

**BRIGHTON & HOVE CITY
COUNCIL MEETING**

4.30PM 27 MARCH 2014

COUNCIL CHAMBER, HOVE TOWN HALL



AGENDA



**Brighton & Hove
City Council**

Council Meeting

Title:	Council
Date:	27 March 2014
Time:	4.30pm
Venue	Council Chamber, Hove Town Hall
Members:	All Councillors You are summoned to attend a meeting of the BRIGHTON & HOVE CITY COUNCIL to transact the under-mentioned business.
	Prayers will be conducted in the Council Chamber at 4.20pm by Father Jerry
Contact:	Mark Wall Head of Democratic Services 01273 291006 mark.wall@brighton-hove.gov.uk

	<p>Public Involvement</p> <p>The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.</p> <p>Please note that the Public Gallery is situated on the first floor of the Town Hall.</p> <p>If you wish to attend and have a mobility impairment or medical condition or medical condition that may require you to receive assisted escape in the event of a fire or other emergency, please contact the Democratic Services Team (Tel: 01273 291066) in advance of the meeting. Measures may then be put into place to enable your attendance and to ensure your safe evacuation from the building.</p>
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AGENDA

91. DECLARATIONS OF INTEREST

- (a) Disclosable of pecuniary interests not registered on the register of interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

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

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

92. MINUTES

1 - 24

To approve as a correct record the minutes of:

- (a) The last Ordinary Council meeting held on the 30th January 2014 (copy attached);
- (b) The minutes of the Budget Council meeting held on the 27th February 2014 (copy to follow); and
- (c) The minutes of the Budget Council meeting held on the 5th March 2014 (copy to follow).

Contact Officer: Mark Wall
Ward Affected: All Wards

Tel: 29-1006

93. MAYOR'S COMMUNICATIONS.

To receive communications from the Mayor.

94. TO RECEIVE PETITIONS AND E-PETITIONS.

Petitions will be presented by Members and/or members of the public to the Mayor at the meeting.

95. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC.

A list of public questions received by the due date of the 20th March 2014 will be circulated separately as part of an addendum at the meeting.

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96. DEPUTATIONS FROM MEMBERS OF THE PUBLIC.

A list of deputations received by the due date of the 20th March 2014 will be circulated separately as part of an addendum at the meeting.

97. PETITIONS FOR COUNCIL DEBATE

25 - 26

Petitions to be debated at Council:

(a) Free Sunday Parking. Report of the Monitoring Officer (copy attached).

Contact Officer: Mark Wall

Tel: 29-1006

Ward Affected: All Wards

98. WRITTEN QUESTIONS FROM COUNCILLORS.

27 - 28

A list of the written questions submitted by Members has been included in the agenda papers. This will be repeated along with the written answers received and will be taken as read as part of an addendum circulated separately at the meeting.

Contact Officer: Mark Wall

Tel: 29-1006

Ward Affected: All Wards

99. ORAL QUESTIONS FROM COUNCILLORS

29 - 30

A list of Councillors who have indicated their desire to ask an oral question at the meeting along with the subject matters has been listed in the agenda papers.

Contact Officer: Mark Wall

Tel: 29-1006

Ward Affected: All Wards

100. CALL OVER FOR REPORTS OF COMMITTEES.

(a) Call over (items 101 - 105) will be read out at the meeting and Members invited to reserve the items for consideration.

(b) To receive or approve the reports and agree with their recommendations, with the exception of those which have been reserved for discussion.

(c) Oral questions from Councillors on the Committee reports, which have not been reserved for discussion.

101. PAY POLICY STATEMENT 2014-15

31 - 40

Extract from the proceedings of the Policy & Resources Committee meeting held on the 20th March (to follow), together with a report of the Executive Director for Finance & Resources (copy attached).

Contact Officer: Matt Naish, Katie Ogden

*Tel: 295088, Tel:
29-1299*

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Ward Affected: All Wards

6.30 - 7.15PM REFRESHMENT BREAK

Note: A refreshment break is scheduled for 6.30pm although this may alter slightly depending on how the meeting is proceeding and the view of the Mayor.

102. ANNUAL INVESTMENT STRATEGY 2014/15

41 - 54

Extract from the proceedings of the Policy & Resources Committee meeting held on the 20th March (to follow), together with a report of the Executive Director for Finance & Resources (copy attached).

Contact Officer: Mark Ireland

Tel: 29-1240

Ward Affected: All Wards

103. ANNUAL UPDATE OF THE COUNCIL'S CORPORATE PLAN 2014/15

55 - 170

Extract from the proceedings of the Policy & Resources Committee meeting held on the 20th March (to follow), together with a report of the Chief Executive (copy attached).

Contact Officer: Carolyn Bristow

Tel: 29-1288

Ward Affected: All Wards

104. BRIGHTON & HOVE SCHOOL ORGANISATION PLAN 2013 – 2017

171 - 198

Extract from the proceedings of the Children & Young People Committee meeting held on the 10th March, together with a report of the Executive Director for Children's Services (copies attached).

Contact Officer: Michael Nix

Tel: 29-0732

Ward Affected: All Wards

105. REVIEW OF THE COUNCIL'S CONSTITUTION 2014

199 - 266

Extract from the proceedings of the Policy & Resources Committee meeting held on the 20th March (to follow), together with a report of the Monitoring Officer (copy attached).

Contact Officer: Abraham Ghebre-Ghiorghis

Tel: 29-1500

Ward Affected: All Wards

106. NOTICES OF MOTION.

267 - 278

The following Notices of Motion have been submitted by Members for consideration (copies attached):

- (a) **Improving the Recycling and Refuse Service.** Proposed by Councillor Wealls.
- (b) **'March for England'.** Proposed by Councillor G. Theobald.
- (c) **Payday Lenders and Internet Ban.** Proposed by Councillor

COUNCIL

Wilson.

- (d) **Royal Sussex County Hospital.** Proposed by Councillor Morgan.
- (e) **Dealing with Flooding.** Proposed by Councillor Hawtree.
- (f) **Smart Rent Controls.** Proposed by Councillor Randall.

107. CLOSE OF MEETING

The Mayor will move a closure motion under Procedure Rule 17 to terminate the meeting 4 hours after the beginning of the meeting (excluding any breaks/adjournments).

Note:

1. *The Mayor will put the motion to the vote and if it is carried will then:-*

- (a) *Call on the Member who had moved the item under discussion to give their right of reply, before then putting the matter to the vote, taking into account the need to put any amendments that have been moved to the vote first;*
- (b) *Each remaining item on the agenda that has not been dealt with will then be taken in the order they appear on the agenda and put to the vote without debate.*

The Member responsible for moving each item will be given the opportunity by the Mayor to withdraw the item or to have it voted on. If there are any amendments that have been submitted, these will be taken and voted on first in the order that they were received.

- (c) *Following completion of the outstanding items, the Mayor will then close the meeting.*

2. *If the motion moved by the Mayor is **not carried** the meeting will continue in the normal way, with each item being moved and debated and voted on.*

3. *Any Member will still have the opportunity to move a closure motion should they so wish. If such a motion is moved and seconded, then the same procedure as outlined above will be followed.*

Once all the remaining items have been dealt with the Mayor will close the meeting.

PUBLIC INVOLVEMENT

Provision is made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

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.

Agendas and minutes are published on the council's website www.brighton-hove.gov.uk. Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

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Therefore by entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of web casting and/or Member training. If members of the public do not wish to have their image captured they should sit in the public gallery area.

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 Mark Wall, (01273 291006, email mark.wall@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk.

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We apologise for any inconvenience caused

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- Do not re-enter the building until told that it is safe to do so.

Date of Publication - Wednesday, 19 March 2014



Penelope Thompson CBE
Chief Executive

King's House
Grand Avenue
Hove
BN3 2LS

BRIGHTON & HOVE CITY COUNCIL**COUNCIL****4.30pm 30 JANUARY 2014****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

Present: Councillors Cobb (Chair), Randall (Deputy Chair), Barnett, Bennett, Bowden, Brown, Buckley, Carden, Cox, Daniel, Davey, Deane, Duncan, Farrow, Fitch, Gilbey, Hamilton, Hawtree, Hyde, Janio, Jarrett, Jones, A Kitcat, J Kitcat, Lepper, Littman, Mac Cafferty, Marsh, Meadows, Mears, Mitchell, Morgan, A Norman, K Norman, Peltzer Dunn, Phillips, Pissaridou, Powell, Robins, Rufus, Shanks, Simson, Smith, Summers, Sykes, C Theobald, G Theobald, Wakefield, Wealls, Wells, West and Wilson.

PART ONE**63. DECLARATIONS OF INTEREST**

63.1 No other declarations of interests in matters appearing on the agenda were made.

64. MINUTES

64.1 The minutes of the special meeting held on 12 December 2013 and the last ordinary meeting held on the 12 December 2013 were approved and signed by the Mayor as a correct record of the proceedings.

65. MAYOR'S COMMUNICATIONS.

65.1 The Mayor stated that she unfortunately had to relay the sad news that Chris Cooper, who was one of the security guards at Kings House and who also worked at Council meetings, passed away unexpectedly on Saturday 18 January, after an operation. Chris was a friendly, positive and engaging man and would be greatly missed by his colleagues. A book of Condolence had been signed by many of his colleagues and was at the reception desk that day, together with a charity collection. Condolences were extended to his wife and family. The Mayor went on to announce the death of a former Conservative Councillor and Hove Mayor Marshall QPM, and the death of a former Mayoress Esther Theobald (when her husband Stanley Theobald was Mayor in 1971). A minute silence was held in all of their memory.

65.2 The Mayor stated that Brighton & Hove City Council had last week celebrated achieving a world first by becoming the first local authority to be awarded two major international

standards for environmental management and sustainable events. The ISO certificates were awarded for the Council's work on reducing the environmental impact of events in council venues, including the Brighton Centre, Hove Town Hall and outdoor events on council owned land. Congratulations were extended to the Sustainability Team the Events team.

65.3 The Mayor stated that the Budget Council on 27 February 2014 would be moved to Hove Town Hall.

65.4 The Mayor that it had been requested that item 75(d) 'Notice of Motion – Motion of no confidence in the Leader and his administration of Brighton & Hove City Council' be moved forward and considered after Item 68. Having taken soundings the Mayor noted that the majority of Members were in favour of this and moved the item under Council Procedural Rule 7.2.

66. TO RECEIVE PETITIONS AND E-PETITIONS.

66.1 The Mayor invited the submission of petitions from councillors and members of the public. She reminded the Council that petitions would be referred to the appropriate decision-making body without debate and the person presenting the petition would be invited to attend the meeting to which the petition was referred.

66.2 The Mayor noted that 5 petitions and e-petitions had been submitted and invited Ms Richardson to present her petition signed by 1443 residents concerning postponement of enforcement of yellow lines on Elm Grove.

66.3 The Mayor then invited Ms Reynolds to present her e-petition signed by 742 concerning the 20mph zone in the Fiveways area.

66.4 The invited Mr Wilson to present his e-petition; however, he was not present at the meeting to do so.

66.5 The invited Mr Fisher to present his e-petition; however, he was not present at the meeting to do so.

66.6 Councillor Bennett presented a petition signed by 206 residents concerning Dyke Road Cycle and Pedestrian Facilities.

66.7 The Mayor noted there were no other petitions to present.

67. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC.

67.1 The Mayor reported that 3 written questions had been received from members of the public and invited Mr Tilley to come forward and address the council.

67.2 Mr Tilley asked the following question;

"The Council was busy last year with many successful projects including The Living Wage, Council Equal Pay and Allowances, Improvements at Seven Dials, 20Mph Scheme, Lewes Road Safer Bus and Cycle Lanes, Energy and Water Meters, Lowering

of Pollution Levels, Roll out of Communal Recycling to up the levels, what do you think were the highlights from last year and what are the Council going to do this year?"

67.3 Councillor J. Kitcat replied:

"We have a lot planned ahead, as you know it's a difficult time for Councils but in spite of that we've got big ambitions to invest in the future of this City for example in the seafront we want to keep up the progress on air quality and road safety because we know that we inherited a very poor record on that.

Keep up the progress on school improvement after our record GCSE results, keep the up the school expansion, keep moving to a more digital way of working in the Council, reducing our carbon footprint, getting out of King's House, signing a City Deal and protecting the most vulnerable in our City with our proposals for a social care referendum.

Finally of course I could go on forever but it is the case that three quarters of our manifesto commitments are either done or on course to be committed, I think it's a pretty good way of doing things, pretty old fashioned perhaps; we stood for election on the basis of promises and now we are delivering."

67.5 By way of further information Councillor J. Kitcat added:

"One of our achievements that we are proud of is going to a far more open way of working in this Council and as you'll know we published our draft budget months in advance, previous administration did it days in advance so the whole city's had a chance to have a look at the challenges we face.

We've also adopted the open Government Licence so by default, everything this Council produces rightfully belongs to the people and they can use it. Personally I would like to go even further and have a default openness for every meeting but it would require the agreement of all Councillors in this Chamber. I personally think everyone has a right to film, photograph, video and record these meetings; they're public, they're webcast anyway and this is the one thing I agree with Eric Pickles on."

67.6 The Mayor thanked Mr Tilley for his questions and invited Mr Melson to come forward and address the council; which was read by the Acting Democratic Services on Mr Melson's behalf:

"Does this Council operate and support a policy of Consultation with Residents on matters that affect them, of ensuring that the Consultation process gives Residents full information on the matter being Consulted, is inclusive, open and transparent and that the outcomes of Consultations are reported accurately to Members and the Public?"

67.7 Councillor Randall replied:

"The answer to your question is yes and I can give you three current examples of what we're doing. The consultation on the regeneration of the Manor Place Estate with both residents and Councillors, the comprehensive consultation with sheltered housing residents is part of the long overdue comprehensive sheltered housing review, the

interim report will go to the sheltered housing action group for its comments before review is finalised and I've also asked the Older People's Council to give their view on it.

The last one I would quote is the tenant's scrutiny which we set up when we came in to power, the first two reports are now completed and will shortly come to housing committee. They cover housing customer services and standard letters and they will inform future policies of this Council.

I might also add that for the first time, we've actually identified how much this Council spends on participation and the figure is just over £500,000 a year."

67.8 Mr Melson asked the following supplementary question:

"Housing Committee Members on the 15th January 2014 were given false and misleading statements by an officer that consultation on service changes have been held with residents and the high rise action group were happy with the service changes and said, "we've had a good run for our money" and despite the emails, the Chair of Housing perpetuated that statement in the Argus on the 18th January 2014.

Will any action be taken in regard to the officer responsible for the misleading statements to the housing committee? And will the Chair of Housing issue a public apology to the high rise action group and support the high rise action groups' request to the chief executive for an independent audit investigation of the conduct of the housing management?"

67.9 Councillor Randall replied:

"The officer in question disputes that the statements were false and misleading and another officer backs up her account of the meeting and I have a written statement which I'm happy to share with Councillors if they'd like to see it and with you John (Mr Melson) but I don't think it's fair to vilify an officer or discuss an officer's behaviour in this place.

The statement was not made by the chair Andy Tuck but by another tenant and that the exact words were, "high rise tenants have been lucky for a long time in the way charges have been spread across all tenants." The statement, as I said, was not made by the Chair, Andy Tuck. In these circumstances no action will be taken against the officer and there will be no independent audit however the Interim Head of Housing is looking at the organisation of housing management with a fresh pair of eyes and will make her own recommendations for change which Councillors and residents will be asked to comment on and approve.

I'm going to the next high rise action group meeting while we discuss the service charges with residents and invite them to work with us to produce a new service compact for the high rise blocks which will include a new lift failure compensation package and the production of an annual financial service charge report showing what money has been collected and how it is being spent.

I share the view of Andy King that if tenants pay an extra charge they're entitled to a better service than they've had for many years from this Council."

67.10 The Mayor thanked Mr Melson for his questions and noted that in relation to the next question Mr Coomber had not able to attend and put his question, but this would be included in the minutes for Members' information as set out below.

"Can I ask the council to provide an explanation of the current Service Levels and Key Performance Indicators that CityClean provide and if they include the following:

- The number of incidents of vehicle unavailability, breaking out those where no fault was found
- The number of missed collections, including a breakdown where the collection had been marked as complete
- The time taken to recover a missed collection i.e. days taken after scheduled pickup to collect refuse

These are just a few examples, no business of Citycleans size can run without good management information that is reliable and validated."

67.11 Response from Councillor West:

"Thank you for your question regarding refuse and recycling collections which I presume is in response to the recent disruption to the service. I am aware you have received a response from the Executive Director, Environment, Development & Housing (Geoff Raw) and my response confirms the information he has already provided.

The disruption is the result of the biggest change the service has ever undergone following changes to staff allowances. The council needed to implement a fair and transparent way of paying staff allowances and this resulted in revised working patterns for the refuse, recycling and street cleansing staff.

As part of this work new refuse and recycling rounds had to be implemented across the city from the 7th October affecting some 200,000 collections per week.

It was always expected that the rounds would have to be tweaked once they had been rolled out and for the refuse service this took place in December with positive effect. The changes to the recycling rounds are being finalised now and this should result in the performance of this service also improving.

There was additional disruption over Christmas because the catch up arrangements on Saturdays were voluntary – as with the previous catch up arrangements, contractually staff were not required to work. It was always anticipated that the shortfall could be back filled using agency staff. In the event fewer staff than expected chose to come in and the service was unable to carry out all collections as scheduled.

In response to this we are looking at service provision over future bank holidays.

27 crews work on a daily basis across refuse and recycling employing close to 80 staff. If a whole day is missed then it takes time to catch this up as it is simply not possible to provide double the amount of resource to catch up in a day.

We experienced a very high volume of calls and other communications during the service disruption. Unfortunately people were not always able to get through to our contact centre and log their missed collection.

Where streets or days were missed and this was already known individual missed collections were not recorded in order to avoid delays in responding to other calls. I therefore do not have all the figures you have requested.

The service logged 5559 calls regarding missed collections for the period July 2013 – January 2014 but as I have said this is not an accurate reflection of the number of missed collections.

I agree with you that any business or service needs reliable performance data in order to manage and improve performance and I can tell you that a new customer management system has been introduced in to the Environment contact centre and this is being rolled out more widely across the council. The system is already proving to be successful and once fully implemented by the start of the next financial year it will provide a comprehensive performance reporting mechanism.”

68. DEPUTATIONS FROM MEMBERS OF THE PUBLIC.

68.1 The Mayor reported that one deputation had been received from members of the public and invited Mr Eakins as the spokesperson for the first deputation to come forward and address the council.

68.2 Mr Eakins thanked the Mayor and stated that:

“Late last year in November and December we conducted a resident transport survey in 3 wards across the City, Brunswick and Adelaide, Central Hove and South Portslade, we received hundreds of responses from a good cross section of the City, plenty of Green supporters, Labour Supporters, Conservative Supporters, UKIP supporters and even the odd Liberal Democrat Supporter.

You would have received the results of the transport survey and it's split in to 4 sections, I'll briefly go over the edited highlights rather than regurgitate the whole report. On the pedestrian section we would ask the Council to note and be mindful of how popular pedestrianised areas of the City are and to consider further pedestrianisation of areas of high footfall.

On cycling; one of the most responded sections, especially in the comments, there's 3 points to this section. On bike racks, a high response from residents who say they are not sufficient. We appreciate the Council has a mechanism for residents who request extra cycle parking but we don't believe that this is working well enough so we suggest that the Council either advertise this more or offer a more comprehensive solution to this.

On the second section, on cycle lanes, the majority of residents who responded to the survey said that they do not feel safe cycling in Brighton and Hove and whilst, mercifully, there are few cycling fatalities in the City there are quite a few respondents who said they have stopped cycling because they don't feel it is safe to do so. One of the main

issues that we've identified that people are concerned about is over cycle lanes and we ask the Council to consult the cyclists and cyclist groups to see where the organised and planned cycle lanes are of particular concern. One which was identified several times in the results of the survey was the cycle configuration from the Level to the Palace Pier where it seems to be jumbled confused and inadequate.

Thirdly on the final cycling section, we request the Council to install extra signage advising pedestrians of the seafront cycle lane, I know this as being debated in public a few times before but quite a few cyclist experience a case where pedestrians are crossing the road at the seafront on to the lawns, don't really look to see that there's a cycle lane there running across as well and cyclists are very fed up of almost accidentally crashing in to them lots of times.

A couple of suggestions have been made where this could be painted a different colour or a raised curb but we do request that extra signage for pedestrians advising them that is a cycle lane there.

Thirdly on the motor transport section we do ask the Council to introduce free Sunday parking across the City as it has considerable public support and we suggest the Council does help motorists get around the City more easily by opening up bus lanes to private car usage in off peak hours, they do this in other cities such as Manchester and London we believe there's probably enough room on certain bus lanes to do this in Brighton as well to help residents who feel that it is too congested in the city.

Finally on buses, we got a marvellous response on buses, people love buses in Brighton and Hove, they think they're clean, punctual and there's definitely enough of them the only real criticism that people came out with was during Winter time when it's icy and snowy, thankfully this Winter we haven't experienced that but there are far too many bus services cancelled and we ask the Council to work with bus companies to see what it can do; perhaps there's extra gritting that could be put on.

Thank you very much for receiving our deputation this afternoon we ask that this could be forwarded to the new Local Transport Plan for process that we understand the Council will be engaged in shortly this spring as the LPT3 is coming to a close this year."

68.3 Councillor Davey replied:

"You cover a great deal of issues which I haven't got time to go through but I will pick out a few highlights to respond to if I may. First of all on walking, I very much welcome your support for pedestrian priority measures – we know that these are always popular once they are implemented and look forward to improvements in the Old Town area which will be coming forward later this year which did have the support of most of the other Councillors.

With buses I am pleased that you found that the bus service in the city was popular. We are indeed blessed with the most successful bus service in the country outside of London and one that continues to thrive as a result of the partnership working between the council and all the bus companies.

DFT figures show that people in Brighton & Hove catch the bus more than anywhere else in the country outside of London. It is schemes such as the new Lewes Road bus and taxi lanes that have contributed so much to this success; there has been a 7% increase in bus use there in 2013 with a staggering 16.5m bus passenger journeys along that corridor alone. That is 50% more than the whole of Portsmouth.

I am surprised that you have come out in favour of allowing other vehicles into bus and taxi lanes at quiet times. I am yet to hear a coherent argument for how this would help other motorists as by definition the roads are quiet at that time so there isn't a problem with congestion.

Doing so would however undermine the safety of both cyclists and pedestrians who rely on the extra protection from traffic that these lanes provide. Interestingly a recent report highlighted the difference in the number of fines issued to motorists in bus lanes – it compared Reading that has part bus lanes and Brighton & Hove which does not. In 2013 in Reading there were 72,000 fines issued to drivers for driving in bus lanes – that is in contrast with less than 3 thousand here. So I fear that should part time bus lanes become a reality here we will see further deterioration in compliance as is apparent in other Cities.

I hope that this is a change that councillors of all parties will resist. That was certainly the position of Lib Dem MP Norman Baker when he was Transport Minister as he urged Liverpool not to remove all of their bus lanes completely. Unfortunately the Labour mayor took no notice

With regard to cycling I fully acknowledge that this city has a long way to go before it feels like a place that is truly a City fit for Cycling. However we have made very good progress over the last three years. The City was one of the first to gain cross party support and sign up to the Times Cycling Campaign and make a pledge to make Brighton and Hove a city fit for cycling. The new Lewes Road cycle lanes have already helped to bring about a 14% increase in cycle usage there and these were designed with the help of local cycle groups, that's the first time that's happened in this City.

The seafront cycle route remains popular returning an impressive 500,000 cycle trips a year more than in most other cities. We're also seeing increases on the new Old Shoreham Road Facility and a recently completed 7 Dials which is designed to make the area safe for everybody as is the introduction of 20 mph speed limits on residential roads which we welcome your endorsement of.

There is much more work going on including the new cycle parking across the City and the new bike hub up Brighton Station which is being constructed as we speak. Most of these schemes have attracted significant funding from the Department for Transport so have required minimal extra funding locally. The success of cycling in the City has been recognised nationally and subsequently we have been invited to give evidence to the Commons Select Committee on transport who are currently looking at the very important matter of cycling safety and they are very impressed with what is happening in this City.

How we fit the transport demands of a successful city growing in numbers of people both who live and visit here whilst remains the same physical size is a challenge for us all and it is important that as many voices as possible are heard in that debate."

68.4 The Mayor thanked Mr Eakins for attending the meeting and speaking on behalf of the deputation. She explained that the points had been noted and the deputation would be referred to the Environment, Transport & Sustainability Committee for consideration. The persons forming the deputation would be invited to attend the meeting and would be informed subsequently of any action to be taken or proposed in relation to the matter set out in the deputation.

69. WRITTEN QUESTIONS FROM COUNCILLORS.

69.1 The Mayor reminded the Council that written questions from Members and the replies from the appropriate Councillor were now taken as read by reference to the list included in the addendum which had been circulated as detailed below:

(a) Councillor Brown

69.2 “Figures supplied by the Chartered Institute of Public Finance and Accountancy (CIPFA) show that the number of people volunteering in libraries increased nationally from 23,397 in the year to the end of March 2012 to 33,808 in 2013. How many people currently volunteer in Brighton and Hove’s public libraries?”

Reply from Councillor Bowden, Chair of the Economic Development & Culture Committee.

69.3 “2011/12: 21 individual volunteers;
2012/13: 21 individual volunteers; and
2013/14: 51 individual volunteers to date.”

(b) Councillor A. Norman

69.4 “Does the Council have any plans to take part in the Royal British Legion’s Centenary Poppy Campaign?”

Reply from Councillor Jarrett, Chair of the Adult Care & Health Committee.

69.5 “As part of the city’s four year World War 1 commemoration programme, the council will be supporting the Royal British Legion’s Centenary Poppy Campaign and supplying every school with a pack of 1000 poppy seeds. Schools have given an overwhelmingly positive response to the idea, which will support their plans for a four year educational programme about WW1, particularly focusing on the stories and sacrifice of Brighton & Hove residents and the part the city played during the conflict. A field of Poppies will be planted in the city as part of the wider programme that also includes:

- An EU-funded programme, ‘The Great War - Between the Lines’ delivered by The Royal Pavilion & Museums
- Performances of The Winslow Boy, The Accrington Pals and Not About Heroes
- A D Day musical concert
- Armed Forces Day events
- Commemorative interfaith services

- A Seafront exhibition, Dr Brighton's War

Further information and a full calendar of events can be found at www.brighton-hove.gov.uk/ww1"

(c) Councillor Mitchell

69.6 "Given the continuing chaotic recycling and refuse collection services and the fact that it has come to light that the Green Administration is, after all, making special productivity payments to Cityclean staff, can the Leader of the Council provide the following information;

- a) A month by month breakdown of the separate costs of the refuse and recycling services from April 2012 including all elements such as use of agency staff, additional vehicle hire, special productivity payments and additional payments for week-end working.
- b) Can he state the separate, total numbers of refuse and recycling staff and how many of these staff have worked in the separate services on Saturdays since Christmas?
- c) What are the terms for the payment of the £1,200 productivity payments?"

Reply from Councillor J. Kitcat, Leader of the Council.

69.7 a) "The cost data you have requested is included in the addendum long with this answer. Payment for weekend working is done in line with the council's new agreement on allowances which followed the recent extensive and difficult negotiations.

You will see a spreadsheet showing the monthly expenditure for the CityClean refuse and recycling service between April 2012 and December 2013 – split by expenditure type. There are two tables, one for Refuse collection costs, and the other for Recycling collection costs. Please note that there are some significant monthly variations in costs which can at times be due to the profile/timing of payments and recharges relating to vehicle costs. A separate table contains the vehicle hire Costs.

b) There are in total 59 Refuse staff. 11 staff worked on the three Saturdays after Christmas and New Year (up to and including 11/01/14). 17 payments of £130 per Saturday were made. This means some of these staff worked more than one Saturday and were paid the sum for each Saturday worked.

There are in total 50 Recycling staff. 16 staff worked on the three Saturdays after Christmas and New Year (up to and including 11/01/14). 39 payments of £130 per Saturday were made. This means some of these staff worked more than one Saturday and were paid the sum for each Saturday worked.

- c) These are not productivity payments. The new allowance framework negotiated after Policy & Resources Committee's decision in January 2013, allows for one-off payments in exceptional circumstances - such as to recognise extra effort being made by our staff. Such one-off ex-gratia payments are made at the discretion of the service manager. Under the terms of the agreement, this payment is not affected by whether crews chose to work the Saturdays after Christmas and New Year Bank Holidays. Working these Saturdays is not contractual and therefore voluntary.

The payment is £1200, paid in two parts, in December and March, to reflect the planned bedding in period for the new rounds over six months. The round reorganisation at City Clean is the biggest and most complex change to the service for many years."

(d) Councillor Pissaridou

- 69.8 "If the Council's lead spokesperson on Transport will provide a breakdown of the cost of installing and maintaining a "light touch" parking scheme, detailing how the cost is attributed to each aspect of the scheme and what revenue, from whatever source, funds such a scheme, where parking is restricted for two hours a day between the hours on 10-11am and 7-8pm every day.

In addition, if he will also confirm how much parking permits cost and how many have been sold in the existing light touch schemes across the City."

Reply from Councillor Davey, Lead Member for Transport.

- 69.9 "The cost of installing and maintaining a "light touch" parking scheme varies depending on the size of the scheme and how many roads are involved. However, it is important to note that lining and signing implementation, maintenance costs and enforcement costs would be approximately the same as a full scheme as the lining and signing requirements are virtually the same and zones receive similar levels of enforcement. Zone W receives 1 visit per day as does neighbouring Zone R and Zone U receives 3 visits per weeks, like Zone T.

The main difference is that Pay and Display machines are an essential initial cost for full schemes although the Council is working towards pay by phone which will reduce and, in some cases, remove the need for Pay & Display machines. There is no Pay and Display income or costs for light touch schemes.

In terms of revenue, the income of the current light touch schemes is approximately £20,000 (which is approximately 60% take up of available resident permits) and £50,000 (which is approx 80% take up of available resident permits) for Area U (St Luke's) and Area W (Westbourne West) respectively. This is based on a light touch resident permit cost of £55 for a 6 month permit or £90 for an annual permit compared to a full scheme which is £40 for a 3 month permit or £120 for an annual permit.

As advised there is no Pay & Display in light touch zones but, in addition to resident permits, we will also receive income from Penalty Charge Notices (PCNs), suspensions,

visitor permits and school permits. The income from each zone is not ring fenced to the individual zone but instead goes into the central fund which funds items such as the direct cost of providing our services, sustainable transport initiatives and concessionary travel across the city. On average fewer Penalty Charge Notices are issued in light touch schemes; in 2012/13 just over 2,000 PCNs were issued resulting in income of approximately £73,000.”

(e) Councillor Janio

69.10 “Could the Leader of the Council explain the measures being taken towards ensuring that Individual Electoral Registration is on schedule across the city, given that it was not possible to cross check a high percentage of the electoral roll in several wards e.g. 25% of voters in St. Peters & North Laine?”

Reply from Councillor J. Kitcat, Leader of the Council.

69.11 “I am grateful for the opportunity to mention the progress which is being made in preparing for Individual Electoral Registration (IER).

It is the duty of the Electoral Registration Officer, Penny Thompson to ensure that electoral registers are complete and accurate, and it is the council’s duty to ensure that she has sufficient resources to carry out her statutory duties regarding electoral registration.

The national transition to IER is being led by Cabinet Office (CO) with support and guidance from the Electoral Commission (EC).

The Confirmation Dry Run in summer 2013 – an exercise where our electoral register was matched with DWP records - did indeed show that the number of electors who would automatically transfer to the new system would be lower in Brighton & Hove than in other parts of Great Britain.

Electoral Services have analysed those results, along with other customer data, to build a demographic profile of our registration area. They have also developed a public engagement plan which addresses how to engage those who are less likely to be confirmed by data-matching, and those who are less likely to be registered at all. There are plans in place to:

- contact residents directly, for example through writing to residents;
- to work with partners, such as the Universities, to communicate IER messages;
- and to use local media and advertising to promote IER.

The exercise over the summer also gave staff a good opportunity to rehearse the benefits of carrying out further data matching with local records, which improved the overall matching score.

The Cabinet Office has been monitoring our preparations for IER. Electoral Services have kept up to date with the activities required by the CO, and have been entering the details on the CO’s “readiness portal”.

The Electoral Commission has set Performance Standards for IER, and they are satisfied that the ERO's Implementation Plan, Risk Register and Public Engagement Strategy, meet those standards. The plans demonstrate that the ERO "has an understanding of the particular challenges in her registration area and that she has targeted priorities for engaging with residents to best respond to the challenges."

In the coming months, Electoral Services will be recruiting additional staff, and will be training staff in the IER processes. They will be firming up arrangements with suppliers, such as print bureaus and election software companies. They will also review and monitor their plans on a regular basis, to ensure that they are keeping to schedule."

(f) Councillor G. Theobald

69.12 "Given the Administration's new found but belated enthusiasm for exploring alternative models of Council service delivery, will the Leader of the Council commit today to bidding for funding under the Government's new Delivering Differently Challenge fund which provides support and cash for councils wishing to create mutual and social enterprises?"

Reply from Councillor J. Kitcat, Leader of the Council

69.13 "I have asked officers to consider options for bidding to the Delivering Differently Challenge now that the details of the scheme have been released. It is very a challenging timetable but officers have agreed to look at assessing whether we can find a proposal which may have been developed previously for other bids and could fit the scheme criteria. This could include the use of smart technology, for example by using innovative systems to improving access to parking in the city and thereby also reducing unnecessary traffic congestion. But there may be others. That said, I recognise the teams best able to make a submission are heavily loaded and that we need to be realistic about what is possible within the timeframe."

(g) Councillor Brown

69.14 "Can we have confirmation that the Hove Open Bowls Tournament will be held as usual this July?"

Reply from Councillor Bowden, Chair of the Economic Development & Culture Committee.

69.15 "The decision on whether the Hove Bowls Tournament takes place does not rest with the council. It is an event that the organisers agree with Hove and Kingsway Bowling Club to use their facilities. The organiser's web site is advertising the tournament to take place from the 21st to the 26th of July 2014."

70. ORAL QUESTIONS FROM COUNCILLORS

70.1 The Mayor noted that notification of 3 oral questions had been received and that 30 minutes was set aside for the duration of the item. She then invited Councillor K. Norman to put his question to Councillor West.

City Clean

70.2 Councillor K. Norman asked:

“Over a number of years I and many others around the City have asked the blocked drains to be cleared in various parts of the City many of which have been blocked for years despite asking for them to be cleaned and cleared out. We have now have substantial plant growth which makes for a solid impenetrable plug and there are many such blocked drains in my ward and around the City.

Bearing in mind the current high volumes of water that continue to fall out of the sky, all drains should be regularly checked for free water flow which is clearly not the case so inevitably leads to high volumes of water flowing on to lower lying areas and increasing the depth of flood water on pavements and highways.

What system is in place to deal with this problem? And I really don't want, and I think it's out of date by now, the fallen leaf excuse.”

70.3 Councillor J. Kitcat responded in the absence of Councillor West:

“If you provide us a list of the detailed areas you're referring to we'd be very happy to look into it. We do have a surface water action plan that deals with all the matters that you raise and of course I'm sure you'll know that Brighton and Hove is actually one of the highest risk areas in the Country for surface water flooding and we would be keen to see more funding put in to that for the environment agency are being deeply cut by your Government.

Also our representative for the flooding committee for the region proposed an increase in funding there and that was refused by Conservative Councillors sitting there. So unfortunately we are where we are but happy to respond in detail in writing if you'll provide the locations.”

70.4 Councillor K. Norman asked the following supplementary question:

“I wasn't talking about the general flooding, my point here is that the drains that are continually blocked and have vegetative growth growing out of them so they have solid plugs in those drains, in my ward I have asked many times for them to be cleared, I see the truck and they either just have a dabble at it and it doesn't work.

Now we are having problems with our heavy rainfall and of course we will be getting more flooding on certain areas but if we had our drains and gullies cleared properly we would be able to see a lot of that water disappear down the drains and gullies and go away. We are not seeing that, we are seeing the gullies in the gutters where we've got dropped curbs filled with water where it should be draining away, we're not getting that

so it's imperative that we have a real look at that to make sure we're doing the best we can.

I'm going to check the affected drains in my ward and I'm giving the Council 2 weeks to check them and I would like confirmation that they've all been checked and they are all working properly."

70.5 Councillor J. Kitcat replied:

"As I said before if Councillor Norman wants to send us a list of particular problem areas, officers would be very to look at it and I would refer him to the strategy I previously mentioned."

Councillor K. Norman called a point of order:

"My question was I would like to have an answer as to when they're cleared, can we be told that they're cleared?"

Councillor West then continued the response:

"I will certainly follow up on Councillor Norman's points on asking where we are with checking the drains in his ward and ensure that he is properly informed. I do take very seriously these issues and I caught the tail end of what Councillor Kitcat was saying but obviously surface water flooding is a very important issue and I sit on the Southern Regional Flood and Coastal Committee so I'm very tuned in to all these issues so I will take those points forward."

Help for Disadvantaged Youngsters

70.6 Councillor Marsh asked:

"I'm very pleased to hear, Councillor Shanks in the previous debate, your continued commitment to the public sector provision to provide public services so I'd like to ask you please, why you have decided to make what seems to me the unkindest cut of all i.e. a saving of £14,000 in relation to the short breaks which carers for disabled children currently enjoy?"

This is an overall budget of £940,000 so it seems a very tiny cut but it seems a cut where the impact on those affected will be particularly great and I'd like to ask you why you made that choice and whether you think that it's a better way to make a cut like that to a budget which actually equates to the amount that your administration spent on painting the 20mph signs throughout the City which I gather was £1,000,000?"

70.7 Councillor Shanks responded:

"I don't know how much the 20mph and how much that cost but I'm sure it was a completely different budget. It's very difficult as you know, in terms of budgets, as I said earlier we've got a huge pressure on budgets, we've got the Central Government cutting £23,000,000 out of our budget. As I've said before I've worked in public sector and I've worked with young people all my life, I would certainly like to be improving the services

for young people and I think we've done a good thing with that, we've kept the funding for youth services, we've cut the funding for children's services etc.

The budget, as you say is £940,000 and out of that we're asking a 2% efficiency saving from our in house and from the 3rd sector providers and we will be talking to 3rd sector providers. What we are concerned is that it does not impact on front line services. That there will not be a reduction in short breaks for those parents and you have my word that if that was the case I would not be supporting this saving."

70.8 Councillor Marsh asked the following supplementary question:

"In the same paper which I'm reading from, home school transport of course is a big issue for those children who are disabled and who have special needs and I notice quite a savage cut proposed there of £263,000 and some £160,000 has already been identified but I just wonder, I know that it is possible to use moneys which have been gained from our parking income from our parking tickets and I think we are about the third highest authority in the country in terms of the revenue from this particular stream.

I just wondered if Councillor Shanks had considered using that revenue stream in order to protect those vulnerable children from the transport cuts?"

70.9 Councillor Shanks replied:

"I think my colleagues would be quite concerned if I took money from one budget to use it for another one. In terms of 20mph, that does support safe independent travel for children because cars are travelling slower and one of the reasons that we've been able to reduce the budget for special needs travel is because a lot more children are travelling independently and certainly I used to work with young people with disabilities back in the 80's and one of the things was trying to get parents to support their independent travel; having people on the bus escorts etc and where trying to do that where children can do that because that's such a good thing for them to be able to learn that lesson to be able to do that in later life.

Obviously there are some children who cannot travel independently and they will get transport from the Council. We have a statutory duty to provide that. This is a budget that has been decreasing because more children are at school locally, less children are travelling to placements further afield so it's not a budget that I am concerned in terms of a cut on that.

In terms of general cuts to services I'd ask your party to support our 4.75% Council tax increase. If we don't get a decent increase in Council Tax this year this will remove the Council Tax base and we may be coming back to say there are real cuts in these services which i certainly don't want to see."

Budget 2014/15

70.10 Councillor Summers asked:

"Councillor Kitcat, in view of the notice of motion that earlier on passed through and also of the prevailing view from opposition Councillors to your referendum proposal, despite

this extraordinary campaign that your party's launched and backed by the national party, your MP and also it seems GMB and UNISON, I'm just wondering in view of that if you wouldn't giving us an idea of what your plan b might be?"

70.11 Councillor J. Kitcat responded:

"Well by law, first of all, in presenting the referendum we also have to present the alternative should the referendum not be successful which will be the threshold. The threshold is currently 2% but it is highly expected that Mr Pickles will reduce that but quite frankly as the largest party in the administration; we've done what we're supposed to do. We've put forward a proposal which we've carefully considered in light of the feedback in the consultation and in conversations with many stakeholders in the City and it's for the opposition parties, if they're not happy, to offer an alternative and while I don't like it, the Tories have at least been open with their alternative, we're still waiting to hear any positive from the red team and Councillor no at their head."

70.12 Councillor Summers asked the following supplementary question:

"Whilst it would be wonderful to think that an extra £2,750,000 as the Green say on their website, I quote, "would safeguard critical services for elderly and vulnerable and cancel out austerity cuts", I must ask the Council Leader this, isn't it the case that the Council has actually a statutory obligation to provide those critical social services anyway irrespective of any increase in Council Tax or not? And isn't it their fault also the case that the £5,800,000 of savings so far identified by your group are much more to do with modernising our services provision and working more efficiently in anticipation of a virtually unstoppable increase in demand?"

Isn't it more to do with that than it's ever to do with simply cutting frontline services or jobs per say?"

70.13 Councillor J. Kitcat replied:

"First of all in relation to statutory requirements, the reality is that the statutory requirement is usually just to have a service, the type, quality and quantity of it is ill defined if defined at all and what we've seen in West Sussex for example is a massive scaling back so the eligibility criteria for example had been, I think in an ill considered move, elevated to only the highest and most critical need so the majority of people with lower or medium levels or need are not getting any support from their local authority.

That ultimately ends up with these people showing up at hospitals and having more severe and difficult 'to treat' needs, so far better to get in early and that is the approach that we have taken here by protecting that eligibility. So yes we have statutory duties for so many different areas that we provide for in the city but the nature of that duty is not defined and so the choices will remain, who provides the service? How? At what level? So I think there is a debate to be had and I'm glad that both of the major local papers will be holding debates on this issue leading forward the City definitely needs it, it is time and people like SCOPE, Age UK and others are running campaigns saying 'Council run social care is in crisis' so this is not something that has been conjured up in a moments haste, this is carefully considered and a true reflection of the situation we face ourselves in.

In terms of the savings for Adult Social Care, yes absolutely are about realigning and changing and modernising so that it is fit for the future and meet with the growing demand because no matter what happens the population is set to grow, we see a 20% jump in over 85's till 2021 is the ONS estimate, that is a very severe challenge to us even if we keep still and we know that Council Tax has been well below inflation since we took office inflation has been 9.6% and Council Tax has risen just a shade under 2%. So we're not even keeping up in real terms.

So in terms of those savings we will continue to move forward with them but others which are limiting the amount of resources we can provide the poor and vulnerable, we would like to increase them and not decrease them and that is the gold stance that we've taken."

71. CALL OVER FOR REPORTS OF COMMITTEES.

(a) Callover

71.1 The following items on the agenda were reserved for discussion:

- Item 72 - Refresh of the Sustainable Community Strategy 2014-2017
- Item 73 - Greater Brighton Economic Board
- Item 74 - Housing Revenue Account Budget 2014/15

(b) Receipt and/or Approval of Reports

71.2 The Acting Democratic Services Manager confirmed that all items had been reserved for discussion

(c) Oral Questions from Members

71.3 The Mayor noted that there were no oral questions.

72. REFRESH OF THE SUSTAINABLE COMMUNITY STRATEGY 2014-2017

72.1 Councillor J. Kitcat introduced the report which had been referred from the Policy & Resources Committee meeting held on 16 January 2014 to the Council for approval. He stated that he wished to take the opportunity to acknowledge how much impact the original local strategic partnership had had, and the positive steps that had been taken to achieving greater openness. The update would assist in clarifying the strategy; as well as providing new energy and focus.

72.2 Councillor Simson welcomed the report, and gave thanks to the input and support of all partners; which was an important part of the ethos of the strategy. The capacity to provide more joined up services was central to achieving the most from these services.

72.3 Councillor J. Kitcat thanked Councillor Simson for her comments, and noted that Members would continue to be updated.

72.4 **RESOLVED:** That Council adopt and approve the Strategy.

73. GREATER BRIGHTON ECONOMIC BOARD

73.1 Councillor J. Kitcat introduced the report that had been referred from the Policy & Resources Committee on 17 October 2013 to the Council for approval. He stated his own passion for this work and welcomed collaborative working behind administrative boundaries to create a functional economic area. Thanks were extended to all neighbouring authorities and Council Leaders who had been involved; each of which had signed up to this through their own governance arrangements.

73.2 Councillor G. Theobald stated that he echoed the comments made by Councillor J. Kitcat, and that the city would give the greatest impetus for growth in the economic area. Working beyond administrative boundaries was welcomed for the greater benefit of the 700k population of the economic area.

73.3 RESOLVED:

- (1) That Council agrees the establishment on 01 April 2014 of the Greater Brighton Economic Board ('the Board'), constituted in accordance with the Heads of Terms specified in Appendix One.
- (2) That Council notes that establishment of the Board is dependent on all the bodies represented on the Board agreeing that it be established.
- (3) That Council agrees the appointment of the Greater Brighton Economic Joint Committee ('the Joint Committee') as an integral part of the Board.
- (4) That Council notes that appointment of the Joint Committee is dependent on all the local authorities represented on the Board agreeing that it be appointed.
- (5) Subject to all Board members (both individual local authorities and business partners) agreeing the establishment of the Board, and subject to the constituent local authorities agreeing the appointment of the Joint Committee, that Council:
 - § Grants delegated authority to the Chief Executive and the Executive Director Environment, Development & Housing to take all measures necessary for or incidental to (i) the implementation of recommendations (2.1) and (2.3) above, and (ii) the on-going management and administration of the Board; and
 - § Instructs the Monitoring Officer to amend the council's constitution to reflect the establishment of the Board.
- (6) That Council agrees that Brighton & Hove City Council's right to request that a decision of the Board be called in pursuant to paragraph 1.3 of the Call-In Protocol set out in Appendix One, Schedule One, be exercised at the behest of any five members of the Council, not all of which belong to the same political group.
- (7) That Council instructs the Monitoring Officer to amend the council's constitution to give effect to recommendation 2.6.

74. HOUSING REVENUE ACCOUNT BUDGET 2014/15

- 74.1 Councillor Randall introduced the report which had been referred from the Housing Committee meeting held on 15 January 2014 for information. He stated that the Housing Revenue Account was a ring fenced fund to be used for the benefit of tenants, and the Housing Committee had discussed proposals in relation to service charges in detail. In relation to high rise blocks it had been the established norm that all tenants would share the costs of lifts and lighting; however, it was now proposed that only those in high rise blocks be charged 85p per week for lighting and £1.10 per week lifts. Most of the high rise blocks in the city were approximately the same age, and the lifts were coming to the end of their usable life; there was a lift replacement programme, but it would take some years to recover the costs.
- 74.2 In relation to scooter storage where new purpose built sheds had been installed with charging points there would a flat rate fee of £4 each week. It was calculated that only 1400 tenants would be affected, and the remainder would have the charges covered through Housing Benefits. It was considered that the increased charges for sheltered housing was proportionate given that there had been no increase since 2003, and the Council offered site based management which was considered a crucial service. In relation to some of the consultation around this issue it was noted that it had not been possible to consult at the November round of Area Panels as the budget had not been known until late December. It was considered that this change was appropriate as some of these matters had been left unchanged for some time, and further consultation was due with groups such as the Sheltered Housing Group.
- 74.3 Councillor Peltzer Dunn thanked Councillor Randall for his introduction of the item, and went on to express his concern with the proposed charges; stating that the charges would penalise those residents who would suffer the most as part of this. He went on to add that the Council needed to provide safe and clean access areas to building, and he accepted that the costs should be shared amongst tenants, but felt the proposed charges would be harder to justify when the charges for communal gardens and grounds were considered.
- 74.4 Councillor Mears stated that she did not support these proposed changes as they were being used as mechanism to divert funds from the HRA into the general fund, and there was concern that tenants had not been properly consulted on these matters. Concern was also expressed in relation to the staffing implications of these changes at a time when the Council continued to look very carefully at budgets. Councillor Mears added she agreed with the comments made by Councillor Peltzer Dunn and hoped the Housing Management Consultative Sub-Committee would give tenants 'a voice' through this process.
- 74.5 Councillor Barnett stated that these proposals were an 'attack on tenants' and stated that the potential costs could be a huge impact on tenants with fixed incomes. She added that the HRA account was in surplus this year and urged the administration to reconsider.

74.6 Councillor Simson noted, in her role as Chair of the Budget Scrutiny, that this was the first shift of funds from the HRA to the general fund, and provided more flexible opportunities for what the fund would be used for.

74.7 Councillor Randall responded to the debate, and stated that the current situation with regard to the lifts was unfair and for most tenants these changes to costs would be covered through housing benefits. There was also increased work in relation to community projects being undertaken, and ongoing work to support tenants with digital courses. It was also noted that there was a historic practice of taking £1.2M out of HRA for such projects and other local authorities were looking at moving much larger proportions of funds.

74.8 **RESOLVED:** That Council note the report from the Housing Committee.

75. NOTICES OF MOTION.

(a) Disabled Access – Rottingdean Terrace

75.1 The Notice of Motion as detailed in the agenda was proposed by Councillor Hyde and seconded by Councillor K. Norman.

75.2 The Mayor then put the following motion to the vote:

This Council resolves:

“To request that Policy & Resources Committee allocate £4,000 towards the cost of a ramp to facilitate access to the Rottingdean Terrace stage auditorium to enable those residents and visitors with a disability and in pushchairs to enjoy the many events and activities that take place at this popular seafront location.”

75.3 The motion was **carried**.

(b) Environmental Policy

75.4 The Notice of Motion as detailed in the agenda was proposed by Councillor Sykes and seconded by Councillor Jones.

75.5 The Mayor then put the following motion to the vote:

This Council resolves:

“To request a statement from the Prime Minister, on the Government’s performance on environment and climate policy against their goals, and how resilience to a changing climate and future resource shortages are being addressed by Government.”

75.6 The motion was **carried**.

(c) Immigration

75.7 The Notice of Motion as detailed in the agenda was proposed by Councillor Hawtree and seconded by Councillor Buckley.

75.8 The Mayor then put the following motion to the vote:

This Council resolves:

“In view of Hove and Brighton's long tradition of welcoming people from all parts of the country and beyond, this council opposes the Immigration Bill which is currently before Parliament and calls upon the city's MPs to vote against it.”

75.9 The motion was **carried**.

(d) Motion of no confidence in the Leader of the Council and his Administration of Bright & Hove City Council

75.10 The Notice of Motion as detailed in the agenda was proposed by Councillor Morgan and seconded by Councillor Mitchell.

75.11 The Mayor then put the following motion to the vote:

This Council resolves:

“In light of the administration's behaviour with regards to the budget process, calls on the Leader of the Council and his administration to resign and for talks led by the Chief Executive to begin on forming a cross party caretaker administration to run the Council until the local elections in 2015.”

75.12 The motion was **carried**.

75.13 In accordance with Procedural Rule 17, the Mayor noted that the meeting had been in session for over four hours and he was therefore required to move a closure motion to effectively terminate the meeting.

75.14 The Mayor moved the closure motion and put the matter to the vote which was carried and therefore the Mayor noted each of the remaining items would need to be taken and voted on or withdrawn by the mover before the meeting was concluded. She noted that the remaining item was No. 75(e).

(e) Ethical Care Charter

75.15 Following the motion to terminate the meeting at 9.15 Councillor Meadows indicated she wished the item to be taken.

75.16 The Mayor then put the following motion to the vote:

This Council resolves to

“Recommend the Adult Care and Health Committee to sign up to UNISON’s Ethical Care Charter setting minimum standards to protect the dignity and quality of life for people who need homecare.

The charter will commit Brighton and Hove City Council to commission care solely from providers who:

- Give workers the freedom to provide appropriate care and be given the time to talk to their clients.
- Allocate clients the same homecare worker(s) wherever possible.
- Do not use zero hour contracts.
- Pay the Brighton and Hove Living Wage rate of £7.65 an hour
- Match the time allocated to visits to the particular needs of the client. In general, 15-minute visits will not be used as they undermine the dignity of the clients.
- Pay homecare workers for their travel time, their travel costs and other necessary expenses such as mobile phone use.
- Schedule visits so that homecare workers are not forced to rush their time with clients or leave their clients early to get to the next one on time.

75.17 The motion was **carried**.

76. CLOSE OF MEETING

76.1 The Mayor thanked everyone for attending and then closed the meeting.

The meeting concluded at 9.25pm

Signed

Chair

Dated this

day of

Subject:	Petition Triggering Full Debate: Free Sunday Parking		
Date of Meeting:	27 March 2014		
Report of:	Monitoring Officer		
Contact Officer:	Name:	Mark Wall	Tel: 29-1006
	E-mail:	mark.wall@brighton-hove.gov.uk	
Wards Affected:	All		

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

- 1.1 Under the Council's Petition Scheme if a petition contains more than 1,250 signatures and is not a petition requesting officer evidence, it will be debated by the Full Council.
- 1.2 A combined paper and e-petition has resulted in triggering a debate at the council meeting, having exceeded the threshold with a total of 1,255 signatures confirmed at the time of printing the report.

2. RECOMMENDATIONS:

- 2.1 That the petition is referred to the Policy & Resources Committee for consideration.

3. RELEVANT BACKGROUND INFORMATION / CHRONOLOGY OF KEY EVENTS:**3.1 The Petition**

"We the undersigned, support the Liberal Democrat Campaign to introduce free Sunday car parking and on street parking across Brighton & Hove."

Lead Petitioner – Jeremy Gale

3.2 The options open to the council are:

- To note the petition and take no action for reasons put forward in the debate; or
- To refer the petition to the relevant Committee Meeting; or
- To refer the petition to the relevant Committee Meeting with recommendations.

4. PROCEDURE:

4.1 The petition will be debated at the Council meeting in accordance with the agreed protocol:

- (i) The Lead petitioner will be invited by the Mayor to present the petition and will have up to 3 minutes in which to outline the prayer of the petition and confirm the number of signatures;
- (ii) The Mayor will then call on the relevant Committee Chair to respond to the petition and move a proposed response;
- (iii) The Mayor will then open the matter up for debate by councillors and call on those councillors who have indicated a desire to move an amendment or additional recommendation(s) to the recommendation listed in paragraph 2.1 of the report;
- (iv) Any councillor may move an amendment or recommendation, having regard to the recommendation in 2.1 above and any such proposal will need to be formally seconded;
- (v) After a period of 15 minutes, the Mayor will then call an end to the debate and ask the relevant Cabinet Member to reply to the points raised;
- (vi) The Mayor will then formally put:
 - (a) Any amendments in the order in which they are moved, and
 - (b) The substantive recommendation(s) as amended (if amended).

WRITTEN QUESTIONS FROM COUNCILLORS

The following questions have been received from Councillors and will be taken as read along with the written answers which will be included in an addendum that will be circulated at the meeting:

(a) Councillor Janio

“Following the Electoral Commission review of electoral fraud, will the Leader of the Council be encouraging the Leaders of all political parties to sign up to its recommendations, especially those related to postal votes?”

Reply from Councillor J. Kitcat, Leader of the Council.

(b) Councillor Simson

“Whilst travelling around the city recently, I have noticed a very large number of trees being felled; often those that are well established or older and in one case what appeared to be a whole row of trees in one road. Bearing in mind that residents often have to apply for planning permission to carry out such an operation, could Cllr West please reassure us that this cull of trees is entirely necessary and that all checks and consultations are carried out before work is even considered.”

Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee.

ORAL QUESTIONS FROM COUNCILLORS

A period of not more than 30 minutes is set aside for oral questions from Members, at the expiry of which, the Mayor will call a halt and proceed to the next item of business of the agenda. Any Member whose question then remains outstanding will be contacted to determine whether they wish to have a written answer provided or for their question to be carried over to the next meeting.

The following Members have indicated that they wish to put questions to the Leader, Chairs of Committees or Members of the Council that have been appointed to an outside body. The Councillor asking the question may then ask one relevant supplementary question which shall be put and answered without discussion:

(a) Councillor Mitchell

Subject matter – Refuse & Recycling Collections

Reply from Councillor West, Chair of the Environment, Sustainability & Transport Committee

(b) Councillor Janio

Subject matter – School Places – West Hove

Reply from Councillor Shanks, Chair of the Children & Young People's Committee

(c) Councillor Meadows

Subject matter – Housing Rents & Repairs

Reply from Councillor Randall, Chair of the Housing Committee

(d) Councillor C. Theobald

Subject matter – Sponsorship of Roundabouts and Floral Displays

Reply from Councillor Littman, Deputy Chair (Finance) of the Policy & Resources Committee

(e) Councillor Simson

Subject matter – Members ICT

Reply from Councillor J. Kitcat, Leader of the Council

(f) Councillor Summers

Subject matter – Travellers

Reply from Councillor West, Chair of the Environment, Sustainability & Transport Committee

Council

27 March 2014

Agenda Item 101

Brighton & Hove City Council

Subject:	Pay Policy Statement 2014/15		
Date of Meeting:	27th March 2014 20 th March 2014 – Policy & Resources Committee		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	Matt Naish	Tel: 29-5088
	Email:	matt.naish@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Localism Act 2011 requires local authorities to produce a pay policy statement to be approved by Council annually before the start of the financial year to which it relates. The aim is to increase accountability, transparency and fairness in the setting of local pay. These statements must set out the council's policies on a range of issues relating to the pay of its workforce, particularly its senior and lowest paid staff. The provisions in the Act do not seek to determine what decisions on pay should be taken or what policies should be in place, but require councils to be more open about their policies and how decisions are made
- 1.2 This report seeks approval of the Policy & Resources Committee to recommend to Council the attached pay policy statement for adoption from 1st April 2014

2. RECOMMENDATIONS:

- 2.1 That Policy & Resources Committee recommends to Council the adoption of the pay policy statement 2014/15 attached at Appendix A

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Localism Act 2011 requires local authorities to produce annual pay policy statements prior to the year to which they relate. Attached at Appendix A is the Council's third such statement. The council may amend its statement by resolution of Council if required during the year to which it relates. Schools' staff fall outside the scope of this legislation. Individual governing bodies are responsible for setting and updating their own Schools' Pay Policy each year.
- 3.2 Chief officers, for the purpose of this legislation, are those who report to the Chief Executive and those who report to posts reporting to the Chief Executive i.e. deputy chief officers.
- 3.3 The statement must provide a definition of lowest-paid employees adopted by the council for the purposes of the statement and it must include the council's policies relating to the remuneration of chief officers, payments to chief officers

on leaving and the publication of information on the remuneration of chief officers.

- 3.4 The Department for Communities and Local Government guidance, 'Openness and Accountability in Local Pay', states that Members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers the appropriate threshold to be £100,000. The 2014/15 statement continues the arrangements established for the 2013/2014 Statement which placed responsibility for advising on remuneration for such posts with the Appointments and Remuneration Panel.
- 3.5 Supplementary Guidance published in February 2013 recommends greater scrutiny and accountability for decisions made to offer large severance packages. Again the recommended threshold for Member involvement is set at £100,000 and states that all components of such packages e.g. pay in lieu of salary, redundancy payments, pension entitlements, holiday pay and any other fees or allowances are clearly set out. The attached pay policy statement provides that such cases will be referred to the Appointments and Remuneration Panel for consideration and recommendation to the Chief Executive. All other severance packages are considered and agreed by an officer compensation panel comprising the Head of Human Resources, the Monitoring Officer and the s151 Officer (or their delegates). The council's external auditors are also consulted about the value for money of any potential offers to Chief Officers.
- 3.6 The Act does not require specific numerical data on pay and reward to be published as part of a council's pay policy statement. However, the guidance suggests that consideration be given to how the pay policy statement fits with data on pay and reward that councils are already required to publish under the Code of Recommended Practice for Local Authorities on Data Transparency and by the Accounts and Audit (England) Regulations 2011.
- 3.7 The Act requires authorities to explain what they think the relationship should be between the remuneration of its chief officers and its employees who are not chief officers. The pay multiple is calculated using the median pay of all employees within the scope of the Pay Policy Statement as a multiple of the Chief Executive's salary. This method is in line with the Hutton report on Fair Pay, which is referred to in the 'Openness and Accountability in Local Pay' guidance. The pay multiple will continue to be published on the Council's website.
- 3.8 The salary package for the Chief Executive remained the same in the past year. However the Living Wage for council employees will increase from £7.45 to £7.65 per hour with effect from 1st April 2014.
- 3.9 The pay policy statement provides links to our existing policies on redundancy, retirement and other compensation payments. These policies set out who is responsible for decisions on such payments. It is the council's policy that employees who accept a financial package on voluntary termination of their employment with the council are not re-employed or engaged as a self employed contractor or through an agency for a minimum period of two years.

- 3.10 The pay policy statement excludes all schools based staff including Headteachers.
- 3.11 The pay policy statement, when published on our website, will contain hyperlinks to related information.
- 3.12 The pay policy 2014/15 contains an additional paragraph (14) relating to the council's new allowance and expenses scheme for those employees on NJC terms and conditions. Additional detail is also given around the councils travel expenses scheme. These are the only changes since publication last year.
- 3.13 The pay multiple is calculated using the definition contained in the Code of Recommended Practice for Local Authorities on Data Transparency i.e. the ratio between the highest paid employee and the median salary of the whole of the authority's workforce (excluding school staff) was 6.1:1 for the last financial year.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The Pay Policy Statement is a statutory publication and we are therefore obliged to publish it. Consideration has been given to the levels of transparency contained within the report, but the conclusion reached is that the detail is in compliance with guidance issued on this subject.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The purpose of this pay policy statement is to provide transparency on how local decisions on pay are made

6. CONCLUSION

- 6.1 It is a requirement of the Localism Act 2011 that members are consulted prior to the publication of the Pay Policy Statement. It is therefore recommended that Policy and Resources approve this report and make the recommendation to members to approve the Pay Policy Statement 2014/15

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The annual pay policy statement supports good governance and allows benchmarking comparisons with other local authorities to assess Value for Money. The pay assumptions within the budget for 2014/15 are consistent with this policy including provision for the Living Wage to increase to £7.65 per hour from 1st April 2014.

Finance Officer Consulted: James Hengeveld – Head of Finance Date: 14/02/14

Legal Implications:

- 7.2 The proposed Pay Policy Statement complies with the requirements of s38 Localism Act 2011 and has taken into account associated guidance. The proposed Statement is also consistent with existing Data Protection and

Employment legislation. As set out in the report, it is a requirement of the Localism Act that the Pay Policy Statement is approved by Full Council

Lawyer Consulted: Elizabeth Culbert

Date: 30/01/2014

Equalities Implications:

- 7.3 The publication of a pay policy statement increases transparency over pay and promotes fairness.

Sustainability Implications:

- 7.4 None

Any Other Significant Implications:

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

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix 1 Other Significant Implications
2. Appendix 2 Pay Policy Statement 2014/15

Documents in Members' Rooms

None

Background Documents

1. The Localism Act 2011
2. Openness and accountability in local pay: Guidance under section 40 of the Localism Act
3. Openness and accountability in local pay: Guidance under section 40 of the Localism Act Supplementary Guidance February 2013
4. Code of Recommended Practice for Local Authorities on Data Transparency
5. Hutton Review of Fair Pay in the Public Sector 2011

Other Significant Implications:

Crime & Disorder Implications:

- 1.1 None

Risk and Opportunity Management Implications:

- 1.2 The provision of this pay policy statement provides greater transparency to enable the public to understand and challenge local decisions of pay and reward of the council's workforce.

Public Health Implications:

- 1.3 None

Corporate / Citywide Implications:

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

Brighton & Hove City Council Pay Policy Statement 2014/15

1 Aim

Brighton & Hove City Council wants to ensure that the City and its residents receive high quality services and excellent value for money. In the context of managing scarce resources, pay levels need to be set at a level that will enable the council to attract and retain high calibre individuals without being overly generous or imprudent with public funds.

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

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

Whilst recognising the market rates for pay, the council seeks to ensure that pay policies are based on fairness and equality and allow the workforce to live healthy and happy lives. The council has introduced the national 'Living Wage' and is working to reduce the pay gap between the highest and the lowest paid. The pay multiple between the Chief Executive and the median earnings of the rest of the workforce will be published annually on the council's website.

2 Scope

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

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

3 Definitions

Brighton & Hove City Council defines its lowest paid employees as those who are paid on the lowest spinal column point of our [grading structure](#). This is the national 'Living Wage' and is applied to casual workers as well as employees. A full time post is based on a 37 hour week. Chief Officers are defined as those who report directly to the Chief Executive. In Brighton & Hove these are currently the members of the Executive Leadership Team. Those who report to the Executive Leadership Team, for the purpose of this policy statement, are also defined as Chief Officers.

Senior Structure

For the purposes of this pay policy statement the Executive Leadership Team comprises the following posts; Chief Executive, Executive Director of Children's Services (DCS), Executive Director of Adult Social Services (DASS), Executive Director of Environment, Development & Housing, Executive Director Finance and Resources, Head of Law and Monitoring Officer, Assistant Chief Executive and Director of Public Health.

The Corporate Management Team comprises members of the Executive Leadership Team and those Heads of Service appointed on JNC conditions of service ([Link to structure chart](#))

National Pay and Conditions

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

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

The Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) covers the pay and conditions for Chief Officers.

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

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

4 Governance

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

The relevant sub-committee, committee or the Chief Executive makes the appointment of staff in accordance with the Officer Employment Procedure Rules. "The Council's Appointments and Remuneration Panel is responsible for advising on the remuneration applicable to;

- a) the permanent appointment of Executive Directors,
- b) any proposal to offer a permanent appointment with a salary package of £100,000 or more.

The Appointments and Remuneration Panel may also be consulted for its views in connection with the statement of pay policy. ([Link to Constitution](#)). The policy in respect of the remuneration of interims and consultants is set out under paragraph 17 below.

5 Grading Structure

The council uses a recognised, analytical job evaluation scheme to ensure that there is an objective process for determining the relative size of jobs and thus allocating jobs to the appropriate grade. This is used for all posts, apart from those of the Chief Executive and Executive Directors and staff employed on Soulbury and Youth Worker conditions of service. Our current pay and grading structure was implemented during 2010.

6 Progression

All posts, apart from that of the Chief Executive and the Executive Directors are employed on grades containing spinal column points. Employees progress through their grade each year, rising by one incremental point, until reaching the maximum point of the grade. Pay awards for NJC and JNC staff are negotiated nationally. ([NJC and JNC grades](#)) Where a member of staff is the subject of formal disciplinary and capability processes, increments may be withheld.

Employees may be accelerated up the pay grade by a maximum of two spinal column points to recognise exceptional performance. Link to [Additional Payments Policy](#).

7 Remuneration on Appointment

Staff are usually appointed on the minimum spinal column point of the grade. However, where there are difficulties recruiting to a post or where an individual can demonstrate significant valuable previous experience, appointment may be agreed at a higher spinal column point within the grade.

The Council's Appointments and Remuneration Panel is responsible for advising the Chief Executive on the appropriate starting salary for any new permanent Executive Director appointments.

8 Chief Executive

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

The Chief Executive is entitled to receive a fee as set by the Ministry of Justice for acting as the local returning officer for elections. ([Link to actual earnings and earnings forecast for 2012/13](#))

The Chief Executive will be reimbursed the cost of one professional association fee in addition to the membership fee of one local authority association relevant to the duties and responsibilities inherent in the role.

9 Executive Directors

The pay and grading of Executive Directors is determined by the requirements of the role and by reference to the labour market for roles of a similar size and complexity. They are on a single fixed salary point. Nationally negotiated cost of living awards are applied.

Executive Directors are entitled to be reimbursed the cost of one professional association fee in addition to the membership fee of one local authority association relevant to the duties and responsibilities inherent their role. ([Link to actual earnings and earnings forecast for 2013/14](#))

10 Corporate Management Team (excluding Executive Directors)

As part of the change to the Council's senior management structure in 2010, the Council commissioned the 'Local Government Employers' to undertake a review of the pay structure. This was to enable the council to attract and retain suitably skilled staff. The new pay structure for these posts places the jobs at or just below the mid-market level when the salaries are compared to those paid by other similar local authorities for jobs of a similar size and complexity.

11 Additional Payments

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

12 Market Supplements

The Council may pay a market supplement where there are proven shortages of individuals with particular skills and experience.

13 Travel and Expenses

Where authorised to do so, employees are entitled to be reimbursed for mileage they incur whilst discharging their official duties. The rate of [reimbursement](#) will depend on the engine size of a car, other rates are applicable where motorbikes and bicycles are used for this purpose. Employees who have to use public transport to travel for their role are entitled to reclaim the costs of the transport under the council's expenses policies.

14 Working Pattern Allowances

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

15 Annual Leave

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

16 Pension Scheme

Membership of the Local Government Pension Scheme is subject to the rules of the scheme and contribution rates are set by legislation ([Link to Rates on ESCC website](#)). Where individuals are already in receipt of a local government pension they are subject to the rules on abatement of pension within the scheme.

17 Redundancy, Retirement and other Compensation Payments

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

In exceptional circumstances the council will agree to settle a claim or potential dispute upon the termination of employment by way of a compensation payment. This is agreed by the an officer panel comprised of the Head of Human Resources, the Monitoring Officer and the Executive Director Finance and Resources (or their delegates). In the case of Chief Officers or in cases where the proposed payment is £100,000 or more this will be referred to the Appointments and Remuneration Panel for consideration and recommendation to the Chief Executive. The District Auditor is also consulted about any potential offers to Chief Officers.

18 Remuneration of Staff – Contract for Services

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

19 Remuneration of Staff – Publication of Information

The council publishes details of [staff earnings](#) in accordance with legal requirements on transparency. Further information is contained in the [Annual Report and Accounts](#) in accordance with the Audit of Accounts legislation.

Subject:	Annual Investment Strategy 2014/15		
Date of Meeting:	27th March 2014 20 th March 2014 – Policy & Resources Committee		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	Mark Ireland	Tel: 29-1240
	Email:	mark.ireland@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Local Government Act 2003 introduced a prudential capital finance system whereby levels of borrowing and investments are decided locally by each council.
- 1.2 Guidance issued under the Act requires a local authority to approve an Annual Investment Strategy (AIS) which gives priority to security and liquidity and requires the council to set out its policy on:
- determining the credit-worthiness of its investment counterparties and the frequency at which such determinations are monitored;
 - holding investment instruments other than deposits held in financial institutions or government bodies;
 - determining the maximum periods for which funds may be invested;
 - the minimum level of investments to be held at any one time.
- 1.3 The purpose of this report is to seek Policy & Resources approval to the Annual Investment Strategy 2014/15 and to recommend the Strategy to full Council for adoption at its meeting on 27 March 2014.

2. RECOMMENDATIONS:

- 2.1 That Policy & Resources Committee recommend to full Council the Annual Investment Strategy for 2014/15 as set out in Appendix 1 to this report.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Annual Investment Strategy (AIS) for 2014/15 is set out in Appendix 1 to this report and covers investments made by the in-house treasury team and the council's external cash manager. The council uses a cash manager to take advantage of investment opportunities in specialist markets not covered by the in-house team, such as government stock. The AIS gives priority to security and liquidity.

- 3.2 Security is achieved by:
- selecting only those institutions that meet stringent credit rating criteria or, in the case of non-rated UK building societies, have a substantial asset base, and
 - having limits on the amount invested with any one institution.
- 3.3 The council uses independent credit rating agencies to assess the creditworthiness of investment counterparties. The AIS 2014/15 continues with the policy of assessing creditworthiness by applying the lowest rating issued by the three main rating agencies – Fitch, Moody’s and Standard & Poor’s. In the majority of cases the ratings issued by the three agencies are aligned but this is not always the case.
- 3.4 Rating criteria is only one factor taken into account in determining investment counterparties. Other factors, such as articles in the financial press, will continue to be monitored and action will be taken where it is felt the risk attached to a particular counterparty has or is likely to worsen. Action will include the temporary suspension of a counterparty in appropriate circumstances.
- 3.5 Liquidity is achieved by limiting the maximum period for investment and matching investment periods to cash flow requirements.
- 3.6 The AIS for 2013/14 was amended at full Council on 12th December 2013 to increase our limits with the highest rated UK institutions and to include a few highly rated non-UK Banks to our approved counterparty list. There are no further revisions proposed to that strategy.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 This report confirms there are no changes to the Annual Investment Strategy approved by full Council in December 2013. The AIS continues with the strong emphasis on risk management and liquidity, two cornerstones to the draft guidance issued by the Secretary of State and the impact these have on investment performance.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council’s external treasury advisors have been consulted in the drafting of this report.

6. CONCLUSION

- 6.1 The 2010 investment guidance requires that local authorities produce an investment strategy to be approved and amended by full council. This report fulfils this requirement.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications arising from the AIS have been included in the Financing Costs budget for 2014/15.

Finance Officer Consulted: Mark Ireland

Date: 17/02/14

Legal Implications:

- 7.2 The legal framework for the council's Annual Investment Strategy is Part 1, chapter 1, of the Local Government Act 2003, and associated statutory guidance.

It is a legal requirement for the Annual Investment Strategy to be approved by full Council. It is the role of Policy & Resources Committee to formulate the Strategy prior to consideration by full Council.

Lawyer Consulted: Oliver Dixon

Date: 04/03/14

Equalities Implications:

- 7.3 No equalities impact assessment is required for this report.

Sustainability Implications:

- 7.4 The council's ethical investment statement requests that institutions apply council deposits in a socially responsible manner. Ethical options were considered in the report to 12th July 2012 Policy & Resources Committee.

Any Other Significant Implications:

Risk & Opportunity Management implications:

- 7.5 The investment guidance issued under the 2003 Act requires the council to assess credit worthiness by reference to an independent rating agency. The AIS 2014/15 will use the ratings assigned by Fitch, Moody's and Standard & Poor's.
- 7.6 The ratings provide an opinion on the relative ability of an institution to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The council uses credit ratings as an indication of the likelihood of receiving its' money back in accordance with the terms of the investment. Other sources of information are also used to supplement that provided by the rating agencies.
- 7.7 The minimum ratings set out in the AIS have the following meaning:

	<u>Generic criteria</u>	<u>Fitch</u>	<u>Moody's</u>	<u>Standard & Poor's</u>
<u>For investment up to 1 year</u>				
Short-term	Good capacity for timely payment of financial commitments. Where the credit risk is particularly good, a "+" is added to the assigned rating by Fitch and S&P	F2	P-2	A-2

	<u>Generic criteria</u>	<u>Fitch</u>	<u>Moody's</u>	<u>Standard & Poor's</u>
<u>For investment in excess of 1 year</u>				
Long-term	Strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	BBB	Baa	BBB

- 7.8 Investment risk is managed by selecting only institutions that meet the council's stringent credit rating criteria. Liquidity risk is managed by applying maximum investment periods to institutions.

Corporate / Citywide Implications:

- 7.9 Investment income is a resource used by the council to fund revenue expenditure. The AIS will help to minimise capital risk whilst optimising investment returns over both the short and longer term.

SUPPORTING DOCUMENTATION

Appendices:

1. Annual Investment Strategy 2014/15 including the counterparty list in schedule 1.

Documents in Members' Rooms

None

Background Documents

1. Guidance issued by the secretary of State under Section 15(1)(a) of the Local Government Act 2003 effective from 1st April 2010
2. The Prudential Code for Capital Finance in Local Authorities published by CIPFA – fully revised third edition 2011

BRIGHTON & HOVE CITY
COUNCIL

ANNUAL INVESTMENT
STRATEGY
2014/15

The Annual Investment Strategy 2014/15 is subject to approval by Policy & Resources on 20 March 2014 and full Council on 27 March 2014

Brighton & Hove City Council
Annual Investment Strategy 2014/15

This Strategy complies with guidance issued by the Secretary of State on investments and sets out the council's policy on investment criteria and counterparties. It should be noted that the minimum criteria set out in this document is only one factor taken into account for the investment of council funds. Other factors, such as Government guarantees and support and information available from the financial press and similar publications will also be taken into account when determining investment decisions. Counterparties that satisfy the minimum criteria are not automatically included on the council's approved investment list.

1 Criteria to be used for creating / managing approved counterparty lists / limits

Each counterparty included on the Council's approved lending list must meet the criteria set out below. Without the prior approval of the Council, no investment will be made in an instrument that falls outside the list below.

1.1 Capital security

Table 1 sets out the minimum capital security requirements for an investment to be made.

<u>Table 1 – Minimum capital security requirements</u>	
Banks/building societies with a credit rating	the institution must have a minimum short term rating of good credit quality
Building societies that do not satisfy the minimum rating criteria above	the society must have an asset base in excess of £5 billion
Money market funds / CCLA Public Sector Deposit Fund	the rating of the fund meets the minimum requirement of triple A ('AAA' / Aaa)
Debt Management Account Deposit Facility	the deposit is made in accordance with the rules and regulations relating to such investment as issued by the Debt Management Office from time to time

1.2 Maximum permitted investment by sector

Table 2 sets out the maximum permitted investment for each sector.

<u>Table 2 – Maximum permitted investment by sector</u>	
<u>Sector</u>	<u>%age of total investment portfolio at the time the investment made</u>
Banking sector	100%
Building society sector	75%
Local authority sector	100%
Money market funds / CCLA Public Sector Deposit Fund	100%
Debt Management Account Deposit Facility	50%
Maximum amount invested for	25% (excl funds administered by external

<u>Table 2 – Maximum permitted investment by sector</u>	
<u>Sector</u>	<u>%age of total investment portfolio at the time the investment made</u>
more than 1 year	cash manager)

1.3 Maximum permitted investment by counterparty

1.3.1 General

With the exception of money market funds, CCLA Public Sector Deposit Fund and the Debt Management Account Deposit Facility no one counterparty may have more than 75% of the relevant sector total at the time the investment is made.

1.3.2 Rated counterparties

Table 3 sets out the exposure limits and maximum periods for deposits based on various credit ratings.

<u>Table 3 – Exposure limits and maximum periods per counterparty (with rating)</u>					
	<u>A rating of at least (lowest of Fitch (F) / Moody's (M) / Standard & Poor's (SP))</u>				
Short-term rating	F = F1+ M = P-1 SP = A-1+	F = F1+ M = P-1 SP = A-1+	F = F1+ M = P-1 SP = A-1+	F = F1 M = P-1 SP = A-1	F = F2 M = P-2 SP = A-2
Long-term rating	F = AA+ M = Aa1 SP = AA+	F = AA- M = Aa3 SP = AA-	F = A M = A2 SP = A	F = A M = A2 SP = A	F = BBB M = Baa SP = BBB
Exposure Limit	£20m	£20m	£10m	£10m	£5m
Maximum period – fixed deposits	3 years	2 years	1 year	1 year	6 months
Maximum period – negotiable instruments	5 years	5 years	1 year	1 year	6 months

In addition investment in money market funds and open ended investment companies with a rating of 'triple A' (i.e. AAA / Aaa) is permitted up to a value of £10 million per fund.

The exceptions to table 3 are:

- Financial institutions that have received Government support (i.e. part nationalized banks) are deemed to have the highest rating irrespective of the actual rating assigned to them. The limits on the amount advanced and length of investment will be £25 million and 1 year respectively.

Where there is a significant or sudden deterioration in one or more of the other ratings (e.g. financial strength, support) allocated to a counterparty, the Director of Finance will undertake a review and, where necessary, suspend the counterparty from the council's approved lending list.

1.3.3 Non-rated counterparties

Table 4 sets out the exposure limits and maximum periods for deposits for counterparties that are not rated.

<u>Table 4 – Exposure limits and maximum periods per counterparty / fund</u> (with no rating)		
<u>Counterparty</u>	<u>Exposure Limit</u>	<u>Maximum period</u>
Local authority	£10 million	5 years
Non-rated building society with an asset base in excess of £5bn	£5 million	6 months
Debt Management Account Deposit Facility	Unlimited	6 months

1.3.4 Cash manager

For the purposes of investments made by the council's external cash manager, the criteria in Table 5 will apply:

<u>Table 5 – Exposure limits and maximum periods per counterparty</u> (Cash manager)		
<u>Instrument</u>	<u>Exposure Limit</u>	<u>Maximum period</u>
Government stock	100% of Fund	10 years
Supra-national with minimum long-term rating of 'AA-' / Aa3 / AA-	100% of Fund	10 years
Regulation collective investment schemes	100% of Fund	n/a
Fixed term investments – minimum short-term rating of 'F1 / P-1 / A-1'	10% of Fund or £2.5m whichever is the greater	1 year
Fixed term investments – minimum long-term rating of 'AA- / Aa3 / AA-'	10% of Fund or £2.5m whichever is the greater	5 years

In addition to Table 5 the maximum average duration of the fund managed by the cash manager shall not exceed 4 years. All instruments used by the cash manager with a maturity of 3 months or more shall be negotiable.

1.4 Investment classification (regulatory)

The investment guidance issued by the Secretary of State requires the council to identify investments as either 'specified' or 'non-specified'. Table 6 sets out the requirements for each type.

<u>Table 6 – Investment classification</u>		
<u>Requirement</u>	<u>Specified</u>	<u>Non-specified</u>
Currency	Must be in Sterling	Any currency
Maturity period	Up to 12 months	Over 12 months

Credit worth	Counterparty with high credit rating or UK government or local authority	Other
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All investments made by the council are denominated in Sterling and are made only in counterparties as set out in paragraph 1.3 above.

The maximum amount invested in non-specified investments will be 50% of the total value of investments. The use of non-specified investments is limited to:

- (a) investment in non-rated building societies with an asset base in excess of £5bn, or
- (b) investment for longer than 12 months in counterparties that meet the minimum long-term rating detailed in Tables 3 and 5 above.

2 Approved methodology for changing limits and adding / removing counterparties

A counterparty shall be removed from the Council's list where a change in their credit rating results in a failure to meet the criteria set out above.

A new counterparty may only be added to the list with the written prior approval of the Director of Finance and only where the counterparty meets the minimum criteria set out above.

A counterparty's exposure limit will be reviewed (and changed where necessary) following notification of a change in that counterparty's credit rating or a view expressed by the credit rating agency warrants a change.

A counterparty's exposure limit will also be reviewed where information contained in the financial press or other similar publications indicates a possible worsening in credit worth of a counterparty. The review may lead to the suspension of a counterparty where it is considered appropriate to do so by the Director of Finance.

3 Full individual listings of counterparties and counterparty limits

For 2014/15, with the exception of the list of high quality AA rated Non-UK banks within AAA rated countries specified below, investment by the in-house treasury team will be restricted financial institutions incorporated within the UK and regulated by the Financial Services Authority.

The in-house treasury team are able to invest in the following Non-UK banks:

- Toronto Dominion (Canada)
- Nordea (Finland)
- Commonwealth Bank of Australia
- National Australia Bank

A full list of counterparties in which the Council will invest surplus funds, together with limits and maximum investment periods is contained in Schedule 1 to this AIS.

There is no pre-determined list for investments made by the cash manager but all counterparties must meet the minimum criteria as set out in Table 5 above.

4 Details of credit rating agencies' services

Credit ratings will be based on those issued periodically by the Fitch Ratings Group, Moody's and Standard & Poor's.

5 Permitted types of investment instrument

All investments must be denominated in Sterling.

The in-house treasury team may invest in fixed term and variable term cash deposits, money market funds and open ended investment companies. The in-house treasury team may only invest in negotiable instruments (including Certificates of Deposit and Enhanced Cash Funds) where to do so offers additional value in terms of investment return and appropriate and supporting advice has been sought from the council's external treasury advisors on the suitability of such an investment.

The cash manager may invest in government stock, supranational institutions, regulation collective investment funds and fixed term instruments. All investments with a maturity of 3 months or more shall be negotiable.

6 Investment risk

6.1 Assessment of credit risk

Whilst the AIS relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for the in-house treasury team to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

6.2 Investment risk matrix

The benchmark risk factor for 2014/15 is recommended at 0.05%, the same as 2013/14. This benchmark is a simple target (not limit) to measure investment risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that the in-house treasury team will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported with supporting reasons in the mid year or end of year review.

6.3 Investment advisors

The Council appoints treasury advisors through a regular competitive tendering process. One of the services provided by Capita Asset Services is the provision of updated credit ratings and “watches” issued by the three rating agencies. In addition Capita Asset Services are proactive in providing additional market information as set out in paragraph 6.1 above.

6.4 Investment training

The Council’s advisors have a wide ranging programme of training giving council officers access to seminars and printed material. The council’s in-house treasury team is experienced in dealing with investments but where necessary further training and updates will be provided. Appropriate training will be made available to all Members who are involved in the treasury management decision-making process.

6.5 Investment of money borrowed in advance

The Council has the flexibility to borrow funds in advance of need (i.e. to fund future debt maturities). The Director of Finance may do this where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial over the life of the loan or meet budgetary constraints.

Borrowing in advance will be made within the constraints set out in the treasury management strategy. The risks associated with such borrowing activity will be subject to appraisal in advance and subsequent reporting through the mid-year or end of year reviews.

6.6 Investment liquidity

Liquidity is achieved by limiting the maximum period for investment and by investing to dates where cash flow demands are known or forecast.

7 Ethical investment statement

The Council has approved the following ethical investment statement that will apply to all cash investments made by, or on behalf of, the Council

“Brighton & Hove City Council, in making investments through its treasury management function, fully supports the ethos of socially responsible investments. We will actively seek to communicate this support to those institutions we invest in as well as those we are considering investing in by:

- *encouraging those institutions to adopt and publicise policies on socially responsible investments;*
- *requesting those institutions to apply council deposits in a socially responsible manner.”*

Counterparties shall be advised of the above statement each and every time a deposit is placed with them.

8 Glossary

Long-term – period in excess of 12 months

Negotiable instrument – an investment where the council can receive back the amount invested earlier than originally agreed (subject to conditions)

Non-specified investment – see Table 6 above

Short-term – period up to and including 12 months

Specified investment – see Table 6 above

Supra-national – an organisation that encompasses more than one nation, such as the World Bank

Brighton & Hove City Council

Banks and Other Institutions
Annual Investment Strategy 2014/15
In-house Treasury Team

<u>Counterparty</u>	<u>Specified/ Non- specified¹</u>	<u>Short-term</u> <u>F = Fitch</u> <u>M = Moody's SP =</u> <u>Standard & Poor's</u>			<u>Long-term</u> <u>F = Fitch</u> <u>M = Moody's</u> <u>SP = Standard & Poor's</u>			<u>Max amou nt</u>	<u>Max period – fixed deposits</u>
		F	M	SP	F	M	SP		
Bank of Scotland / Lloyds TSB Bank	Specified	F1	P-1	A-1	A	A2	A	£25m	1 year
Barclays Bank plc	Specified	F1	P-1	A-1	A	A2	A	£10m	1 year
Close Brothers	Specified	F1	P-2		A	A3		£5m	6 months
Clydesdale Bank	Specified	F1	P-2	A-2	A	Baa2	BBB+	£5m	6 months
Crown Agents Bank Ltd	Specified	F2			BBB+			£5m	6 months
HSBC Bank plc	Specified	F1+	P-1	A-1+	AA-	Aa3	AA-	£20m	2 years
National Westminster Bank / Royal Bank of Scotland	Specified	F1	P-2	A-2	A	A3	A-	£25m	1 year
NM Rothschild & Sons	Specified	F2			BBB+			£5m	6 months
Virgin Money plc	Specified	F2		A-2	BBB+		BBB+	£5m	6 months
Santander UK plc	Specified	F1	P-1	A-1	A	A2	A	£10m	1 year
Schroders plc	Specified	F1		A-1	A+		A+	£10m	1 year
Standard Chartered Bank	Specified	F1+	P-1	A-1+	AA-	A1	AA-	£20m	2 years
<u>BUILDING SOCIETIES</u>									
<u>(+)</u>									
Coventry (3)	Specified	F1	P-2		A	A3		£5m	6 months
Leeds (5)	Specified	F2	P-2		A-1	A3		£5m	6 months
Nationwide (1)	Specified	F1	P-1	A-1	A	A2	A	£10m	1 year
Principality (6)	Specified	F2	NP		BBB+	Ba1		£5m	6 months
Skipton (4)	Specified	F3	NP		BBB-	Ba1		£5m	6 months
Yorkshire (2)	Specified	F2	P-2		BBB+	Baa2		£5m	6 months
<u>NON-UK BANKS</u>									
Toronto Dominion (Canada)	Specified	F1+	P-1	A-1+	AA-	Aa1	AA-	£20m	1 year
Nordea bank (Finland)	Specified	F1+	P-1	A-1+	AA-	Aa3	AA-	£20m	1 year
Commonwealth Bank of Australia	Specified	F1+	P-1	A-1+	AA-	Aa2	AA-	£20m	1 year
National Australia Bank Ltd	Specified	F1+	P-1	A-1+	AA-	Aa2	AA-	£20m	1 year
<u>OTHER</u>									
Other Local Authorities (per Authority)	Specified							£10m	5 year
Debt Management Acc Deposit Facility	Specified							Un- limitd.	6 months
Enhanced Cash Funds (Per fund)	Specified							£10m	Liquid

Appendix 1

Money market funds (per fund)	Specified							£10m	Liquid
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(*) Ratings as advised by Capita Asset Services February 2014

(+) UK Building Societies ranking based on Total Asset size – Source: Capita Asset Services February 2014

¹ distinction is a requirement under the investment regulations

Council

27 March 2014

Agenda Item 103

Brighton & Hove City Council

Subject:	Annual Update of the Council's Corporate Plan 2014/15		
Date of Meeting:	27th March 2014 20 th March 2014 – Policy & Resources Committee		
Report of:	Chief Executive		
Contact Officer:	Name:	Carolyn Bristow	Tel: 29-1288
	Email:	Carolyn.bristow@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 In October 2011 Full Council approved the Brighton & Hove City Council Corporate Plan for 2011-2015. The plan describes the council's purpose, ambition and priorities as an organisation, so that everyone can understand what the council does and council employees are clear in their role.
- 1.2 This year's annual update presents a refresh of the full Corporate Plan document to Policy & Resources Committee and to Full Council. This is to account for significant organisational change and national policy change since the plan was first published. In terms of delivering the outcomes in the plan, the emphasis has moved away from the previous 'commitments' and now offers 'key areas of focus', aligned more closely to the budget strategy.

2. RECOMMENDATIONS:

- 2.1 That Policy & Resources Committee approve the Corporate Plan annual update 2014/15, given as Appendix 1, and recommend adoption by Full Council on 27th March 2014.
- 2.2 That the committee note the progress made on the Corporate Plan commitments from the 2013/14 annual update, as summarised in Appendix 2.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The council, overseen by 54 locally elected councillors (each representing a particular area or Ward of the city) expects to spend approximately £778 million in 2014/15. This budget is funded through the local government finance settlement, council tax, business rates, fees and charges and Government grants. In turn it is used to employ 9,400 staff (which includes 4,500 who work in our city's schools), providing 800 services to the city's 273,400 residents, 12,650 businesses and 8.5 million annual visitors.
- 3.2 In October 2011 Full Council approved the Corporate Plan for 2011-2015. The council's constitution requires that Full Council agree and adopt the Corporate

Plan, including any amendments during its lifetime. This is done annually through Policy & Resources Committee and Full Council.

- 3.3 The content for the 2014/15 annual update has been reviewed and refreshed in its entirety. The intention has been to create a more relevant and accessible plan, more closely connected to service delivery. This has been necessary to account for the significant change there has been within the organisation (including the introduction and continued embedding of the purpose, ambition and values) and also at a national policy level.
- 3.4 A new, opening summary section has been created in order to give a clear sense of direction for the organisation, which will be used to communicate the plan internally and externally during the year. This explains the scale of the task ahead for the local authority, to change in light of a growing and diversifying population, with increasingly more complex needs, and reducing public funding levels.
- 3.5 The plan is framed around our purpose, ambition and values with closer links to financial, business and workforce planning. The four priorities set out in the 2014/15 annual update remain the same. These are 'Tackling Inequality', 'Creating a More Sustainable City', 'Engaging People Who Live and Work in the City' and 'Modernising the Council'.
- 3.6 Each of the council's four priorities, contained within the Corporate Plan have an opening page which includes:
- Introduction – giving an overview of the scope of the priority
 - Outcomes – an overview and diagram of the particular outcomes contained in the priority
- 3.7 Further detail is then given under each outcome on:
- Aspiration – a description of where we want to get to
 - Approach – a description of the way we work to meet this outcome and how we will get things done
 - Aims for 2011-2015 – areas of intent that have been included since the start of the plan
 - Key areas of focus – these are specific activities for 2014/15 aligned to the budget and Medium Term Financial Strategy. As such they are not restricted to just one year, as were the previous Commitments.
- 3.8 Greater alignment is given in this 2014/15 annual update to the budget and refreshed Medium Term Financial Strategy. This is to ensure that the activity proposed in our key areas of focus is planned, funded and reflects our spending priorities as well as being aligned to the Corporate Plan priorities.
- 3.9 Increased detail is given in Section 2 of the plan of our service delivery model. This shows our contribution toward meeting the shared priorities in the city's sustainable community strategy, Brighton & Hove – The Connected City. It also serves to remind employees of the 'golden thread', the understanding of how their work, wherever they sit structurally in the organisation, has an impact on the city's priorities.

- 3.10 The various sections of the Corporate Plan document will be hosted as separate webpages within the main council website, building on the existing 'About Your Council' area. This is a departure from the current self-contained Corporate Plan mini-site (which will be archived) to take advantage of recent improvements to the layout and usability of the council's website. A printable, PDF version of the whole plan will still be available to download or on request.
- 3.11 Delivery of the Corporate Plan will be monitored during the course of the year through performance indicators in the latest Organisational Health Report. These are reported every six months to Policy & Resources Committee and annually to Full Council.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The established process is an annual review and update of the Corporate Plan during its cycle, 2011-15. For the reasons described in the report it was considered that a full refresh of the Corporate Plan would be appropriate at this time.
- 4.2 Any changes to the content of the Corporate Plan must be agreed by Policy and Resources Committee and Full Council according to the council's Constitution.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The proposed key areas of focus for 2014/15 have been agreed by the Executive Leadership Team and developed from the annual Budget process reported at Policy & Resources Committee and Full Council in February and March 2014. Content of the existing Corporate Plan has been open for comment since it was published in October 2011.
- 5.2 Changes to this annual update of the plan have been informed by feedback over preceding years, and is aimed to make it more accessible to audiences internal and external to the organisation. The plan is closely aligned with the council's Communications Plan 2014-15 and aims to meet the principals of informing and engaging people set out in Priority 3.

6. CONCLUSION

- 6.1 Committee are asked to approve the 2014/15 annual update of the Corporate Plan to give a clear sense of direction for the organisation for the year ahead. It aims to explain and prepare for the necessary changes in the nature and role of local government and public services more widely. The alignment to budget is important in terms of significant activities but equally important is the expectation of all employees to understand our expected behaviours across the organisation to meet future challenges.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The budget principles applied to the budget strategy for 2014/15, agreed by Council on 05 March, have been designed to support the council's Corporate Plan priorities. The 2014/15 budget strategies are aligned to Corporate Plan priorities. Monitoring progress against performance measures is a key element of the Performance and Risk Management Framework, any financial risks or resource requirements identified as a result will be considered in budget monitoring and in developing the Medium Term Financial Strategy.

Finance Officer Consulted: Anne Silley

Date: 18/02/14

Legal Implications:

- 7.2 Under the council's policy framework, adopting the Corporate Plan is reserved to Full Council. It is standard practice for the Policy & Resources Committee to consider the Plan as drafted and recommend it for adoption. Recommendation 2.1 above refers.

Lawyer Consulted: Oliver Dixon

Date: 18/02/14

Equalities Implications:

- 7.3 Equalities implications are incorporated into the plan, particularly under priority one (Tackling inequality). Evidence of inequality in the city, contained within key sources such as the State of the City Report and Census information has informed development of the plan. The 2014/15 key areas of focus have been closely aligned to financial strategy in the budget, for which Equalities Impact Assessments are undertaken for all service areas.

Sustainability Implications:

- 7.4 Sustainability implications are incorporated into the plan, particularly under priorities two (Creating a more sustainable city) and four (Modernising the council).

Any Other Significant Implications:

Crime and Disorder Implications

- 7.5 Crime and Disorder implications are incorporated into the plan, particularly under priorities one (Tackling inequality) and three (Engaging people who live and work in the city).

Risk and Opportunity Management Implications

- 7.6 Risk and opportunities for the council and the city influenced the priorities in the plan, e.g. the social and economic implications of not taking action to reduce inequality, the opportunities of better involvement of a wider range of people in decisions. The 2014/15 annual update of the Corporate Plan has been closely

aligned to risk and opportunity management through the budget and business planning process.

Public Health Implications

- 7.7 Public Health implications are incorporated into the plan, in particular under priorities one (Tackling inequality) and three (Engaging people who live and work in the city). Evidence on health inequities in the city has informed the plan. This is strengthened by the city's Public Health team now being part of the council's organisational structure and being a stronger part of our understanding of sustainable communities as a council and city.

Corporate / Citywide Implications

- 7.8 The Corporate Plan sets out the priorities for the council and provides the framework for developing financial and business plans, leading to individual work objectives for employees. It also communicates the council's priorities to external partners and highlights how council activity supports the principles and priorities in the city's sustainable community strategy, Brighton & Hove – The Connected City.

SUPPORTING DOCUMENTATION

Appendices:

1. Brighton & Hove City Council Corporate Plan 2011-2015, 2014/15 Annual Update
2. 2013/14 Corporate Plan Commitments End of Year Report
3. Medium Term Financial Strategy (provided as agreed in the budget for reference)

Documents in Members' Rooms

None

Background Documents

None

Brighton & Hove City Council
Corporate Plan 2011 – 2015
Annual Update 2014-15



**Brighton & Hove
City Council**

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Foreword by the leader of the council

I am pleased to introduce a refreshed and re-focussed version of Brighton & Hove City Council's Corporate Plan. We have made significant progress across all areas in the past year.

This revised plan reflects those successes, which include accreditation as a One Planet City, record GCSE results and securing funds to deliver the i360 to help regenerate our ageing seafront. Despite unprecedented financial challenges, our city remains economically buoyant, thanks to a combination of our work, our location, the activity of local businesses and our support for them.

We retain our four priorities, Tackling inequality, Creating a more sustainable city, Engaging people who live and work in the city and Modernising the council, and we've taken the opportunity to explain their impact since this plan was originally launched in 2011.

As we look ahead we must build on these successes which have kept our city thriving and supported those in greatest need. But with the ongoing challenges of cuts to our government funding and growing demand, business as usual simply isn't an option.

We are all committed to doing the best for our city and its citizens despite diminished resources. We need to continue improving housing standards and availability, ensuring children have the best possible start in life, improving public and social health care provision, boosting public protection, and reducing financial exclusion.

We will need to take our partnership working to whole new levels of integration and trust. Council staff, councillors and partners all need to develop a new culture of collective working as we face these challenges. We must use our regional influence and authority through the City Deal scheme to make better links with our neighbours, with whom we share many residents, businesses and visitors.

Key to our future must be making much greater use of digital technology to work together and deliver services. We need to rethink our services in light of what new technologies and partnerships might offer.

It is imperative that the council continues to develop our open, transparent and accessible work. In that spirit I invite you to work with us, talk to us and let us know your feelings about the work we do on your behalf, because our city is nothing without the input of its residents and visitors.

Councillor Jason Kitcat

Introduction by the chief executive

I am very pleased to introduce this latest update of our Corporate Plan, 2011-15. While our four priorities will by now be familiar to many I hope that the work we have done to make this version of the plan look and feel different is noticeable. There is more content in the plan but I hope that it will help you to be clearer about what the council is striving to achieve, whether you work for us or are a citizen who relies on us. We will use the plan to communicate with you better, through our website, through media and through our employees.

As we enter the last financial year in the life cycle of this plan it's clear that the challenges ahead are going to be greater than those we have faced over the past four years. I'm keen that our plan reflects the steps we have taken to be absolutely clear, for ourselves and for citizens, about what kind of council we aspire to be and how we expect everyone within the organisation to perform. This understanding is vital if we are going to work together to emerge as a better, higher performing council.

The financial challenges facing all local authorities are unprecedented. The best councils will recognise that difficult decisions need to be made but will remain committed to providing effective leadership in their area. Brighton & Hove City Council, along with [Brighton & Hove Connected](#), is ambitious in its aspiration for a sustainable future for the city and the wider city region. This Corporate Plan sets out how we will rise to that challenge with a commitment to openness and a strong focus on collaboration and partnership working.

We will position Brighton & Hove alongside the [Key Cities](#) as a driver of economic development in the UK. We will continue to lobby for more local freedoms and flexibility, a better funding deal from central government and greater financial devolution. We will be co-investors in the Greater Brighton city region's economic future, focussing on creating jobs and ensuring that our young people are equipped with the right skills to access those employment opportunities.

We recognise what makes Brighton & Hove special; our seafront, the variety of our cultural offering and a relaxed but vibrant lifestyle. As the only democratically elected body in the city, we are in a unique position to provide civic leadership. But we know that we cannot sustain this on our own. The role played by businesses, our two universities, the community and voluntary sector, by neighbourhoods and by individual citizens will be crucial.

As our population grows, young and old, we need to make sure services are designed to deliver the best outcomes for those most in need. Closer integration between health and social care will be essential, focussing on early help and providing multi disciplinary primary care. We know this is easier said than done, but with the right management and leadership and a clear focus on how we can make a difference, we can support the most vulnerable to have greater independence and choice.

These are testing times for all who work for and with the council. In my view modernising what we do and how we do it is the best way to make sure we can meet our purpose and realise our ambition.

Penny Thompson CBE

Section 1: Summary

A short overview of the Corporate Plan

Each year Brighton & Hove City Council, overseen by 54 locally elected councillors (each representing one of 21 'wards' or areas in the city) spends a total budget of approximately £778 million. This budget is funded through government grants, council tax, business rates, other fees and charges and rents. In turn it is used to employ 9,400 staff (which includes 4,500 who work in our city schools), providing 800 services to the city's 273,400 residents, 12,650 businesses and 8.5 million annual visitors.

The council works year round to ensure that services are provided routinely and consistently. These should be rated highly by citizens, represent value for money and collectively achieve a common purpose; that of looking after the best interests of the city and of citizens. The council must adapt to meet its biggest challenges; the varied and changing needs of a growing, ageing and diversifying population, as well as the scale of reductions in public spending. The need, therefore, is for the council and the city to become increasingly self-sufficient and sustainable.

The Corporate Plan is our way of setting out the council's purpose, ambition, values and priorities, describing how we will work to meet them. We recognise from public feedback that the reputation of the council to deliver services and spend public money wisely can and should improve. Our rationale is always that there is room, or necessity, for improvement. Though the funding situation is very challenging we will use this as a driver for innovation, becoming clearer about what the council is here to do and being more efficient in getting it done.

Meeting our challenges as a partner

Most often we seek to work with others, inside and outside of the organisation, making the best use of wider public, business and community resources and reducing duplication. In other words, sound investment in the city and its people by those agencies who work on its behalf to promote and draw in new investment. The Corporate Plan is therefore not only a plan which governs the organisation but which sets out the council's own contribution to delivering the city's sustainable community strategy, Brighton & Hove – the Connected City.

Given the radical national reforms of local authorities and public services generally, we must strive to create a new model for public services in Brighton & Hove; one which relies on a spirit of connectivity and togetherness. Only by realising that we work better together by breaking down barriers and collaborating between organisations and across sectors, will we deliver Brighton & Hove and also Greater Brighton's unrealised potential.

Meeting our challenges as an organisation

The Corporate Plan describes the way in which the council works, and will work increasingly, to meet its challenges and those of the city. For each of our four priorities the plan gives detail of what we want to achieve – our intended outcomes – and the key areas of focus for us to do this, aligned to the budget setting process.

Our priorities are:

- **Tackling inequality** – a fair city that works together with a shared responsibility for everyone’s health and wellbeing and protects its most vulnerable citizens
- **Creating a more sustainable city** – a world class economy and visitor destination that is a [One Planet City](#)
- **Engaging people who live and work in the city** – a shared understanding of what is important to citizens and actively encouraging people to get involved
- **Modernising the council** – a high performing local authority working toward a new model of self-sufficiency for public services in the city

Meeting our challenges as individuals

Council employees work across seven departments or ‘directorates’, each led by a director or other senior manager. They are by far the council’s greatest resource, a great many of whom not only work for, but live, in the city and surrounding area. With support from the organisation and from their managers, all council officers are expected to give their personal best for our customers, citizens and for the city. To ensure that everyone is able to understand what this means, our employees created and agreed six organisational values. Our values describe the qualities every officer is expected to demonstrate when carrying out their job.

The budget setting process for this and for previous years has required difficult choices. Tough decisions will follow as we have to increasingly prioritise and question what we are able to keep doing, even as the health of the wider economy gathers pace. We commit to keep working democratically to fulfil our purpose, striving to be a high performing council. It is therefore a necessity and a collective responsibility to decide what council and public services for the city will look like over the coming year and the coming decade. Professionals who deliver public services and citizens working together are vital in shaping our future.

Section 2: Our Corporate Plan

How the plan works

The Corporate Plan brings together important information about the council and the city, for those who work for the organisation and those receiving council services. The plan is refreshed and published online annually following agreement by Full Council.

Councils are, by their very nature, large and complex. The Corporate Plan is our way of making sense of what we are here to do and how we go about doing it. It describes our purpose and ambition as well as how we will work with others to achieve it, forging strong partnerships through [Brighton & Hove Connected](#), the city forum where public, business and community representatives agree shared aims and priorities.

The Corporate Plan describes in detail the council's four priorities. These are our intentions and actions in response to changing demand for services, the need to manage the council's budget even more closely and changes in the way that national legislation and Government expects us to work.

One of our priorities, Modernising the council, is about council services and officers making a personal contribution to work toward common goals, finding increasingly better and more cost effective ways of doing things, while securing high quality and accessible services. This is critical in meeting our other priorities – Tackling inequality, Creating a sustainable city and Engaging people who live and work in the city.

Our service delivery model (overleaf) shows how the council, despite our range of services and duties, has a shared sense of purpose and clear priorities which shape the way that all services are delivered. This is so that we can lead the city effectively and succeed in making a difference for citizens.

The Corporate Plan has been designed primarily to be read on the council's website. This enables the plan to be updated easily without the cost and environmental impact of large print runs. If you need a paper copy of the plan please email centralpolicy@brighton-hove.gov.uk or telephone 01273 293944.

If you would like more detailed information about council services and local democracy visit:

Web: www.brighton-hove.gov.uk

Facebook: www.facebook.com/BrightonandHoveCityCouncil

Twitter: @BrightonHoveCC

Figure 1. Brighton & Hove City Council service delivery model

The Brighton & Hove City Council delivery model is our contribution towards meeting the shared priorities in the city’s sustainable community strategy, Brighton & Hove – The Connected City.



Section 3: Our achievements

Examples of how we have met our challenges over the past year

The following list describes examples of significant achievements by the council over the past year. These might be a one off project (sometimes with special funding attached), a service priority or organisational improvement, or a more fundamental change in our responsibilities. The outcome of all of these things should be that we fulfil our purpose and ambition and that the reputation of the council is improved.

- GCSE attainment – further significant improvements in the percentage of pupils achieving 5 A*-C results including English and maths, rising from 56% in 2012 to 62%
- The Level – opening of regenerated city centre open space achieved with a successful bid to the Heritage Lottery Fund
- Living Wage – accreditation for the council as a UK Living Wage Employer and one of the first 100 local employers to sign up to the Brighton & Hove Living Wage campaign
- The Keep – opening by Her Majesty the Queen of a state of the art shared archive facility with East Sussex County Council and the University of Sussex
- City Deal – successful negotiation of an investment agreement with government, including formation of the Greater Brighton Economic Board.
- Key Cities – became part of a group of UK cities who are working to influence government to promote their local economy and local regeneration schemes.
- Lewes Road – £4million investment improving transport infrastructure and cutting congestion
- Sustainability – accreditation as the world's first One Planet City, with a comprehensive action plan for both the council and the city, across ten key principles
- Brighton & Hove – The Connected City – helped to develop the new partnership vision for the city
- Tourist Information – a completely new model of provision across multiple locations in the city
- Pay modernisation – completing a significant review of allowances to address historic inconsistencies across the organisation
- Decent homes – achieved our 100% target to bring all council homes up to national standards of decency, through joint working with our partners Mears and PH Jones
- Extension of free childcare – to 20% of two year olds from September 2014 with over 90% of the target number in place by December 2013
- Withdean sports complex – invested £3 million to improve facilities, including enhanced health and fitness provision, replacement athletics track and new climbing centre
- i360 – funding secured through a loan from the Public Works Loan Board with work to begin in June 2014, the attraction will generate income to invest back into the seafront
- Winter flooding – the joint emergency effort between public services, the community and volunteers in Patcham was an example of collaboration at its best

Section 4: Our city

About the city we are here to serve

The city has a rapidly growing and diversifying population and, within our boundaries, relatively little land to accommodate competing pressure for employment, affordable homes and social needs such as schools. There are significant inequalities in the health and life prospects of our different communities across the city. Compared to our neighbours we are home to a younger population, but we are living longer and are showing more complex health and social care needs across all ages.

We enjoy a rich cultural and architectural heritage, strengthened by visitors from near and far. Major additional investment is needed to protect our assets, particularly the seafront and the Royal Pavilion Estate. The economy has fared well through the recession, but increasing the number of better paid jobs and training opportunities depends in large part on our capacity to sustain and nurture 'higher value' businesses, such as the creative and digital sectors.

Securing investment in our transport system, public space and homes for a growing workforce across the Greater Brighton regional economy is also fundamental to the wellbeing of all our communities. The health and inclusiveness of our local economy has an important bearing on the level of demand for services that the council and other public services are facing.

As a coastal city, extreme weather events and long term climate change have a very important impact on our communities. We have a responsibility to protect our local ecology, recognising the health and leisure opportunities it brings now and for future generations. Protecting and enhancing our natural environment from the South Downs to the sea along with the opportunities of a growing economy is one of our major challenges. If we get it right collectively it will also be the key to the city's future success.

For demographic information about the city please see the Brighton & Hove State of the City [summary report](#).

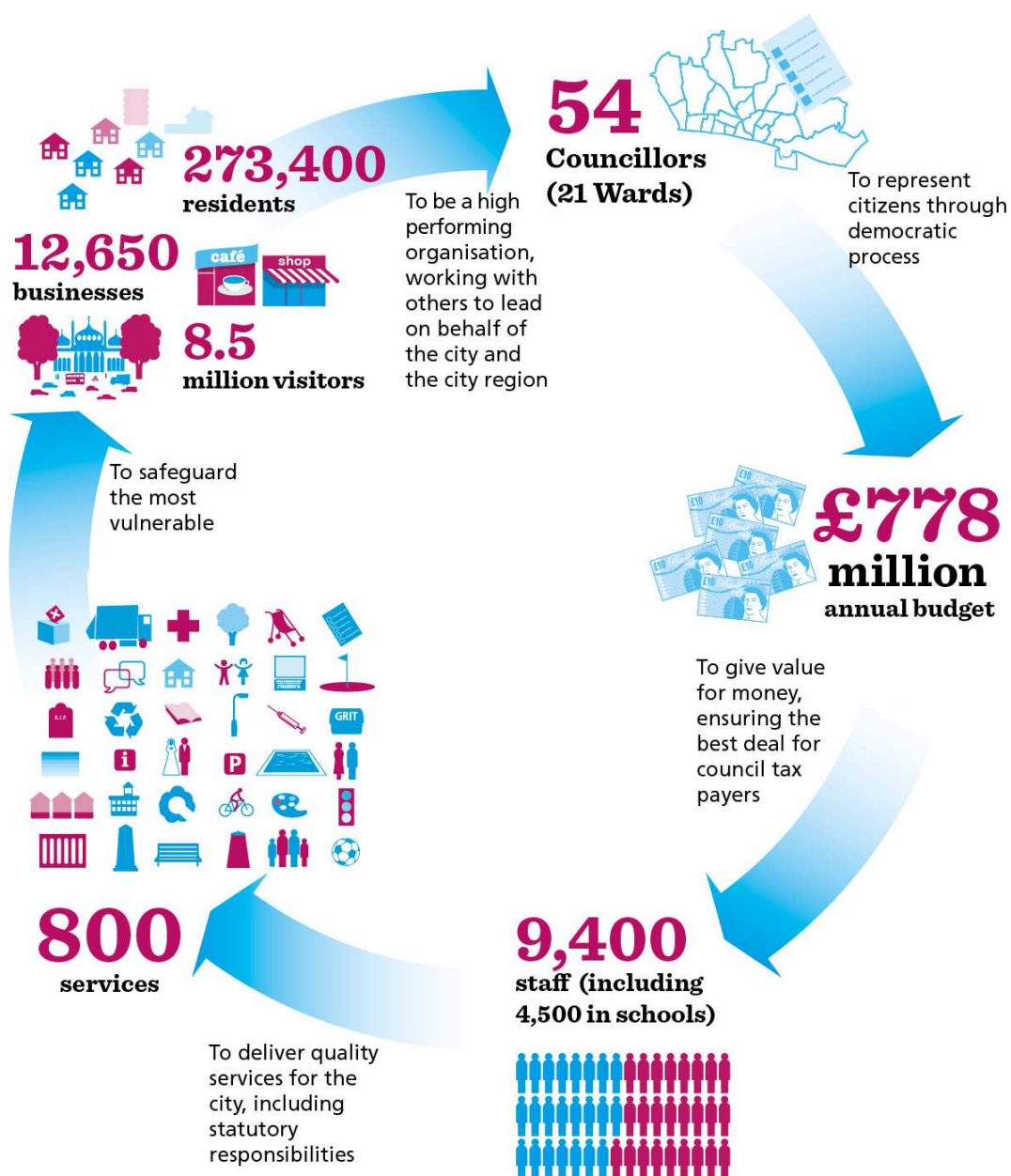
Section 5: Our purpose & ambition

What we are fundamentally here to do and where we are trying to get to in the longer term

Each year Brighton & Hove City Council, overseen by 54 locally elected councillors (each representing one of 21 'wards' or areas in the city) spends a total budget of approximately £778 million. This budget is made up from government grants, council tax, business rates, other fees and charges and rents. In turn it is used to employ 9,400 staff (which includes 4,500 who work in our city schools), providing 800 services to the city's 273,400 residents, 12,650 businesses and 8.5 million annual visitors.

Our [budget video](#) has more detailed information about council spending and services.

Figure 2. Our purpose & ambition



To represent citizens through democratic process

In order to properly represent our citizens, our locally elected councillors take account of community views and concerns when making decisions. This is based on personal understanding of the place and its people, as well as objective results of more formal consultations and other means of democratic representation such as petitions.

It is important that councillors are as representative of their communities as possible. We continue to find ways that support all individuals seeking to become councillors, such as an appropriate allowance system and flexible means of working, while also upholding the process of formal committees and meetings that underpin the council's decision making process.

Brighton & Hove City Council is responsible for all local government operations within the city and is known as a 'unitary' authority. Our scale, in terms of the size of the budget, numbers of staff, services and customers, will continue to change over the coming years in a continuing climate of tough decisions on public spending. Our democratic process underpins the debate and forms consensus about how we prioritise resources.

Our website contains more information about [councillors](#) and [council meetings](#).

To give value for money, ensuring the best deal for council tax payers

The impact of the recession has meant the majority of councils have had to find ways of delivering better for much less. Significant changes have taken place in recent years which have enabled us to reduce costs and to sustain levels and quality of service provision. But further substantial budget reductions are likely and as our overall budget diminishes, we must continue to innovate to increase efficiency but also ask more fundamental questions about the services we provide.

We will continue with our consultative approach to the annual budget and council tax setting process. An open and transparent approach will enable us to demonstrate value for money as we seek to provide high quality services for council tax payers. As traditional government grants reduce we accept the challenge that local areas are best placed to generate their wealth by fostering a strong economy, and so we aim to create an enterprising and productive city with increasingly self-sufficient public services.

To deliver quality services for the city, including statutory responsibilities

The council has a legal duty to provide some services, and permission from government to provide others. Many of our services are very visible and are used routinely by all, for example refuse and recycling collections, highways maintenance, schools and the upkeep of our many parks. Other services, like children's centres, housing and care for older people, will become necessary for many at some point in their lives. Some services will, relatively, only be used by a few but are among the most important things that we do, such as our role as a Corporate Parent to children in our care.

As the council changes shape we will continue to review the ways in which we deliver services. We have for many years met our obligations by delivering services through a

variety of means. We have directly delivered some services and bought, commissioned or delivered others through partners. We will be exploring new and even more innovative ways of delivering services while ensuring the quality of provision and fulfilling our statutory obligations.

To safeguard the most vulnerable

‘Safeguarding’ has a very particular definition for councils. It refers to our duty to protect people’s health, wellbeing and human rights. It demands that we enable people to live free from harm, abuse and neglect, and is particularly pertinent for those who work with children and older or vulnerable people.

In the future, with a growing and changing population, it is likely that more people in the city will be considered vulnerable. We will seek, with partners, to make the collective impact of our services greater. However, with increasing demand and reduced spending we must also be clear on how we define and prioritise support and determine who is most vulnerable. We must also ensure that we meet the significant changes in our role and responsibilities which will be brought about by national reforms to adult social care.

To be a high performing organisation, working with others to lead the city and city region to a more self-sufficient future

We acknowledge that we can only be a high performing organisation with the dedication and professionalism of our employees and partners, and with recognition by citizens that we are succeeding. We are proud of our civic leadership for this creative and tolerant city and commit to securing an even greater future. We seek to build on our social, cultural and economic strengths to create a model of UK society which others follow.

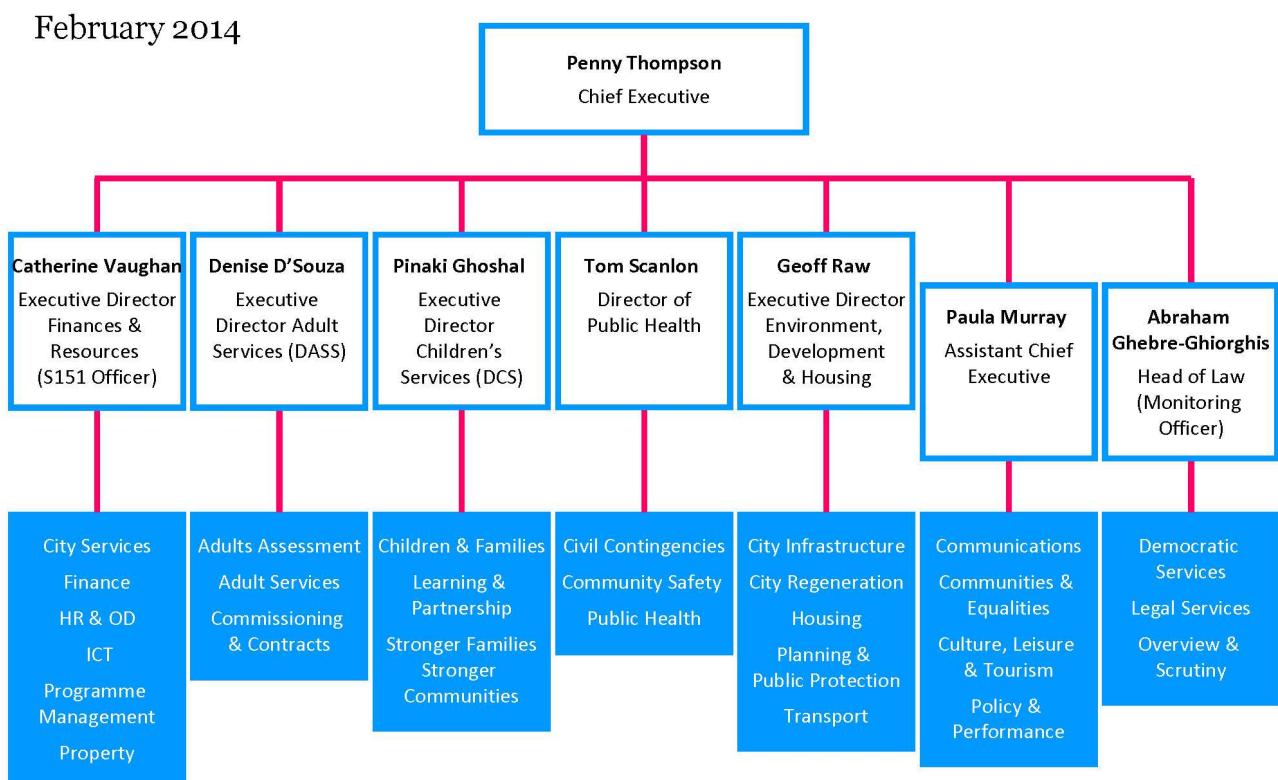
This means we must develop the full potential of the local economy, beyond our city boundaries alone. Our vision of a ‘Greater Brighton’ is to attract public, private and EU investment to create jobs and maximise the business rate base to sustain public services that nurture and protect a skilled population, so that this fantastic and distinctive city competes in the national and global marketplace.

Section 6: Our workforce & Values

Each making a contribution, providing services that meet the needs of the city and are valued by citizens

Staff within the council work across seven directorates each led by a director or other senior manager. This is a way of grouping services together with a sense of common purpose and customer base, in a way that will make sense to those who use services. A large organisation needs an effective organisational and managerial structure, but it is also our clear expectation that colleagues from across the directorates work collaboratively together with a shared understanding and commitment to our overall purpose and shared priorities.

Figure 3: Brighton & Hove City Council organisational structure



The Chief Executive, along with each of the directors, the Assistant Chief Executive and the Head of Law meet weekly to form the Executive Leadership Team, providing joined up leadership to the council. This team is supported regularly by a collective meeting of the next tier of managers from across the directorates known as the Corporate Management Team. From this level, flows service and team meetings, ensuring that colleagues at every level of the council are coming together to discuss shared opportunities to innovate, collaborate and improve services.

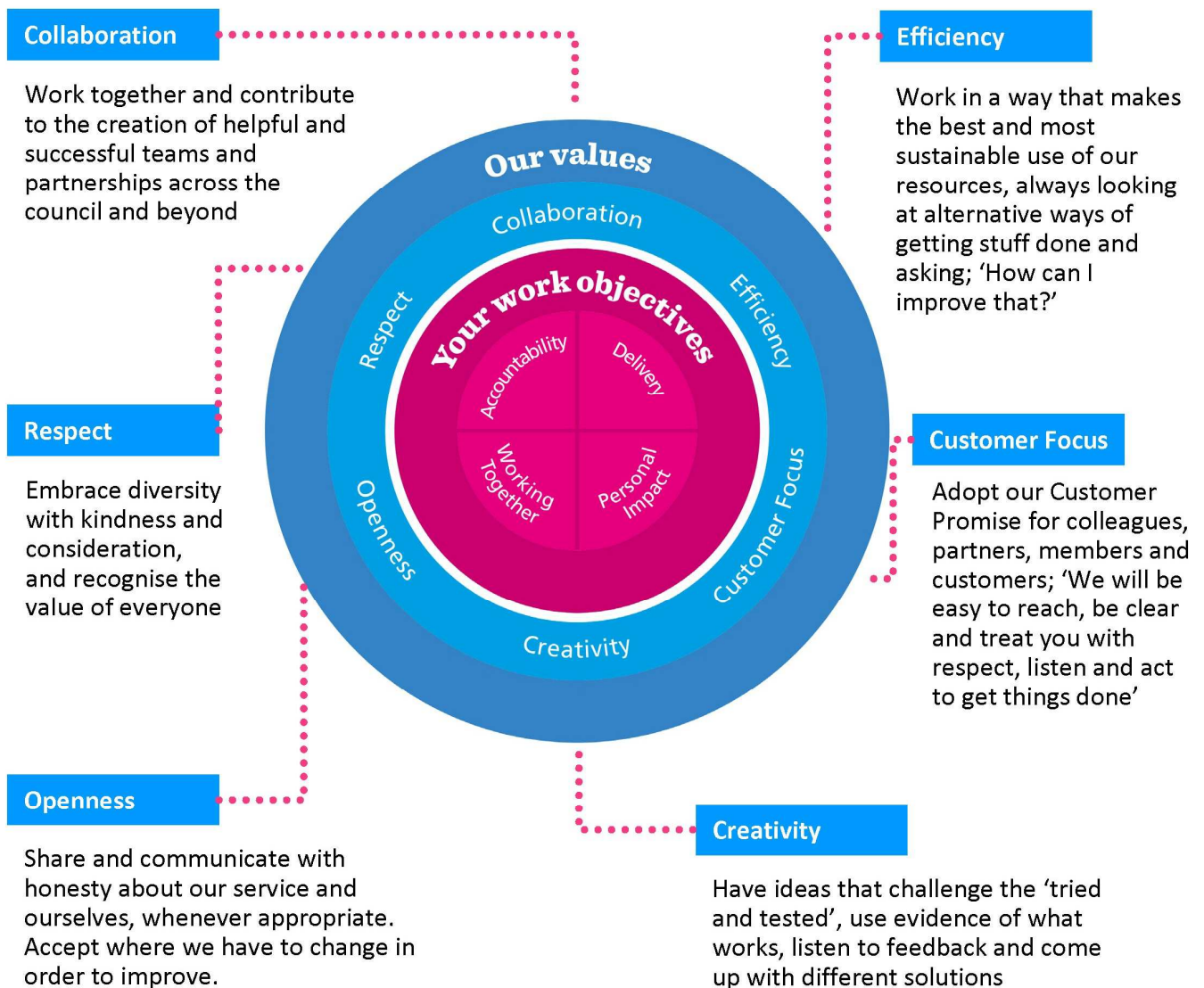
The views and input of our employees are key to providing quality services. We expect managers to engage constructively and frequently with their teams as a whole and with individuals' through one to one supervision and personal development. We conduct a regular survey of all our staff, something we have committed to do annually, so that we keep pace and connection between what is said and what we do as a result.

We invite staff to come together through internal communications and events to make sure we celebrate and share our success, as well as acknowledge challenges, so that we learn and progress. There are constructive informal and formal discussions with the unions who represent their members, as we have seen in the recent negotiations over pay and allowances. We have four staff forums, where individuals come together based on a shared sense of identity, to support each other and to help the organisation to evolve along with the society it serves.

Our values

With support from the organisation and from their managers, all council officers are expected to give their personal best for our customers, citizens and for the city. To ensure that everyone is able to understand what this means, our employees created and agreed six organisational values. Our values (overleaf) describe the qualities every officer is expected to demonstrate when carrying out their job.

Figure 4. Brighton & Hove City Council individual values and responsibilities



Our values shape the way council officers review their own conduct and the performance of others. Each member of staff has a Performance Development Plan which sets out their current work objectives so that they, their manager and the organisation are clear on what they are being asked to achieve and that they have the relevant training and support not only to do this, but also to develop as people and professionals. We believe strongly in a motivated workforce that feels ownership for their individual roles and wider aims of the organisation.

There are four key areas of responsibility used in individual performance development plans, that work objectives are based on:

Our key responsibilities

Accountability: What you are accountable for and/or who you are answerable to?

Delivery: What do you have to do or achieve?

Personal Impact: How does your behaviour impact on others?

Working Together: Who do you need to work with eg colleagues, customers and external partners?

Organisational change

Our values were formally introduced to the organisation in 2013-14 and are now recognised and are being embedded. In order to respond to our increasing financial challenges and ensure we continue to deliver our best for the city and its citizens, the council is embarking on a cultural change and performance improvement programme.

Based on our values, the programme is called Living our values, everyday. This will focus on how the council will achieve its ambition to become a high performing organisation, building on feedback and learning from recent activities such as the People Strategy, Investors in People accreditation and the Staff Survey.

Section 7: Our relationships with others

The importance of city partnerships and a new aspiration for public services

Brighton & Hove benefits from having one of the most established and best managed family of partnerships in the country. The council believes that it is vital to the future of its services, of all public services and the future of the city as a whole that we continue to bolster this reputation.

Brighton & Hove Connected is the name of our local strategic partnership, the main citywide forum, which is made up of representatives of key local partnerships and local bodies. Along with the council it includes the city's two universities, the NHS, Sussex Police, Job Centre Plus, the Environment Agency, the Arts & Creative Industries Commission, the Economic Partnership, Community Works and the Transport Partnership.

Vision of the Brighton & Hove sustainable community strategy

"Brighton & Hove – the Connected City. Creative and dynamic, inclusive and caring. A fantastic place to live, work and visit".

One thing that connects all these bodies and representatives is their passion for Brighton & Hove and for the people who live, work and visit the city. All members of the family of partnerships are acutely aware of the need to make more of diminishing resources. Working in partnership helps to share experience and resources, enables collaboration and addresses matters of cost, producing outcomes that bodies working alone simply could not achieve.

Our Corporate Plan is our contribution and our commitment to connect with the aims of the partnership and with others – organisations, businesses, communities – to achieve this shared vision. The priorities of our Corporate Plan complement the two overarching principles of the [Brighton & Hove Connected](#) sustainable community strategy, Increasing our Equality and Improving our Engagement, as well as its priorities.

This connection must extend beyond organisations and representatives, to the core of the city's need to become increasingly self-sufficient to secure its future health. It needs well thought through and managed relationship between all of its assets and sectors; business and enterprise, public services and democracy, citizens and their skills, culture and society, homes and the built environment, respecting and promoting natural resources.

Section 8: Our spending & business plans

Planning our budget and business objectives, and how we will measure success

Managing our budget

The council must, by law, approve an annual budget, including levels of council tax, and set the council tax base and council tax reduction scheme. In the current climate of reductions in funding for local authorities our strategy for managing the budget must address necessary priorities and pressures in spending for the year ahead, but we must also look beyond the immediate future if we are to protect and develop appropriate services in a considered way. The council's [Medium Term Financial Strategy](#) is produced alongside the budget and the Corporate Plan to ensure that a longer term view is taken that will help to meet our purpose and ambition and address the city's changing needs.

Our [budget video](#) has more detailed information about council spending and services.

Business planning & risk management

All of the council's services and teams are required to produce an annual business plan which demonstrates their contribution toward our purpose and priorities. These plans make appropriate links to the budget, the council's actions in the city's shared Sustainability Action Plan and our equalities work. They also give an appraisal of any risks that may impact on service delivery, for example changes in demand for services or the impacts of adverse weather, and ways to reasonably anticipate and alleviate such threats. The business and risk management plans are used to set individual work objectives through staff performance development plans.

Measuring success

For each of the council's priorities, detailed in the Corporate Plan, we routinely monitor service and organisational performance information so that we know we are meeting our purpose and our priorities. These are contained in and monitored routinely throughout the year in the council's Organisational Health Report.

We will also know if we are making progress through:

- Customer feedback – routine collection, analysis and use of feedback to inform service provision and development
- City Tracker survey – asks residents about their views on the quality of council and other public services in the city
- Our staff survey – annual survey of staff to find out their level of satisfaction with the organisation and ability to do their job

Section 9: Our priorities

Working towards shared outcomes as an organisation, up to 2015

In addition to our long term purpose and ambition, the council has defined four current priorities through the Corporate Plan. These describe our collective aspiration and the difference we want to make and are determined by the need to respond to the most pressing challenges facing the city and the organisation.

Wherever and however people fit into the organisation we want them to feel, and know how, they are contributing to each one of our priorities.

Brighton & Hove City Council Priorities, 2011-15

- **Tackling inequality** – a fair city that works together with a shared responsibility for everyone’s health and wellbeing and protects its most vulnerable citizens
- **Creating a more sustainable city** – a world class economy and visitor destination that is a [One Planet City](#)
- **Engaging people who live and work in the city** – a shared understanding of what is important to citizens and actively encouraging people to get involved
- **Modernising the council** – a high performing local authority working toward a new model of self-sufficiency for public services in the city

As a large and diverse organisation we need to ensure that we can effectively manage our delivery of the Corporate Plan. Therefore each priority is broken down into a number of different outcomes. These describe how services, or groups of services, aspire and work to improve people’s lives, communities and the city as a whole.

Under each outcome is:

- **Our aspiration** – why the outcome is important
- **Our approach** – the way we are working to meet it
- **Our aims** – things we will do over the course of the Corporate Plan
- **Our key areas of focus** – specific actions which relate to current budget and business plans

Priority one – Tackling inequality

Introduction

The council believes that everyone has a right to a good education, a decent home, good healthcare, a job that pays for a decent standard of living, financial resilience and safety in their community. No one should be disadvantaged simply because of gender, race, sexuality, disability or the neighbourhood or family circumstances they are born into. The council's first priority therefore is to tackle inequality and work for a fairer city.

Tackling inequality has been a national and local government priority for several decades. In Brighton & Hove there have been numerous neighbourhood based initiatives making good progress but some city neighbourhoods remain significantly disadvantaged in terms of life chances with high levels of multiple deprivation.

Things have inevitably been compounded by the current economic climate. A complete overhaul of the welfare system continues to take effect which alters the nature and level of financial assistance for some of our most vulnerable individuals and families.

The services which safeguard the most vulnerable in society, children's and adult social care, also account for the largest proportion of the council's spending. The population in the city is growing and needs are becoming more complex, while public spending nationally is decreasing.

Our outcomes for Priority one

- 1.1 [Children and young people have the best start in life](#)
- 1.2 [Vulnerable adults supported to live healthy, independent lives](#)
- 1.3 [Decent, affordable, healthy housing](#)
- 1.4 [Reduce health inequalities and long standing public health issues](#)
- 1.5 [Access to quality employment with wages that pay for a decent standard of living](#)
- 1.6 [Culture and leisure opportunities for all](#)
- 1.7 [Cohesive and safe communities](#)

Figure 5. Tackling inequality



Outcome 1.1: Children and young people have the best start in life

Our aspiration

We want to ensure that all of our children and young people have the best possible start in life, so that they grow up happy, healthy and safe with the opportunity to fulfil their own potential. This means all children and young people in the city have access to high quality education and the right to a nurturing family, learning and social environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens.

Our approach

Universal services such as Early Years provision, support for schools and some youth services, collectively seek to ensure that all children and young people across the city have access to a range of services that help them to grow and mature into active citizens.

Early Help services seek to identify children and families who are struggling and might need support to prevent them requiring complex and costly interventions. They include services such as targeted health visiting support, parenting support programmes, family support and support to reduce the level of school exclusions.

Specialist services provide support and interventions where children have a high level of need. They include services for disabled children and those with Special Educational Needs and statutory social work services that ensure that children are safe.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will focus on raising overall education attainment and narrowing the gap between the lowest and highest performing pupils.
- b) We will support all educational institutions in the city to work more collaboratively to achieve city priorities.
- c) We will continue to support healthy, creative, tolerant and high achieving schools that promote social and environmental responsibility.
- d) We will work with partners, including schools and health services, to meet the needs of children with complex needs and provide an inclusive environment.
- e) We will work with further education providers to ensure a range of choices for young people choosing work-based training and skills development, which help them compete in the local labour market.
- f) We will lead by example by continuing the council's own commitment to apprenticeships.
- g) We will increase our focus on prevention and Early Help and prioritise spending on preventing families from falling into need, helping them to get out and stay out of crisis.
- h) We will work to improve our integrated, multi-agency approach providing holistic, tailored support for families.
- i) We will continue to prioritise the safeguarding of all children and will rigorously monitor and improve safeguarding practice to protect children and young people.

Priority one: Tackling inequality

- j) We will ensure that vulnerable young people have support to make positive life choices especially young people at risk of committing crime and entering the youth justice system.
- k) We will support young offenders into suitable education, training or employment.
- l) We will offer choice in the type of care individuals can choose to receive, offering personalisation to those who want it.
- m) We will offer appropriate support, where desired, to develop and build resilience amongst those who care for children and young people with additional and special needs.
- n) We will work to reduce the number of children requiring high levels of support within the social care system.
- o) We will ensure that those children we have a corporate parenting responsibility for have the highest quality of care and support and the best possible life chances.
- p) We will work closely with providers of adult care to improve our transitional support to young people, ensuring no-one falls through the gap and with housing colleagues to support care leavers to live independently.
- q) We will work with our youth, sport and cultural services and partners across the city to ensure all young people are able to enjoy their leisure time, using it constructively and creatively, such as our Sound City music hub.
- r) We will ensure that we maximise the use and impact of successful community outreach programmes to engage with some of the most vulnerable young people, such as the Sports Development Team's Street Games programme.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Develop an Early Help hub working effectively with a range of evidenced based interventions such as our Stronger Families Stronger Communities programme.
2. Review our services for disabled children and those with special educational needs.
3. Work with partners to develop a Multi-Agency Safeguarding Hub (MASH).
4. Extend free childcare to 40% of two year olds including families with low incomes from September 2014.
5. Further develop a positive relationship with schools and ensure stronger educational standards.
6. Ensure the voice of children and young people is central to the development of service provision.

Outcome 1.2: Vulnerable adults supported to live healthy, independent lives

Our aspiration

We want people to be able to live as they wish, confident of their independence and dignity. All adults who need support should not only feel their needs are met but that they are able and encouraged to make an active contribution to society. Helping people to maintain independence is not only about the care and support available to individuals but also about the homes they live in and the community support around them. To do this we have adopted the World Health Organisation, Age Friendly City approach to ensure that the city is inclusive, accessible and promotes active ageing.

Our approach

Adults services offer personalised care and support plans, and support to carers. Demographic changes in the population, an increasing higher older population (those 85 and over) and young adults with complex needs (mental health, substance misuse and homelessness) means that the amount spent on services is increasing while available budgets are decreasing.

Major changes are happening in the world of adult social care. The Care Bill (which will receive Royal Assent in 2014/15) will update the national legal framework which social care services operate within as well as bringing new responsibilities to the council, including charging arrangements for long term care, information and advice provision, services to carers and safeguarding.

The Better Care Fund (announced in summer 2013) is the platform for integrating community services to promote independence, working with all providers of care and support in the city including the private and community and voluntary sector.

We must make sure that the services we provide offer the best value for money, and look at alternative models of delivery to manage costs. We have to be clear who is considered most vulnerable, who is eligible for support and, where people are not, how they can seek support.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will protect services for vulnerable residents who rely on essential care and support from the council, in particular vulnerable adults, ensuring those with assessed eligible needs have them met in a personalised way.
- b) We will retain the balance between fulfilling our statutory duties and working proactively with partners, communities and individuals to provide personalised packages of care and support that help people maintain healthy independent lives.
- c) We will continue to prioritise prevention and a reabling service, and offer choice in the type of care people can choose to receive, ensuring it meets individual needs.

Priority one: Tackling inequality

- d) We will continue to review our care and support services to ensure equal access for all, recognising that our service users often require a range of support.
- e) We will increase our efforts to ensure that vulnerable adults are safe and work with partners to ensure the public are aware of what constitutes abuse.
- f) We will carefully commission and monitor the quality of provision through contract monitoring and wider care governance arrangements, with a range of partners including the Care Quality Commission.
- g) We will make best use of council housing to help meet the needs of different service users, particularly where an individual or household needs a range of services. This includes making best use of our housing to help support the most vulnerable through schemes such as supported housing.
- h) We will continue to provide practical support to enable individuals to stay in their own homes for as long as possible. This includes ensuring that new homes meet lifetime standards.
- i) We will prioritise our work with communities to develop low-level community support and social capital, linking these with existing neighbourhood networks and activities.
- j) We will continue to recognise the vulnerability of and inequality experienced by many individuals who provide care for other family members, especially young carers.
- k) We will continue our support for community and voluntary sector organisations as service providers, and as advocates and voices for our most vulnerable citizens.
- l) We will seek, with our partners, to ensure the environment is safe and secure, not only people's homes but also the streets, roads, parks and open spaces around them.
- m) We will work with partners to ensure the city has accessible, reliable and affordable transport, that people have access to local services and high quality amenities and that the public realm is inclusive, clean, safe, and clutter-free.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Continue to use our effective reablement and promotion of telecare services to support people to live at home, optimising their capacity to live independently and look at how best to provide community equipment services jointly with the NHS.
2. Develop and begin implementation of a major change programme in relation to the Care Bill 2014. This will ensure the council meets its statutory duties for adult social care and that opportunities are taken through implementation to deliver services that are modern and personalised in their delivery.
3. Work with partners to deliver integrated services that can deliver improved outcomes for local people and more efficient working across the health and care system through the Better Care programme.
4. Develop innovative procurement methods, such as the Commissioning Prospectus approach, to deliver more efficient, quality assured services that support people in their communities.
5. Promote good quality service provision, monitor service quality and take effective action where services are not achieving acceptable standards.
6. Safeguard vulnerable adults from harm, minimising risk to people and the city, through undertaking adult social care statutory functions.

Outcome 1.3: Decent, affordable, healthy housing

Our aspiration

We want people to be able to live in the city but it is becoming increasingly difficult for many individuals and families to do so because of availability and affordability. We will enable more homes to be sustained, renewed and built, that better address the changing nature of households. We will seek to improve housing quality and neighbourhood amenities, ensuring new homes are as affordable as possible within the constraints of public funding and the pressures of market conditions.

Our approach

The council has embarked on a 'New Homes for Neighbourhoods' programme drawing on our own sites and premises. This has identified redevelopment opportunities small and large which, in consultation with local residents, we are delivering using high quality architects and trusted developers. We are in the fortunate financial position and experienced in being able to draw on a variety of capital investment sources to implement viable schemes.

During 2013/14 the council achieved 100% Decent Homes across our stock. We will continue to invest in the effective management and maintenance of the homes we manage. As well as the physical aspects of our homes, we also provide supporting services to ensure that our tenants and leaseholders are able to sustain their rental arrangements and enjoy good neighbourliness.

Our new City Plan, to be formally adopted later this year, provides a robust planning policy framework for residential conversion, renewal and new builds across all tenures. It follows an exhaustive exercise to identify housing development site opportunities. Some of these sites form part of mixed use regeneration initiatives for which we are promoting development, bringing necessary partners and communities together and where possible injecting public investment to unlock schemes. Our planning approach also aims to ensure a balanced supply of accommodation for those with long term residential needs as well as the shorter term requirements of visiting language and local university students.

We continue to work with private landlords and owners to bring empty properties back into residential use. We also aim to use public funding initiatives such as Green Deal to incentivise homeowners and landlords to improve the thermal efficiency of their properties.

Finally, we are developing a more integrated approach to how housing, social care, health and police resources are better used to target more effective service provision and reduce public sector cost pressures over the long term. This includes the provision of extra care housing for elderly households; reviewing our sheltered housing accommodation service; and tackling the accommodation needs of complex vulnerable adults.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will work more creatively with a wider range of partners (Brighton & Hove Seaside Community Homes, housing cooperatives, housing associations and private sector landlords) to help residents find secure, affordable, high quality housing and prevent homelessness.
- b) We will continue our commitment to improve the quality of existing council homes, including the quality of our repair and maintenance service.
- c) We will work with private landlords and the universities to improve standards of properties and establish an ethical lettings agency.
- d) We will help individuals to access affordable finance to install energy efficiency measures, especially people on low incomes.
- e) We will continue to work with partners to help those who find themselves at risk of homelessness.
- f) We will minimise the disruption of homelessness, especially for families and young people, helping them into secure, affordable decent housing as swiftly as possible.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Commence building for our first wave of the New Homes for Neighbourhoods scheme.
2. Deliver the final transfer of improved homes to Brighton & Hove Seaside & Community Homes.
3. Work collaboratively with adult social care, children's services and health teams to reduce long term social care cost pressures, such as securing the Brookmead Extra Care scheme, reviewing the design of our sheltered housing service and recommissioning Supporting People services.
4. Support the implementation of the Sussex Energy Savers Partnership programme to install energy efficiency measures and support vulnerable residents with heating and insulation installations.

Outcome 1.4: Reduce health inequalities and long standing public health issues

Our aspiration

Life expectancy should not be determined by wealth or by postcode, yet in some parts of the city life expectancy can be up to ten years less than in others. Poverty, poor housing, poor diet, air pollution and unemployment are among the causes of health inequality. The major contributors to ill health and premature death (alcohol and drug abuse, smoking and obesity) compound health inequality, particularly in our more deprived areas. We want to reduce the gap, helping people across the city to live healthier lives and to address the rising numbers of young people with complex needs.

Our approach

With the return of Public Health responsibilities to the council there is even more reason for all council services to aspire to contribute to a healthier city and a reduction in inequalities. This will include initiatives on housing, employment, education, culture and leisure, as well as promoting a healthier lifestyle in a range of settings, including the establishment of a Public Health Schools Programme.

We have established an inclusive Health and Wellbeing Board providing strategic leadership for the city and political accountability. We are working closely with NHS colleagues in the emerging Clinical Commissioning Group to tackle these problems together.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will work with partners to focus on supporting people's health and wellbeing (both physical and mental health) as well as creating a healthier environment. This will include promoting the Public Health Schools Programme and reducing bullying; improving thermal quality of new and existing homes; establishing a core network of safe cycle routes in the city; improving public spaces and enforcing firm but fair enforcement of environmental health and licensing standards.
- b) We will increase the impact of partnership working to tackle the causes and symptoms of alcohol abuse, and seek to strike the right balance between recognising the economic value of our night-time economy with the need to protect the health and safety of visitors and residents.
- c) We will undertake a licensing review and maximise any new powers gained through the Localism Bill to manage the availability of alcohol.
- d) We will continue our focus on tackling alcohol-related crime and disorder, and with the NHS, on providing high quality and accessible treatment services.
- e) We will deliver the Health Protection Action Plan to reduce the misuse of substances, and of related crimes and anti-social behaviour, and help individuals access and complete treatment programmes.
- f) We will continue with high profile enforcement of food and health and safety rules, maintaining our excellent record of environmental health improvements.

Key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. We will further develop the Health and Wellbeing Board, integrating it with the work of the NHS with the aim of providing greater strategic direction to health and wellbeing in Brighton & Hove.
2. We will maximise the public health benefits that result from the integration of community safety, civil contingencies and now environmental health and regulatory services within public health by bringing a population perspective to this work.
3. We will redesign the major public health commissioned programmes; alcohol and substance misuse and sexual health services with the aim of having new contracts in place in 2015.
4. We will launch the new Public Health School Programme which will ensure a comprehensive approach to health and wellbeing within schools with initiatives for pupils, staff and parents. This work will be implemented in tandem with the Early Help Strategy and the development plan for School Nurse Services.
5. We will redesign the local NHS Health checks service with a view to providing a targeted service that more effectively tackles health inequalities.

Outcome 1.5: Access to quality employment with wages that pay for a decent standard of living and enable financial resilience

Our aspiration

We want everyone in the city to have the best opportunity to find and sustain work and to aspire to a rewarding career. Working with neighbouring local authorities, local businesses and government agencies, we have developed a bold strategy to position the city for sustainable growth. This capitalises on our relative strengths as a good place to do business and addresses our weakness of low productivity. Supporting local companies to grow and encouraging new businesses to locate here is key to providing better paid jobs.

We aim to tackle financial exclusion and recognise that this can be experienced by everyone at different times in their life. We want everyone to have the opportunity to access services, skills and knowledge that enables them to maintain and improve their financial wellbeing and resilience.

Our approach

Working with our city region partners we have refreshed our Economic Strategy and we are delivering a five year action plan from 2013-18 to generate new better paid jobs by supporting business growth and encouraging inward investment.

The council is relatively 'asset rich' although not all of the land, sites and structures are in good repair or capable alone of generating greater economic growth and well-being. Using borrowing and fund raising powers and the creative use of assets, opportunities will be explored to unlock opportunities and accelerate growth.

To engage with government, we have established the Greater Brighton Economic Board and successfully submitted a City Deal investment bid. This sets out ambitious plans for new business innovation space, collaboration between business and university research and joint investment for the benefit of the city region. The public funding and private sector leverage attached to our City Deal proposals make our ambitious plans deliverable.

We have worked with the Coast to Capital Local Enterprise Partnership to shape their Strategic Economic Plan, EU Structural & Investment Fund Strategy and bid to government for a Growth Deal. Future government spending allocations for economic development, transport and housing will be strongly influenced by these plans and the robustness of our specific projects and proposals.

We cannot deliver economic success on our own and so we continue to strengthen our collaboration with core business sectors including retail, hospitality, tourism, computer digital & IT (CDIT), environmental industries and health sciences. We are committed partners to the City Employment & Skills Group and continue to support apprenticeships and investment in training and employment opportunities for young people.

We will focus on financial resilience through a new Community Banking Partnership and seek to remove barriers to work such as availability of flexible and affordable childcare. We continue to support the Brighton & Hove Living Wage campaign and encourage more

public, private and voluntary sector employers to join in order to reduce inequality of wealth in the city.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will continue to enable business support activity and improve the use of council assets, empty shops and offices, bringing them into use as workspace for small and medium sized businesses.
- b) We will continue to play our role with city partners to sustain and create jobs.
- c) We will focus on existing economic strengths (tourism, retail, culture, digital, media and creative industries) whilst encouraging diversification, for example into the growing environmental products and services sector.
- d) We will work with schools, colleges and businesses to ensure that all school leavers are equipped to enter training, employment or to continue their education at a higher level.
- e) We will continue to work with employers to develop and widen local training and development programmes, ensuring the skills of our workforce match those which are needed for the economy.
- f) We will work with our partners to support individuals into employment who have difficulty getting work, due to poor mental health or lack of skills.
- g) We will increase access to learning for adults as part of our community learning programme.
- h) We will ensure that support for childcare is targeted to the most disadvantaged children.
- i) We will work as a member of the Advice Partnership to take action to promote financial inclusion.
- j) We will help to ensure that households have enough resources to meet basic need adequately and to be able to make choices over a prolonged period to maintain physical and mental wellbeing and participate in community life.
- k) We will support the community and voluntary sector by using and promoting their services, recognising their economic and social value to the city.
- l) We will ensure that vulnerable groups of young people including those who are in care and who are disabled receive the additional support they need to access employment.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Deliver the £1.79 million Brighton City Region business support programme which includes grants to businesses that offer quality job opportunities.
2. Work with the Greater Brighton Economic Board to help unlock funding and development sites leading to new employment space and new jobs, and work with developers and sub-contractors via the Brighton & Hove Local Employment Scheme (BHLES) to ensure that apprenticeships, skills training and jobs are linked to key development sites and contracts.
3. Introduce a family support model for those most affected by the benefit cap.
4. Deliver the new Community Banking Partnership through the community and voluntary sector.

Outcome 1.6: Culture and leisure opportunities for all

Our aspiration

The city already has a national and international reputation as a cultural leader. Our arts, culture and heritage offer, along with a growing reputation for sporting events, is central to the city's economic health. Our intention is to take this to a new level, exporting the city's reputation as a place to visit, live and work to a global market. For residents of all ages access to arts, cultural, sport and leisure activities can change lives, improving skills for employment and life chances, broadening horizons and promoting understanding of ourselves and others. Working in partnership with the community and voluntary sector we will encourage everyone to take part in the cultural and active life of the city.

Our approach

We must work creatively and with urgency to protect our seafront infrastructure and heritage which has been and remains key to the city's success and economy. Similarly we are developing a masterplan to protect and promote the entire Royal Pavilion Estate as a single, world-renowned visitor destination.

A new model of tourist information delivery is making the service an active and integrated part of the experience of the city through advice in multiple locations and volunteering, recapturing our heritage of the 'Promettes'. Our extensive programme of city events and festivals will continue to define and promote the spirit of the city for residents and visitors alike. We work to make these events more sustainable, reducing their environmental impact and increasing their local economic benefit, using ISO 2012 1 as a recognised standard.

We are developing new, state of the art sporting and leisure facilities for residents through our leisure partnerships, such as at Withdean Sports Complex. We will pursue plans to regenerate key sites along the seafront, including Saltdean Lido, King Alfred Leisure Centre and Black Rock, as well as seeking much needed investment in ageing seafront infrastructure and public highways.

Libraries will act as community resources promoting the cultural, sporting and leisure opportunities of the city to residents to improve health and wellbeing. Communities are encouraged to promote and come together to share cultural activities through our diverse and eclectic range of events and festivals.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will use significant regional, national and international events, such as the Rugby World Cup, UEFA Women's International World Cup Qualifier and the Tour of Britain cycle race, to build and promote inspiring programmes of activity that encourage more residents to get involved in culture and sport.
- b) We will continue to support cultural and sporting events and organisations that seek to engage all sections of our community and promote more sustainable, accessible,

Priority one: Tackling inequality

affordable or free activities, such as the huge range of festivals happening across our neighbourhoods.

- c) We will work with providers, transport colleagues, the police and other safety services to ensure events in the city are safe and successful.
- d) We will preserve, promote and seek to enhance our unique heritage sites and buildings, ensuring patronage and appreciation by residents and visitors alike. We want all residents to share in the life of the city.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Secure conference business for the Brighton Centre, with work continuing on the longer term future of a conference centre and large scale entertainment venue for the city.
2. Begin the next phase of joint work between the Brighton Dome and Festival and Royal Pavilion, Arts and Museums to advance the Royal Pavilion Estate Masterplan.
3. Develop potential long term solutions to ageing seafront infrastructure following a scrutiny panel on the issue.
4. Increase participation in sports through improvements to the city's sports facilities, building on the concessionary leisure card scheme and collaborating with Public Health on joint schemes such as the Active for Life outreach programme, Takepart festival of sport and physical activity, Healthwalks and free swimming.
5. Deliver a programme of events over four years to commemorate the centenary of World War I.

Outcome 1.7: Cohesive and safe communities

Our aspiration

Our city has an international reputation as an open, fair and cohesive place and is increasingly safe from crime and disorder. This has not come about by chance, but has been developed through partnership working between the public, private, and community and voluntary sectors. Together we aspire to stamp out discrimination, hate crime, anti-social behaviour, domestic and sexual violence and to protect and improve support for those who are subjected to it as well as change the behaviour of perpetrators.

Our approach

Law and enforcement have an important part to play in pursuing this goal, but equally we must capitalise on the creative and cultural expertise in the city, using new ways of raising awareness, eradicating fear of reporting and tackling prejudice and intolerable behaviour.

The city has established and effective partnerships for delivering community safety. Through our constant drive to deliver a more effective and integrated system we are bringing down crime rates, tackling anti-social behaviour and making the city feel safer. There is always more that can and should be done, including closer collaborative working between criminal justice agencies and service providers, communities and residents.

Our own equalities work as a council sets high standards for the organisation, which have been recognised as excellent through peer local authority review, but also for the city as a whole through our partnerships. We continue to challenge our own practice and will meet even higher standards in future.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will strengthen our already strong equality commitments and ensure full compliance with our Equality Impact Assessment policy. This means our services are provided in an accessible and responsive way to our diverse communities and that all decision making fully considers the potential impact on all equality groups.
- b) We will continue to prioritise work that helps us to understand the city's communities, and support organisations and communities to appreciate and value the diversity of people's backgrounds.
- c) We will support and promote stronger, more positive relationships between and within different communities using our community buildings, such as our libraries.
- d) We will continue to play a strong active role in the city's Community Safety Partnership, supporting the delivery of the Safe in the City Strategy.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Agree crime reduction and safety priorities with the Police & Crime Commissioner (PCC) which will secure PCC investment in those interventions which are of the highest priority for Brighton & Hove.
2. Identify early opportunities for joint commissioning with East and West Sussex including new commissioning arrangements for Victim and Witness and Restorative Justice services, which will lead to reduced costs and efficiency savings.
3. Continue to build the resilience of communities and families to crime and disorder while working with the Communities & Equalities team to eliminate duplication, reducing costs of commissioned neighbourhood services.
4. Facilitate the creation of new partnership arrangements with new probation services providers to ensure that re-offending rates continue to reduce, including by those most prolific and at risk.

Priority two – Creating a more sustainable city

Introduction

The council has a critical role in modernising and maintaining the environmental infrastructure of the city. Alongside energy, water, sewerage, telecommunication and broadband providers, the council provides a host of vital infrastructure services. These include roads, footways, bridges, retaining walls, seafront structures, street lighting, surface water drainage, refuse and recycling collection and disposal. When the resilience of the city's infrastructure fails, not only does the council risk incurring financial liability, but many aspects of the city's economic and social life are no longer sustainable and quickly grind to a halt.

Nestled between the South Downs and the sea and the development constraints of historic buildings and neighbourhoods, redevelopment opportunities are few. Optimising the efficiency of the city's infrastructure and its use of land is key to economic success and environmental sustainability. For some time the council has been working successfully with partners to improve sustainable transport. The city has also attracted significant (if incomplete) investment from broadband infrastructure companies and this has helped to boost its digital economy reputation.

A more efficient city infrastructure can also feed through to a less expensive city to live and work in. Energy efficiency measures in homes, for example, reduces fuel bills and, where practical, travel by train, bus, cycle and foot is cheaper than by car. Measures to reduce non-renewable energy and pollution can also have an important impact on quality of life and contribute to reducing carbon and other emissions affecting climate change.

The city, more than many, enjoys a strong relationship with its immediate natural environment of the South Downs and the sea. In addition to the city's Downland Estate, this has become particularly significant with the formation of the South Downs National Park and the opportunities this presents to residents and visitors as well as our plans for UNESCO [Biosphere Reserve](#) status. The frequency of extreme weather events – surface water flooding, drought, storms, tidal surges, cold snaps – and their impact demonstrate the urgency to protect and enhance both our natural and urban environment.

To help pull together the work of council teams, other public agencies and partners in creating a more sustainable city, the council has achieved independent accreditation for Brighton & Hove as the world's first [One Planet City](#) with a comprehensive action plan for both the council and the city, across ten key principles.

Our outcomes for Priority two

- 2.1 [A strong and low carbon economy](#)
- 2.2 [A fair balance between the needs of pedestrians and cyclists, public transport users and motorists](#)
- 2.3 [A low waste city](#)
- 2.4 [A healthier and higher quality built environment](#)
- 2.5 [Protection and enhancement of the city's natural environment](#)

Figure 6. Creating a more sustainable city



Outcome 2.1: A strong and low carbon economy

Our aspiration

The city has fared relatively well during the recession and is now enjoying strong private business growth. Tourism, visitor retailing and conferencing have been important sectors in sustaining the local economy. Whilst they will continue to be strengths, they are relatively 'lower value' sectors in terms of productivity and wages. Reflecting the research expertise of our universities and the attractiveness of the city to graduates, strong growth is emerging in low carbon Creative Digital and Information Technology, and Environmental Business sectors. City Deal and the regional working facilitated by the Greater Brighton Economic Board brings a new opportunity to foster employment growth for those born here as well as those drawn by its employment opportunities.

Our approach

We have completed a refresh of the council's Economic Strategy 2013-18 and a five year action plan towards a low carbon economy – a future where all people in the city can lead fulfilling and healthy lives, working towards using a fair share of the earth's resources. Brighton & Hove is the world's first local authority to sign up to becoming a 'One Planet City' and adopt a sustainability action plan that aims to realise economic success within a commitment to reduce the city's environmental impact.

The formation of the Greater Brighton Economic Board provides a new and stronger platform for working with government departments and the Coast to Capital Local Enterprise Partnership. With our partners and in accordance with the five strategic objectives of the Economic Strategy Action we aim to:

- Enhance Brighton & Hove's distinctive destination and lifestyle offer
- Grow quality jobs and business opportunities in higher value and low carbon sectors
- Better align jobs skills to projected needs and in support of higher value sectors
- Tackle barriers to employment and create employment opportunities for all
- Establish a strong and influential Greater Brighton City Region

Public and private investment brought about through City Deal will provide the momentum for development of new low carbon growth hubs and more, better paid jobs.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will provide public leadership to promote collaboration between key business sectors to generate growth and create new jobs.
- b) We will help forge economic recovery by working with businesses, both major established employers and new start up companies, to help weather the downturn and take advantage of new opportunities as they arise.
- c) We will work to become one of the UK's leading destinations for eco-tourism and sustainable events, reflecting the growing maturity of the city as a tourist destination, ensuring that transport links and options around the city contribute to this status.

Priority two: Creating a more sustainable city

- d) We will continue to capitalise and support the uniqueness of our seafront whilst creating a stronger visitor experience between the city and the South Downs National Park, working to grow and diversify the rural economy.
- e) We will work closely with the business community to focus on developing a low carbon economy, improving the city's environmental performance, reputation and inward investment offer, taking advantage of opportunities for real change such as the proposed Rampion offshore wind farm.
- f) We will seek to capitalise on the growing environmental industries and services sector and focus on supporting and growing the city sectors and clusters that support the UK transition to a low carbon future, including our creative, digital and technological businesses.
- g) We will focus on working more closely with the food industry, including its supply chain, to improve sustainability standards whilst promoting growth.
- h) We will forge stronger links between the council, the two universities, the teaching hospital, and the business sector.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Deliver the Superconnected Cities (ultrafast broadband) project, including the Connection Voucher Scheme and bring forward options for further wireless provision in the city.
2. Deliver the renovation and extension of New England House, enabling it to become a hub for the creative digital sector.
3. Launch the procurement process for a development partner to replace the outdated King Alfred Leisure Centre and redevelop the current King Alfred site, a scheme that will include a significant number of new homes.
4. Work in partnership with the University of Brighton and the Cathedral Group to bring forward exciting new proposals for the redevelopment of the Preston Barracks site and adjacent university land.
5. Subject to a successful bid to UNESCO, develop an economic programme for the Biosphere reserve area.

Outcome 2.2: A fair balance between the needs of pedestrians and cyclists, public transport users and motorists

Our aspiration

We want to ensure that, working with residents, businesses and partners, we minimise the total amount of waste produced, and maximise reuse, recycling and energy recovery of remaining waste. While, education remains important to encourage more people to reduce, reuse or recycle waste we also need to relook at the services we provide to make a significant difference. Domestic waste is only a part of the overall picture and we want to work with the construction industry and businesses to reduce the amount of waste they produce.

Our approach

Through our sustainable transport plans we encourage active travel including walking and cycling as well as public transport to reduce congestion, carbon and improve air quality. We continue to run road safety and training programmes working with neighbouring local authorities, as well as providing improvements to footways, crossings, the public realm and cycling infrastructure.

We prioritise management and maintenance of roughly £1.4 billion of transport assets contained within our public highways, street lighting, traffic signals, structures, coastline, sea defences and seafront structures. Management of traffic through control centre technology, Intelligent Transport Systems (ITS) and civil parking enforcement further reduces congestion to support the movement and commercial activity of residents, businesses and visitors to the city.

We have successfully reduced car and van ownership and journeys to work. We have also achieved significant increases in walking, cycling and public transport journeys through Local Transport Plan schemes and significant additional grants and bids, such as:

- Lewes Road bus & cycle corridor providing sustainable transport access from the city through the academic corridor and providing access to the South Downs National Park
- Seven Dials roundabout safety and public realm improvements to reduce casualties and enhance facilities for pedestrians, cyclists, bus passengers as well as motorists
- Supported bus contracts providing access to public transport for communities and individuals where services wouldn't otherwise be provided
- Better Bus Area grant funding to deliver additional public transport services and infrastructure to improve journey reliability and links to the east of the City
- Old Shoreham Road cycle lane to support increase cycling rates and provide safer access to local schools
- City centre car park refurbishments, including Regency Square, improving the visitor experience and customer safety
- First phase of city wide 20 mph speed limits to reduce the number and severity of collisions and casualties whilst improving the street environment for all users
- Controlled parking schemes and improvements to customer access through rollout of Pay by Phone parking

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will use good practice, nationally and internationally, to encourage more people to be confident and safe when moving about the city, offering sufficient and secure cycle parking.
- b) We will undertake a review of parking schemes in the city to ensure a fair balance between the needs of residents, businesses and visitors.
- c) We will also work to improve the visitor experience of getting in and around the city including, as part of our eco-tourism strategy, getting to and from the South Downs.
- d) We will work with governing bodies to revise travel plans for all our schools to ensure they focus on improving the health of our children, through increased walking and improved air quality. This will also serve to reduce the number of car journeys, reducing congestion in neighbourhoods and the risk of road traffic accidents.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. We will deliver the council's next Local Transport Plan setting out the long term vision and strategy to provide an accessible and resilient transport system.
2. Continue the development and activity through the Local Transport Body to secure further significant major scheme funding via the Coast to Capital Local Enterprise Partnership and Regional Growth Fund for Brighton & Hove including the £8million secured for Valley Gardens proposals.
3. Deliver improvements in walking and cycling facilities through the LTP and schemes including Dyke Road Improvements, The Old Town Improvements, Phase 2 and subsequent 20mph speed limits, cycle parking and cycle training for young people to increase cycling infrastructure and the proportion of people walking and cycling.
4. Develop a new approach to the management of verge and pavement parking.

Outcome 2.3: A low waste city

Our aspiration

We want to ensure that, working with residents, businesses and partners, we minimise the total amount of waste produced, and maximise reuse, recycling and energy recovery of remaining waste. While, education remains important in order to encourage more people to reduce, reuse or recycle waste we also need to relook at the services we provide to make a significant difference. Domestic waste is only a part of the overall picture and we want to work with the construction industry and businesses to reduce the amount of waste they produce.

Our approach

Last year we made major and complex service changes to the collection of domestic waste and recycling. We did this to:

- improve the efficiency of the service and release funds for much needed investment in our vehicle fleet
- minimise financial detriment to our employees from necessary changes to our system of pay and allowances
- improve the service offer to our customers particularly over bank holidays

Looking forward, we face important challenges but also great opportunities. We will continue to focus on the efficiency and reliability of the service. Completing the procurement of new vehicles over the coming year is critical with much of our current fleet coming to the end of its life. We also are employing new equipment to support the productivity of our street cleaning team. As areas of the city change and are redeveloped, we will continue to review our service performance and bring about further change where necessary.

We continue to invest in training our managers and staff, not just in what we do but also in how we work as an integrated team to deliver a quality service to our customers. Nurturing a positive and trusted relationship with our customers is critical, as a poor waste and recycling collection service can be one of the biggest frustrations citizens have with the council. We are planning to engage residents in customer panels, regular neighbourhood feedback and want to inspire our leading staff to be customer care champions.

Improving recycling remains a key focus. Unlike some other cities, we don't collect garden waste and thus our collected recycling tonnages are comparably lower. Aware that the market for recycled materials can be volatile, we are also keen to manage our waste stream responsibly and effectively. Working with private and community and voluntary sector partners, we will continue to improve understanding within our communities of how the city as a whole can reduce domestic waste, its adverse impact on the environment and explore practical and innovative ways of doing so.

Once we have stabilised our domestic waste and recycling collection and disposal service we will continue to develop our business offer. We aim to make it attractive to our neighbours and also to the business sector for whom we would like to offer a commercial waste collection and disposal service where it makes sensible use of our capacity.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will be planning food waste collection and communal recycling trials and community composting schemes. Residents will be involved in designing these schemes to see what works best, is affordable and can be rolled out across the city.
- b) We will investigate the feasibility of providing a commercial collection.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Improve customer satisfaction and engagement with our street cleaning, waste and recycling collection services.
2. Review the effectiveness and efficiency of the service changes we introduced in 2013/14.
3. Review our recycling collection and disposal waste stream strategy.
4. Engage with local communities to develop better ways of helping them to reduce, reuse, recycle and recover value from our domestic waste.
5. Complete key stages of fleet procurement.
6. Complete the business case for providing a commercial waste collection service.

Outcome 2.4: A healthier and higher quality built environment

Our aspiration

The quality of the city's built environment is crucial to the health and wellbeing of individuals, communities and the city's economy. We have iconic architecture, a national park bordering the city to the north and the sea to the south. For our economic vision to succeed we must take pride in the city's appearance. We want to preserve and promote our heritage, promote high quality new development and improve our streets and open spaces. In a crowded city our parks and allotments provide a garden for those who are without their own; a place for leisure, to socialise and to cultivate food.

Our approach

Following extensive consultation we are working with the government planning inspector to finalise our City Plan, the planning blueprint for the city, to create a resilient and sustainable city over the next 20 years, seeking to protect employment space and green space while prioritising areas for new housing to meet our shortage. We developed the New Homes for Neighbourhoods estate regeneration programme to deliver high quality, sustainable new homes on land owned by the council

As the economy recovers we will bring forward the regeneration of key sites, especially those that are owned or have been released by the council specifically for development opportunities (eg Preston Barracks, Circus Street Market, i360, King Alfred, Black Rock, Falmer Released Land) delivering high quality public realm and new facilities for the city.

We maintain and work to enhance the city's public spaces, ensuring they are safe, clean and accessible for all users. This includes many of the city's roads, public spaces and parks and council housing land. We work collaboratively with partners to regenerate important space in the city, for example the widely celebrated restoration of The Level, a vital open space for communities in our city centre.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will continue to work to create a better urban environment, fostering pride in the communities in which we live, and to protect and make the most of all open space in the city, creating a stronger link between the sea and the South Downs.
- b) We will encourage regeneration and new investment in the city through the development of an investment prospectus and creating a City Plan with sustainability at its centre.
- c) We will also set new standards to ensure development is more sustainable, for example, we will be the first council in England to adopt a Planning Advisory Note providing guidance on food growing in new developments.
- d) We will push for high quality, sustainable new buildings and new housing within the city by producing our own guidance on minimum design standards.
- e) We will continue to identify space for new housing on all council owned housing estates within the city. We must plan and use the limited space that we have for effective, efficient and sustainable growth.

Priority two: Creating a more sustainable city

- f) We will work with housing cooperatives and social landlords within the city to find sites for 1000 new homes (by 2015).
- g) We will look at how we use and manage our assets, at underused or empty council owned buildings and land, to create new and affordable workspace.
- h) We will make it easy for businesses and communities alike to see what buildings and land we own and where.
- i) We will explore with businesses and residents how to improve the quality and cleanliness of the public realm, the environmental impact of these services, while reducing costs.
- j) We will continue to improve and enhance the public realm, seeking to balance the needs of different users, and work with community groups across the city to preserve our architectural heritage.
- k) The city is very fortunate to have an extensive estate of urban gardens, parks and squares and we will continue work to ensure they are attractive, inclusive, safe, clean and support wildlife.
- l) The majority of our open spaces have a long heritage and when we seek to improve or adapt them we will always consult with the widest range of users possible to ensure those plans fit different needs.
- m) We will encourage use of allotments through development of our new Allotment Strategy and seek to increase their availability as well as explore new community growing spaces.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Redesign the planning service to increase efficiency and improve customer service, to ensure that as the economy recovers we aid and encourage appropriate, high quality development.
2. Progress new plans to redevelop the Preston Barracks site and adjacent University of Brighton land for a major mixed-use development incorporating high quality public realm, integration with surrounding communities, and improved permeability and links to Moulsecoomb station.
3. Work with our development partners on the Circus Street site to ensure it delivers high quality public realm and accessible public buildings that benefit the whole community.
4. Achieve greater efficiency in the maintenance and upkeep of Parks by reviewing maintenance regimes and working patterns, and strengthening the involvement of volunteers, which will also help to minimise any impact on the existing Green Flag status of some parks.
5. Work with partners Marks Barfield Architects towards achieving a start on site for the Brighton i360 to ensure regeneration of the western seafront can progress as planned.

Outcome 2.5: Protection and enhancement of the city's natural environment

Our aspiration

Brighton & Hove's extraordinarily tight mix of natural and built environments is unique in many ways and must be celebrated. The city owes its foundation and its historic success to the surrounding environment and we must protect and promote it as part of our vision for the future. We want everyone to enjoy and appreciate the British landscape at its best, whether that is visitors who are drawn by the energy of the city or children and young people who are born and grow up in the city but rarely experience the benefits of nature.

Our approach

We will foster a mutual relationship between the urban environment and nature, encouraging people to interact with and conserve natural habitats and wildlife. Our plans for designation as a UNESCO [Biosphere Reserve](#) and our work with schools will help us to instil a culture where children, young people and adults from all neighbourhoods within the city learn about and enjoy the opportunities and the health benefits that our open spaces offer.

The council is a significant owner of open land surrounding the city. We will use our assets, like Stanmer Park, to connect the city with the downs as well as to deliver the Biosphere Reserve. Much of our land is leased and used for farming. We commit to help improve biodiversity on all of the land that we own, tenanted or not, and to manage the impact of human activity on our groundwater resource and on natural habitats and prevent persecution of animals in the wild.

The city's Climate Change Strategy will provide the strategic framework to promote significant reduction in carbon emissions and help us to prepare for the effects of climate change. These have been seen most starkly in recent years with summer droughts contrasted by severe winters, with freezing weather making certain areas of the city impassable and, more recently, localised flooding in communities such as Patcham.

Our position on the coast and the potential for flooding and coastal erosion means that homes, buildings, and infrastructure require protection. Our 12 kilometres of coastline not only make the city an attractive visitor destination but the shingle and extensive system of groynes and sea walls protect our beaches and form an important part of our sea defences. As well as infrastructure we will also work to support further improvement to coastal and marine habitats.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will bid for recognition as a UNESCO Biosphere Reserve.
- b) We will preserve and increase biodiversity using our own assets and land, through our City Downland Estate policy.

Priority two: Creating a more sustainable city

- c) We will maximise the opportunities our city location provides. With only three miles between the sea and the South Downs at the widest point we want to become renowned as an eco-tourism destination.
- d) We will take full advantage of having a new National Park on our doorstep, and work with partners to reclaim the city's two blue flag awards for our beaches.
- e) We will take action with partners to protect the city's water supply, our focus being on preventing pollutants in the groundwater, minimising the loss of clean water at source and reducing water demand.
- f) We will take advantage of the pilot study under way in the catchment area of the Adur and Ouse rivers.
- g) We will continue to use our influence in relation to circus animals and those in captivity, seeking to promote and improve the rights of all creatures.
- h) We will seek to protect the welfare and quality of life of domesticated animals.
- i) We will seek to ensure the most rigorous health and safety standards for livestock and that humane practice is applied.
- j) We will continue to provide advice and support to residents and businesses to prevent circumstances where animals pose a risk to public health.
- k) We will ensure that where we do intervene we do so humanely, with minimum distress caused to animals.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Prepare an updated Open Spaces Strategy to deliver the Biosphere principles in the city and inform the future management of our parks and open spaces.
2. Work in partnership with the South Downs National Park Authority to achieve refurbishment and re-use of the Home Farm complex within the framework of the Stanmer Park masterplan to promote and encourage greater use of the park and provide an enhanced gateway to the National Park.
3. Develop a strong partnership Biosphere Reserve programme and broader governance arrangements, including the One Planet approach to sustainability in the city.
4. Work to further improve education and engagement of residents with their local environment through the Ranger Service, the schools education programme, the Sussex Festival of Nature, the Biosphere Partnership and partnership working with the South Downs National Park Authority.
5. Improve biodiversity in the city through wildflower planting and the creation of Bee Banks as part of the Nature Improvement Area project and delivery of improvements identified in the Local Biodiversity Action Plan.

Priority three – Engaging people who live and work in the city

Introduction

The council aspires to create a city that everyone feels pride in and responsibility for. The council's third priority is to improve engagement with people in the city to ensure council decision making is robust and takes account of local need. We want to encourage more participation in democracy, in community life, in the way we decide the future of our city and how we deliver services. In return we will deliver high quality services, be transparent, report back, make it more straightforward to get involved and modernise what local democracy looks and feels like to the city.

The council recognises that local people have skills, knowledge, views and ideas that help us to achieve our purpose and ambition. Furthermore, it recognises the huge amount of work done by volunteers in the city and aims to support this wherever possible. The city's community, voluntary and faith sector is diverse and vibrant and is uniquely placed to help us engage people, particularly those who are vulnerable and face additional barriers to work with us.

The council is responding to the opportunities presented by the localism agenda set by central government. While the climate to do this is challenging we are responding creatively and with careful consideration of risk. We recognise the positive opportunities and potential this creates to help us ensure that we make good decisions for the city.

The city is also fortunate to have a thriving business sector which has fared well during the recession. We have a significant number of small businesses and creative industries and our culture and arts programmes support much of the tourism industry. Engaging businesses is an important focus for this priority and will help us in our aim to become increasingly self-sufficient as a city.

Our outcomes for Priority three

- 3.1 [A council that is easy to contact and demonstrates that it listens to residents](#)
- 3.2 [Resilient and vibrant community and voluntary sector](#)
- 3.3 [Improved collaboration between the council and communities](#)
- 3.4 [Improved council engagement with businesses](#)
- 3.5 [A more open and transparent council](#)

Figure 7. Engaging people who live and work in the city



Outcome 3.1: A council that is easy to contact and demonstrates that it listens to residents

Our aspiration

To consistently meet and exceed the aspiration described in our [Customer Promise](#):

- We will be easy to reach
- We will be clear and treat you with respect
- We will listen and get things done

People tell us they want services that are built around them and their needs and that improve the city and their quality of life. This means more than just good customer service; we want people to have the opportunity to be a part of our everyday business to ensure we use our resources well and that they are able to influence for positive change in the city.

Our approach

The key to improving council engagement activity is to work to reduce the amount of duplicated consultations we ask our residents to take part in. We know that wherever possible, residents want to have one conversation with all of the city's public sector services. We are working towards a new strategic partnership bringing together representatives from the community and voluntary sector, police, NHS, universities and others to collaborate and improve engagement and equality across the city.

Our services are delivered best when our customers and users tell us what works. We are therefore committed to enabling all of our service users to have their say about their dealings with us. As a local authority with 11,800 council housing tenancies, we are committed to ensuring that we listen to all of our tenants and act on their concerns. Other examples include hearing the voice of children in care through our youth participation team and working with adults with learning difficulties through the Learning Disability Partnership.

We are also working hard to find new ways to talk with people as well as making existing methods easier to use for example by bringing approaches together in our new Customer Service Centres at Hove Town Hall and Bartholomew House. Social media is now commonplace. It is an easy and immediate way to listen to, ask, involve, share and also to campaign. We have responded accordingly, improving how the council can be lobbied through online petitions and introducing Twitter enquiries. We will keep pace and innovate, and in doing so draw on the creative expertise in the city to do this.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will continue to embed our Customer Promise across all parts of the council.
- b) We will continue to use a variety of ways to listen and respond and use mechanisms that customers tell us are easy and accessible, including improving our website and using social media to maximum effect.

Priority three: Engaging people who live and work in the city

- c) We will build on our budget consultation process every year.
- d) We will offer a wider choice in how service users and council tenants communicate with us, going further than the traditional approaches such as meetings.
- e) We will strengthen the role of our libraries as community hubs, as a result of consultation with over 2,300 users, with new IT facilities, toys for children, refreshments and study space.
- f) We will work with our partners to reduce the amount of duplicated consultations that we ask people to respond to.
- g) We will find better ways to report back on how we have responded to our customers so that it is clear how what is said relates to what happens.
- h) We will use our complaints process to ensure we learn from mistakes and make improvements.
- i) We will build on and support the development of Healthwatch Brighton & Hove to give patients a voice in health and adult social care services.
- j) We will use the learning from our neighbourhood governance pilots to continue using social media, pop up events and online forums as a way of talking to more people at times and in places that suit them.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Work with customers to co-produce improvements to our website as part of a continuous cycle to test and respond to feedback when we create new digital online and mobile services.
2. Use customer insight to improve experience across all services, by creating a better quality way to share customer stories, complaints and feedback.
3. Improve our monitoring of how easy it is to access our services so we can understand and respond.
4. Respond to issues raised in the Adult Social Care City Summit by involving citizens and interested parties in an interactive and varied discussion around six key topics.

Outcome 3.2: Resilient and vibrant community and voluntary sector

Our aspiration

Our aspiration is to continue to have a vibrant community and voluntary sector, which is resilient to funding challenges, working with us for the benefit of the city and providing grass roots services. The city is fortunate to have around 1,700 active community and voluntary organisations plus a network of active faith organisations that provide key services, advocate on behalf of service users and promote volunteering in the city. They are sometimes better placed or more trusted than public agencies to provide help, particularly to some of the most vulnerable residents. We want to work even more closely with the Community and voluntary sector through a mutually beneficial partnership arrangement to make sure that the services we support and commission through the sector are efficient, effective and delivered to meet the needs of citizens.

Our approach

The council has a strong relationship with the city's community and voluntary sector and is proud of its long standing investment in its services. In a climate of reducing funds, the council recognises that the sector is also facing unprecedented challenges and together we need to make some difficult decisions about how we respond. Our starting point is a new Third Sector Commissioning Prospectus which sets out our strategic vision for infrastructure, community development and engagement. This is enabling a new three year funding relationship which builds on the good practice to date and nurtures a mature business approach. We will also commit to working with the sector to consider the findings of the latest Taking Account audit of community and voluntary sector organisations in the city.

We will work alongside the newly formed Community Works as the key community and voluntary sector infrastructure organisation in the city and continue to involve the sector in helping to make important decisions such as those concerned with our budget setting. We will support the sector and cultivate opportunities for collaboration across the community and voluntary sector and the council to ensure effective services are delivered to citizens. We will also work with the city's diverse faith sector, recognising its unique role in providing free support, often to those unable to engage and find help elsewhere.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will work in partnership with the community and voluntary sector including community, voluntary and faith sector staff, volunteers and trustees, to ensure resilience and effectiveness through these financially challenging times.
- b) We will continue to support the community and voluntary sector's role in decision making and the review, design and delivery of council and city services through our new strategic funding arrangement.
- c) We will continue to work in partnership with the community and voluntary sector to attract external and charitable investment.

Priority three: Engaging people who live and work in the city

- d) We will use the latest findings of the Taking Account audit of the community and voluntary sector to inform our partnership and funding approaches.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Commission corporate investment in community development, community Engagement and community and voluntary sector infrastructure pooling both the Clinical Commissioning Group (CCG) and council resources.
2. Work collaboratively across council directorates with the commissioners' network and procurement team to develop a coordinated approach to commissioning the community and voluntary sector, which will include all relevant opportunities.
3. Establish a new working relationship with Community Works as the new infrastructure body for the community and voluntary sector in the city.

Outcome 3.3: Improved collaboration between the council and communities

Our aspiration

We want to release the social networks and activism that will make public services more successful and sustainable by working collaboratively with our diverse communities and neighbourhoods. We recognise that individuals and communities have skills, knowledge and resources and we will be better at working with them to maximise our impact. We recognise that people can be part of several different communities at the same time – for example where they live, how they identify or through a shared interest – and we are sensitive to this when carrying out any type of engagement activity. Not only do we want people to feel they can talk to the council and be heard; we want them to be actively involved. We want to build stronger, healthier, more active and productive relationships between the council and the people who live and work in the city.

Our approach

Our Communities and Third Sector Policy, and Community Development Strategy sets out our vision for collaboration. We will foster the ability of people and communities to help themselves and others through our planned commissioning of community development and infrastructure support. In exceptional situations too we will apply the same principles of collaboration, as demonstrated during recent severe winters. The collective response most recently to flooding in Patcham has shown how council services work in the community with citizens to make sure everyone is informed and those most in need receive vital help.

Our Neighbourhood Governance pilots identified a tremendous willingness in communities to work in collaboration with the council, to look at reducing resources and work with public service providers to create new innovative solutions to local needs. The pilots enabled residents, officers, councillors and businesses to work together and look at how to manage the balance between need and available resource in a creative manner. Residents have been able to add to reducing resources by giving their time, skills and innovation and by raising additional funds.

We acknowledge that we struggle to truly reach and engage all sections of the community. Some of our structures and processes are overly complex or formal, public but poorly attended, without the flexibility and responsiveness to allow a conversation with communities on their own terms and we will continue to innovate to change this. Key to more successful collaboration with communities is a more co-ordinated and joined up approach by public bodies collectively through our new partnership approach.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will continue to strengthen our joint work with communities and Sussex Police on neighbourhood policing, environmental improvements and the work of the Local Action Teams.

Priority three: Engaging people who live and work in the city

- b) We will continue to use the opportunities of the localism agenda through neighbourhood planning, asset transfer and community led services.
- c) We will implement the actions in our Communities and Third Sector Policy, and support high quality collaboration between communities, the Community and voluntary sector and the council to improve the design and delivery of public services, maximising the impact of public investment
- d) We will reinvigorate our policy on community asset transfer to ensure we are using council assets to support and encourage community activism, working in partnership with communities to reduce risk and ensure sustainable benefit.
- e) We will collaborate with individuals and communities, including the business community, to work with them to best meet their needs, tackle issues and create a city that we are all equally responsible for and proud to live, work and socialise in.
- f) We will provide more opportunities for co-production and invest in building social value and promoting volunteering.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Develop a programme of activities which transform organisational culture, behaviour, systems and processes around collaboration with communities.
2. Map cost and review existing direct community engagement and participation spending across the council to ensure opportunities for collaboration are maximised.
3. Support the development and implementation of the communities and community and voluntary sector commissioning framework.

Outcome 3.4: Improved council engagement with businesses

Our aspiration

We want to create a better understanding of the dependencies between the public and private sectors to create a more self sufficient and sustainable local economy. Our Greater Brighton City Deal proposals are creating a long term vision for economic growth which will increase business rates to invest in public services that promote skills and productivity. We want to engage businesses effectively, whether addressing our future economic plans or issues that affect local and particularly smaller businesses.

Our approach

We continue to engage with the Economic Partnership, Chamber of Commerce, Federation of Small Businesses and business forums. Working with neighbouring authorities and with the private sector we are pursuing opportunities for co-investment through mechanisms such as the Greater Brighton Economic Board, the LEP Strategic Economic Plan and EU programmes.

We continue to collaborate with businesses to deliver on key strategies such as the City Employment & Skills Plan, the Economic Strategy and the Sustainable Community Strategy. We will work with the community and voluntary sector and businesses in developing opportunities for social enterprise that enables innovation and social value return for citizens.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will increase our focus and quality of engagement with businesses in the current financial climate.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Deliver the Regional Growth Fund Greater Brighton City Region business support programme.
2. Secure EU structural and investment funds in support of business and job growth.
3. Undertake a survey of Greater Brighton businesses and disseminate the findings to inform service priorities and policy interventions.
4. Continue to work with business partners to design and deliver on key strategies such as the City Employment & Skills Plan, the Economic Strategy and the Sustainable Community Strategy.
5. Create a more strategic dialogue between public and private sectors for future city investment through the Greater Brighton Economic Board.

Outcome 3.5: A more open and transparent council

Our aspiration

We want to be a council that is connected to its communities and is open, transparent and influenced by local residents. We will strengthen and bring together both the role of political debate and decision taking with civic discussion and accountability, providing support and building the capacity of citizens and communities to participate.

Our approach

We have reviewed our decision-making structures reinstating the committee system and are implementing new ways of working brought about by the localism agenda including neighbourhood planning and neighbourhood councils.

We will publish reliable, understandable and useful data about council services and about the city. We will listen to residents about the information that they would like to have and prioritise this. We will listen and welcome challenge to our transparency. We will endeavour to make the data as accessible as possible within technical and legal constraints. Recognising there can be a difference between data that people with technical skills (developers) can use and that residents often want, we will ensure that data is signposted on our website. People will then be able to access this through a library if they need support.

We have produced the second State of the City report which provides an easy to digest statistical view of the city, backed by raw data available to the public. We will undertake a short programme of Needs Assessments that engage and work with those communities in the city facing hidden inequality. This work will help us to analyse and target support where it is most needed. Our work with the Black and Minority Ethnic (BME) and transgender community is underway and we are planning to start a similar process with disabled people in 2014.

We are publishing all Freedom of Information Requests and their responses online. We will work to identify patterns of repeat requests that could show a desire for information to be published regularly without needing to be requested. We will continue to grow the amount of open data we publish as well as complying with the new code of practice on data transparency.

Following a review of our information systems we will launch a new Brighton & Hove Local Information Service. This will make it far easier to access information, whether it is used by individuals or organisations, enabling easier understanding and interpretation of local needs and more informed bidding for council grants and services.

National government has reduced some of the performance assessment responsibilities of the external auditors of the council however we remain committed to being locally accountable and therefore will, annually publish an update on the City Performance Plan as well the council's Organisational Health Report.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will make it easier to be involved with the decision-making processes of the council.
- b) We will promote the role of scrutiny and encourage people to participate in scrutiny reviews.
- c) We will use open data formats and licensing for the publication of council information, reports, data and media.
- d) We will ensure that we meet the duties of the Equality Act (2010) and that consideration of the needs of groups protected in law and others are considered throughout all of our work.
- e) We will actively work to strengthen local democracy and improve the quality of democratic conversation in the city.

Our key areas of focus for 2014-15

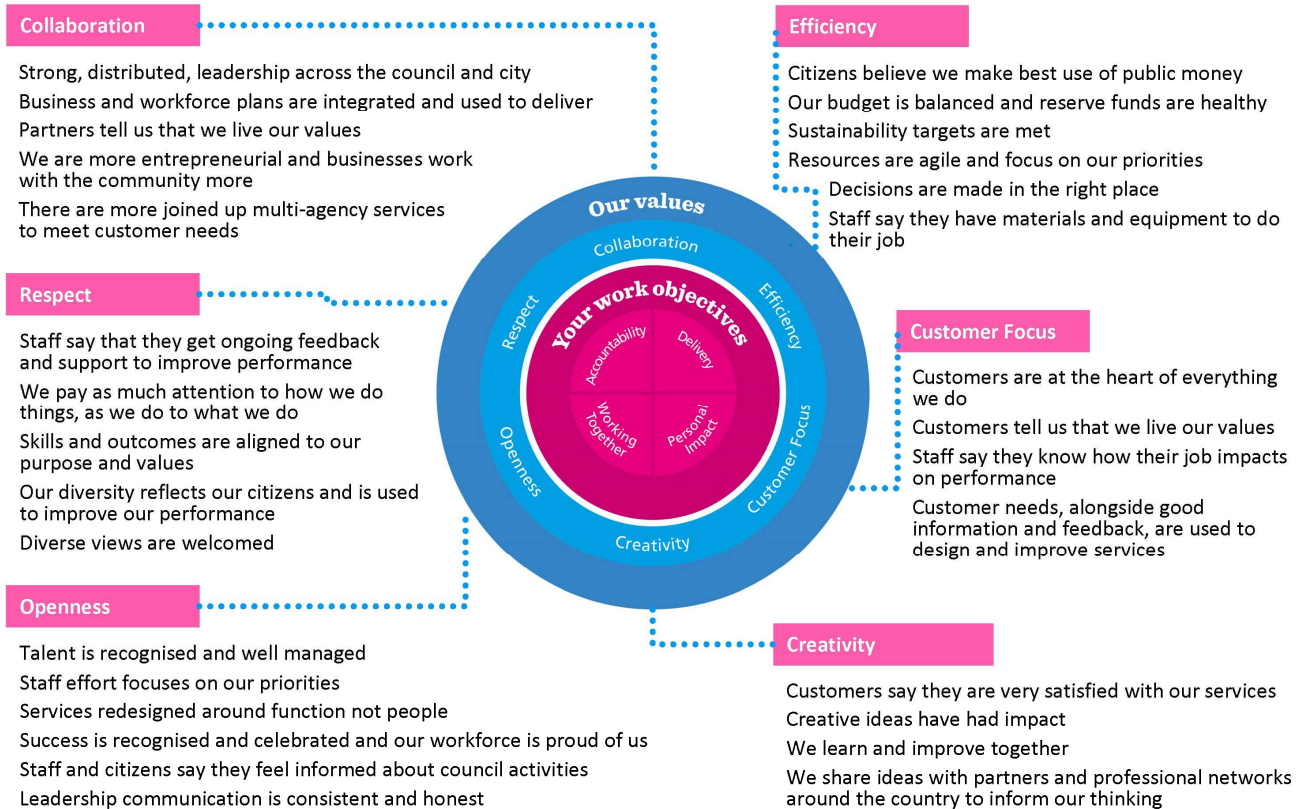
The following are our key areas of focus over the short to medium term:

1. Progress the BME and Transgender Needs Assessment in partnership with local communities and the wider public sector.
2. Begin a Disabled People's Needs Assessment in partnership with local communities and the wider public sector.
3. Grow the amount of open data we publish through our open Freedom of Information site as well as complying with the new code of practice on data transparency.

Priority four – Modernising the council

Introduction

Modernising the council is more than a series of programmes, it is an approach. We have described what difference we think modernising the council will make using our values to frame the impact.



Our outcomes for Priority four

- 4.1 [Good governance and leadership](#)
- 4.2 [A high performing workforce](#)
- 4.3 [Excellent customer service](#)
- 4.4 [Value for money](#)

Figure 8. Modernising the council



Outcome 4.1: Good governance and leadership

Our aspiration

Our role is one of leadership and responsibility for the city and for citizens. So that we can offer credible leadership we must be an organisation that is well led, with a culture driven by shared values and where performance of self, others and services is managed. We uphold our democratic principles through our constitution to ensure that we work to represent the best interests of our communities, who elect councillors and pay for quality services. We know that we cannot achieve our purpose and ambition in isolation and without learning from our own experience and from others. Our partnership arrangements across the city with other public agencies, the community and voluntary sector are strong and we need to sustain them and work increasingly as a city region to raise our profile as a key city in the UK.

Our approach

The Corporate Plan sets out the council's purpose, ambition and values and priorities which need to be shared and understood. Councillors and council officers need to have well defined roles and functions and to be developed to fulfil them effectively.

The council works to take properly informed decisions, which are subject to appropriate scrutiny or challenge and effectively manage risks and opportunities. We work according to the principles set out in the corporate plan to engage with people who live and work in the city to ensure robust accountability.

We are part of [Brighton & Hove Connected](#), the city forum where public, business and community representatives agree shared aims and priorities and our Chief Executive chairs the public services City Management Board. We are open to learn from best practice wherever it lies and recognise that peer challenge and support is a vital part of improving local government nationally.

We are strengthening our relationships with the business community, particularly through our Greater Brighton City Deal with government. We also look outside our geographical boundaries to work with neighbouring local authorities, for example through the South East Seven partnership and the Coast to Capital Local Enterprise Partnership in particular.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will use the CIPFA / SOLACE framework on Good Governance in Local Government to assess how we are doing. This framework has six core principles:
 - focussing on the purpose of the authority and on outcomes for the community and implementing a vision for the local area
 - members and officers working together to achieve a common purpose with clearly defined functions and roles
 - promoting values for the authority and demonstrating the values of good governance

Priority four: Modernising the council

- taking informed and transparent decisions which are subject to effective scrutiny and managing risk
 - developing the capacity and capability of members and officers to be effective
 - engaging with local people and other stakeholders to ensure robust public accountability
- b) We will report annually to the Audit and Standards Committee on our compliance with these standards.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. We will commission a Local Government Association Corporate Peer Review process.
2. Enhancing the role of the Health and Wellbeing Board to provide systems leadership across the city's health and social care system.
3. Establishing the Greater Brighton Economic Board work programme.
4. Improve council employees' understanding of the importance of good governance through provision of effective induction, training, development and performance management.
5. Implementation of Individual Electoral Registration.

Outcome 4.2: A high performing workforce

Our aspiration

The council needs to organise itself to make sure that the three city priorities set out in this Corporate Plan can be delivered as effectively as possible given the challenges and the opportunities that we are facing. While internal structures are important to the extent that they ensure clear roles and responsibilities and accountabilities, the culture of the organisation and the way that we work will be more critical to our success. We recognise that there is a need for continuous improvement and a requirement for the programmes of work that support the outcomes to be properly coordinated to add maximum value.

Our approach

We recognise that it is important for our workforce to be able to adapt and respond effectively to the changing national and local government context. As an employer of around 9,500 staff (including schools) our success as an organisation depends on the quality and impact of our individual and collective contributions. We value the feedback that we receive through our staff survey and are committed to taking action to respond to the issues raised.

We conduct a regular staff survey which invites views from everyone in the organisation on all aspects of working for the council, and we have now committed to do this annually. We also engaged widely across the organisation in 2011 to develop our People Strategy. That work gave the council important feedback from staff and identified actions across five headings:

- Culture and Communication
- Leadership and Management
- Resourcing
- Learning and Development
- Quality of our Working Lives

The financial pressures facing the public sector and local government mean that we need to be able to respond to changing demands. We need to have good workforce planning, a modern pay system and flexibility in our approach to job roles and career development. This along with our commitment to limit any new recruitment, offer schemes for voluntary severance where possible and support re-training and redeployment will help us to try and avoid compulsory redundancies and retain the skills, knowledge and capability we require.

We have signed up to the Brighton & Hove Living Wage campaign and have been an accredited UK Living Wage employer since April 2013, committed to paying all workers a wage that affords them a decent standard of living.

We need a workforce that is representative of and is able to represent the citizens we serve. We have an excellent rating in the Equality Standard for Local Government which we value, but we are not complacent and need to live up to the high standards our staff and citizens expect of us an employer.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- We will encourage and support our staff to meet the high expectations for services that they provide.
- We will commit to renewing Investors in People accreditation as a hallmark of a high performing organisation.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Deliver our new culture change programme, Living our values, everyday, designed to improve performance management across the organisation.
2. Improve staff satisfaction levels by implementing improvements based around the key messages from the staff survey, specifically improving our internal communication, improving our management capability and building personal resilience.
3. Implement the Workforce Equalities Action Plan year 2 commitments and take action to promote positive trends and address areas requiring improvement, meeting our duties under the Equalities Act 2010.
4. Invest in core ICT services to improve staff's day to day user experience, through replacing end of life network, data centre, servers, storage and computers.
5. Ensure the HR infrastructure provides the tools to support modernisation including job families, workforce planning and high quality management information.

Outcome 4.3: Excellent customer service

Our aspiration

The council is a large organisation providing a wide variety of services. Our [Customer Promise](#) says that:

- We will be easy to reach
- We will be clear and treat you with respect
- We will listen and get things done

We want this to be the case across the whole organisation and we have included customer focus as one of our values. Some services, particularly front line services, are experiencing greater demand than ever. Despite the pressure this places on services the promise is more, not less, important. We will communicate in more flexible ways to make sure that demand in itself is not a barrier to necessary information.

Our approach

Public expectations are rising fast. Citizens are used to having choice in their everyday life about what they do, when and how. They are becoming less tolerant of any organisation that they perceive to be bureaucratic and unresponsive to their needs. Increasingly they want to contact us in different ways and at different times and expect quick responses.

It can be hard for us to keep up, particularly with the changing technology that people are using day to day. But we also need to realise that for some, the increasing use of digital communication and interaction is a real barrier to accessing services and engaging with the council.

Our population profile is also changing. The 2011 census reveals quite substantial changes in the proportion of people from different minority groups. We need to ensure that our services are able to respond to those changes and we also need to ensure that as far as possible our workforce is properly representative of the city's demographics.

A key aspect to providing excellent customer service is ensuring that we design services with residents, businesses and visitors. This will make sure that services are driven by the needs and demands of service users and not by the assumptions of service providers.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will continue to instil this promise across all parts of the council through our Improving the Customer Experience (ICE) programme.
- b) We will aim to simplify the experience of contacting different parts of the organisation so that people get the information and help they need first time.
- c) We will continue to redevelop the council website to be more accessible and enable customers to make more transactions online through our Digital Customer Experiences (DiCE) investment programme.

- d) We will make behind the scenes changes to improve how we manage information.
- e) We will continue to provide and improve the different ways people can access council services (recognising that not everyone can or chooses to use the website), making sure people can do business with us swiftly and hassle-free regardless of their need.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Continue to improve our website working towards rolling out a 'My Account' for citizens and customers.
2. Complete implementation of changes to our refuse and recycling services and commit to improving satisfaction levels.
3. Consolidate further services into library or other buildings to provide more joined up services to citizens and customers.
4. Services work together to make access easier, such as exploring single assessment processes, incorporating housing needs and medical assessments, and bringing the Homemove and Housing Options phone lines together.

Outcome 4.4: Value for money

Our aspiration

The council's Medium Term Financial Strategy sets out a very challenging context for the organisation with reduced central government grants, a new funding model for local government and increasing demand for services. The council needs to be creative in its response to this, ensuring that it can sustain vital public services in a cost effective way. For many of our council taxpayers, household finances are under huge pressure. It is essential that we recognise our fiduciary responsibility to them and ensure that they get value for money from the services they pay for. We need them to have confidence that we can be trusted to spend money wisely.

Our approach

The council has a duty to secure 'economy, efficiency and effectiveness' in the use of its resources (the three Es) and we deliver this through our far-reaching value for money programme. We know that we are facing serious financial challenges and so we need to spend our money wisely. Some parts of our value for money approach are embedded in individual services and the children's social care and adult social care programmes are crucial examples of this.

We also have cross cutting initiatives which are led corporately but will in time touch every aspect of how we do business. Our Workstyles programme is designed to make better use of our space, reducing the numbers of buildings and our carbon footprint and providing better technology to support a flexible and mobile workforce.

Our aspirations to become a One Planet Living council are driven by our understanding of the fragility of resources and the need to work within environmental limits rather than exceed them.

Our aims for 2011-15

The following are our aims over the course of the Corporate Plan:

- a) We will review the very basics of how services operate to improve efficiency and organise ourselves around our customer's needs using a Business Process Improvement (BPI) approach.
- b) We will also increase our investment in ICT to help free up staff time and to enable us to respond to changing customer expectations.
- c) We will continue to build on our commissioning expertise, using expert partners and providers to deliver services where appropriate and pursue a mixed economy of service delivery including use of shared services and new models such as local authority trading companies.
- d) We will comply with our Sustainable Procurement Policy and meet our obligations to assess 'social value' where appropriate so that we take sound decisions for the long term, not simply immediate financial gain.

Our key areas of focus for 2014-15

The following are our key areas of focus over the short to medium term:

1. Update our Capital Strategy and Asset Management Plan to ensure we effectively prioritise and generate new resources to support our Medium Term Financial Strategy.
2. Deliver Phase 4 of the Value for Money programme, including an enhanced focus on procurement, client transport, income management and benefits tracking from substantial ICT investment.
3. Commence Phase 3 of the Workstyles programme involving the disposal of a number of buildings including King's House.
4. Deliver the council's One Planet Living commitments and meet targets including reduced carbon emissions, water use and waste from council services.
5. Move to a more mixed economy of ICT provision including with neighbouring councils and private sector suppliers.

2013-2014 Corporate Plan Commitments

Progress Summary

This report provides a summary of progress for the 2013-2014 Corporate Plan commitments

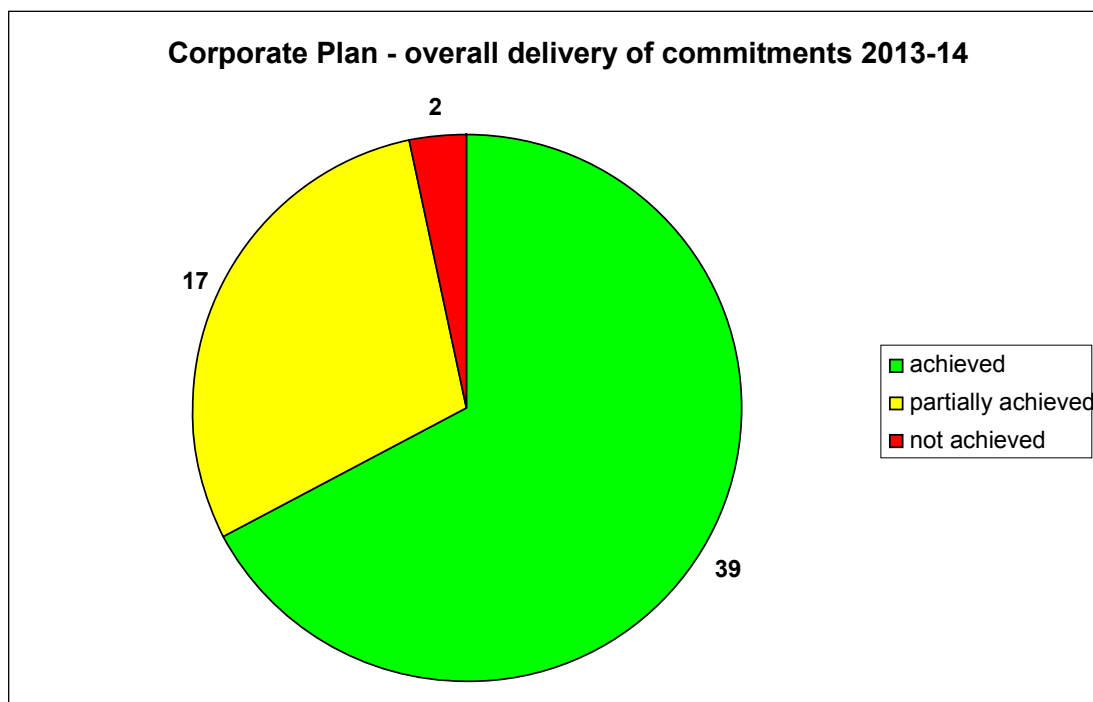
The four priorities of the Corporate Plan are:

- Tackling inequality
- Creating a more sustainable city
- Engaging people who live and work in the city
- Modernising the Council

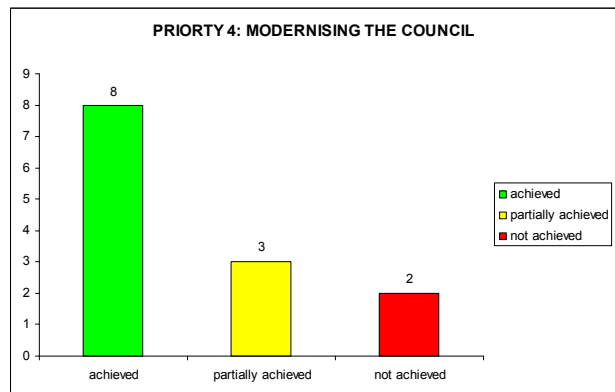
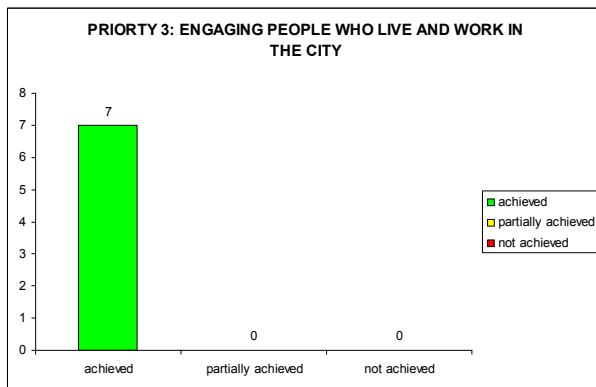
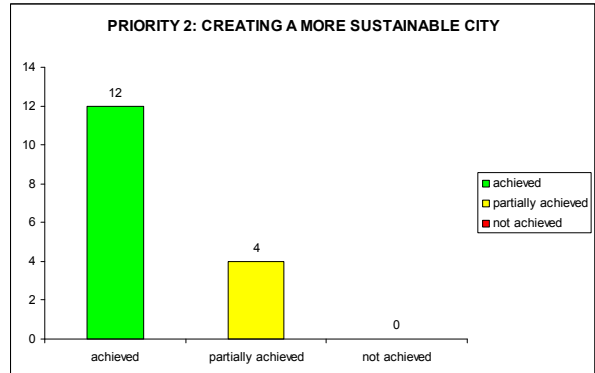
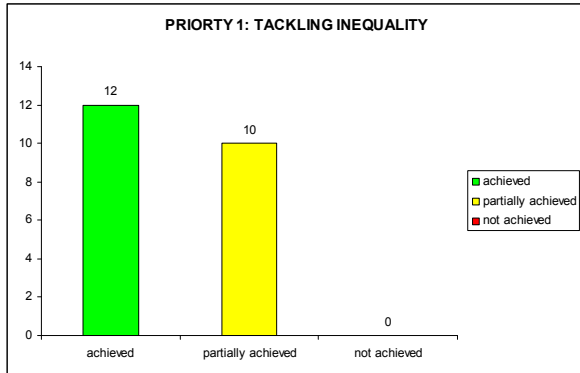
The charts below indicate whether the commitments are achieved, partially achieved or not achieved for the four priorities overall and they also give a breakdown for each priority.

The detail in the second part of this appendix provides a broad narrative on progress in delivering the commitments during the year, and a rating (Red for 'not achieved', Amber for 'partially achieved' and Green for 'achieved') based on the position at the end of the 2013-14 financial year. Where indicators are rated Amber an arrow is also shown to indicate current direction of travel.

Overall progress of the commitments for all five priorities



Progress of the commitments for each of the five Priorities



Commitment	CMT lead officer	ELT lead officer	Status
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Priority 1: Tackling inequality

Commitment: 1.1

Work with schools to improve GCSE results to be in the top 25% for similar local authority areas and aim for all teaching and school inspection results to be 'good' or better.

Hilary Ferries
- Lead
Advisor

Pinaki
Ghoshal


GREEN

This target was set for the academic year 2013/2014 and the results will be available in August 2014. For the academic year 2012/2013 in Brighton and Hove, 62.2% of pupils attained 5+A*-C qualifications (including equivalents) including English and maths. Compared to the 10 statistical neighbour local authorities this was 5th from top, the top 50% and this is an upward trend and school predictions for this indicate further improvement in August 2014.

Currently 79.2% of schools are judged to be good or outstanding by Ofsted. Those schools that are not yet judged to be good are assigned high priority. They are assigned additional time from a School Partnership Adviser who makes regular visits to the school and supports and challenges on areas on school performance, such as the quality of teaching and pupil progress. S/he constructs a plan for next steps, often linking schools together to share practice. Recent HMI visits have judged this support effective (Longhill, St Nicolas).

Commitment: 1.2

Extend free part-time early education for two year olds from lower income households to cover 20% of all two year olds in the city.

Caroline
Parker - Sure
Start Service
Manager

Pinaki
Ghoshal


GREEN



From September 2013 around 20% of two year olds became entitled to a free part time childcare place. Children are eligible whose parents claim out of work benefits or who are looked after by the local authority. Parents check their eligibility on line or by phone with the Family Information Service who will help them find a place. 107 providers have signed up to the scheme and 86 have been completed a quality assurance module (Tailored for Two Year Olds). 93% eligible children (based on Department for Education numbers) were in a place in December 2013. New eligibility conditions which include disabled and adopted children have been agreed from January 2014.

Commitment: 1.3

Deliver an improved preventative service to school age children who are at risk of harm, but are not yet at significant risk, to reduce the likelihood of that risk or harm increasing.







Ellen Mulvihill
- Behaviour /
Attendance
Manager







Pinaki
Ghoshal





AMBER







The introduction of a primary outreach team has helped in the early identification of pupils at risk of exclusion at primary age and has operated as a successful preventative intervention. Appointment of a full time Children Missing Education Officer and the formulation of an integrated Children Missing Policy with the police and social care have been positive developments. Also work with schools on early identification of vulnerable pupils and intervention strategies has been successful in raising awareness.







Attendance levels are showing signs of improvement but persistent absence levels give cause for concern given the safeguarding risks presented by children who are not attending school.


Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.4 Implement the strategy to ensure sufficient primary and secondary school places to meet future needs, which will include starting building work on a new junior school in Hove.</p>	Michael Nix Partnership Advisor	Pinaki Ghoshal	 AMBER 
<p>Cross Party School Organisation Working Group established to ensure progress in this key performance area. Working Group has considered a draft School Organisation Plan 2013 – 2017 which is now to be submitted to the Children and Young People Committee and the Council for approval in March. The Plan identifies the outline strategy for securing new places for the secondary sector. A major project at PACA, managed by the Council, will complete in March and major primary places projects at Aldrington CE School, West Hove Infant School (Connaught) and West Hove Junior School (Holland Road) are on track for occupation in September 2014.</p>			
<p>The projections for secondary schools places for the next few years will be challenging and up to 300 additional places will be required in year 7 by the end of the decade.</p>			
<p>Commitment: 1.5 Work with 338 families this year to turn their lives around whilst making better use of public money through the Stronger Families Stronger Communities project, a joint initiative between the council and other public bodies.</p>	Steve Barton Head of Stronger Families, Youth & Communities	Pinaki Ghoshal	 GREEN
<p>The target was revised and is now to work with 720 families by March 14. To date a range of Stronger Families Stronger Communities (SFSC) partners has worked with 696 eligible families against a January 2014 target of 550. SFSC partners turned around 234 families by December 2013 against the nationally set target of 225 families.</p>			
<p>A range of statutory and non-statutory partners are contributing to successful outcomes for families which has at its core the principles of assertive whole family coaching.</p>			
<p>Commitment: 1.6 Make it easier and more affordable for vulnerable older people to live at home longer, by using the latest assistive technology including Telecare, falls detectors and bed sensors.</p>	Brian Doughty Head of Service Adults Assessment	Denise D'Souza	 GREEN
<p>Project manager in place, awareness campaign for staff and public, increased take up and positive feedback. Extensive awareness raising has taken place, telecare considered at all Resource Allocation meetings. Extensive public marketing of telecare resulting in increased take up.</p>			
<p>Commitment: 1.7 Review the Safeguarding Board for vulnerable adults and work with those who are subject to safeguarding procedures to inform changes and ensure best practice.</p>	Michelle Jenkins Head of Adult Safeguarding	Denise D'Souza	 AMBER 
<p>Review plan to be reported to Safeguarding Adults Board March 2014.</p>			
<p>Final report and recommendations to be reported to Safeguarding Adults board June 2014.</p>			


Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.8 Develop 50 new extra care housing and supported accommodation units each year for the next three years to help people with complex needs to remain in the community.</p>	<p>Karin Divall Head of Adults' Services</p>	<p>Denise D'Souza Geoff Raw</p>	 AMBER 
<p>The council's bid to Homes & Communities Agency (HCA) Care & Support Specialised Housing Fund grant funding achieved £2.475m to support the Brookmead extra care scheme which will provide 45 flats. Planning permission has been gained and work is underway to procure a developer for this scheme.</p>			
<p>Delivering the number of extra care units initially committed to has been affected by difficulties in identifying suitable sites, consultation and planning processes, and time-frames of bidding for appropriate funding.</p>			
<p>Commitment: 1.9 Work with partners including the Homes & Communities Agency, neighbouring authorities and housing associations to provide 250 new and improved affordable and energy efficient homes and improve council estates</p>	<p>Martin Reid Head of Housing Strategy / Private Sector Housing</p>	<p>Geoff Raw</p>	 AMBER 
<p>The projection of completed new homes for 2013/14 is 259 and in 2014/15 is 278. This is based on the 2011/15 Housing Development Programme, schemes funded and with planning permission.</p>			
<p>A risk has been identified around delivery against two Registered Provider schemes currently on site, awaiting confirmation on final completion dates.</p>			
<p>Commitment: 1.10 Achieve 100% Decent Homes Standard for council owned properties.</p>	<p>Benjamin Ben'Okagbue Head of Property and Investment</p>	<p>Geoff Raw</p>	 GREEN
<p>100% Decency achieved by agreed target - end of calendar year 2013.</p>			
<p>Commitment: 1.11 Review commissioning arrangements for supported housing provision between housing and public health to improve the health and wellbeing of vulnerable people.</p>	<p>Narinder Sundar Supporting People Manager</p>	<p>Geoff Raw</p>	 GREEN
<p>The first 3 years of a 4-year strategy (2011-15) has been implemented and work with providers is ongoing to implement efficiency savings, manage impact of reductions in funding, re-configure services to better meet need/deliver improved outcomes and decommission services that do not meet quality/performance/VFM standards and are not strategically relevant – all of which are part of the strategy objectives. To date, all efficiency savings targets are in line with agreed Commissioning Plan / Strategy have been met in line with the timeframe.</p>			

Commitment	CMT lead officer	ELT lead officer	Status
<p>The Commissioning Strategy review and consultation process started in April 2013 and commissioning priorities are currently being drafted for consultation during April 2014. These priorities will inform recommendations and plan for commissioning of housing-related support (including supported accommodation) from the beginning of the financial year in 2015. Housing are represented on a new 'Homeless Integrated Care Board' set up in February 2014 working with partners in the city such as Clinical Commissioning Group and Public Health to improve provision and co-ordination of housing support, health and social care services to improve the health & wellbeing for vulnerable, homeless people.</p>			
<p>Commitment: 1.12 Work with partners to create new services for people with multiple, complex needs including homelessness, mental health or substance misuse, subject to funding from a Big Lottery Fund bid.</p>	<p>Narinder Sundar Supporting People Manager</p>	<p>Geoff Raw</p>	 GREEN
<p>Business Plan for 'Big Lottery Bid' submitted in September 2013 by lead organisation BHT. Proposals as part of bid agreed by external group including statutory partners. Key objectives of business plan include: 1. Improving Navigation, Co-ordination and Service Delivery for people facing multiple needs; 2. Ensuring that statutory and voluntary services become more flexible in their responses to and interventions for people with multiple needs; 3. Ensure people using or in need of services are involved in service planning and delivery; 4. Encouraging and disseminating learning.</p>			
<p>Teams are in place with staff appointed - work to deliver the objectives will start in April 2014.</p>			
<p>Commitment: 1.13 Submit a planning application to the South Downs National Park Authority to build a permanent traveller family site</p>	<p>Max Woodford Capital Projects Team</p>	<p>Geoff Raw</p>	
<p>The secretary of state has put this on hold we are unable to report progress at this time.</p>			
<p>Commitment: 1.14 Create a new drug and alcohol service which will increase the number of users who become completely drug and alcohol free.</p>	<p>Peter Wilkinson Consultant in PH Medicine & Deputy Director of PH</p>	<p>Tom Scanlon</p>	 AMBER 
<p>Drug and alcohol services are to be re-tendered with a new recovery focused service in place for April 2015.</p>			
<p>The current services are reorienting to move away from the prevailing harm reduction model and to a more recovery focused model where clients are supported to become drug and alcohol free.</p>			
<p>The Golden Thread domain group is the platform/forum for providers, commissioners and services users where this move is being planned and implemented.</p>			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.15 Work with specialist smoking cessation services to deliver an increase of 20% in referrals of people who want to stop smoking.</p>	<p>Susan Venables Health Development Specialist (Tobacco Control)</p>	<p>Tom Scanlon</p>	<p> AMBER </p>
<p>Progress to Oct 31st shows that the service is on track to achieve 20% increase of the number of referrals into the service Progress to December remains on track</p>			
<p>Commitment: 1.16 Work with NHS and community & voluntary sector partners to double the number of referrals of overweight and obese children to weight management programmes.</p>	<p>Lydie Lawrence Public Health Development Manager</p>	<p>Tom Scanlon</p>	<p> AMBER </p>
<p>Work is under way under the remit of the domain group of the Healthy Weight Programme board to support GPs in addressing the sensitive issue of weight with children/young people and their families. For example a Call to Action to GPs to tackle childhood obesity and refer more children and young people has been issued in the GP bulletin. GPs are also being offered support to start the discussion about healthy weight with the children, young people and their families they see for example with tips on how to start a conversation opportunistically when children visit their GPs for other health reasons. Work has also taken place to ensure that school nurses discuss with parents of overweight/obese children referral to the Healthy Weight Referral Service. An evaluation meeting with the provider of the Healthy Weight Referral Service is taking place on 12th February and will examine the total number of children and young people referred in this financial year.</p>			
<p>Commitment: 1.17 Complete the first stage of a Brighton & Hove Age Friendly City Strategy using World Health Organisation guidance.</p>	<p>Annie Alexander Public Health Programme Manager</p>	<p>Tom Scanlon</p>	<p> GREEN</p>
<p>Age Friendly City Steering Group meeting bi-monthly, chaired by Public Health Programme Manager. First draft of City Assessment complete. LSP agreed that findings can be discussed with the various partnerships. First workshop on Transport with the Transport partnership took place in November. Successful, action plan and commitments developments. Follow up meeting planned for early Feb 2014.</p>			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.18 Reduce the number of repeat sexually transmitted infections by ensuring that sexual health and drug and alcohol services work more closely together.</p>	<p>Stephen Nicholson Lead Commissione r for Sexual Health & HIV</p>	<p>Tom Scanlon</p>	 GREEN
<p>All attendees at sexual health services who are diagnosed with a Sexually Transmitted Infection have their drug and alcohol risks assessed and receive an intervention or onward referral into services as appropriate. A club drug clinic has been established which accepts signposting and referrals from the sexual health services. A dedicated post has been established to ensure that clients of substance misuse services have their contraception and sexual health needs assessed and are signposted and case worked into services as appropriate. All HIV prevention and sexual health promotion interventions address drug and alcohol risk taking behaviour and its impact on sexual risk health.</p>			
<p>Commitment: 1.19 Create new work placements and apprenticeships within the council to contribute to city-wide work programmes, such as the Brighton & Hove Local Employment Scheme.</p>	<p>Cheryl Finella Lead Economic Development Officer</p>	<p>Geoff Raw</p>	 AMBER 
<p>Brighton & Hove Local Employment Scheme Target 30 jobs, 45 work experience places, 20 apprenticeships BHCC has placed 25 with 4 pending within the organisation, this work is led by Human Resources. The new Council Apprenticeship Group is helping to ensure greater collaboration within the organisation on apprenticeships. Membership has been extended to include a rep from Welfare Reform and the Corporate Parenting team. The Brighton Your Future event will take place on 3 April 2014 at the Dome. It will offer a range of opportunities to young people including access to skills training and jobs. Around 1,000 young people are expected to attend (based on previous figures) and work is underway to promote the event and engage more employers.</p>			
<p>Commitment: 1.20 Commission community and voluntary organisations to provide services that meet residents' needs as defined in the council's new Financial Inclusion Strategy.</p>	<p>Nicky Cambridge People and Place Co-ordinator</p>	<p>Paula Murray</p>	 AMBER 
<p>Tender process complete for Community Banking Partnership and bids received. Services should be live by May 2014. Services already underway include: digital inclusion drop ins, Women's Money Advice Service and work on advice services for disabled people.</p>			
<p>Commitment: 1.21 Develop and start to deliver a city sports strategy with partners that increases participation in sports and physical activity. Completed</p>	<p>Ian Shurrock Head of Sport & Leisure</p>	<p>Paula Murray</p>	 GREEN

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.22 Provide affordable and quality universal provision in sports and culture, offering targeted programmes such as the Concessionary sports card for low income groups and specific activities for younger and older people.</p>	<p>Jan Sutherland Sport and Physical Activity Manager</p>	<p>Paula Murray</p>	 GREEN
<p>New means-tested Leisure Concessionary Card introduced in partnership with Freedom Leisure to provide discounted rates on activities across six sports facilities. Promoted through links with Revenues & Benefits, Housing and Sports Development teams. Currently have over 500 people who have signed up for the scheme.</p> <p>A wide range of weekly low cost or free sport and physical activity programmes delivered in targeted Communities. Opportunities delivered and developed for young people include:</p> <ul style="list-style-type: none"> -4883 children/young people participated in school taster sessions and competitions during TAKEPART and 8,000 attended the family day -Moulsecumb and Wild park activities engaged 150 young people during TAKEPART local -Free swimming for under 16's in council leisure facilities -6 Summer Fun Holiday courses for young people aged 4-16 (726 people accessing sessions, 66% of whom were not members of community sports clubs) -Free holiday sport and physical activity sessions and events including referral courses -After schools events and Active for Life Clubs KS1 / KS2 Children -Weight management Clinic activities for Under 16s -Providing sports to our most vulnerable people in the Pupil Referral Unit -Girls Getting Active sessions for girls 12 + -Active Families sessions for children, young people and their parent/carers -Saturday Active Club for children with disabilities -Assessing external funding to deliver skateboarding programmes and events for beginners and young women (14-25) -Accessing external funds to deliver Street Games and development of 2 hub sessions in the city for young people aged 13+. <p>The Active Forever Programme for older people delivered by the Active For life team:</p> <ul style="list-style-type: none"> -Boccia sessions in sheltered homes and the delivery of city Boccia League -Taster sessions and Active Forever event during TAKEPART -Weekly activities sessions delivered including exercise to music, tai chi and ping pong -the Ping Care Campaign taking ping pong and providing equipment to sheltered housing settings -Monthly short mat bowls league -The free Healthwalks scheme, aimed at providing led walks for the least active delivered 18 weekly led walks, 80 special one off themed walks and celebrated their 10 year anniversary. Over 1,000 people walked with the scheme and half of all walkers have one or more health condition of which 90% said it affected their day-to-day lives. 			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 1.23 Extend the work of the Integrated Offender Management team to include offenders serving less than 12 months in custody in order to reduce rates and seriousness of offences.</p>	<p>Linda Beanlands Head of Community Safety</p>	<p>Tom Scanlon</p>	 GREEN
<p>Work is in progress, now also having to take into account the National Transforming Rehabilitation proposals which are significantly changing the role and responsibilities of Probation services. A review of Integrated Offender Management will be completed by 31st March 2014 which will feed into the specifications of services, commissioning and procurement processes. The specifications will include a requirement to reduce re-offending of those serving less than 12 months in custody.</p>			

Commitment	CMT lead officer	ELT lead officer	Status
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Priority 2: Creating a more sustainable city

Commitment: 2.1

Develop our role as the lead authority in the city region working with Government and the Coast to Capital Local Enterprise Partnership, neighbouring authorities and local stakeholders to stimulate business growth and investment, particularly in the sectors of environmental technologies and creative and digital media.

Cheryl Finella
Lead
Economic
Development
Officer

Geoff Raw



City Deal negotiations reaching the final stages with regard to govt contribution to the growth hubs.

Offer Letter for the £1.79 Regional Growth Fund has been signed; delivery plan sign off expected by mid-February. Promotion of the business support package and business grants programme is underway.

Interviews for the environmental industries umbrella group manager takes place on the 11 February; BHCC Economic Development representative is on the interview panel. Marketing of the Green Growth Platform is being planned.

Commitment: 2.2

Formalise development options for key regeneration sites including the Brighton Centre, Circus Street, King Alfred, i360 and complete the Open Market development and "The Keep".

Mark Jago
Capital
Projects
Manager

Geoff Raw



The Major Projects & Regeneration Team made considerable progress on each of its projects during 2013/14, with the following key milestones of particular note. 'The Keep' opened to the public in November 2013; the Circus Street planning application was submitted in October 2013; in July 2013 the Policy & Resources Committee agreed the next steps towards redevelopment of the King Alfred site and this was followed by a successful 'Developers' Day event in November; the new Open Market is due for completion in April 2014 with the new market opening in May; and in January 2014 a Members Workshop considered the plans for moving forward with the i360 and Brighton Centre projects, with the i360 to be considered by P&R on 6 March 2014.

Commitment: 2.3

Support the local retail sector through high profile campaigns, including Dressed for Success and the Portas Pilot which will improve the appearance of shop fronts and shopping areas and bring empty shop units into short term use for creative and cultural events.

Cheryl Finella
Lead
Economic
Development
Officer




Geoff Raw











Dressed for Success






25 businesses received the training and took part in the shop front display competition. The award ceremony had positive press coverage and good feedback from the participants. Over 2,000 votes on Facebook and on-line helped to profile that programme and encourage increased footfall.





Ride the Wave - target 400 business to access a range of workshops (11) and retail sessions (15); workshops have started and promotion will be ongoing. Good press coverage has been




Commitment	CMT lead officer	ELT lead officer	Status
received; the project completes in April.			
Portas Pilot			
Shine On London Road received positive feedback from retailers, residents and through social media.			
Crime - Town Centre Liaison Officers appointed to help reduce crime and act as ambassadors for London Road. Very positive feedback from retailers so hours increased as a consequence. Communications & Marketing - new logo and brand developed by the Town Team 'London Road, Take a fresh look'. Website will be launched on Monday 10 February. On street lamp column banners will be up on the 4th February. Posters and post cards also being produced and distributed to shops.			
Vacancy rates in London Road reduced from 16% in summer 2012 to 9% in December 2013.			
<p>Commitment: 2.4 Provide good quality, affordable and flexible workspace, to support the growing creative and digital media cluster in the New England business quarter in conjunction with the Universities of Brighton and Sussex.</p>	<p>Cheryl Finella Lead Economic Development Officer</p>	<p>Geoff Raw</p>	 AMBER 
Recreate project ongoing.			
Significant changes will be out forward by the partnership which will take into account the changes in delivery partners are priorities. Opportunities to make a significant change to project is allowed under Interreg; the process is being led by Medway the lead partners.			
The Ride the Wave business support workshops will be held mainly for the creative (non-digital) industries in February.			
Shop vacancy rates, particularly in the city centre remain well below the national average; 4.63% compared to 14.6% nationally.			
Finding empty spaces that are available and also attractive to prospective meanwhile users has proved challenging. Landlords and agents in the main retail areas are not experiencing long waits to secure tenants. Areas outside of the city centre that would benefit from a meanwhile use are not attractive enough for the potential short-term tenants. Other approaches to address the targets are being explored within the steering group.			
<p>Commitment: 2.5 Complete the refresh of the city's sustainable economic strategy and begin implementation of the agreed action plan and funding strategy.</p>	<p>Cheryl Finella Lead Economic Development Officer</p>	<p>Geoff Raw</p>	 GREEN
Economic Strategy 2013-2018 has been approved by Economic Development and Culture Committee, Policy and Resources and Full Council and endorsed by the Economic Partnership. The City Employment & Skills Working Group has agreed to monitor the progress of the action plan.			





Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 2.6 Install high speed, wireless broadband and data services across the city</p>	<p>Max Woodford Capital Projects Team</p>	<p>Geoff Raw</p>	 GREEN
<p>Project ends March 2015. Have gone through stage C assurance process for voucher scheme. Launched Feb 2014</p>			
<p>Commitment: 2.7 Support the city's visitor economy by promoting eco-tourism, changing the way Visitor Services are provided, delivering a programme of over 300 outdoor events to improved sustainability standards and increasing location filming.</p>	<p>John Carmichael Marketing Manager</p>	<p>Paula Murray</p>	 GREEN
<p>Eco-tourism marketing activity held throughout 2013 - continued promotion of "Green Brighton" map / travel media trips held covering the themes of 'Eco-Brighton' / collaborative work with VisitEngland & Green traveller on campaigns and social media. VisitBrighton supported the seminar programme at the Eco Technology Show in 2013 and encouraged all VB Partner businesses to attend. Introduction of 10 Visitor Information Points (within business / Partner premises - i.e. Churchill Square) across the city in early October 2013 to replace the single Visitor Information Centre at the Royal Pavilion. Over 300 outdoor events held in 2013. Developed new partnership with 'Creative England' to showcase Brighton & Hove as a hub for location filming. Database of locations / businesses developed. Tourism business event held (Feb 2013) with local businesses & organisations to encourage participation / raise understanding of benefits of filming in the City.</p>			
<p>Commitment: 2.8 Review the Local Transport Plan and play a lead role in developing the new Regional Local Transport Body covering the Coast to Capital Local Enterprise Partnership area.</p>	<p>David Parker Head of Transport Planning</p>	<p>Geoff Raw</p>	 GREEN
<p>Officers have begun a review of the council's existing Local Transport Plan (LTP3), including some preparatory work with the Transport Partnership. The council has actively participated in the work of the new Local Transport Body and succeeded in securing a priority ranking for the Valley Gardens scheme as part of the Major Scheme funding process and programme. Work is continuing on developing transport proposals for the Strategic Economic Plan and a bid for Local Growth Funds.</p>			




Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 2.9 Reduce traffic congestion and emissions to meet air quality targets by implementing the Better Bus Area project from the Royal Sussex County Hospital through to Valley Gardens and the first phase of the 20mph project in the city centre, and applying to Government for powers to introduce a new city-wide road works permit scheme. Edward street work underway and due for completion in May. 20 mph phase 2 agreed and implementation to begin in March/April Consultancy support in place. Business case underway. Working with Finance and highways team. Training session for relevant staff Oct 13 Business case formulated. Cost-Benefit Analysis and financial plan in progress. Consultation document sent out to all consultees</p>	David Parker Head of Transport Planning	Geoff Raw	 GREEN
<p>Commitment: 2.10 Progress the implementation of agreed Local Transport Plan commitments including improvements to the Lewes Road corridor and Seven Dials roundabout, and increase emphasis on the local Public Space and Public Life study when regeneration schemes are designed. Key projects such as Seven Dials and Lewes rd mainly complete apart from snagging and monitoring.</p>	David Parker Head of Transport Planning	Geoff Raw	 AMBER 
<p>Commitment: 2.11 Introduce new parking schemes based on results of the 2012/13 Parking Review and address transport implications of major events. Parking Schemes: Area A consultation progressing to first stage. Wish Ward consultation started. Area E consultation progressing to Traffic Regulation Order stage. Major Events: internal review of policy and charging framework, The Rugby World Cup travel plan is progressing well.</p>	Christina Liassides Head of Network Management	Geoff Raw	 GREEN
<p>Commitment: 2.12 Improve rates of household waste recycling by introducing communal recycling in the city centre (subject to consultation), rolling out the new communication campaign and encourage opportunities to convert commercial and household food waste to energy. Communal Recycling Phases 1 and 2 completed by December 2013. Phases 3,4,5 and 6 on scheduled to be completed on time by April 2014. Communication and engagement campaign being prepared subject to Committee approval in March for roll out in spring.</p>	Jan Jonker Head of Strategy	Geoff Raw	 GREEN






Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 2.13 Increase investment in home energy efficiency working with neighbouring authorities and commercial partners through new initiatives such as Green Deal and the Energy Company Obligation.</p>	<p>Martin Reid Head of Housing Strategy / Private Sector Housing</p>	<p>Geoff Raw</p>	 AMBER 
<p>The Sussex Energy Saving Partnership aims to establish a Special Purpose Vehicle in the form of a Company to operate the programme across Sussex. Report was presented to Policy & Resources on the 5th December with the recommendation that BHCC join SESP as an affiliate member. Authority has been delegated to Executive Director to sign membership agreement with legal and financial advice. BHCC legal team are currently reviewing legal agreements and are in discussion with West Sussex County Council to provide advice on liabilities and obligations.</p>			
<p>Commitment: 2.14 Establishing a new management board to advise the council on improvements to the City Downland Estate and work with partners to conserve and improve the enjoyment of the natural environment in and around the city.</p>	<p>Anita Cacchioli Head of City Infrastructure</p>	<p>Geoff Raw</p>	 GREEN
<p>Good progress continues to be made on partnership working in relation to the Downland Estate. This includes opening up of new rights of way, submission of the Biosphere bid with over 40 partners and progression of the Stanmer Park project. Initial discussions have taken place to determine potential board membership and advice requirements. The inaugural meeting has been discussed with the South Downs National Park Authority Chief Executive and is likely to be held in April.</p>			
<p>Commitment: 2.15 Produce a new master plan to regenerate and renew Stanmer Park and the farm buildings, working with the South Downs National Park Authority and local stakeholders.</p>	<p>Jan Jonker Head of Strategy</p>	<p>Geoff Raw</p>	 GREEN
<p>Environment Transports and Sustainability Committee Approval to consult on the master plan approved in January 2013 and governance arrangements agreed with the South downs National Park Authority. Consultation scheduled for March April 2014. Working towards submission of Stage 1 Heritage Lottery Fund Bid by August 2014.</p>			
<p>Commitment: 2.16 Review existing guidelines for council tenants and leaseholders to improve animal welfare and encourage responsible ownership, including consultation on proposals to introduce compulsory micro chipping for dogs and a no breeding policy.</p>	<p>Rachel Chasseaud Head of Tenancy Services, Housing</p>	<p>Geoff Raw</p>	 GREEN





Commitment	CMT lead officer	ELT lead officer	Status
Completed November 2013			
Priority 3: Engaging people who live and work in the city			
Commitment: 3.1 Actively monitor residents' satisfaction of the council and other public service organisations through the City Tracker survey.	Richard Tuset Head of Corporate Policy, Performance & Communities	Paula Murray	 GREEN
3 waves of research have been completed this year. In future this will be an annual survey.			
Commitment: 3.2 Work with partners to increase the number of people taking part in volunteering at major events and other venues by 25%.	Ian Shurrock Head of Sport and Leisure	Paula Murray	 GREEN
<p>The Takepart Festival of Sport is an annual event which involves an increasing number of volunteers plus the impact of our major sports events which this year included the Brighton Marathon, 10k Road Race and the Brighton Half Marathon. In addition, non sporting events also rely on volunteers with particular examples being the Great Escape Music Festival and the Sussex Festival of Nature.</p> <p>There is also a range of other activity programmes regularly held across the city such as Health Walks which is run by volunteers. Furthermore, in the city many local sports clubs are run by voluntary members and the council held the City Sports Awards programme to recognise the efforts of sporting volunteers in the city.</p> <p>In the coming year the Rugby World Cup will swell volunteer numbers further</p>			
Commitment: 3.3 Offer training and development to members of the new Tenants Scrutiny Panel to monitor council housing services, including the repairs and maintenance contract with our partner Mears.	Glyn Huelin Partnering & Performance Manager	Geoff Raw	 GREEN
<p>Training is being carried out for the panel by the council's corporate Scrutiny Team, as well as the independent body TPAS (the Tenant Participation Advisory Service). It was decided that the panel would be 'trained on the job' to give them hands on experience. Reports are going to Housing Committee in March.</p>			
Commitment: 3.4 Continue to develop libraries as community hubs by expanding provision of Council Connect, giving access to other council and public services and increasing wifi provision.	Sally McMahon Head of Libraries & Information Services	Catherine Vaughan	 GREEN
<p>Implementation of wifi in Jubilee Library and also in three community libraries. Plans to implement wifi in all libraries by September 2014</p> <p>Council Connect sessions now take place at all libraries and there has been an increase in the number of volunteers and people supported.</p> <p>New Community Libraries are under development in Mile Oak and Woodingdean. Anticipated</p>			

Commitment	CMT lead officer	ELT lead officer	Status
opening dates are May/June 2104			
Commitment: 3.5 Complete the refresh of the city's sustainable community strategy.	Richard Tuset Head of Corporate Policy, Performance & Communities	Paula Murray	 GREEN
Completed			
Commitment: 3.6 Revise the council's constitution, including arrangements for decision making and councillor and officer codes of conduct to deliver a more open and transparent council.	Elizabeth Culbert - Managing Principal Corp.	Abraham Ghebre- Ghiorghis	 GREEN
A report is due to be taken to P&R and Council in March 2014 to approve the changes to the Constitution which have been discussed at Working and Leaders Groups.			
Commitment: 3.7 Increase the frequency of the webcast Open Door question and answer sessions with the Leader of the Council from quarterly to monthly.	Mark Wall Head of Democratic Services	Abraham Ghebre- Ghiorghis	 GREEN
Completed			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 4.1 Develop internal communications which promote the council's new Purpose, Ambition, Values and Priorities in an open way in order to engage staff in the delivery of the Corporate Plan.</p>	<p>Jake Barlow Head of Marketing</p>	<p>Paula Murray</p>	 GREEN
<p>Significant progress has been made during the year to embed the key messages into the organisation. This work continues.</p>			
<p>Commitment: 4.2 Introduce a framework that sets out behaviours and standards for all council colleagues based on the organisation's values and embed this into the organisation via the culture change programme</p>	<p>Caroline Bottrell Head of Organisational Development</p>	<p>Catherine Vaughan</p>	 GREEN
<p>The culture change programme Living Our Values Everyday has been scoped and signed off by senior management and is now being implemented. The council's appraisal framework has been revised to incorporate the required values and behaviours. The Council's training programme has also being updated to reflect the values and behaviours.</p>			
<p>Commitment: 4.3 Design and implement a new system of allowances that is consistent, modern and transparent and introduce Job Families to reduce the number of job roles and develop a more flexible workforce.</p>	<p>Sue Moorman Head of HR & OD</p>	<p>Catherine Vaughan</p>	 GREEN
<p>After extensive consultation with staff and recognised trade unions over several months, a more easily understood, consistent and fair allowances and expenses scheme was implemented on 1st October 2013. due regard was given to Equal Pay legislation when drawing up proposals for the new scheme and its implementation mitigates any potential adverse impact on those employees</p>			
<p>Commitment: 4.4 Implement the workforce equalities action plan for the council working in partnership with the Trade Unions and Worker's Forums.</p>	<p>Sue Moorman Head of HR & OD</p>	<p>Catherine Vaughan</p>	 GREEN
<p>The Black and Minority Ethnic Audit Project Board and Workforce Equalities Group meetings took place on 28 January. A progress report on the action plan was sent to both groups. The majority of actions are green and any amber actions continue to be noted and closely monitored. Work will shortly start to prepare the annual report that will go to Policy and Resources Committee in June and develop the Year 2 Action Plan.</p>			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 4.5 Implement the next phase of the council's website redesign to improve the customer experience and encourage more online transactions.</p>	<p>Rachel Conway Customer Programme Manager</p>	<p>Catherine Vaughan</p>	 GREEN
<p>Parking Project progressing well and an application process for visitor permits has been developed now working on the integration Alpha website for Parking is being developed to optimise the user experience User testing is being planned with targeted groups</p>			
<p>Commitment: 4.6 Make it easier for customers to give and receive information to the council, whether in person, by phone, letter or e-mail, through new Customer Experience software which will reduce duplication and costs.</p>	<p>Rachel Conway Customer Programme Manager</p>	<p>Catherine Vaughan</p>	 GREEN
<p>Parking Project progressing well and an application process for visitor permits has been developed now working on the integration Alpha website is being developed to optimise the user experience Exploring options for further projects</p>			
<p>Commitment: 4.7 Improve storage and retrieval of documents to help decision making and service provision while reducing costs.</p>	<p>Anita Baxter Head of ICT Business Strategy</p>	<p>Catherine Vaughan</p>	 RED
<p>In order to meet the commitment to 'Improve storage and retrieval of documents to help decision making and service provision while reducing costs' we intend to implement an enterprise content management system which will deliver:</p> <ul style="list-style-type: none"> • a single platform for the purpose of storing, sharing and collaborating upon Council business information • an end user experience integrating access to digital documents with data held in critical business systems • appropriately controlled governance of document input processes, versioning, tracking and approval status • enhanced capacity for working with multi agency partners • a trusted and auditable repository of corporate information to inform decision making and provide evidence of action. <p>The activity to achieve this was largely in abeyance during the second half of 2013 due to CoCo commitments. However, ICT are now in the early stages of conducting an organisation-wide information audit to identify information types, risks and behaviours across the entire Council. This project will have a number of benefits which include providing an invaluable source of data to inform system architectures and business process design for the ECM system described above.</p>			
<p>In addition, the following associated projects are also currently in progress:</p>			
<ul style="list-style-type: none"> • Development of a functional classification scheme (records taxonomy) • Development of the Council's corporate records retention schedule 			

Commitment	CMT lead officer	ELT lead officer	Status
Both projects will feed into the ECM strategy, with the retention schedule also assisting with rationalisation of the Council's hard copy storage.			
We are in the very early stages of this work and expect it to take between 6 months and a year to complete. We are also engaging with the market to explore all the available options before going out to tender.			
<p>Commitment: 4.8 Use new technology to transform customer service and reduce costs, including new box office arrangements at the Brighton Centre, a new parking contract and a new archive and records service in partnership with East Sussex County Council and the University of Sussex.</p>	Project Management Office	Catherine Vaughan	 GREEN
Progress against this commitment is a mix of the progress against a number of projects. Procurement of new box office arrangements is underway with contract award expected shortly.			
Parking Services have re-procured the NSL contract with new ICT elements, plus also procured and implemented the Pay By Phone system and the Archive arrangements in partnership with East Sussex County Council has been implemented.			
<p>Commitment: 4.9 Complete the second phase of the Workstyles programme and develop the approach for stage three to reduce floor space by 30% and annual council carbon dioxide emissions by 4%.</p>	Angela Dymott Head of Property and Design	Catherine Vaughan	 GREEN
Phase 2 implementation completed on time and budget.			
<p>Commitment: 4.10 Implement the council's actions from the agreed sustainability action plan to meet One Planet Living aspirations for the city</p>	Thurstan Crockett Head of Sustainability	Geoff Raw	 AMBER 
The One Planet Living programme is amber; this is because over 91% of the council actions in the Sustainability Action Plan are reported as amber or green; some activities have not started as they were not scheduled to in the first year of a three year plan.			
<p>Commitment: 4.11 Redesign services to deliver 3% productivity gains, releasing savings through the Voluntary Severance scheme.</p>	Nigel Manvell Head of Finance, ICT & Programme Management	Catherine Vaughan	 RED
VFM savings of £1.705m have been identified (43.2%) and the Voluntary Severance Scheme is now closed. A further £1.295m saving has now been redistributed and will be achieved in 2014/15.			

Commitment	CMT lead officer	ELT lead officer	Status
<p>Commitment: 4.12 Deliver the council's value for money programme to make savings of £10.815 million this year from a total budget of approximately £400m</p>	<p>Nigel Manvell Head of Finance, ICT & Programme Management</p>	<p>Catherine Vaughan</p>	 AMBER 
<p>At this stage there are two key areas of risk regarding Accelerated Service Redesign which was supported by a Voluntary Severance Scheme, and category spend on IT hardware and software outside of the ICT service. Accelerated Service Redesign has so far underachieved by £1.126m (£1.295m full year) while there is a pressure of £0.229m on IT category spend. Overall, the VFM programme expects to achieve savings of £10.199m against the target, including an overachievement on Children's VFM of £0.934m.</p>			
<p>Commitment: 4.13 Develop new operating models for Adult Social Care and Tourism and Conference services including consideration to establish local authority trading companies.</p>	<p>Nigel Manvell Head of Finance, ICT & Programme Management</p>	<p>Catherine Vaughan</p>	 AMBER 
<p>The Health & Well-being Overview & Scrutiny Committee agreed to review options for future service models and their recommendations were embedded in a report to Policy & Resources Committee on 5 December 2013. The committee approved the development of a business case to demonstrate whether establishing a Local Authority Trading Company (LATC) to deliver ASC services would be in the best interests of the City Council. An officer board, Future Service Models Board, has been set up to look at the legal and technical aspects of the business case.</p>			

MEDIUM TERM FINANCIAL STRATEGY 2014/15 to 2019/20 – GENERAL FUND FINANCIAL FORECASTS

The tables below show the forecasts for net expenditure and future funding streams based on the latest information available. The key assumptions relating to inflation and future funding are shown in the first table. The most notable relate to future funding. The Chancellor has already announced that funding for local government will be reduced by the same amount in the next Spending Review as in the current one i.e. approximately 10% per annum on average and this reduction has been built into the forecasts for 2016/17 to 2019/20. A revaluation of business rates is due to be implemented from 1 April 2017. Whilst any increases or decreases in business rates as a result of the revaluation will be adjusted for in the business rates retention system, it is unclear how appeals will be treated so new provisions for potential successful appeals on the 2017 list have been made in the forecast. A reduction due to the anticipated demolition of the original AMEX offices along with preliminary estimates of the impact of other major developments including Preston Barracks and Circus Street have been built into future forecasts of rateable value. Further analysis needs to be undertaken regarding the major redevelopment of the Royal Sussex County Hospital where there will be temporary reductions in business rates income as the phased works are carried out but an overall increase once all the work is completed. After the table are a number of charts showing the forecast trends in key indicators over the period

On the basis of these forecasts it is estimated that the council will need to identify budget reductions of nearly £90m over the 5 year period 2015/16 to 2019/20. This represents a reduction of almost 25% in the gross budget.

A sensitivity analysis has also been carried out for some other possible scenarios. The results are as follows:

- If the number of new homes in the city rises by the average shown in the City Plan rather than the figure used in the tax base forecast then approximately an additional £0.1m New Homes Bonus and £0.075m additional council tax income would be generated each year.
- For each 0.5% increase in the rateable value over and above the forecast for business rates generates about £0.3m per annum.
- If 10% of the local authority maintained schools transfer to become either academies or free schools then the loss of business rates income would be about £0.1m per annum and the loss of Education Services Grant would be about £0.3m per annum. However, the loss of Education Services Grant could be at least partly offset if the council was successful in selling these services to the new academies and free schools.
- A council tax freeze would reduce the funding available to the council each year by £0.8m assuming further freeze grant is forthcoming from the government.

Core planning assumptions

The table below sets out the core planning assumptions included in the MTFs projections.

MEDIUM TERM FINANCIAL STRATEGY 2014/15 TO 2019/20 *(Tables may not add due to rounding)*

Summary of MTFs assumptions	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Pay inflation and pay related matters						
- Provision for pay award	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
- Provision for pension contributions	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
- Provision for changes in national insurance	0.0%	0.0%	(*)	0.0%	0.0%	0.0%
General inflation						
- Inflation on income	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%
- Inflation on parking income	0.0%	1.0%	2.0%	2.0%	2.0%	2.0%
- Inflation on penalty charge notices	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Resources:						
Change in Settlement Funding Assessment		-14.2%	-12.0%	-10.6%	-10.7%	-10.8%
Change to Revenue Support Grant (RSG)		-28.3%	-29.5%	-33.7%	-46.8%	-81.3%
Business Rates						
- Business rates poundage inflation uplift	2.0%	2.8%	2.8%	2.8%	2.8%	2.8%
Change to other specific grants	-5.1%	-24.4%	-13.7%	-17.5%	-10.0%	-10.0%
Public Health grant	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Assumed council tax threshold increase	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Council Tax Base	2.0%	0.25%	0.25%	0.25%	0.25%	0.25%

(*) National insurance changes planned for 2016/17 are expected to add over £2m to the expenditure estimates but the Government has said that national expenditure control totals for local government will be adjusted and the council therefore should receive additional grant to offset the cost.

Summary of MTFS projections

The table below sets out the savings /budget gap taking into account the anticipated expenditure over the MTFS period and the funding resources available.

Summary of General Fund budget projections

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£ million	£ million	£ million	£ million	£ million	£ million
Budget Requirement brought forward	228.139	225.317	212.271	202.450	194.204	188.916
Pay and Inflation	3.557	4.273	3.542	3.291	3.140	3.050
General Risk Provision	2.500	0.500	0.500	0.500	0.500	0.500
Commitments - impact of previous decisions	0.067	1.555	0.619	-0.089	0.000	0.000
Change in Section 31 Business Rates compensation grants	-1.902	2.618	-0.018	-0.018	-0.018	-0.018
Change in New Homes Bonus	-0.680	-0.800	-0.600	0.000	-0.200	0.350
Service pressures - demographic and inflation	6.085	5.000	5.000	5.000	5.000	5.000
Service pressures - specific grants	0.423	1.150	0.650	0.600	0.500	0.500
Full year effect of savings in previous year	-1.152	-1.149	0.000	0.000	0.000	0.000
Savings / Budget gap	-15.591	-24.632	-19.261	-17.530	-14.210	-13.700
Sub-Total	221.446	213.832	202.703	194.204	188.916	184.598
Change in contribution to /from reserves	3.871	-1.561	-0.253	0.000	0.000	0.000
Budget Requirement	225.317	212.271	202.450	194.204	188.916	184.598
Funding						
Revenue Support Grant	63.442	45.453	32.050	21.252	11.307	2.118
Top Up Grant	1.611	1.656	1.702	1.749	1.797	1.846
Locally retained Business Rates	51.581	55.989	57.099	57.122	59.193	61.420
Council Tax (including collection fund surplus)	108.683	109.172	111.599	114.081	116.619	119.214
Total Funding	225.317	212.271	202.450	194.204	188.916	184.598

Capital Investment Programme

The council is facing some major long term capital investment challenges. The tables below identify these challenges and the funding that has yet to be confirmed or identified in the longer term.

CAPITAL INVESTMENT SUMMARY	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	19/20- 23/24 £000
<u>Children's Services</u>						
- Child Health Safeguard & Care	362					
- Education & inclusion incl. education maintenance	5,217	4,400	4,400	4,400	4,400	22,000
- New Pupil Places (to 2020/21)	11,292	8,507	12,641	15,000	19,000	20,000
<u>Adult Services</u>	824	750	750	750	750	3,750
<u>Environment, Development & Housing (GF)</u>						
- City Infrastructure	1,150					
- Housing General Fund	3,470	1,370	1,215			
- City Regeneration	3,644					
- Transport and Local Transport Plan (LTP)*	7,925	7,000	7,000	7,000	7,000	35,000
- Seafront Investment				10,000	10,000	50,000
<u>Environment, Development & Housing (HRA)</u>						
- Housing Stock Programme	28,964	24,886	23,822	23,600	23,600	114,000
- New Homes (500 new homes by 2020)	5,000	10,500	1,000	12,000	20,000	21,000
<u>Assistant Chief Executive</u>						
- Sports & Leisure	888	299				
- Tourism & Leisure, Communities	258					
- Royal Pavilion Regeneration & Museums	190			2,000		
<u>Finance, Resources & Law</u>						
- City Services and HR Organisational Development	573					
- Property & Design incl. Workstyles Phase 3	3,198	9,717	1,750			
- Corporate Investment	7,020	4,250	2,750	3,450	3,450	17,250
Total	79,975	71,679	55,328	78,200	88,200	283,000

*LTP is expected to include match funding to support the Valley Gardens project.

Note – No provision has been included for extra care housing

There is a fully funded capital programme for the next three years which is dependent upon the realisation of a number of capital receipts shown in the table below. Beyond the next three years there is greater uncertainty over the announcement of future government grant settlements and there is significant funding requirements that the council will need to address to provide a fully funded capital programme.

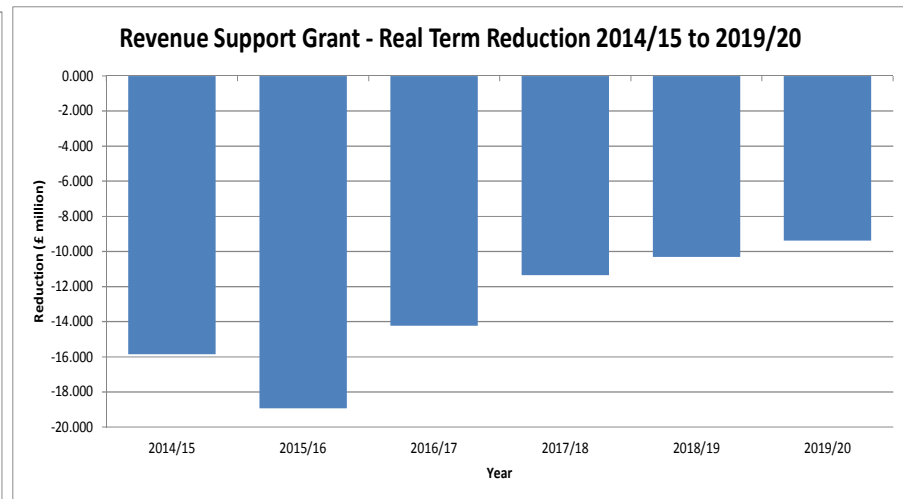
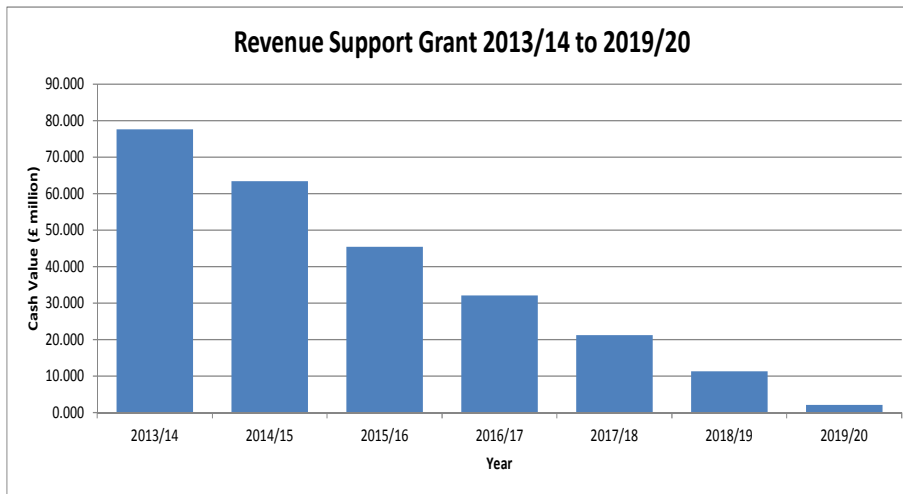
CAPITAL RESOURCES	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	19/20- 23/24 £000
Government Grants other	9,613	1,762	500	tbc*	tbc	tbc
- New Pupil Places Grant (confirmed to 2016/17)	6,759	12,038	12,641	tbc	tbc	tbc
- Education Capital Maintenance (no assumptions beyond 2016/17)	3,272	3,000	3,000	tbc	tbc	tbc
- LTP Grant (no assumptions beyond 2016/17)	7,479	7,000	7,000	tbc	tbc	tbc
- Adult Social Care Grant (no assumptions beyond 2016/17)	674	600	600	tbc	tbc	tbc
Capital Receipts including Right To Buys	8,291	10,539	10,585	3,300	4,300	9,000
Capital Reserves	1,974	500	500			
Specific Reserves	1,476	1,370	1,215			
External Contributions	75					
Direct Revenue Funding	1,947	1,550	1,550	1,550	1,550	7,750
Revenue Contribution to capital HRA	24,593	22,600	23,500	24,500	26,000	130,000
Council Borrowing	9,805	7,627	1,347	9,800	15,300	6,000
Temporary funding Workstyles / Education	4,017	3,093	-7,110			
Royal Pavilion Regeneration funding (to be identified)				tbi**		
Seafront Investment funding (to be not identified)				tbi	tbi	tbi
Corporate Funds (to be identified)				tbi	tbi	tbi
Total	79,975	71,679	55,328	39,150	47,150	152,750

* tbc = To be confirmed

** tbi= To be identified

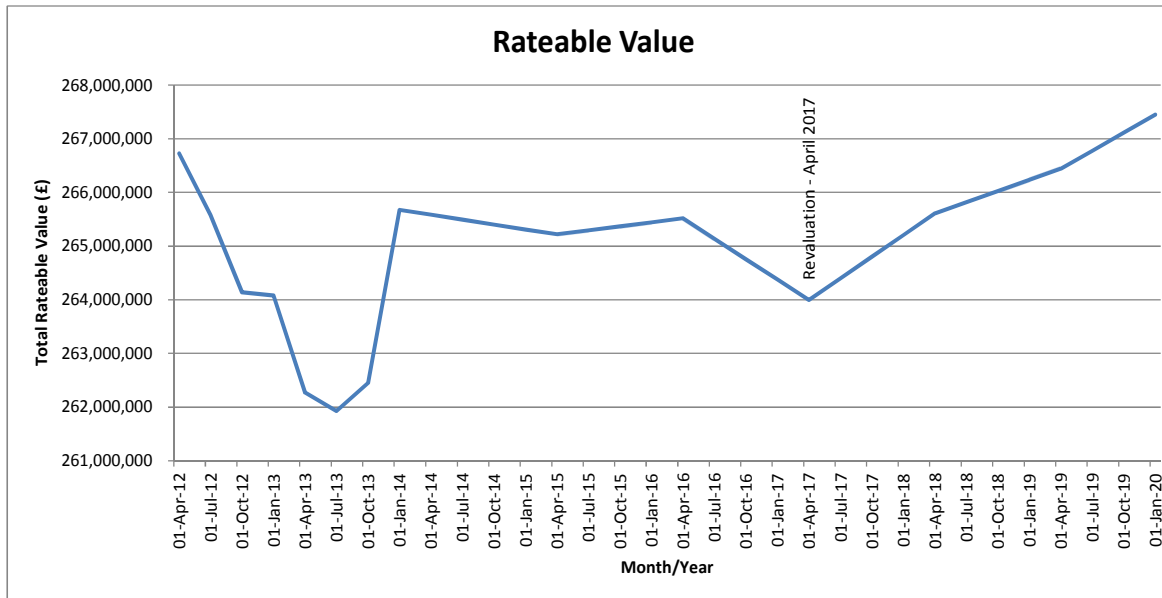
Revenue Support Grant Projections

The first chart shows how the cash value of Revenue Support Grant from the government is falling from 2013/14 to 2019/20 when it has all but disappeared. The second chart shows the real term reduction in resources being experienced by the council as a result of the loss of Revenue Support Grant. It is not expected that any change in government after the next General Election would have a significant impact on the national spending on local government. However it is possible that there could be distributional changes that would affect resources at an individual authority level.



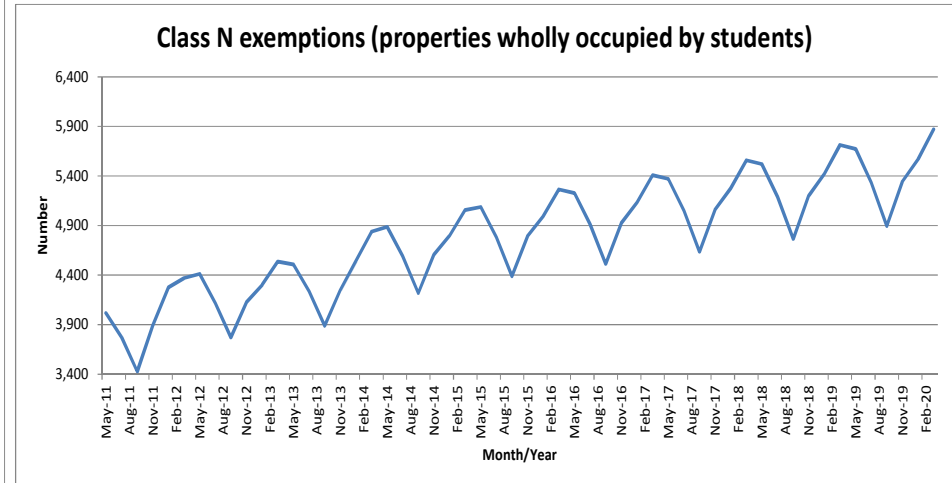
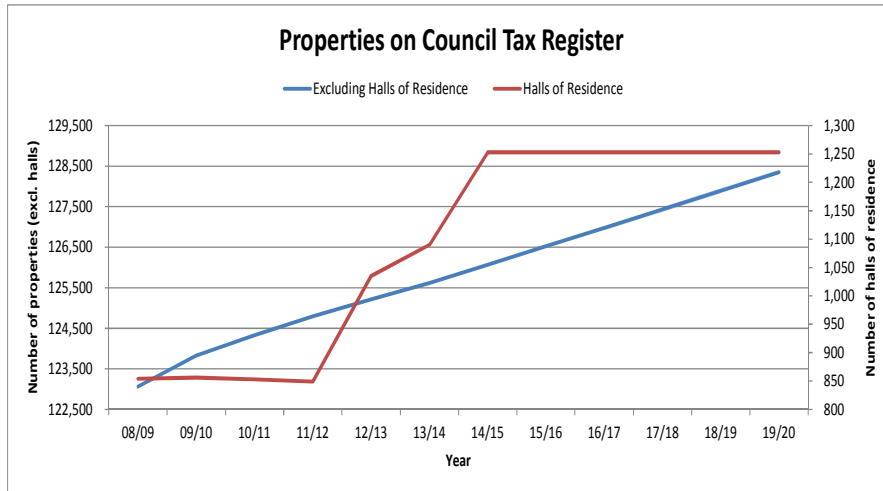
Business Rate Retention Projections

The first chart shows the projected change in the rateable value (RV) of properties liable to pay business rates in the city including the impact of revaluation in 2017 which leads to national resource equalisation rather than local gain. The RV is set by the Valuation Office. The council retains 49% of any increase in the rateable value (excluding changes from revaluation) but has no control over the multiplier (of the RV which determines the amount to be paid) which is set nationally by central government. The RV fluctuates as a result of properties coming on and off the system particularly as a result of new developments and crucially as a result of the impact of successful appeals by businesses against their RV. The appeals are determined by the Valuation Office and were the major cause of the dip in RV in 2013 and a further dip is expected in 2017 when the new rating list is published.

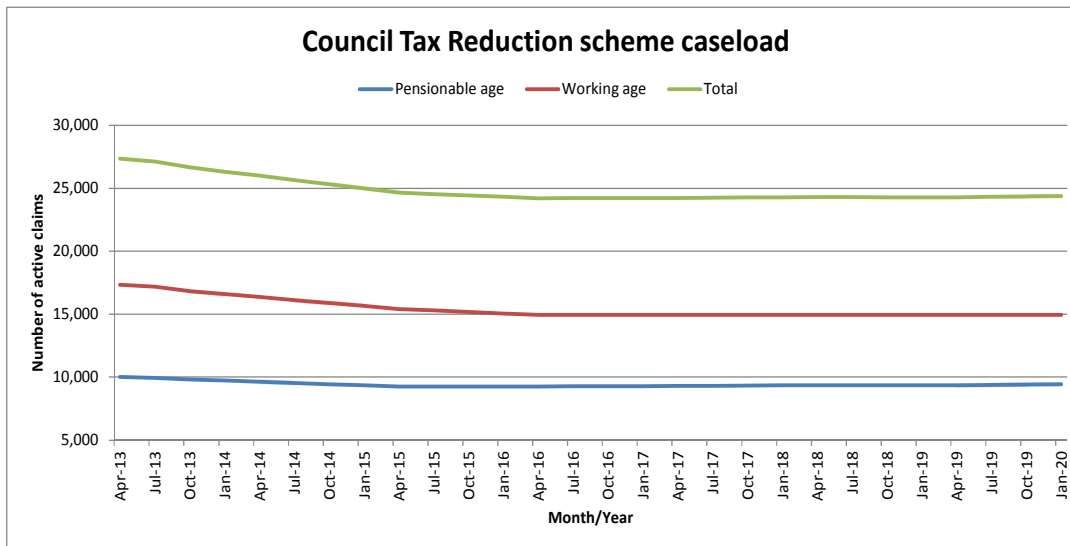


Council Taxbase Projections

The first chart shows the numbers of properties on the council tax register. Properties occupied by students are exempt from council tax and so this particularly highlights the changes in the taxbase excluding halls of residence and then the second chart shows the profile of student exemptions in properties other than halls of residence. While there is underlying growth in the council taxbase it is almost entirely offset by the growth in student exemptions – from 2015/16 the financial model assumes a net 0.25% growth.

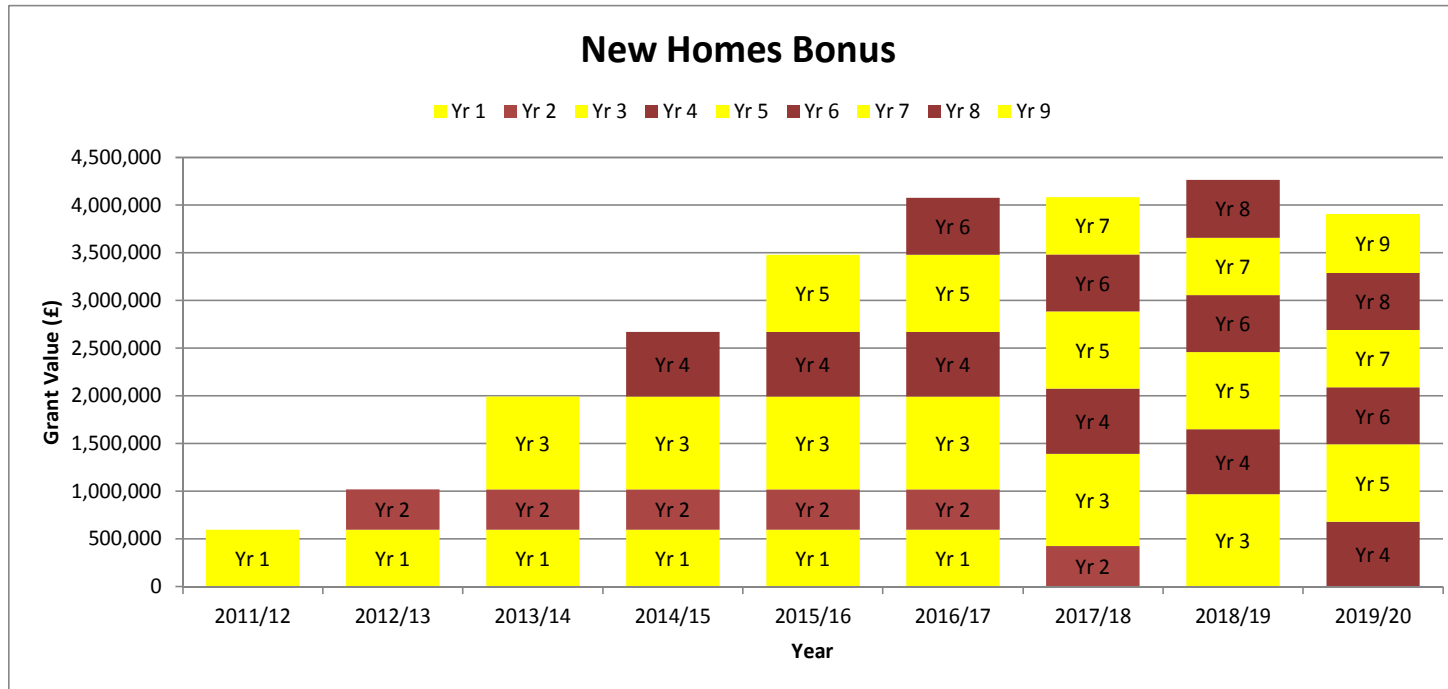


Council tax reduction is a discount on the amount of council tax payable by those on a low income. It is entirely funded from the council's General Fund resources, the previous funding for Council Tax Benefits was transferred into the general Revenue Support Grant in 2013/14. In 2013/14 the caseload fell both across pensionable and working age clients. It is currently projected to stay the same in future years – the caseload changes are entirely the council's risk. While the numbers of people of working age in employment can potentially be influenced by the council through its approach to economic development, the pensionable caseload is entirely due to demographics.



New Homes Bonus

New Homes Bonus provides an incentive for increasing the council taxbase, it is payable for a maximum of 6 years and has been funded in general by national top slices from local government funding. As a result of the pressures on the General Fund budget the council has used it to contribute to its budget gap, this means it needs to be mindful of whether additional funding is sufficient to compensate for the ending of resources gained in earlier years.



Medium Term Financial Strategy

Resources

The council's resource base is dependent on its council taxbase and its level of business rates retention. While we currently receive top up grant from central government, the direction of travel for local government finance is for local authorities to aim to be self sustaining amid an overall national context of reductions in public sector spending. This means we need to plan for a resilient and buoyant taxbase in order to protect vital services in the city.

For the **council taxbase** this means:

- enabling new development of housing through our planning policy, for example the Toads Hole Valley site
- progressing our planned council estate regeneration using Housing Revenue Account resources to leverage new investment
- working with the Universities to ensure that as much of their growing student housing needs are met through new student accommodation rather than existing housing attracting student exemptions for council tax
- having a tightly controlled system of discounts and exemptions
- ensuring that we have a fair council tax reduction scheme, balancing the need for as many people as possible to contribute to local services while supporting those in financial difficulty
- planning to increase council tax levels within the parameters set by central government but without triggering a referendum

By doing this we aim to:

- increase the number of new properties paying council tax and generating additional short term income through the New Homes Bonus
- stabilise the ongoing rise in properties not paying council tax as a result of student exemptions
- minimise the number of homes that are empty and not paying council tax and the number of fraudulent awards of discounts, especially single person discounts
- maintain a top quartile collection rate in comparison with similar authorities
- plan for council tax rises to protect vital public services

For **business rates retention** this means:

- working closely with the Economic Partnership and the Coast 2 Capital Local Enterprise Partnership (LEP) to attract inward investment into the city
- securing a City Deal with the government to ensure a thriving city region
- enabling the mixed use development of key sites in the city, using our land and, where the business case supports it, prudential borrowing or other financing arrangements, to generate new employment space
- having a system of discounts that protects the long term income stream from business rates
- lobby the government to change its approach to settling appeals and refunds which are outside the council's control and which have a disproportionate impact in Brighton & Hove including seeking a right to appeal valuations that it considers to be understated
- working with the Valuation Office to ensure the rating list is complete, up to date and fit for purpose for the council to predict and monitor the collection of what is owed

By doing this we aim to:

- protect and grow the council's share of the business rates taxbase
- minimise the number of businesses who are not paying the expected level of business rates
- maintain a top quartile collection rate in comparison with similar authorities

Government Grant Funding and Council Tax

The council will continue to rely on core funding from government (£63.4m of Revenue Support Grant in 2014/15) for some time even within a context of moving towards a self-sustaining system. We will therefore continue to lobby government to take into account a number of issues that are key to the financial resilience of the council including:

- local choice in determining council tax rises with increases of up to RPI allowable without the need to trigger a referendum
- ensuring that the high and growing number of student exemptions on the council taxbase are compensated for in the grant system
- securing a fair system for funding academies and free schools that doesn't have a detrimental impact on the council's ability to support and challenge schools across all sectors

- ensuring that Housing Benefit Administration Grant fairly reflects the costs incurred by the Council, particularly given delays to the rollout of Universal Credit and changing work patterns as a result of Welfare Reform
- ensuring that any changes to grant distribution methodology have a fair outcome for the city
- ensuring all new burdens on local government are fully funded

Fees, Charges and Rents

The council also has income from fees, charges and rents, specific government grants and makes bids for other sources of one off grants.

The overall approach to **fees and charges and rents** in this Medium Term Financial Strategy is:

- to recognise that fees, charges and rents are a vital part of the council's resource base but need to be set at sustainable levels
- to protect and enhance income in our leisure facilities, cultural destinations and venues through the quality of the visitor offer while ensuring fair discounts for concessionary groups
- to develop new income streams through identifying potential areas for additional charging or income generation

The council will seek to supplement its resource base by applying for **grants** in order to:

- deliver capital investment that it cannot afford from its core funding
- pump prime new service development designed to achieve long term financial savings

We are likely to need to be increasingly reliant on one off grant funding and therefore need to plan up front for ongoing maintenance of any capital investment and any exit costs from new initiative in order to minimise the long term impact on the revenue budget.

Specific service plans in relation to fees, charges, rents and grants are set out below.

Expenditure

The council will shift its focus in its budget planning from an emphasis on savings and changes to the budget to being clearer about how it is prioritising its substantial expenditure.

Adult Social Care

We will **maintain fair access** to Adult Social Care services at the current needs level of “Critical and Substantial” and we expect that these criteria will be in line with new nationally set criteria to be in place from 2015/16. We will fulfil our responsibilities to ensure the **quality** of services provided in the city and **safeguard** vulnerable adults including meeting new statutory responsibilities through the Care Bill.

We will support individuals to **stay in their own homes** and in their own communities wherever possible by:

- promoting personal budgets, choice and independence
- protecting funding for carers
- making better use of Telecare
- working closely with the community and voluntary sector to ensure flexible local provision that best meets individual needs

We will work closely with health partners and housing colleagues to ensure the **Better Care Fund** delivers whole system integration for those who are frail, including those who are homeless and have mental health difficulties as well as those who are elderly.

We will continue to assess the options for alternative service delivery models to protect the council's capacity to be an essential provider of certain services in the city, in particular by enabling us to offer services and receive income from individuals on personal budgets.

By doing this we aim to:

- reduce our relatively high unit costs of providing adult social care particularly through reducing the numbers of clients in expensive residential and nursing home care;
- adapt to the changing demographics and needs of our population in a way which is affordable
- generate new sources of income to help protect quality services and safeguard the most vulnerable
- support agreed national and local targets to reduce acute hospital admissions

Children's Services

We will continue to invest in **prevention and early intervention** and prioritise resources on preventing families falling into need, and helping them to get out and stay out of crisis. We will do this through:

- our Stronger Families, Stronger Communities programme which supports families in multiple deprivation through jointly commissioning interventions across the council and with partner agencies such as police and probation services
- sustaining investment in early years services, but targeting interventions at those most in need, for example free childcare for the 20% most disadvantaged 2 year olds
- strengthening our **Early Help** services to ensure they are focussed on those children and families in need and that they make a difference

We will continuously improve our **procurement and commissioning** of:

- home to school transport, including working closely with transport colleagues and the adult social care client transport team
- expert assessments in care proceedings
- high cost placements, working across East and West Sussex, particularly South East Seven (SE7) partners on special educational needs (a Dedicated Schools Grant funded service)

We will work with the Department for Education to secure additional capital investment to increase the diversity of school provision within a context of strong partnership working across all the city's schools.

By doing this we aim to:

- support children to stay with their families and in their local communities rather than in expensive local authority placements
- reduce the amount the council spends on supporting the costs of institutional care pathways
- reduce our relatively high unit costs of providing children's social care
- secure capital investment for school places without subsidy from other council services

Communities, Culture and Public Health

The transfer of the Public Health function from 1 April 2013 provides an opportunity for us to align spend with other council services. While the public health budget is ring fenced, we aim to achieve **indirect savings** in other parts of the council through:

- coordinating support functions such as research and analysis and communications
- simplifying our commissioning of services from the community and voluntary sector as some organisations are in receipt of multiple funding streams from the council
- combining spend for example with transport, housing and sports and leisure initiatives to maximise its impact.

We will continue to seek to leverage **external investment** to maintain our historic assets, including for the Royal Pavilion Estate, and our cultural and leisure facilities including the seafront.

We will **collaborate with the community and voluntary sector**, supporting its programme to transform local infrastructure and seeking to move away in the medium term from a grants based funding model to placing more emphasis on a commissioning and contracting model.

By doing this we aim to:

- improve the outcomes and value for money of our Public Health function
- sustain and enhance income streams from our seafront properties, at our venues and at other visitor attractions for example through our catering concessions
- maintain a successful visitor economy to support accessible employment opportunities for our residents
- support a thriving third sector in the city that can contribute to resilient local communities and deliver a high social return on investment

Environment, Housing & Development

The Council's City **Regeneration** Unit will be at the heart of planning for the future development of the city, creating a balanced economy and a One Planet Living City within the framework set by the council's City Plan.

Capital investment in the Local Transport Plan will be protected and the opportunities presented by self-financing in the Housing Revenue Account will be used to generate estate regeneration.

Better use of **intelligence** through working with the police will ensure our public protection function is focussed on the most effective interventions and we will explore opportunities to **expand traded services**.

We will deliver savings and additional income through our **management of waste** by:

- expanding city centre communal recycling and driving down levels of waste arising
- working with SE7 partners on a long term strategy for securing commercial income streams from recycle
- sharing the revenue from commercial waste disposal and electricity generation at the Energy from Waste facility in Newhaven

We will sustain investment in **homelessness prevention** and work in the city and with neighbouring authorities to procure sufficient quantities of temporary accommodation. We will work closely with colleagues in adult social care, children's services and health to secure appropriate accommodation for our most vulnerable clients and make the most cost-effective use of the Supporting People budget. We will work with the Sussex Energy Savings Partnership to reduce carbon emissions and tackle fuel poverty in the city's overall housing stock through.

By doing this we aim to:

- grow our council tax and business rates taxbase as described above
- better target our limited resources for public protection and develop new income streams
- minimise the costs of waste disposal and maximise the income we can derive from it
- contain the financial impact of the anticipated rise in demand for homelessness services and provide cost effective support for independent living for vulnerable clients
- secure investment into the city's housing stock with minimum subsidy from the council

Central Services

We will be proactive in our response to the government's **welfare reform** agenda and plan ahead for the transition to Universal Credit, working with the community and voluntary sector to:

- ensure access to financial advice and support
- enable digital inclusion as far as possible across all customer groups
- provide coordinated support to the most financially vulnerable for example through our discretionary funds

We will continue to invest in coordinated and fair early **debt collection and fraud prevention** to maximise our revenue streams.

We will make it easier for customers to **access our services on-line** and through digital media. We will invest in the council's ICT infrastructure over the next three years to ensure it is resilient and can support efficient working practices. We will drive the council's ambitious improvement programmes covering:

- Value for Money
- Workstyles
- Improving the Customer Experience
- Systems Thinking

through a single **Modernisation** Programme Board, underpinned by the council's People Strategy.

We will maintain **effective governance and performance management** and high quality legal, financial and procurement advice to safeguard the interests of the council taxpayer. We will work in **shared service arrangements** with other councils and partners where appropriate to secure value for money and maintain sufficient expert capacity.

Council

27 March 2014

Agenda Item 104

Brighton & Hove City Council

Subject: Brighton & Hove School Organisation Plan 2013-2017
– Extract from the Proceedings of the Children & Young People Committee meeting held on the 10 March 2014

Date of Meeting: 27 March 2014

Report of: Monitoring Officer

Contact Officer: Name: Penny Jennings Tel: 29-1065
E-mail: penny.jennings@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE***Action Required of the Council:***

To receive the item referred from the Children & Young People Committee for approval:

Recommendation:

- (1) That the School Organisation Plan 2013-17 be approved.

CHILDREN & YOUNG PEOPLE COMMITTEE

4.00 pm 10 March 2014
COUNCIL CHAMBER, HOVE TOWN HALL

DRAFT MINUTES

Present: Councillors Shanks (Chair), Buckley (Deputy Chair), Bennett, Gilbey, A Kitcat, Lepper, Pissaridou, Powell, Simson and Wealls

Non Voting Co-optees: Andrew Jeffery, Parent Forum, Ben Glazebrooke, Community Works/Voluntary Sector Forum, Graham Bartlett, Chair Local Safeguarding Children Board; Bethan Winstanley, Youth Council; Sue Sjuve, Sussex Community NHS Trust

PART ONE

72. BRIGHTON & HOVE SCHOOL ORGANISATION PLAN 2013-2017

Note: The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that in the light of information in this report about the allocation of secondary school places it would have been inappropriate to publish this information in advance of 3 March 2014, which was the national offer day in 2014 for all secondary school place offers as set out in the statutory School Admissions Code.

- 72.1 The Committee considered a report of the Executive Director of Children's Services seeking approval of the School Organisation Plan 2013 - 2017. The Committee was required to consider the Plan and then to make recommendations to the full Council which had the authority to approve it.
- 72.2 The Head of Education Planning and Contracts explained that the City Council had a statutory duty to secure sufficient, suitable school places for children of compulsory school age within its area. These places might be in any type of school, including local authority maintained schools, academies and free schools. With the introduction of Raising the Participation Age legislation, the Council also had a duty to ensure sufficient suitable education and training provision for all young people aged 16 -19 and for those aged 20 - 24 with a Learning Difficulty Assessment in its area. Whilst it was no longer a requirement to produce a School Organisation Plan it was good practice to do so and was a useful tool for forward planning.
- 72.3 The School Organisation Plan focused mainly on the duty to secure sufficient, suitable school places for children of compulsory school age and included forecasts of future pupil numbers in the primary and secondary school sectors, the accommodation requirements arising from these forecasts, a broad outline of how these requirements might be met and the associated funding implications.
- 72.4 The Head of Education Planning and Contracts explained that it should be noted that the increase in primary age pupils which had been experienced across the city over the past ten years appeared to have reached its peak and that this number was now expected to decline from 2016 onwards. Notwithstanding that, the size of current cohorts would create significant and on-going challenges in terms of the need to secure sufficient secondary school places over the coming years and discussions were taking place with school heads and governors in order to identify the best means of addressing the remaining primary places issues and the continuing challenge in relation to secondary school places.
- 72.5 Substantial funding would be required to meet the needs identified by the Plan and whilst the increases in funding announced by the Secretary of State in December 2013 for the 3 year period 2014/15 to 2016/17 would assist in that process, similar allocations would be needed in subsequent years in order to continue to secure sufficient secondary school places for the growing number of secondary school students. Application of the secondary admissions procedures for 2014 had revealed significant pressures on the present arrangements and in consequence it was proposed that an urgent review was commenced in the current year for completion by April 2015.

Arrangements to address issues arising in respect of school admissions for 2015-16 were the subject of a separate report (Item 73) on the agenda.

- 72.6 Councillor Pissaridou stated that whilst noting the work that had been achieved she was disappointed that further work was required, especially in relation to the issue of school places. The Executive Director of Children's Services explained that the level of grant awarded for the three year period to 2017 had not been notified until December 2013. The recognition of the city's need for new school places was welcomed as it would provide a good basis for planning and securing new provision, notwithstanding that some challenges remained.
- 72.6 Councillor Wealls stated that in his view the demography of different localities in the city could have an impact on forward planning. He inquired to what degree it was possible to predict changing numbers by use of GP registers and other indicators and how this could be utilised in order to consider potential alternative strategies. Councillor Wealls suggested that figures could also be affected by families moving into the area. The Head of Education Planning and Contracts stated that a number of information sources were used including analysis of demographic cycles but that a cautious approach had to be adopted in respect of figures for later years. A balance needed to be struck between ensuring sufficient school places in areas of highest demand whilst making best use of spare places occurring mainly in schools located at the edge of the city.
- 72.7 Mr Jeffery, Parent Forum stated that there needed to be greater clarity for parents. The Executive Director of Children's Services stated that it was recognised that there was an urgent need to review current arrangements for secondary school admissions to ensure that the local authority was able to offer high levels of certainty for children and families and the levels of clarity and transparency that were required.
- 72.8 Councillor Wealls stated that he was in agreement that there was a need for clarity and that there needed to be further discussion regarding the arrangements to be put in place and for the adoption of a consistent approach. Councillor Pissaridou concurred with this view. It was confirmed that further discussions would take place at meetings of the Cross Party School Organisation Working Group and that further reports would come before the Committee in relation to the review of the current admission arrangements and on other related matters.
- 72.9 Councillor Lepper stated that it was unfortunate that the distribution and disparity of school places across the city continued to be an issue, given that this was not a new problem. It was disappointing that measures brought in a few years ago to address this problem had ultimately not done so and now required review.
- 72.10 Councillor Simson referred to specific difficulties in Saltdean where places at the local primary school were limited and the area straddled the border with the neighbouring authority. It was explained that the local authority gave priority to those living within its own catchment area, whilst working closely with neighbouring authorities who were experiencing similar problems. There were currently no plans to change the existing arrangements although the feasibility of providing an additional "bulge" reception class was currently being assessed.
- 72.11 Councillor Buckley referred to the adverse impact that new housing could have on school places, if not accompanied by a sufficiently high Section 106 contribution from

the developer to mitigate against any potential disbenefit citing pressures on Davigdor Infant School in her own Ward as an example.

72.12 Councillor Pissaridou stated that she considered the Plan to be a work in progress and as some elements of it (school places) would require further work over coming months she considered that the School Organisation Plan and its contents should be referred to Full Council by the Committee rather than recommended to it, to do otherwise would be premature. This was put as a formal amendment proposed by Councillor Pissaridou and seconded by Councillor Wealls and Members voted to agree that the resolution to Full Council should be put as set out below.

72.13 RESOLVED TO RECOMMEND:

- (1) That the Committee having considered and commented upon the School Organisation Plan 2013 – 2017;
- (2) The Committee refers it to the Council at its meeting on 27 March 2014 to approve the Plan subject to any comments the Committee wishes to make.

Subject:	Brighton & Hove School Organisation Plan 2013 - 2017		
Date of Meeting:	27 March 2014 10 March 2014 – Children & Young People Committee		
Report of:	Executive Director of Children's Services		
Contact Officer:	Name:	Michael Nix	Tel: 29-0732
	Email:	michael.nix@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The purpose of this report is to seek approval for the School Organisation Plan 2013 – 2017. The Committee is required to consider the Plan and make recommendations to the full Council, which has the authority to approve it.

2. RECOMMENDATIONS:

- 2.1 That the Committee considers and comments upon the School Organisation Plan 2013 – 2017.
- 2.2 That the Committee recommends the Council at its meeting on 27 March 2014 to approve the Plan subject to any comments the Committee wishes to make.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The City Council has a statutory duty to secure sufficient, suitable school places for children of compulsory school age within its area. These places may be in any type of school, including local authority maintained schools, academies and free schools. With the introduction of Raising the Participation Age legislation, the Council also has a duty to secure sufficient suitable education and training provision for all young people aged 16 -19 and for those aged 20 - 24 with a Learning Difficulty Assessment in its area.
- 3.2 The School Organisation Plan focuses mainly on the duty to secure sufficient, suitable school places for children of compulsory school age. It includes forecasts of future pupil numbers in the primary and secondary school sectors, the accommodation requirements arising from these forecasts, a broad outline of how these requirements might be met and the funding implications. The Plan also includes some consideration of other related issues.
- 3.3 The key messages of this School Organisation Plan include:

- The increase in new primary age pupils experienced over the last ten years appears to be reaching a peak and these numbers may begin to decline from 2016 onwards
 - However, there will continue to be pressure on places in some parts of the city, most notably South Hove and Saltdean
 - While there are sufficient primary places in the city overall, there continues to be a 'centre and periphery' issue with spare places occurring mainly in some schools around the edge of the city
 - The numbers of new secondary age pupils begin to increase this year and will continue to increase throughout the rest of this decade and into the early part of the next
 - As a result, in spite of additional places gained from the opening of King's School in September, it is estimated that before the end of this decade around 300 additional Year 7 places will be required across the city, or 1500 11 – 16 places in total, which is equivalent to another large secondary school
 - As for the primary sector, there is a similar 'centre and periphery' issue and as a result there will be pressure on securing sufficient places in some secondary school catchment areas
- 3.4 Discussions are being held with school heads and governors to identify the best means of addressing the remaining primary places issues and the challenge to secure sufficient secondary school places. Because of the difficulties in identifying sites for new schools in the city, these are most likely to be met through a mixture of programmes including increasing the size of existing schools, although there is provision in the draft City Plan for a new six form entry secondary school at Toads Hole Valley. Under current government policy the Council would need to seek Academy or Free School sponsors for any new school.
- 3.5 Substantial funding will be required to meet the needs identified in this Plan. On 18 December 2013 the Secretary of State announced capital allocations to local authorities for the three year period 2014/15 to 2016/17. The allocations for Brighton & Hove are £3.9m for 2014/15, £12.0m for 2015/16 and £12.6m for 2016/17. This welcome recognition of the city's need for new school places provides a good basis for planning and securing new provision. However, similar allocations will be needed in the later years of this decade if we are to secure sufficient secondary school places for the growing number of secondary age students.
- 3.6 The Cross Party School Organisation Working Group considered and commented on the Plan in draft at its meeting on 4 February 2014.
- 3.7 The application of the secondary admissions procedures for 2014 has revealed significant pressures on the present admissions arrangements, based as they are on catchment areas and a system of random allocation. It is clear that these pressures will grow as the number of pupils reaching secondary age increases. There is therefore an urgent need to review the current arrangements so that they may continue to offer high levels of certainty for children and families and the standards of clarity and transparency that are required by the statutory School Admissions Code. It is proposed to commence this review this year, although given the statutory requirements for consultation and determination (which would need to be completed by April 2015 i.e. eighteen months before

any changes could be implemented), the earliest a change could take place would be for the academic year 2016/17. Based on the experience of previous such reviews it may not be possible to introduce new arrangements until 2017.

- 3.8 Our current analysis, drawing on the October 2013 schools' census of the number of Y5 children living in the Dorothy Stringer and Varndean Schools catchment area, shows there may be applicants living within the catchment in excess of the places currently available at the two schools in 2015. The current projection is that fewer than ten children are in excess of the current published admission numbers for the schools in this catchment. This analysis may change over time as different factors can affect the number of children seeking admission to secondary schools - such as the popularity of other schools out of catchment, the numbers joining the private sector, or families leaving or moving into catchment. The projected numbers for pupils requiring the availability of a place within catchment will be kept under close review. To address this issue the authority will consult with the two schools (Dorothy Stringer and Varndean) and, subject to this, in year variations to Published Admission Numbers for 2015, may be proposed in order to secure the number of places needed for pupils within catchment, if this remains necessary.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The statutory duty means that the Council must ensure that arrangements are in place to secure sufficient school places. The Plan describes the steps being taken to consult with schools and others about options for securing sufficient places and progress with this will be overseen by the Cross Party Working Group and reported to Committee at future meetings. Alongside this the Council will need to consider whether the present secondary school admissions arrangements need to be changed in any way to ensure that available places are fully taken up. There is also regular dialogue with Department for Education (DfE) officials about the provision made through existing and potential new academies and free schools.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 This Plan has been drafted in consultation with the Cross Party School Organisation Working Group and with schools and this consultation will continue in order to identify specific projects to be included in future capital programmes.

6. CONCLUSION

- 6.1 The Council is faced with significant challenges in securing sufficient school places for children of compulsory school age in the city. There remain some issues to be addressed in the primary sector and there are major challenges to be addressed in the secondary sector in the next five years and beyond. These challenges are intensified by the lack of suitable sites in the city and the fact that many schools are already very large. Close dialogue and partnership working with schools and their governing bodies and the DfE will be essential to identify how the necessary new places can be provided.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The capital funding has been announced for 2014/15 to 2016/17 at £3.9m for 2014/15, £12.0m for 2015/16 for 2015/16 and £12.6m for 2016/17, and any proposed expansions to schools will have to be met from within these allocations.
- 7.2 The revenue funding implications will be that the Dedicated Schools Grant (DSG) will include the funding for 3 -16 year old pupils based on the October pupil count preceding the relevant financial year i.e. October 2013 for 2014/15 funding, therefore when planning the schools' budgets, the funding for any expansion to a particular school will have to be calculated and identified in advance, in order that we can give schools the appropriate level of funding. This methodology is shared with the Schools Forum to ensure consistency of funding across schools.

Finance Officer Consulted: Name Andy Moore

Date: 31/01/14

Legal Implications:

- 7.3 There is no longer a statutory requirement that Local Authorities publish a School Organisation Plan. However as a matter of good practice the Council can continue to produce a plan, using it as a tool for the strategic planning of school places, thus helping to ensure that its statutory duty under section 14 of the Education Act 1996 to secure that there are sufficient and suitable places available for pupils in its area is fulfilled.
- 7.4 Any review of the Council's school admission arrangements would need to be carried out in accordance with the statutory processes set out in section 88 of the School Standards and Framework Act 1998 and the School Admissions (Admissions Arrangements and Co-ordination of Admission Arrangements) Regulations 2012. Proposed new arrangements would need to be determined by the Council eighteen months before the admission year to which they relate, having been out to full consultation with prescribed parties. Any proposed changes for the 2016/17 admission year would therefore need to be determined by 15 April 2015.
- 7.5 Paragraph 3.7 above refers to the possible need for in year variations to the Published Admission Numbers for individual schools. Once admission arrangements have been determined for a particular academic year they cannot be revised unless the admission authority considers there to have been a major change in circumstance (section 88E School Standards and Framework Act). Unlike most proposed variations there is no statutory requirement to refer a proposal to increase a school's PAN to the Schools Adjudicator for agreement, although the governing bodies of affected schools do have the right to object to any determined increase if this cannot be negotiated.

Lawyer Consulted:

Serena Kynaston

Date: 280214

Equalities Implications:

- 7.6 No Equality Impact Assessment has been completed in respect of this Plan. The Plan applies to all school age residents of the city and the Council's admissions policies, in accordance with the national Admissions Code, make specific provision for children with special educational needs and exceptional medical needs to ensure that their needs are met.

Sustainability Implications:

- 7.7 Sustainable travel to school is most likely to be met if there is an appropriate spread of schools across the city so that as many children as possible can attend a local school and this is an aim of this Plan.
- 7.8 All new school buildings are required to meet high standards of energy efficiency and sustainability in their construction.

Any Other Significant Implications:

- 7.9 School places planning is a high profile issue with significant reputational risk implications for the Council if members of the community feel that their expectations are not being met.

SUPPORTING DOCUMENTATION

Appendices:

1. Draft School Organisation Plan 2013 - 2017

Documents in Members' Rooms

None

Background Documents

None

Brighton & Hove School Organisation Plan

2013 to 2017

Introduction

The Council's vision for education in the city is that we want to make sure that all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be, and to be happy, healthy and safe. This means making sure that all children and young people in the city have access to high quality education that will provide them with the knowledge and skills to secure employment and be active and responsible citizens.

The purpose of this School Organisation Plan is to describe the place of school organisation and places planning in how the Council intends to fulfil this vision. The plan describes the challenges that the city continues to face in securing sufficient school places for all its children and young people and sets out the short, medium and longer term strategies for meeting these challenges.

The School Organisation Plan is integral to the suite of strategies and plans which underpins the Council's vision for education. It reflects the same key principles of commitment to the well being of all children and young people in the city, the pursuit of excellence, partnership working, and openness and transparency in planning and decision making.

These principles are expressed through the School Organisation Plan in the following ways:

- The needs of children are paramount: we will do all we can to ensure that children are able to attend a local school, which is good or better and accessible
- Whilst we recognise that current national policy promotes the development of a diverse range of provision, we will seek to ensure that any new schools of whatever type are actively committed to working in partnership with other schools and the Authority for the benefit of all children and young people
- Where possible we will look to expand schools which are popular and deliver good education, whilst preserving the essential character of these schools which contributes towards them being successful
- We will continue to work in partnership with other key agencies, including the Anglican and Catholic Dioceses and the Education Funding Agency, in developing proposals to meet the need for new school places
- The authority will be open and transparent with schools, their governing bodies and local people about the challenges for school places planning in the city and the options for meeting these challenges

The Authority has a statutory duty to secure sufficient, suitable school places for all children living in its area of compulsory school age (5 – 16). These places need not be in local authority maintained schools. They may be in voluntary aided faith schools, and different types of academy schools. The Authority also has a duty under the Raising Participation Age policy to ensure

sufficient full year education or training provision for young people aged 16 and from September 2015 this will increase to ensuring education or training provision up to the 18th birthday for all young people. This School Organisation Plan takes into account all education provision up to age 18 in the city other than that in the fee paying independent sector.

Brighton & Hove is bounded on one side by the sea and on the other by the Downs, and there are now very few large spaces within the city suitable for new schools. Our green spaces, the city's parks and playing fields, are quite rightly treasured as places for recreation and organised games and sport and are protected by planning regulations. There are also few redundant brown field sites that may be suitable for development as schools.

It is therefore vital that the school places challenge is owned by us all, so that we can together find the best solutions for all our children and young people.

Pinaki Ghoshal
Executive Director of Children's Services

Summary of key challenges for school organisation and places planning

Context

The context for this plan contains several factors:

- Growth in the number of children and young people in the city, which has been a factor for the provision of primary school places since 2003 and which will begin to impact on the secondary sector from 2014 onwards
- The paucity of suitable, available sites, either green field or brown field, for the development of new schools within the city
- The fact that many of our schools, primary and secondary, are already very large and may present both practical and school managerial challenges to any proposal that they are made still larger
- The national policy context, which requires any new school proposal to be advertised first of all to potential promoters or sponsors of an academy or free school – while this offers the potential for increasing the already wide diversity in our school provision, it may also bring elements of delay and uncertainty
- Some of the models currently being promoted by government, such as Studio Schools and University Technical Colleges, are for 14 – 19 year olds only and do not assist in addressing the places challenge for the secondary sector as a whole
- Capital funding made available by government has tended to lag behind demand, although the government in December 2013 announced capital allocations for the three year period from 2014/15 to 2016/17 to help local authorities to plan ahead; this and the size of the allocations in the final two years of this period for Brighton & Hove are

welcome developments but this will need to continue throughout the remainder of the decade if the city is to have sufficient resources to meet the challenge of growth in numbers in the secondary sector, where projects tend to be more expensive

Difficult choices will have to be made if we are to secure the places required for all the children in the city during the period of this plan and beyond. Identifying sites for new schools, especially secondary schools, is very difficult given the location and largely developed nature of the city and the need to preserve the green spaces that we have. Many schools are large or have little or no space for further development.

Under current government policy, proposals for any new schools must first of all be sought from potential sponsors of academies or free schools. The two free schools opened in the city by 2013, the Bilingual Free School and King's School, have added to the diversity of our provision but both are currently experiencing difficulty in finding a permanent site and this is the case for the small number of other potential sponsors known to have expressed an interest in developing new schools here.

The primary sector

In Brighton & Hove there are sufficient primary places overall to meet the needs of the growing number of primary age children. However they are not all in the right places, and we face challenges in particular in the south of Hove as well as in some localised areas such as Saltdean. On the other hand we have a small number of schools, mainly on the periphery of the city, with spare places which are hard to fill because of their location.

We have worked hard over the last eight to ten years to ensure that there are sufficient primary school places, in the right locations, for the increasing number of children reaching compulsory school age each year. Since 2005 we have provided 345 new reception class places (over 2,415 places in total) in the areas of greatest demand across the city, and more is planned for 2014 with the new form of entry at West Hove Infant School Connaught and places at the Holland Road site to be managed by West Hove Junior School.

However, these permanent places have not always been sufficient and in 2012 and 2013 we have had to add temporary 'bulge' classes to some schools in order to meet local demand.

Beyond three to four years ahead there are no firm figures for numbers of primary age children as they are not yet born. The normal expectation in a demographic cycle is that numbers will after twelve to fifteen years of growth reach a peak and then begin to decline and there is increasingly strong evidence, backed by data from 2013 GP registers, that the increase in the number of children aged 4+ in Brighton & Hove may reach a peak in 2015 and 2016 and that then numbers may possibly reduce.

A judgement must therefore be made about whether more permanent places are needed or whether the continuing high demand should be met through more temporary bulge classes – or a mixture of both. Proposals for bulge classes are often unpopular with schools, their governing bodies and parents of children already at the schools because of the organisation and management issues they present for the school and concerns about overcrowding and safety. On the other hand, if numbers begin to decline beyond 2015, providing too many permanent places now will present other management problems and potential detriment to pupils in future years as some schools struggle to maintain numbers.

The secondary sector

There has been little change in the numbers of students in secondary schools over the last few years. This will change radically, beginning in 2014, as the increasing numbers of primary age children start to reach secondary school age. The opening of King's School in September 2013 and the additional places in the new building at Portslade Aldridge Community College (PACA) provide some additional capacity. For 2015, the total number of Y7 places available across the city will be 2610.

Against current forecasts there should therefore be sufficient secondary school places across the city as a whole until 2017, but this would require all the schools to be full or almost full.

Current forecasts suggest that in order to provide sufficient secondary school places and allow some margin for parental preference (at least 5% or around 150 places per year group) we must plan for 2900 Year 7 (Y7) places across the city by 2019, an increase of around 300 places compared with planned numbers for 2015. This is equivalent to another large ten form entry secondary school.

There is no obvious site available within the city which is large enough to accommodate a large new secondary school. The need is most likely to be met through a range of smaller additions, including possibly a new medium sized school at Toads Hole Valley, subject to consultation on the draft City Plan, and further thinking on this is set out later in this Plan. In addition, plans for a Studio School sponsored by City College and a University Technical College in nearby Newhaven will contribute to the overall number of places although these developments will only provide for the 14 – 19 age range.

As for the primary sector, there is a 'centre and periphery' challenge. More centrally located schools tend to be full and have already increased in size in recent years, while there are spare places in schools on the periphery, which do not benefit from a 360 degree catchment area. We will need to consider whether there are changes that can and should be made, for example to catchment areas and transport arrangements, which might assist these schools in becoming full.

Secondary admissions arrangements, including catchment areas, must also be kept under review to ensure that they are clear and transparent and provide children and families with a reasonable level of certainty about the school places available to them, as well as ensuring that available places across the city are used to the full. Most recently we have changed the admissions criteria so that siblings living out of the catchment area are no longer given priority, and further changes may need to be considered as numbers in catchment areas increase.

The 16 - 18 sector

This Plan does not consider the 16 – 18 sector in detail. In Brighton & Hove around 80% of 16 – 18 provision is made by the three colleges, BHASVIC, City College and Varndean College. Around 15% of provision is made by school sixth forms and the remainder is made by smaller education and training providers and apprenticeships.

The three colleges are independent corporations, responsible for the development of their provision and their buildings. All three colleges have capital development plans in place, the most ambitious of these being City College's project to replace its entire City College Central provision in Pelham Street with a new building. BHASVIC has consent and funding in place to construct a new building which will provide additional capacity as well as replacing some of its poorer accommodation. Varndean College is developing new classroom space in its roof space which will also provide additional capacity and replace some of its mobile classrooms.

The five schools and academies with sixth forms all have plans to increase the size of their sixth forms. Most notably, Cardinal Newman Catholic School is investing almost £4m in a new sixth form block to support a planned increase in the sixth form from 450 to 600 students. These sixth form developments may have some impact on the schools' capacity for 11 – 16 year old students.

Funding for capital investment in schools

Funding for the schools capital programme includes:

- 'Basic need' grant allocations from the DfE, made on a formula basis – these allocations are not ring fenced to education
- Additional grant allocations offered from time to time by the DfE, such as the Targeted Basic Need Grant for school places and the Demographic Growth Capital Fund for post 16 places
- Section 106 developer contributions to assist with additional costs arising from residential development
- Revenue contributions to capital

The largest funding element is the basic need grant allocation, through which Brighton & Hove has typically received around £3m - £4m per year in recent years, reflecting the growth in the primary sector. However, the formula by

which basic need allocations are calculated is rarely sufficient to cover the cost of providing new places, especially in the South East. The cost of the most recent example of a one form entry extension to a secondary school in Brighton & Hove, completed in 2010, was around £5m. The DfE is seeking ways to reduce the cost of new school buildings, for example through the commissioning of standard designs for schools and simpler procurement and construction processes.

The basic need allocations for the two financial years 2013-14 and 2014-15 are fully committed to projects already started to provide additional primary school places.

In December 2013 the Secretary of State announced that he wished to assist local authorities in planning ahead for capital investment to meet the need for new places and was therefore publishing basic need allocations for the three years 2014/15 – 2016/17. The allocations for Brighton & Hove are £3.9m for 2014/15 (as previously announced in December 2012), £12.0m in 2015/16 and £12.6m in 2016/17. This significant uplift in the allocations provides a more realistic platform for planning necessary new provision.

The provision of school places forms part of the Council's medium term capital strategy, which sets out the capital investment issues for the Council across the range of its functions and considers how these may be met.

Primary schools

Forecasts of pupil numbers

The number of primary age children in Brighton & Hove has been growing steadily for over ten years. The projections in Table 1 below show that the number of children entering Reception classes appears to peak in 2015 and that it then begins to decline.

The main data source for our primary pupil number forecasts is GP registration data. This provides not only information about the number of pre-school age children in the city but also a broad indication of where they live through post codes. Our analysis of the data takes into account historic trends, for example in the proportion of children who enrol in the state maintained schools sector.

For planning purposes and as required by the DfE's school capacity data returns, we have divided the city into ten broad 'planning areas'. These planning areas are not fixed – they are simply intended to help us to identify areas of greatest pressure on places by reflecting the broad existing patterns of 'travel to school'. They are not 'catchment areas' for admissions purposes and are therefore not published. There is no expectation that children living in an area will attend one of those schools nor any guarantee that children may be allocated a place in the planning area in which they live. There are many children who live in one planning area but actually attend a school in a different area.

Table 1 below shows the current forecasts to 2017 of children expected to need a reception class place, broken down into these planning areas. The table also shows the places available in the schools in the planning areas and the surpluses or shortfalls of places.

Table 1: Forecasts of pupil numbers and surplus / shortfalls aged 4+ by planning area

Planning Area	Surplus / shortfall	PAN 2014	Actual	Forecasts			
			2013/14	2014/15	2015/16	2016/17	2017/18
Portslade	Surplus / shortfall	360	321	262 98	247 113	245 115	220 140
South Central Hove	Surplus / shortfall	420	421	565 -145	594 -174	599 -179	563 -143
Hangleton and Hove Park	Surplus / shortfall	210	211	268 -58	235 -25	213 -3	212 -2
W Blatchington & N Hangleton	Surplus / shortfall	150	139	100 50	78 72	85 65	88 62
Westdene to Seafront	Surplus / shortfall	240	240	223 17	243 -3	237 3	253 -13
Hollingbury & Preston Park to Seafront	Surplus / shortfall	420	417	371 49	405 15	361 59	324 96
Moulsecoomb and Coldean	Surplus / shortfall	270	201	203 128	215 115	222 108	185 145
Patcham	Surplus / shortfall	150	149	164 -14	168 -18	154 -4	175 -25
Whitehawk and Queens Park	Surplus / shortfall	480	447	516 -36	481 -1	507 -27	502 -22
The Deans	Surplus / shortfall	270	255	225 45	227 43	198 72	211 59
The Bilingual Free School	Surplus / shortfall	60	tbc		n/a	n/a	n/a
TOTALS	Surplus / shortfall	3,030	2,801	2,897 134	2,893 137	2,821 209	2,733 297

Notes on Table 1

* PAN is Published Admission Number, the published maximum number of children for a year group in each school.

** YR is the Reception year group, aged 4+.

*** Where actual numbers in 2013 and 2014 exceed the PAN for the area, this is because a bulge class was provided in that year for one or more schools in the area.

**** An additional permanent form of entry (30 places) is to be provided at West Hove Infant School Connaught site for 2014.

***** The Bilingual Free School is temporarily based at BACA but intends to relocate to a permanent site in Hove (subject to planning consent) and to increase its PAN from 60 to 90. This school draws its pupils from across the city and is therefore not allocated to a Planning Area.

Comments on primary numbers forecasts

There are sufficient places in the city overall even for the highest forecast numbers in 2015. However, the tables show that the broad distribution of children across the city does not wholly match the location of schools and this inevitably creates pressures in some parts of the city which will be difficult to meet in local schools.

The number of children seeking places in the primary schools in 2014 is forecast to be broadly the same as in 2012, when it was necessary to provide six bulge classes to accommodate all the children. In 2014, there will be two more permanent reception classes available than there were in 2012 – one at Aldrington CE School and one at West Hove Infant School Connaught site.

The number of children seeking primary places in 2015 appears to be very similar to 2014. In the two remaining years for which forecasts are currently available numbers decline by around 70 children city wide in 2016 and a further 90 children in 2017. The figures for 2017 are less reliable, but the evidence that numbers are approaching a peak in 2015 and may decline after this appears now to be stronger. If the forecasts are broadly accurate, there will be around four or five forms of entry fewer to place in 2017 than in 2015.

There continue to be significantly more children in the South Central Hove planning area (the whole of Hove south of the railway line) than there are places in schools within the area, despite the large number of additional places provided in and around this area. Most spare places are around the edge of the city, in Portslade, West Blatchington and Moulsecoomb and this is likely to continue to be the case.

Given the lack of sites for new schools and the size of many of the existing schools, it will continue to be necessary to allocate places at schools in other planning areas to some children living in the South Central Hove planning area, in particular in Portslade, Hangleton & Hove Park and West Blatchington & North Hangleton.

The mix of community (80% of reception class places) and faith (20%) schools in the city adds a further dimension to places planning in the primary sector, because some families prefer to seek out places in faith schools while others would prefer their children not to attend a faith school, even though it may be their closest school.

The Council's primary school admissions criteria, which follow the statutory Admissions Code determined by central government, give priority to children in care or who have been adopted and those with a Statement of Special Educational Needs (SEN), to those with exceptional medical or social

reasons, then siblings of children already attending a school and finally other children. The 'shortest available route' is used to decide who should be allocated a place if the number of children in these categories, taken in priority order, exceeds the places available. This means that as numbers have grown there are parts of the city where children may be unable to attend their nearest school or the school which serves the community to which residents feel they belong. This can be expected to continue throughout the period to 2017, while numbers in the 4+ age groups remain high in some areas.

Closer analysis also shows that numbers of children in Saltdean are likely to exceed the places available at Saltdean Primary School (where a bulge class was provided for 2013/14) and that these higher numbers may continue for the foreseeable future. Discussions with colleagues in East Sussex suggest that they are forecasting a shortfall in places in the neighbouring areas of Telscombe Cliffs and Peacehaven and that it would not therefore be possible to consider placing East Saltdean children (living in East Sussex) in the East Sussex schools.

Where there are schools with significant surplus places, we should seek ways of reducing the Published Admission Number (PAN) so that it more closely matches the number of children in their area. This is most likely to be achieved through identifying other facilities which could appropriately be co-located with the school.

All these factors demonstrate the complexity of places planning, especially where for the very youngest pupils families generally would prefer to be able to walk with their children to a local school. This is not always achievable and it is important to maintain the long term view, in which numbers of primary age children may begin to decline again. Nevertheless, in 2013 84% of children were allocated a place at their first preference school and 95% of children were allocated a place at one of their three preferences. Broadly similar proportions were achieved in previous years.

Providing the additional primary places that are needed

In order to secure sufficient primary school places for 2014/15 and 2015/16 the Council will:

- Consult with heads and governors of schools in Hove and the Anglican and Catholic Dioceses on locations for at least one and possibly two permanent new forms of entry: projects would be likely to commence with a further bulge class in 2014/15 and provision of permanent new building for seven classes in time for 2015/16
- Consult with heads and governors of all primary schools and the Anglican and Catholic Dioceses on the provision of at least one and possibly two bulge classes for 2015/16 and provide the necessary temporary classrooms
- Consult with the head and governors of Saltdean Primary School on a possible increase in the size of the school to 2.5 or 3 forms of entry, to

- commence with a further bulge class in 2014/15 and provision of permanent new building for up to seven classes in time for 2015/16
- Continue to work with those schools that have spare places to ensure that they remain or become good or outstanding schools which offer an acceptable alternative for children who cannot be allocated a place in their more local schools
 - Review with West Blatchington Primary School and Hove Park School the success of their pilot project to provide transport to school and consider whether this can usefully be extended to other schools with spare places
 - Plan for the provision of temporary classes in 2016/17 at those schools which received bulge classes in 2012 and accommodated them in new permanent classrooms, which by 2016/17 will be required to accommodate these schools' permanent additional form of entry
 - Keep under review forecasts for the later years of this plan and make decisions about whether further temporary or permanent accommodation is required
 - Keep under review opportunities to reduce the PAN of schools where indications are that it is unlikely that the school will in future receive this number of children, especially where this provides an opportunity to link the school with other relevant services taking up redundant space

This work will be steered and monitored by the Cross Party School Organisation Working Group set up by the Children and Young People Committee to advise it on all school organisation and places planning matters, and there will be consultation as required on proposals for permanent new places.

Secondary schools

Forecasts of pupil numbers

The number of secondary age children has remained broadly unchanged over the last ten years. However, the increase in primary age children experienced over the last ten years will start to reach the secondary sector in 2014 and current forecasts suggest an increase of between 400 and 500 students entering Year 7 by 2019 compared with 2013.

Forecasts of pupil numbers for the secondary sector can be calculated with a greater degree of certainty than for the primary sector because we can look further ahead and because most of the children for at least six years ahead are already in the primary schools. Nevertheless there is some uncertainty about the proportion of children that will transfer to the maintained sector, and the operation of parental preference and the greater mobility of secondary age pupils are further variable factors that must be taken into account.

As for the primary sector, the starting point for calculating forecasts of secondary school numbers is GP registration data, mapped on to the catchment areas for secondary schools to give a broad indication of the distribution of future Y7 pupils across the city. A factor is applied to these

numbers to allow for the proportion not transferring to the maintained sector – in recent years this has been 84.5%. Allowances are also made for those children transferring to Cardinal Newman Catholic School and (for 2013 onwards) to King’s School as these two schools draw from across the city and do not have their own catchment areas. Finally, an analysis is done of possible Y7 numbers in each of the catchment areas taking into account historic trends in the effect of parental preferences.

Following the opening of King’s School in September 2013 there are now ten secondary schools in the city. King’s School currently provides 125 places for its first Y7 intake and proposes to increase its admission number to 150 in 2015. In addition the capacity at Portslade Aldridge Community Academy (PACA) will increase to 240 when its new accommodation is complete in 2014.

In the last two years, the PANs for Dorothy Stringer School and Cardinal Newman Catholic School have each increased by one form of entry to 330 and 363 respectively.

The Year 7 capacity of the ten schools is therefore 2525 in 2013, rising to 2585 in 2014 and 2610 in 2015.

Table 2 below shows the current forecast of secondary school numbers for the city as a whole. ‘Low’ and ‘high’ forecasts are given to indicate the range of numbers that could come forward based on transfer rates of 84.5% (low) and 87.5% (high). An element of additional capacity should normally be available to allow some flexibility for parental preference and the DfE recommends 5% to 10% for this. Therefore around 150 (5%) should be added to the forecast numbers if we are to have some flexibility – without this there would soon be sufficient space only if all schools were full. This spare capacity is at the lower end of the range recommended by the DfE.

Table 2: Forecasts of secondary age numbers in Brighton & Hove

Year	Capacity	Estimate		Surplus/ Shortfall	
		Low	High	Low	High
2013 (actual)	2525	2250		275	
2014	2585	2280	2360	305	225
2015	2610	2320	2400	290	210
2016	2610	2350	2430	260	180
2017	2610	2410	2490	200	120
2018	2610	2550	2630	60	(20)
2019	2610	2660	2750	(40)	(140)
2020	2610	2620	2700	(10)	(90)
2021	2610	2680	2760	(70)	(150)

Comments on the secondary numbers forecasts

Key conclusions from these figures include:

- Allowing some flexibility for parental preference (150 places), we should plan for 2900 Y7 places across the city by 2019 – around 300 additional Y7 places compared with planned capacity for 2015
- In due course as these higher numbers move through the schools, this will require an additional 1500 Y7 to Y11 places, equivalent to a large new secondary school
- The plan for secondary places must show how these 1500 places will be achieved over time – this runs well beyond the period of this School Organisation Plan
- We should aim to have at least 120 Y7 additional places available by 2017, when a point about midway between the low and high forecasts plus ‘flexibility allowance’ will otherwise exceed the places available
- We should aim to have at least another 120 Y7 additional places available by 2019, with any remaining requirement following by 2021

These conclusions should be kept under review as further data become available, but given the numbers already experienced in the primary schools any changes will be in the fine detail – the need for a broad framework plan implemented in stages is inescapable.

Closer analysis of the distribution of children across the city shows unsurprisingly that there will be increasingly significant pressure on places in the catchment areas for Blatchington Mill & Hove Park and for Dorothy Stringer & Varndean. The most recent changes in catchment areas and the change in the siblings rule so that out of area siblings no longer have priority for admission to our secondary schools were intended to ease some of this pressure but it will continue to grow and the admissions arrangements and catchment areas will need to be kept under review to ensure that all the places available across the city are used as effectively as possible. Any changes would require wide consultation with schools, parents and the local community and approval by the Children and Young People Committee and the full Council.

Providing the additional secondary school places that are needed

The working assumption is that by the end of the decade we will need to have secured an additional 300 places per year group (10 forms of entry and 1500 places overall). In order to meet this forecast demand and provide some flexibility for parental preference it will be necessary to secure 120 new places in time for 2017/18 and at least 120 more new places in time for 2019/20.

Within these assumptions, it is further assumed that King’s School will increase its PAN to 150 for 2015/16 as planned and that continued performance improvement and the outcomes of any review of secondary school admissions arrangements will ensure that many of the current spare places in some schools will be filled.

In order to secure sufficient secondary school places in line with these assumptions the Council will:

- Consult with heads and governors across the city regarding the development of a range of options which include additional forms of entry at existing schools and the development of satellite establishments which sit under the governance of a current school or schools
- Continue to work with other Council departments and potential developers on the proposed development of a new secondary school for up to six forms of entry (180 places per year group) on the Toads Hole Valley site – subject to outcomes of the consultation on the draft City Plan
- Review secondary school admissions arrangements, including catchment areas, as necessary and consult on any proposed changes
- Keep under review possible sites which could be made available to sponsors of academies or free schools
- Continue to support the development by City College of a Studio School for 14 – 19 year olds – although it is not anticipated that this will release capacity for Year 7 admissions in any of the city's schools

These proposals go well beyond the period of this Plan but need to be included given the longer term development process for secondary school places planning. They will not all be achievable but they all need to be tested. The proposals taken together provide the broad framework of a more formal plan for securing sufficient secondary school places for the next ten years which is to be discussed with the Cross Party School Organisation Working Group, the schools and their governing bodies and completed during 2014.

As for the primary sector, this work will be steered and monitored by the Cross Party School Organisation Working Group set up by the Children and Young People Committee to advise it on all school organisation and places planning matters, and there will be consultation as required on proposals for permanent new places.

Other issues

The main purpose of the School Organisation Plan is to identify the pressures for change in the provision of school places and the capital investment that may be required to resolve these pressures. However, there are related strategic, policy and operational issues which impact upon or are affected by school places planning.

Government policy on school organisation

Current government policy promotes diversity among the types of schools within an area and favours in particular the development of Academies and Free Schools. Where a new school is needed, local authorities must arrange a competition so that sponsors may take the opportunity to propose a new

academy or free school. Only if no suitable sponsors come forward may the local authority propose its own school. Capital funding for a new academy or free school is either provided by central government where the new school is adding significantly to the diversity of provision in the area or from the local authority's basic need allocation if it is simply to meet a need for new places.

A further aspect of diversity is the promotion of new types of secondary school, including Studio Schools and University Technical Colleges. These models start at age 14 rather than 11 and tend to be much smaller than most secondary schools. They aim to provide a different kind of curriculum, usually with a specific vocational focus, which may be attractive to particular students by providing a specific focus to their learning whilst ensuring that they follow GCSE courses in English, Maths and Science. Another model is the University Training School, which starts at age 11 and has a particular focus on teacher training, professional development and research through the medium of a successful school.

There are examples of interest in all these models in or near Brighton & Hove, although the only 'new model' schools open in 2014 are sponsored academies and free schools. Planning for new school places, especially in the secondary sector, must take account of this diversity policy and seek to ensure that whatever pattern of schools develops there continues to be a strong sense of the interconnectedness of a set of schools meeting the needs of the city and supporting and challenging each other to improve.

Catchment areas

Catchment areas were introduced in Brighton & Hove for admission to secondary schools in 2008. There are six defined catchment areas, four with a single secondary school and two with two schools. Cardinal Newman Catholic School and King's School which determine their own admissions do not have catchment areas and draw from across the city and beyond. For the catchment areas where there are two schools there is a system of random allocation which determines the placement of students when one of the two schools is oversubscribed with children living within the catchment area.

The catchment areas were last reviewed in 2012 and as a result two adjustments were made to the existing areas.

As numbers of students in the secondary sector increase over the next ten years it will be essential to undertake further reviews of the secondary school admissions arrangements, including catchment areas, to ensure that all available places are used and so that children and their families can continue to have some certainty about the schools where they have the best prospect of securing a place. It is proposed that the first of these reviews should be undertaken in 2014.

Housing developments and the impact on planning school places

The Local Development Framework (LDF) is the set of documents which will eventually include all the planning authority's local development documents, one of which will be the City Plan. As these documents are adopted by the Council they will eventually replace the Brighton & Hove Local Plan which was adopted in July 2005.

Planning seeks to ensure that land is used efficiently in the public interest – therefore that there is the right balance between homes, jobs, community facilities including schools, open space and leisure and retail facilities. In addition, it seeks to ensure that attention is given to good design, sustainability and climate change in development.

The City Plan will be the Council's key planning document and will provide the overall strategic vision for the future of the city to 2030.

The draft City Plan:

- Identifies broad locations for development and allocates strategic sites and employment sites
- Sets out the council's strategic approach to housing, the economy, shopping and transport
- Sets a local housing target for the city to 2030 of 11,300 new homes (this is now being re-examined in light of the inspector's initial conclusions)
- Sets clear policies that will guide planning decisions on planning applications on issues such as affordable housing provision, the protection of open space and ensuring new development is built to high standards of design and sustainability
- Sets out the infrastructure requirements for the city up to 2030 and indicates how these will be provided
- Indicates how the plan will be implemented and shows how progress will be monitored.

The impacts of the changes to the LDF will be monitored and reflected in the School Organisation Plan as appropriate. As new homes are built it is essential that the availability of school places is taken into consideration.

Home to School Transport

Parents are responsible for ensuring that their children attend school regularly. The local authority has certain statutory duties in relation to home to school transport for 'eligible' children, i.e. those who live beyond defined statutory distances from school and children who by reason of their SEN, disability or mobility problem could not reasonably be expected to walk to school.

In an urban area such as Brighton & Hove with a well developed and well regarded public transport network most children are able to get to school with little difficulty using commercial services. In a small number of cases the Council funds supported services to specific schools where it would otherwise be difficult for children to get to school using the commercial network.

The network of public transport services will need to be kept under review as the number of secondary age pupils increases. The aim would be to work closely with public transport providers to ensure that the commercial network develops to reflect increased demand for the service.

Local policy on separate infant and junior schools

Since the establishment of Brighton & Hove as a unitary authority in 1997 a number of 'pairs' of separate infant and junior schools have been converted to all through primary schools, either through the merger of the two schools such as at St Luke's, Moulsecoomb, Balfour and West Blatchington Primary Schools or through changing the age range of schools such as Benfield Junior, Portslade Infant and St Nicolas CE Junior Schools. There remain seven 'pairs' of separate infant and junior schools in the city.

Brighton and Hove City Council has had a policy of supporting the amalgamation of infant and junior schools where appropriate since 2000. Protocols were established following a Scrutiny Panel and report recommendations following the merger of three pairs of infant and junior schools in 1999. The protocol was revised in the light of the creation of the Children and Young People's Trust and its publication of the Primary Strategy for Change. The revised protocol was adopted at the Cabinet Member meeting on 30th July 2008 for implementation in September 2008.

The policy has not been revised since 2008. The practice has continued to be that whenever there is an opportunity to do so, normally when the head teacher of one of the schools is to leave, there is a discussion with both governing bodies about whether there would be benefits for children if the separate schools were to become a single primary school. Each case is considered on its merits. Where it is decided not to consider further the question of amalgamation or change of status, the opportunity is nevertheless taken to explore with both schools whether there are ways in which partnership working and transition arrangements for children can be strengthened.

It is not proposed to change this policy at this stage.

Consultation and communication

This School Organisation Plan, if approved by the Council, will be shared with schools and their governing bodies and will be placed on the Council's website. It will be the base document for the work of the Cross Party School Organisation Working Group and of the work with head teachers and others in

further development of the strategy for securing sufficient school places, especially for the secondary sector. The Plan will be kept under review and there will be reports to the Children and Young People Committee when further updates to the Plan are required.

There is a statutory duty to consult on any significant changes to the size, age range or character of an existing school. The definition of significant and the processes to be followed are set out in statutory guidance which local authorities (or sponsors in the case of academies and free schools) must follow. On 28 January 2014 the DfE published new guidance which simplifies the previous guidance and in some respects reduces and/or shortens consultation requirements.

In particular, the statutory process for expanding a school no longer includes a specified consultation period prior to publication of the statutory notice. The guidance states that there is a strong expectation on schools and local authorities to consult interested parties and to consider the timing of any consultation to avoid school holidays. The publication period for a statutory notice is now four weeks for all types of proposal, whereas previously there were some changes that had a four week publication period and some that had a six week publication period. The period for a decision to be reached following the end of a statutory notice period remains two months.

In most other respects, the new guidance requires good practice which Brighton & Hove has already adopted, such as the publication of proposals on the Council's or the sponsor's website. However, the presumption for Free Schools and Academies is strengthened, with a specific section in the guidance about expanding on to an additional site. Proposers are now required to consider whether this is genuinely a change to an existing school or whether in fact there should be a competition for the development of a new school.

March 2014

Subject:	Review of the Council's Constitution 2014		
Date of Meeting:	27th March 2014 20 th March – Policy & Resources Committee		
Report of:	Monitoring Officer		
Contact Officer:	Name:	Elizabeth Culbert	Tel: 29-1515
	Email:	elizabeth.culbert@brighton-hove.gcsx.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 This report proposes changes to the Council's Constitution for approval by P&R and Council. The issues set out in the report have been reviewed by a cross party Constitution Working Group and Leaders Group. The report also includes changes to the officer structure proposed by the Chief Executive.

2. RECOMMENDATIONS:**Policy and Resources Committee**

- 2.1 That Committee approves the proposed changes to officer delegations set out at paragraphs 3.13 to 3.15 and Appendices 7 (a) to (c) of the report and that the changes come into effect on 1st April 2014;
- 2.2 That the Chief Executive be authorised to take all steps necessary or incidental to the implementation of the changes agreed by Policy & Resources Committee and that the Monitoring Officer be authorised to amend and re-publish the Council's constitutional documents to incorporate all the changes referred to at 2.1 above;
- 2.3 That the Committee recommends to full Council the proposed changes to the Council's constitution as set out in paragraphs 3.2 to 3.11 and Appendices 1 to 6 of the report.

Full Council

- 2.4 That the proposed changes to the Council's constitution recommended in paragraphs 3.2 to 3.11 and Appendices 1 to 6 of the report be approved and adopted from 1st April 2014;
- 2.5 That the Chief Executive be authorised to take all steps necessary or incidental to the implementation of the changes agreed by Council and that the Monitoring Officer be authorised to amend and re-publish the Council's constitutional documents to incorporate all the changes referred to at 2.4 above.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 When Brighton & Hove City Council adopted its new constitution in May 2012, it was recognised that the arrangements would need to be kept under review and that it would be good practice to continue to work with a cross party group of members to consider changes that could be made to improve its effectiveness. The Cross-Party Working Group on the Constitution has met several times and considered a number of issues. The proposals in the following paragraphs represent the first tranche of the proposed changes.

Contract Standing Orders (CSO's)

- 3.2 Amendments to Contract Standing Orders are proposed to ensure that the Council's procurement practices take into account the most up to date legislation, case law and best practice. The changes are summarised below and shown as tracked changes in **Appendix 1**.

Summary of proposed changes to CSOs (Appendix 1)

- (i) To clarify the importance and application of CSOs – in particular to framework agreements;
- (ii) To amend the sealing threshold so that the Council seal is only required for contracts over £250k or over £100k where standard Terms and Conditions are not being used;
- (iii) To clarify the process required to demonstrate value for money in social care contracts. The requirement for a full competitive process does not apply to such contracts, but there is a need to demonstrate “transparency” and “openness.” The revised standing orders 12.8 to 12.15 provide useful guidance that will help achieve greater consistency and certainty;
- (iv) To reaffirm authorisation of the Chief Executive (after consultation with the Monitoring Officer and Chief Finance Officer) to raise non statutory procurement thresholds to keep them at the intended level in real terms.

Council Procedure Rules (CPR's) – Petitions, Deputations, Questions

- 3.3 The Council's arrangements in relation to petitions are currently set out in Council Procedure Rules, the Council's Petitions Scheme and on-line guidance in relation to e-petitions. It is proposed that the guidance be consolidated so that there is one set of guidance which is easily accessible on the Council's website.
- 3.4 The requirement for a Petitions Scheme, including the requirement to hold a full Council debate, was introduced by the Local Democracy, Economic Development and Construction Act 2009. These provisions are no longer in force. However, the ability to trigger a full Council debate with 1,250 petitioners has worked well in the City and has encouraged public engagement at full Council meetings. It is therefore proposed to retain the ability to trigger a full Council debate with the current threshold of 1,250. The Council's Petitions Scheme also states that if a petition contains at least 750 signatures, the relevant

senior officer may be called to give evidence at a public meeting of the Council's Overview and Scrutiny Committee. This is not a provision that has ever been used and it is proposed to remove this from the Petitions Scheme and Council Procedure Rules.

- 3.5 Further amendments are proposed to Council Procedure Rules to better manage the balance of public engagement on matters before Council and Committees. These are summarised below and the full text is shown with tracked changes in **Appendix 2**.

Summary of proposed changes to CPRs regarding petitions, deputations and questions (Appendix 2)

- (i) To amend the procedures so that a member of the public may choose to submit either a petition, a deputation or a question relating to the same agenda item at a Council or Committee meeting. This means it will not be possible to submit a petition, a deputation and a question on the same issue at the same meeting, as has been the case on some occasions.
- (ii) To require deputations to be submitted by a group of more than 3 people and less than 10 to ensure it remains a proper deputation (e.g. not just one person) and avoid large numbers as they are expected to attend and present the deputation. It is also proposed to align the time for presentation of deputations with that for petitions – i.e. 3 minutes.
- (iii) All petitions that Members or the public wish to present at Council are to be referred to Democratic Services by Monday on the week of Council.
- (iv) All petitions either referred to Council for a full Council debate (hitting trigger of 1,250 petitioners), or referred directly to a Committee for a decision, must be referred to Democratic Services 10 days in advance of the relevant meeting. The Chair/Mayor will retain the discretion to take a late petition if it relates to an item on the agenda of an earlier meeting and the issues raised in the petition are addressed in an officer report which is before the meeting for consideration.

Guidance to Members and Officers Serving on Outside Bodies (Appendix 3)

- 3.6 This Guidance is intended to give an overview of the issues which may affect Members and officers who are appointed to represent the Council on outside bodies. It is proposed to refresh the guidance to: reflect new legislation; incorporate the revised declaration of interests requirements in the Code of Conduct for Members; and also to include a summary of 'Do's' and 'Don'ts' for reference at the end of the Guide. A copy of the new guidance is attached at **Appendix 3**.

Delegations to Committee

- 3.7 It is proposed to move responsibility for blue badge parking from the Adult Care and Health Committee to the Environment, Sustainability and Transport Committee. This is on the basis that it will be easier and more transparent for

parking issues to be dealt with together under one Committee. This would also be in line with how it operates in practice at Officer level.

Planning Protocols

- 3.8 A cross party Planning Committee Working Group has undertaken a review of the planning related protocols in the Council's constitution. The working group has proposed the changes summarised below and set out in full in **Appendices 4 , 5 and 7(c):-**

Protocol for Members Regarding Planning Applications (Appendix 4)

- (i) To extend public speaking rights to Rottingdean Parish Council and any neighbourhood forum;
- (ii) To clarify that members of the public cannot approach Members at site visits (in recognition of the quasi judicial nature of the Planning Committee);
- (iii) To reflect current practice in relation to site visits and to ensure all parties at a site visit are treated equally.

Protocol for Public Representations at Planning Committee (Appendix 5)

- (i) To reflect current practice regarding the order of speaking and the new speaking rights referred to above;
- (ii) To clarify the term 'objector' and the status of the protocol.

Webcasting of Council Meetings

- 3.9 It is proposed to use additional capacity for webcasting council meetings under the current contract to webcast the Housing Committee and the Environment, Transport and Sustainability Committee. These meetings have been chosen because they have the highest public involvement of those Committees not currently webcast. There will continue to be flexibility to include some additional meetings and/or events in the webcasting programme.

New legislative requirements – amendments to Council Procedure Rules (CPRs) (Appendix 6)

- 3.10 The Government has enacted the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 (the Regulations) which came into effect on 25 February 2014. These Regulations require a local authority to hold a recorded vote before approving its budget. Changes to the Council Procedure Rules are required to bring this into effect. The proposed change to Council Procedure Rule 27 is set out in full in **Appendix 6**.
- 3.11 New regulations are also anticipated in relation to the filming and recording of Council meetings. The draft Openness of Local Government Bodies Regulations 2014 set out a presumption in favour of allowing filming at all Council meetings. The Council already seeks to engage widely with the public in relation to its

Council meetings and, in addition to webcasting, enables recording and photographing of all Council meetings, with the permission of the Chair/Mayor. A minor amendment to CPRs will ensure that the Council is fully compliant with the new proposed legislation – this is set out in full at **Appendix 6**.

- 3.12 It is also proposed to clarify the position by allowing votes by show of hands, electronic voting or by acclamation at the discretion of the person presiding at the meeting.

Officer delegations

- 3.13 The Chief Executive has consulted officers in relation to proposals to move a number of services across the Directorates. The proposed arrangements, and rationale for the changes, are set out in **Appendix 7a**. The consultation in relation to these changes closes on 14th March 2014 and a verbal update will be provided at the meeting in relation to the outcome and feedback from the consultation.

- 3.14 An additional change is proposed in relation to the delegations for the Assistant Chief Executive. This relates to grants to communities and non-profit making bodies that have been approved by Policy & Resources Committee. It is proposed to enable the Assistant Chief Executive to amend such grants in response to budget changes, after consultation with the Members Advisory Group. The revised wording is attached at **Appendix 7b**.

- 3.15 Amendments are proposed to the delegations to the Executive Director Environment, Development and Housing (set out in full at **Appendix 7c**). These amendments are made following the recommendations of the cross party planning committee working group – referred to at paragraph 3.8 above:-

- (i) To ensure that only those most affected by proposed developments have the ability to have their objections counted towards the required number of representations needed for an application to go to Committee. The proposed changes also ensure that the representations made relate to the application in question;
- (ii) To give Rottingdean Parish Council the right to request that applications within the Parish Council are determined by the Committee;
- (iii) To reflect amendments to legislation in relation to the need to obtain prior approval;
- (iv) To reflect the Council's powers to decline to determine applications.

4. COMMUNITY ENGAGEMENT & CONSULTATION

The proposals in this report relate to Council procedure and decision making. Therefore consultation has taken place with the Constitution Working Group, the cross party Planning Committee Working Group and Leaders Group.

5. CONCLUSION

- 5.1 This report continues the work of the cross party Constitution Working Group in reviewing the operation of the council's constitution and suggesting revisions

where it is considered these will have a positive impact on the Council's internal governance.

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 6.1 There are no financial implications arising from the recommendations of this report. Budget allocations for Directorates will be amended to reflect the proposed movement of services included at appendix 7 for the 2014/15 financial year onwards.

Finance Officer Consulted: James Hengeveld

Date: 04/03/14

Legal Implications:

- 6.2 These are addressed in the body of the report.

Lawyer Consulted: Elizabeth Culbert

Date: 020314

Equalities Implications:

- 6.3 Many of the proposals in this report will improve the ability of the public to engage with the Council – for example by extending the webcasting of council meetings, clarifying the guidance on petitions, including a requirement for a recorded vote for budget council and by extending the arrangements in relation to filming and recording council meetings.

Sustainability Implications:

- 6.4 There are no sustainability implications. Changes to the Constitution will appear on the Council's website.

Any Other Significant Implications:

- 6.5 None.

SUPPORTING DOCUMENTATION

Appendices:

1. Contract Standing Orders
2. Council Procedure Rules re Petitions, Deputations and Questions
3. Guidance to Members and Officers on Outside Bodies
4. Protocol for Members regarding Planning Applications
5. Protocol for Public Representation at Planning Committee
6. Council Procedure Rules re filming and recording of council meetings
- 7a. Summary of proposed changes to Officer Delegations
- 7b. Proposed change to delegation to Assistant Chief Executive in relation to Grants
- 7c. Delegations to Executive Director Environment, Development and Housing

PART 7.5 CONTRACT STANDING ORDERS

General

Introduction

Procurement decisions are among the most important decisions an officer will make because the money involved is public money and the Council is concerned to ensure that high quality goods, works and services are provided. Efficient use of resources in order to achieve best value is therefore an imperative. The Council's reputation is equally important and should be safeguarded from any imputation of dishonesty or corruption.

All staff are expected to comply with the Council's agreed procedures, and this includes Contract Standing Orders.

Failure to comply with Contract Standing Orders when letting contracts is a serious matter, and employees should report any actual or suspected breach of Contract Standing Orders to an appropriate senior manager and the Head of Audit.

Contract Standing Order 1: Interpretation

1.1 In these Contract Standing Orders, the following terms have the following meanings:

“Approved List”	a list drawn up for corporate use under CSO 6
“Budget Holder”	a Council Employee who is accountable for a defined budget, and is responsible for committing expenditure against that budget in accordance with the Council’s Financial Standing Orders and Regulations
“Contract Consultant”	any person not being an employee of the Council who is acting for the Council in relation to a Contract or proposed Contract
“Contract”	any agreement for the supply of goods, services, or the execution of works to or for the Council including the use of consultants but excluding the use of external solicitors and Counsel instructed by the Head of Law. <u>The following are excluded from this definition of “Contract”: (i) sale of land; (ii)</u>

Grants (as defined below) is specifically excluded from this definition of "Contract".

"Contract Officer"	a Council Employee authorised to deal with Contracts in accordance with CSO 3.1
"Contractor"	the party or potential party to a Contract
"Council"	Brighton & Hove City Council
"Council Employee"	any person employed on a permanent, temporary or agency arrangement by the Council
"CSO"/ "CSOs"	Contract Standing Order/ Contract Standing Orders
"EU"	European Union
"EU Public Procurement Directives"	EU Directive 2004/18/EC (which consolidates all previous directives relating to public works, supplies (goods) and service contracts) and any Directives and Regulations by which it is applied, extended, amended, consolidated or replaced and any re-enactment thereof
"EU thresholds"	EU and Government Procurement Agreement thresholds for advertisement of goods, works and services contracts as advised by the Government (as of 1 January 2014 at £172,514 for goods and services contracts; and £4,322,012, for works contracts)
"Framework Agreement <u>arrangements</u> "	<u>An arrangement made in accordance with the UK Regulations between the council (or another Contracting Authority) and a provider or providers of goods, works or services specifying the terms under which contracts can – as and when required – be "called off" or entered into over the period during which it is in force. Zero value contracts for goods, services or works under which terms, conditions, quality standards and prices are agreed in accordance with EU Public Procurement Directives</u>

<u>“Grants”</u>	<u>A grant is an arrangement where money is given for the benefit of all or for a section of the local community for a stated purpose other than for the procurement of services (whether the services are to be given to the Council or to third parties).</u>
“Lists”	Framework Arrangements and Approved Lists
“Most Economically Advantageous Tender”	A process of determining the best bid using weighted criteria. See CSO 43 <u>12</u>
“OJEU”	Official Journal of the European Union
“Procurement Guidance”	Corporate Procurement’s Codes of Practice (including the Procurement Toolkit), model contracts and other guidance which supplements these CSOs
“Procurement Strategy Manager”	The person appointed by the Council as the Procurement Strategy Manager or any Member of the Corporate Procurement Team authorised by him/her to act on his/her behalf.
“Senior Officer”	Lead Commissioner, Head of a Delivery Unit, Head of Financial Services, Head of ICT, Head of City Services, Head of Human Resources, Head of Property and Design and Heads of Units in the Chief Executive’s and Cultural Services <u>All Heads of Service and any other officer who is a member of the Corporate Management Team.</u>
“UK Regulations”	Public Contracts Regulations 2006 (SI 5/2006) as amended <u>and all subsequent regulations giving effect to the EU Public Procurement Directives</u>
“works” “supplies” & “services”	as defined in the EU Public Procurement Directives (“supplies” are also referred to as “goods” in these CSOs)
“Director”	The Chief Executive, <u>the Assistant Chief Executive, the Monitoring Officer, all Executive Directors, and the Director of Public Health</u> , Strategic Directors of People, Place, the Director of Finance, the Director of Public Health, the Interim Leads

~~of Chief Executive's and Cultural Services
and the Director of Adult Social Services~~

- 1.2 The Chief Executive, after consultation with the Monitoring Officer and the Chief Finance Officer, may change the non-statutory thresholds in Contract Standing Orders annually (or as appropriate) to take account of changes in the retail price index and other factors so that the effectiveness and impact of the thresholds is maintained.

Contract Standing Order 2: Compliance with Contract Standing Orders and Legislation

- 2.1 The Monitoring Officer in consultation with the Procurement Strategy Manager shall compile and maintain CSOs and advise on their implementation and interpretation.
- 2.2 Every Contract made by the Council or on its behalf shall comply with the EU Treaty, the EU Public Procurement Directives and all relevant EU and domestic legislation, CSOs, and the Council's Financial Regulations. EU and UK legislation will always override the provisions of these CSOs.
- 2.3 Contractors, Contractors' employees, subcontractors and agents utilised by the Council shall be required to, at all times, comply with the requirements of the Health & Safety at Work etc Act 1974, all secondary legislation made under that Act and all other Acts, Regulations, Orders or Rules relating to Health & Safety. All contracts shall reflect these requirements and reference to the Council's Health & Safety Code of Practice should be made in this regard.
- 2.4 The Corporate Procurement Strategy and Procurement Guidance held and disseminated by the Procurement Strategy Manager, shall supplement these CSOs, but these CSOs will always take precedence over the provisions of such Procurement Guidance.
- 2.5 It shall be a condition of any Contract between the Council and anyone who is not a Council Employee, but who is authorised to carry out any of the Council's contracts functions, that they comply with CSOs, and the Financial Regulations of the Council as if they were Council Employees.

Contract Standing Order 3: Scheme of Delegation/Authorisation

- 3.1 Each Director has unrestricted delegated power to agree to the Council entering into Contracts or joining existing Framework Agreements up to the sum of £500,000. Above this sum and before inviting expressions of interest from potential bidders, Council Employees must seek approval from the relevant Committee. All Budget Holders (in relation to expenditure within their allocated budgets), Senior Officers, and Contract Officers authorised by the relevant Director or Senior Officer

may agree to the Council entering into Contracts of up to £250,000 in value. Such authorisation may be expressed or implied from the duties attached to the Contract Officer's post.

- 3.2 Where a Director is unavailable or otherwise unable to act, his/her functions under these CSOs may be discharged by the relevant Senior Officer.

Contract Standing Order 4: Declarations of Interests

- 4.1 At the beginning of any Contract process the following persons shall declare any interest, as defined in the Code of Conduct for Employees set out in the Council's constitution, which may affect the Contract process: -
- (a) all Council Employees
 - (b) Contractors
 - (c) Contract Consultants
 - (d) any other person involved in the contract process
- 4.2 Directors and Senior Officers shall ensure that all Council Employees within the categories set out in CSO 4.1 and all Contract Consultants and Contractors appointed by them make written declarations of interest on their appointment and as required on any change in circumstances. Interests of Council Employees will be reviewed annually, either at the end or beginning of the financial year. The relevant Director or Senior Officer shall either certify interests as acceptable or take any necessary action in respect of potential conflicts of interest.
- 4.3 Directors and/or Senior Officers shall keep completed Council Employee declarations on the register of staff declarations indicating the names and grades of those declaring an interest and the nature of their interest.
- 4.4 Directors and/or Senior Officers shall keep completed Contract Consultants' and Contractors' declarations of interest and relevant Council Employees' declarations affecting the Contract on the contract file.
- 4.5 If a Council Employee within the categories set out in CSO 4.1 knows that a Contract in which he/she has a pecuniary interest is before the Council, and is not the subject of an existing declaration, he/she must immediately give written notice of his/her interest to the relevant Director or Senior Officer and take no part in the contract process.
- 4.6 A register of interests under CSO 4 may be a separate register or form part of a general register of declarations of interest as the Director or Senior Officer considers appropriate.

Contract Standing Order 5: Public Notices

- 5.1 Where, by virtue of these CSOs or by some other authority, public notices or advertisements are required they shall be placed in at least one relevant local publication and on the Council website ten days or more before expressions of interest are required by the Council. Where the estimated total value of the Contract exceeds £100,000, the notice or advertisement shall be placed in at least one newspaper or journal circulating among such persons or bodies who undertake such Contracts. The requirement to give notice in a local newspaper may be dispensed with if the relevant Director or Senior Officer certifies that there are insufficient Contractors in the locality.
- 5.2 All Contracts whose value exceeds the relevant threshold of the EU Public Procurement Directives shall also be advertised in OJEU.

Approved Lists ~~and~~, Framework ~~Agreements~~ ~~rrangements~~ and Single Contract Lists

Contract Standing Order 6: Approved Lists

- 6.1 The Head of Property and Design may compile and maintain Approved Lists of Contractors for ~~works and works related service Contracts~~ (construction related Contracts), each of which is below the relevant EU threshold. The Procurement Strategy Manager may compile Approved Lists for Contractors for the supply of goods and other services as appropriate.
- 6.2 Where compiled pursuant to CSO 6.1, Approved Lists— ÷
- (a) shall, in the case of internally managed Approved Lists, be established by advertised competition (subject to CSO 6.3) and, where possible, formalised by Framework Agreements;
 - (b) shall contain the names and addresses of all Contractors who meet the Approved List criteria.
 - (c) shall indicate the nature and value of Contracts for which the Contractors listed may be used. The value may not exceed the relevant EU threshold.
 - (d) where maintained internally by the council shall be reviewed in full at least every three years in addition to a review of the use of external providers of such lists.
- 6.3 Construction Line and standing lists of providers maintained by other public sector bodies compiled following responses to a public advertisement shall be deemed to be Approved Lists for the purpose of these CSOs.
- 6.4 In addition Directors with the assistance of the Procurement Strategy Manager may set up Framework ~~AAgreements~~ ~~rrangements~~ in line with

EU Public Procurement Directives with one or more suppliers of particular types of goods or services.

- 6.5 The criteria for admission to and suspension and exclusion from internally ~~managed~~maintained Approved Lists shall be specified in writing by: -
- (a) the Procurement Strategy Manager, for goods and services and non-construction works
 - (b) the Head of Property and Design, for works and works related services
- 6.6 Any Contractor may, by giving written notice to the Council, withdraw from any internally managed Approved List.
- 6.7 Where there is no Approved List or Framework ~~Agreement~~arrangement, Directors and Senior Officers shall use an approved tender procedure in accordance with Procurement Guidance.

Preliminary

Contract Standing Order 7: Framework Agreements

[No longer used]

- 7.1 Prior to accessing any Framework Agreement the relevant Director or Senior Officer must firstly determine that the Framework Agreement is available for legitimate use by the Council.
- 7.2 Where two or more Framework Agreements exist which are capable of fulfilling the Council's requirements, the relevant Director or Senior Officer shall select the one they consider (a) to represent the best value for money and (b) best meets any other relevant criteria; and shall keep a written record of the reasons justifying the selection.
- 7.3 Prior to the procurement of a new, or joining a pre-existing, Framework Agreement or consortium arrangement, the Procurement Strategy Manager must be satisfied that such an approach represents the most economically advantageous solution for a service, work, or supply provision.
- 7.4 When setting up a Framework Agreement for the Council, the relevant Director or Senior Manager shall use the most appropriate procurement procedure permitted by the UK Regulations.
- 7.5 When procuring goods or services from an existing Framework Agreement, the relevant Director or Senior Manager may—
- (i) where there is only one supplier capable of fulfilling the requirement, select that supplier;
 - (ii) where there is more than one supplier capable of fulfilling the requirement listed on the Framework Agreement and the

terms and conditions and requirements of the Framework Agreement are sufficiently specific without change as to allow award to any one of the suppliers, select one of the suppliers without the need for further competition subject to demonstrating value for money.

7.6 When procuring goods or services from an Existing Framework Agreement and there is a need to refine or supplement any of the requirements referred to in 7.5(ii) above, a mini-competition inviting all those persons on the Framework who are capable of providing the goods and services must be held, such mini-competition to be held in accordance with CSOs 9, 10, 11 or 12 as appropriate.

7.7 All tenders from potential suppliers on Framework Agreements must be submitted via the e-tendering system unless an exemption from e-tendering has been approved in advance by the Procurement Strategy Manager.

7.8 Before establishing or entering into a Framework Agreement or consortium arrangement, the relevant Director or Senior Manager shall be satisfied that:

- (i) the term of the arrangement shall be for a period of no longer than four years;
- (ii) the terms and conditions of the Framework Agreement do not compromise the Councils' contractual requirements;
- (iii) full, open, and proper competition in respect of the creation of the framework has taken place.

Contract Standing Order 8: Contract Value and Aggregation

- 8.1 Council Employees shall estimate and record the total value of a proposed Contract net of VAT.
- 8.2 Contracts must not be artificially separated so as to circumvent the application of any CSO or of the EU Public Procurement Directives or UK Regulations.
- 8.3 The total value of Contracts for works, services or supply of goods are estimated to be the same as the total consideration to be payable over the term of the Contract by the Council to the Contractor. Where the Contract period is indefinite or uncertain then the estimated total value is calculated by assuming a four-year term.

Requirement to Obtain Tenders

Contract Standing Order 9: Tendering Procedures

- 9.1 Where procurement of goods, services or works is required and the estimated total value of the Contract is in excess of the relevant EU threshold, EU public procurement procedures will be followed as set out in the UK Regulations and these shall prevail over tendering procedures set out in these CSOs. For most goods, services and works

Contracts the restricted, open, or competitive dialogue procedure will be used. For Private Finance Initiative, Public Private Partnership and similar procurement arrangements introduced by the Government, where the total Contract value is in excess of the relevant EU threshold, the restricted or competitive dialogue procedure will be used.

- 9.2 The Council may procure goods, services or works to any value in collaboration with other local authorities or other public or voluntary sector bodies. Where the Council is the lead buyer within the consortium of the goods, works or services contracted for, these CSOs shall apply. Where the Council is not the lead buyer, procurement procedures shall follow the spirit of these CSOs, be in accordance with EU Public Procurement Directives and UK Regulations, and approved by the relevant Director or Senior Officer on the advice of either the Procurement Strategy Manager or the Head of Property and Design.

Contract Standing Order 10: Contracts Not Exceeding £25,000

- 10.1 Where the appropriate Director or Senior Officer estimates the total Contract value for goods, services or works is unlikely to exceed £25,000 (in the case of Consultants is unlikely to exceed £10,000) and there are suitable Framework Arrangements available, those Framework Arrangements shall be used. Where no Framework Arrangements are available competitive quotations in writing on the basis of Most Economically Advantageous Tender should be sought, or a commercial negotiation with one preferred Contractor may take place. In the latter case the Director or Senior Officer shall certify that Procurement Guidance has been followed and that the Council shall receive value for money.
- 10.2 Contracts with an estimated total value not exceeding £25,000 shall be evidenced in writing in simple cases by the receipt of written quotations from Contractors or by sending orders to Contractors under Framework Arrangements. In the case of consultants (whatever the value) and in all other cases formal written Contracts shall be completed.
- 10.3 Although the tendering procedures for Contracts not exceeding a total value of £25,000 are less formal than for Contracts of greater amounts, Officers should at all times bear in mind the need to seek value for money and be able to demonstrate that they have obtained it.

Contract Standing Order 11: Contracts Exceeding £25,000 and Not Exceeding £75,000

- 11.1 Where the appropriate Officer estimates the total Contract value is likely to be greater than £25,000 (in the case of Consultants greater than £10,000) and not exceeding £75,000 and one or other of the Lists is available then at least four competitive tenders in writing shall be sought from Contractors on the relevant List.

- 11.2 In the absence of Lists being available an approved tender procedure shall be used in accordance with Procurement Guidance.
- 11.3 In either case, if less than four suitably qualified tenders are available, the Contract Officer must consult with the Procurement Strategy Manager.
- 11.4 Where criteria additional to price are to be used in evaluation, these must be set out in the invitation to tender. At least two bona fide tenders must be received and the Most Economically Advantageous Tender accepted.
- 11.5 If only one compliant tender is received, the Contract Officer must consult with the Procurement Strategy Manager and provide evidence to show that the Council can obtain value for money.
- 11.6 Contracts with an estimated total value greater than £25,000 and not exceeding £75,000 shall be evidenced in writing in simple cases by the receipt of a written quotation and the delivery of an official order form, in the case of consultants and in all other cases by the completion of a formal written Contract.

Contract Standing Order 12: Contracts Exceeding £75,000

- 12.1 Where the appropriate Officer estimates that the total value of a Contract is likely to exceed £75,000 and one or other of the Lists is available, then at least five tenders will be sought from Contractors on the relevant List.
- 12.2 In the absence of Lists being available an approved tender procedure shall be used in accordance with Procurement Guidance and, where applicable, in accordance with the EU Public Procurement Directives and UK Regulations and at least five tenders must be sought.
- 12.3 If less than five suitably qualified tenders are available, the Contract Officer must consult with the Procurement Strategy Manager.
- 12.4 Where criteria additional to price are to be used in evaluation, these must be set out in the invitation to tender.
- 12.5 At least two compliant tenders must be received and the Most Economically Advantageous Tender must be accepted. Notwithstanding CSO 12.7, if only one compliant tender is received, the Contract Officer must consult with the Procurement Strategy Manager and provide evidence to show that the Council can obtain value for money.
- ~~12.6 In the case of Contracts with an estimated total value over £75,000 the Contract shall be in a form approved by the Monitoring Officer and shall be given under the Common Seal of the Council.~~

- 12.6 Where the estimated total value of the Contract is such that the Council is required by law to comply with the EU Public Procurement Directives the requirements thereof shall be complied with and the tender procedures set out in these CSOs shall be deemed to be satisfied by such compliance.
- 12.7 Decisions relating to the Contract process for Contracts exceeding the thresholds for the EU Public Procurement Directives shall be made by the Director or Senior Officer in consultation with either:
- (a) the Procurement Strategy Manager, for goods and services Contracts; or
 - (b) the Head of Property and Design for works Contracts.

Procedures for procuring contracts for health and social care services

- 12.8 Social care Contracts must be procured in accordance with the EU Public Procurement Directives and UK Regulations, but are otherwise exempt from CSOs 10-12 save for the requirement to demonstrate obtaining value for money set out at 12.9 to 12.15 below.

12.9. The Council recognises that, whilst the full requirements of the Public Contracts Regulations 2006 including the requirement for advertising in the Official Journal of the European Union (OJEU) do not apply to contracts for health and social care services, they are nevertheless subject to EU Treaty principles of transparency and fairness that are designed to facilitate the functioning of the EU.

12.10. In each case of procuring a contract for health or social care services where the contract value exceeds the EU thresholds, the relevant Director in consultation with the Head of Law shall be responsible for deciding the process to be followed to ensure that these principles are complied with and that the contract represents value for money .

12.11. In making this assessment the Director shall take account of the individual circumstances of the contract, including the subject matter and estimated value of the contract, the specifics of the service sector concerned and the geographic location of the place of performance of the contract.

12.12. The Director, following consultation with the Procurement Strategy Manager, may determine that it is not necessary to seek offers in relation to the contract via an OJEU notice, and that competition for a contract may be limited if any of the following apply:

- It can be demonstrated that the contract is of no interest to service providers in other EU member states; and/ or
- The total sum to be paid under the contract is so low that service providers located in other EU member states would not be interested in bidding for the contract; and/ or

- The service is of such a specialised nature that no cross-border market of suitable service providers exists; and/ or
- Advertising the contract would result in the loss of a linked service; and/or
- The existing service provider(s) are the only service provider(s) capable of delivering the service to meet the needs of the individual(s) concerned; and/ or
- The nature of the service is such that it should not or cannot be adequately specified in advance because of the nature of the social care needs of the service user(s) concerned; and/ or
- There are special circumstances such as ownership of land or property, geographic locations or particular skills or experience of service providers of social care which limit the choice to one service provider; and/ or
- There are reasons of extreme urgency, brought about by unforeseen events which are not attributable to the Council.

12.13. The Director shall be required to maintain a list of all contracts which he/ she decides do not require to be advertised on the basis of the determinations made under the above.

12. 14. The decisions will all be fully documented. Any reasons for deciding that a proposed contract will not be advertised (including evidence as to how Best Value will have been achieved) must be recorded and included on the list which is to be published/go to the elected members under paragraph [] above.

12.15. Best Value can be achieved by:

- Understanding and testing the unit costs associated with a particular service (benchmarking);
- Making sure that decisions are based on up to date data;
- The use of locally or nationally agreed set rates based on an agreed formula;
- Ensuring high cost services are regularly reviewed;
- Joint purchasing where possible.

Contract Standing Order 12A: Contract Formation and Threshold for Sealing

12A.1 Contracts should be formed using the council's standard terms and conditions applicable to the type of contract in question, as issued from time to time by Legal Services.

12A.2 Any Contract with an estimated value over £100,000 which does not use the Council's standard terms and conditions (as referred to in paragraph 12A.1) must be forwarded to Legal Services prior to execution, for advice as to whether the proposed Contract adequately

protects the council's interests. Due regard must be had to the advice of Legal Services prior to the Contract being executed by the Council.

12A.3 Any Contract with an estimated value of £100,000 or less which does not use the Council's standard terms and conditions (as referred to in paragraph 12A.1) must be referred to Corporate Procurement for advice before executing the Contract.-

12A.4 Without prejudice to paragraph 12A.1, the Head of Law may approve other terms and conditions to be used in respect of a particular Contract or type of Contracts.

12A.5 Subject to paragraph 12A.6–

- (i) Contracts with an estimated value over £250,000 shall be executed as a deed using the Common Seal of the Council;
- (ii) Contracts with an estimated value of £250,000 or less may be executed as a simple contract and signed by an officer duly authorised for that purpose in accordance with CSO 3.1.

12A.6 The Head of Law may, on a case by case basis or in relation to a particular class of contracts and taking all relevant circumstances into account, stipulate the method by which a particular contract or class of contracts is to be executed, irrespective of the overall estimated value of the Contract.

Tendering Process

Contract Standing Order 13: Delivery, Opening, and Evaluation of Tenders

13.1 Whenever a Contract is to be procured, the Contract Officer or, for Contracts with an estimated value over £100,000, the Procurement Strategy Manager, shall stipulate the process by which tenders are to be submitted. For each set of tenders, only one of the following two methods of submission shall be permitted:

- (i) postal; or
- (ii) electronic using the Council's corporate e-tendering system.

13.2 Any form of electronic submission (including e-mail) that does not form part of the corporate e-tendering system shall not be permitted, and tenders submitted in such a way shall be treated as invalid.

13.2 Where tenders are to be submitted by post, paragraphs 13.2.1 to 13.2.3 shall apply:

13.2.1 All tenders for any Contract estimated to be under a total of £75,000 in value shall be returned to the Director or

Senior Officer inviting the tender (or his/her nominee), or as otherwise indicated in CSOs, in envelopes which shall bear no mark to identify the sender. The Officer shall be responsible for ensuring that a record of all such tenders received is kept.

13.2.2 For Contracts with an estimated total value exceeding £75,000 all tenders shall be returned as appropriate to the Head of Property and Design or the Procurement Strategy Manager in envelopes, which shall bear no mark to identify the sender and shall be opened by him/her at the same time in the presence of a Council Employee designated by the relevant Director or Senior Officer. The Head of Property and Design and the Procurement Strategy Manager shall each maintain a record of all such tenders received by him/her.

13.2.3 All tenders shall be opened at the same time, as soon as is reasonably practicable after the closing date, normally on the closing date. On receipt, all tender envelopes shall be endorsed with the time and date of receipt and kept secure until the time specified for tender opening. Any tender received after the specified time shall not be considered for evaluation and shall be returned promptly to the tenderer. A late tender may be opened to ascertain the name of the tenderer but no details of the tender shall be disclosed.

13.4 Evaluation criteria and weightings for each criterion for both the pre-qualification and the invitation to tender stages shall be determined in advance and included in the invitation to tender. Price shall always be included as a criterion, but will be used as the sole criterion only where the Director, Senior Officer or the Council Employee preparing the Contract for him/her considers this to be appropriate. Determination of criteria at all stages shall be undertaken in accordance with Procurement Guidance.

Contract Standing Order 14: Contracts Registers

14.1 An electronic register of all renewable Contracts above a total value of £25,000 (and all contracts over £75,000) in value, shall be kept centrally and maintained by each Contract Officer using the Intranet or similar. Such register shall specify for each Contract the Contract number, the name of the Contractor, a summary of the works to be executed or the goods and services supplied and the Contract duration and value or estimated value. The register shall be open for inspection by any Member of the Council.

14.2 A renewable contract is a contract that gives either party the right to extend the contract for further period(s) beyond the expiry date.

Contract Standing Order 15: Prevention of Corruption

- 15.1 A Council Employee must not invite or accept any gift or reward in respect of the award or performance of any Contract. It will be for the Council Employee to prove that anything received was not received corruptly. High standards of conduct are obligatory and corrupt behaviour will lead to dismissal.
- 15.2 The contract process shall ensure that the Council will operate strict separation of duties by ensuring that two authorised Council Employees are involved in the ordering, receiving and payment process. Except for low value orders with a value below £250, there must be a separation of duties between the person authorising an order and the person checking a written invoice or requisitioning the goods or services.
- 15.3 The following clause, (or an equivalent clause in standard forms of contract or other wording as approved by the Monitoring Officer) must be put in every written Council Contract:

“The Council may terminate this Contract and recover all its loss if the Contractor, its employees or anyone acting on the Contractor’s behalf do any of the following things:

- (a) offer, give or agree to give to anyone any inducement or reward in respect of this or any other Council Contract (even if the Contractor does not know what has been done); or*
- (b) commit an offence under the Bribery Act 2010; or*
- (c) commit any fraud in connection with this or any other Council Contract whether alone or in conjunction with Council Members or Employees.*

Any clause limiting the Contractor’s liability shall not apply to this clause.”

Operation of Contract

Contract Standing Order 16: Contract Variation

- 16.1 Funding must be identified before any variation is approved in accordance with the Council’s Financial Regulations. See Financial Regulation D.2.2.17.
- 16.2 Prior approval must be obtained from the appropriate Director after consultation with the Chair of the relevant Committee, if the proposed variation would together with all other variations to the Contract:
- (a) extend the Contract value or period by 50% or more; and / or

- (b) mean the works, services or goods to be added to or deleted from the Contract are substantially different in scope.
- 16.3 Extensions to Contracts exceeding the relevant EU Threshold shall not be permitted unless indicated in the original OJEU notice. For Contracts below the relevant EU Threshold at original award, extensions to such Contracts shall not be permitted if the revised value then exceeds the relevant EU Threshold.

Contract Standing Order 17: Contract Award

- 17.1 No Contract may be awarded unless the expenditure involved has been included in approved estimates or on capital or revenue accounts, or has been otherwise approved by, or on behalf, of the Council. The Director or Senior Officer shall ensure that evidence of authority to spend, and the budget code to be used, is recorded on the Contract file.
- 17.2 Each Contract shall be awarded in accordance with evaluation criteria that have been adopted for the Contract. (See CSO 13.4 relating to evaluation.)

Contract Standing Order 18: Waivers of Contract Standing Orders

- 18.1 Special procedural exemptions or waivers may from time to time be given by the relevant Committee to particular classes of Contracts in line with the Council's procurement strategy, as specified in Committee reports.
- 18.2 Subject to CSO 18.6, in relation to Contracts estimated to not exceed a total value of £75,000, a Director may waive the requirements of any CSO, as long as
 - (a) the Procurement Strategy Manager is notified as soon as possible.
 - (b) the Director certifies in writing to the Procurement Strategy Manager the CSO being waived and the reasons for doing so.
- 18.3 Subject to CSO 18.6, in relation to Contracts estimated to exceed a total value of £75,000, a Director may, after consultation with the Chair of the relevant Committee and the Procurement Strategy Manager, waive the requirements of CSOs as long as:
 - (a) the waiver report (the Report) is compiled after consulting with the Procurement Strategy Manager;
 - (b) the Report is issued setting out the CSO being waived and the reasons for the waiver;

- (c) the Report includes legal and financial comments and highlights, as necessary, any future commitment (whether of a financial character or not) which the Contract may entail; and
 - (d) the Report justifies the method of Contractor selection so that value for money and compliance with EU and domestic law can be demonstrated.
- 18.4 If an emergency has been declared under the Council's emergency planning or business continuity procedures and it is not possible or practicable for a Council Employee who would normally exercise the powers of waiver under CSO 18.2 and CSO 18.3 to do so, the powers may be exercised by (i) the Council Employee who is designated to be in charge, under those procedures or (ii) any Council Employee appointed by him / her to act on his / her behalf. Further, if it is not possible or practicable for that Council Employee, before exercising the powers under CSO 18.3, to consult the Chair of the relevant Committee or the Procurement Strategy Manager or to issue the necessary Report, the Council Employee may exercise the powers without doing so but shall take such steps as appear appropriate at the time to keep the Chair of the relevant Committee and the Procurement Strategy Manager informed and shall issue the Report as soon as is reasonably practicable.
- 18.5 A report for information giving a digest of all waivers under CSO 18.2, 18.3 and 18.4 shall be made by the Procurement Strategy Manager covering the previous financial year annually to the Policy and Resources Committee.
- 18.6 For the avoidance of doubt, no waivers may be made so as to alter the full application of CSO 4 (Declarations of Interest), CSO 14 (Contract Registers), CSO 15 (prevention of corruption) CSO 16.3 (Contract Variation), CSO 17 (Contracts Awards), CSO 19 (Risk Management), or to CSO 20 (Negotiation standards) or if such waiver would result in a breach of EU or domestic law, provided that in exceptional circumstances where the Director is satisfied that a waiver of CSO 16.3 is necessary to ensure the continuity of services, works and/or supplies which would otherwise cease, a waiver of CSO 16.3 may be made so as to permit the continuation of the services, works and/or supplies until a new contract has been let.
- 18.7 A register of all waivers will be maintained by Property and Design and kept available for inspection by the public with reasonable notice during working hours.

~~Contract Standing Order 19: Risk Management~~

~~19.1 A database of procurement clauses that minimise unnecessary Contract risk shall be kept and maintained by Legal Services.~~

~~19.2 Contracts with a total value exceeding the thresholds for the EU Public Procurement Directives shall not be let without reference to this database.~~

Contract Standing Order 20: Negotiation

20.1 Procurement of goods, services and works shall normally be through the competitive tendering process set out in these CSOs. Under these CSOs negotiation with one Contractor is normally only permissible for very low value Contracts as set out in CSO 10 or when using the EU Competitive Dialogue Procedure under CSO 9. Where negotiation is undertaken this shall be conducted having regard to the Negotiation Code of Practice.

**PART 3.2 PROCEDURE RULES FOR MEETINGS OF FULL COUNCIL,
COMMITTEES AND SUB-COMMITTEES**

Rule 9: Questions

Public Questions

Procedural Requirements

9.20 A public question shall be put at a Council meeting provided that:-

- (a) a copy of the question has been delivered to the office of the Chief Executive (see Procedure Rule 1.6) by not later than 12 noon on the fifth working day prior to the day of the Council meeting at which it is to be asked;
- (b) the name and address of the questioner is indicated on the question;
- (c) the questioner is present at the time when the question is put
- (d) the questioner is not presenting a petition or deputation on the same, or substantially the same, issue at the same meeting.

Rule 10: Petitions

Presentation and notice of Petitions

- 10.1 At a meeting of the Council any Member of the Council or a Member of the public may present a petition which is submitted in accordance with the Council's scheme for handling petitions (Part 8.10 of the Constitution).
- 10.2 The presentation of the petition shall be limited to not more than three minutes, and shall be confined to reading out, or summarising, the prayer of the petition and indicating the number and description of the signatories.
- 10.3 All petitions that Members or the public wish to present at Council shall be referred to Democratic Services by Monday on the week of Council. shall be presented in the order in which notice of them is received by the Mayor.
- 10.4 All petitions that Members or the public wish to either trigger a debate at full Council or present for decision at the appropriate Committee shall be referred to Democratic Services 10 days in advance of the relevant meeting. The Mayor/Chair will have the discretion to take a late petition if it relates to an officer report which is before the meeting for consideration.

Content of Petitions

10.4 The Chief Executive may reject a petition if, following consultation with the Monitoring Officer, it is in her opinion:

- not about a matter for which the Authority has a responsibility or which affects the City;
- defamatory, frivolous or vexatious;
- the same, or substantially the same, as a petition which has been put at a meeting of the Council, a Committee meeting or a Sub-Committee meeting in the past six months;
- requires the disclosure of confidential or exempt information;
- from a member of staff on matters affecting them as employees; or
- otherwise inappropriate.

Action following Petitions

10.5 A petition with less than 1250 signatories presented to the Council meeting shall be received without discussion and shall be included on the agenda for the next available meeting of the relevant Committee or Sub-Committee. The Member of the Council or member of the public presenting the petition shall be invited to attend any meeting to which it is referred; and shall be informed subsequently of any action taken or proposed in accordance with the requirements of the Council's Petitions Scheme.

Debate on Petitions

10.6 A qualifying petition with 1250 or more signatures will trigger a debate at Full Council, except where the petition is asking for a senior officer to give evidence.

10.7 A petition meeting the criteria set out at 10.5 above may be debated at the meeting at which it is presented or at a later meeting.

10.8 There shall be a guillotine on the debate on the petition of 15 minutes, after which the vote will be put, unless the Mayor at his or her discretion extends the debate.

10.9 The Council will decide how to respond to the petition and shall decide either:-

- To take the action the petition requests;
- Not to take the action the petition requests for reasons stated in the debate;
- To commission further investigation into the matter prior to consideration at a future meeting of the Council, which may include holding an inquiry or public meeting, commissioning research or reference to a particular committee or body for their views;
- To refer the petition to the relevant Committee or Sub-Committee, in which case the Council may make recommendations to the relevant Committee or Sub-Committee.

Officer Evidence

~~10.10 The officers to be called to give evidence at a public meeting under section 16 Local Democracy, Economic Development and Construction Act 2009 and pursuant to the Council's scheme for handling petitions are:-~~

- ~~•The Chief Executive~~
- ~~•Members of the Executive Leadership Team~~

Rule 11: Deputations

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

Procedural Requirements

11.2 A deputation shall be heard provided that by not later than 12 noon on the fifth working day prior to the day of the relevant Council meeting:

- notice has been given to the Chief Executive in accordance with Procedure Rule 1.6, which complies with paragraphs (b) to (d) below;
- the subject matter and substance of the deputation is notified in writing in the form of a written summary. A deputation shall not exceed one side of A4 in length. Accompanying material may be supplied and should comprise no more than 2 sides of A4 paper;

~~(c) (e)~~ the names, addresses and organisation (if any) of the persons forming the deputation, to be a minimum of five and no more than ~~twelve~~six, indicating which one person is to speak, are notified in writing (note - the addresses of those persons forming the deputation will not be published by the council, but details of the ward(s) in which they are located will be circulated to the Council meeting);

~~(d)~~ A person forming the deputation is not presenting a petition or question on the same, or substantially the same, issue at the same meeting.

Content of Deputations

11.3 The Chief Executive may reject a deputation if, following consultation with the Monitoring Officer, it is in her opinion:

- not about a matter for which the Authority has a responsibility or which affects the City;
- defamatory, frivolous or vexatious;
- the same, or substantially the same, as a deputation which has been put at a meeting of the Council, a Committee meeting or a Sub-Committee meeting in the past six months;

- requires the disclosure of confidential or exempt information;
- from a member of staff on matters affecting them as employees; or
- otherwise inappropriate.

Time allocated for presentation

- | 11.4 Each deputation may be heard for a maximum of ~~35~~ minutes following which one Member of the Council, nominated by the Mayor, may speak in response. It shall then be moved by the Mayor and voted on without discussion that the deputation be thanked for attending and its subject matter noted.

**PART 8.4 GUIDANCE FOR MEMBERS AND OFFICERS SERVING ON
OUTSIDE BODIES**

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GUIDANCE FOR MEMBERS AND OFFICERS SERVING ON OUTSIDE BODIES

1. INTRODUCTION

- 1.1 This guide is intended to give a general overview of the issues which affect Members and officers who are appointed to outside bodies. The council's Monitoring Officer or legal team will be able to provide further advice to expand upon any of the issues raised.
- 1.2 At the council's annual meeting, Members are appointed to a range of outside bodies. The list of appointments is published in the minutes of those meetings. Equally, Members may be appointed directly by the outside body itself to serve in a private capacity (for instance as a member of the community) rather than as an elected member of the council, or they may be a serving member of that body before being elected a Member of the council.
- 1.3 The roles of Members or officers on outside bodies will depend upon the legal nature of that organisation and the capacity in which they are appointed to act. It may, for example, involve acting as a company director, the trustee of a charity, or a member on a management committee.
- 1.4 ~~When participating in outside bodies, Members and officers may take into account of the council's wishes regarding that body but they~~ must ultimately make independent judgements in line with their duty of care to the outside body. They must also act according to the framework set by the outside body and take an active and informed role in the management of the outside body's affairs. This involves attending meetings on a regular basis and carrying out their duties to the best of their abilities. In addition, they must follow as far as applicable the council's Code of Conduct for Members [\(found at part 8.1 of the council's constitution\)](#) or the Code of Conduct for [Employees \(Officers\) \(found at part 8.8 of the council's constitution\)](#).
- 1.5 Members should be aware that they will have to disclose membership of the outside body in their dealings with the council and where a conflict of interest arises it is likely that they will have to withdraw from any consideration by the council of any matter affecting the outside body. Members should bear this in mind when deciding whether or not to accept a particular nomination. In the case of officers, arrangements should be made to refer the matter to another officer to deal with whenever a conflict of interest arises.
- 1.6 ~~Whilst there is no legal obligation on~~ Members ~~and~~ officers ~~should to~~ report back ~~at appropriate intervals~~ to the council on their involvement in ~~the~~ outside ~~bodies~~ ~~companies~~ to which they have been nominated by the council, ~~it is good practice to do so; It may be that~~ this is best achieved by way of an annual report to the relevant committee. In the

case of officers, their participation should be discussed on a more regular basis with their line managers at supervision or appraisal meetings.

1.7 The most common types of outside bodies in which Members or officers may become involved are considered in more detail below and include:-

- (a) Limited Liability Companies
- (b) Charities
- (c) Unincorporated Associations

1.8 — Indemnities and Insurance.

~~1.8.1 — The primary responsibility for providing proper indemnities and insurance cover to protect Members and officers when acting for outside bodies lies with those bodies. However, officers will assist in checking that there is a corporate or organisational structure which, on its face, appears adequate and that some form of indemnity exists to provide protection to the council's appointee or nominee.~~

~~1.8.2 — As there may be occasions when the insurance or other indemnity arrangements made by the outside body prove inadequate to protect the council's appointee or nominee from liability, the council has put in place a general indemnity for its Members and officers so appointed or nominated. It would only apply where the indemnity or insurance offered by the outside body did not provide adequate cover.~~

~~1.8.3 — Subject to paragraph 1.8.4, the indemnity provided by the council applies only to those officers or Members whom the council has appointed or nominated to an outside body.~~

~~1.8.4 — Where a Member or officer is serving on an outside body having been nominated by the body itself, or where the Member/officer was already serving on the body when elected a Member of the council/employed by the council, the indemnity would apply only where that Member or officer was acting at the request of, or with the approval of, the council.~~

~~1.8.5 — The indemnity provided by the council to Members or officers appointed by the council to serve on an outside body is subject to certain requirements and exclusions. In general, the indemnity may only be granted where the Member or officer believed his/her action was within the powers of the council or that the Member or officer believed that statements he/she made relating to the powers of the council were true; and may not be granted in respect of any criminal offence or fraudulent or reckless act taken by the Member or officer. A complete copy of the indemnity (as approved by Policy & Resources Committee in 2005) may be obtained from the council's legal team~~

2. COMPANIES

20/03/14

- 2.1 The obligations imposed by company law are onerous and there are severe penalties for non-compliance with many of the duties imposed on directors. It is important for Members and officers appointed to act as company directors to ensure that they understand the duties and obligations which the law imposes on them.
- 2.2 A company is a separate legal entity which can hold property in its own right, enter into contracts, employ staff and sue and be sued in its own name. A company is distinct from its members, who may be either shareholders or guarantors.
- 2.3 Whether a company is limited by shares or by guarantee, the day to day management of the company is usually vested in the directors. The members ultimately control the company by electing the directors and deciding the major issues at general meetings. The main differences are as follows:-
- in a company limited by shares the shareholders share the ownership of the company and its profits and if the company is wound up each shareholder is liable to pay an amount equivalent to the nominal value of his or her shareholding;
 - a company limited by guarantee does not normally seek to make a profit and in the event of the company being wound up, the members guarantee to make a payment to the level of their guarantee (usually a nominal figure of £1.00). Hence companies limited by guarantee are more commonly used for voluntary and public bodies, especially where charitable status is sought.
- 2.4 A company is controlled by reference to its 'constitution', which is contained in the Memorandum and Articles of Association. These documents will set out the powers of the company, and the rules by which it is to be managed. Any act carried out by the company that is outside the powers set out in the Memorandum will be unlawful, and a director involved in such an act may be personally liable for any resulting losses.
- In general Members and officers should avoid taking executive or managerial responsibility for the company's activities because the duties of executive or managing directors can be particularly onerous. This is because executive directors are directly responsible for particular aspects of the company's affairs. For example, a finance director will have responsibility for the company's financial position, which could give rise to liability for allowing the company to trade while insolvent if the company goes into liquidation. However, all directors, including part-time and non-executive directors, are required to make themselves fully aware of the company's financial position and should attend Board meetings regularly.

~~Ignorance of transactions entered into by the company through a failure to make proper enquiries may not be an adequate defence to a charge of negligence brought against such a director.~~

2.62.5 In some situations, the Council may nominate Members or officers to act as “observers” on the board of directors of a company. Although such observers have no specific legal status, Members and officers should be aware that if an observer’s involvement increases to such an extent that it could be said that there is an active engagement in the management of the company, he or she may be deemed to be a “shadow director” which may entail liabilities. Any person appointed to this role should therefore ensure that the extent of their role as an observer is clearly defined and agreed to avoid involvement in managing or directing the management of the company.

2.72.6 Under the Companies Act 2006 (‘the Act’), directors owe a number of legal duties to their company. These are duties to:

- Act within powers (section 171 of the Act)
- Promote the success of the company (section 172)
- Exercise independent judgement (section 173). Although it is permissible to take account of the interests of a third party (in this case the council), a director cannot vote simply in accordance with the council’s instructions.
- Exercise reasonable skill, care and diligence (section 174)
- Avoid conflicts of interest (section 175). There may be actual or potential conflicts between the interests of the company and those of the council. A Member or officer cannot waive their statutory responsibilities as a director; hence they may have to cease to act as a Member or officer in relation to the particular matter. In extreme cases, the only proper way for the conflict to be resolved may be for the Member or officer to resign either from the company or from the council.
- Not accept benefits from third parties (section 176)
- Declare interest in a proposed transaction or arrangement with the company (section 177). Directors must therefore disclose any interests they or their family may have in relation to the company’s contracts. Whether they are then allowed to vote will depend on the company’s Articles of Association. (Equally, officers are not allowed under cover of their office to take any more than their proper remuneration so they must obtain the consent of the Council if they are to receive any remuneration from a company to which they have been appointed by the Council).

Members acting as directors should be aware of these duties, particularly those which could lead to:

- A conflict with their role as member of the local authority (for example, the duties to promote the success of the company, to

exercise independent judgement, and to avoid conflicts of interest).

- Personal liability for the debts of the company

The fact that a director is appointed to a company board as a representative of the council does not diminish these duties.

Liabilities and Indemnities

~~Directors cannot be indemnified by a company against liability arising out of negligence, fraud or breach of duty or trust. The company's Articles of Association may however allow for directors to be indemnified by the company in respect of the cost of defending such proceedings, where the director concerned is granted relief by the court or acquitted.~~

~~The Council does have limited powers to provide indemnities for Members or officers when appointing them to act as directors, and to buy insurance to cover any losses which they may suffer through acting conscientiously as a director (see paragraph 1.8.2 above). It is also appropriate for a company to purchase insurance to protect its directors against claims of negligence, breach of trust or duty, or other default. Before taking up an appointment, directors should ensure that such insurance is in place and that the provision of the insurance is within the powers of the company.~~

3. CHARITIES

3.1 Many outside bodies with which Members or officers will be involved will be charities.

3.2 A charitable organisation is one which is formed for one or more of the following charitable purposes:

- the relief of poverty and human suffering
- the advancement of education
- the advancement of religion
- another purpose for the benefit of the community (as detailed in Section 3 of the Charities act 2011).

3.3 It must operate for the public benefit and have exclusively charitable purposes. It must be registered with the Charity Commissioners. The Commissioners oversee the operations of all charities, and grant consent to various transactions involving charities, where the law requires this.

3.4 The law relating to charities imposes a number of duties and liabilities on those controlling the organisation. They are normally referred to as 'trustees' which will include the directors (of a company limited by guarantee) and the management committee of an unincorporated association.

3.5 Trustees' Duties

3.5 Charity Trustees have the following duties:

- (1) A duty to act in accordance with the charities governing instrument and to protect the charity's assets.
- (2) A duty to comply with the Charities Acts and other legislation affecting the charity.
- (3) A duty not to make a private profit from their position.
- (4) A duty to act with the standard of care which an ordinary, prudent business person would show. Higher standards are required of professionals, and in relation to investment matters.
- (5) A duty to ensure that the information relating to the trust and trustees is registered with the Charity Commissioners and that the necessary annual accounts and returns are completed and sent.
- (6) Where charitable income exceeds £10,000, a duty to ensure that letters, adverts, cheques etc. bear a statement that the organisation is a registered charity.

Trustees' Liabilities and Indemnities

Trustees have the following liabilities:

~~To make good any deficiency where trust property has been used for the trustee's own purposes, or for purposes not in accordance with the purposes of the trust.~~

~~Personal liability for losses or claims where the trustee has acted outside the scope of the trust deed.~~

~~Personal liability where the trustee has not shown the required standard of care.~~

~~An indemnity may be given from the trust fund provided the trustee has acted properly and within his/her powers. Trustees may take out insurance to protect themselves against personal liability but not for criminal acts. If premiums are to be paid out of the charitable funds the trustees will need the consent of the Charity Commissioners unless the trust deed allows it. Further guidance and advice can be obtained from the Charities Commission. A trustee who seeks advice from the Charity Commissioners in a particular situation and acts on that advice will generally avoid personal liability.~~

4. UNINCORPORATED ASSOCIATIONS

- 4.1 An unincorporated association is an informal organisation which may arise whenever several people join together, with the intention of creating legal relations, to carry out a mutual purpose otherwise than for profit.
- 4.2 The rules governing the members' duties and liabilities will usually be set out in a written constitution, which is simply an agreement between the members as to how the organisation will operate. Usually the constitution will provide for the election by the members of a management committee, which will be responsible for the everyday running of the organisation. The constitution may also provide for

members to have annual general meetings, to deal with business such as the accounts and the appointment of the management committee.

- 4.3 As the association is not a separate legal entity from its members, it cannot hold property in its own name. Any property which it controls will therefore have to be vested in an individual, or individuals, who are usually called the trustees of the association. They will hold the asset, subject to the direction of the members, or (more usually) the management committee.
- 4.4 Where an unincorporated association is a registered charity the members of the management committee may also be charity trustees. As such their role and responsibilities will be determined not only by the association's constitution but also by the general law relating to trusts and charities as referred to above.

4.5 Duties

- 4.5 The members of the management committee, and the trustees appointed to hold any assets for the association, must act within the constitution, and must take reasonable care in exercising their powers.

4.7 Liabilities and Indemnities

~~4.8 Generally management committee members are liable for the acts or omissions of the organisation, but are entitled to an indemnity from the funds of the organisation if they have acted properly. If there are not enough funds, the committee members are personally liable for the shortfall.~~

~~4.9~~

~~4.10 Management committee members will have personal liability if they act outside the authority given to them or if they do not comply with the law.~~

~~4.11~~

~~4.84.6 It is possible (subject to the rules in the constitution) for insurance to be taken out, to cover trustees and members of the management committee for their potential liabilities. As with other outside bodies, Members and officers should satisfy themselves that the organisation has adequate insurance cover in this respect.~~

5. Liabilities, Indemnities and Insurance

5.1 General

5.1.1 The primary responsibility for providing proper indemnities and insurance cover to protect Members and officers when acting on behalf of the Council for outside bodies lies with those bodies. However, officers will assist in checking that there is a corporate

or organisational structure which, on its face, appears adequate and that some form of indemnity exists to provide protection to the council's appointee or nominee.

5.1.2 As there may be occasions when the insurance or other indemnity arrangements made by the outside body prove inadequate to protect the council's appointee or nominee from liability, the council has put in place a general indemnity for its Members and officers so appointed or nominated. This would only apply where the indemnity or insurance offered by the outside body did not provide adequate cover.

5.1.3 The indemnity provided by the council applies only to those officers or Members whom the council has appointed or nominated to an outside body.

5.1.4 Where a Member or officer is serving on an outside body having been nominated by the body itself, or where the Member/officer was already serving on the body when elected a Member of the council/employed by the council, the indemnity would apply only where that Member or officer was acting at the request of, or with the approval of, the council.

5.1.5 As provided for in the Local Authorities (Indemnities for Members and Officers) Order 2004, the indemnity provided by the council to Members or officers appointed by the council to serve on an outside body is subject to certain requirements and exclusions. In general, the indemnity may only be applied where the Member or officer believed his/her action was within the powers of the council or that the Member or officer believed that statements he/she made relating to the powers of the council were true. The indemnity may not be applied in respect of any criminal offence, fraudulent activity or reckless action. The 2004 Order permits councils to indemnify Members and officers if they need to defend themselves against claims that they have defamed someone. However, the indemnification of Members and officers who wish to take legal action against someone they believe has defamed them is expressly not permitted in the Order. Following developments in case law, this may be reviewed in certain circumstances and the council would need to decide whether to do this on the particular facts of the matter.

5.1.6 A complete copy of the council's general indemnity (as approved by Policy & Resources Committee in 2005) may be obtained from the council's legal team.

5.2 Liabilities, Indemnities and Insurance when nominated to a Company

5.2.1 As set out above, companies will be responsible for providing appropriate insurance and indemnities for its Directors. Directors cannot be indemnified by a company against liability arising out of negligence, fraud or breach of duty or trust. The company's Articles of Association may however allow for directors to be indemnified by the company in respect of the cost of defending such proceedings, where the director concerned is granted relief by the court or acquitted.

5.2.2 Directors of a company that has contravened provisions of the Companies Acts may find themselves personally liable if they have neglected to take reasonable steps both to inform themselves about and to take any available appropriate remedial action with regard to such contraventions.

5.2.3 It is appropriate for a company to purchase insurance to protect its directors against claims of negligence, breach of trust or duty, or other default. Before taking up an appointment, directors should ensure that such insurance is in place and that the provision of the insurance is within the powers of the company.

5.3 Liabilities, Indemnity and Insurance when nominated to a Charity

5.3.1 Trustees have the following liabilities:

- (1) To make good any deficiency where trust property has been used for the trustee's own purposes, or for purposes not in accordance with the purposes of the trust.
- (2) Personal liability for losses or claims where the trustee has acted outside the scope of the trust deed.
- (3) Personal liability where the trustee has not shown the required standard of care.

5.3.2 An indemnity may be given from the trust fund provided the trustee has acted properly and within his/her powers. Trustees may take out insurance to protect themselves against personal liability but not for criminal acts. If premiums are to be paid out of the charitable funds the trustees will need the consent of the Charity Commissioners unless the trust deed allows it. Further guidance and advice can be obtained from the Charities Commission. A trustee who seeks advice from the Charity Commissioners in a particular situation and acts on that advice will generally avoid personal liability.

5.4 Liabilities, Indemnity and Insurance when nominated to an Unincorporated Association

5.4.1 Generally management committee members are liable for the acts or omissions of the organisation, but are entitled to an

indemnity from the funds of the organisation if they have acted properly. If there are not enough funds, the committee members are personally liable for the shortfall.

5.4.2 Management committee members will have personal liability if they act outside the authority given to them or if they do not comply with the law.

5.4.3 It is possible (subject to the rules in the constitution) for insurance to be taken out, to cover trustees and members of the management committee for their potential liabilities. As with other outside bodies, Members and officers should satisfy themselves that the organisation has adequate insurance cover in this respect.

5-6. REGISTRATION AND DISCLOSURE OF OUTSIDE INTERESTS FOR MEMBERS

General

5-16.1 In accordance with Section 37 of the Localism Act 2011~~Part 111 of the Local Government Act 2000~~, the Council has adopted a Code of Conduct for Members. Each Member of the authority, elected or co-opted, has signed an undertaking to observe the provisions of the Code. The Code of Conduct for Members is set out in full in the Council's constitution (~~Part 9~~) (part 8.1) and its provisions continue to apply to Members in respect of their appointments to outside bodies.

Registration of Interests

5-26.2 The Code of Conduct for Members requires every Member to notify the Monitoring Officer of any registerable interests which he/she holds, within 28 days of election or appointment. These will be “Disclosable Pecuniary Interests” and “Personal Interests”, as defined in the Code of Conduct. (Members will be aware that, in the absence of a reasonable excuse, it is a criminal offence to fail to notify the council’s monitoring officer of a disclosable pecuniary interest). In addition, under the Arrangements Regarding The Register Of Members’ Interests (found at part 8.3 of the council’s constitution) the Member must notify the Monitoring Officer of any change in his/her registerable interests within 28 days of becoming aware of that change. Copies of the~~A copy of the~~ relevant declaration form and the~~a~~ form for amendments are set out at in the Council’s constitution at Part 9.2 part 8.3 of the constitution.

Disclosure of Interests

5-36.3 There are a number of rules which Members must be aware of, which may limit the extent to which they are able to take part in debates or votes on issues at Council meetings. These~~ese~~ participation rules extend to matters involving outside bodies. The rules require that, in certain situations, Members should disclose the fact that they have an interest in the matter under discussion. They may also be required not

to take part in any debate or discussion on the matter, and may have to leave the meeting during the item; The rules are set out in the Code of Conduct, at paragraph 10 as regards disclosable pecuniary interests and at paragraph 12 - see particularly paragraph 12(2) (i) and (ii) - as regards personal interests.

Personal Interests

~~5.46.4~~ A Member appointed to an outside body will have a personal interest in matters relating to that body. If they attend a council meeting where a matter relating to that body is included or arises, they should disclose to that meeting the existence and nature of their interest at the commencement of the consideration of the matter; or as soon as the existence of the interest becomes apparent to them. Depending on the nature of the matter, the Member's interest may not just be personal, but also prejudicial (see below).~~Provided that it is not also a prejudicial interest (see below), the Member only needs to declare the personal interest if and when he/she speaks on the matter at a Council meeting.~~

Prejudicial Interests

~~5.56.5~~ A Member will be likely to have an interest that is both personal and prejudicial interest in a matter relating to the outside body if he/she is a member of or in a position of general control or management on the outside body and the interest falls into one of the following two categories:-

- (a) the matter affects the financial position of the outside body (e.g. an application for grant funding to the outside body); or
- (b) the matter relates to an approval, consent, license, permission or registration that affects the outside body (e.g. an application by the outside body for planning permission).

~~5.66.6~~ If a Member has a prejudicial interest in a matter under discussion he/she must declare the nature of that interest as soon as it becomes apparent to him/her. The Member should not take part in any discussion or voting on the item and should leave the room, including any public gallery part of the room, at the earliest possible opportunity, if possible before any consideration of the matter has begun.~~then leave the meeting room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter. If that is the case, the Member can make his/her representations, in accordance with the decision making bodies rules, but must then immediately leave the meeting room. A Member with a prejudicial interest cannot remain in the public gallery to observe or vote on the matter.~~

Bias

~~5.76.7~~ Where there is no prejudicial interest in a matter, a Member's duties as a director or trustee or a member of a management committee may still mean that he/she should not participate in a decision because of a

legitimate fear of lack of impartiality, or bias, which could potentially invalidate the decision.

~~5.86.8~~ Bias will not be assumed ~~by mere~~ merely on the basis of the Member's membership of an outside body. However, where the outside body has a line which is being advocated by the Member, it is quite possible~~likely~~ that, in the context of a legal challenge to the council's decision, the Court would find the Member had been biased on ~~that~~ the issue, ~~and~~ therefore the Member should consider very carefully whether to ~~not~~ take part in a discussion or decision at a Council meeting on that matter~~issue~~. In such circumstances, it would be appropriate to seek advice from the Council's ~~Monitoring Officer or~~ Head of Law or one of the legal staff.

76. DISCLOSURE OF OUTSIDE INTERESTS FOR OFFICERS

Declaration of Interests

~~6.17.1~~ Section 117(1) of the Local Government Act 1972 requires that if it comes to the knowledge of any officer of a local authority that the authority has entered or proposes to enter into any contract in which he/she has a pecuniary interest, whether or not he/she would actually be a party to the contract, he/she must give notice in writing to the authority. A pecuniary interest should be interpreted as any circumstance in which he/she or a member of his/her immediate family stands to gain or lose financially as a result of the contract.

Conflicts of interest

~~6.27.2~~ Where an officer has been appointed to an outside body by the Council and a conflict of interest arises, this should always be disclosed to the officer's immediate manager who should, in appropriate cases, seek advice from the Council's Corporate Law Team. Such conflicts may be dealt with in a number of different ways, depending on the nature and seriousness of the conflict. If the conflict is insubstantial then it should simply be recorded and no further action need be taken. Where there is a discrete conflict this may preclude the officer from undertaking a particular discrete task, such as dealing with the administration of a planning application, but would not be incompatible with the general performance of their job. In the case of a more serious incompatible conflict it may be determined that the nature of the conflict of interest is such that the officer must resign their position on the outside body and/or re-arrange their duties in a manner which avoids the conflict.

87. GIFTS, HOSPITALITY and BRIBERY

~~7.18.1~~ Members and officers must never accept any gift or consideration as an inducement for doing or forbearing to do anything in their roles as Councillors or officers of the authority. In the case of officers accepting any such gift or consideration from anyone who has or is seeking a contract with the authority, the gift or consideration is deemed to have been accepted corruptly unless the officer can prove the contrary. It is

therefore very important to be completely open about any significant gift or hospitality to avoid the suspicion of misconduct.

[7.28.2](#) Members are required by the Code of Conduct for Members to notify the Monitoring Officer, in writing, on receipt of any gift or hospitality with a value of more than [£5025](#), whatever the motivation for such a gift. Members should note that they only need to register gifts and hospitality worth more than [£5025](#) that are received in connection with their official duties as a Member. Gifts received by Members in a personal/private capacity do not need to be registered.

[7.38.3](#) Officers are required to disclose offers and receipts of gifts and hospitality which must be recorded in the register of gifts and hospitality, in accordance with the Code of Conduct for Employees ([Officers](#)) ([found at part 8.8 of the constitution](#)). Officers should read the detailed guidance in the Code of Conduct for Employees ([Officers](#)) which explains what must be declared and where there is discretion to declare.

[7.48.4](#) A particular issue arises for officers seconded to work on outside bodies, as section 117(2) of the Local Government Act 1972 provides that an officer shall not, under colour of his office or employment, accept any fee or reward whatsoever other than his/her proper remuneration. Where an officer is to be seconded and might be in receipt of any remuneration, bonus or allowances from the authority to which he/she is to be seconded, the seconding authority must agree that his/her proper remuneration shall henceforth include any remuneration, bonus or allowances paid to the officer by the body to which he/she is seconded.

[8.57.5](#) Members and officers appointed to outside bodies need also to be aware of their potential liability under the Bribery Act 2010. This Act created a number of new criminal offences, of which the most relevant in the context of this guidance are:

- bribing another person
- receiving a bribe
- failure by a commercial organisation to prevent bribery

The Act defines bribery as offering, promising or giving someone a financial or other advantage either –

to encourage that person to perform their functions or activities improperly or to reward that person for having already done so; or

in the knowledge or belief that the acceptance of the advantage would itself constitute the improper performance of the recipient's functions or activities.

[8.67.6](#) Personal liability. Where any of the offences referred to in paragraph [8.75](#) are committed by a company, a senior officer of that company is liable to be prosecuted for the same offence if it is proved to have been committed with their consent or connivance. No indemnity or

insurance is available to Members or officers found guilty in this situation.

8.77.7 As regards the offence of a commercial organisation failing to prevent bribery, Members and officers should note the following (taken from Ministry of Justice guidance): so long as the organisation is incorporated (by whatever means), or is a partnership, it does not matter if it pursues primarily charitable or educational aims or purely public functions. It will be caught if it engages in commercial activities, irrespective of the purpose for which profits are made.

8.87.8 Members and officers should also refer to the council's counter-fraud strategy for further details of (i) the bribery risks facing the council, its Members and officers, and (ii) advice on the measures that Members and officers should take to mitigate the risks identified.

9. Do's and Don'ts

9.1 "Do"

- Act according to the rules, constitution and framework set by the outside body;
- Take an active and informed role in the outside body's affairs;
- Make independent and personal judgments in line with your duty of care to the outside body;
- Report back to the Council as appropriate;
- Promote equality as an integral part of the role and to treat everyone with fairness and dignity;
- Seek legal advice before setting off on a course of action which:
 - might give rise to a conflict of interest vis-à-vis your role on the outside body and your position as a Member of the council;
 - behave ethically and follow as far as applicable the Code of Conduct for Members;
 - Wherever possible and if appropriate approach the lead officer for the outside body for a briefing on agenda items before attending meetings of the outside body.

9.2 "Don't "

- See yourself as “representing” the political party to which you are aligned – you are appointed or nominated to the outside body by the council as a whole;
- Consider matters purely from the Council's perspective;
- Purport to commit the Council to any expenditure in relation to the outside body;
- Disclose any confidential or exempt information to or from the outside body, or act in breach of the Data Protection Act 1998 by disclosing personal data of a third party without that person's prior consent.

PART 8.5 PROTOCOL FOR MEMBERS REGARDING PLANNING APPLICATIONS

1. Lobbying and neutrality

- (a) Members of the Planning Committee should not organise the support of, or opposition to, planning applications.
- (b) No Member should lobby Members of the Planning Committee.
- (c) Planning Committee Members should retain a neutral position on planning applications prior to determination at the Committee and, in order to retain the impression of being free from bias, should avoid making public statements as to their support of, or opposition to, any application.
- (d) Planning Committee Members should use a standard paragraph in letters to lobbyists etc explaining they will retain a neutral position on planning matters and applications until such time as the application is put to the Committee for determination. However, before doing so Members may wish to take advice from officers as to whether the application will be determined by the Committee or under delegated authority.

A suggested standard paragraph is as follows:

“As a Member of the Planning Committee I am unable to comment on planning application reference.....until such time as the application comes before the Committee for determination”

- (e) Ward Members not sitting on the Committee should be informed of applications in their ward.
- (f) Members not sitting on the Planning Committee may make public their personal view on any development issue and may take advice from the Head of Law before commenting on any particular planning application. Where views are expressed it should be made clear that the merits of the application will be dealt with by the Committee at the determination stage in accordance with statutory criteria.
- (g) No Member should appear to be delivering planning outcomes to lobbyists, agents, third parties, objectors, etc. prior to a planning application being determined.
- (h) Members who have been lobbied or taken part in any discussions on an application, and then substituted onto the Committee, should declare this at the Committee. Members who have expressed a strong view on a particular application should seek advice from the Head of Law prior to being substituted.

Note

Planning Committee Members have to retain a “neutral” position on any application for the very fact that they are part of the decision making

process and cannot be seen to side with either the applicant or objectors prior to the date of determination of the application when all relevant facts are known. As decision makers, they should not be seen to be prejudging the application, nor to be influenced by those with whom they have a special relationship as fellow Members, at any stage prior to determination. This would not therefore debar a local Member from speaking on an application at the determination stage but would prevent a Member from lobbying Members at any time leading up to determination.

The Planning Committee is constrained to take into account only relevant planning considerations, against the background of the Development Plan and other material planning considerations. Planning decisions should not be unduly influenced by party politics, or individual Members. Should Members be allowed to become involved in applications to the extent of organising support/objection the Council's credibility in the decision making process could be compromised.

For example, therefore, Members should not distribute or organise the distribution of leaflets urging the public to support or oppose particular planning applications. However, Members could set up meetings to gain the public's views on particular applications, but in so doing regard must be had to codes (c) and (f) above.

For further advice regard should be had to the Local Government Association's publication: "*Probity in Planning*" which contains detailed guidance on good planning practice for Councillors and officers dealing with planning matters.

2. Declaration of Members' Interests

- (a) All Members should be conversant with the Code of Conduct for Members.
- (b) Non-voting Planning Committee Members should leave the committee room during consideration of any application in which they have an interest which would amount to a disclosable pecuniary interest had they been voting Members of the Committee.

[Note: Members should be aware that officers are bound by the Code of Conduct for Employees and should declare financial and non – financial interests.]

3. Procedures and Conduct of Meetings

(a) Chair's Briefings

- (i) Chair's briefings should be held after the draft agenda has been set and officers' recommendations made.
- (ii) The prime purposes of Chair's briefings should be:-
 - to discuss the issues with the Chair, Deputy Chair and Opposition Spokesperson;
 - to ensure that the rationale for officers' recommendations is fully explained;
 - for the Chair to highlight possible problem items and potentially controversial applications;
 - to consider arrangements for site visits;

(b) Officer - Member Briefings

- (i) Member briefings should be held after the draft agenda has been set and officers' recommendations made.
- (ii) The purpose of Member Briefings is to ensure that the rationale for officers' recommendations is fully explained
- (iii) Officer-Member briefings are to be fact finding exercises only.

(c) Committee Meetings

- (i) An opportunity will be given for members of the public to address the Committee. Those wishing to make representations must follow the Protocol for Public Representations at the Planning Committee.
- (ii) A representative of the Head of Law should be present at all Committee meetings.
- (iii) Ward Members not sitting on the Committee, any ward Member of an adjoining ward or other ward which will be affected by the application, representatives of Rottingdean Parish Council and representatives of a neighbourhood forum designated under the provisions of the Localism Act 2011 will have the right to attend the Planning Committee and speak for a maximum of 3 minutes to any application within/affecting their ward or area. ~~Where more than one Ward Member wishes to speak, the time will be divided equally among the Ward Members (unless they come to some other arrangement between themselves.)~~

Note

This includes the right of ward Members to speak on an application where they are Members of the Applicant Committee (see also note to Code 6(a)).

4. Site Visits

- (a) Site visits should follow established criteria. A copy of the criteria is attached as Appendix 1.
- (b) A Code of Conduct for site visits should be followed. A copy of the Code is attached as Appendix 2.
- (c) It is recommended that all Planning Committee Members should attend site visits.
- (d) Planning Committee Members with an interest in an application should not attend the site visit for that application.

5. Decisions Contrary to Officer Recommendation

- (a) Members must give tenable and substantiated reasons when refusing and approving planning applications.
- (b) Reasons for rejection and approval should be fully minuted.
- (c) A recorded and named vote should be taken where applications are rejected or approved against officer recommendations.
- (d) Officers must ensure that Members are fully aware of the reasons for their recommendation and the implications for the Committee of a decision against the recommendation – this would include the cost implications of any appeal.

6. Planning Applications made by the Council

- (a) There is no automatic prohibition on Members of the Planning Committee speaking and voting on planning applications made by Committees or Sub-Committees of which they are also Members. However, Members need to be mindful of the following:
 - there may be a potential public perception that, by being part of the application and determination process, Members may not retain a neutral and objective position;
 - Members must confine themselves to determining planning applications on the basis of material planning considerations only and not take into account non-planning considerations;
 - Members should not take part in the planning decision if their Membership of the Applicant Committee or Sub-Committee, or other circumstances, would lead to a charge of bias or predetermination.;
 - Members should consider each situation on its own merits and, if the position is unclear, err on the side of caution and not take part in the determination of the application;
 - If Members are unclear or need advice, they should consult the Head of Law or the Planning Lawyer.

7. Relationship between Members and Planning Officers

- (a) Planning officers who work closely with Members must ensure that their professional judgment is not compromised by the nature of their professional relationship with Members.
- (b) Members should recognise that Chartered Planners are governed by their code of professional conduct obliging RTPI members to make professional and independent recommendations.
- (c) Informal relationships between officers and Members should be avoided as this may create difficulties for chartered planners where there are genuine differences of approach to a planning matter.

Note

Members need also to be familiar with the Code of Conduct for Member/Officer Relations found elsewhere in this part of the Constitution.

APPENDIX 1

Criteria for Planning Committee Site Visits

1 The Purpose of Site Visits

1.1 The purpose of a Site Visit is:-

- to enable Members of the Committee to obtain a fuller appreciation of the likely impact of proposed development, which may not be apparent from the officers' report and presentation or form a public vantage point outside the site, so as to inform better decision making in respect of that application;
- ~~to enable members of the public to point out to Members of the Committee particular local conditions or site characteristics that have a bearing on the planning issues relating to a submitted application;~~
- to enable Members of the Committee to assess the impact of schemes that they have previously approved so as to inform decision making in the future (site visits to implemented schemes).

~~Both applicant and objector shall be treated equally during the site visit, and where the applicant has direct access to Committee Members, he/she shall only respond to factual questions put by members of the Committee.~~

1.2 The purpose of a Site Visit is not:-

- to allow ward Councillors, applicants, objectors or other members of the public to lobby Members of the Committee, nor
- to duplicate or check up on the site assessment made by the planning case officer.

2. Protocol for calling for Site Visits

2.1 Any Member of the Committee or Councillor is entitled to make a request for a site visit explaining how they consider their request meets the criteria set out above. It will be entirely at the discretion of the Committee to decide whether it wishes to carry out a site visit in that particular instance.

2.2 A request for a site visit may be made by a Member either at Planning Committee or at an Officer-Member Briefing. Officers may suggest or formally recommend that a site visit be made. A site visit will be held unless the majority of Members, present at the time when the request is considered, disagree. Should a site visit be agreed the planning application will be heard at, or deferred until, the next Planning Committee following the site visit.~~If a Member of the Committee calls for a site visit this will normally be agreed provided that Members are satisfied that the proposal meets the criteria although the final decision on all such requests will rest with the Committee itself.~~

- 2.3 Members will be encouraged to identify potential cases for Committee site visits at the earliest possible occasion so as to avoid unnecessary deferrals.

APPENDIX 2

Site Visits by Planning Committee

Code of Conduct

~~1. A site visit is for the purpose of viewing the site and ascertaining facts. They will take place only if authorised by the Committee where the Committee considers it is unable to determine an application on the basis of the officer's report to the Committee alone.~~

1. Authorised attendance at a site visit shall be limited to elected and co-opted Members of the Planning Committee, a representative of the Executive Director Environment, Development & Housing ~~Strategie~~ Director of Place and the applicant or his or her representative. Councillors representing the ward in which the application is submitted or adjacent wards affected by the application will also be invited to attend.

2. There shall be no discussion of the merits of any application during the site visit. Such discussions will only take place at a meeting of the Committee.

3. During the site visit Members should endeavour to remain in a group and must not enter into individual discussions with the applicant, the applicant's agent or any objector.

4. The applicant, objectors and supporters shall be treated equally during the site visit.

5. Neither the applicant, nor their representative nor any objector or supporter shall ~~not~~ be permitted to make representations to Members of the Committee during a site visit but they. ~~They~~ may, however, give any purely factual information which is required by Members and which cannot be ascertained by viewing alone.

6. ~~A request for a site visit is normally made by a Member at Planning Committee when the recommendation is considered. Officers may suggest or formally recommend that a site visit be made. If the Committee agrees that a site visit should be made, the application is automatically deferred to the next meeting.~~

6. Site visits are normally arranged for the afternoon of the day immediately prior to the following Planning Committee. It is the responsibility of the case officer to:

- (a) Notify the applicant/owner of the site that a visit is to take place and explain the procedure;
- (b) Liaise with the Clerk to the Committee regarding the time and place of the visit so that a letter can be sent with the next agenda notifying Members of the visit.

- | (c) Ensure that the report ~~is/schedule recommendation is~~ included on the next agenda.

PART 8.6 PROTOCOL FOR PUBLIC REPRESENTATIONS AT PLANNING COMMITTEE

The following procedure shall be followed at the Planning Committee meetings for the purpose of enabling members of the public to make representations. This protocol supplements the Council Procedure Rules and the two should be read together.

1. A planning officer will introduce the planning application and display any plans as well as bringing to Members' attention any new matters that have arisen since the agenda was prepared. Members may ask questions of the planning officer.
2. Objectors (or their representative) have an opportunity to address Members. Where there is more than one objector, the clerk to the Committee will require the objectors to nominate a spokesperson. Exceptionally, and at the Chair's discretion, more than one objector may be allowed to speak, but only where new material issues are to be raised. Members may ask questions of the objectors only for the purpose of clarifying matters of fact already raised during the objector's presentation.
3. Ward Members, a representative of Rottingdean Parish Council and a representative of a neighbourhood forum may address the meeting in relation to any planning application before the Planning Committee that falls within or affects their ward/area.

~~A meeting room or space will be made available for objectors to meet each other for half an hour before the meeting.~~

~~3. For the purposes of this protocol:-~~

- ~~• the term "objector" shall mean a person who lives in the immediate vicinity of the application site or who otherwise may reasonably be considered to be potentially directly affected by the proposed development~~
- ~~• persons or organisations represented by co-opted members of the Committee or organisations affiliated to such organisations shall not be treated as objectors and afforded public speaking rights~~

- ~~4.~~ The applicant (or their representative) has an opportunity to make representations in support of the application, but only if the recommendation is to refuse or there are ward Members, a representative of Rottingdean Parish Council, a representative of a neighbourhood forum or objectors speaking against the application. Applicants will make their representations after all other speakers have spoken. Applicants will be notified of any notice of intention to speak. Members may ask questions of the applicant only for the purpose of

clarifying matters of fact already raised during the applicant's presentation.

4. ~~Ward Members may address the meeting after the objectors and the applicant and will be allowed a maximum time of 3 minutes speaking time for each application. Where more than one Ward Member wishes to speak, the time will be divided equally among the Ward Members (unless they come to some other arrangement between themselves.)~~

5. Members may receive legal and other professional advice as necessary during the proceedings.

6. In the interests of efficient despatch of business, the following rules regarding speaking time per timing application will apply:

- A total time of 3 minutes shall be allowed for all objectors. Where the Chair permits more than one objector to speak, the time will be divided equally among the objectors (unless they come to some other arrangement between themselves.)
- A total time of 3 minutes shall be allowed for Ward Members. Where more than one Ward Member wishes to speak, the time will be divided equally among the Ward Members (unless they come to some other arrangement between themselves
- A total time of 3 minutes shall be allowed for Rottingdean Parish Council
- A total time of 3 minutes shall be allowed for a neighbourhood forum
- A total time of 3 minutes shall be allowed for the applicant.
- ~~The total time allowed for public speaking shall be limited to a maximum of 6 minutes per application.~~ In exceptional cases, these timings, ~~and the time allowed for ward Member representations,~~ may be extended at the Chair's discretion. An exception may involve an abnormal weight of objections or support or where the application is particularly complex.

7. A person wishing to speak at a meeting of the Committee shall give written notice of his/her intention to do so to Members' Services Team 4 clear days before the meeting (Normally, the Committee meets on Wednesdays which means the notice has to be received by the preceding Friday). The applicant and other persons wanting to make representations will be notified of the arrangements for public speaking by being sent a copy of this protocol together with contact details. Applicants may be given the right to speak notwithstanding that they have failed to give the required notice.

8. For the purposes of this protocol:-

- the term "objector" shall mean a person who lives in the immediate vicinity of the application site or who otherwise may reasonably be considered to be potentially directly affected by the proposed development

- the term “neighbourhood forum” means a neighbourhood forum designated as such in accordance with the Localism Act 2011

10.9. The Committee or the Chair may waive any of the requirements of this protocol if satisfied on legal and professional advice, and only in exceptional circumstances, that it is appropriate to do so in the circumstances.

Rule 27: Voting

General

- 27.1 Except where a recorded vote is required by law, or a requisition is made under the next paragraph, the method of voting at meetings of the Council, or Committees and Sub-Committees shall be by show of hands. Voting may also, at the discretion of the person presiding at the meeting, be by an electronic method or by other ways permitted by law. Unless this constitution provides otherwise, any matter will be decided by a simple majority of the Members voting and present in the room at the time the question was put. If there is an equal number of votes for and against the motion, the Mayor or Chair will have a second or casting vote. There will be no restriction on how the Mayor/Chair may choose to exercise a casting vote. If the Mayor/Chair does not exercise his/her casting vote the motion or proposal shall fall.

Recorded Votes

- 27.2 If a requisition is made by the specified number of Members, before a vote is taken on any question, the voting on that question shall be recorded so as to show whether each Member present gave his/her vote for or against that question or abstained from voting. Voting may be by roll call or by an electronic method. ~~in the case of Council meetings.~~
- 27.3 The specified number of Members is one-fifth of the Members entitled to vote at the meeting (11 for Council meetings).
- 27.4 Except where a recorded vote has been taken, any Member who is present when the vote was taken may require that his/her vote or abstention shall be recorded in the minutes by informing the Chair forthwith, immediately after the vote is taken.

- 27.5 In addition to the arrangements set out above, a recorded vote must be taken, and recorded in the minutes, immediately after any vote is taken at a budget decision meeting of the Council, as defined in the Local Authorities (Standing orders) (England) (Amendment) Regulations 2014.

Rule 29: Cameras/TV Cameras/Recording at Council

- 29.1 Without prejudice to any power of exclusion to suppress or prevent disorderly conduct or the power to deal with other misbehaviour or interference with proceedings at a meetings, ~~Subject to prior approval, which shall be at the absolute discretion of the Mayor or the person presiding at the meeting, one or more accredited representatives of newspapers* within the meaning of the Local Government Act 1972 or~~ any other person shall~~may~~ be permitted to film, video or photograph

the proceedings at Council meetings except for that part of the meeting where the public are excluded pursuant to a resolution passed in accordance with Section 100A(2) or (4) of the Local Government Act 1972 as amended.

~~[*representatives of news agencies, radio and television organisations etc. are included within the definition of newspaper representative].~~

- 29.2 Any person attending a meeting of the Council or of a Committee or Sub-Committee may use a mobile communication device and audio record and transmit council proceedings provided that:-
- (i) Any mobile communications device shall be kept in silent mode throughout the meeting;
 - (ii) There should be no use of any voice facility to make calls, receive calls or check voice messages. Only text or non-voice uses can be made of mobile phones;
 - (iii) The person presiding at the meeting may order that all mobile phones be switched off and any audio recording cease at any time;
 - (iv) There shall be no recording or transmission of council proceedings when exempt business is discussed or at meetings of the Licensing Committee Panels.
- 29.3 The recording of proceedings by authorised personnel for the purposes of web-casting shall be permitted, providing that the Mayor or person presiding at the meeting may withdraw such authorisation if he/she considers it is not conducive to the efficient despatch of business.

Appendix 7(a)

Summary of proposed changes to officer delegations (subject to consultation)

It is proposed to move a number of services across the three Directorates as follows:

Proposed change	Rationale
<p>Move Regulatory Services from Environment, Development and Housing to Public Health:</p> <p>Environmental Health</p> <p>Licensing</p> <p>Trading Standards</p>	<p>There are structural links nationally with the Chartered Institute of Environmental Health a formal advisory partner to Public Health England. Both of these organisations have a responsibility for workforce development including through local authorities.</p> <p>Regulatory Services and Public Health have a long history of joint working on infectious disease control, and share a common agenda in improving health and addressing health inequalities through aspect of lifestyles: e.g. diet, smoking, drug and alcohol use, as well as jointly tackling certain wider determinants of health such as air quality, fuel poverty, stress, food safety. Public health currently commission Regulatory Services to undertake some of this work. There would be improvements as a result of the teams coming together and the scope of this work widened at no additional cost for the benefit of the local population.</p>
<p>Corporate Performance to move from Assistant Chief Executive to Finance and Resources</p>	<p>The scale of the financial challenge facing the organisation over the next 5 years is enormous. There will be difficult decisions about how services should be provided in order to ensure the best possible outcomes for residents. Those decisions need to be driven by the Council's Corporate Plan, based on excellent financial and performance analysis and a robust understanding of the procurement options. An ongoing focus on performance will be key and needs to be much more closely aligned to the heart of the council's financial management.</p>
<p>Overview and Scrutiny to move from Legal and Democratic Services to Assistant Chief Executive</p>	<p>The Overview and Scrutiny Team undertake a range of policy development work which has synergies with the work of the Policy Team. There is a need to increase the capacity of the Policy Team to lead for the authority on a range of new directions and supporting the council to ensure it is fit for the future; increasing engagement with residents and the city and identifying and planning for future challenges and opportunities.</p>
<p>Standards and Complaints to move from Assistant Chief Executive to Finance and Resources and Legal with a reporting line to Legal and Democratic Services.</p>	<p>The Complaints function will benefit from being more closely integrated with other customer services and where additional support to deal directly with customers can be brought in more easily when required. Complaints as a function needs to be close to Performance so that the one can feed into the other in the most direct manner. Whilst the Standards function will remain with the same team as Complaints, the reporting line will be directly to the Monitoring Officer in a matrix management arrangement.</p>
<p>Mayor's Office to move from Assistant Chief Executive to Legal and Democratic Services</p>	<p>The role of the Mayor involves a combination of law, custom and practice which requires ongoing support and guidance from Legal and Democratic Services. In recognition of this, it is proposed that the function is formally managed from here. The day to day support staffing arrangements may cut across more than one directorate and need to be subject to matrix management arrangements.</p>
<p>Libraries to move from Finance and Resources to</p>	<p>The Assistant Chief Executive's Department brings together a range of provision; services, venues, divisions and teams where</p>

<p>Assistant Chief Executive</p>	<p>there are clear synergies and complimentary working practices: cultural services, communications, policy and performance, communities and equalities.</p> <p>Locating Libraries alongside these services would align with the relevant Committee structure and remit, making it simpler and more straightforward to feed into the democratic process.</p> <p>It would also align more closely on a national basis, where responsibilities for cultural services are co-located under the Department for Culture, Media and Sport. The Arts Council is taking a broader role across both heritage and library services in addition to arts and joint work is increasingly supported across these areas.</p> <p>The development of Libraries as Community Hubs, places libraries firmly alongside other community engagement activity and Libraries already have good links and work in partnership with the community and voluntary sector. Being located directly alongside Community Development and Equalities would further this work in particular.</p> <p>Libraries also have a strong role in information provision so the alignment of Libraries alongside Communications will increase the potential of Libraries to support this activity.</p>
<p>Setting of fees for Returning Officer and election clerks to be delegated to Monitoring Officer with authority to exercise the power after consultation with Executive Director Finance and Resources</p>	<p>This function is specified by law only in respect of parliamentary and European elections. The position at local elections is a matter for the local authority itself. Delegating the function to the Monitoring Officer prevents a conflict of interest arising were the Returning Officer herself/himself to set the fees.</p>

Assistant Chief Executive - amendment to delegations to in relation to Communities

2. Communities

(1) To manage community and voluntary sector discretionary grants, as follows:-

(a) In relation to the Three Year Corporate Grant Programme

(i) to process applications for grants from communities and non-profit making bodies in the area of the Council and make recommendations to the Policy & Resources Committee for approval; and

(ii) following approval of grants pursuant to sub-paragraph (i) above, to amend any or all such grants in response to budget changes, after consultation with the Members Advisory Group.

(b) In relation to all other grants administered by the Assistant Chief Executive (including grants to smaller organisations, specialist programme grants ~~and~~ community ~~development~~ grants ~~and Global Grants~~), to receive, commission and process grant applications and to approve grants after consultation with either (i) the Chair of the Members' Advisory Group for grants of £3,000 or less, or (ii) the Members' Advisory Group for grants in excess of £3,000.

Planning related amendments to the delegations to the Executive Director Environment, Development and Housing

11. Town and Country Planning

- (1) To determine applications in relation to matters listed under Part I of **Schedule 4** to this Scheme of Delegation having regard to the Council's relevant planning policies and published guidelines.

PROVIDED THAT the powers delegated under the above shall NOT apply where:-

- (a) 5 or more individual written objections relating to ~~valid material~~ planning considerations matters pertinent to the application in question have been received within the public consultation period from separate persons or bodies in relation to applications that officers are minded to approve, or where 5 or more individual written expressions of support from separate bodies or persons have been received within the public consultation period in relation to applications that officers are minded to refuse. Only written objections or expressions of support received from persons who live in the immediate vicinity of the application site or who otherwise may reasonably be considered to be potentially directly affected by the proposed development will be taken into account in determining the relevant number of representations required by this paragraph ;
or
- (b) Conservation Advisory Group (CAG) or Disabled Access Advisory Group (DAAG) requests, within the public consultation period, that an application is determined by the Planning Committee. In making the request CAG or DAAG shall state whether it would be seeking an approval or refusal of the application. If officers' determination of the application under delegated powers would be in accordance with that request then the request shall be deemed to have been withdrawn; or
- (c) a Ward Councillor requests, within the public consultation period, that an application within his or her ward is determined by the Planning Committee. In making that request the Councillor shall state whether he/she would be seeking an approval or refusal of the application. If officers' determination of the application under delegated powers would be in accordance with that request then the request shall be deemed to have been withdrawn. (NB In any case where the Ward Councillor is also a member of the Planning Committee and the application is referred to the Committee for determination, he/she will, if

present, having exercised his/her right to make an oral representation to the Committee, need to leave the meeting during the consideration of the application); or

(d) Rottingdean Parish Council requests, within the public consultation period, that an application within the Parish Council area is determined by the Planning Committee. In making the request the Parish Council shall state whether it would be seeking an approval or refusal of the application. If officers' determination of the application under delegated powers would be in accordance with that request then the request shall be deemed to have been withdrawn.

- (2) To exercise the Council's functions in respect of certificates of lawful use, tree preservation orders, enforcement action etc as more particularly set out in Part II of **Schedule 4** to this Scheme of Delegation.

SCHEDULE 4

Functions delegated to the Executive Director Environment, Development & Housing in relation to Planning

Part I

- (1) To determine planning applications (including identifying the need for and the settling of terms of Planning Obligations under S106 of the Town and Country Planning Act 1990, the imposition of conditions where consent is granted and the renewal of existing permissions) where the applications relate to the following categories of development:-
 - (i) alterations/extensions to single dwellinghouses and buildings containing residential flats;
 - (ii) works within the curtilage of buildings which are incidental to their lawful use;
 - (iii) changes of use;
 - (iv) applications submitted pursuant to Article 4 Directions;
 - (v) alterations to or installation of shop fronts;
 - (vi) the provision of no more than 9 new dwelling units (net increase), either by the construction of new buildings or by conversion of existing buildings;
 - (vii) extensions and alterations to non-residential buildings;
 - (viii) applications relating to the formation of accesses, fire escapes, replacement windows, flag poles, the erection of and alterations to walls, fences or other means of enclosure, floodlights, radio and TV masts, telecommunications apparatus, material changes to the external appearance of buildings, including extensions;

- (ix) renewals of temporary permissions;
 - (x) applications to vary or delete conditions attached to planning permissions;
 - (xi) all other minor planning applications not referred to above.
- (2) Applications for consent under the Advertisements Regulations.
 - (3) Applications for Conservation Area Consent.
 - (4) Applications for Listed Building Consent.
 - (5) To undertake all consultations, notifications and publication of advertisements on behalf of the Council in relation to any of the matters listed above.

Part II

- (1) To determine applications for certificates of lawfulness of existing or proposed uses or development under Sections 191 and 192 of the Town and Country Planning Act 1990.
- (2) To make Tree Preservation Orders and Provisional Tree Preservation Orders and, unless valid objections are received, to confirm such orders in accordance with statutory requirements.
- (3) To determine applications for works to, and the felling of, trees included in Tree Preservation Orders and in Conservation Areas.
- (4) After consultation with the Head of Legal and Democratic Services:-
 - (a) to take enforcement action including the service of formal Notices (including all preparatory work thereto and the service of planning contravention notices) and to authorise the institution of legal proceedings where necessary;
 - (b) to authorise the removal of enforcement notices from the Local Land Charges Register where appropriate.
- (5) To determine detailed and reserved matters submissions pursuant to conditions on planning permissions.
- (6) To determine applications for non-material amendments to approved schemes.
- (7) To determine applications for Certificates of Appropriate Alternative Development pursuant to Section 17 of the Land Compensation Act 1961.
- (8) ~~To determine on behalf of the Council whether the prior approval of the Authority will be needed for the method whereby any proposed~~

~~demolition is to be carried out and the details of any proposed restoration of the site.~~

(89) To submit observations on behalf of the Local Planning Authority in respect of consultations (on planning matters) by government departments, other local authorities, local government associations and statutory or regulatory bodies.

(910) To determine on behalf of the Council applications for prior approval where such determinations are required under The Town and Country Planning (General Permitted Development) Order 1995 (as amended)~~determination as to whether prior approval is required for the siting and appearance of development consisting of the construction, installation, alteration or replacement of telecommunications masts and associated equipment.~~

(1110) To exercise the Council's functions in respect of Environmental Impact Assessment screening / scoping under The Town and Country Planning (Environmental Impact Assessment) (England & Wales) Regulations 2011 and in respect of the Environmental Assessment of Plans and Programmes Regulations 2004.

~~(11)(12)~~—To undertake all consultations, notifications and publication of advertisements on behalf of the Council in relation to any of the matters listed above.

(12) To exercise the Council's powers to decline to determine subsequent, overlapping and retrospective applications as defined in sections 70A to 70C of the Town and Country Planning Act 1990

Council	Agenda Item 106(a)
27 March 2014	Brighton & Hove City Council

NOTICE OF MOTION

CONSERVATIVE GROUP

IMPROVING THE REFUSE AND RECYCLING SERVICE

This Council resolves to request the Leader of the Council to immediately set up a Command Group to address as a matter of urgency the ongoing problems with the City Clean refuse and recycling service.

Proposed by: Cllr Wealls

Seconded by: Cllr Cox

Supported by: Cllrs: Barnett, Peltzer Dunn, Simson, A. Norman, K. Norman, Hyde, Bennett, Smith, Pidgeon, Mears, Janio, C. Theobald, G. Theobald, Brown, and Wells.

Supporting information:

Refuse collection and recycling services in the city are in disarray and have never fully recovered from the industrial action by CityClean staff last Summer. Vehicles are continually breaking down, the communal recycling service is experiencing huge teething problems, rubbish is strewn across the streets and in the areas without communal facilities, residents have little or no idea when, or indeed if, their refuse and recycling is going to be collected.

The Command Group should be Chaired by the Leader of the Council and include the Chief Executive, Head of City Clean, Head of Human Resources and the Lead Councillor for the Environment. It should be tasked with getting a grip on this most basic of Council services. The Group's terms of reference should include:

- Meeting every day until the rubbish collection system is clearly working efficiently – ie for as long as it takes.
- Going through every morning with the Head of CityClean each report of a missed collection – find out why it was missed and when the catch up is being done.
- Ordering an immediate investigation into the extraordinary number of breakdowns which are hampering the service.
- Communicating every day to residents, with a press release and update on the website detailing how many collections were missed.
- Phoning at least 10 residents each day who had a missed collection and listen to what has happened. Feedback their concerns directly to the Head of CityClean

- Holding a meeting each week for an hour at the depot with a front line crew to listen to their concerns and ideas for improving the service.

Council	Agenda Item 106(b)
27 March 2014	Brighton & Hove City Council

NOTICE OF MOTION
CONSERVATIVE GROUP
'MARCH FOR ENGLAND'

“This Council, urges the Gold Command Strategic Partnership Group to reconsider allowing the March for England and associated counter-protest to take place in the city centre on 27th April.”

Proposed by: Cllr G. Theobald

Seconded by: Cllr Simson

Supported by: Cllrs: Barnett, Peltzer Dunn, Cox, A. Norman, K. Norman, Hyde, Bennett, Smith, Pidgeon, Mears, Janio, C. Theobald, Wealls, Brown, and Wells.

Supporting information:

While reiterating our support for legitimate public gathering and protest, this Council objects to the current plans to hold once again a March for England at the heart of our city on April 27th which does huge damage to Brighton & Hove's local traders and businesses and its reputation for diversity and tolerance. Many residents object to the event's associations, and as a consequence participate in the large counter-protest which, in turn, encourages more people to attend the march.

We recognise the extremely difficult position the Police find themselves in and note that their judgement is that there are not sufficient grounds to ban the march outright. However, if that is the case, then an alternative location should be found.

NOTICE OF MOTION**LABOUR AND CO-OPERATIVE GROUP****INTEGRATING A FINANCIAL AND DIGITAL INCLUSION STRATEGY**

"This council resolves:

- To request the Policy & Resources Committee to ban access to pay day lenders websites on all council computers and via publically accessible internet connections provided by the Council, including libraries, and instead redirect them towards information on the Money Advice Service and East Sussex Credit Union and other responsible lenders."

Proposed by: Councillor Wilson

Seconded by: Councillor Daniel

Supported by: Councillors Morgan, Mitchell, Hamilton, Lepper, Carden, Fitch, Gilbey, Pissaridou, Farrow, Marsh, Meadows and Robins.

Supporting Information:

Several local authorities have already banned access to pay day lenders websites via their computers, including

- Blackpool
(<http://www.blackpool.gov.uk/News/Articles/2013/October/Blackpool-Council-bans-access-to-payday-loans-websites.aspx>)
- Bolton
(http://www.theboltonnews.co.uk/news/10634734.Payday_loan_websites_banned_from_council_computers/)
- Durham(http://www.thenorthernecho.co.uk/news/10833280.Council_bans_internet_access_to_payday_loans_from_its_computers/)
- Nottingham
(<http://m.nottinghamcity.gov.uk/index.aspx?articleid=25533>)

NOTICE OF MOTION**LABOUR AND CO-OPERATIVE GROUP****REDEVELOPMENT OF ROYAL SUSSEX COUNTY HOSPITAL**

"This council believes that the provision of modern NHS facilities is essential for this city.

This council requests the Chief Executive to write to the Prime Minister David Cameron and the Health Secretary Jeremy Hunt and call on the Government to release the funding already earmarked in the NHS capital spending budget for the "3Ts" redevelopment at the Royal Sussex County Hospital without further delay."

Proposed by: Councillor Morgan

Seconded by: Councillor Gilbey

Supported by: Councillors Mitchell, Hamilton, Lepper, Carden, Fitch,
Pissaridou, Farrow, Marsh, Meadows and Robins.

Supporting Information:

- Planning permission was granted for the "3Ts" redevelopment at the Royal Sussex County Hospital over two years ago.

NOTICE OF MOTION
GREEN GROUP
DEALING WITH FLOODING

“In the light of the effect of recent weather events on our city and more widely, this council resolves:

(1) To ask our Chief Exec to write to relevant Secretaries of State requesting they:

- Set a meaningful deadline for the requirement in new build for sustainable drainage systems, as set out under the Floods and Water Management Act 2010
- Increase spending on flood defences to the level suggested by the Climate Change Committee and reduce the cost benefit ratio required for schemes to be eligible for support;
- Commit to a policy to rethink land management policies to encourage the storage of water in upland areas, and make flood prevention a non-negotiable condition of all farm subsidies
- Strengthen planning rules for urban and rural areas to prevent further development on flood plains and ensure developers prioritise flood resilience and prevention.

(2) As one of ten Defra-defined Flood Risk Areas in England, to request the Environment, Transport & Sustainability Committee to prioritise work on our city Flood Risk Management Plan and in particular the Surface Water Management Plan to bring forward viable schemes to reduce flood risk in key ‘hotspots’.”

Proposed by: Councillor Hawtree Seconded by: Councillor Buckley

Supported by: Councillors Bowden, Davey, Deane, Duncan, Jarrett, Jones, Kennedy, A Kitcat, J Kitcat, Littman, Mac Cafferty, Phillips, Powell, Randall, Rufus, Shanks, Sykes, Wakefield and West.

Supporting Information:

NOTICE OF MOTION**GREEN GROUP****SMART RENT CONTROLS**

"This Council resolves:

- (1) To support campaigns for 'smart rent controls' to prevent rents spiralling even further out of control, and to give stability and security to renters and landlords; and
- (2) To call on the government to explore such a system with housing charities and landlords organisations, and consider bringing forward further regulation to implement controls if necessary"

Proposed by: Councillor Randall Seconded by: Councillor

Supported by: Councillors Buckley, Bowden, Davey, Deane, Duncan, Hawtree, Jarrett, Jones, Kennedy, A Kitcat, J Kitcat, Littman, Mac Cafferty, Phillips, Powell, Rufus, Shanks, Sykes, Wakefield and West.

Supporting Information:

Private sector rents are a particular issue in Brighton & Hove, which has the sixth largest private rented sector in the UK. Smart rent controls would see any annual increase in rent to be inflation-linked, meaning landlords and tenants both get predictable increases. One possible model is the charity Shelter's 'Stable Rental Contract', more information on which can be viewed here: <http://bit.ly/O60zH3>

Many OECD countries offer longer fixed term contracts than those available to private sector tenants in the UK, which many believe to be better for both tenants and landlords. More secure tenancies give tenants (particularly families with children) the stability they need, while guaranteeing landlords income over a period to invest in their properties.

