify further areas of involvement and opportunities for parents and carers. These might include parent led projects, co-facilitation of groups and drop-ins other community initiatives and volunteering.

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## Collaborating

To partner with the community in each aspect of the decision, including the development of alternatives and the identification and deliver of the preferred solution

- For example, local action teams and neighbourhood action groups which involve community groups, residents and public organisations working together to tackle neighbourhood issues.

**CASE STUDY:** Brighton and Hove Library Services sought to develop a model of local 'ownership' as part of the redevelopment of Coldean Library. A range of engagement activities were undertaken prior to and during the building of the new library. The establishment of a steering group comprising key local stakeholders to drive the development provided a mechanism for collaborative working. The steering group included representatives from community groups, local councillors, a local Registered Social Landlord, along with Library staff, officers from Adult Social Care and the private developer. A key factor that contributed to the success of the project, as identified by library staff, was the practical support provided by a local community development worker from the Trust for Developing Communities. This enabled effective community collaboration in the process and helped enhance the engagement skills of library staff.

## Empowering

To place decision-making in the hands of the community. This may happen as a result of increased engagement between communities and public bodies or as a result of communities taking action themselves.

- For example, neighbourhood health chests and estate development budgets both of which are pots of funding for community activity to improve either health or housing in an area. Allocation of the funding is decided by local representative forums.

**CASE STUDY:** The Bristol Estate Community Association (BECA), supported by Serendipity Enterprising Solutions (a local community development organisation) identified disused areas under the tower blocks on their 1950's built estate. Originally designed as drying rooms the now empty spaces were being used as rubbish dumps and places to carry out anti-social behaviour. BECA worked with the city council's housing department and the creative industries manager to attract funding to convert a number of these spaces into artists' studios. The city council arranged to lease the space to the Association which will manage the studios and re-invest the income into improving their estate. To enable the Association to both lease, rent out, and manage the units Serendipity assisted them in forming a Community Interest Company – a "not for profit" company limited by guarantee – with every adult resident of the Estate being an automatic voting member of the company. The creation of this legal entity has empowered the Association to become more self-sustaining and provided an income stream that residents have direct control over allowing them to decide how the money is spent on improving their community.



# **Our Community Engagement Commitment**

Our Community Engagement Commitment and our Community Engagement Standards, detailed overleaf, provide the foundation for future improvements to community engagement. By fulfilling our Commitment and working to our Standards we will begin to see real progress towards improving community engagement in the city.

**We commit to:**

- **ensuring all community engagement activity has clarity of purpose and makes a difference**
- **working together where this will improve the quality of community engagement**
- **all community engagement being open and honest and having integrity**
- **being flexible and ensuring community engagement is tailored to people's needs**
- **working to ensure that resources are well targeted and using local knowledge and intelligence to plan and deliver community engagement**
- **treating participants with respect and ensuring feedback is provided to participants and made publicly available**
- **ensuring that processes are reviewed and that we learn from our work and improve practice wherever we can**

# Our Community Engagement Standards

To support our commitment the 2020 Community Partnership and all its members will work to the following more detailed standards:

## **Community Engagement Standards**

### **1. Planning and Resources**

#### **Clarity of Purpose**

Before beginning any engagement activity, we will be clear about why it is happening, what we want to achieve, which engagement activity we will use, who we are seeking to engage with, what can and cannot be influenced, how we will use the information gathered through the engagement activity and what the benefit of being involved will be.

#### **Evidence Base**

We will use all available research, knowledge and community intelligence to help us plan engagement activities. We will not carry out engagement activities if the information we need is already available.

#### **Timing**

We will allow sufficient time to design and carry out engagement activities that are inclusive and encourage participation from all affected communities. We will also allow sufficient time to ensure that the results of engagement activities can shape our policies, plans and services and that we can 'test back' with communities what they have told us. When timing for activity is set for us by another, for example, national government, we will clearly communicate this to participants.

#### **Resources**

We will plan engagement activity carefully in the light of what that activity seeks to achieve and in the context of available resources and will communicate any constraints clearly. We will recognise the need to resource practical support that helps people to be involved.

### **2. Communication and Partnership Working**

#### **Communication**

We will always be open, honest, and accountable when sharing information and responding to contributions from all participants. All communication will be jargon free and relevant to the intended audience. We will seek to use a wide range of methods to maximise the opportunity for communication between communities and partners. We will clearly communicate how participants can seek redress if they are unsatisfied

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with the process. We will also communicate between partners to create joined-up engagement activities and avoid duplication of effort.

## **Partnership**

We will work in partnership with other organisations when and where they have additional or greater expertise, knowledge or experience about engaging with specific communities, with particular recognition of the knowledge and expertise of the voluntary and community sector. The independence of the voluntary and community sector will be respected and recognised in all partnership working.

## **Quality**

We will work to ensure that staff responsible for engagement have the skills and capacity to achieve high quality engagement. Equally, we will work to ensure that communities have the opportunity to develop their skills and capacity to engage if they wish.

## **Accessibility**

We will support a variety of engagement activities to reflect the diversity of our communities. We will be flexible and responsive to the ways that the community wants to engage with us. We will recognise the need to make engagement both formal and informal at different times and for different people and purposes. We will provide practical support to help overcome barriers that some individuals and communities may face to engagement, particularly vulnerable and seldom heard groups in order that they are represented in all community engagement activity and not just single issue activity.

## **3. Feedback and Learning**

### **Feedback**

We will provide feedback to the community about the engagement activities we carry out and will explain how the community's input contributed to the decision-making process. We will explain how and when we will provide feedback to the community at the same time as we carry out the community engagement exercise. We will also make the feedback as widely available as possible.

### **Monitoring & Review**

In partnership with stakeholders, we will monitor and review the engagement activities we carry out to ensure that all sections of the community have the opportunity to engage should they choose to, particularly those whose voices are often not heard, and change our practices accordingly. We will learn from our own practice.

# Our Actions

## We asked, You said, We will do

During the process of developing the Framework *key actions* have emerged as being essential in improving community engagement across the city and achieving the aims of the Framework. These actions have been drawn from extensive discussions and feedback from key groups, partners, partnerships and representatives.

The Stronger Communities Partnership will be leading on this work and will be responsible for creating a more detailed action plan that states which organisations will deliver the actions, how and when. See 'Who will monitor and implement the Framework?' for more information about the Stronger Communities Partnership.

Below sets out each of the three over-arching aims of the Framework under which we describe our initial priorities and actions:

### **1. Improve engagement activity that enhances the lives of people and their communities**

*We will do this by -*

- 1.1 Maximising opportunities for all individuals and communities to take control over the issues that affect their lives in order to**
- I.meet their needs**
  - II.contribute to their economic and social opportunities**
  - III. build active and inclusive communities based on mutual respect**

#### *Action*

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Seek to secure long-term partnership funding for community development work in communities across the city

Explore transfer of assets where there will be long-term and sustained benefit to the community

Support the development of community anchors (independent multi-purpose community led organisations in neighbourhoods)

Support the development of community buildings as a neighbourhood resource to be used equally by communities and service providers

Support to councillors to be community champions through the provision of ward budgets and staff support

Trial holding an annual 'Ask the Executives' meeting where citizens can come and ask the Chief Executives of the Council, Police and Primary Care Trust questions

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## 1.2 Providing individuals and communities with the information, advice and support they need to develop their confidence, skills, knowledge and ability to:

- i. participate in community life
- ii. engage with services
- iii. engage in local decision-making
- iv. understand and engage with democratic processes

### *Action*

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Develop a cross sector training and development programme targeted at residents, community groups, 'front line' workers, managers, policy makers, businesses and councillors on how to achieve high quality community engagement

Include engagement skills, knowledge and experience in job descriptions and person specifications as a matter of course for relevant posts in public bodies and community and voluntary organisations

Publish and keep up-to-date a webpage on the 2020 Community Partnership website that provides details of how people can get involved in their local community or with public bodies, and which has links to other key organisations websites

Produce a guide (or identify a place) where clear information and advice is available or accessible to all organisations to follow when carrying out community engagement work and activities

## 2. Improve engagement activity that ensures opportunity for all

*We will do this by –*

### 2.1 Promoting and supporting processes for effective representation of communities in local and citywide strategic planning and decision-making

#### *Action*

---

Agree a common policy for supporting community representatives working collaboratively with service providers (reward and recognition)

Build a better understanding about representation, about what is already happening and how, and assist individuals and groups in communities to be more representative

Recognise and resource where necessary, new or alternative engagement approaches, and support representation of new communities, where this is better than using the usual or more formal routes available

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## **2.2 Developing more creative, tailored approaches that support engagement opportunities for all sections of the community**

### *Action*

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Explore the possibility of providing funding for groups to hold informal events that bring communities together, with the opportunity of meeting 'the services' (public bodies)

Run an annual 'Get Involved' campaign culminating in a celebration of active citizenship event

Develop an on-line participation tool that supports two-way dialogue between the citizens and public organisations, starting with the council

Explore the opportunities for more innovative ways to share information with the general public, community groups and local communities. For example, community radio, on-street internet points to access local service information

Promotion of the 'community mark' (national award in recognition of a businesses support for a local community)

Build a better understanding about which and how local businesses already support community based activities and develop case studies to use with other businesses

## **3. Improve engagement activity that drives up the quality of services and makes better use of resources**

*We will do this by -*

### **3.1 Improving collaboration between residents, voluntary and community groups, business groups and public organisations to ensure that issues and priorities are identified and action taken**

#### *Action*

---

Develop a partnership funding strategy that recognises the long-term role of the community and voluntary sector in enabling community engagement with diverse communities, including those who are often overlooked, and neighbourhood based communities.

Develop a policy on how services will be co-ordinated in neighbourhoods

### **3.2 Improving co-ordination between all partners to ensure more effective planning and implementation of engagement activities which takes into account existing knowledge, structures and groups**

#### *Action*

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Explore the opportunity for a communications hub (regular meeting of Heads of Communications) for public bodies - through which they co-ordinate their communications with residents

Ensure an introduction to and explanation of the Community Engagement Framework is part of new staff induction in public bodies, community and voluntary organisations and business associations

Publish and keep up-to-date a database of recent, current and future consultations, including feedback and outcomes, which is searchable by ward, post code, equalities group and topic and available to public bodies, the community and voluntary sector, businesses and the general public, and includes the results and the impact of the consultations

Develop a community workers network for workers with a remit around 'engagement' to share information and learning and hold an annual workers conference

### **3.3 Developing the capacity of partners of the 2020 Community Partnership to carry out high quality community engagement that meets the standards of the Framework**

#### *Action*

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Seek to secure a long-term partnership funding arrangement for the Stronger Communities Partnership to provide strategic co-ordination and leadership on community engagement

Develop a volunteering scheme for public sector staff in the voluntary and community sector

Refresh and enforce the common Research Governance Protocol established across the Council, the Police and the Primary Care Trust

### **3.4 Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in the city**

#### *Action*

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Establish a review and evaluation process that all partners are signed up to that allows all partners to learn from good practice and mistakes

## Who will Implement & Monitor the Framework?

It is important that we know whether the Framework is making a difference. The Stronger Communities Partnership will be responsible for overseeing the implementation of the Framework and monitoring its impact. It will be the responsibility of individual members of the Stronger Communities Partnership to lead on delivering the priority actions within the Framework.

In addition, the City Council's Overview and Scrutiny Commission will use its legislative power to monitor public organisations adherence to the Framework and to undertake specific scrutiny panel investigations on priority actions to improve engagement.

The framework will be reviewed annually by the Stronger Communities Partnership and a summary of progress and achievements will be presented to the 2020 Community Partnership and published on the website of the 2020 Community Partnership.

## What is the Stronger Communities Partnership?

The Stronger Communities Partnership is made up of representatives from the Voluntary and Community Sector, Registered Social Landlords, the Police, the Primary Care Trust and the City Council including the Cabinet Member responsible for Community Affairs and Inclusion. The Stronger Communities Partnership reports back to the 2020 Community Partnership.

The Stronger Communities Partnership is focused on how residents and different communities get their voices heard and how the voluntary and community sector and the public sector working together can improve the information, support and opportunities communities have to influence and take control of the issues that affect their lives.

The partnership will use a variety of methods to measure the impact of the Framework, including:

- using the new biennial **Place Survey** and specifically the following questions:

**Place Survey** – a new survey introduced by national government in 2008 that all councils in England must carry out every two years. The survey contains questions set by national government that ask people about what they think about where they live and the public services they receive.

- How well informed do you feel about how you can get involved in local decision-making; how to complain about local public services; how well informed to you feel about local public services?
- Do you agree or disagree that you can influence decisions affecting your local area?



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- Generally speaking would you like to be more involved in the decisions that affect your local area?
- Overall, about how often over the last 12 months have you given unpaid help to any group(s), club(s) or organisation(s)
- progress against the following indicators as set in the **Local Area Agreement**
  - Percentage of people who feel they can influence decisions in their locality
  - Participation in regular volunteering
  - Environment for a thriving voluntary and community sector
  - Percentage of people who feel that they can get involved with others from different backgrounds
  - Percentage of communities with local communication/involvement mechanisms
  - Percentage of people who are satisfied with opportunities to engage in local decision making
- Completion of a full equality impact assessment on the Framework and implementation of any subsequent equality action plan
- Reporting concerns and issues to the 2020 Community Partnership and to the Council's Overview and Scrutiny Commission for investigation
- Sharing experience and progress through the national and regional community empowerment networks and other appropriate regional and national forums
- Requesting partnership members report annually on how they have adapted their practices in light of the Framework

**Local Area Agreement** – an action plan for the city agreed between all public organisations, business and community and voluntary sectors.

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# What are our Legal Responsibilities and Policy Drivers?

Whilst there is no legislative requirement for us to have a Community Engagement Framework for the city there are many legal requirements and national policies, particular for public bodies, to improve how they consult and involve residents in decision-making. The following provides a summary of the key national and local legislation and policies which the Framework will help us to meet.

For all public bodies:

- Duty to Involve as set out in the Local Government and Public Involvement in Health Act 2007
- Findings of the Reducing Inequality Review (2008)
- Equality Impact Assessments on all policies, functions and service provision
- Requirements of the new Comprehensive Area Assessment (2009)

For all public bodies and the community and voluntary sector:

- Brighton & Hove Compact
- National Government's White Paper 'Communities in Control' (2008)
- National Government's Action Plan for Community Empowerment December (2007)

For the Police:

- National Community Safety Plan (2008-2011)
- Police and Justice Act (2006)
- National Government's green paper on Policing (2008)

For the Primary Care Trust and other NHS Trusts:

- NHS Act (2006) and the 2007 NHS Operating Framework
- Draft consultation on New NHS Constitutions (2008)
- Local Involvement Networks (2008)

For the City Council

- Community Empowerment Champion status (2008)
- Statement of Community Involvement in Planning

Moreover, the Framework will support the achievement of a wide range of objectives and strategies of the different 2020 Community Partners. For example,

- the Children and Young People's Plan which aims to 'give children and young people more chances to have their say in decisions that affect the area that they live in' and 'offer more chances for children and young people to have a say in the decisions that affect them'.
- The Healthy City Partnership which aims to 'communicate with and secure participation of local communities'.

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- The Crime and Disorder Reduction Partnership's Community safety Plan 2008-2011 which aims to "further development of communities' involvement in the work of the partnership and ensuring provision is accessible and suitable for all groups of citizens".
- East Sussex Fire & Rescue Service ambition for local communities includes to "develop our role in Community Leadership, Engagement and Partnership" and is producing a consultation and community engagement strategy.

## How was the Framework developed?

Following a detailed discussion of research findings into community engagement activity in the city in autumn 2007, the Local Strategic Partnership (LSP), known in Brighton and Hove as the 2020 Community Partnership, approved the development of a community engagement framework for the city in February 2008. The research highlighted a number of issues, including recognition that effective community engagement does drive up the quality of services. In its role to bring key partners together the LSP identified a need to improve the co-ordination of community engagement initiatives and to ensure that staff with a responsibility for delivering engagement support have access to appropriate levels of training and support.

The LSP's intention is that the Framework will pull together agreed over-arching principles of engagement. These principles will be underpinned by an action plan to improve the type and quality of different engagement activity in the city by public bodies and community and voluntary organisations.

The Framework is to be owned by the LSP and signed up to by all key sectors and agencies in the city, including the Council, the Primary Care Trust and the Police. The Council supported the development of the framework, which was guided by a working group made up of representatives from the constituent organisations and partnerships of the LSP, including representatives of the community and voluntary sector.

The plan for the Framework development process included a wide range of activities and approaches, and was not solely reliant on the consultation documents. For example, discussions have been held with a number of organisations, partnerships and groups that have focussed on their own experiences of engagement or of delivering engagement and their priorities for the future. The development process had a degree of flexibility to allow for different groups/organisations to be consulted in a way in which best suits them.

Two consultation documents were produced. A full version primarily aimed at large organisations and partnerships with responsibility for engaging with communities and, in response to recommendations from the working group, the project team also produced a shorter version aimed at smaller community groups. Consultation about the framework has been aimed at partnerships, organisations and groups as opposed to individual citizens. When implementation of the framework begins the LSP will seek to involve citizens in the design and development of new engagement tools, techniques and structures. This is probably when it will be most meaningful to individuals.

Information about the development of the Framework and records of the meetings of the working group are available on the 2020 Community Partnership website [www.2020communitypartnership.org/cef](http://www.2020communitypartnership.org/cef)

The development of the framework is a local priority and has not been driven by any national policy or requirement. There is no "must do" or map to describe what an engagement framework should look like. This presents its own complexities and challenges. Taking a collaborative and creative approach has helped to define the

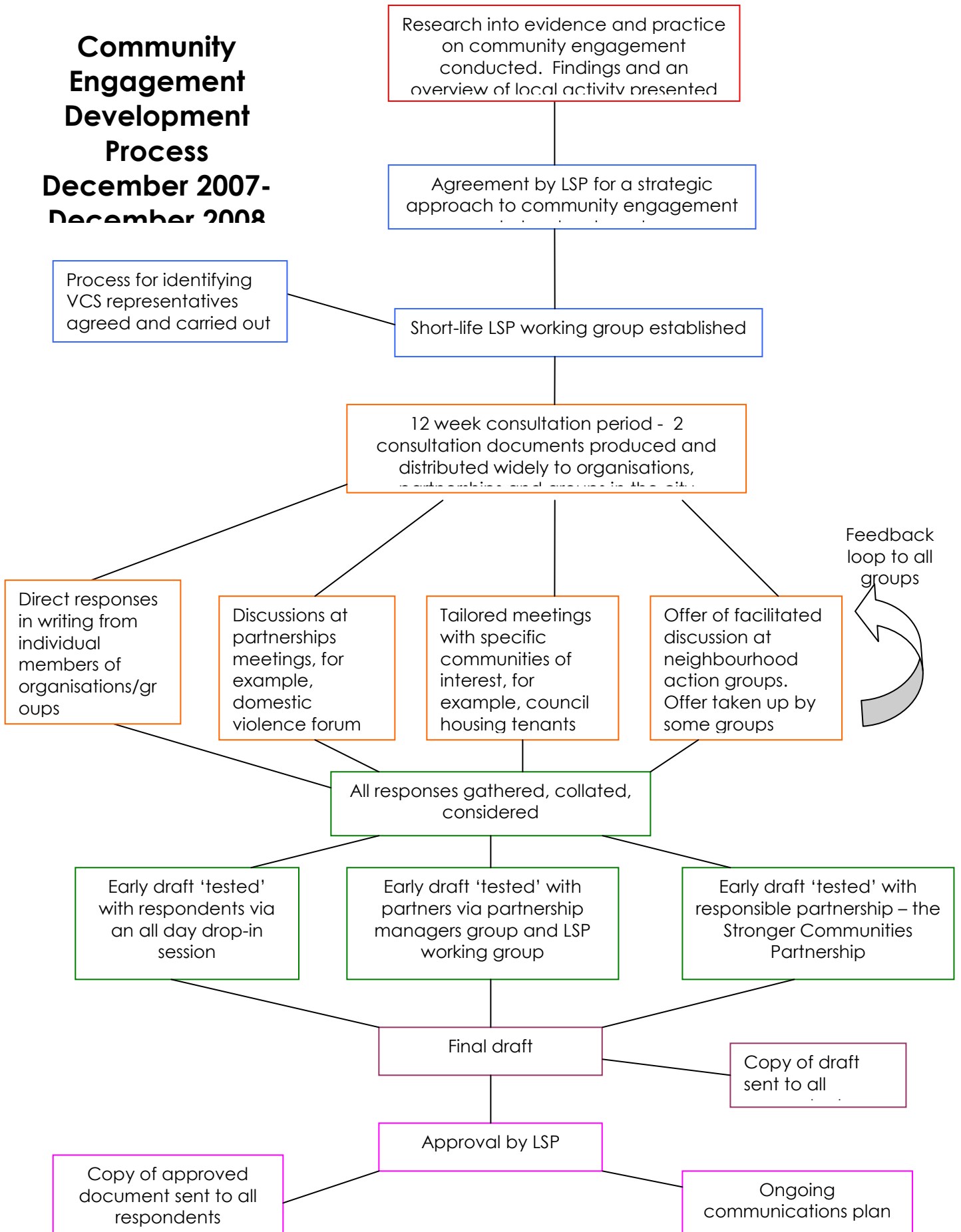
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way forward, whilst listening to people has offered insight into content, aims and actions.

Full details are available in the Framework Consultation Report.

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## Community Engagement Development Process December 2007- December 2008



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# Equalities Impact Assessment Summary

All public organisations have to complete an equality impact assessment on new or changes to existing policies, strategies and services. The purpose of the assessment is to consider if any changes to, or introduction of new policy will have negative and positive impacts on different communities in the city. Based on the assessment actions are identified to mitigate any potential negative impacts.

As the 2020 Community Partnership is made up of public organisation as well as private and community and voluntary organisations it was decided that an equality impact assessment should be carried out on the Framework.

At the start of the development of the Framework a 'rapid impact checklist' was carried out. This identified several overarching potential impacts of the Framework:

- More co-ordinated engagement activity
- Increased involvement in decision-making
- Better value for money
- Greater accountability
- More community ownership and responsibility
- Improved services that meet the needs of communities
- Increased emphasis on equality

It was consider that the overall impact of the Framework would be positive.

However, potential negative impacts were also identified. These were:

- Increased demand on existing resources both staff and funding
- Slow down in decision making
- Overstretching existing community and voluntary groups
- Conflict between representative democracy through elected councillors and participatory democracy were members of communities represent their own community

Nevertheless it was felt the negative impacts would be addressed through the standards, aims and/or actions of the Framework.

A full equality impact assessment will be carried out on the Framework and any resulting actions included in the more detailed Framework Action Plan developed by the Stronger Communities Partnership.

## Glossary

Aim	A statement of long term goals: what you want to achieve and how you want to achieve it
Capacity	The awareness, knowledge, skills and operational capability that enables people, communities and organisations to achieve their purpose
Citizen panel	Citizens' panels involve a representative sample of the local population, who have agreed to take part in consultation activity. They can involve between 500 to 3,000 people
Community anchors	community-led multi-purpose organisation, which supports local community activity through community development and capacity building
Community buildings	Building conceived, managed and sometimes built, by the local community for community use. Phrase also used to describe the activity of building a community; physically, socially and economically
Community intelligence	Information about the communities we serve. This will often be useful in deciding what level of service should be secured or delivered and how. One benefit of data is in facilitating challenge
Community-based learning	Community-based learning involves creating new learning opportunities within local communities but generally outside traditional learning institutions (e.g. school, college, university). However, it can involve these traditional institutions particularly when it is addressing widening participation to learning
Community sector	The web of personal relationships, groups, networks, traditions and patterns of behaviour that exist amongst those who share physical neighbourhoods, socio-economic conditions or common understandings and interests. It is the community itself taking action to get things done. The community sector ranges from small informal community groups to large multi-purpose community organisations. The community sector covers the entire range of policy and services. Its activities can range from nurseries and playgroups to community centres and village halls, from tenants' associations to environmental groups, from arts and sports groups to credit unions, and from self help groups to scout groups
Community Strategy	Local Authorities now have to prepare a community strategy for promoting the economic, social and environmental well being of their area and a vision for the future. The expectation is that this will be produced with organisations in the private, voluntary and community sectors via a Local Strategic Partnership
Compact	The Compact is an agreement between Government and the voluntary and community sector in England. It



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	recognises shared values, principles and commitments and sets out guidelines for how both parties should work together
Cross-sector	Partnership work involving representatives from the public, private and voluntary and community sector
Democratic process	Governance by people as a whole through elected representatives
Equalities	The process of recognising people's different needs, situations and goals and removing the barriers that limit what people can do and be'
Equality Impact Assessment (EIA)	EIAs explore where our approaches or actions may have different impacts on different communities. We use them to take action to prevent discrimination and encourage good community relations and equality.'
Front-line workers	Workers whose role involves dealing directly with members of the public, service users or customers
Inclusive	Accepting and embracing all
Local Area Agreement	A Local Area Agreement (LAA) sets out the priorities agreed between the partners of each Local Strategic Partnership and Public Service Board, and central government
Local decision making	The processes and structures that facilitate decisions being taken by public bodies within a local authority area
Local Strategic Partnership (LSP)	A partnership comprising of public, private and voluntary groups who work together with the aim of improving the quality of life in the Brighton and Hove. Their work involves identifying local priorities and actions, which inform the community strategy. The LSP in Brighton and Hove is called the 2020 Community Partnership
Mutual respect	Where two or more people have consideration and dutiful regard for each other
Outcome	An outcome is a long term change brought about by an activity. Outcomes refer to long term changes that are anticipated for an area or a group of people as a result of activities. They focus on a particular problem and describe the anticipated change. They are closely related to objectives, but they are more specific. They may or may not be quantified
Overview and Scrutiny Commission	The Overview & Scrutiny Commission co-ordinates the work of the Brighton and hove city Council Overview & Scrutiny Committees. It reviews and scrutinises all matters, decisions made by the Cabinet and service provision relating to the Finance function, and to Central Services, e.g. equality and diversity
Place Survey	A new survey introduced by national government in 2008 that all councils in England must carry out every two years. The survey contains questions set by national government that ask people about what they think about where they live and the public services they receive
Policy	An approach to tackling a particular issue which has been agreed by a group with the appropriate authority to

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	set out a policy
Priority	Something that has been identified as an important issue to be addressed
Primary Care Trust (PCT)	Statutory authority that provide primary and community services and commission secondary (hospital) care on behalf of their local population
Public organisations/bodies	Organisations that deliver services that are wholly or partly funded through taxation. They include national, regional and local government and statutory agencies such as the Council, the Police
Regional community empowerment network	Consortium of councils and regional community and voluntary organisations working together to share ideas and best practice on promoting and improving community empowerment
Registered Social Landlords (RSL)	Landlords of social housing that are registered with the Housing Corporation. Most are housing associations but they also include trusts, co-operatives and companies
Research governance protocol	Research Governance is essential to ensure that the public can have confidence in, and benefit from, quality research. A governance protocol ensures high quality scientific research, ethical and financial standards, transparent decision-making processes, clear allocation of responsibilities and robust monitoring arrangements
Resources	Physical entity of limited availability, for example human resource off refers to the quantity and quality of staff in terms of number and skills/ability. It can also refer to man-made resources such as buildings, computers or money, as well as natural resources such as open space or waterways
Service providers	Public bodies/organisations and community and voluntary sector organisations that provides services wholly or partly funded through taxation
Stakeholders	Those that feel they have a stake in the issue - either because they may be affected by any decision or be able to affect that decision. Stakeholders may be individuals or organisational representatives (Involve 2005)
Statutory Authority	An organisation that is required by law to provide public services and receives central or local government funding, for example health authorities and local authorities
Value for money	An assessment of whether the cost of delivering a project or programme is justified by the benefits it produced. The benefits are measured in terms of a key result such as the number of people securing employment. Comparison with previous projects or programmes allows the relative value for money to be established

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Voluntary sector

The community sector differs from the voluntary sector, which is defined as: 'groups whose activities are carried out other than for profit but which are not public or local authorities. These organisations would normally be formally constituted and employ paid professional and administrative staff. They may or may not use volunteer help'

## Acknowledgements

We would like to thank representatives from the following groups and organisations for giving their time and energy to participate in the development of the Community Engagement Framework either in person or via the questionnaire:

60+ Action Group - Advice Strategy Steering Group - Ardingley Court & Kebbel Lodge Residents Association – AREST - Bahai Community group - Bevendean Local Action Team - Black & Minority Ethnic Community Partnership – Bricycles - Brighton & Hove Black Woman’s Group – Brighton & Hove City Council Museums & Libraries Services - Brighton & Hove City Council Planning Team - Brighton & Hove Crime & Disorder Reduction Partnership - Brighton & Hove Children & Young Peoples Trust - Brighton & Hove Economic Partnership - Brighton & Hove City Council Economic Development Service – Brighton & Hove City Council Equalities & Inclusion Team - Brighton & Hove City Council Sports Development Team – Brighton & Hove Neighbourhood Management Team – Brighton Voices in Exile - Bristol Estate Community Association - Churches Together in Sussex - City College - Clarendon & Ellen Residents Association - Clarke Court Residents Association - Colden Residents Association - Communities Against Drugs Team - Community & Voluntary Sector Forum - Community University Partnership Programme - Craven Vale Community Association - Downland Court Residents Association - Downland Housing Association - East Sussex Fire & Rescue Service - Eastern Road Area Partnership - Eastern Road. Community Safety Action Group - Federation of Disabled People - Friends, Families & Travellers - Hampshire & Malthouse Courts Residents Association - Hangleton & Knoll Community Association - Healthy City Partnership - Hollingdean Development Trust - Hollingdean Tenants Association - Hove YMCA - Ingram Crescent Residents Association - Jasmine Club - Jobcentre Plus - Justia Afrikan History - Knoll Community Association - Leach Court Tenants Association - Learning & Skills Council - MOSAIC - North Area City Assembly - North Hangleton Residents Association - Novas Scarman - Older Peoples Council – Ormo Community Association - Pensioners Forum - Portland Rd & Clarendon Form - Queens Park Community Association - Radio Reverb - Robert Lodge Residents Association – SCIP – Sierra Leone Brighton Association - Strategic Housing Partnership – Sudanese Coptic Association – Sudanese Women & Children Group - Sylvan Hall Residents Association - Tarner Safety Action - Trust for Developing Communities - University of Brighton - University of Sussex - Valley Road & Carden Court Residents Association - Whitehawk Central Residents Association - Whitehawk South Tenants & Residents Association - Whitehawk Inn - Woodingdean Tenants & Residents Association - Woodshouse Residents Association - Working Together Project - Youth Consultants

We would also like to thank the number of individuals who responded to the questionnaire; those that gave their view during the Stronger Communities Conference in July; those who gave their views on the Framework at other events and meetings; and to councillors who attended a special discussion session.

**We would also like to give special thanks to the individuals and organisations who gave their advice and helped us to organise the many consultation meetings.**

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**Brighton and Hove**

# Community Engagement Framework

## Draft Consultation Report

*We asked ... you said...  
we did!*

**December 2008**

**Project Management Team:** Keith Beadle (blueleaf resources), Angie Greany (Community Development Commissioning Officer), Emma McDermott (Senior Policy Development Officer & Project Lead) and Mustapha Semanda (Consultation Officer)

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## 1 **Executive Summary**

Following a detailed discussion of research findings into community engagement activity in the city in autumn 2007, the Local Strategic Partnership (LSP), known in Brighton and Hove as the 2020 Community Partnership, approved the development of a community engagement framework for the city in February 2008. The research highlighted a number of issues, including recognition that effective community engagement does drive up the quality of services. In its role to bring key partners together, the LSP identified a need to improve the co-ordination of community engagement initiatives and to ensure that staff with a responsibility for delivering engagement support have access to appropriate levels of training and support.

- 1.1 The LSP's intention is that the Framework will pull together agreed overarching principles of engagement. These principles will be underpinned by an action plan to improve the type and quality of different engagement activity in the city by public bodies and community and voluntary organisations.
- 1.2 The Framework is to be owned by the LSP and signed up to by all key sectors and agencies in the city, including the Council, the Primary Care Trust and the Police. The Council supported the development of the framework, which was guided by a working group made up of representatives from the constituent organisations and partnerships of the LSP, including representatives of community and voluntary sector.
- 1.3 The plan for the Framework development process included a wide range of activities and approaches, and was not solely reliant on the consultation documents. For example, discussions have been held with a number of organisations, partnerships and groups that have focussed on their own experiences of engagement or of delivering engagement and their priorities for the future. The development process had a degree of flexibility to allow for different groups/organisations to be consulted in a way which best suits them.
- 1.4 Two consultation documents were produced. A full version primarily aimed at large organisations and partnerships with responsibility for engaging with communities and, in response to recommendations from the working group, the project team also produced a shorter version aimed at smaller community groups. Consultation about the framework has been aimed at partnerships, organisations and groups as opposed to individual citizens. When implementation of the framework begins the LSP will seek to involve citizens in the design and development of new

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engagement tools, techniques and structures. This is probably when it will be most meaningful to individuals.

- 1.5 Records of the meetings of the working group were and are available on the 2020 Community Partnership website.
- 1.6 The development of the framework is a local priority and has not been driven by any national policy or requirement. There is no “must do” or map to describe what an engagement framework should look like. This presents its own complexities and challenges. Taking a collaborative and creative approach has helped to define the way forward, whilst listening to people has offered insight into content, aims and actions.

## 2 **Resources**

Existing resources have largely been used to drive and develop this work, only at the closing stages was additional support considered as a necessary addition to maintain momentum. Intelligent planning and the drawing up of a development process have been key to this work and have demonstrated that complex and challenging communication across a range of interested parties is achievable if the messages are clear and the focus maintained. Maximising existing relationships and using existing structures has helped secure buy-in and helped to build trust. Ensuring that there were clear actions and agreed ways forward has helped to keep the project on course. The working group's advice and combined wisdom provided (the project management team) a clear baseline and confidence for good and steady progress.

- 2.1 The project management team recognised early on that the learning from this process would be crucial to the Frameworks development and future success. This is explored in more detail at the end of this report. This, of course, is useful and reflects the spirit of the standards outlined in the consultation document.

## 3 **Consultation Process**

A project management team was set up to oversee a three month consultation process, the team being supported and advised by the working group. Through discussion with the working group a “development process” (*Appendix B*) was mapped out and agreed. The aim of this process was to provide a guide to the project management team, ensuring that the project remained on course and that key groups, partners, partnerships and representatives had the opportunity to input and shape the Framework itself.

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3.1 The working group reviewed this list at each of its meetings. Partners were regularly asked to highlight potential gaps in the process and in those targeted to be involved. Needless-to-say, the list was not exhaustive and other activities and events have taken place in support of the development process. This, in itself, begins to demonstrate some of the standards that people have identified as priorities. It also extends to a commitment to good practice and showcases the positive relationships that such a Framework can both build upon and deliver.

## 3.2 **Tools and Activities**

The consultation process used a range of methods which included questionnaires (designed for both larger organisations and smaller community groups), 1:1 meetings and opportunities for specific interest groups to come together and offer their views about the Framework's development.

3.2.1 The questionnaires, when used face-to-face, were used to guide conversations and elicit detailed information from representatives and others about both their understanding and experience of community engagement. We asked questions like: What does community engagement mean to you? What are the benefits of being engaged and what are the difficulties? What standards should we have for public and voluntary and community sector organisations who wish to create a dialogue with communities? What actions do we need to take to ensure residents and communities can influence and take control of the things that effect their lives?

3.2.2 Importantly, each consultation exercise was tailored to the specific group, organisation or partnership. Wherever possible the project team discussed with the chair or the lead person for the group how best to approach and work with the group. This helped to ensure that the session was relevant and took into consideration the needs of the group and/or its members.

3.2.2 Many community and voluntary groups along with public agencies like the Police and the Primary Care Trust have given their views in response to these questions.

3.2.3 In addition, the project management team actively sought opportunities to publicise the Framework and the opportunities that had been made available for people to both respond and get involved.

3.2.4 Following the official closing date of the consultation process, the project management team organised a "Drop-in" event at the Jubilee Library. The event was widely publicised and was open at two points in the day (10am – 2pm and then 4pm - 7pm). The aim of the event was to offer opportunities to all those who have been

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involved in the consultation to see what the overall feedback and contributions have been. It was also an opportunity for participants to show their support by “voting” for the key themes, the overarching aims and the basic and potential new activities that the Framework would begin to address.

The project management team were keen to ensure that this activity offered a final check in terms of what people had said. It also provided a unique opportunity to check language and understanding, particularly in relation to the intrinsic flow and direction of the Framework's development.

### 3.3 **Who we spoke to – A case study**

During the consultation period over 40 sessions/meetings and events were held with groups including council tenants representatives, local action teams, youth consultants, older people, people from the Black and Minority Ethnic Communities and strategic partnerships. Including individual responses to the questionnaires, the process has engaged some 520 individuals.

You can find a full list of contributors and acknowledgements with some analysis of the types of groups and partners who took part in this consultation process in *Appendix A*

## A Case study

### **Aim**

To give Mosaic members the opportunity to hear about the Community Engagement Framework and for them to offer comments, ideas and suggestions as to the content and priorities that the Framework should address.

### **How it worked**

Using questionnaires the Project Management Team held a series of 1:1 interviews at Mosaic's "Bring-a-Dish" event at Preston Park. Over a 3 hour period 20 people were involved in some detailed conversations, offering views as to what supports or helps people to be involved in their local communities and what the benefits are.

### **Question 1 - What does being involved/engaged in your community mean to you?**

**Key messages:** "Having a say in my local community and being able to comment on what is lacking and how we can all work to put it right. It's about good information about meetings and engagement activities and knowing that your views are taken seriously. It's important that you are involved in the decisions that will affect you – engagement should happen at lots of different levels and be broad ranging. It's about meeting people who share the same things – less isolation. Opportunities to volunteer/work and support the community building an extended family – having a friendly environment to live in".

### **Question 2 - What are the benefits of being engaged?**

**Key Messages:** "A feeling that you are a part of the community builds community cohesion. The more people are involved the better the services. Having a say in your environment helps with feeling a responsibility for where you live – having more control helps to feeling safer. Brings a universal benefit for all – reduces crime and anti-social behaviour - less social isolation - improved health, helping with mental health and wellbeing. Helps communities, brings people together inc. neighbours - love, reduce crime - "neighbourliness" - feel free to talk to others – helps to promote meeting people from other countries/engage in a friendly way - fear of crime makes it hard - need to be reassured".

### **Question 3 - What makes it possible for you to be engaged?**

**Key Messages:** "Having (relevant) information and having access to training and learning opportunities were universal responses with people having a varying need for additional support inc. support for carers, BSL and interpreting. Being informed in time and having a formal way of influencing policies. Ensuring a welcome and friendly reception at meetings (community & council), with pointers and helpful tips to help people to be involved. More public spaces for people to come together to meet informally - need more space for bad weather. FOOD! brings people together, so does funding to run events to get people together (small grants to bring people together) helps people get involved (volunteering). Funding (needs to be more long-term to help organisations engage/difficult to get good quality workers - short supply of qualified/experienced workers)".

## **4 Summary of Feedback**

- 4.1 The consultation elicited, unsurprisingly, a vast range of suggestions, opinion, comments and feedback. Much of this was positive and hopeful of new and improved engagement activity.

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- 4.2 There was also a great deal of scepticism that views would not be taken into account and that *much wished for feedback and ongoing involvement* would not be forthcoming. This was a commonly held view regardless of sector, group or representative that had helped in informing the process.
- 4.3 The project management team managed expectations by offering contributors direct feedback based on participants involvement and asked those taking part to see this as part of journey that potentially plays out over a period of time.
- 4.4 People were generally accepting of this as most people understood some of the complexities and challenges that developing such a Framework presented.
- 4.5 Clearly an ongoing dialogue is essential if this process is to continue to be supported and the principles established over time.

## 4.6 **The Themes**

The following points emerged as key themes from the consultation. They were raised as either repeated issues throughout the consultation or were specifically highlighted within consultation sessions as being of high priority. Due to the informal and wide ranging way in which views and contributions were gathered it is not possible to quantify the responses. However, there is good quality evidence to support these themes. They are listed below, in no particular order, with a brief explanation/description that summarise the messages given.

### 4.6.1 **Information**

Lots of comments about the need for clear, timely and “non-jargonistic” information. Keep it simple and keep it real. Open and honest dialogue. Use a range of methods i.e. Community Radio – written material can be too long and inaccessible for some.

#### **Areas of influence – what can/can’t be influenced?**

*(Linked to above)* Respondents wanted to express their understanding of what is realistic and what might be expected and achievable – sometimes information or processes suggest a greater or wider influence and thus raise expectations. Clearer information and explanations as to why something cannot happen following peoples’ input were common themes.

### 4.6.2 **Two way dialogue (Communication)**

Those leading consultation processes need to know what they are doing i.e. how to reach target audience, appropriate research, understanding and using different techniques as required. Must be a two-way process with feedback being important – people want to know how they have changed/improved things. Appropriate/more realistic timeframes are needed to allow this to happen.

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## **Support for a co-ordinated approach**

(Linked to above) Participants were keen to stress the importance of statutory sector partners working more closely together. Greater communication between officers and members, external agencies and senior level management was highlighted as essential. Many groups expressed the difficulty they face when confronted with simultaneous requests for their involvement and having a lack of capacity to deal with them effectively. Some groups expressed the concern and anxiety this brings in feeling unable to represent their groups' interests at the appropriate time and place. This has considerable implications when thinking about how engagement works in practice, especially in building and sustaining strong, effective and positive relationships.

### **4.6.3 Resources and training (individuals and cross-sector)**

People wanted to see a commitment to long-term funding and to community development support to underpin the community engagement framework. Training and development "that mixes everyone up!" was identified as essential. Training and support to **all** partners across different sectors and including residents, residents groups and community activists.

### **4.6.4 Creative approach to partnership working (not "usual suspects")**

Participants recognise the strength that partnership working can bring in affecting positive change/improvements. Statutory partners should take a more creative and flexible approach and not rely on the usual routes, representatives or individuals to deliver outcomes. Participants from groups expressed a need for more "informality" and to make better use of existing links that groups have and the resources to facilitate this kind of reaching out. All contributors highlighted the need for partners to involve people in different ways, looking at good practice to improve people's experience of getting involved. Ensuring/protecting the "neutrality" of Community and Voluntary sector Forum was seen as critical.

### **4.6.5 Feeling at home – (more control/taking responsibility)**

Many participants expressed the importance of feeling that you are a part of the community, and that how strongly people feel this builds or contributes to community cohesion. The following comments, from one group, highlight this well -

*"Being engaged supports the wellbeing of the community it helps and encourages others to make it a better place to live. Extends lifespan, builds pride in the environment, makes a difference and enables change. Improves my own locality and other people's lives, builds good friendships and encourages a good community spirit - makes people feel better. Getting to know one's community, its needs, its problems and a chance to do something that makes things better – helps to identifying the needs of the community.*

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*Feeling part of something helps with feeling safe, funding supports this and friendship - discovering/sharing/increasing skills and networks. Finding out about neighbourhood activities, getting out and about in the community meeting and listening to people”<sup>1</sup>*

## 4.6.6 **Empowering**

Participants were very clear that they felt projects and programmes are more successful when “driven” by the people and that engagement should go further than consultation and decision making. Communities should have opportunities to manage and support the delivery of local services.

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<sup>1</sup> Portland Road and Clarendon Forum – Community Engagement Exercise 7<sup>th</sup> July 2008



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## 4.7 **Developing the Over-Arching Aims and the Actions**

The following key project proposals have been drawn from what people have said. In particular, from the emerging themes expressed above and the through work done by the working group looking at what priorities should go forward in planning for action. This raw data has formed the basis for ongoing discussions about the over-arching aims and actions of the Framework, providing the foundations for discussions that have helped to both refine and more clearly define the Framework's content.

### 4.7.2 **Key projects identified are:**

- 1) People development
- 2) Information and communication improvements
- 3) Partnership development & agreements
- 4) Empowerment projects

#### **People development**

- a. Training
- b. Toolkit or resource centre
- c. Induction process
- d. Job descriptions
- e. Volunteering scheme

#### **Information & communication improvement**

- a. Webpage listing 'how you can get involved' and 'support to get involved in your community'
- b. Database of all consultation in the city – past, present and future
- c. Refresh of the research governance protocol
- d. External communication to citizens

#### **Partnership development & agreements**

- a. Refresh of the Stronger Communities Partnership
- b. Joint funding of Stronger Communities Programme to deliver cross-sector: co-ordination of activity, facilitation of good practice, community engagement network (annual conference), evaluation and review process, common community representatives support policy
- c. Partnership agreement on the role of voluntary and community sector to enable community engagement
- d. Partnership agreement on role of community development

#### **Empowerment projects**

- a. Asset transfer pilot
- b. Participatory budgeting pilot

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## 5 The Framework Pathway to Final Agreement

From the outset a clearly defined route was laid out to ensure that the framework moved forward towards final agreement by all of the partners. The following represents the final part of that process -

<b>Sign off process</b>	<b>WHEN</b>
Copy of the draft Community Engagement Framework and the consultation report sent to all stakeholders that have been involved	End of September
Statutory Partners i.e. Police, Health, Fire Service – sign off	October/ November
LSP Partnerships i.e. Healthy City, Learning Partnership – sign off	October/ November
Public Service Board – final comments	14 <sup>th</sup> October
BHCC Overview & Scrutiny Commission – final comments	21 <sup>st</sup> October
2020 Community Partnership development session on community engagement	22 <sup>nd</sup> October
Working group – close down meeting	6 <sup>th</sup> November
BHCC Cabinet – sign off	20 <sup>th</sup> November
Stronger Communities Partnership meeting – sign off	20 <sup>th</sup> November
2020 Community Partnership board – sign off	2 <sup>nd</sup> December

## 6 Conclusions

### 6.1 General

The overall impact of the consultation process has been positive with over 40 sessions/meetings and events held with groups including council tenants representatives, local action teams, youth consultants, older people, people from the Black and Minority Ethnic Communities and strategic partnerships.

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- 6.1.2 Including individual responses to the questionnaires the process has engaged some 520 individuals. Participants have been positive about their involvement, but generally wanted to see action that delivered positive change for communities.

*“Well planned and delivered “process” but the final result is the changes in practise that actually happen”(consultation respondent)*

- 6.1.2 There has been a genuine interest and commitment to the process with the project management team supporting this by ensuring that, where requested, notes and feedback from meetings were made available to participants. This was reinforced at the Drop-in event where all the feedback documents were made available. The event attracted 40 people throughout the day many of whom had taken part in previous sessions and were keen to see how their contributions had been taken forward.

- 6.1.3 The content of the Framework documents reflects directly the input that people have offered in meetings and events designed to help shape it. Detailed analysis of notes and feedback have helped to ensure that all the key messages, important points and issues are gathered together and expressed throughout the document.

*“Being asked! Being asked to encourage neighbourhood involvement.”  
(consultation respondent)*

- 6.1.4 The final part of the Framework’s development was to go through the various stages of sign-off. The results of which have been .....(to be completed end Dec 2008)

## 6.2 Learning through the process

Although ambitious, it has been achievable using existing resources. The project management team have recognised that officers whose roles are outward/public facing need to be bold and get involved. Good planning and communication have helped manage expectations, mapping out where and when things can happen, explaining when they can’t and talking to people openly about their involvement. Accurate records of communication with key individuals, the voluntary and community sector and others have helped to avoid the process and communication being derailed by individuals who have other or unknown agendas. Ensuring that the process has and can be seen to have integrity has been vital to successful engagement.

*“Great staff who are willing to listen and give their views as well”  
(consultation respondent)*

- 6.2.1 The setting up and building of a strong working group, referencing them and involving them in the process of setting the work and development plan has had a significant role to play in ensuring that all sectors had both ownership and ongoing input into the Framework’s development. Meetings that focused on the development process and identified gaps

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helped keep the process on track with meetings also having a practical/working focus that looked at actions and outcomes.

- 6.2.2 The process has linked to, and moved forward, related agendas and has had a positive impact, working with existing structures and relationships. For example refugee groups in the city met, in their own space, for the first time and agreed to come together again in future meetings. The City Inclusion Partnership benefitted from the Framework's development helping it to define the areas of its own work and remit. In addition, the project team have learnt that being able to accept and feel safe in admitting mistakes and offering solutions as to how put them right, as the process moved forward, was a crucial part of building trust and buy-in. People expect this. Providing leadership and facilitation offered the opportunity for different opinions to be listened to without the expectation that those leading the process were 'experts' or knew better than anyone else. The process benefitted from the support of partners and the groups that they support and have good relationships with.
- 6.2.3 The Framework and its development process offer the opportunity for the Overview and Scrutiny Committee to develop and reflect on its new and emerging role. With the possibility of using its investigative function to champion and recommend new and creative engagement practice across the city and to look at itself as an engagement tool, using its powers to drive up quality of community engagement.

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- 6.2.4 Brighton and Hove has a wealth of expertise. The process has shown the city should have greater confidence to lead on local priorities and agendas that are not driven by national directives or frames. Initiatives such as this can positively impact and improve outcomes that relate to legal requirements and national policy.
- 6.2.5 New processes or initiatives that have an engagement element may have to fit into other processes or external factors that are of benefit to the overall outcome. This can mean that timeframes can be challenging. However, if it is made explicit why a certain timescale is necessary and staff have the necessary project management and change management skills this need not be a problem.
- 6.2.6 Bearing the above in mind, and in particular relation to the Framework, it is important to recognise that this is the beginning of a journey – community engagement is an ongoing process.

## 6.3 **Next Steps**

The Framework has developed 3 over-arching aims -

1. Improve engagement activity that enhances the lives of people and their communities
2. Improve engagement activity that ensures opportunity for all
3. Improve activity that drives up the quality of services and makes better use of resources

The Stronger Communities Partnership will be responsible for taking the work forward, developing a detailed action plan that will identify lead partners and staff responsible for delivering the Frameworks aims and actions, and for monitoring partners compliance with the community engagement standards.

Alongside this significant piece of work there are a further three global observations that the project management team feel this report should highlight –

**Change over time** – this consultation has already started a process of change. However, the production of the Framework document is not the end of the process, but the very beginning and one that should go on to implement positive outcomes. The Community Engagement Framework is not a static entity; its activity will be monitored, reviewed and adapted over time.

**Organisational cultural change** – the Local Strategic Partnership is looking to support better co-ordination and best use of resources with a view to drive up quality. This requires partners to look at their own organisations and how they do things, how they link together and how already strong relationships can work better and more effectively for the people living, working and socialising in the city.

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**Raising awareness, training and employee development** – the ongoing success and delivery of the Framework’s objectives, the relationships that it aims to foster and the services it aims to improve relies heavily on an understanding of community engagement and the benefits it can bring. The Framework identifies actions about employee training and development and looks to explore the possibility new volunteering schemes. Linked to organisational change, raising awareness at all levels and developing programmes to address skills gaps are vital to the city’s success in building and sustaining safer, stronger and vibrant communities.

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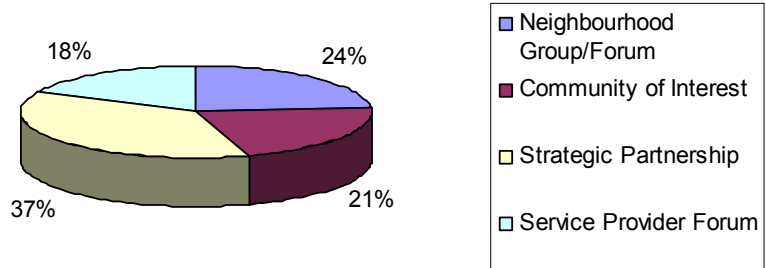
## Appendix A

### 1. Some Examples of Groups Involved

The Framework was discussed at/presented to the following events/meetings/groups:

- Councillors seminar (Members of Conservative, Green and Labour and Liberal Democrat parties present)
- Council tenants session (representatives from across the city -
- Community workers conference (council, primary care trust and voluntary and community sector workers)
- Stronger Communities Partnership meeting and annual conference including a session on engagement by the Federation of Disabled People
- BHCC overview & scrutiny commission
- 2020 Community Partnerships: Learning Partnership, Crime & Disorder Reduction Partnership, Arts Commission, Advice Strategy Services Group, Strategic Housing Partnership, Economic Partnership
- Public service board
- Children & young peoples consultation & communication group
- Sussex Partnership Trust
- City employment skills group
- BHCC community safety forum
- Mosaic
- Local action teams - Bevendean
- Neighbourhood actions groups/forums: Tarner, Eastern Road, Hangleton & Knoll, Bristol Estate, Portland Road & Clarendon,
- Adult learning group and Neighbourhood learning in deprived communities group
- Advice services network
- Adult social care transformation group
- Racial harassment forum executive panel
- Refugee community groups meeting
- Domestic violence forum
- Older persons council and pensioners forum
- Youth consultants
- Community development managers group
- Black and minority ethnic community partnership
- BHCC workers forum, Lesbian, Gay, Bisexual and Transgender; Black and minority ethnic; and Disabled workers
- Community and Voluntary Sector Forum e-Dialogue
- Sussex Community Interpreting website

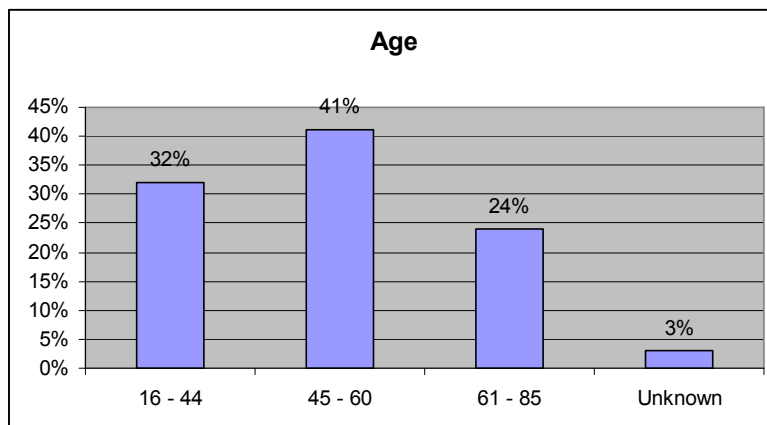
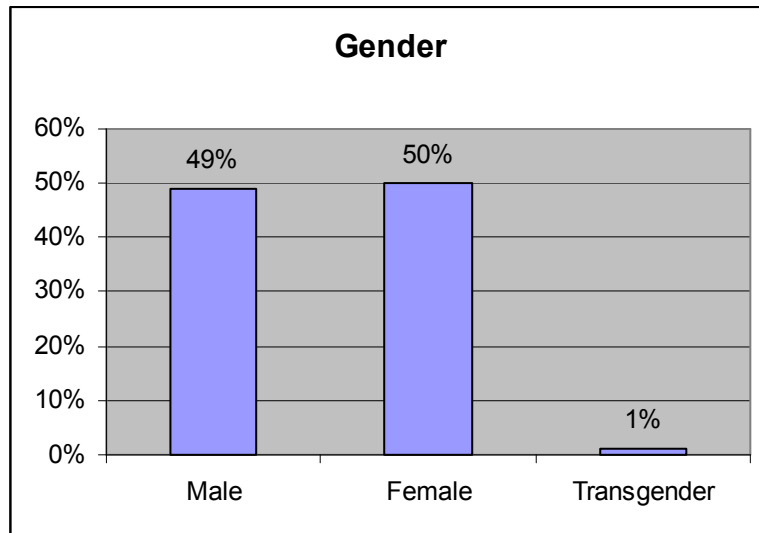
## Groups Profile



## Appendix A

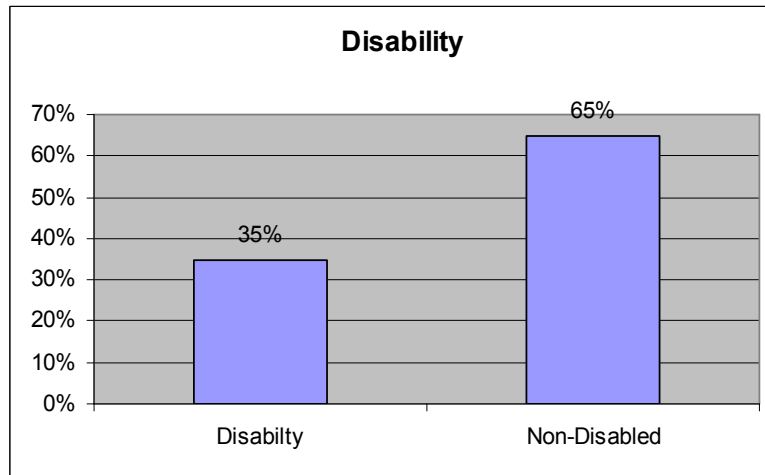
### 2.

## Participants' Profile



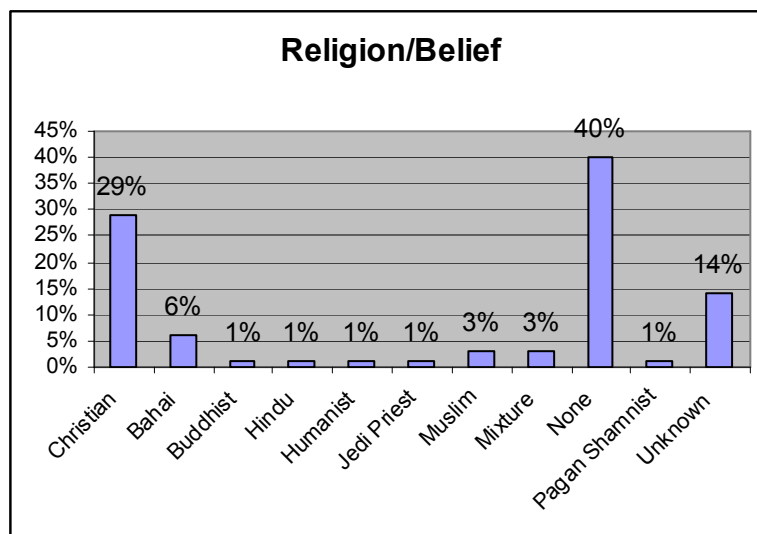
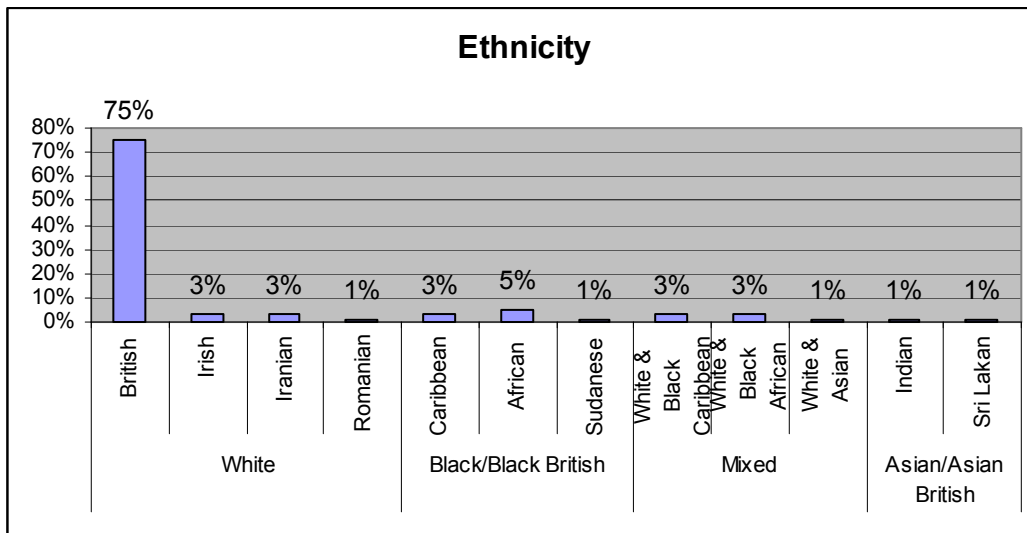


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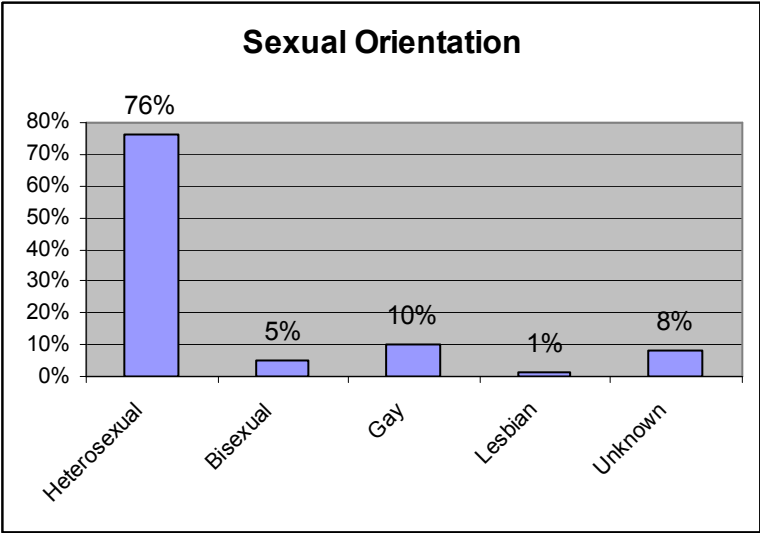


## Notes

1. Out of 520 participants 63 people completed the monitoring forms (12%)
2. Categories with no responses do not appear
3. Self definitions are included in "Ethnicity" and "Religion/Belief"



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# CABINET MEETING

## Agenda Item 117

Brighton & Hove City Council

**Subject:** Taxi Tariff setting under the new Constitution  
**Date of Meeting:** 20<sup>th</sup> November 2008  
**Report of:** Director Strategy and Governance  
**Contact Officer:** Name: Elizabeth Culbert Tel: 29-1515  
E-mail: elizabeth.culbert@brighton-hove.gov.uk  
**Key Decision:** No Forward Plan No: N/A  
**Wards Affected:** All

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 Under the Committee system decisions in relation to setting taxi fares were taken by the Licensing Committee. Under the new Constitution the power to set taxi fares is an executive function. This means new arrangements are required.
- 1.2 The report proposes a new procedure for setting taxi fares to comply with the law whilst retaining the expertise of the Licensing Committee. The proposals have been considered by the Governance Committee and their recommendations will be reported at the meeting.

#### 2. RECOMMENDATIONS:

- 2.1 That the Cabinet sets up an advisory committee to the Executive for the purpose of advising on licensing functions that are the responsibility of the Executive, including setting taxi fares;
- 2.2 That the Cabinet agrees that membership of the advisory committee should mirror the Licensing Committee membership;
- 2.3 That the Cabinet delegates power to the Director of Environment to set taxi fares after considering the recommendations of the advisory committee.
- 2.4 That the Cabinet authorises the Head of Law to make the necessary amendments to the constitution to reflect the above.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Under the Local Government (Miscellaneous Provisions) Act 1976 (the Act), the Council has power to fix fares for hackney carriages for journeys within its district and to fix all other charges in connection with the hire of the vehicles.

- 3.2 The Act prescribes the process for setting the fare tariff. This requires the Council to publish a notice in the local paper setting out the proposed variation to fares. Members of the public can make objections within a 14 day period. The proposals are also deposited at local council offices for 14 days. If there are no objections, fares take effect on a specified date. If there are objections that are not withdrawn, the Council (historically, through the Licensing Committee) considers the objections and may modify the table of fares in light of the objections or not.
- 3.3 The Council uses a formula based on local earnings and vehicle expenses to establish the highest rate of basic fares it would consider. It does this to ensure that the process is transparent and to protect consumer interests.
- 3.4 Historically this work has always been undertaken by the Licensing Committee, who have attained expertise. However, this function is now an executive function, meaning the Licensing Committee (a Council Committee) can no longer take the decision as it has in the past.
- 3.5 In order to continue to use the expertise of licensing Members and to retain as open and transparent a system as possible, it is proposed to continue to use the Licensing Committee to hear the proposals and representations and to make recommendations. To do this the Licensing Committee can sit as an advisory committee established by the Executive and with identical membership to the Licensing Committee.
- 3.6 The advisory committee would hear representations and objections in the usual way and then make recommendations. The final decision could then be made either by Cabinet or an Officer with delegated power. It is proposed that the power to set the tariff should be delegated to the Director of Environment after considering the advice of the advisory committee. If the Director was minded to reject the committee's recommendations, the matter would be expected to be referred to Environment CMM or Cabinet.
- 3.7 The advantage of delegating the decision to an officer would be that this would speed up the final decision making process. Representations and objections would be carefully recorded at the advisory committee and the officer making the decision would be present to ensure all representations were taken into account. This would ensure that a swift decision could be made, based on all of the representations received, following on from the advisory committee meeting.

#### **4. CONSULTATION**

- 4.1 The proposals have been drawn up in consultation with the Head of Environmental Health and Licensing and Director of Environment who support the proposals on the basis they retain the input of the Licensing Committee, the current openness of the system and make the process as quick as possible.
- 4.2 The Leader of the Council, the Cabinet Member for Environment and the Chair of the Licensing Committee have been consulted and have also indicated their support of the new arrangements.
- 4.3 Consultation with the taxi trade will take place at the taxi forum on 29 October and a verbal update on their response will be given at the meeting.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 There are no direct financial implications arising from the recommendations contained within the report. The support required to operate an advisory committee will be absorbed within existing staffing resources.

*Finance Officer Consulted: Patrick Rice Date: 17 October 2008*

##### Legal Implications:

- 5.2 The legal implications are contained in the body of the report.

*Lawyer Consulted: Elizabeth Culbert Date: 16th October 2008*

##### Equalities Implications:

- 5.3 The proposals in this report retain the same access to all members of the public and anyone wishing to make representations in relation to setting taxi fares.

##### Sustainability Implications:

- 5.4 None

##### Crime & Disorder Implications:

- 5.5 The Council uses the power to fix hackney carriage fares to protect consumers.

Risk and Opportunity Management Implications:

- 5.6 The current system for setting fares is well known and understood with the public and taxi trade and therefore any change to these arrangements have the potential to cause concern. By keeping the key public debate with the Licensing Committee (sitting as an advisory committee to the Executive) this should alleviate as far as possible concerns about a new system. Timing can also be sensitive and by delegating the decision to the Director, this will speed up the process, avoiding the need to fit into a further cycle of Cabinet meetings.

Corporate / Citywide Implications:

- 5.7 Ensuring the most transparent, swift and effective means of setting taxi fares in the city supports the Council's priorities of protecting the environment while growing the economy and an open and effective council.

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. None
- 2.

**Background Documents**

1. None
- 2.

<b>Subject:</b>	<b>Wellsbourne Site - Proposed Redevelopment</b>		
<b>Date of Meeting:</b>	<b>20<sup>th</sup> November 2008</b>		
<b>Report of:</b>	<b>Interim Director, Finance &amp; Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Angela Dymott, Assistant</b>	<b>Tel:</b>
		<b>Director, Property &amp; Design</b>	
		<b>Jessica Hamilton, Valuer</b>	
	<b>E-mail:</b>	<b><a href="mailto:Jessica.hamilton@brighton-hove.gov.uk">Jessica.hamilton@brighton-hove.gov.uk</a></b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Wards Affected:</b>	<b>East Brighton</b>		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 To note that a lease surrender has been negotiated on the Wellsbourne site, Whitehawk Road which was formerly part leased to East Brighton Trust, EBT (formerly EB4U) with EBT and that the property is back in the council's control.
- 1.2 To support the Primary Care Trust (PCT) and their developers Ashley House (AH Medical Properties) in the development of an integrated health and early years facility through the disposal of a long leasehold interest on part of the site, the demolition of the existing vacant Wellsbourne Centre building (former EBT main offices) and to note the potential for future residential development on the remainder of the site. This report is complemented by a report in part two of the Agenda.

**2. RECOMMENDATIONS:**

That the Cabinet approves

- (1) the disposal of part of the site to AH Medical Properties plc (Ashley House, the developers for the PCT) for the development of an integrated health facility, GP surgery, on a long lease for a premium on terms to be agreed and finalised by the Interim Director of Finance & Resources. See Appendix A for attached Plan.
- (2) the demolition proposal of the existing vacant Wellsbourne Centre building. (shown dashed on the Appendix A, attached plan)

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 In 2002 the council leased the Wellsbourne Centre, a school building declared surplus, to the East Brighton Partnership (EBP) to assist them with their management and delivery of the New Deal for Communities (NDC) regeneration programme. The lease was for 20 years at a peppercorn rent with a break clause in 2012. (The East Brighton Partnership was later renamed eb4U Ltd (EB4U) and more recently renamed East Brighton Trust (EBT)).
- 3.2 In 2006 part of the site was surrendered back to the council to allow the construction of the Roundabout Children's Centre, for which EB4U invested £1m. The construction of the Children's centre was completed in 2006.
- 3.3 Prior to construction of the children's centre EB4U had begun initial negotiations with the Brighton & Hove Primary Care Trust (PCT) for another part of the Wellsbourne site to be used for the construction of a health facility – a GP surgery, to accommodate two existing local practices in need of modern premises and facilities. The Children's Centre was designed so that the GP surgery could link in allowing the provision of a range of integrated services from two interconnecting buildings.
- 3.4 The council continued negotiations with the PCT's developers Ashley House to grant them a long lease of part of the site for them to construct the health facility. Terms have been agreed for a 125 year lease at a premium less the value of any s106 contribution over £25,000. Planning permission for the GP surgery was granted in September 2008 and s106 contributions are thought to be in the region of £30,000. It is anticipated that Ashley House will begin on site either towards the end of 2008 or the beginning of 2009.
- 3.5 In order to be in a position to grant a long lease to Ashley House the council needed to take a surrender of the lease from EBT. East Brighton Trust originally approached the council with a proposal which included the redevelopment of the remainder of the site to be led by EBT. This prompted the council to look more closely at the site's development potential and produce an initial masterplan which included a residential redevelopment on the remainder of the site after the construction of the integrated health and children's centre facility.
- 3.6 The council and EBT continued negotiations for the surrender of the lease on the basis of the council paying EBT a premium for the surrender which has 4 years term certain remaining. At the end of March 2008 EBT vacated the building in anticipation of the surrender and in September 2008 EBT, keen to transfer the liabilities associated with managing and maintaining the vacant building, agreed terms for the lease to be surrendered at nil premium. This transaction was completed under delegated powers.
- 3.7 Control of the building and site now rests with the council until its redevelopment and with it responsibility for the management and maintenance of the site. Because of its construction and location the site is particularly vulnerable. During



EBT's control of the building it was broken into several times and has been a target for fly-tipping and vandalism. Of greater concern are the frequent incidents of unauthorised access onto the roof and not only the damage caused but also the danger to intruders of either falling off or through the roof. The council must take all reasonable steps to protect those to whom it has a duty of care and to ensure it complies with the requirements of its insurance policies.

- 3.8 Security arrangements have been put in place to eliminate or reduce the risks identified and the ongoing costs and liabilities will remain until the building is either occupied or demolished. The property is generally in a dilapidated state and will require substantial investment prior to occupation to repair the roof, heating system, windows, decorations and IT installation. Given the age, configuration and location of the property it is of little value as an investment property and its potential is limited as an operational building.
- 3.9 The alternative is to demolish the building. The PCT's developer Ashley House have offered to complete this on behalf of the council under contract at nil cost, provided the construction of the integrated health facility, GP surgery, goes ahead. The costs for demolition have been included within Ashley House's budget for the GP surgery development as it is more economical for Ashley House to demolish all of the remaining building than the alternative, to demolish part and make good. In addition the cleared site will make access and construction of the health facility easier. Ashley House are willing to carry out the demolition prior to starting construction of the new build to assist in minimising the council's liabilities.

#### **4. CONSULTATION**

- 4.1 Consultations have been held with Housing officers and other relevant internal parties. EBT have been involved in discussions throughout the process. Managers of the Roundabout Childrens Centre have been consulted on aspects which have a direct effect on the management of the service.
- 4.2 Brighton and Hove PCT and Ashley House have been informed of our discussions with EBT in relation to the lease surrender.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 The building would require substantial capital investment prior to occupation in the event that the council considers keeping the property. No resources have been identified within the capital programme to undertake this level of work should this option be considered. The property has a negligible market value as a result of its age, location and condition.

The granting of a 125-year lease to the developers will generate a premium less the value of any S106 contribution over £25,000. This capital receipt will be used

to provide resources toward the capital strategy. The demolition and construction of the proposed GP surgery will be undertaken by Ashley House at nil cost to the council.

The council currently incurs ongoing costs in relation to security and maintenance of the building. Any revenue savings will contribute toward the council's revenue budget savings.

Finance Officer consulted: Rob Allen, Strategic Finance Date: 25/09/2008

Legal Implications:

- 5.2 S123 of the Local Government Act 1923 enables the council to dispose of this property provided it is at the best consideration reasonably obtainable. No individuals Human Rights Act rights will be adversely affected by the recommendation in this report.

Lawyers Consulted: Anna MacKenzie, Date: 26/09/2008

Equalities Implications:

- 5.3 The construction of the GP Surgery will provide a modern purpose built facility to house two existing local practices and expand the services available to the local community.

Sustainability Implications:

- 5.4 As part of the planning application process sustainability implications of the design and construction will be considered.

Crime & Disorder Implications:

- 5.5 Whilst the Wellsbourne Centre is vacant it is vulnerable to unauthorised access, malicious damage and flytipping. As well as protecting the building the council must ensure it takes reasonable steps to reduce or eliminate the risk to the council and those accessing the site.

Risk & Opportunity Management Implications:

- 5.6 The development of a GP surgery on the site will result in a much improved and expanded GP healthcare service to the residents of Whitehawk. The long-term development potential of the site also provides an opportunity to provide further investment and improve the built environment of this part of Brighton. The main risks associated with this site in the short-term relate to the management of the vacant building and site and the mitigation of potential liability to the council

### Corporate / Citywide Implications:

- 5.7 The redevelopment of this vacant site is an appropriate use of a surplus council asset and the provision of an integrated health/early years facility supports the council's priorities.

### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 If Ashley House were to demolish only those parts of the building necessary to allow the construction of the health facility, GP Surgery and make good what remains, the partial building will need to be made safe and managed until plans are put in place for the redevelopment of the remaining site. A partially demolished building may need extra investment and resources to ensure that it is structurally sound and safe. Also as a vacant and vulnerable building the council will need to address the risks and protect the building from unauthorised intruders on site. This too would require extra investment and resources that would not prove to be proportionate to its retention and thus would not represent value for money.

### **7. REASONS FOR REPORT RECOMMENDATIONS**

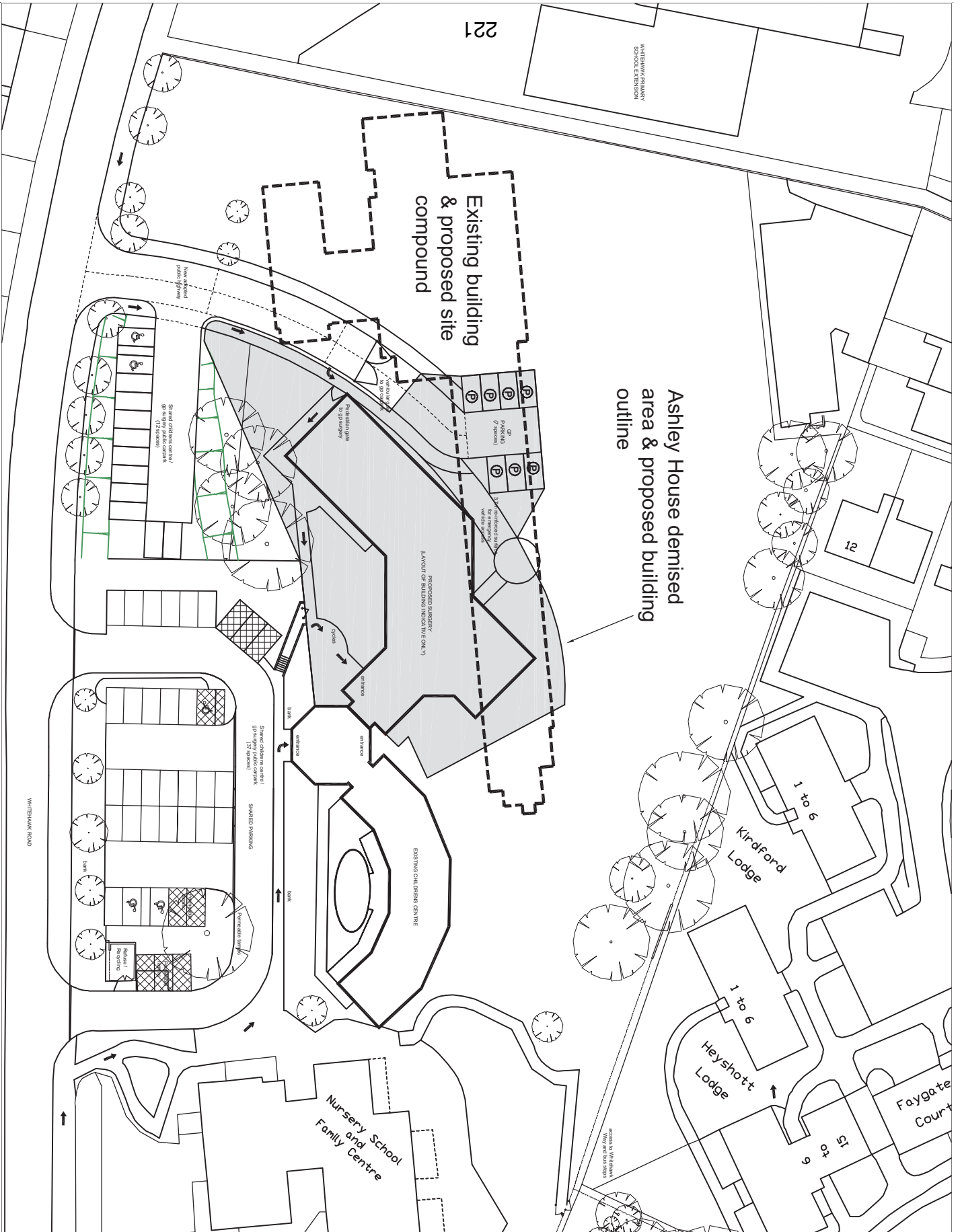
- 7.1 The Wellsbourne site was identified as surplus to requirements and leased to EBT in 2002 at nil consideration. EBT vacated the site and the Wellsbourne Centre building in March 2008 and surrendered both back to the council in September 2008. Part of the building has been demolished for the construction of the children's centre and more of the building will need be demolished to allow the construction of the integrated health facility, GP surgery, by Ashley House on behalf of the PCT. The GP surgery will offer a much wider range of health services for the benefit of the local community. This proposal meets one of the council's own objectives of reducing inequality by improving and expanding health services, integrating these with early years provision and further represents an appropriate use of a surplus land and property asset.
- 7.2 Following the transfer of part of the site to Ashley House by way of a long lease, the remainder of the site will remain within the council's control. Consisting of the Wellsbourne Centre - a part demolished and dilapidated school building with car park and grounds. As a vacant site it represents a liability to the council which requires constant management and maintenance to ensure we meet our duty of care, particularly to unauthorised intruders who access it. The risks and liabilities associated with managing the vacant site can be reduced by occupying it as an operational building temporarily which will require substantial investment. The alternative is for the site to be demolished which Ashley House have offered to carry out at nil cost to the council. This reduces the risks and liabilities to the council and offers a value for money solution.

### **SUPPORTING DOCUMENTATION**

#### **Background Documents**

1. P&R Committee Report 19 October 2005 - Capital arrangements for Moulsecoomb and Whitehawk Children's Centre.





- KEY TO MASTERPLAN
- DEMISE TO ASHLEY HOUSE
  - NEW BUILDING
  - - - OUTLINE OF EXISTING WELLSBOURNE CENTRE

Drawing Status  
**CONSULTATION**

**Brighton & Hove City Council**  
 BRIGHTON & HOVE CITY COUNCIL  
 PROPERTY & DESIGN  
 KING EAST SUSSEX, BN1 2JS  
 Telephone: (01273) 280000 Fax No: (01273) 291487

Project  
**WELLSBOURNE MASTERPLAN**  
**WHITEHAWK, BRIGHTON**

Title  
**PROPOSED SITE PLAN**

Drawn By	Checked	Date
SH	NM	05/03/08
Project No.	Scale	Revision
GEN 204	NTS	
Drawing No.		
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