

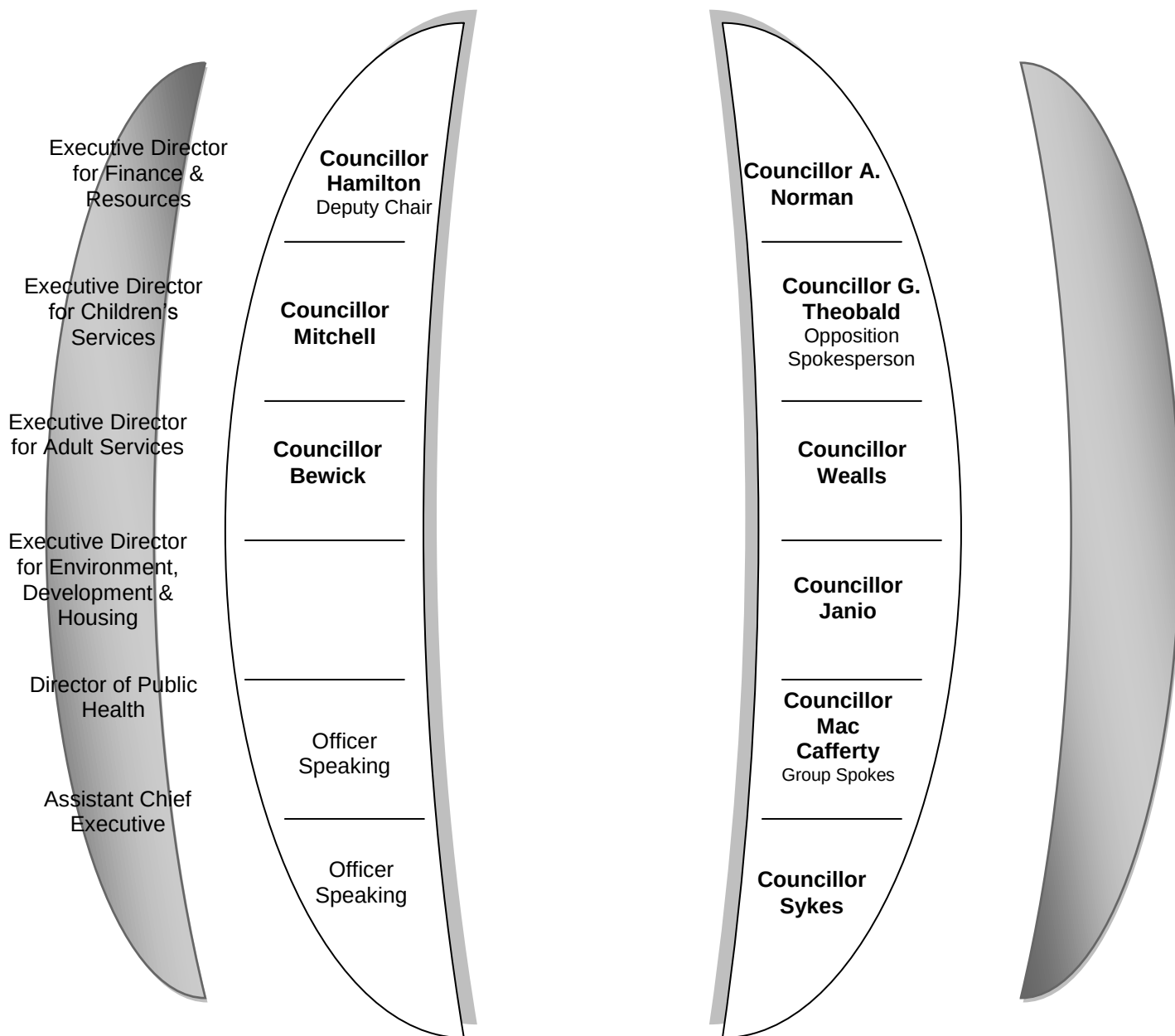
Policy, Resources & Growth Committee

Title:	Policy, Resources & Growth Committee
Date:	14 July 2016
Time:	4.00pm
Venue	Friends Meeting House, Ship Street, Brighton
Members:	Councillors: Morgan (Chair), Hamilton (Deputy Chair), G Theobald (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bewick, Janio, Mitchell, A Norman, Sykes and Wealls
Contact:	Ross Keatley Democratic Services Manager 01273 29-1064 ross.keatley@brighton-hove.gov.uk

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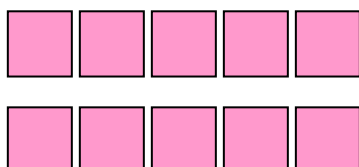
Democratic Services: Policy, Resources & Growth Committee

Monitoring Officer	Councillor Morgan Chair	Chief Executive	Democratic Services Manager



Public Speaker	Councillor Speaking

Public Seating



Press

AGENDA

PART ONE

Page

PROCEDURAL MATTERS

18 PROCEDURAL BUSINESS

(a) Declaration of Substitutes: Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.

(b) Declarations of Interest:

- (a) Disclosable pecuniary interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

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

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

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

NOTE: *Any item appearing in Part Two of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.*

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

19 MINUTES

1 - 16

To consider the minutes of the meeting held on 9 June 2016 (copy attached).

Contact Officer: Ross Keatley

Tel: 29-1064

20 CHAIR'S COMMUNICATIONS

21 CALL OVER

- (a) Items (24 – 39) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

GENERAL MATTERS

22 PUBLIC INVOLVEMENT

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

- (a) **Petitions:** to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting by the due of 4 July 2016;
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 7 July 2016;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 7 July 2016.

23 MEMBER INVOLVEMENT

To consider the following matters raised by councillors:

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

FINANCIAL MATTERS

24 4 YEAR RESOURCE AND INTEGRATED SERVICE AND FINANCIAL PLANNING UPDATE **To Follow**

Report of the Executive Director for Finance & Resources (copy to follow).

Contact Officer: James Hengeveld

Tel: 01273 291242

Ward Affected: All Wards

25 TARGETTED BUDGET MANAGEMENT (TBM) 2016/17 MONTH 2 **17 - 68**

Report of the Executive Director for Finance & Resources (copy attached).

Contact Officer: Nigel Manvell

Tel: 01273 293104

Ward Affected: All Wards

- 26 TREASURY MANAGEMENT STRATEGY 2015/16 - END OF YEAR REVIEW 69 - 90**
- Report of the Executive Director for Finance & Resources (copy attached).
- Contact Officer: James Hengeveld Tel: 01273 291242*
Ward Affected: All Wards
- 27 WAIVER REPORT 2015/16 91 - 148**
- Report of the Executive Director for Finance & Resources (copy attached).
- Contact Officer: Cliff Youngman Tel: 01273 291408*
Ward Affected: All Wards
- 28 PARKING PAYMENT SYSTEMS 149 - 162**
- Report of the Acting Executive Director for Economy, Environment & Culture together with an extract from the [proceedings of the Environment, Transport & Sustainability Committee meeting held on 28 June 2016 (copies attached)
- Contact Officer: Paul Nicholls Tel: 01273 293287*
Ward Affected: All Wards
- STRATEGIC & POLICY MATTERS**
- 29 MANAGING ANTI-SOCIAL BEHAVIOUR IN CITY PARKS AND OPEN SPACES 163 - 202**
- Report of Executive Director for Finance & Resources (copy attached).
- Contact Officer: Peter Castleton Tel: 01273 292607*
Ward Affected: All Wards
- 30 BRIGHTON AND HOVE SOCIAL VALUE FRAMEWORK 203 - 262**
- Joint report of the Acting Director of Public Health and the Executive Director for Finance & Resources (copy attached) together with an extract from the proceedings of the Neighbourhoods, Communities & Equalities Committee meeting held on 11 July 2016 (to follow).
- Contact Officer: Emma McDermott Tel: 01273 296805*
Ward Affected: All Wards
- 31 RESIDENTIAL CHILD CARE, FOSTER CARE AND SEN EDUCATION PLACEMENTS 263 - 328**
- Report of the Executive Director for Families, Children & Learning (copy attached).
- Contact Officer: Deb Austin Tel: 01273 291407*
Ward Affected: All Wards

CONTRACTUAL MATTERS

- 32 RETENDER OF WHOLE SYSTEMS ICT PLATFORM FOR HOMELESSNESS, THE HOUSING REGISTER AND SOCIAL HOUSING SETTINGS 329 - 344**

Report of the Acting Executive Director for Economy, Environment & Culture together with an extract from the proceedings of the Housing & New Homes Committee meeting held on 15 June 2016 (copy attached).

Contact Officer: Peter Mustow

Tel: 01273 296639

Ward Affected: All Wards

GENERAL MATTERS

- 33 ANNUAL PERFORMANCE UPDATE 2015/16 345 - 420**

Report of the Executive Lead for Strategy, Governance & Law (copy attached).

Contact Officer: Rima Desai

Tel: 01273 291268

Ward Affected: All Wards

REGENERATION & PROPERTY MATTERS

- 34 MADEIRA TERRACES - COASTAL COMMUNITIES FUNDING BID 421 - 524**

Report of the Acting Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Nick Hibberd

Tel: 01273 293756

Ward Affected: All Wards

- 35 STANMER ESTATE, PARKS FOR PEOPLE APPROVAL OF GRANT APPLICATION 525 - 544**

Report of the Acting Executive Director for Economy, Environment & Culture together with an extract from the proceedings of the Environment, Transport & Sustainability Committee meeting held on 28 June 2016 (copies attached).

Contact Officer: Ian Shurrock

Tel: 01273 292084

Ward Affected: All Wards

- 36 PRINCE REGENT SWIMMING COMPLEX - MECHANICAL AND ELECTRICAL REPLACEMENT WORKS 545 - 552**

Report of the Acting Executive Director for Economy, Environment & Housing (copy attached).

Contact Officer: Ian Shurrock

Tel: 01273 292084

Ward Affected: St Peter's & North Laine

POLICY, RESOURCES & GROWTH COMMITTEE

37 DISPOSAL OF 11 LITTLE EAST STREET 553 - 562

Report of the Acting Executive Director for Economy, Environment & Housing (copy attached).

Contact Officer: Angela Dymott

Tel: 01273 291450

Ward Affected: Regency

38 STANMER PARK - REDEVELOPMENT OF TRADITIONAL AGRICULTURAL BUILDINGS 563 - 596

Report of the Acting Executive Director for Economy, Environment & Culture (copy attached).

Contact Officer: Angela Dymott

Tel: 01273 291450

Ward Affected: Hollingdean & Stanmer

39 DISPOSAL OF LAND IN FALMER 597 - 604

Report of the Acting Executive Director for Economy, Environment & Housing (copy attached).

Contact Officer: Angela Dymott

Tel: 01273 291450

40 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 21 July 2016 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on 11 July 2016 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.

PART TWO

REGENERATION & PROPERTY MATTERS

41 STANMER PARK - REDEVELOPMENT OF TRADITIONAL AGRICULTURAL BUILDINGS - EXEMPT CATEGORY 3 605 - 614

Part Two appendix to Item 38 on the agenda (circulated to Members only).

Contact Officer: Angela Dymott

Tel: 01273 291450

Ward Affected: Hollingdean & Stanmer

42 DISPOSAL OF LAND IN FALMER - EXEMPT CATEGORY 3 615 - 616

Part Two appendix to Item 39 on the agenda (circulated to Members only).

Contact Officer: Angela Dymott

Tel: 01273 291450

PROCEDURAL MATTERS

43 PART TWO PROCEEDINGS

To consider whether the Items 41 & 42 listed in Part Two of the agenda and decisions thereon should remain exempt from disclosure to the press and public.

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

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BRIGHTON & HOVE CITY COUNCIL

POLICY, RESOURCES & GROWTH COMMITTEE

4.00pm 9 JUNE 2016

FRIENDS MEETING HOUSE, SHIP STREET, BRIGHTON

MINUTES

Present: Councillors Morgan (Chair), Hamilton (Deputy Chair), G Theobald (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Daniel, Janio, Miller, Mitchell, A Norman and Sykes

PART ONE

1 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

1.1 Councillor Miller was present in substitution for Councillor Wealls and Councillor Daniel was present in substitution for Councillor Bewick.

(b) Declarations of Interest

1.2 Councillor A. Norman declared a non-pecuniary interest in respect of Item 9 - Targetted Budget Management (TBM) Provisional Outturn 2015/16 as she was trustee of The Keep Records Office.

(c) Exclusion of Press and Public

1.3 The Committee considered whether the press and public should be excluded from the meeting during the consideration of any of the items listed on the agenda.

1.4 **RESOLVED:** That the press and public be excluded from the meeting during consideration of the items contained in Part Two of the agenda.

2 MINUTES

2.1 **RESOLVED –** That the Chair be authorised to sign the minutes of the ordinary meeting held on 17 March 2016 as a correct record.

2.2 **RESOLVED –** That the Chair be authorised to sign the minutes of the special meeting held on 28 April 2016 as a correct record.

3 CHAIR'S COMMUNICATIONS

3.1 The Chair gave the following communications:

'As you may have seen from the press I am making an announcement today on the Madeira Terraces which have lasted over 130 years. A remarkable testimony to the quality of Victorian craftsmanship, sadly the seaside environment has taken its toll on the iron work and major restoration is needed. I'm committing the Council today to a project that will fully restore or replace that iron work and return the Madeira Terraces to their original condition. Named for the Brighton Borough surveyor who created the terraces, our seafront rails and our famous bird cage bandstand, Phillip Cawston Lockwood, we're calling it the Lockwood Project. The terraces were created as a covered promenade to attract tourist from London on the new railway of the 1800s. In the 21st century we need something more and something that will help fund the restoration and upkeep of the terraces we are exploring ways of achieving this with colleagues at Mott McDonald and Historic England to protect the integrity of the terraces but also will provide new ways of generating income to pay for the restoration and provide new activity along this important stretch of our city's coast line.

The option we are proposing is self-contained but serviced glass fronted units within the terraced arches. Structures that preserve the integrity of the terraces but allow new spaces to be rented or leased for use as cafes, shops, business or even overnight beach huts, but not permanent accommodation. None of this can be achieved without some public funding and we're placing a bid at the end of this month for up to £4 million of Coastal Communities Funding to get the Lockwood Project underway. Further funding will be sought from grants, lottery funding and private investment and we'll look at using the same public works loan board borrowing as for the i360 for some of the estimated £20-£30 million worth of costs. A report will come to the next meeting of the Policy, Resources and Growth Committee in July to begin what is likely to be at least a year long process of consultations with residents, planning and legal agreements and the procurement of a specialist contractor expert in this type of restoration. Ideally work will be underway by the end of next year if we're able to secure the required funding.

A Madera Drive master plan will come to this Committee in the autumn with restoration of the Madera Terraces being an integral part of the multimillion pound regeneration of Madeira Drive as a whole with a new swimming pool, zip wire attraction, aquarium, terraces replacement, children's play area and our new 10,000 seat arena and conference centre at Black Rock. From the Pier to the Marina the whole area will be improved and enhanced whilst restoring the wonderful Madera aches for future generations. It's my hope that the Lockwood Project will preserve a much valued part of our local heritage whilst adding to our tourist offer in the same way that the terraces did in Victorian times. I'd like to think that Phillip Cawston Lockwood would have approved and I hope that this Committee will too when it comes in July.

Also I would like to send congratulations to all involved for delivering a fantastic 50th Brighton Festival one of the most memorable not least for the success of the Dr. Blighty event at the Royal Pavilion. Thanks to officers for ensuring that the final performances went off without risks from overcrowding. The Festival and Fringe bring millions to the city and are a vital part of our annual calendar and an essential part of

what makes our cultural life so rich and diverse so here's to another 50 years of Festival.'

4 CALL OVER

4.1 The following items were reserved for discussion:

- Item 7 Development of Library Services in Hove and Hollingbury
- Item 8 Progress Report on the Workforce Equalities Action Plan
- Item 9 Targetted Budget Management (TBM) Provisional Outturn 2015/16
- Item 10 Redeployment & Pay Protection Policies
- Item 11 Fair Trade within our Minimum Buying Standards Report
- Item 12 Proposed New Grievance and Disputes Procedure
- Item 14 Disposal of 28 York Place

4.2 The Democratic Services Manager confirmed that the items listed above had been reserved for discussion, and that the following reports of the agenda, with the recommendations therein had been approved and adopted.

Item 13 Update to the Scheme of Delegations to Officers.

5 PUBLIC INVOLVEMENT

Public Questions

5.1 The Chair noted that the two public questions that related to Item 7 Development of Library Services in Hove and Hollingbury, would be taken with the consideration of that item.

Deputations

5.2 The Chair noted there was one deputation concerning Public Space Protection Orders (PSPOs) from the Friends, Families and Travellers Group. He called forward Gareth Fisher to present the deputation.

5.3 Mr Fisher stated;

'I would like to thank all concerned for inviting me to speak this afternoon on the public space protection order (PSPO) as it pertains to gypsies, travellers and unauthorised encampments. This affects me directly as I too live in a vehicle. I would like to think most if not all of you have been made aware of and read the response of the Equality and Human Rights Commission to the Brighton & Hove City Council's consultation on the public spaces protection orders in city parks and open spaces. All of it is invaluable reading as is section 11 on human rights law and section 21 which plainly states that the PSPO will not address the root cause of unauthorised encampments but will instead subject gypsies and travellers who wish to pursue a traditional nomadic lifestyle to a criminal sanction.

Though-out history there has been a distain and almost fervent, euphoric hatred of Gypsy, Romani, Kale, Welsh and Scottish traveling communities portrayed by the state

and in contemporary literature as pseudo-vagrants, criminals and the dispossessed underclass; themes which exist to this day. The first such law aimed explicitly against these new travellers of the time was Henry VIII's proclamation of 1530 aimed at spreading fear, marginalisation and racial hatred towards them. In 1553 Queen Mary passed the Egyptians Act which decreed that the death penalty be imposed on anyone who was a Gypsy or anyone who befriended one, that particular offence stayed on the statute books of this country for well over 2 centuries.

Well into the 19th Century the persecution of the Gypsy Travelling people at large. In Holland Gypsy hunts were organised where not only was it an offence to be a gypsy, it was perfectly legal to hunt them down and kill them. The Nazi Holocaust provides the clearest example of how the articulation of this ancient hatred of nomads became legislation and was translated into a government sanctioned policy of racial hygiene. ½ million men, woman and children lost their lives precisely because they were Gypsies. 31 years ago this month on the 1 June 1985 in Wiltshire some 1,300 police attacked 600 travellers in a peace convoy. It was an organised ambush by the police with paramilitary style planning. The Travellers had not committed any crime and were following directions from the police force. The Travellers homes were invaded and smashed, vehicles were damaged, pregnant women and those with babies were mercilessly truncheoned by the police who were hitting anyone they could within reach.

In 1994 the Criminal Justice and Public Order (CJPO) Act was introduced by the then Conservative government, a draconian piece of legislation that attracted widespread opposition. Some noted on the legislation in bill form that it was about politicians making laws on the basis of judging people's lifestyles and therefore no basis to form a law. As the Equality and Human Rights Commission states there are through CJPO 1994 sufficient acts and statutes to deal with unauthorised encampments on public authority land and private land. Section 77, 78, part 55, section 62a and 61 and gives those accused of infringements of those acts a basic recourse to the law, PSPO does not. The proposed public spaces protection order is discriminatory, racist and infringes on article 3, 13 and 14 of the universal declaration of human rights.

This seems all quite heavy stuff folks and it is but there is a light amounts' this darkness of all this history and persecution, there may not be much light but it is a light. You have a wonderful opportunity to say no to the PSPO order and go forward into the future and not to regress into repressive legislation of history. Look with better eyes at the homeless on our streets, be more liberal with your support of diverse life styles and cultures; act with compassion and love and not with further condemnation and persecution. Let Brighton stand out as a shining example of an open libertarian and radical thinking governance and who we share it with. You could lead the way into the support of low impact living, the carbon footprint of living in a vehicle is minimal compared to that of living in a house. With solar voltaic panels and wind turbine power there would be less demand on precious resources that could be diverted elsewhere. You'd be helping set an example of truly radical alternative living, environmental balance, little cost to an already over stretched budgets. Let not the history books in your name read 'first they came for the Gypsies and it started in Brighton' you may choose what you wish. Thank you for listening.'

- 5.4 The Chair provided the following response; 'Public Spaces Protection Orders (PSPOs) were introduced by the Government in 2014 to give councils and the police more

powers to reduce antisocial behaviour in specified locations. We have been consulting on whether to pilot these orders at sensitive sites, including some parks and areas of the seafront, where antisocial behaviour is known to be an issue.

PSPOs do not target any specific group of people. When introduced, they impose conditions on the use of an area that apply to everyone. This helps authorities deal with particular nuisances or problems that are affecting the local community's quality of life in that area. Once in place they remain in force for a maximum of three years.

We have seen the distress caused by criminal and environmental damage as a result of activities such as driving large vehicles onto grass and fly tipping. We have wonderful parks and we want to ensure everyone has access to them without being spoilt by a minority. Public Space Protection Orders could be a useful addition to the work we already do to keep parks clean and safe.

Brighton & Hove is a tolerant and welcoming city but it is not somewhere people can expect to behave in ways that have a detrimental effect on the quality of life of residents.

The council is currently compiling the results of the public consultation and a report is planned for the July meeting of the Policy, Resources and Growth Committee."

5.5 **RESOLVED** – That the Committee note the deputation.

5.6 The Chair noted there were no other matters listed under Public Involvement.

6 MEMBER INVOLVEMENT

Member Petitions

6.1 The Chair noted that the Member Petition relating to Item 7 Development of Library Services in Hove and Hollingbury, would be taken with the consideration of that item.

6.2 The Chair noted there were no other items listed under Member Involvement.

7 DEVELOPMENT OF LIBRARY SERVICES IN HOVE AND HOLLINGBURY

7.1 The Chair noted there were two public questions that related to this item as listed in the agenda. He called forward Mr Christopher Hawtree to put his questions to the Committee.

7.2 Mr Hawtree asked, 'Would Councillor Morgan please tell us who owns the Hove Carnegie Library?'

7.3 Councillor Morgan replied, 'Brighton & Hove City Council own Hove Library and this is confirmed by the property register.'

7.4 By way of a supplementary Mr Hawtree asked, 'Can we be assured henceforth that Hove residents will be given more open and tenable information about this crucial

subject as it develops?' Councillor Morgan noted that this would be picked up in the debate on the item.

- 7.5 The Chair then invited Ms Ninka Willcock to put her question to the Committee. Ms Willcock asked, 'Was the option of localised repairs to the existing concrete-tiled roof of the Carnegie Library considered and costed?'
- 7.6 The Chair replied, 'The professional Building Surveyor's opinion, who undertook the condition survey in 2014, was that the existing concrete tiles were in poor enough condition to warrant replacement within a 3 year period from the survey date. The Building Surveyor would have assessed the possibility of ongoing patch repairs but considered that this would not be the right solution for the Grade 2 Listed Building.'
- 7.7 By way of a supplementary Ms Willcock asked, 'The current libraries report to this Committee states that were the Hove museum and art gallery to be closed and relocated the Heritage Arts Council and Arts Council England might request a refund on their investments. Would you kindly clarify the evidence base for this as well as details of the financial risk?'
- 7.8 The Chair replied, 'I'm happy to ask Officers to respond to that in the course of their dealings in the debate.'
- 7.9 The Committee considered a report of the Acting Executive Director for Economy, Environment & Culture in relation to Development of Library Services in Hove and Hollingbury. The report set out in summary the proposal costs, savings and funding sources following business case reviews for these service changes and developments and sought approval for the disposal of the existing Hove and Hollingbury Library buildings.
- 7.10 The Chair noted there was a proposed amendment from the Labour & Co-Operative Group and called upon Councillor Mitchell to formally propose the amendment.
- 7.11 Councillor Mitchell stated the amendment recognised the degree of unanimity between the Groups to ensure the majority of the Library Plan was implemented, but gave attention to the difference in opinion of how the service in central Hove should be provided. The proposed amendment would give provision to retain the current service for a year whilst the issue could be considered further. This would not have an immediate budgetary implication and would allow the outcome of any review to feed into the 2017/18 budget setting process. It was the aim of the Administration to provide a good and accessible library service to the public; whilst acknowledging the sensitivities of the site in central Hove. Councillor Mitchell asked that the Committee support the proposed amendment.
- 7.12 The Chair formally seconded the amendment.
- 7.13 The Chair noted there was a proposed joint amendment from the Conservative & Green Groups and called upon Councillor G. Theobald to formally propose the amendment and Councillor Sykes to second.
- 7.14 Councillor G. Theobald moved the amendment.

- 7.15 Councillor Sykes seconded the amendment.
- 7.16 In response to Councillor Sykes the following information was given in response to questions. As part of the budget savings every department needed to make a full year needs analysis was undertaken and Officers had come to the view that the proposed changes to Hove Library service were a sensible means to achieve the savings. The business case related to savings projected to be made in the 2018/19 financial year. The specification for the works to Hove Museum included the costs of compliance and health and safety. The previous report, that had been deferred from the April, had highlighted borrowing to meet the funding gaps for works; however, since then further financial information suggested that this would no longer be necessary.
- 7.17 In response to Councillor G. Theobald the following information was given in response to questions. The projected annual running cost savings associated with the move included a range of measures such as a greater shift towards self-service. It was clarified that any planning permission would likely to be the subject of a S106 agreement.
- 7.18 In response to Councillor Miller the following information was given in response to questions. The reasons for lateness were set out in the report and these complied with the legislative requirements for the publication of agenda papers, such that they could be late with good reason. The proposed savings on staff budgets were not only linked to the moving of the Hove Library service, but instead referenced a restructure that also linked into the wider plans around the Libraries Extra project. The book fund was outlined in the business case and reflected the historic position, as well the changing nature of customer demands in libraries; this allowed the book fund savings to be made ahead of other savings.
- 7.19 In response to Councillor Mac Cafferty the following information was given in response to questions. The Workstyles business case provided the rental income of the ground floor of Hove Library; this income would be lost if Hove Library was disposed of. A list of items and works that the proposed fund of £142K would be used for was set out in appendix 1 of the business case.
- 7.18 Councillor Daniel stated that the service was not automatically connected to a specific building, and she felt the proposals to move the library would offer a better service for the central Hove area. The proposals were in line with the position from Central Government and would allow the library network in the city to be reinvigorated and become community hubs. Combining a modern wing at the museum would offer tourist benefits, as well as an outside learning space for the library. The majority of residents supported the plan, and had asked for libraries to be multi-purpose spaces. The service was a successful one, and Councillor Daniel felt that the case before the Committee was robust and justified, creating a fit for purpose, modern service.
- 7.19 Councillor G. Theobald stated his view that the proposals would not create a better library service for the residents of Hove; the building was much loved and well used. He went on to reference literature that had been distributed by the local Labour Party and argued that this had been misleading, creating unnecessary worry and concern for residents. Councillor G. Theobald felt the literature had sought to scaremonger

residents by suggesting it would be necessary to close several branch libraries across the city, if the proposals before the Committee were not carried – he asked that the Chair apologise to the Committee for the literature.

- 7.20 Councillor G. Theobald went on to thank Officers for the time and information they had given to Members; he noted that 80% of the proposed savings would be achieved by reducing staff at the new site and that the book fund would be reduced regardless of the decision taken by the Committee on the future provision of Hove Library. He stated that it was difficult to argue that the Council could not afford to maintain and operate the service from the existing Carnegie building, when the budget for 2015/16 can come in significantly underspent. The costs of repair and maintenance to the Carnegie could be as low as approximately £300k and the costs for the works to Hove Museum could be much higher. He reiterated his view that the proposals would create a reduced library service for central Hove, and whilst the Conservative Group supported the vast majority of the Library Plan they were not willing to support the proposed move.
- 7.21 Councillor A. Norman stated she was distressed to have seen the literature that had been circulated on the matter, and she did not support any of the claims it made. She noted that she had received a number of emails from concerned residents, but highlighted that it was not the position or intention of the Conservative Group to close any libraries in the city.
- 7.22 Councillor Miller stated that the consultation had not been explicit about the proposal to close the Carnegie building, and he felt the provision in central Hove should be more than a wing of Hove Museum. He felt the claims made in the distributed literature were misleading and that the actions of the local Labour Party had made it increasingly difficult to pursue a cross-party consensus on this matter.
- 7.23 Councillor Sykes stated his view that the proposed joint amendment offered a better temporary solution and urged the Labour Members on the Committee to agree it. He was of the view that the proposed costs to maintain the Carnegie building would be lower than estimated and the works to Hove Museum would be higher. He added that the report before the Committee was not consistent, the Administration needed to come back to the matter and work in a much more cross-party manner to achieve consensus.
- 7.24 Councillor Mac Cafferty made reference to his petition that had been included in the agendas papers; he thanked all those that had signed it and noted that it had now received over 5,000 signatures. He noted that the Green Group had consistently opposed any move to close the Carnegie building, and added that despite the amendment the Labour & Co-Operative Group had not attempted to engage opposition Members to reach a consensus. He noted that both Opposition Groups had expressed concern in relation to proposed maintenance and renovation figures at the March 2016 Council meeting and they were now in agreement on the matter. He highlighted that the proposed joint amendment was a victory for residents who had fought to save the building.
- 7.25 Councillor Janio thanked Officers for their work on this and asked that the Administration accept the joint amendment and go forward working with both Opposition Groups.

- 7.26 Councillor Mitchell noted that it was the aim of the Administration to work with the Opposition Groups to ensure that the Council keep all libraries open. She noted that branch libraries were a lifeline in some communities and there was no desire to pursue the closure of any library in the city.
- 7.27 Councillor Hamilton noted that it had the previous Green Administration that had been responsible for closing the mobile library service in the city. He noted that no comments had been made in the debate about how the revenue savings would be achieved if this scheme were not seen through. He noted that the underspend in last year's budget had been earmarked, and it would be poor financial planning to set a budget on assumed underspends each year. He highlighted that the running costs of over £500K each year were not sustainable, and he was concerned that without a permanent solution, this matter would have to keep coming back before the Committee. He hoped that all Groups could now move forward and work on a solution together.
- 7.28 Councillor Morgan stated that the financial context was forcing the Council to modernise, rationalise and run services more effectively and he was of the view that the agreed Library Plan would do just this. He noted that the budget had been agreed in February and within that context Officers had been able to find a means to continue the service with longer open hours, whilst retaining the service in public ownership. He argued that faced with a politically difficult decision the Opposition Members had rejected the information put forward in the report by Officers. The Administration was fully committed to finding a cross-party solution.
- 7.29 The Chair then put the proposed amendment from the Labour & Co-Operative Group to the vote, this was **not carried**.
- 7.30 The Chair then put the proposed joint amendment from the Conservative and Greens Groups to the vote, this was **carried**.
- 7.31 The Chair then put the amended recommendations to the vote.
- 7.32 **RESOLVED:**
- 1) That the Committee authorises officers to proceed with the moving of Hollingbury Library to Hollingbury and Patcham Children's Centre and the Old Boat Community Centre, in accordance with the adopted Libraries Plan 2016-2020.
 - 2) That the Committee authorises the Acting Executive Director Economy, Environment and Culture, Assistant Director Property and Design to market the current Hollingbury Library building widely on the open market to support the library service
 - 3) That the Committee (a) approve the ring fencing of the capital receipts from the sale Hollingbury Library to fund -the physical move of Hollingbury Library service into the Hollingbury and Patcham Children's Centre and the Old Boat Community Centre; and (b) agree that the surplus receipt from the disposal of the building will be reinvested into the capital resource for the library service.

- 4) That the Committee approve the allocation and use of up to £0.100m proposed for Restructure & Redundancy Reserve as part of Agenda item 9 Targeted Budget Management (TBM) Provisional Outturn 2015/16, Section 3.4 be used towards what would have been financial savings and possible maintenance cost for 2017/18 to retain the Hove Library service at the Carnegie building.
- 5) That Officers bring a report to a future Policy, Resources and Growth Committee with options for Hove Library and Hove Museum and the 4 year financial savings plan.
- 6) That the Committee note that none of the proposals in the above resolutions result in the closure of any libraries in Brighton and Hove.
- 7) That the Committee note the petition referred from Council on 24 March 2016.

8 PROGRESS REPORT ON THE WORKFORCE EQUALITIES ACTION PLAN

- 8.1 The Committee considered a report of the Executive Director for Finance & Resources in relation to Progress Report on the Workforce Equalities Action Plan. The focus of the report was to update on how the Council was performing against its Workforce Equalities Action Plan.
- 8.2 In response to Councillor Sykes it was explained that a significant amount of work had been undertaken in the last two years to improve the quality of the data, this had included the production of regular monitoring reports; however, to consider this information more frequently than annually, as requested by the Joint Workers' Forum, was not practical. The organisation was however, getting a much better picture of equalities as linked to individual groups.
- 8.3 In response to questions from Councillor Mac Cafferty the following was explained. A number of barriers to protected groups outside of the organisation had been identified, and work now needed to be undertaken to identify any barriers for existing employees in the recruitment process. The Global HPO report had put forward around 70 recommendations; current analysis showed that around 80% of these had been achieved and the view was that managing detailed recommendations would not enact some of the 'shift change' that was required. Discussions with the Joint Workers' Forum had agreed to move the focus to be outcome driven.
- 8.4 Councillor A. Norman thanked Officers for this work and welcomed the implementation of the recommendations in the Global HPO report; however, she advised caution that any shift change in the organisation would take time to come to fruition.
- 8.5 Councillor Daniel welcomed the report, and she noted the concerns raised by the Joint Workers' Forum as well as the necessity to work with them on these matters. She went on to note that the Neighbourhoods, Communities & Equalities Committee would be considering a report at the July meeting in relation to how the Council worked with BME communities with the aim of providing a strategy and better guidance. However, she highlighted that very real progress had been made in this area.

8.6 Councillor Janio noted he was fully supportive of the report, and it was vital to foster a culture where all staff felt part of the collective workforce.

8.7 The Chair then put the recommendations to the vote:

8.8 **RESOLVED:**

That the Committee:-

- 1) Note the progress made against the Year 3 Action Plan, as summarised in paragraph 3.7 and set out in more detail in Appendix 1.
- 2) Approve the areas of focus that will inform the Year 4 Workforce Equalities Action Plan.
- 3) Gives the Executive Director of Finance & Resources delegated authority to sign off the Action Plan once it has been developed in conjunction with the Workforce Equalities Group.

9 TARGETTED BUDGET MANAGEMENT (TBM) PROVISIONAL OUTTURN 2015/16

9.1 The Committee considered a report of the Executive Director for Finance & Resources in relation to Targetted Budget Management Provisional Outturn 2015/16. The Targetted Budget Monitoring (TBM) report was a key component of the Council's overall performance monitoring and control framework. The report set out the provisional outturn position (i.e. Month 12) on the Council's revenue and capital budgets for the financial year 2015/16.

9.2 In response to Councillor Janio it was clarified that the decisions in relation to the allocation of the surplus funds had been taken by the Administration following prudent recommendations from Senior Officers; however, it was highlighted that these decisions were always taken by Members.

9.3 In response to Councillor Sykes the Executive Director for Adults' Services explained that when a directorate was not able to achieve full in-year savings they were rolled over to the next financial year as unachieved savings.

9.4 In response to a further query, the Executive Director for Finance & Resources clarified for Councillor Sykes that there were 'unknowns' every year as part of the budgeting process; whilst it was important for the organisation to be prudent in its planning, there was an argument against over prudency. The Executive Director for Adults' Services added that demand varied considerable in social care; this was combined with pressures from other areas of the market.

9.5 In response to Councillor G. Theobald it was explained that Officers were already intending to enter into discussions with the CCG to gain a clearer understanding of the budgetary impact of the Better Care Fund this financial year.

- 9.6 In response to a further question, Councillor Hamilton explained that there was some one-off fund for grass-cutting in cemeteries to assess if this achieved improvements in maintenance standards.
- 9.7 Councillor Janio noted his view that the surplus at the year-end in the budget should have been put into the Council's reserves.
- 9.8 Before the vote was taken the Monitoring Officer highlighted that the allocation of funds on page 56 of the report would be subject to changes to the budget already agreed at Item 7 on the agenda.
- 9.9 The Chair then put the recommendations to the vote.

9.10 **RESOLVED**

- 1) That the Committee note that the provisional outturn position for the General Fund is an improvement of £1.299m compared to the projected and planned resource position taken into account when setting next year's budget, including the Month 9 forecast position.
- 2) That the Committee note that in total, the General Fund underspend is therefore a £4.780m underspend, which is made up of the projected and planned resources of £3.481m reported to Budget Council in February 2016, including the Month 9 forecast position, together with the improved resource position since month 9 of £1.299m.
- 3) That the Committee note the provisional outturn overspend of £0.473m on the council's share of the NHS managed Section 75 services.
- 4) That the Committee approve the allocation and use of the additional one-off General Fund resources of £1.299m as set out in paragraph 3.4.
- 5) That the Committee note the provisional outturn for the Housing Revenue Account (HRA), which is an underspend of £2.037m.
- 6) That the Committee note the provisional outturn position for the Dedicated Schools Grant which is an underspend of £0.432m.
- 7) That the Committee approve carry forward requests totalling £1.322m as detailed in Appendix 3.
- 8) That the Committee approve the creation of the earmarked reserves as set out in paragraph 6.2.
- 9) That the Committee note the provisional outturn position on the capital programme.
- 10) That the Committee approve the following changes to the capital programme

- a. The variations and reprofiles in Appendix 5 and the new schemes as set out in Appendix 6.

10 REDEPLOYMENT & PAY PROTECTION POLICIES

- 10.1 The Committee considered a report of the Executive Director for Finance & Resources in relation to Redeployment & Pay Protection Policies. The report considered, and made recommendations, in relation to the recent review of redeployment and pay protection policies.
- 10.2 In response to Councillor G. Theobald it was explained that as part of the negotiations with the trade unions pay protection had reduced from three years to two, with the second year being at 75% of the difference. The position at other Councils nationally varied between one and three year's pay protection.
- 10.3 In response to Councillor Mac Cafferty the Chief Executive explained that recruitment was one of the main tools that Service Managers used to control budgets and spending; however, work had been undertaken to look more vigorously at how staff were utilised from redeployment.
- 10.4 The Chair then put the recommendations to the vote; Councillors G. Theobald, A. Norman, Miller and Janio abstained from the vote.
- 10.5 **RESOLVED** – That the Committee:
 - 1) Note the work being commissioned to develop a pay and reward strategy.
 - 2) Agree the attached redeployment policy.
 - 3) Agree the attached protection policy.

11 FAIR TRADE WITHIN OUR MINIMUM BUYING STANDARDS REPORT

- 11.1 The Committee considered a report of the Executive Director for Finance & Resources in relation to Fair Trade within our Minimum Buying Standards Report. The report recommended that the Committee note the Council's continued commitment to Fair Trade as part of the Minimum Buying Standards for food and catering contracts.
- 11.2 Councillor Sykes noted that the city had been leading nationally on sustainable food and the buying standards were a further asset to this work.
- 11.3 Councillor Daniel noted that it was the work of Councillor Hill that had brought this back to the attention of the Committee and it was important to reinstate the Council's commitment to this.
- 11.4 Councillor A. Norman welcomed the report in particular that it now included the Brighton Centre.
- 11.5 The Chair then put the recommendations to the vote.

11.6 RESOLVED – That the Committee:

- 1) Notes the Council's continued commitment to Fair Trade as part of the Minimum Buying Standards for food and catering contracts (Appendix 1).
- 2) Notes that opportunities to increase the Council's commitment to buying Fair Trade for food and catering contracts continue to be sought and taken wherever possible within the current budgetary constraints.

12 PROPOSED NEW GRIEVANCE AND DISPUTES PROCEDURE

12.1 The Committee considered a report of the Executive Director for Finance & Resources in relation to Proposed New Grievance and Disputes Procedure. The report set out the proposed new procedures and asked the Committee to agree these.

12.2 Following a query from Councillor G. Theobald the Head of Human Resources & Organisational Development clarified the difference between collective disputes and collective grievances as they had now been defined in the relevant procedures.

12.3 In response to Councillor Miller it was noted that there was the potential for collective grievances to be taken forward as collective disputes as a mechanism of having them considered by Members; however the new procedures would be subject to review.

12.4 Councillor Mac Cafferty welcomed the report and the agreement with the unions. In response to a query it was explained that reasonable requests from the unions for another senior manager to hear a case would be considered by the relevant Executive Director.

12.5 At the request of the Chair it was agreed that definitions of the relevant terms would be included in the procedures. The Chair then put the recommendations to the vote.

12.6 RESOLVED:

- 1) That the Committee agrees to adopt a new Grievance Procedure and a separate Disputes Procedure (attached at Appendix 1 and 2), which have been jointly agreed with GMB and Unison.
- 2) That the Committee notes that further training for managers will be provided to help equip them to implement the new Procedures appropriately.
- 3) That the Committee notes the operation of the new procedures will be reviewed twelve months after their implementation to ensure that timescales and the process for dealing with disputes has improved and is appropriate for the organisation.
- 4) That in addition, the Committee notes that there will be a joint review with the unions after 6 months on the effectiveness of the provision to make a reasonable request to change the hearing manager at Stage 2 of the grievance process (Appendix 1 para 8.5)

- 5) That the Committee delegates authority to the Chief Executive to take the steps necessary to implement these recommendations.

13 UPDATE TO THE SCHEME OF DELEGATIONS TO OFFICERS

13.1 RESOLVED – That the Committee

- 1) Approves the changes to the scheme of officer delegations set out at paragraphs 3.1 to 3.6 below and Appendix 1 of the report;
- 2) Authorises the Chief Executive to take all steps necessary or incidental to the implementation of the proposals set out in this report;
- 3) Authorises the Monitoring Officer to make amendments to the relevant parts of the constitution to reflect the changes resulting from the above paragraphs and to make any necessary consequential amendments;
- 4) Approves the transitional arrangements as set out at Appendix 2;
- 5) Agrees that the changes to the scheme of delegations and transitional arrangements come into force with immediate effect.

14 DISPOSAL OF 28 YORK PLACE

- 14.1 The Committee considered a report of the Acting Executive Director for Economy, Environment & Culture in relation to Disposal of 28 York Place. The report sought agreement for the disposal of 28 York Place to provide capital funding for reinvestment to generate additional revenue funding streams to support the council's Corporate Property Strategy & Asset Management Plan 2014-18, Corporate Plan and Medium Term Financial Strategy.
- 14.2 In response to Councillor G. Theobald it was explained that the Council's portfolio of properties was reviewed regularly to ensure assets could be sold if there was a case to release them.
- 14.3 In response to Councillor Miller it was clarified that the valuation of the property was based on the private rental of the building if fully refurbished.
- 14.4 It was confirmed for Councillor Janio that sale would be by way of open market.
- 14.5 The Chair then put the recommendations to the vote.
- 14.6 **RESOLVED –** That the Committee authorises the Acting Executive Director for Environment, Development & Housing, Assistant Director Property & Design and Head of Legal Services to approve terms for the freehold disposal of 28 York Place by Informal Tender on the open market at best consideration to be recommended by the agents appointed.

15 ITEMS REFERRED FOR COUNCIL

15.1 There were no items referred to Council.

16 DISPOSAL OF 28 YORK PLACE - EXEMPT CATEGORY 3

16.1 The Committee noted the information contained in the Part Two appendix to Item 14 on the agenda.

17 PART TWO PROCEEDINGS

17.1 **RESOLVED** – That the information contained in the Part Two item listed on the agenda (Item 16) and the decisions thereon remain exempt from disclosure to the press and public.

The meeting concluded at 6.49pm

Signed

Chair

Dated this

day of

Subject:	Targeted Budget Management (TBM) 2016/17: Month 2		
Date of Meeting:	14 July 2016		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	Nigel Manvell	Tel: 29-3104
	Email:	Nigel.manvell@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1 SUMMARY AND POLICY CONTEXT:

- 1.1 The Targeted Budget Monitoring (TBM) report is a key component of the council's overall performance monitoring and control framework. This report sets out an early indication of forecast risks as at Month 2 on the council's revenue and capital budgets for the financial year 2016/17.
- 1.2 As set out in the General Fund Revenue Budget 2016/17 report to Budget Council, potential cost pressures of up to £18m were identified of which approximately £12m was provided for in the budget through 'service pressure funding'. The report highlighted that successful 'demand management' strategies would therefore be key to managing down cost pressures across Adult and Children's social care and Homelessness (temporary accommodation) in order to achieve financial balance in 2016/17. In recognition of this challenging position, £3m risk provisions were set aside to provide some mitigation against these risks.
- 1.3 The forecast risk for 2016/17 at this early stage is £3.745m on the General Fund reflecting the situation outlined above. This includes a pressure of £0.236m on the council's share of the NHS managed Section 75 services. The position continues to be due to sustained pressures across Adults and Children's social care budgets and Homelessness. These services have developed recovery plans and measures to address pressures as far as practicable and this process will continue to attempt to pull the position back into balance over the remainder of the year.
- 1.4 This position compares to early forecasts in previous years of £6.031m in 2014/15 and £9.430m in 2015/16 and therefore indicates a more manageable starting position for the financial year by comparison. Taking into account the available risk provisions of £3m, the council's financial position is therefore in a reasonable position at this point in the year, however, utilising risk provisions is to be avoided if at all possible as these resources are highly likely to be required for future years as the financial challenges increase.
- 1.5 Although the forecast risk above is significant, mainly due to ongoing demand pressures, the report shows that the substantial savings package in 2016/17 of

£20.968m is significantly on track with £20.333m either achieved or anticipated to be achieved.

2 RECOMMENDATIONS:

- 2.1 That the Committee note the forecast risk position for the General Fund, which indicates a budget pressure of £3.745m. This includes a pressure of £0.236m on the council's share of the NHS managed Section 75 services.
- 2.2 That the Committee note that recovery planning is in place and will be reported to the cross-party Budget Review Group as appropriate.
- 2.3 That the Committee note that total recurrent and one-off risk provisions of £3m are available to mitigate the forecast risk if the risks cannot be completely eliminated by year-end.
- 2.4 That the Committee note the forecast for the Housing Revenue Account (HRA), which is an underspend of £0.270m.
- 2.5 That the Committee note the forecast risk position for the Dedicated Schools Grant which is an overspend of £0.097m.
- 2.6 That the Committee note the forecast outturn position on the capital programme and approve the variations and reprofiles in Appendix 3 and the new schemes as set out in Appendix 4.

3 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

Targeted Budget Management (TBM) Reporting Framework

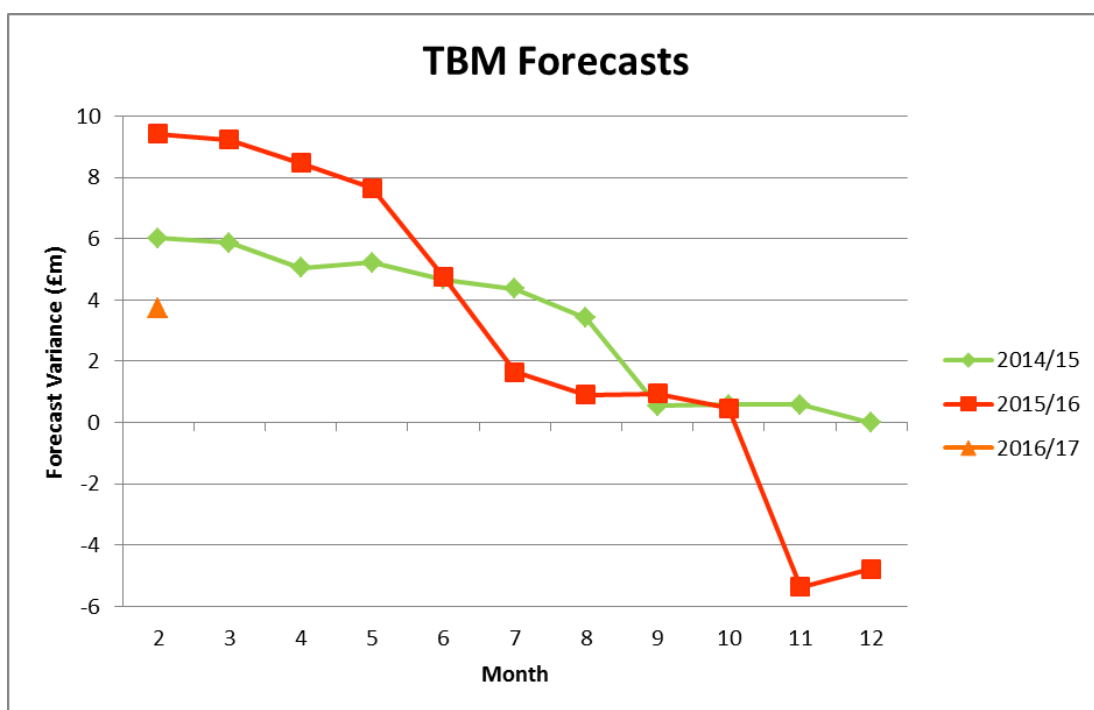
- 3.1 The TBM framework focuses on identifying and managing financial risks on a regular basis throughout the year. This is applied at all levels of the organisation from Budget Managers through to Policy, Resources & Growth Committee. Services monitor their TBM position on a monthly or quarterly basis depending on the size, complexity or risks apparent within a budget area. TBM therefore operates on a risk-based approach, paying particular attention to mitigation of growing cost pressures, demands or overspending together with more regular monitoring of high risk demand-led areas as detailed below.
- 3.2 The TBM report is normally split into 8 sections as follows:
 - i) General Fund Revenue Budget Performance
 - ii) Housing Revenue Account (HRA) Performance
 - iii) Dedicated Schools Grant (DSG) Performance
 - iv) NHS Controlled S75 Partnership Performance
 - v) Capital Investment Programme Performance
 - vi) Capital Programme Changes
 - vii) Implications for the Medium Term Financial Strategy (MTFS)
 - viii) Comments of the Director of Finance (statutory S151 officer)

General Fund Revenue Budget Performance (Appendix 1)

- 3.3 The table below shows the provisional outturn for Council controlled revenue budgets within the General Fund. These are budgets under the direct control and management of the Executive Leadership Team. More detailed explanation of the variances can be found in Appendix 2.

2015/16 Outturn Variance £'000	Directorate	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
1,926	Families, Children & Learning	53,068	54,145	1,077	2.0%
1,886	Health & Adult Social Care	79,226	82,685	3,459	4.4%
(1,736)	Economy, Environment & Culture	33,201	33,228	27	0.1%
246	Neighbourhood, Communities & Housing	15,467	15,715	248	1.6%
(973)	Finance & Resources	20,040	19,590	(450)	-2.2%
(734)	Strategy, Governance & Law	5,656	5,698	42	0.7%
615	Sub Total	206,658	211,061	4,403	2.1%
(5,395)	Corporate Budgets	7,758	7,100	(658)	-8.5%
(4,780)	Total General Fund	214,416	218,161	3,745	1.7%

- 3.4 The General Fund includes general council services, corporate budgets and central support services. Corporate budgets include centrally held provisions and budgets (e.g. insurance) as well as some cross-cutting value for money savings targets. Note that General Fund services are accounted for separately to the Housing Revenue Account (Council Housing). Note also that although part of the General Fund, financial information for the Dedicated Schools Grant is shown separately as this is ring-fenced to education provision (i.e. Schools). The chart below shows the monthly forecast variances for 2016/17 and the previous two years for comparative purposes.



Demand-led Budgets

- 3.5 There are a number of budgets that carry potentially higher financial risks and therefore could have a material impact on the council's overall financial position. These are significant budgets where demand or activity is difficult to predict and where relatively small changes in demand can have significant implications for the council's budget strategy. These therefore undergo more frequent and detailed analysis. Note that the Community Care figures for 2015/16 in the table below exclude one-off Care Act funding of £2.228m and one-off Better Care funding of £0.971m applied to these areas.

2015/16 Outturn Variance £'000		2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
	Demand-led Budget				
1,766	Child Agency & In House Placements	19,556	20,643	1,087	5.6%
4,308	Community Care	36,855	39,466	2,611	7.1%
656	Temporary Accommodation	1,459	1,611	152	10.4%
6,730	Total Corporate Critical	57,870	61,720	3,850	6.7%

Summary of the position at Month 2

The main pressures reported at Month 2 continue to be across Children's and Adults Social Care and Homelessness (Temporary Accommodation) as follows:

- 3.6 **Children's Services:** The initial forecast budget risk across Families, Children and Learning was £2.534m primarily resulting from increased demand pressures on services for Children in Care and social work cost pressures continuing through from last year. Subsequently the directorate has put together a financial recovery plan to address the financial risks. This recovery plan identified £1.535m of potential cost reductions to improve the forecast position. There still remain significant financial pressures on services for Children in Care and social work as well as an emerging risk in the Home to School Transport budget that will need to be closely monitored.

The projected position has identified potential cost pressures of £0.250m on social work staffing and £1.205m on placement budgets. Together with risks of £0.255m on Home to school transport, and other underspending budgets of £0.633m, this explains the residual forecast risk of £1.077m as at Month 2.

- 3.7 **Adults Services:** The service is facing a significant financial challenge in 2016/17 in mitigating the risks arising from the sustained pressures in 2015/16 and managing in-year demands. This is alongside delivering a significant budget savings programme, developing integration plans through the Better Care Fund and completing the Learning Disabilities Review.

The forecast TBM risk at Month 2 of £3.459m is after identifying recovery measures of £1.741m which have helped to contain the forecast risk. Recovery measures are focused on attempting to manage demands on and costs of community care placements across Assessment Services and making the most efficient use of available funds. The forecast risk includes the following main elements that are described in more detail in Appendix 1:

- The main area of forecast risk concerns service pressures identified at the beginning of the year (and highlighted in the General Fund Revenue Budget report as noted above) which relate to increased complexity of need, increasing numbers of older people being discharged from hospital requiring social care services for the first time, pressures on the provider services' budget and Deprivation of Liberty Standards (DoLS) cases. At Month 2 there is a significant residual risk of £3.459m relating to these pressures.
- Note that the in-year forecast does not include any one-off funding contributions. In previous years, one-off contributions have been received from the Care Act implementation funds and the Better Care Fund (£3.548m in 2015/16). At this stage it is not anticipated that any additional funds will be made available in 2016/17 but this will kept under review.
- The forecast includes the part year effect of the proposed increase in care home fees. In order to manage the local market and address the significant under-supply of providers in the city who will accept publicly funded residents, fee increases were essential.
- Approved budget savings for 2016/17 of £6.159m are projected to be achieved.
- Service pressure funding of over £6m, including the Adult Social Care precept, was applied in 2016/17 and has been used to fund budget pressures resulting from increased demands and complexity, DoLS, the national living wage and fee rates.

The funding of all care packages is scrutinised for Value for Money, ensuring that eligible needs are met in the most cost-effective manner which will not always meet people's aspirations. This forms a key part of the savings implementation plan. Adult Services are also using benchmarking information to support the driving down of unit costs but are faced with increased complexity and demand (deographic) growth which is also a national picture. Through regional and other social care networks the service has been looking at best practice in delivering cost effective services in order to influence future direction - this includes demand management strategies and identifying opportunities through Housing provision.

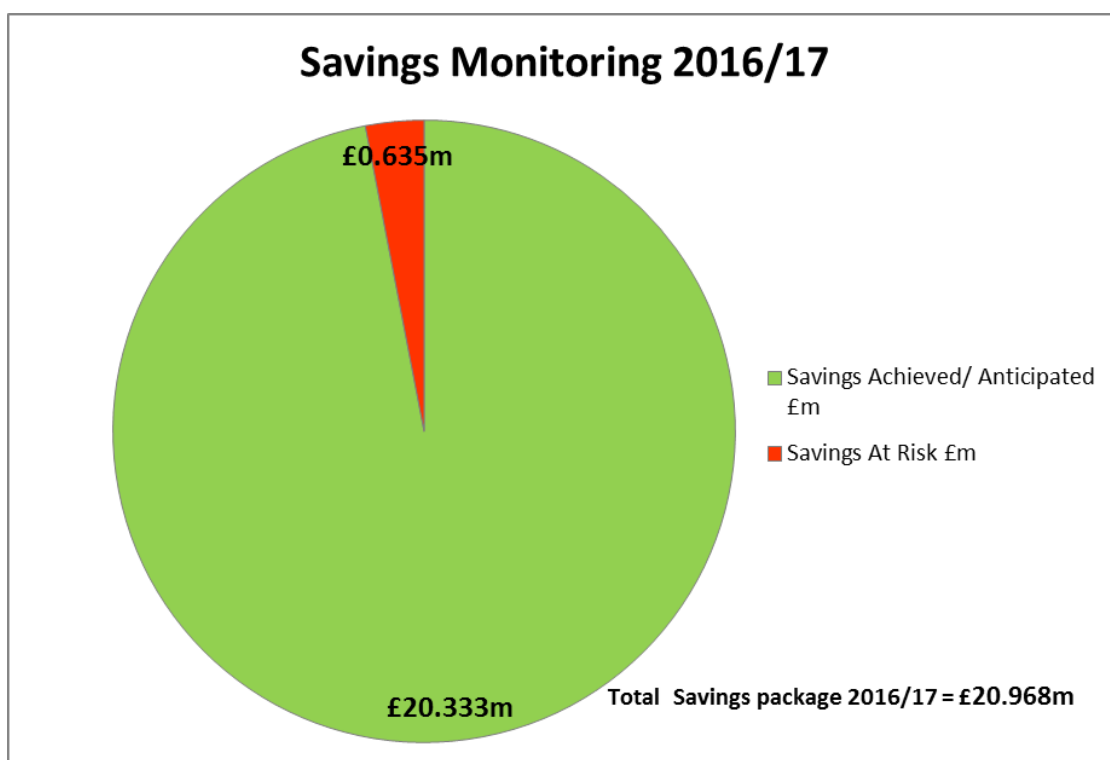
- 3.8 Housing Services and Temporary Accommodation:** Although the council is accepting a full housing duty for a similar level of households than previously, the actual numbers of households in temporary accommodation is increasing because there are limited opportunities to move these households out of temporary accommodation into other alternative longer term forms of accommodation. This is due to a mixture of shortage of supply, unaffordable rents in the private sector and policy changes within Adult Social Care commissioning affecting the allocation of supported beds.

The current projection is an overspend of £0.820m of which £0.335m relates to the managed risk identified when the budget was approved. As a result, the service has developed a financial recovery plan which includes a number of measures to reduce the overspend including the use of one off specific temporary accommodation reserves, vacancy management, improving moving on out of temporary accommodation as well as utilising £0.200m of DCLG funding for early prevention work and financial incentives to landlords and applicants. However, £0.152m is at risk of not being achieved and hence the current forecast risk reflects this.

In the longer term, changes to the allocations policy (due to be reported to Housing and New Homes Committee in September) to provide priority for homeless households would also achieve significant savings from 2017/18.

Monitoring Savings

- 3.9** The savings package approved by full Council to support the revenue budget position in 2016/17 was £20.968m. This is a very large savings package and follows 5 years of substantial packages totalling nearly £98m. Achievement of savings programmes and actions in 2016/17 will be closely monitored to ensure satisfactory progress and, so far as possible, to avoid adding to financial pressures in future years through non-achievement.
- 3.10** Appendix 1 provides a summary of savings in each directorate and indicates in total what is anticipated/achieved or is at risk. Appendix 2 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the position as at Month 2 which is an early indication. This shows that delivery of the savings programme of £20.968m for 2016/17 is expected to be substantially on track with only a small number of items, totalling £0.635m, at risk. Mitigation of these risks is included in the development of services' financial recovery actions.



Housing Revenue Account Performance (Appendix 1)

- 3.11 The Housing Revenue Account is a separate ring-fenced account which covers income and expenditure related to the management and operation of the council's housing stock. Expenditure is generally funded by Council Tenants' rents. The forecast outturn is an underspend of £0.270m and more details are provided in Appendix 1.

Dedicated Schools Grant Performance (Appendix 1)

- 3.12 The Dedicated Schools Grant (DSG) is a ring-fenced grant which can only be used to fund expenditure on the schools budget. The schools budget includes elements for a range of services provided on an authority-wide basis including early years education provided by the Private, Voluntary and Independent (PVI) sector, and the Individual Schools Budget (ISB) which is divided into a budget share for each maintained school. The forecast outturn is an overspend of £0.097m and more details are provided in Appendix 1. Under the Schools Finance Regulations any underspend must be carried forward to support the schools budget in future years.

NHS Managed S75 Partnership Performance (Appendix 1)

- 3.13 The NHS Trust-managed Section 75 Services represent those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Foundation Trust (SPFT) and include health and social care services for Adult Mental Health and Memory and Cognitive Support Services.
- 3.14 This partnership is subject to separate annual risk-sharing arrangements and the monitoring of financial performance is the responsibility of the respective

host NHS Trust provider. Risk-sharing arrangements result in financial implications for the council where a partnership is underspent or overspent at year-end and hence the performance of the partnership is included within the forecast outturn for the Health & Adult Social Care directorate. The council's forecast contribution to the risk share for 2016/17 is currently £0.236m and more details are provided in Appendix 1.

Capital Programme Performance and Changes

- 3.15 The table below provides a summary of capital programme performance by Directorate and shows that there is a forecast overspend of £0.312m at this early stage. More details are provided in Appendix 3.

2015/16 Outturn Variance £'000		2016/17 Capital Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Forecast Outturn Variance %
	Capital Budgets				
(13)	Families, Children & Learning	17,248	17,248	0	0.0%
0	Health & Adult Social Care	665	665	0	0.0%
(272)	Economy, Environment & Culture	50,034	50,034	0	0.0%
(409)	Neighbourhood, Comms & Housing	4,545	4,857	312	6.9%
(578)	Housing Revenue Account	56,416	56,416	0	0.0%
0	Finance & Resources	3,572	3,572	0	0.0%
0	Strategy, Governance & Law	0	0	0	0.0%
0	Corporate Services	0	0	0	0.0%
(1,272)	Total Capital	132,480	132,792	312	0.2%

(Note: Summary may include minor rounding differences to Appendix 3)

- 3.16 Appendix 3 shows the changes to the budget and Appendix 4 provides details of new schemes for 2016/17 to be added to the capital programme which are included in the budget figures above. Policy, Resources & Growth Committee's approval for these changes is required under the council's Financial Regulations. The following table shows the movement in the capital budget since approval at Budget Council.

Capital Budget Movement	2016/17 Budget £'000
Summary	
Budget approved at Budget Council	72,418
New schemes included in the Budget above where further reports to Policy & Resources are needed before their inclusion in the capital programme	50,941
Slippage and reprofiles approved in the Outturn report	8,853
New Schemes approved in the Outturn report.	745
Reported at other Policy & Resources committees for inclusion into 2016/17 year	100
New schemes to be approved in this report (see appendix 4)	1,715
Variations to Budget (to be approved)	174
Reprofiling of Budget (to be approved)	(2,466)
Slippage (to be approved)	0
Total Capital	132,480

- 3.17 Appendix 3 also details any slippage into next year. However, project managers have forecast that none of the capital budget will slip into the next financial year at this early stage.

Implications for the Medium Term Financial Strategy (MTFS)

- 3.18 The council's MTFS sets out resource assumptions and projections over a longer term. It is periodically updated including a major annual update which is included in the annual revenue budget report to Policy, Resources & Growth Committee and Full Council. This section highlights any potential implications for the current MTFS arising from in-year TBM monitoring above and details any changes to financial risks together with any impact on associated risk provisions, reserves and contingencies. Details of Capital Receipts and Collection Fund performance are also given below because of their potential impact on future resources.

Capital Receipts Performance

- 3.19 Capital receipts are used to support the capital programme. Any changes to the level of receipts during the year will impact on future years' capital programmes and may impact on the level of future investment for corporate funds and projects such as the Strategic Investment Fund, Asset Management Fund, Customer First in a Digital Age and the Workstyles VFM projects. The planned profile of capital receipts for 2016/17, as at Month 2, is £12.858m against which there have been receipts of £0.309m in relation to a lease extension at Hartington Road plus some minor lease extensions at the Marina.
- 3.20 The forecast for the 'right to buy sales' in 2016/17 (after allowable costs, repayment of housing debt and forecast receipt to central government) is that an estimated 50 homes will be sold with a maximum useable receipt of £0.495m to fund the corporate capital programme and net retained receipt of £3.582m available to re-invest in replacement homes. To date 5 homes have been sold in 2016/17.

Collection Fund Performance

- 3.21 The collection fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and Crime Commissioner and East Sussex Fire Authority, whereas any forecast deficit or surplus relating to business rates is shared between the council, East Sussex Fire Authority and the government.
- 3.22 The council tax collection fund is forecast to be in surplus by (£0.765m) at year end which incorporates a brought forward surplus of (£0.376m). Other main changes in the forecast during the year are a greater than forecast reduction in Council Tax Reduction awards (£0.300m), increased income from new properties and banding changes (£0.150m), and increased severely mentally impaired exemptions £0.050m. The council's share of the overall forecast council tax surplus is (£0.654m).
- 3.23 The business rates collection fund is forecast to be in deficit by £2.660m at year-end which incorporates a brought forward deficit of £1.378m. The main change in the forecast during the year is in relation to a greater reduction in the 2016/17 liability being forecast from the impact of appeals. Business rates income continues to be difficult to forecast due to the backlog of appeals. The current focus of the Valuation Office Agency is the 2017 revaluation and therefore it is anticipated that the uncertainty over the impact of potentially successful appeals will continue into 2017/18. The council's share of the overall forecast business rates deficit is £1.303m.
- 3.24 The council's share of the combined net deficit across both collection funds is £0.649m and this will need to be included in the budget forecast for 2017/18.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The provisional outturn position on the General Fund is an overspend of £3.745m. This includes a pressure of £0.236m on the council's share of the NHS managed Section 75 services. Risk provisions of £3m are available to substantially mitigate the position. Any overspend at the year end would need to be funded from general reserves which would then need to be replenished to ensure that the working balance did not remain below £9.000m. Any underspend would release one off resources that can be used to aid budget planning for 2017/18.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 No specific consultation has been undertaken in relation to this report.

6 CONCLUSION AND COMMENTS OF THE DIRECTOR OF FINANCE (S151 OFFICER)

- 6.1 The General Fund Revenue Budget 2016/17 report to full Council in February, which set out the budget for approval, indicated that cost pressures arising from increasing costs and demands, particularly across social care, were likely to add costs of around £18m. Through a combination of savings programmes

(totalling over £20m) and taxbase increases including the Adult Social Care precept, the council was able to provide £12m funding toward these cost pressures requiring effective demand management strategies to manage the residual risk.

- 6.2 The forecast risk at month 2, while challenging, would appear to be manageable in the context of the expected level of risk, given that it is early in the financial year with sufficient time to take further corrective action without resorting to indiscriminate spending and recruitment restrictions.
- 6.3 The Executive Leadership Team will continue to keep under review recovery actions and every effort will be made to ensure risk provisions are protected to ensure these resources are available to support the greater financial challenge expected in 2017/18. There will also be further 'stress testing' of current and future budget proposals including 4-year savings plan proposals to ensure that the 2017/18 budget is developed on a sound footing.
- 6.4 To assure the position, the cross-party Budget Review Group will be provided with appropriate updates on recovery actions to provide members with effective oversight of this corporate risk.

7 FINANCIAL AND OTHER IMPLICATIONS

Financial Implications:

- 7.1 The financial implications are covered in the main body of the report. Financial performance is kept under review on a monthly basis by the Cross-Party Budget Review Group and the management and treatment of forecast risks is considered by the Audit & Standards Committee.

Finance Officer Consulted: Jeff Coates Date: 21/06/16

Legal Implications:

- 7.2 Decisions taken in relation to the budget must enable the council to observe its legal duty to achieve best value by securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The council must also comply with its general fiduciary duties to its Council Tax payers by acting with financial prudence, and bear in mind the reserve powers of the Secretary of State under the Local Government Act 1999 to limit Council Tax & precepts.

Lawyer Consulted: Elizabeth Culbert Date: 30/06/16

Equalities Implications:

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

Sustainability Implications:

- 7.4 Although there are no direct sustainability implications arising from this report, the council's financial position is an important aspect of its ability to meet Corporate Plan and Medium Term Financial Strategy priorities. The achievement of a break-even position or better is therefore important in the

context of ensuring that there are no adverse impacts on future financial years from performance in 2016/17.

Risk and Opportunity Management Implications:

- 7.5 The Council's revenue budget and Medium Term Financial Strategy contain risk provisions to accommodate emergency spending, even out cash flow movements and/or meet exceptional items. The council maintains a recommended minimum working balance of £9.000m to mitigate these risks. The council also maintains other general and earmarked reserves and contingencies to cover specific project or contractual risks and commitments.

SUPPORTING DOCUMENTATION

Appendices:

1. Revenue Budget Performance
2. Summary of 2016/17 Savings Progress
3. Capital Programme Performance
4. New Capital Schemes

Documents in Members' Rooms:

None.

Background Documents

None.

Families, Children & Learning

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
2	Director of Families, Children & Learning	288	288	0	0.0%	100	100	0
(668)	Health & Disability Services	5,489	5,262	(227)	-4.1%	1,105	1,105	0
(325)	Education & Skills	8,237	8,445	208	2.5%	755	695	60
2,991	Children's Safeguarding & Care	37,603	38,699	1,096	2.9%	3,002	2,902	100
(74)	Children's Safeguarding & Quality Assurance	1,451	1,451	0	0.0%	0	0	0
1,926	Total Families, Children & Learning	53,068	54,145	1,077	2.0%	4,962	4,802	160

Explanation of Key Variances (Note: FTE/WTE = Full/Whole Time Equivalent)

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Health & Disability Services			
(118)	Corporate Critical - Disability Agency Placements	It is currently forecast that there will be 12.12 FTE disability agency placements during 2016/17. The budget allows for 14.00 FTE and this has resulted in the underspend of £0.118m.	
(75)	Recruitment and expenditure restrictions	A £0.075m target has been allocated to each Assistant Director for the year to be met from cutting non essential expenditure and/or holding posts vacant for a longer period of time	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
(50)	Contracted services	A number of efficiency savings have been realised following a comprehensive review of all contracted services for children with disabilities.	
Education & Skills			
255	Home to School Transport	The overspend is due to: • The full year effect of the new contract that commenced in September following the retendering exercise; • Lower impact of Independent Travel Training than anticipated; • Increased costs in 16-19 travel; • Additional 'recoupment' costs. The overspend reflects the latest numbers of children (353) being transported. An analysis has been undertaken with the budget holder for each area of the budget and the latest position reflects the estimated outturn position based on current information.	Further work is taking place to understand the increased costs of transport and identify mitigations.
53	Youth Service	An element of the 2016/17 budget savings strategy for the Youth Service was based on reducing the costs for premises following a review of buildings. At this stage it is unlikely that these savings will materialise, resulting in the overspend of £0.053m.	Negotiations are currently underway with third sector providers to increase delivery from the Youth Service buildings. It is expected that an initial one year licence will be agreed for one building and will be in place by July 2016 which will produce a significant contribution towards this pressure. Other negotiations are continuing.

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
(75)	Recruitment and expenditure restrictions	A £0.075m target has been allocated to each Assistant Director for the year to be met from restricting non essential expenditure and/or holding posts vacant for a longer period of time where possible.	
Children's Safeguarding & Care			
277	Corporate Critical - Residential Agency Placements	The projected number of residential placements (32.15 FTE) is broken down as 28.76 FTE social care residential placements (children's homes), 3.00 FTE schools placements and 0.40 FTE family assessment placements. The budget allowed for 27.70 FTE social care residential care placements, 3.90 FTE schools placements and 0.40 FTE family assessment placements. The average unit cost of these placements is also higher than the budgeted level. The number of children's home placements is 1.06 FTE above the budgeted level, and this combined with the overall average unit cost pressure of £151.01 per week results in an overspend of £0.277m.	Regular reviews of any placement in a residential setting are being undertaken and there are plans for a number of children to move them to alternative placements in the community where this is appropriate.

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
499	Corporate Critical - Independent Foster Agency (IFA) Placements	The numbers of children placed in Independent Foster Agency placements has decreased in recent years. During 2015/16 there were 158.06 FTE. The current projected number of placements in 2016/17 is 134.26 FTE, a reduction of 15.1%. The budget for IFA placements included significant levels of savings and was set at 121.00 FTE. The numbers being higher than the budget by 13.26 FTE results in a projected overspend of £0.699m.	This project is working very well and with a reduction in children in Care (CIC) is enabling the service to achieve an improved financial outcome. If both factors continue, it may be possible to achieve greater savings. It is, however, anticipated that the recruitment of new in-house foster carers will reduce the overspend by £0.200m.
215	Corporate Critical - Secure Accommodation	It is estimated that during 2016/17 there will be 2.03 FTE secure (welfare) placements and 0.76 FTE secure (justice) placements. The budget allowed for 1.00 FTE welfare and 1.00 FTE justice placements during the year. There are currently 2 children in a secure (welfare) placement and none in a secure (criminal) placement resulting in a projected overspend of £0.215m.	Secure placements are only used as a last resort. They are used when deprivation of a young person's liberty is the only solution which will enable work to start to keep them safe on exit from the unit. The Adolescent Service is being successful in reducing the risk and stepping down needs and it is planned that the service will be able to impact on the number of young people requiring secure placements.
295	Corporate Critical - Semi-independent/Supported placements	The number of semi-independent and supported living placements is projected to be 19.93 FTE and this is 1.43 FTE above the budgeted level. In addition, the average unit cost of these placements is £221.26 per week higher than the budget and this results in an overspend of £0.295m.	It will be difficult to achieve any savings in this area due to pressures elsewhere in the system.

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
(292)	Corporate Critical - In-House Fostering	As at the 31st May 2016 there were 146 children placed with 'in-house' foster carers. The budget was based on an increasing trend over the last few years and was set at 156.50 FTE placements. This has resulted in the current projected underspend of £0.292m. There is currently work ongoing to increase the number of in-house foster carers and this should result in a net reduction in costs which has been taken into account in the independent foster agency placement projection above.	The project will try to increase the number of in house foster carers by more than predicted
(94)	Corporate Critical - Family & Friends placements, Child Arrangement Orders and Special Guardianship Orders	The budget allows for 310.00 FTE placements of these types. It is currently anticipated that there will be 295.11 FTE children in these placements during 2016/17. In addition the average unit cost is lower than budgeted and this results in the underspend of £0.094m.	
305	Corporate Critical - Care Leavers	The projected number of care leaver placements in 2016/17 is 77.42FTE. The budget allows for 58.10 FTE placements. The increase mainly relates to growing numbers of Staying Put placements (45.60 FTE in 2016/17). In addition, the average unit cost is £15.79 higher than the budget and the non-accommodation support costs are also overspending resulting in an overall overspend of £0.305m.	The right of 18 year olds to decide to 'Stay Put' with their foster carers is a requirement on the service and one which we are tasked to encourage as in the best interests of young people. We do not anticipate this spend reducing. The current Social Work Bill is likely to lead to increased pressure in this area.

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
250	Social Work Teams	The overspend within the social work teams relates predominantly to use of agency staff. This is a result of a large number of vacant posts across the social work teams at present and a difficulty in retaining experienced staff. There are currently 29 locum social workers employed within the social work service resulting in additional costs of £2.100m off-set by savings on vacant posts of £1.550m. It is anticipated that the new measures designed to improve recruitment and retention of social workers will reduce this overspend by £0.300m resulting in the forecast overspend of £0.250m.	The new model for social work adopted in Brighton & Hove has attracted a lot of interest from social workers from other areas and those employed as agency staff currently. With the potential agreement to a market supplement payment, it is hoped that it will be possible to achieve further reductions in agency spend.
(216)	Adoption	Following changes to adoption regulations and a re-basing of the inter-agency budget, it is anticipated that there will be an underspend in 2016/17. This is based on estimated income from other agencies which was considerably higher last year than in previous years. In addition, it includes income from the new Inter Agency Adoption Fee Grant.	
(143)	Other	There are a number of smaller underspends across Children's Safeguarding and Care primarily resulting from staff vacancies.	

Health & Adult Social Care

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
1,103	Adult Social Care	45,507	48,705	3,198	7.0%	4,631	4,631	0
1,350	Provider Services	12,114	12,239	125	1.0%	1,369	1,369	0
(808)	Integrated Commissioning	8,688	8,588	(100)	-1.2%	159	159	0
474	S75 SPFT	11,675	11,911	236	2.0%	0	0	0
(233)	Public Health	1,242	1,242	0	0.0%	1,096	1,096	0
1,886	Total Health & Adult Social Care	79,226	82,685	3,459	4.4%	7,255	7,255	0

37 **Explanation of Key Variances** (Note: FTE/WTE = Full/Whole Time Equivalent)

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Adult Social Care			
2,049	Corporate Critical Community Care - Learning Disability	There has been an increase in the level of clients presenting with greater complexity of need in the last few months. This has resulted in an increase in the average unit costs for Learning Disability Care packages. Numbers of clients have remained fairly static and the overspend is almost entirely a result of increased costs of packages of care.	Continued review of care packages to ensure provision of services is effective, appropriate and value for money. Making the best use of in-house resources is also critical. Continued exploration of ways to reduce the need for high cost care and admissions into residential homes. Also, talking to NHS colleagues regarding the impact of the transforming care programme

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
38	Corporate Critical Community Care - No Recourse to Public Funds	The forecast Whole Time Equivalent (WTE) number of care packages for clients with no recourse to public funds is slightly higher than the budgeted estimate. In addition the average unit cost is slightly higher as well, resulting in the small overspend of £0.038m.	
506	Corporate Critical Community Care - Physical & Sensory Support	The number of WTE care packages is significantly greater than the budgeted level. This is partly the result of increasing numbers of 'new' older people being discharged from hospital requiring social care services for the first time, as well as increased community demand.	Numbers of clients requiring social care services have been higher than anticipated and work is ongoing to look at reducing admissions to nursing and residential homes. There is a need to work with all partners both NHS and independent sector to promote well being and reablement.
18	Corporate Critical Community Care - Substance Misuse	There are relatively small numbers of clients within this service and this is in line with the expected demand. The average unit costs however are slightly higher than anticipated and this accounts for the small overspend.	
660	Deprivation of Liberty Safeguarding (DOLS)	The level of new referrals increased significantly in the last half of 2015/16, rising from 122 in October 2015 to 190 in April 2016. It is estimated that referrals will increase by 25% in 2016/17 to just fewer than 3,100 for new and repeat referrals.	This is a key pressure area for which additional resources will be required and in future years will need to be mitigated by either additional resources (e.g. Adult Social Care precepts) or by savings elsewhere.
(82)	Carers Support	More efficient use of Better Care Fund resources will result in an underspend in the carers support budget.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Provider Services			
86	Older people resource centres	The overspend relates to use of Care Crew agency staffing pressures across the resource centres.	Reviewing staffing levels and the use of care crew.
50	Supported employment	The income target for supported employment has risen significantly in the last few years to £0.490m. The level of sales being generated however is considerably below the required rate and it is anticipated that there will be a shortfall of £0.100m in 2016/17. This is mitigated by actions identified in the Financial Recovery Plan, reducing the overspend to £0.050m.	Review of the service and exploring ways to maximise income revenue streams.
Integrated Commissioning			
(118)	Carers Support	More efficient use of Better Care Fund resources will result in an underspend in the Carers Support budget.	
S75 Sussex Partnership Foundation Trust (SPFT)			
317	Memory Cognition Support	There are higher numbers of WTE care packages than are funded in the budget; the unit costs are also higher than had been anticipated resulting in the overspend of £0.317m. This is due to a current lack of affordable residential and nursing home placements within the city.	Increased scrutiny of all complex or high cost care packages to ensure value for money against eligible care needs. Where possible, no placements are made above the agreed Local Authority rates. The Clinical Commissioning Group (CCG) have agreed additional funding of £0.850m to offset the risks on the Community Care budget. The Risk Share arrangement with SPFT assumes a 50:50 split of any remaining overspend. A Continuing Health Care Taskforce is in place to ensure that all appropriate funding sources are identified.
255	Mental Health Support	Numbers of WTE clients are lower than the budget allocation but the average unit costs are significantly higher due to the increasing need and complexity of this client group and it is this that results in the overspend of £0.255m.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
(100)	Staff teams	Underspends resulting from vacancies and turnover.	
(236)	SPFT risk share	Negotiations are still ongoing to agree the risk share for the S75 agreement. For reporting purposes, it has been assumed that the proposed capped 50/50 risk share will ultimately be approved.	

Economy, Environment & Culture

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(1,040)	Transport	(6,317)	(6,492)	(175)	-2.8%	980	813	167
(272)	City Environmental Management	28,331	28,287	(44)	-0.2%	1,330	1,330	0
(76)	City Development & Regeneration	2,787	2,934	147	5.3%	226	216	10
31	Culture	4,403	4,428	25	0.6%	572	484	88
(379)	Property	3,997	4,071	74	1.9%	789	769	20
(1,736)	Total Economy, Environment & Culture	33,201	33,228	27	0.1%	3,897	3,612	285

4.1 Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Transport			
0	Head of Transport	The implementation of the service redesign is now anticipated later than originally planned resulting in a savings risk of £0.167m. This will be funded through vacancy management pending the service redesign.	
(197)	Parking & Network Operations	Forecast over-achievement on permit fee income of £0.159m due to continued uptake in permit parking. This is partially offset by forecast under-achievement on other parking income of £0.072m. Net underspending on car park expenditure of £0.111m is largely due to reduced	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
		borrowing costs of refurbishment schemes.	
City Environmental Management			
(44)	City Clean Operations	An underspend of £0.056m on employee costs is largely due to Easter bank holidays not falling in the financial year . There is also a reduction in agency staff expenditure of £0.098m primarily across Street Cleansing teams following various modernisation schemes resulting in a more efficient service. These are partially offset by an overspend on vehicle related costs and other ad-hoc variances totalling £0.110m.	
City Development & Regeneration			
276	Applications	There is a forecast under-achievement on Development Planning and Building Control fee income of £0.254m. This is based on current demand forecasts and delays to implementing pre-planning application advice charges. There is a net salary overspend forecast of £0.022m.	Income levels are demand led and dependant on the number of applications and major developments in the City. Potential mitigating actions are not currently possible due to pressure on the service to meet timescales for responding to applications.
(86)	Planning Policy and Major Projects	Underspends in salary costs due to vacancies being held in advance of a service restructure.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Culture			
25	Royal Pavilion and Museums	An overspend of £0.025m relates to savings at risk due to the delay in the implementation of the extension of cultural exemption to other sites. Unachievable one-off savings of £0.063m relating to sinking fund contributions for The Keep will be managed within other expenditure budgets within the service.	
Property			
213	Commercial Property Portfolio	There is a net pressure from income forecasts (representing approximately 2.6% of the income budget) based on information from managing agents. This includes £0.020m of savings at risk which are subject to economic and market conditions.	Rent income forecasts are monitored and reported on a monthly basis as part of the TBM process. The managing agents acting on behalf of the council seek to maximise the level of rental income from the commercial portfolio.
(139)	Property Services	There are underspends within the Corporate Landlord service (£0.085m), Technical Services (£0.020m) and Energy Management (£0.034m).	

Neighbourhood, Communities & Housing

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
533	Housing General Fund	4,499	4,651	152	3.4%	582	582	0
(14)	Libraries	4,968	4,968	0	0.0%	309	309	0
(142)	Communities, Equalities & Third Sector	2,757	2,857	100	3.6%	208	108	100
(107)	Regulatory Services	1,983	1,979	(4)	-0.2%	154	124	30
(24)	Community Safety	1,260	1,260	0	0.0%	133	133	0
246	Total Neighbourhood, Communities & Housing	15,467	15,715	248	1.6%	1,386	1,256	130

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Housing General Fund			
152	Corporate Critical - Temporary Accommodation and Allocations	This service is currently forecasting to overspend by £0.820m due to the difficulty of moving households out of temporary accommodation and into sustainable tenancies. Therefore a Financial Recovery Plan has been developed which aims to bring the spend within budget, However, approximately £0.152m is at high risk of not being achieved and is therefore forecast as an overspend risk at this time.	Currently the service is forecast to overspend by £0.820m but a financial recovery plan has been developed including the use of reserves, use of DCLG money for early prevention work, vacancy management, and a change in the allocation of supported beds by Adult Social Care which aim to keep costs within budget.

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Communities, Equalities & Third Sector			
100	Communities, Equalities & Third Sector	The projected variance reflects the cross-cutting 'at risk' saving from the proposed merger with Community Safety in Public Health.	Pressure is expected to be managed across the Directorate.

Appendix 1 – Revenue Budget Performance

Finance & Resources

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(268)	Finance	10,417	10,175	(242)	-2.3%	810	810	0
(367)	Housing Benefit Subsidy	(676)	(926)	(250)	-37.0%	0	0	0
(194)	HR & Organisational Development	3,046	3,088	42	1.4%	335	335	0
(144)	ICT	7,253	7,253	0	0.0%	434	434	0
(973)	Total Finance & Resources	20,040	19,590	(450)	-2.2%	1,579	1,579	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Finance			
(55)	Financial Services	The underspend relates to turnover and associated vacancy management.	
(187)	Revenues & Benefits	The management of vacancies accounts for an underspend of £0.331m. This is partially offset by an anticipated higher spend of £0.151m on court fees, postages, income collection contractor charges and other professional fees. Other minor variances give a further underspend of £0.007m.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Housing Benefit Subsidy			
(250)	Housing Benefit Subsidy	£0.100m relates to the recovery of former Council Tax Benefit overpayments. There is not sufficient data available yet to make a detailed forecast on the main subsidy budgets, but based on last year's outturn a surplus of £0.150m can be forecast.	

Strategy, Governance & Law

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(167)	Corporate Policy	1,102	1,102	0	0.0%	167	167	0
(135)	Democratic & Civic Office Services	1,575	1,569	(6)	-0.4%	85	85	0
(72)	Legal Services	1,474	1,474	0	0.0%	105	105	0
(236)	Life Events	27	75	48	177.8%	212	152	60
(32)	Performance, Improvement & Programmes	809	809	0	0.0%	46	46	0
(92)	Communications	669	669	0	0.0%	140	140	0
(734)	Total Strategy, Governance & Law	5,656	5,698	42	0.7%	755	695	60

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Life Events			
65	Registrars	Staffing cost pressures within the Registrars Service.	The Head of Life Events and Registrations Manager are progressing a service redesign in this area.
57	Elections	Staffing cost pressures within Elections Service.	A review of the costs and funding for the Elections Service will be undertaken following the EU referendum.
(74)	Bereavement Services	Income overachievements of £0.065m and vacancy management of £0.009m.	

Corporate Services

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
(324)	Bulk Insurance Premia	0	(250)	(250)	0.0%	0	0	0
(132)	Concessionary Fares	10,933	10,889	(44)	-0.4%	240	240	0
(2,624)	Capital Financing Costs	6,705	6,705	0	0.0%	0	0	0
0	Levies & Precepts	172	171	(1)	-0.6%	0	0	0
(1,846)	Unallocated Contingency & Risk Provisions	4,066	4,066	0	0.0%	0	0	0
52	Unringfenced Grants	(15,495)	(15,641)	(146)	-0.9%	0	0	0
(521)	Other Corporate Items	1,377	1,160	(217)	-15.8%	270	270	0
(5,395)	Total Corporate Budgets	7,758	7,100	(658)	-8.5%	510	510	0

Explanation of Key Variances

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Bulk Insurance Premia			
(250)	Bulk Insurance Premia	Expenditure on the settlement of claims is forecast to be lower than budgeted.	
Concessionary Fares			
(44)	Concessionary Bus Fares	Lower than anticipated reimbursements for concessionary trips.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Capital Financing Costs			
73	Capital Financing Costs	Additional net borrowing costs of £0.073m will be incurred as a result of bringing forward borrowing to take advantage of historically low borrowing rates. This is expected to make permanent savings of £0.044m per year.	Overspending is offset by an increase in forecast investment income (see below).
(73)	Capital Financing Costs	Increase in forecast investment income as a result of higher forecast investment balances than previously expected.	
Unringfenced Grants			
(78)	Unringfenced Grants	Council Tax Support Admin Subsidy Grant announced in March 2016 is higher than forecast.	
(68)	Unringfenced Grants	Local Reform & Community Voices grant announced in April 2016 is higher than forecast.	
Other Corporate Items			
(217)	Unfunded Pension Payments	There is a £0.123m underspend relating to overpayments identified in respect of previous years and £0.094m in respect of an in year reduction.	

Appendix 1 – Revenue Budget Performance

Housing Revenue Account (HRA)

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
2,024	Capital Financing	31,916	31,916	0	0.0%	0	0	0
(114)	Head of Housing HRA	3,197	3,197	(0)	0.0%	385	385	0
(57)	Head of City Development & Regeneration	264	237	(27)	-10.2%	37	37	0
(44)	Housing Strategy	664	664	0	0.0%	0	0	0
(1,376)	Income Involvement Improvement	(49,514)	(49,526)	(12)	0.0%	239	239	0
(1,737)	Property & Investment	11,557	11,283	(274)	-2.4%	348	348	0
(733)	Tenancy Services	1,916	1,959	43	2.2%	384	384	0
(2,037)	Total Housing Revenue Account	0	(270)	(270)	0.0%	1,393	1,393	0

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Property & Investment			
(120)	Responsive Repairs	This underspend relates to a reduction in responsive repairs expenditure due to the increased levels of capital investment in council dwellings over recent years as well as reducing stock numbers from Right to Buy sales and stock transfers to Seaside Homes.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
(170)	Gas servicing and maintenance	Estimated contract efficiency savings relating to a new gas contract which commenced on 1 April 2016.	

Appendix 1 – Revenue Budget Performance

Dedicated Schools Grant (DSG)

Revenue Budget Summary

2015/16 Outturn Variance £'000	Service	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Individual Schools Budget (ISB)	121,918	121,918	0	0.0%
43	Early Years Block (including delegated to Schools) <i>(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the 15 hours free entitlement to early years education)</i>	12,030	12,030	0	0.0%
(356)	High Needs Block (excluding delegated to Schools)	18,456	18,575	119	0.6%
(119)	Exceptions and Growth Fund	5,298	5,276	(22)	-0.4%
0	Grant Income	(157,270)	(157,270)	0	0.0%
(432)	Total Dedicated Schools Grant (DSG)	432	529	97	22.5%

Explanation of Key Variances

Key Variances £'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
High Needs Block (excluding delegated to Schools)			
100	Mainstream top up	High Needs top up to mainstream schools is higher than budgeted.	A review of all High Needs expenditure will be undertaken to identify savings in other areas.
50	DSG contributions	Unanticipated DSG contribution to meet General Fund pressures.	
18	Other	Miscellaneous minor overspends.	
(49)	Other	Unallocated 2015/16 budget brought forward.	

Appendix 1 – Revenue Budget Performance

Key Variances			
£'000	Service Area	Variance Description	Mitigation Strategy (Overspends Only)
Exceptions and Growth Fund			
(23)	Exception 1	Mainly school reimbursement for union duties, jury service and suspension.	

Savings Monitoring 2016/17

General Fund

Directorate	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
Families, Children & Learning	4,962	4,802	160
Health & Adult Social Care	7,255	7,255	0
Economy, Environment & Culture	3,897	3,612	285
Neighbourhood, Communities & Housing	1,386	1,256	130
Finance & Resources	1,579	1,579	0
Strategy, Governance & Law	755	695	60
Corporate Budgets	510	510	0
Total Directorate Savings	20,344	19,709	635
Tax Base Savings	624	624	0
Total General Fund Savings	20,968	20,333	635

Housing Revenue Account

Directorate	2016/17 Savings Proposed £'000	Savings Achieved/ Anticipated £'000	Savings At Risk £'000
Housing Revenue Account	2,786	2,786	0
Total HRA Savings	2,786	2,786	0

Appendix 3 – Capital Programme Performance

Families, Children & Learning – Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix 4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Children's Safeguarding & Care	40	0	0	0	40	40	0	0.0%
(17)	Health & Disability Services	36	0	0	0	36	36	0	0.0%
8	Education & Skills	17,006	0	0	0	17,006	17,006	0	0.0%
(4)	Schools	106	0	60	0	166	166	0	0.0%
0	Stronger Families Youth & Communities	0	0	0	0	0	0	0	0.0%
(13)	Total Families, Children & Learning	17,188	0	60	0	17,248	17,248	0	0.0%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
Families, Children & Learning				
No changes to report for TBM2				

Appendix 3 – Capital Programme Performance

Health & Adult Social Care – Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Adult Social Care	520	0	0	0	520	520	0	0.0%
0	Integrated Commissioning	145	0	0	0	145	145	0	0.0%
0	Provider Services	0	0	0	0	0	0	0	0.0%
0	Public Health	0	0	0	0	0	0	0	0.0%
0	Total Health & Adult Social Care	665	0	0	0	665	665	0	0.0%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
Health & Adult Social Care				
No changes to report for TBM2				

Appendix 3 – Capital Programme Performance

Economy, Environment & Culture (excluding Housing Revenue Account) – Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
(23)	City Development & Regen	9,546	100	0	0	9,646	9,646	0	0.0%
(14)	City Environmental Management	8,732	0	0	0	8,732	8,732	0	0.0%
0	City Regeneration	0	0	0	0	0	0	0	0.0%
(124)	Culture	8,837	0	0	0	8,837	8,837	0	0.0%
0	Planning & Building Control	0	0	0	0	0	0	0	0.0%
(117)	Property	9,095	0	0	0	9,095	9,095	0	0.0%
6	Transport	13,391	0	225	108	13,724	13,724	0	0.0%
(272)	Total Economy, Environment & Culture	49,601	100	225	108	50,034	50,034	0	0.0%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
City Development & Regen				
Other Committees	100	Affordable Housing Delivery Options	Please see the Housing Delivery Options report submitted to P&R Committee 17 th March 2016.	
Transport				
Variation	108	Integrated Transport Schemes	Technical adjustment for S106 funding.	

Appendix 3 – Capital Programme Performance

Neighbourhood, Comms & Housing (excluding Housing Revenue Account) – Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Comms Equalities & 3 rd Sector	278	0	0	0	278	278	0	0.0%
0	Community Safety	0	0	0	0	0	0	0	0.0%
(389)	Housing GF	1,919	0	1,430	0	3,349	3,661	312	9.3%
(20)	Libraries	373	0	0	0	373	373	0	0.0%
0	Regulatory Services	545	0	0	0	545	545	0	0.0%
(409)	Total Neighbourhood, Comms & Housing	3,115	0	1,430	0	4,545	4,857	312	6.9%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
Housing GF				
Overspend	312	Disabled Facilities Grant	The £0.306m overspend carried forward, reported to Policy & Resources at the end of 2015/16, should reduce to £0.162m due to the financial recovery measures in place. Therefore the total overspend including the carry forward overspend is now estimated to be £0.312m. The financial recovery plan will need to be reviewed to include the additional forecast overspend in this financial year.	

Appendix 3 – Capital Programme Performance

Housing Revenue Account – Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
297	City Development & Regen	26,050	0	0	(318)	25,732	25,732	0	0.0%
(875)	Housing - HRA	32,766	0	0	(2,082)	30,684	30,684	0	0.0%
(578)	Total Housing Revenue Account	58,816	0	0	(2,400)	56,416	56,416	0	0.0%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
City Development & Regen				
Reprofile	(318)	Feasibility and Design	Revised estimate of budget requirement in 2016/17.	
Housing HRA				
Reprofile	(848)	Block conversion project (Seniors Housing studios)	An amount of £0.848m is being requested to be re-profiled from the 2016/17 block conversions budget to 2019/20 to smooth the budget across future years in an elongated programme. The main reason for this request is a sum of £0.878m carried over from 2015/16 (explained through the 2015/16 TBM process). It is therefore proposed to change the programme from a 4 year to an 8 year programme. The current financial year is Year 2, with a revised budget of £1.2m.	Extend the programme from 4 to 8 years to allow a new approach from 2017/18 of converting voids in designated schemes as they occur. This will be discussed with the Seniors Housing Action Group on 13th July 2016. Tenants affected by the revised programme will be informed after the meeting, with reassurance provided on

Appendix 3 – Capital Programme Performance

Detail Type	£'000	Project	Description	Mitigation Strategy
				a one to one basis as necessary. The proposed changes to extend the programme will be included in the HRA 4 year Capital Investment Programme 2017/18 to 2020/21 report as part of next year's budget setting process.
Reprofile	(1,300)	Lifts	After discussion at the Lift Core Group Meeting on the 7 th June, replacement of 5 lifts in the programme is subject to review regarding the reason for replacement and the need to replace at this time. Due to extensive leaseholder enquires and the need to commission new structural surveys, the current lift programme will continue into the 2017/18 financial year.	Impact on residents is minimal as programme will continue in 2017/18.
Variation	132	Fire Systems	The combination of the funds transferred from the Fire Safety budget and the grant funding from the ESFRS is for the provision of Sprinklers at Somerset Point.	Positive impact on tenants.
Variation	(66)	Fire Safety	The sum required for the match funding agreement with the ESFRS for the installation of a sprinkler system at Somerset Point.	No negative impact on residents anticipated.

Appendix 3 – Capital Programme Performance

Finance & Resources - Capital Budget Summary

Provisional Outturn Variance £'000	Service	2016/17 Original Budget £'000	Reported at other Committees £'000	New Schemes in Appendix4 £'000	Variation, Slippage/ reprofile £'000	2016/17 Budget Month 2 £'000	Forecast Outturn Month 2 £'000	Forecast Variance Month 2 £'000	Forecast Variance Month 2 %
0	Finance	53	0	0	0	53	53	0	0.0%
0	HR Organisation al Develop	0	0	0	0	0	0	0	0.0%
0	ICT	3,519	0	0	0	3,519	3,519	0	0.0%
0	Total Finance & Resources	3,572	0	0	0	3,572	3,572	0	0.0%

Details of Variation requests and explanations of significant Forecast Variances, Slippage or Reprofiles are given below:

Detail Type	£'000	Project	Description	Mitigation Strategy
Finance & Resources				
No changes to report for TBM2				

Note: There are currently no capital budgets to report on for Strategy, Governance & Law.

New schemes to be added to the Capital Programme in 2016/17 to be approved

New Capital Project Approval Request				
Unit:	Housing GF			
Project title:	Disabled Facilities Grant			
Total Project Cost (All Years):	Ongoing annual investment			
Purpose, benefits and risks:				
The Disabled Facilities programme helps disabled people to live as comfortably and independently as possible in their own homes through the provision of adaptations. Entitlement to a Disabled Facilities Grant is mandatory for eligible disabled people and the grant provides financial assistance for the provision of a wide range of housing adaptations ranging from stair lifts, level access showers and home extensions. The programme is therefore key in delivering the Government's objective of providing increased levels of care and support to people in their own homes.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant (Disabled Facilities Grant - DCLG)	1,430			1,430
Total estimated costs and fees	1,430			1,430
Financial implications:				
Disabled Facilities Grant funding of £1.595m has been allocated to the council by the Department of Communities and Local Government of which £1.430m has been allocated to fund disabled adaptations by the Health & Wellbeing Board. Estimated spend for 2016/17 is £1.580m, leaving a shortfall of £0.150m. The £0.306m overspend carried forward, reported to Policy & Resources Committee at the end of 2015/16, should reduce to £0.162m due to the financial recovery measures in place. Therefore the total overspend including the carry forward overspend is now estimated to be £0.312m. The financial recovery plan will need to be reviewed to include the additional forecast overspend in this financial year.				

New Capital Project Approval Request				
Unit:	Elm Grove Primary School			
Project title:	Improvement Works			
Total Project Cost (All Years):	£60,000			
Purpose, benefits and risks:				
Elm Grove Primary School is seeking to borrow £0.060m from the council to allow it to make improvements to its allocation of office space, to make exterior building improvements and to fund the first stage of developing its outside playground. The exterior improvements will enhance the visual image of the school, assist in managing high levels of rainfall whilst increasing the value of the property and help attract future pupils and parents to ensure pupil numbers remain high.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Unsupported Borrowing	60			60
Total estimated costs and fees	60			60
Financial implications:				
The school and the Schools Finance Team has reviewed the school's revenue budgets to ensure it can meet borrowing costs and all continued related revenue costs.				

New Capital Project Approval Request				
Unit:	Highway Maintenance - Transport (Environment, Economy & Culture)			
Project title:	Local Highways Maintenance Incentive			
Total Project Cost (All Years):	£132,000			
Purpose, benefits and risks:				
In December 2014, the Secretary of State for Transport announced that £6 billion would be made available between 2015/16 and 2020/21 for local highways maintenance capital funding. From this funding, £578 million has been set aside for an Incentive Fund scheme to reward councils who demonstrate they are delivering value for money in carrying out cost effective improvements. The amount awarded to BHCC is in accordance with the Level 1 self-assessment issued by the Department for Transport, and is targeted at preventative maintenance treatments to prolong the life of the road/pavement assets in the most cost-effective way.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant - Local Transport Capital Block Funding (Integrated Transport and Highway Maintenance) DfT	132	0	0	132
Total estimated costs and fees	132	0	0	132
Financial implications:				
This grant is in addition to the Local Transport Plan funding allocation and was awarded to BHCC following submission of the highway self-assessment form, in which the authority was rated Band 1.				

New Capital Project Approval Request				
Unit:	Highway Maintenance - Transport (Environment, Economy & Culture)			
Project title:	Pothole Action Fund			
Total Project Cost (All Years):	£93,000			
Purpose, benefits and risks:				
The funding is a direct grant from the Department of Transport to local highway authorities, calculated according to the length of the local road network maintained by the authority. The fund is to prevent or repair potholes on local roads. The grant will enable BHCC to carry out maintenance treatments to identified suitable locations which will prolong the life of the asset and prevent future expensive, reactive repairs. At the end of the financial year, BHCC must report to the DfT stating how many potholes have been prevented or repaired.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant - Pothole Action Fund (DfT)	93	0	0	93
Total estimated costs and fees	93	0	0	93
Financial implications:				
This grant is in addition to capital highway maintenance funds allocated to the local authority via the Local Transport Plan funds and must be spent on repairing or preventing potholes.				

Subject:	Treasury Management Policy Statement 2015/16 – End of year review		
Date of Meeting:	14 July 2016		
Report of:	Executive Director for Finance & Resources		
Contact Officer:	Name:	James Hengeveld	Tel: 29-1242
	Email:	james.hengeveld@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE/ NOT FOR PUBLICATION

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The 2015/16 Treasury Management Policy Statement (TMPS), practices, and schedules were approved by the Policy & Resources Committee on 19 March 2015. The TMPS sets out the role of Treasury Management, whilst the practices and schedules set out the annual targets and methods by which these targets will be met.
- 1.2 The TMPS includes the Annual Investment Strategy (AIS) which sets out the key parameters for investing council cash balances and was approved by Full Council on 26 March 2015, and subsequently amended by Full Council on 16 July 2015.

2. RECOMMENDATIONS

- 2.1 That Policy, Resources & Growth Committee endorses the key actions taken during the second half of 2015/16 to meet the TMPS and practices (including the investment strategy) as set out in this report.
- 2.2 That Policy, Resources & Growth Committee notes the reported compliance with the AIS for the period under review.
- 2.3 That Policy, Resources & Growth Committee notes that the approved maximum indicator for investment risk of 0.05% has been adhered to, and the authorised borrowing limit and operational boundary have not been exceeded.

3. CONTEXT/ BACKGROUND INFORMATION

Overview of the markets

- 3.1 Much of the focus in the current economic landscape has been on the impact of the outcome of the EU referendum. Appendix 3 outlines the views of the council's treasury advisors, Capita Asset Services, and provides their view on the interest rate and economic outlook going forward. There is a large degree of both political and economic uncertainty post-referendum, which has had a number of impacts

in the markets and in the responses from the Bank of England and the credit reference agencies.

- 3.2 The UK's credit rating has been downgraded by credit ratings agency Standard & Poor, which was the last of the three credit reference agencies to remove the UK's AAA rating. Additionally, Moody's has changed its outlook on the UK Banking System from stable to negative, placing a number of UK banks at risk of future downgrades. Banking reforms that have been phased in since 2013 have resulted in banks having stronger balance sheets and healthier liquidity. Nevertheless, counterparty risk remains a concern, and the Treasury Management Team continues to closely monitor the approved list of counterparties.
- 3.3 The governor of the Bank of England, Mark Carney, gave a speech on 1 July which made it clear that the Monetary Policy Committee would give consideration to further reductions in the Bank Rate, as well as further use of Quantitative Easing. Uncertainty for the longer term has already had the effect of a reduction in yields offered by the council's counterparties. It is therefore expected that the Financing Costs budget will come under pressure during 2016/17 in respect of investment interest income. This will be monitored and reported as part of the normal TBM process.

Treasury Management Strategy

- 3.4 A summary of the action taken in the six months to March 2016 is provided in Appendix 1 to this report and further information on borrowing and investment performance is shown in the March 2016 Bulletin at Appendix 2. The main points are:
- The council entered into £23.506m of new borrowing arrangements during the period: £8.506m of which was to support the construction of the i360 and £15.000m was to externalise borrowing where the General Fund is currently borrowing cash from its own reserves (i.e. 'under-borrowing');
 - The highest risk indicator during the period was 0.033% which is below the maximum set of 0.050%;
 - The return on investments by the in-house team and cash manager has exceeded the target rates;
 - The two borrowing limits approved by full Council have not been exceeded.
- 3.5 Treasury management activity for the half-year has focused on a short-term horizon as summarised in the table below:

	Amount invested 1 Oct 2015 to 31 Mar 2016			
	Fixed deposits	Money market funds	Total	
Up to 1 week	-	£233.9m	£233.9m	84%
Between 1 week & 1 month	-	-	-	0%
Between 1 month & 3 months	£1.5m	£4.5m	£6.0m	2%
Over 3 months	£32.3m	£5.4m	£37.7m	14%
	£33.8m	£243.8m	£277.6m	100%

Budget versus Outturn 2015/16

- 3.6 The following table summarises the performance achieved on investments compared to the budgeted position and approved benchmark for the whole year.

	In-house Investments		Cash Manager investments (net of fees)	
	Average Balance	Average rate	Average Balance	Average rate
Budget 2015/16	£57.0m	0.60%	£25.6m	0.85%
Actual 2015/16	£83.5m	0.68%	£25.6m	0.61%
Benchmark Rate		0.36%		0.36%

- 3.7 The Financing Costs budget variance in 2015/16 was £2.624m underspent of which £2.328m was due to a reduced Minimum Revenue Provision (MRP) as a result of a change in MRP policy (approved by Budget Council on 25 February 2016). The revised policy has effectively re-profiled the MRP resulting in a smoother profile which has in turn freed up revenue budget in the short to medium term.
- 3.8 The remaining £0.296m is primarily as a result of increased investment income due a combination of higher than projected cash balances and an increase in the average investment rate (£0.229m). The remaining underspend is as a result in an amendment in the borrowing strategy during the year as detailed in 3.15 to 3.17. A combination of lower than anticipated borrowing rates and the postponement of borrowing until later in the year has resulted in an in-year saving of £0.080m. There were a number of other small savings totalling £0.045m.
- 3.9 These savings are offset by a poorer performance than anticipated from the cash manager fund during the year (£0.058m). As reported to Policy & Resources Committee and full Council in March 2016, officers are exploring other investment options for the funds currently held with the Cash Managers. A separate report is expected to be presented to the Budget Review Group to recommend preferred options in September 2016. There is no perceived urgency in divesting from the cash manager's fund as the security of the fund remains AAA rated and returns have improved since March 2016. As always with investment activity, there is also a need to take a balanced approach to ensure a level of diversity in investment activities, which helps to minimise risk should one activity under-perform.

Summary of Treasury Activity October 2015 to March 2016

The following table summarises the treasury activity in the half year to March 2016 compared to the corresponding period in the previous year:

October to March	2013/14	2014/15	2015/16
Long-term borrowing raised (i360)	-	(£9.2m)	(£8.5m)
Long-term borrowing raised (General Fund)	-	-	(£15.0m)
Long-term borrowing raised (HRA)	-	-	-
Long-term borrowing repaid (i360)	-	-	£0.3m
Long-term borrowing repaid (General Fund)	-	-	-
Long-term borrowing repaid (HRA)	-	£3.9m	£3.0m
Short-term borrowing repaid	-	-	£1.0m
Investments made	£274.3m	£303.5m	£277.6m
Investments maturing	(£291.2m)	(£318.4m)	(£286.4m)

- 3.10 The following table summarises how the day-to-day cash flows in the second half-year have been funded compared to the same period in the previous year:

October to March	2013/14	2014/15	2015/16
Net cash flow (shortage)/surplus	(£23.8m)	(£19.6m)	(£27.2m)
Represented by:			
Increase/(reduction) in long-term borrowing	-	£5.3m	£20.2m
Increase/(reduction) in short-term borrowing*	£2.0m	-	(£1.0m)
Reduction/(increase) in investments	£16.9m	£14.9m	£8.8m
Reduction/(increase) in bank balance	£4.9m	(£0.6m)	(£0.8m)

*South Downs National Park

Security of Investments

- 3.11 A summary of investments made by the in-house team and outstanding as at 31 March 2016 in the table below shows that investments continue to be held in good quality, short term instruments. The funds invested in BBB institutions included in the table below are invested in the part-nationalised banks which are backed by Government guarantee in line with the AIS.

'AAA' rated money market funds	£7.44m	14%
'AA' rated institutions	£3.50m	6%
'A' rated institutions	£40.02m	74%
'BBB' rated institutions	£3.00m	6%
Total	£53.96m	100%
Period – less than one week	£7.44m	14%
Period – between one week and one month	£5.00m	9%
Period – between one month and three months	£8.51m	16%
Period – between three months and 1 year	£33.01m	61%
Total	£53.96m	100%

Risk

- 3.12 As part of the investment strategy for 2015/16 the Council agreed a maximum risk benchmark of 0.050% i.e. there is a 99.95% probability that the council will get its investments back. The benchmark is a simple target that measures the risk based on the financial standing of counterparties and length of each investment based on historic default rates. The actual risk indicator has varied between 0.017% and 0.033% between October 2015 and March 2016. It should be remembered however that the benchmark is an 'average risk of default' measure, and does not constitute an expectation of loss against a particular investment.
- 3.13 In March 2016, Internal Audit undertook an audit of the treasury management function. The audit concluded that "reasonable assurance" is provided on the effectiveness of the control framework operating and mitigating risks for treasury management.

Compliance with the Annual Investment Strategy

- 3.14 During the reporting period, the information in this report provides assurance that the Annual Investment Strategy has been complied with in full.

Borrowing Strategy

- 3.15 Over recent years the council has been following a strategy of repaying debt and funding its borrowing requirement through utilising cash balances which were supporting the council's reserves and balances. This is a prudent strategy which has allowed the council to reduce the impact of the difference in the cost of borrowing in contrast with the income received from investments, and reduce its counterparty exposure risk. The approved 2015/16 TMPS (approved by Policy & Resources on 19 March 2015) included a change in approach as a result of a number of contributing factors; an expectation of increases in interest rates next year, the expected reduction of certain reserves over the next four years, and the forward borrowing opportunities expected in the local authority market. As a result, the 2015/16 budget included provision to enter into some short-term borrowing before the first phase of forward borrowing was expected to be drawn down during 2016/17.
- 3.16 The forward borrowing opportunities did not become available, which coincided with historic falls and significant volatility in PWLB interest rates. Following analysis of borrowing costs and interest rate forecasts, and in consultation with the council's Treasury Advisors, two "trigger" rates were set during the year (as reported to December 2015 within the TMPS Mid-Year Review). This allowed officers to undertake two tranches of £5.000m borrowing if the PWLB interest rates reduced to or below the two trigger rates set. This strategy was to allow the council to take advantage of dips in interest rates during this volatile period.
- 3.17 The first trigger rate set was met in December 2015, and the second was met in February 2016 and in both instances £5.000m of borrowing was undertaken. Interest rates dropped further still during February 2016. Further analysis of costs was carried out in consultation with the council's Treasury Advisors and consequently, a further £5.000m tranche of borrowing was undertaken. This tranche was budgeted for in 2016/17 but brought forward to February 2016 to take advantage of these low interest rates.

- 3.18 A summary of the council's debt portfolio following these changes is summarised in Appendix 1.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 This report sets out action taken in the 6 months to March 2016. Treasury management actions have been carried out within the parameters of the AIS, TMPS, and Prudential Indicators. Therefore no alternative options have been considered.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council's external treasury advisors have been consulted over the content of this report. No other consultation was necessary.

6. CONCLUSION

- 6.1 Treasury management is governed by a code that is recognised as "best and proper practice" under the Local Government Act 2003. The Code requires a minimum of two reports per year, one of which is required to review the previous year's performance. This report fulfils this requirement.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications of treasury management activity are reflected in the financing costs budget set out in paragraph 3.7 to 3.9.

Finance Officer Consulted: James Hengeveld

Date: 05/07/16

Legal Implications:

- 7.2 The TMPS and associated actions are exercised under powers given to the council by Part 1 of the Local Government Act 2003 which includes the power for a local authority to invest for the purposes of the prudent management of its financial affairs (section 12).

- 7.3 The Council's policy and the actions outlined in the report are consistent with the Council's obligations under the Act and financial good practice.

Lawyer Consulted:

Abraham Ghebre-Ghiorghis

Date: 05/07/2016

Equalities, Sustainability and other significant implications:

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

SUPPORTING DOCUMENTATION

Appendices

1. A summary of the action taken in the period October 2015 to March 2016.
2. March 2016 Treasury Management Bulletin.
3. Capita's Interest Rate Forecast as at 4 July 2016

Documents in Members' Rooms

None.

Background Documents

1. Part I of the Local Government Act 2003 and associated regulations.
2. The Treasury Management Policy Statement and associated schedules 2015/16 approved by Policy & Resources on 19 March 2015.
3. The Annual Investment Strategy 2015/16 approved by full Council on 26 March 2015, and amended by full Council on 16 July 2015.
4. Treasury Management Policy Statement 2015/16 (including Annual Investment Strategy 2015/16) – Mid-Year Review approved by Policy & Resources Committee on 3 December 2015.
5. Papers held within Financial Services, Finance & Resources Directorate.
6. The Prudential Code for Capital Finance in Local Authorities published by CIPFA 2011.

Summary of action taken in the period October 2015 to March 2016

New borrowing

The council raised a total of £23.506m of long term debt in the second half of 2015/16. Of this, £8.506m was to support the construction of the i360 project as planned, and £15.000m was to reduce the General Fund under borrowing position as per the Borrowing Strategy.

Debt maturity

A Public Works Loan Board (PWLB) loan of £3.000m matured on 31 March 2016.

PWLB Annuity repayments of £0.333m were repaid on 31 December 2015.

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

Weighted average maturity of debt portfolio

The weighted average maturity period of the portfolio has increased slightly from 29.0 years to 29.5 years as a result of the changes in the debt portfolio over the last 6 months.

Debt rescheduling

No debt rescheduling was undertaken during the second half-year.

Capital financing requirement

The prudential code introduces a number of indicators that compare borrowing with the capital financing requirement (CFR) – the CFR being amount of capital investment met from borrowing that is outstanding. Table 1 compares the CFR with actual borrowing.

Table 1 – Capital financing requirement compared to debt outstanding

	1 April 2015	31 March 2016	Movement in period
Capital financing requirement (CFR)	£334.4m		
Less PFI element	(£55.8m)		
Net CFR	£278.6m	£292.8m	+£14.2m
Long-term debt	£213.1m	£245.1m	+£32.0m
O/s debt to CFR (%)	76.5%	83.7%	+7.2%

Traditionally the level of borrowing outstanding is at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high (i.e. interest rate risk). However given the uncertainty within the financial markets, the council has maintained the strategy of keeping borrowing at much lower levels (as investments have been used to repay debt). The 2015/16 Treasury Management Policy Statement (TMPS) included a borrowing strategy with a view to increase borrowing levels, which has resulted in an increase in the debt outstanding compared to the Capital Financing Requirement.

Currently, outstanding debt represents 83.7% of the capital financing requirement.

Cash flow debt / investments

The TMPS states the profile of any short-term cash flow investments will be determined by the need to balance daily cash flow surpluses with cash flow shortages. An analysis of the cash flows reveals a net deficit for the 2nd half-year of £27.2 million which is consistent with the normal annual pattern of higher levels of income in the earlier part of the year and higher levels of spending in the latter.

Table 2 – Cash flow October 2015 to March 2016

	October 15 to March 16			Apr 15 to Mar 16
	Payments	Receipts	Net cash	Net cash
Total cash for period	£450.3m	£423.1m	-£27.2m	-£19.2m
Represented by:				
Movement in in-house investments			-£8.8m	-£9.5m
Increase in long-term borrowing			-£20.2m	-£32.0m
Decrease in Short term borrowing (SDNPA ¹)			£1.0m	£3.0m
Movement in balance at bank			£0.8m	£0.3m
			-£27.2m	-£19.2m

Overall the cash position for the financial year is a net deficit of £19.2million.

Prudential indicators

Budget Council approved a series of prudential indicators for 2015/16 at its meeting in February 2015. Taken together the indicators demonstrate that the council's capital investment plans are affordable, prudent and sustainable.

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

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

¹ South Downs National Park Authority (cash/investments are managed on their behalf under contract)

Table 3 compares both indicators with the maximum debt outstanding in the second half year.

Table 3 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2015/16

	Authorised limit	Operational boundary
Indicator set	£376.0m	£365.0m
Less PFI element	-£57.0m	-£57.0m
Indicator less PFI element	£319.0m	£308.0m
Maximum amount o/s in second half of year	£248.1m	£248.1m
Variance	(*)£70.9m	£59.9m

(*) cannot be less than zero

Performance

Details of the performance of both the in-house and external cash managers are shown in graphs 4a and 4b in Appendix 2. The actual investment rates achieved have exceeded the benchmarks set.

Approved organisations – investments

No new organisations were added to the list approved in the Annual Investment Strategy (AIS) 2015/16.

Debt Portfolio as at 31 March 2016

Table 4 shows the debt portfolio as at 31 March 2016, analysed by fund.

Table 4 – Debt Portfolio as at 31 March 2016 by fund

Fund	Debt Outstanding
General Fund – General	£104.407m
General Fund – i360	£29.179m
Total General Fund	£133,586m
HRA	£111.520m
Total Debt	£245,106m

The total debt portfolio is made up of borrowing from the Public Works Loans Board (PWLB), and market lenders. Table 5 illustrates the amount outstanding and average rate of borrowing of each of these parts of the portfolio as at 31 March 2016.

Table 5 – amount outstanding as at 31 March 2016 and average rate by loan type

Lender	Loan Type	Amount Outstanding at 31 March 2016	Average rate
PWLB	Fixed Maturity	£140.927m	4.70%
PWLB	Annuity	£29.179m	2.83%
Market Lenders	LOBOs	£75.000m	4.37%
Total Borrowing		£245.106m	4.38%

The debt outstanding to market lenders is made up of LOBO instruments (Lender Option Borrower Option). The interest rates of these loans vary between 3.90% and 4.88%.

The graphs below show the monthly averages of borrowing and investments outstanding, monthly cashflows and the average monthly cost/return on debt/investments, over a thirteen month period.

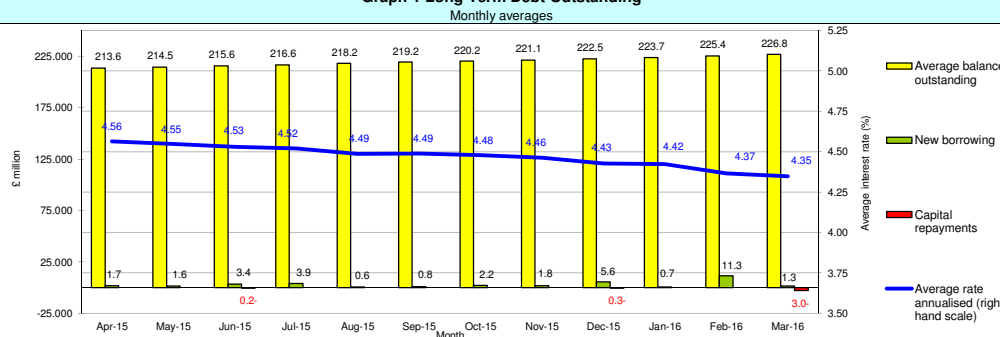
Graph 1

This graph shows the average monthly balance outstanding on long term debt, together with the average cost.

It also shows the amount of new long term debt raised and the repayment of long term borrowing.

£1.3m of new debt was raised in March 2016. This was part of the £360 Loan.

Graph 1 Long Term Debt Outstanding



Graph 2

This graph shows the average monthly balance outstanding for:

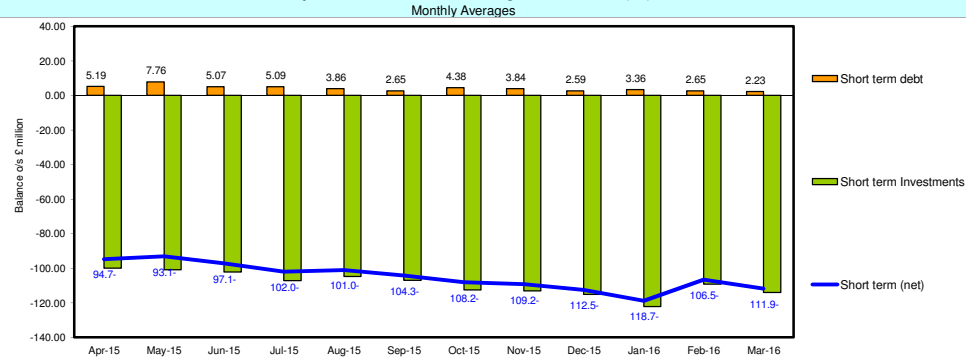
- short term debt

- short term investments

The graph also shows the net monthly cash position, excluding long term borrowing

Short term debt includes the monies held on behalf of South Downs National Park Authority.

Graph 2 - Short Term Borrowing / Investments (all)

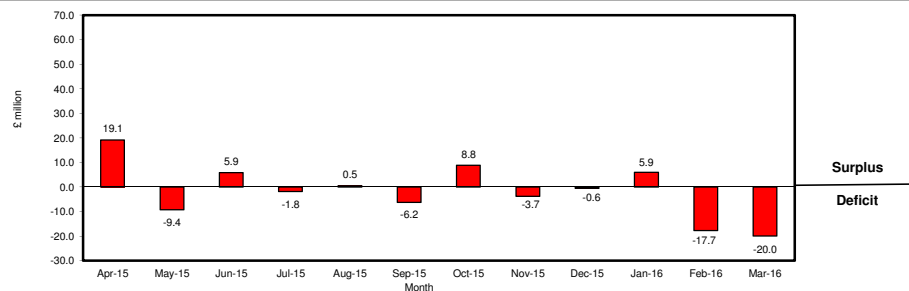


Graph 3

This graph shows the net monthly cash flow position, excluding movement in borrowing and investments.

Cashflow movements have resulted in a deficit for the month.

Graph 3 - Monthly Cash Flows



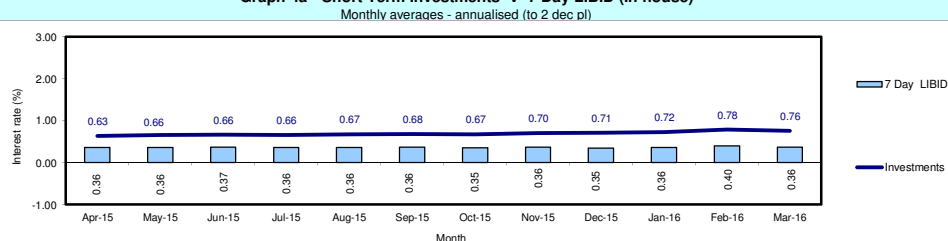
Graph 4a

This graph compares the average return on short term investments with the average 7 Day LIBID rate.

The target is for the return on short term investments to exceed the 7 Day rate by 5% in a 12 month period

In house investments continue to meet the benchmark target rate of return.

Graph 4a - Short Term Investments -v- 7 Day LIBID (In house)



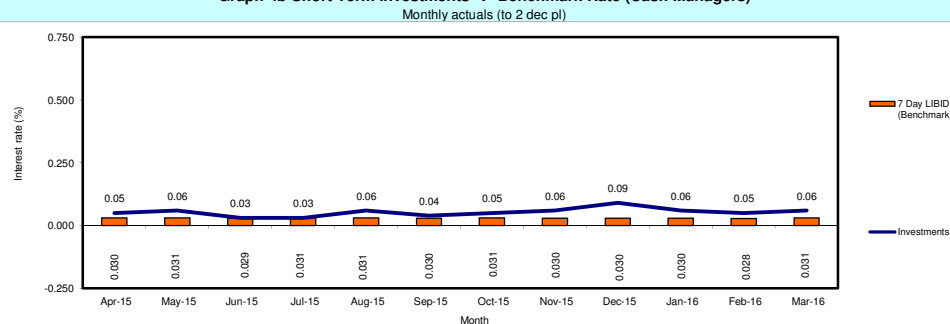
Graph 4b

The cash manager performance fluctuates due to changes in the value of the investments. Performance has been above benchmark target levels in 10 of the past 12 months.

This graph compares the average return on the fund with a benchmark of 7 Day LIBID (compounded weekly).

The target is for the return on investment to exceed the benchmark rate by 5% in a 12 month period.

Graph 4b Short Term Investments -v- Benchmark Rate (Cash Managers)



Investments by Sector

The 2015/16 Treasury Policy Statement states that with the exception of the banking sector and money market funds, no one sector shall have more than 75% of the investment portfolio at the time an investment is made. As at end of March 2016 investments were made as follows:-

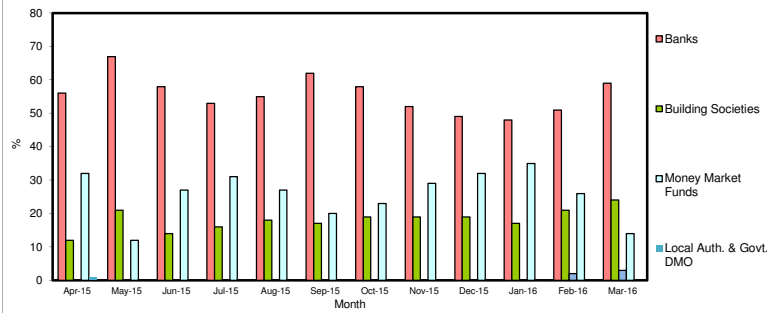
SWIP External Managers	£m	25.70	
In-house Investments - Banks			
Barclays Bank plc	3.600		
Close Brothers	4.000		
Virgin Money PLC	1.000		
Lloyds Bank plc	8.500		
Toronto-Dominion Bank	2.000		
Royal Bank of Scotland	2.000		
Santander UK Plc	9.922		
Standard Chartered Bank	1.000		
	32.022	59.3 %	
Local Authority			
London Borough of Newham	1.500		
	1.500	2.8 %	
Money Market Funds			
Aberdeen Global Liquidity Fund	0.000		
BNP PARIBAS INSTICASH STERLING - Luxembourg	0.201		
CCLA - Public Sector Deposit Fund	0.010		
Goldman Sachs Funds Plc	0.236		
Ignis Liquidity Fund	0.308		
Morgan Stanley Sterling Liquidity Fund	0.002		
Federated Investors	6.685		
	7.441	13.8 %	
In-house Investments - Building Societies			
Leeds Building Society	1.500		
Coventry Building Society	3.500		
Nationwide Building Society	8.000		
	13.000	24.1 %	
TOTAL - In-house Investments	53.963	100.0 %	

Graph 6

Members agreed, as part of the 2015/16 Treasury Policy Statement, to set a maximum indicator for risk at 0.05%. Table 6 shows the risk factor to be well below the maximum set.

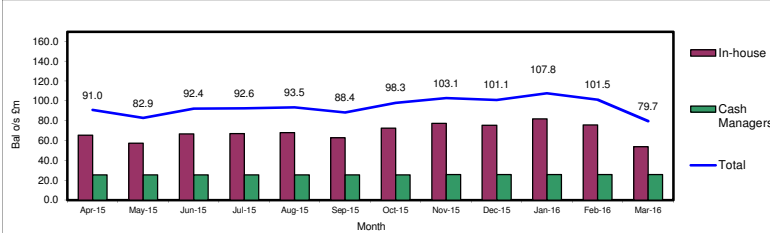
Graph 5a - Investments by Sector (In-house)

Month end balances

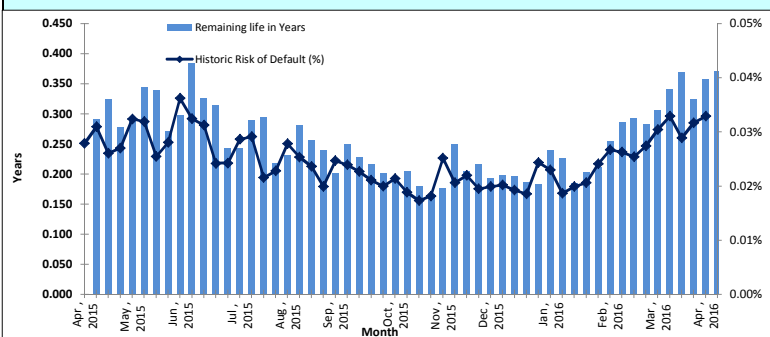


Graph 5b - Investments In-house -v- Cash Manager

Month end balances



Graph 6 - Security & Liquidity of Investments



Prudential Indicators (Treasury Management)

The Council sets each year a number of prudential indicators for treasury management. The following tables show that these indicators have not been exceeded in the month of March 2016.

Gross Outstanding Debt (£millions)		
	Debt	PFI
Authorised limit	319	57
Operational boundary	308	57
Minimum o/s	245	-
Maximum o/s	248	-

Net Outstanding Debt (£millions)		
	Debt	PFI
Minimum capital financing requirement	278	57
Maximum net debt o/s	179	-

Variable Rate Debt (%age)	
Maximum limit	40.0
Maximum amount o/s	0.0
(NB. The maximum limit for <u>fixed rate debt</u> is 100% and cannot therefore be breached.)	

Debt Maturity Profile (%ages)					
	<12 mths	1-2 yrs	2-5 yrs	5-10 yrs	>10 yrs
Maximum limit	40.0	30.0	40.0	75.0	100.0
Minimum limit	0.0	0.0	0.0	0.0	50.0
Maximum o/s debt	1.2	1.5	2.7	18.3	76.3

Treasury solutions

Updated Interest Rate Forecast
4 July 2016



Capita Asset Services Updated Interest Rate Forecast

Post EU referendum interest rate review

- *The outcome of the EU referendum has necessitated a review of our interest rate forecasts. The UK now faces a very different situation from what it was in ten days ago both politically and economically. This mix of both political and economic uncertainty makes this the most difficult interest rate review we have done in recent years due to the sheer number of known unknowns. However, the impact on financial markets in the last ten days has not been as great as some had feared.*
- *This also puts the Monetary Policy Committee (MPC), in a very difficult position in terms of knowing how much the vote for Brexit will impact the real economy. What most forecasters expect is that the first two quarters growth in 2016 of around +0.4% is likely to fall to zero in the second half of the year. However, after the initial shock, the economy may recover some momentum so Capital Economics are forecasting growth of 1.5% for 2017, (after average overall growth for 2016 of 1.5%), and then recovery back to 2.5% in 2018. In his speech last Friday, the Governor of the Bank of England, Mark Carney, made clear that the MPC will consider cutting Bank Rate in the very near future but will also give consideration to using further quantitative easing (QE) purchasing of gilts, (and possibly other assets), as a means of providing further stimulus to economic growth by lowering borrowing rates.*
- ***Our own interest rate forecast is based on a cut of Bank Rate of 0.25% in the current quarter; this could come at the next MPC meeting of July 14 or at the next quarterly Inflation Report meeting on August 4. However, we would certainly not rule out a further cut to zero or possibly 0.10%. The first increase in Bank Rate does not then occur until quarter 2 2018 and the pace of increases thereafter has also been slowed down from that in our previous forecast. However, we have to emphasise that there are so many variables over this time period that it is very likely that these forecasts will be subject to significant updating as events evolve on both the political and economic scenes.***
- *Carney's comments last Friday on the possibility of further quantitative easing caused an immediate fall in gilt yields of around 25 – 37 basis points (bps) in gilts with a duration of 10 and 50 years, so it could be said that just the threat of further QE has already achieved a significant drop in gilt yields and so borrowing costs. This, arguably, means that the benefits of actually implementing further QE are reduced. We have therefore revised down our forecasts for PWLB rates to take account of these movements in gilt yields since the referendum - which have fallen to all-time lows (with 2 year gilt yields even briefly turning negative!).*
- *However, Carney did make a strong point that it is not the role of the Bank of England to be the sole combatant in helping to stimulate growth of the UK economy and employment by using the monetary policy measures at its disposal. The Government has fiscal policy as a powerful tool to promote growth and it has various policy measures it could employ. Already the Chancellor of the Exchequer has said that the*

target of achieving a budget surplus in 2020 will need to be put back to avoid austerity measures creating an unwelcome headwind for growth during the near future. In addition, there are already comments in the public arena around lowering corporation tax - from falling from 20% to 17% by 2020 to falling from 20% to 15% as a stimulus to stop corporates moving out of the UK and attracting corporates to come to the UK. Fiscal policy could also include cuts in income tax, national insurance, VAT etc to stimulate consumer demand in the economy: however, such cuts may impact on the size of the budget deficit.

- In addition, the Government could take advantage of the plunge in gilt yields to borrow extra money to invest in infrastructure to improve the productivity of the UK economy.
- However, what will be vital will be to ensure that the UK retains the trust of international investors, both in terms of the fact that about 30% of all gilts are owned by overseas investors, who will want to be assured that the Government is not borrowing beyond the means of the economy to sustain the ability to pay interest and to repay the debt, and in terms of the value of sterling against other currencies. The current size of the balance of payments deficit of 6.9% of GDP is a major concern. The fall of 14% in the value of sterling since November 2015 will feed through eventually to stimulate demand for UK exports and to choke off imports into the UK by making home made goods and services more competitive. However, this will take time to feed through into reducing the size of this deficit.
- What will make the decision making of the MPC more difficult in the next few years is that the fall in the value of sterling will feed through over the next 3-4 years into the economy and cause an increase in inflation. But manufacturers and service providers could absorb some of the extra costs from the increased cost of imports of materials etc, or could increase productivity to offset extra costs, so there is considerable uncertainty about the timing and size of this feedthrough into inflation. Capital Economics have revised their interest rate forecast for inflation as follows: - 2016 0.6%; 2017 2.2% (was 1.5%); 2018 2.8% (was 2.1%). The MPC's target for CPI inflation is 2% but in the past they have looked through temporary spikes of imported inflation on the basis that they will drop out of the calculation of CPI after 12 months. So it is by no means certain that the MPC will, or will not, take action to counter such a rise in inflation.
- What we do have to emphasise at this point in time is that there are huge variables which could have a major impact on the UK economy and interest rates over the next four to five years in particular: -
 - Political uncertainty: the Conservative party is currently facing a leadership election and the situation in respect of the Labour party is under major stress. There is also another general election due in May 2020.
 - Political uncertainty in the EU if other countries hold referendums or there is a strong growth in anti EU political parties.

- *Uncertainty about when Article 50 will be initiated to start the UK withdrawal from the EU and what form any final agreement with the EU will take over access to the single market and requirements to conform to EU rules and to contribute to the EU budget etc. This in turn, could have a major influence on corporates deciding whether, or not, to move jobs away from the UK into the EU.*
- *Whether the potential impact of all of the above could bring to the fore the question of whether Scotland remains as a part of the UK.*
- *Consumer confidence in the UK will have a major impact on consumer expenditure and so on GDP growth; many factors could affect confidence e.g. house prices, inflation rising to outweigh pay inflation and so depressing disposable income, the outcome of Brexit negotiations, etc.*

We will be undertaking a further review of our interest rate forecast following the release of the Bank of England Quarterly Inflation Report on 4th August where the Bank of England will update all its forecasts for growth, inflation etc and will explain its thinking around Bank Rate and QE.

CAPITA ASSET SERVICES' FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. An eventual world economic recovery may also see investors switching from the safe haven of bonds to equities.

We have pointed out consistently that the Fed. rate is likely to go up more quickly and more strongly than Bank Rate in the UK and recent events have not changed that view, just that the timing of such increases may well have been deferred somewhat. While there is normally a high degree of correlation between the two yields, we would expect to see a decoupling of yields between the two i.e. we would expect US yields to go up faster than UK yields. We will need to monitor this area closely and the resulting effect on PWLB rates.

The overall balance of risks to economic recovery in the UK remains to the downside. Although economic growth remains relatively steady, only time will tell whether some of the global headwinds sap some of the strength from the UK's future growth.

We would, as always, remind clients of the view that we have expressed in our previous interest rate revision newsflashes of just how unpredictable PWLB rates and bond yields are at present. We are experiencing exceptional levels of volatility which are highly correlated to emerging market, geo-political and sovereign debt crisis developments. Our revised

forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.

Apart from the uncertainties already explained above, downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or Fed. rate increases, causing a further flight to safe havens (bonds).
- Geopolitical risks in Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU and US.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

	NOW	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Mar-19
BANK RATE	0.50	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50
3 month LIBID	0.50	0.30	0.30	0.30	0.30	0.30	0.40	0.50	0.50	0.60	0.60	0.60	0.60
6 month LIBID	0.55	0.50	0.50	0.50	0.50	0.60	0.60	0.70	0.70	0.70	0.70	0.70	0.70
12 month LIBID	0.75	0.60	0.60	0.60	0.60	0.70	0.80	0.90	0.90	0.90	0.90	0.90	0.90
5 yr PWLB	1.20	1.00	1.10	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.30	1.30
10 yr PWLB	1.70	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80	1.90
25 yr PWLB	2.50	2.40	2.40	2.40	2.50	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70
50 yr PWLB	2.20	2.20	2.20	2.20	2.30	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50

BANK RATE	now	previously
Q3 2016	0.25%	0.50%
Q1 2017	0.25%	0.75%
Q1 2018	0.25%	1.25%

Q1 2019	0.50%	1.75%

Our target borrowing rates and the current PWLB (certainty) borrowing rates are set out below.

PWLB debt	Current borrowing rate as at 4.7.16	Target borrowing rate now (Q3 2016)	Target borrowing rate previous (Q3 2016)
5 year	1.19%	1.00%	2.00%
10 year	1.77%	1.60%	2.50%
25 year	2.54%	2.40%	3.30%
50 year	2.24%	2.20%	3.10%

Borrowing advice: with yields now at historic lows borrowing should be considered if appropriate to your strategy. We see particular value in the 40yr to 50yr range at present but other periods should be considered if more appropriate locally. As the outlook continues to be uncertain we would suggest borrowing is taken in tranches so as to benefit from the current rates but also to provide some flexibility if rates fall further.

Our suggested budgeted investment earnings rates for investments up to about three months duration in each financial year for the next seven years are as follows: -

Average earnings in each year	Now	Previously
2016/17	0.25%	0.60%
2017/18	0.25%	1.25%
2018/19	0.50%	1.75%
2019/20	0.50%	2.00%
2020/21	0.75%	2.25%
2021/22	1.25%	2.50%
2022/23	1.50%	2.75%
2023/24	2.00%	2.75%
Later years	2.75%	3.00%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts. The general expectation for an eventual trend of gently rising gilt yields and PWLB rates is expected to remain unchanged. Negative, (or positive),

developments could significantly impact safe-haven flows of investor money into UK, US and German bonds and produce shorter term movements away from our central forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps.

Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

Interest Rate Strategy Group

0871 664 6800

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Subject:	Waivers of Contract Standing Orders		
Date of Meeting:	14 July 2016		
Report of:	Executive Director for Finance & Resources		
Contact Officer:	Name:	Cliff Youngman	Tel: 291408
	Email:	Cliff.Youngman@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The Council's Contract Standing Orders (CSOs) require reports to be presented to the Policy, Resources & Growth Committee setting out all waivers authorised under CSO 20.2, 20.3 and 20.4. This report relates to the financial year 2015/16.

2. RECOMMENDATIONS:

- 2.1 That Policy, Resources & Growth Committee notes the number and value of waivers authorised under Contract Standing Orders 20.2, 20.3 and 20.4 during the financial year 2015/16.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Under CSOs 20.3 & 20.4, Directors have delegated powers to waive CSOs in relation to contracts with an estimated contract value of less than £75,000 and over £75,000 following consultation with the chair of the relevant committee and the Procurement Strategy Manager.
- 3.2 CSO 20.7 states that a register of all waivers will be maintained by Corporate Procurement.
- 3.3 For the financial year 2015/16 Waivers have been collated under the council's former directorates: Finance & Resources; Adult Services; Children's Services; Public Health; Assistant Chief Executive (ACE); Environment, Development & Housing, and Legal & Democratic Services.
- 3.4 Statistical analyses of waivers in the financial years 2014/15 and 2015/16 are included at Appendix A and B of this report.
- 3.5 A summary of the number and value of waivers under and over £75,000 for years 2013/14, 2014/15 and 2015/16 is shown in Table 1 below. The table shows a large overall increase in the number and value of waivers during the last financial year.

Table 1						
	Number of Waivers			Value of Waivers		
Year	2013/14	2014/15	2015/16	2013/14 £m	2014/15 £m	2015/16 £m
Under £75,000	13	21	41	0.6	0.7	1.6
Over £75,000	11	12	22	2.2	3.1	19.5
Total	24	33	63	2.8	3.8	21.1

- 3.6 The £17.3 million increase since last year was caused largely by the increase in social care contract waivers. The modernisation of Social Care and Public Health services has necessitated service reviews, re-designs and re-commissioning, often necessitating waivers to extend current service contracts to allow these processes, including appropriate consultation, to take place. This increased the waivers in 2015/16 by £4.1m. Adult Services have also sought and received authority to waive a one-off 5- year direct award for £8.2m to enable the authority to secure the provision of essential dementia beds within the city.
- 3.7 A small number of unforeseen opportunities or emergencies which necessitated immediate action, and therefore waivers, occurred during the year. This included the Gas Maintenance tender being extended twice due to investigations arising during the re-tender, and severe damage to the King Alfred roof from Storm Imogen. Together these account for £4.8m of the 2015/16 waivers.
- 3.8 The increase in social care and Public Health waivers and one-off urgent waivers together account for £17.2m, i.e. nearly all of last year's increase.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Not issuing waivers would have required undertaking lengthy procurement processes in order to comply with Public Procurement Regulations which would have resulted in an interruption of the supply or provision of essential services potentially resulting not only in an inability to provide critical services but also potential legal risks through not being able to fulfil statutory duties.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 No consultation has been undertaken in relation to this report.

6. CONCLUSION

- 6.1 The analysis reflects the changing nature of council services, particularly in Adult and Children's services and Public Health, with a greater contract value being extended past the end of contract to cover service review and redesign. It is difficult to tender/commission future services until their future scope and duration is fully determined.
- 6.2 Procurement team are working with Adult Services, Children's Services, Public Health and the Clinical Commissioning Group (CCG) to implement longer term

commissioning plans and closer collaboration which should see such waivers decreasing in number and value over coming years.

- 6.3 Increased collaboration and engagement with category service areas has allowed the Procurement team to draw up a Forward Plan for the next two to three years which will promote early consideration of procurement options and eliminate some of the need for extensions.
- 6.4 The Corporate Procurement service continues to promote good procurement practice across the council and is utilising various innovative approaches which are allowed for within CSOs without the need for a waiver e.g. the increase in the use of consortium contracts and frameworks.
- 6.5 With the transfer to the South East Shared Services e-procurement portal, and the possible entry into Orbis joint services, Procurement team are actively promoting greater collaboration with councils across the region. This may initially boost the number of waivers as contract end dates are brought into line (co-terminosity), but will see them decrease over time.
- 6.6 The Corporate Procurement service also continues to promote good practice in contract governance across the council while also actively investigating and targeting areas for improvement such as the possibility of setting up a purchase-to-pay system.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The use of the waiver function is an important facility that, when used appropriately, allows the council to achieve best value and efficiencies from its Contract Standing Orders and therefore supports achieving value for money through procurement processes. It should be noted that any direct financial implications for individual waivers are provided and reported accordingly to support each waiver decision. Waivers are also regularly reported to and reviewed by the Member Procurement Advisory Board as part of a continuous improvement process.

Finance Officer Consulted: James Hengeveld

Date: 06/06/16

Legal Implications:

- 7.2 It should be noted that legal implications would be required within each report supporting a waiver decision in respect of a contract estimated to be over £75,000. Legal Services have been involved in providing legal implications for those waiver reports for this financial year and continue to be appropriately involved. This means that when a waiver of Contract Standing Orders is sought, a decision can be made based on an understanding of the legal implications and any associated risks.

Lawyer Consulted: Elizabeth Culbert

Date: 25/05/16

Equalities Implications:

- 7.3 There are no direct equalities implications in this report; it should be noted that full equalities implications would be required within each report supporting a waiver decision in respect of a contract estimated to be over £75,000.

Sustainability Implications:

- 7.4 There are no direct implications in this report and it should be noted that full sustainability implications would be required within each report supporting a waiver decision in respect of a contract estimated to be over £75,000.

Other Significant Implications:

Risk and Opportunity Management Implications:

- 7.5 The use of the waiver function allows the council to mitigate potential risk of fraud and deception within the procurement process. It also allows the Corporate Procurement team to analyse trends regarding directorate procurement practices and address any issues which may arise.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix A - Waivers 2015/16 & 2014/15 by Reason
2. Appendix B - Waivers 2015/16 & 2014/15 by Directorate

Documents in Members' Rooms

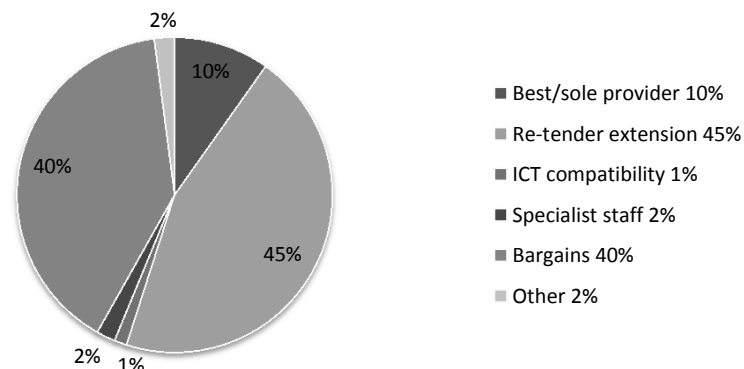
1. None

Background Documents

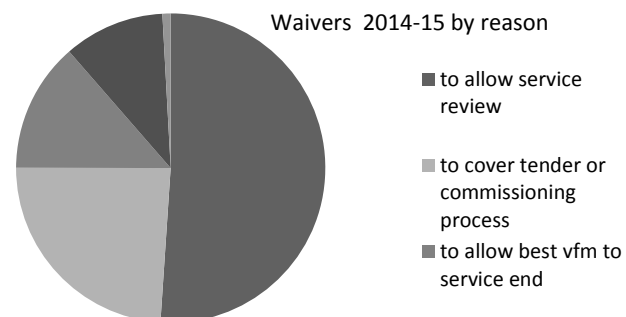
1. None

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation

Waivers 2015-16 by reason



Waivers 2014-15 by reason



Waivers by reason 2015/16

Best or sole provider for vfm/urgency/other

CP132	10 Royal Pavilion Estate Capital Project Phase 1 - Dome	Best/sole provider	2,5,6	16,000	EDH	Major Projects	Nick Hibberd
CP115	11 Brighton & Hove Community Health Fund	Best/sole provider	4	60,000	PH	PH Commissioning	Tom Scanlon
CP98	10 Royal Pavilion Estate Capital Project Phase 1	Best/sole provider	2,5	20,000	ENV	City Regeneration	Geoff Raw
CP99	10 Royal Pavilion Estate Capital Project Phase 1	Best/sole provider	5,6	20,000	ENV	City Regeneration	Geoff Raw
CP127	11 Seafront Piazza and Event Space adjacent to i360	Best/sole provider	5,6	24,930	EDH	Major Projects	Nick Hibberd
CP121	12 Supported Accommodation for vulnerable young people	Best/sole provider	3	216,537	CS	Children's Health, Safeguarding & Care	Pinaki Ghoshal
CP120	12 High Risk Offenders Supported Accommodation	Best/sole provider	4	100,000	AS	Adults Assessment - Housing support	Denise D'Souza
CP104	12 EasyLink & related Bus services	Best/sole provider	4	107,000	AS	Integrated Client Transport	Pinaki Ghoshal
CP105	12 Free Swimming - Freedom Leisure	Best/sole provider	4	324,000	ACE	Sports Facilities	Paula Murray
CP139	12 King Alfred swimming pool roof	Best/sole provider	7	235,000	ACE	Sports Facilities	Paula Murray

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation
CP140	12	Youth Services Grants - BH Youth Collective	Best/sole provider	3	424,000	CS	Stronger Families, Youth & Communities	Pinaki Ghoshal
CP97	10	Fashion Africa Community Engagement Facilitator	Best/sole provider	5	9,000	ACE	Libraries & Museums	
CP123	11	Syrian Vulnerable Person's Resettlement Programme Integration Support	Best/sole provider	4,5,8	50,000	PH	Cohesion Team Education Capital Strategy	Tom Scanlon
CP122	12	55 Drove Road young people in care home - works	Best/sole provider	3	95,000	CS	Community Safety	Pinaki Ghoshal
CP85	12	RISE service for LGBT survivors	Best/sole provider	7	100,000	PH	Central Financial	Tom Scanlon
CP134	11	Mortgage and Loan Agreement	Best/sole provider	3	31,980	F&H		Nigel Manvell
CP83	11	Model evaluation for Early Help interventions	Best/sole provider	5	54,000	CS	Childcare Quality	Pinaki Ghoshal
CP84	11	Atrium asset m'mt system	Best/sole provider	3, 5	60,000	F&R	Property Support	Rachel Musson
CP124	11	Highways Promotions	Best/sole provider	4	concession	EDH	City Regeneration	Nick Hibberd
CP82	10	Independent Mediation (BHIMS)	Best/sole provider	1	15,000	EDH	Tenancy Services	Geoff Raw
CP131	10	Concessionary travel reimbursement consultancy	Best/sole provider	3	23,000	F&R	Financial Services Corporate Policy	Nigel Manvell
CP130	10	People & Place Co-ordinator interim arrangement	Best/sole provider	3,9	15,600	ACE	Development Improvement & Programmes	Paula Murray
CP114	11	Performance and Risk Management System	Best/sole provider	5	61,812	F&R		Rachel Musson
Best/sole provider				4	2,062,859			
extension while retendering or reviewing service - 55% of this year's waivers are extensions: these are only the ones extended specifically to allow service redesign or re-commissioning								
CP91	16.3	Traffic Control Maintenance	Contract extension: collaboration	3	302,250	EDH	Transport Asset & Network Management	Geoff Raw
CP90	11	Brunswick Terrace Emergency Accommodation	Contract extension: re-tender process	8	30,420	EDH	Temp'y Accom & Allocations	Geoff Raw
CP110	18.3	Sussex Homemove Interim Contract with Locata Housing S	Contract extension: re-tender process	4	49,214	EDH	Housing Strategy	Geoff Raw
CP88	11	Lower Rock Gdn Emergency Accommodation	Contract extension: re-tender process	9	50,200	EDH	Temp'y Accom & Allocations	Geoff Raw
CP86	11	Grand Parade Emergency Accommodation	Contract extension: re-tender process	9	59,150	EDH	Temp'y Accom & Allocations	Geoff Raw
CP89	11	Davigdor Rd Emergency Accommodation	Contract extension: re-tender process	9	60,840	EDH	Temp'y Accom & Allocations	Geoff Raw

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation	
CP125		Royal Pavilion Web Tickets	ICT compatibility		4	8,000	ACE	Royal Pavilion & Museums	Paula Murray
CP117		City Clean radio system	ICT compatibility		4	43,644	EDH	City Clean	Richard Bradley
CP119		Resource Allocation System (RAS)	ICT compatibility		3	53,850	CS	Children's Development & Disability Service	Pinaki Ghoshal
CP129		Case Management System for Legal Services	ICT compatibility	3,5,9	73,360	LDS	Legal Services	Abraham Ghebre-Ghiorgis	
CP94		Multi Operator Bus Ticketing	ICT compatibility		4	90,000	EDH	Sustainable Transport	Geoff Raw
			ICT compatibility, flexibility & vfm	total	268,854				
Specialist staff - extension of funding									
CP108		Health Improvement (Gypsies & Travellers)	Specialist staff - extension		4	12,000	PH	Public Health	Tom Scanlon
CP101		WiSE specialist services for children and young people	Specialist staff - extension		3	35,000	CS	Children's Health, Safeguarding & Care	Pinaki Ghoshal
CP137	11	Early Help Hub contract w Safety Net(CVS provider)	Specialist staff - extension		3	35,000	CS	Early Help Hub	Pinaki Ghoshal
CP106		Early Help Family Coach for City Centre Schools	Specialist staff - extension		4	37,000	CS	Childcare Quality	Pinaki Ghoshal
CP136	11	Early Help Hub contract w Oasis (CVS provider)	Specialist staff - extension		3	37,000	CS	Early Help Hub	Pinaki Ghoshal
CP107		Early Help Coordinators Safety Net	Specialist staff - extension		4	74,000	CS	Childcare Quality	Pinaki Ghoshal
CP109		PH Library & Health Promotion Service	Specialist staff - extension		5	177,500	PH	Commissioning	Tom Scanlon
			Specialist staff - extension of funding	total	407,500				
To secure a bargain									
CP142		Green Waste Vehicles x2 (secondhand)	To secure a bargain		11	70,000	EDH	Cityclean	Richard Bradley
CP102		Refuse collection vehicle purchase	To secure a bargain		11	75,058	EDH	Fleet	Geoff Raw
CP138		Partridge House	To secure a bargain		12	8,225,693	AS	Commissioning & Performance	Denise D'Souza
			To secure a bargain	total	8,370,751				
Other									
CP118	11	Integrated Client transport ICT System	Other - Modernisation of s		3,4	59,000	AS	Integrated Client Transport	Pinaki Ghoshal
CP112	12	SAP Business Objects products & services	Other - Negotiated settlen		4	346,795	F&R	ICT	Rachel Musson

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation
CP116	11	Disabled Access Equipment maintenance and servicing	Other - Returning contract		3	31,082 F&R	Facilities & Building Support	Rachel Musson
			Other	total	436,877			
					21,050,875			

Waivers by reason - 2014-15

1442	16.3	Orchard & Shipman 2014 - Contract Variation	extension to end of service	Award with no tender process -	409,774	Environment Development & Housing	Temporary Accomodation & Allocations	Geoff Raw
			to end of service	total	409,774			
Only provider								
1431	12.5	Commissioning the manufacture of specially woven silk in connection with the project to restore the Saloon in the Royal Pavilion	Only provider	Specialist	94,219	Assistant Chief Executive	Royal Pavilion & Museums	Paula Murray
1448	11	Service 72 School Bus to Longhill School, Rottingdean. Schedule of Contract No; 9817 Operated by Brighton and hove Bus and Coach Company	Only provider	Award with no tender process - Award with	45,000	Education & Inclusion	Home to School Transport	Jo Lyons
1452	12	New Contract for Breeze up to the Downs Bus Service	Only provider	no tender process - Award with	169,686	Environment, Development & Housing	Sustainable Transport Projects	Geoff Raw
1456	11	Local Sustainable Transport Fund (LSTF) 2015/16- Valley Gardens East. Brighton & Hove Easit Network	Only provider	no tender process - Award with	55,000	Environment Development & Housing	Sustainable Transport Projects	Geoff Raw
1441	11	Experian Framework Agreement for NAFN	only supplier missing from framework	Award with no tender process -	30,000	Finance & Resources	Finance	Catherine Vaughan
Only provider				total	393,905			
while new service set up								
1447	10	Provision of Frontline Data Systems Ltd's Safety On-Line & Facilities On-Line web-based health and safety software	extension while new service set up	Award with no tender process -	0	Finance & Resources	Property & Design	Catherine Vaughan
1459	10	Services and support for children & young people in Brighton & Hove whose parents or carers misuse drugs & alcohol	extension while new service set up	Award with no tender process -	23,167	Children's Services	Youth Offending Service	Pinaki Ghoshal

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation
1460	12	BHCC Innovation Apex Asset Management Database Renewal Project	extension while new service set up	Award with no tender process -	295,435	Environment, Development & Housing	Housing	Geoff Raw
			while new service set up	total	318,602			
Urgent award								
1435	11	Imperial Arcade	Urgent	Award with no tender process -	45,452	Finance & Resources	Property & Design	Catherine Vaughan
1438	11	MASH - Woodingdean Business Park, Hunns Mere Way Unit 14	Urgent	Urgent award with contractor	64,002	Finance & Resources	Property & Design	Catherine Vaughan
1439	11	Saloon Restoration Enabling Works, Royal Pavilion	Urgent	Award with no tender process -	40,000	Assistant Chief Executive	Royal Pavilion & Museums	Paula Murray
1457	11	DCLG Homelessness PRS Investment Case Study Bid	Urgent	Urgent award with consultant	50,000	Environment Development & Housing	Housing Strategy	Geoff Raw
			Urgent	total	199,454			
Compatibility with existing IT systems								
1440	10	Extension of Building Management System (BMS) at Bartholomew House	IT systems compatibility	Award with no tender process -	5,888	Finance & Resources	Property & Design	Catherine Vaughan
1453	12	VisitBrighton website re-development	IT systems compatibility	Award with no tender process -	132,066	Assistant Chief Executive	Leisure & Tourism	Paula Murray
			IT systems compatibility	TOTAL	137,954			
Consultant w previous B&H experience								
1433	10	Equality and Diversity Elearning	add on to previous piece of work	Award with no tender process -	20,000	Finance & Resources	Organisational & Workforce Development	Catherine Vaughan
1434	10	Denmark Villas and Holy Trinity	add on to previous piece of work	Award with no tender process -	3,000	Finance & Resources	Property & Design	Catherine Vaughan
1437	10	Self-Employed Consultant Building Services Engineer (Mechanical)	consultant w/ previous B&H experience	Award with no tender process -	16,875	Finance & Resources	Property & Design	Catherine Vaughan

ID	CSO	Project Title	Report analysis reason	Waiver reason	Value	Department	Service area	Authorisation
1449	10	Early Help Hub contract with Project Grow	consultant w/ previous B&H experience	Award with no tender process -	5,500	Children's Services	Early Help Hub	Steve Barton
1451	10	Self Employed Consultant Building Services Engineer (Mechanical)	consultant w/ previous B&H experience	Award with no tender process -	16,875	Finance & Resources	Property & Design	Catherine Vaughan
			consultant w/ previous B&H experience	total	62,250			
Extension for marginal contract								
A	11	Catering services at Hollingdean Children's Centre	extension for marginal contract	Award with no tender process -	26,150	Children's Services	Children's Services	Pinaki Ghoshal
			extension for marginal contract	total	26,150			

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED											
	Waivers 2015-16 by Directorate <table><thead><tr><th>Directorate</th><th>Percentage</th></tr></thead><tbody><tr><td>AS</td><td>56%</td></tr><tr><td>EDH</td><td>27%</td></tr><tr><td>CS</td><td>9%</td></tr><tr><td>F&R</td><td>3%</td></tr><tr><td>PH</td><td>2%</td></tr><tr><td>ACE</td><td>3%</td></tr><tr><td>LDS</td><td>0.1%</td></tr></tbody></table>	Directorate	Percentage	AS	56%	EDH	27%	CS	9%	F&R	3%	PH	2%	ACE	3%	LDS	0.1%		ACE Ass't Chief Exec AS Adult Services CS Children's Services EDH Environm't, Dev't & Housing F&R Finance & Resources LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal & Democratic Services LDS Legal 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Directorate	Percentage																		
AS	56%																		
EDH	27%																		
CS	9%																		
F&R	3%																		
PH	2%																		
ACE	3%																		
LDS	0.1%																		

Waivers 2015=16 by Directorate							
ACE							
CP132	Free Swimming - Freedom Leisure	324,000		4 Best/sole provider	ACE	Sports Facilities	Nick Hibberd
CP98	Fashion Africa Community Engagement Facilitator	9,000		5 Best/sole provider	ACE	Libraries & Museums	Geoff Raw
CP99	King Alfred Leisure Centre - roof	235,000	12	7 Best/sole provider	ACE	Sports & Leisure	Geoff Raw
CP127	People & Place Co-ordinator interim arrangement	15,600	10	5 Best/sole provider	ACE	Corporate Policy Dev	Nick Hibberd
CP121	Royal Pavilion Web Tickets	8,000	10	4 ICT compatibility, flexibility & vfm	ACE	Royal Pavilion & Mus	Pinaki Ghoshal
ACE total		591,600					5
AS							
CP120	High Risk Offenders Supported Accommodation	100,000	12	4 Best/sole provider	AS	Adults Assessment -	Denise D'Souza
CP104	EasyLink & related Bus services	107,000	12.1	4 Best/sole provider	AS	Integrated Client Tra	Pinaki Ghoshal
CP105	Literacy & Numeracy Support Service	50,000	11	4 Contract extension: service review	AS	Commissioning Hous	Tom Scanlon
CP140	Integrated Client transport ICT System	59,000	11 3,4	Service modernisation & collaboration	AS	Integrated Client Tra	Pinaki Ghoshal
CP97	Partridge House	8,225,693	12	5 Secure a bargain	AS	Commissioning & Pe	no signature
CP123	Housing Related Support Services	3,223,507	12	3 Contract extension: re-tender	AS	Commissioning Hous	Tom Scanlon
AS total		11,765,200					6
CS							

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED
CP122	Supported Accommodation for vulnerable young pe	216,537	12	3	Best/sole provider	CS	Children's Health, Sa	Pinaki Ghoshal
CP139	Youth Services Grants - BH Youth Collective	424,000	12	3	Best/sole provider	CS	Stronger Families, Yc	Paula Murray
CP85	55 Drove Road young people in care home - works	95,000	12	3	Best/sole provider	CS	Education Capital Str	Tom Scanlon
CP134	Model evaluation for Early Help interventions	54,000		3, 5	Best/sole provider	CS	Childcare Quality	Nigel Manvell
CP83	Children's Centre Management (Childview)	10,450	10	3,5,9	Contract extension: service review	CS	Sure Start	Pinaki Ghoshal
CP84	School bus 72 to Longhill School, Rottingdean Sched	45,000	11	4	Contract extension: service review	CS	School Transport	Rachel Musson
CP124	School bus 72 to Longhill School, Rottingdean 9817	45,000	11	4	Contract extension: service review	CS	School Transport	Nick Hibberd
CP82	Youth Services projects	90,000	11	3	Contract extension: service review	CS	Stronger Families, Yc	Geoff Raw
CP130	Equality (£45K) & SNAP-ITS (£45k) projects for Youn	90,000	11	3	Contract extension: service review	CS	Youth	Paula Murray
CP114	Counselling, Advocacy and Family Support	203,003		3	Contract extension: service review	CS	Child Development &	Rachel Musson
CP91	Inclusive children's clubs & holiday scheme	358,167		3	Contract extension: service review	CS	Child Development &	Geoff Raw
CP90	Resource Allocation System (RAS)	53,850	11	3	ICT compatibility, flexibility & vfm	CS	Children's Developm	Geoff Raw
CP110	WiSE specialist services for children and young peop	35,000		3	Specialist staff - funding extension	CS	Children's Health, Sa	Geoff Raw
CP88	Early Help Hub contract w Safety Net(CVS provider)	35,000	11	3	Specialist staff - funding extension	CS	Early Help Hub	Geoff Raw
CP86	Early Help Family Coach for City Centre Schools	37,000		4	Specialist staff - funding extension	CS	Childcare Quality	Geoff Raw
CP89	Early Help Hub contract w Oasis (CVS provider)	37,000	11	3	Specialist staff - funding extension	CS	Early Help Hub	Geoff Raw
CP87	Early Help Coordinators Safety Net	74,000		4	Specialist staff - funding extension	CS	Childcare Quality	Geoff Raw
CS total		1,903,007						
EDH								
CP111	RPE Capital Project Phase 1 - Dome	16,000	10	2,5,6	Best/sole provider	EDH	Major Projects	Nick Hibberd
CP128	Seafront Piazza and Event Space adjacent to i360	24,930	11	5,6	Best/sole provider	EDH	Major Projects	Nick Hibberd
CP143	Highways Promotions	concession	11	1	Best/sole provider	EDH	City Regeneration	Denise D'Souza
CP133	Independent Mediation (BHIMS)	15,000	10	3	Best/sole provider	EDH	Tenancy Services	Pinaki Ghoshal
CP100	Traffic Control Maintenance	302,250	12	3	Contract extension: collaboration	EDH	Transport Asset & M	Tom Scanlon
CP135	Brunswick Terrace Emergency Accommodation	30,420	11	8	Contract extension: re-tender	EDH	Temp'y Accom & Allc	Richard Bradley
CP113	Sussex Homemove Interim Contract with Locata Ho	49,214	11	4	Contract extension: re-tender	EDH	Housing Strategy	Tom Scanlon
CP95	Lower Rock Gdn Emergency Accommodation	50,200	11	9	Contract extension: re-tender	EDH	Temp'y Accom & Allc	Pinaki Ghoshal
CP96	Grand Parade Emergency Accommodation	59,150	11	9	Contract extension: re-tender	EDH	Temp'y Accom & Allc	Pinaki Ghoshal
CP126	Davigdor Rd Emergency Accommodation	60,840	11	9	Contract extension: re-tender	EDH	Temp'y Accom & Allc	Denise D'Souza
CP141	Percival Terrace Emergency Accommodation	73,500	11	9	Contract extension: re-tender	EDH	Temp'y Accom & Allc	Pinaki Ghoshal
CP81	Gas Servicing, Maintenance & Repairs	1,833,333	12	9	Contract extension: re-tender	EDH	Housing Partnering &	Pinaki Ghoshal
CP103	Gas Heating Systems - Servicing, Maintenance and I	2,750,000	12	9	Contract extension: re-tender	EDH	Housing Partnering &	Rachel Musson
CP93	Composting of Green Waste	21,000	10	3,9	Contract extension: service review	EDH	City Parks	Pinaki Ghoshal
CP92	City Clean radio system	43,644	11	4	ICT compatibility, flexibility & vfm	EDH	City Clean	Pinaki Ghoshal
CP131	Multi Operator Bus Ticketing	90,000	12	4	ICT compatibility, flexibility & vfm	EDH	Sustainable Transpor	Nigel Manvell
CP125	Green Waste Vehicles x2 (secondhand)	70,000	11	4	Secure a bargain	EDH	Cityclean	Paula Murray
CP117	Refuse collection vehicle purchase	75,058	11	4	Secure a bargain	EDH	Fleet	Richard Bradley
CP119	Royal Pavilion Estate Capital Project Phase 1	20,000	10	2,5	Best/sole provider	EDH	City Regeneration	Pinaki Ghoshal
CP129	Royal Pavilion Estate Capital Project Phase 1	20,000	10	5,6	Best/sole provider	EDH	City Regeneration	Abraham Ghebre-Ghiorgis

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED
EDH total		5,604,539				20		
F&R								
CP94	Mortgage and Loan Agreement	31,980	11		5 Best/sole provider	F&R	Central Financial Ser	Geoff Raw
CP118	Atrium asset m'mt system	60,000	11		4 Best/sole provider	F&R	Property Support	Pinaki Ghoshal
CP112	Performance and Risk Management System	61,812	11		4 Best/sole provider	F&R	Performance Improv	Rachel Musson
CP116	Council Tax and Business Rates Bill Printing	110,000	12		3 Contract extension: service review	F&R	Revs & Bens	Rachel Musson
					Contract extension: to secure best negotiating position	F&R	Financial Services	Richard Bradley
CP142	Concessionary travel reimbursement consultancy	23,000	10 3,9			F&R	ICT	Geoff Raw
CP102	SAP Business Objects products & services	346,795	12		4 Negotiated settlement with current provider	F&R	Facilities & Building	Denise D'Souza
CP138	Disabled Access Equipment maintenance and servic	31,082	11		3 Returning contract to former provider to secure vfm	F&R		
F&R total		664,669				7		
LDS								
CP115	Replacement Case Management System for Legal S	73,360	11 3,5,9		ICT compatibility, flexibility & vfm	LDS	Legal Services	Tom Scanlon
LDS total		73,360				1		
PH								
CP108	University Chlamydia Screening	30,000	11		4 Extension of current contract to allow service review	PH	PH Commissioning:	H Tom Scanlon
CP101	Syrian Vulnerable Person's Resettlement Programm	50,000	11 4,5,8		Best/sole provider	PH	Cohesion Team	Pinaki Ghoshal
CP137	RISE service for LGBT survivors	100,000	12		3 Best/sole provider	PH	Community Safety	Pinaki Ghoshal
CP106	Royal Society for Public Health Accredited Health Ir	19,000	10		4 Contract extension: service review	PH	Public Health Commi	Pinaki Ghoshal
CP136	Brighton & Hove Community Health Fund	60,000	11		4 Best/sole provider	PH	PH Commissioning	Pinaki Ghoshal
CP107	Health Improvement (Gypsies & Travellers)	12,000	10		4 Specialist staff - funding extension	PH	Public Health Commi	Pinaki Ghoshal
CP109	PH Library & Health Promotion Service	177,500	12		5 Specialist staff - funding extension	PH	Public Health Commi	Tom Scanlon
PH total		448,500				7		
				Reason category				
					1 Insufficient tenders, lowest bid not accepted			
					2 Award without tender - consultant			
					3 Award without tender - contractor			
					4 Award without tender - supplier			
					5 Specialist			
					6 Urgent award with contractor			
					7 Urgent award with consultant			
					8 Urgent award with supplier			
					9 Other			
Waivers 2014-15 by Directorate								
ACE								
1431	Commissioning the manufacture of specially woven silk in connection with the project to restore the Saloon in the Royal Pavilion	94,219	12	5 Only provider		ACE	Royal Pavilion & Museums	Paula Murray

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED
1439	Saloon Restoration Enabling Works, Royal Pavilion	40,000	11	2 Urgent		ACE	Royal Pavilion & Museums	Paula Murray
1453	VisitBrighton website re-development	132,066	12	4 IT systems compatibility		ACE	Leisure & Tourism	Paula Murray
ACE total		266,285						
Children's services								
1458	Childrens Development & Disability Services	572,673	12	3 extension while service review		CS	Children's Services	Pinaki Ghoshal
1449	Early Help Hub contract with Project Grow	5,500	10	3 consultant w/ previous B&H experience		CS	Early Help Hub	Steve Barton
1450	Early Help Hub contract with Safetynet (CVS provider)	70,000	11	3 extension while service review		CS	Early Help Hub	Steve Barton
1455	Children's development and disability services	256,185	12	3 extension while service review		CS	Performance	Pinaki Ghoshal
1459	Services and support for children & young people in Brighton & Hove whose parents or carers misuse drugs & alcohol	23,167	10	3 extension while new service set up		CS	Youth Offending Service	Pinaki Ghoshal
1462	Catering services at Hollingdean Children's Centre	26,150	11	3 extension for marginal contract		CS	Children's Services	Pinaki Ghoshal
1448	Service 72 School Bus to Longhill School, Rottingdean. Schedule of Contract No; 9817 Operated by Brighton and hove Bus and Coach Company	45,000	11	4 Only provider		Children's Services	Home to School Transport	Jo Lyons
Children's Services Total		998,675						
Environment, Development & Housing								
1442	Orchard & Shipman 2014 - Contract Variation	409,774	12	4 extension to end of service		Environment & Development & Housing	Temporary Accomodation & Allocations	Geoff Raw
1443	Bulky Waste Collection	50,000	11	3 extension while service review		Environment & Development & Housing	Projects & Contracts	Geoff Raw
1456	Local Sustainable Transport Fund (LSTF) 2015/16- Valley Gardens East. Brighton & Hove Easit Network	55,000	11	4 Only provider		Environment & Development & Housing	Sustainable Transport Projects	Geoff Raw
1457	DCLG Homelessness PRS Investment Case Study Bid	50,000	11	6 Urgent		Environment & Development & Housing	Housing Strategy	Geoff Raw

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED
1452	New Contract for Breeze up to the Downs Bus Service	169,686	12	4	Only provider	Environment, Development & Housing Environment, Development & Housing	Sustainable Transport Projects	Geoff Raw
1460	BHCC Innovation Apex Asset Management Database Renewal Project	295,435	12	4	extension while new service set up		Housing	Geoff Raw
Environment, Dev't & Housing Total		1,029,895						
Finance & Resources								
1433	Equality and Diversity Elearning	20,000	10	4	add on to previous piece of work	Finance & Resources	Organisational & Workforce Development	Catherine Vaughan
1434	Denmark Villas and Holy Trinity	3,000	10	2	add on to previous piece of work	Finance & Resources	Property & Design	Catherine Vaughan
1435	Imperial Arcade	45,452	11	3	Urgent	Finance & Resources	Property & Design	Catherine Vaughan
1436	Asset Valuation 2014/15	6,500	10	2	extension while re-tender	Finance & Resources	Property & Design	Catherine Vaughan
1437	Self-Employed Consultant Building Services Engineer (Mechanical)	16,875	10	2	consultant w/ previous B&H experience	Finance & Resources	Property & Design	Catherine Vaughan
1438	MASH - Woodingdean Business Park, Hunns Mere Way Unit 14	64,002	11	3	Urgent	Finance & Resources	Property & Design	Catherine Vaughan
1440	Extension of Building Management System (BMS) at Bartholomew House	5,888	10	4	IT systems compatibility	Finance & Resources	Property & Design	Catherine Vaughan
1441	Experian Framework Agreement for NAFN	30,000	11	3	only supplier missing from framework	Finance & Resources	Finance	Catherine Vaughan
1446	Contract No. ESP0 Framework agreement 2957 record storage & delivery services	100,000	12	4	extension while service review	Finance & Resources	ICT	Catherine Vaughan
1447	Provision of Frontline Data Systems Ltd's Safety On-Line & Facilities On-Line web-based health and safety software	0	10	4	extension while new service set up	Finance & Resources	Property & Design	Catherine Vaughan
1451	Self Employed Consultant Building Services Engineer (Mechanical)	16,875	10	3	consultant w/ previous B&H experience	Finance & Resources	Property & Design	Catherine Vaughan
1454	Corporate Building Waste Disposal & Recycling Business Objects Enterprise Licensing and Annual	452,000	12	4	extension while service review and tender	Finance & Resources	Facilities & Building Services	Rachel Musson
1461	Maintenance	41,794	11	5	extension while service review	Finance & Resources	ICT	Rachel Musson
1432	Procurement of Reactive Fabric Maintenance and Minor New Work to the Council's Operational Buildings managed through the Property and Design Corporate landlord Helpdesk System.	250,000	12	3	extension while re-tender	Finance & Resources	Property & Design	Angela Dymott
Finance & Resources Total		1,052,386						

Ref	Project title	Approximate Value (£ exc VAT)	CSO waived	Reason category	Reason type	Director ate	Service area	Approved by ED
Public Health								
1444	Independent Domestic Violence Advisor (DVA)	214,570	12	3 extension while commissioning		Public Health	Community Safety	Tom Scanlon
1445	Independent Sexual Violence Advisor (ISVA) Services	66,666	11	3 extension while commissioning		Public Health	Community Safety	Tom Scanlon
1430	Stop Smoking Contract Extension	186,000	11	1 extension while re-tender		Public Health	Health Development Specialist	Tom Scanlon
Public Health Total		467,236						

Project title: Equality (£45K) & SNAP-ITS (£45k) projects for Young People

Date:	13/04/15	Supplier:	Allsorts, BME Young People, Extratime and Safety Net (SNAP-ITS interventions)
i.d.:	CP 81	Value:	90,000
Duration:	6 months	Strategic area:	Youth

Description

Equality projects in youth services

Reason summary

Want to award funding agreements directly to incumbents for up to 12 months. Youth services currently under review till Oct. Current arrangements are being reviewed for vfm. Review shd create prospectus for youth contracts by Oct 15, and implementation by 1 April 2016.

Reason category	3	Officer:	Chris Parfitt
CSO waived:	11		

Project title: Independent Mediation

Date:	23/04/15	Supplier:	BHIMS (Brighton & Hove Independent Mediation Service)
i.d.:	CP 82	Value:	15,000
Duration:	1 year	Strategic area:	Tenancy Services

Description

Mediation service for council tenancy enforcement officers and housing tenants by not-for-profit organisation which the council accommodates at Ecclesden

Reason summary

Service is excellent; cost compares favourably with other local quotes obtained. Want to renew for a year while continuing to review.

Reason category	3	Officer:	Rachel Chasseaud
CSO waived:	10		

Project title: Model evaluation for Early Help interventions

Date:	27/04/15	Supplier:	Sussex University School of Psychology
i.d.:	CP 83	Value:	54,000
Duration:	2 months	Strategic area:	Childcare Quality

Description

Sussex University's intervention assessment model built in to the Stronger Families programme. Already trialled in Beating the Odds project for 10 months - has vfm (value for money) advantages as there's a cap on cost per day

Reason summary

Early intervention is the key to delivering the Children's Services value for money programme. There may be other assessment models, but we know that this one works very well for us. It will be designed so that BHCC can continue to deliver the service in-house.

Reason category	3,5	Officer:	Sarah Columbo
CSO waived:	11		

Project title: Atrium asset management system

Date:	29/04/15	Supplier:	Atrium
i.d.:	CP 84	Value:	60,000
Duration:	3 years	Strategic area:	Property Support

Description

The council's new asset management software system, purchased through a framework. Seeking a waiver to leave the framework and deal with Atrium direct

Reason summary

The framework is not benefitting the council (two years in), though Atrium's system is good. We want to leave and deal with Atrium directly, on better terms for the council. This option would secure better vfm than either staying with the framework or re-tendering.

Reason category	4	Officer:	Andrew Batchelor
CSO waived:	11		

Project title: RISE service for LGBT survivors

Date:	13/05/15	Supplier:	Rise
i.d.:	CP 85	Value:	100,000
Duration:	13 months	Strategic area:	

Description

Accommodation and resettlement support for LGBT (Lesbian Gay Bisexual & Transgender) survivors of DVA (domestic violence and abuse) – a 15 month pilot with DCLG (Department for Communities & Local Government) £100k grant funding.

Reason summary

The application for funding required identified partners as part of the bid – and Rise are already providing refuge accommodation and specialist LGBT support locally.. RISE as the current provider meet quality & delivery standards. This is a time-limited pilot for an innovative delivery model – a procurement process would not give best value.

Reason category 3 Officer: James Rowland
CSO waived: 12

Project title: Grand Parade Emergency Accommodation

Date:	19/05/15	Supplier:	Baron Homes
i.d.:	CP 86	Value:	59,150
Duration:	Approx. 2 months	Strategic area:	Temporary Accommodation & Allocations

Description

Extension of existing Emergency Accommodation contract for 17-19 Grand Parade BN2 9QB for approximately two months to allow current tender to complete

Reason summary

Emergency Accommodation contract is currently being tendered – we need two months grace to ensure alternative arrangements for current tenants should this contractor be unsuccessful or not bid. VFM: units cost = £27.78 per night, most of which can be reclaimed via Housing Benefit. Alternative would be to place displaced tenants in hotels at average cost of £60 per night which is often net cost due to difficulties in establishing a benefits claim

Reason category 9 Officer: Alan Davis
CSO waived: 11

Project title: Percival Terrace Emergency Accommodation

Date:	19/05/15	Supplier:	Helgor Trading
i.d.:	CP 87	Value:	73,500
Duration:	Approx. 2 months	Strategic area:	Temporary Accommodation & Allocations

Description

Extension of existing EA contract for 3-5 Percival Terrace for 7 weeks to allow current tender to complete

Reason summary

Emergency Accommodation contract is currently being tendered – we need seven weeks grace to ensure alternative arrangements for current tenants should this contractor be unsuccessful or not bid. VFM: units cost = £27.78 per night, most of which can be reclaimed via Housing Benefit. Alternative would be to place displaced tenants in hotels at average cost of £60 per night which is often net cost due to difficulties in establishing a benefits claim

Reason category 9

Officer: Alan Davis

CSO waived: 11

Project title: Lower Rock Garden Emergency Accommodation

Date:	19/05/15	Supplier:	Lincar Investments
i.d.:	CP 88	Value:	50,200
Duration:	Approx. 2 months	Strategic area:	Temporary Accommodation & Allocations

Description

Extension of existing EA contract for 4-5 Lower Rock Gardens for 2 months to allow current tender to complete

Reason summary

Emergency Accommodation contract is currently being tendered – we need two months grace to ensure alternative arrangements for current tenants should this contractor be unsuccessful or not bid. VFM: units cost = £27.78 per night, most of which can be reclaimed via Housing Benefit. Alternative would be to place displaced tenants in hotels at average cost of £60 per night which is often net cost due to difficulties in establishing a benefits claim

Reason category 9

Officer: Alan Davis

CSO waived: 11

Project title: Davigdor Rd Emergency Accommodation

Date:	19/05/15	Supplier:	Smile2Live
i.d.:	CP 89	Value:	60,840
Duration:	Approx. 2 months	Strategic area:	Temporary Accommodation & Allocations

Description

Extension of existing EA contract for The Happy Cell (Smile2Live at 121-123 Davigdor Road BN3 1RE) for 2 months to allow current tender to complete

Reason summary

Emergency Accommodation contract is currently being tendered – we need two months grace to ensure alternative arrangements for current

tenants should this contractor be unsuccessful or not bid. VFM: units cost = £27.78 per night, most of which can be reclaimed via Housing Benefit. Alternative would be to place displaced tenants in hotels at average cost of £60 per night which is often net cost due to difficulties in establishing a benefits claim

Reason category 9 Officer: Alan Davis
CSO waived: 11

Project title: Brunswick Terrace Emergency Accommodation

Date:	19/05/15	Supplier:	Baron Homes
i.d.:	CP 90	Value:	30,420
Duration:	Approx. 2 months	Strategic area:	Temporary Accommodation & Allocations

Description

Extension of existing EA contract for 68 Brunswick Terrace BN3 1NB for 2 months to allow current tender to complete

Reason summary

Emergency Accommodation contract is currently being tendered – we need two months grace to ensure alternative arrangements for current tenants should this contractor be unsuccessful or not bid. VFM: units cost = £27.78 per night, most of which can be reclaimed via Housing Benefit. Alternative would be to place displaced tenants in hotels at average cost of £60 per night which is often net cost due to difficulties in establishing a benefits claim

Reason category 9 Officer: Alan Davis
CSO waived: 11

Project title: Traffic Control Maintenance

Date:	19/05/15	Supplier:	Siemens
i.d.:	CP 91	Value:	302,250
Duration:	13 months	Strategic area:	Transport Asset & Network Management

Description

Extension of existing traffic signals and controller maintenance contract for 13 months to allow work on a future collaborative solution with ESCC (East Sussex County Council)

Reason summary

In the development stage of a collaborative working arrangement w/ ESCC - possible shared service agreement or framework. Discussions have taken longer than expected, and an ESSC decision-making delay meant that no tender begun in time. The service must be extended to ensure business continuity for Brighton & Hove. Discussions with ESCC are to be concluded shortly and a tender for the new contract due to start within the next 3 months (approx). A Contract Modification notice has been submitted to OJEU (Official Journal of the European Union)

Reason category 3
CSO waived: 12

Officer: Jeff Elliot

Project title: Inclusive children's clubs & holiday scheme

Date:	20/05/15	Supplier:	Extratime Ltd (£86373); YMCA Downslink (£254270); BHIP (£17524)
i.d.:	CP 92	Value:	358,167
Duration:	18 months	Strategic area:	Child Development & Disability

Description

Inclusive weekend youth club (13-19); inclusive after school clubs (Hillside & Woodingdean) plus holiday play schemes and Inclusive holiday youth scheme (Crew Club & YMCA). Seeking 18 month extension of existing provisions pending service review, and to allow formal tender

Reason summary

Review of SEND Provision & Services plus further proposals to be put to Joint Children & Young People Committee summer term 2015. Likely to have major impact on services to be commissioned so formal procurement not a good use of resources at this time - will start as soon as the Committee has reached a decision. VFM: Full review of current specification and funding has been carried out and savings identified for the waiver period. Will be monitored by Contracts & Performance Manager supported by CP.

Reason category 3
CSO waived: 12

Officer: Vanessa Barnard

Project title: Counselling, Advocacy and Family Support

Date:	20/05/15	Supplier:	Impact Initiatives (£28,500); Mind in Brighton & Hove (£41,139); Safety net Ltd (£60,209) and YMCA Downslink Group (£72,900)
i.d.:	CP 93	Value:	203,003
Duration:	18 months	Strategic area:	Child Development & Disability

Description

Counselling service; advocacy service; three posts of Family Support Workers in Community CAMHS team focussing on early intervention work. Seeking 18 month extension of provision pending service review and to allow formal tender.

Reason summary

Review of SEND Provision & Services plus further proposals to be put to Joint Children & Young People Committee summer term 2015. Likely to have major impact on services to be commissioned so formal procurement not a good use of resources at this time - will start as soon as the Committee has reached a decision. VFM: Full review of current specification and funding has been carried out and savings identified for the waiver period. Will be monitored by Contracts & Performance Manager supported by CP.

Reason category 3
Officer: Vanessa Barnard

CSO waived: 12

Project title: Multi Operator Bus Ticketing

Date:	11/06/15	Supplier:	Brighton & Hove Bus and Coach Company
i.d.:	CP 94	Value:	90,000
Duration:	2 years 4 months	Strategic area:	Sustainable Transport

Description

Opening up Go-Ahead (B&H Buses parent co) ITSO smart card system to The Big Lemon and Compass Travel. Many benefits to bus users. Set up cost: £90k. Department of Transport (Dft) £71k grant plus £20k from council's Bus Service Operators Grant - also from DfT. No future financial commitment for the council. Logical to direct award to B&H Buses rather than run a tender - they are the main bus provider for Brighton & Hove and they have smart ticketing infrastructure & knowledge in place. Also allows speedier implementation - time constraints with funding

Reason summary

Grant funded extension of service to disadvantaged areas and supported bus routes - awarded to existing provider for systems compatibility, saving money and time compared to tender process and avoiding costs and risks that would be inherent in any implementation by a third party

Reason category	4	Officer:	Emma Sheridan
CSO waived:	12		

Project title: School bus 72 to Longhill School Rottingdean: Schedule 9814

Date:	30/06/15	Supplier:	Brighton & Hove Bus and Coach Company
i.d.:	CP 95	Value:	45,000
Duration:	6 + 4 months	Strategic area:	School Transport

Description

Return journey Whitehawk-Longhill, double-decker on schooldays

Reason summary

Review of bus services to schools shortly to start, so short contract needed (2 terms + 1) to give flexibility to implement changes. No other operator interested. Have negotiated a reduction in price per pupil for Key Card (scholar bus pass).

Reason category	4	Officer:	Wendy Ellis-Martin
CSO waived:	11		

Project title: School bus 72 to Longhill School Rottingdean: Schedule 9817

Date:	30/06/15	Supplier:	Brighton & Hove Bus and Coach Company
i.d.:	CP 96	Value:	45,000
Duration:	6 + 4 months	Strategic area:	School Transport

Description

Return journey Whitehawk-Longhill, double-decker on schooldays

Reason summary

Review of bus services to schools shortly to start, so short contract needed (2 terms + 1) to give flexibility to implement changes. No other operator interested. Have negotiated a reduction in price per pupil for Key Card (scholar bus pass).

Reason category	4	Officer:	Wendy Ellis-Martin
CSO waived:	11		

Project title: Fashion Africa Community Engagement Facilitator

Date:	30/06/15	Supplier:	Sarah Naomi Lee
i.d.:	CP 97	Value:	9,000
Duration:	36 days	Strategic area:	Libraries & Museums

Description

Community engagement work relating to a forthcoming temporary exhibition at Brighton Museum & Art Gallery (Fashion Cities Africa) and museum collection project. Includes leading a community engagement initiative and advising on the development and delivery of a volunteer project and training programme aimed at building capacity and a sense of cultural ownership amongst members of BME communities

Reason summary

The success of this piece of work depends upon expert knowledge of BME communities in the B&H area and their heritage needs. Sarah Naomi Lee has worked on heritage projects with BME communities for many years, including as treasurer of Black Brighton Project and also undertakes consultancy work for the Heritage Lottery Fund. Her expertise is unique in the city and her involvement in the project will ensure high levels of participation by members of BME communities in the project activities and that activities are specifically tailored to identified skills gaps. Day rate of £250 is standard for this sector.

Reason category	5	Officer:	
CSO waived:	10		

Project title: Royal Pavilion Estate Capital Project Phase 1

Date:	06/06/2015	Supplier:	Perfect Moment
i.d.:	CP 98	Value:	20,000

Duration:	3 months approx	Strategic area:	City Regeneration

Description

Comprehensive review of RPE Capital Project Phase 1 Brighton Dome draft business plan to fulfil HLF Round 2 bid requirements

Reason summary

Bid for funding round 2 - deadline October for comprehensive review of draft business plan submitted in round 1. Perfect Moment prepared this and has been involved with the project for four years. There would be cost and time implications involved in tendering for a new contractor and bringing them up to speed.

Reason category	2,5	Officer:	Richard Davies
CSO waived:	10		

Project title: Royal Pavilion Estate Capital Project Phase 1

Date:	06/06/2015	Supplier:	Feilden Clegg Bradley Studios
i.d.:	CP 99	Value:	20,000
Duration:	3 months approx	Strategic area:	City Regeneration

Description

Preparation of Conservation Plan for the RPE Capital Project Phase 1 Brighton Dome to fulfil HLF Round 2 bid requirements

Reason summary

Bid for funding round 2 - deadline October for comprehensive review of draft business plan submitted in round 1. FCBS prepared some of the required information for the Conservation Plan as part of their previous commission for design and planning submission for the scheme. Engaging them to re-use their previous work and extensive knowledge will save time and cost. A previous informal estimate for the preparation of a Conservation Plan was for £30-40k.

Reason category	5,6	Officer:	Richard Davies
CSO waived:	10		

Project title: Royal Society for Public Health Accredited Health Improvement Training courses

Date:	06/06/15	Supplier:	Lauren Deighton Consulting; Liz Dean Consultancy
i.d.:	CP 100	Value:	19,000
Duration:	8 months	Strategic area:	Public Health Commissioning

Description

RSPH accredited courses: Award in Health Awareness; Understanding Health Improvement; Understanding Behaviour Change. Initial program ran til Dec 15, we are seeking extension of these popular effective and underpinning health training courses.

Reason summary

The courses are administered (and funded separately) by the Workforce Development Team. The contracts have differing end points so we seek to combine the contracts and align the end dates to 31 March 2016. This will provide a solid period for the courses to run and the evaluation due in June 2015 will inform the options going forward from 1/04/15. Current trainers responded to ITQ in 2014 and are delivering 3 of our public courses. Seeking contract extension to continue popular & effective courses till March 31 2016. Evaluation in June 2015 to decide options going forward from 01/04/16.

Reason category 4 Officer: Becky Woodiwiss
CSO waived: 10

Project title: WiSE specialist services for children and young people

Date:	06/06/15	Supplier:	WiSE (What is Sexual Exploitation)
i.d.:	CP 101	Value:	30,000
Duration:	1 year	Strategic area:	Children's Health, Safeguarding & Care

Description

WiSE (What is Sexual Exploitation) is part of the Downslink YMCA group and works with 13-25 year olds who have experienced, are experiencing, or are at risk of sexual exploitation

Reason summary

£10, 000 p.a. x 3 yr Children's Services funding was agreed as part of Comic Relief funding. Waiver is required to increase this to £30k for 2015-16 to fund the current 22hr a week part-time worker. Sussex Police funding has been withdrawn for 14/15. Plan to join with Sussex Police and E & W SCC to commission a joint specialist CSE & Independent Return Interview service from 16/17. This should result in a more robust and better resourced provision being available to the children and young people.

Reason category 3 Officer: Deborah Austin
CSO waived: 11

Project title: Refuse collection vehicle purchase

Date:	09/07/15	Supplier:	DT Green
i.d.:	CP 102	Value:	75,058
Duration:	One-off purchase	Strategic area:	Fleet

Description

One second-hand, 7.5k refuse collection vehicle. Registered early this year, low mileage, with Euro Six engine and to our specification. 3

years full warranty, for delivery in early August 2015

Reason summary

There is a cashable saving of £34,866, lifecycle costing. Second-hand refuse collection vehicles in this condition (ex demo model) are rarely available. Long lead times for purchase of new vehicle of same spec (26 weeks). This vehicle we can have by early August 2015 which will save on hire costs of £600p.w.

Reason category 4 Officer: Dennis Rimmington
CSO waived: 12

Project title: Council Tax and Business Rates Bill Printing

Date:	09/07/15	Supplier:	Computastat
i.d.:	CP 103	Value:	110,000
Duration:	2 years	Strategic area:	Revenues & Benefits

Description

Council Tax and Business Rates bill printing: Council Tax Reduction notices and matching into one envelope where appropriate

Reason summary

The work is complex and full-on from December to April - not enough resources to scope out a specification and go to market at a time of change and welfare reform. Computastat give us a very good bespoke service with fixed unit costs since Nov 2008. We will scope and aim to tender this services in 2017 in time for a 2018 start.

Reason category 3 Officer: Nicky Donaldson-Alldis
CSO waived: 12

Project title: EasyLink & related Bus services

Date:	15/07/15	Supplier:	Community Transport (CT) Brighton, Hove & area
i.d.:	CP 104	Value:	107,000
Duration:	7 + 5 months	Strategic area:	Integrated Client Transport

Description

Accessible, safe and affordable transport for community groups, voluntary sector organisations and individuals with mobility difficulties.

Reason summary

This is the only community transport provider of this type licensed in B&H area so tendering may well not be effective use of council resources. Also we need to establish a formal contract asap so believe that best vfm will be achieved through direct negotiation with CT. The current

rolling contractual arrangement has not been reviewed for 7 years. Have now been reviewed and BHCC has secured 'in principle' agreement w CT to make significant savings in the 15/16 financial year compared to current costs. Will also increase efficiency by co-commissioning with the CCG (Clinical Commissioning Group). Net reduction of £70,500 in cost for this year. End date of Mar 16 + 5 month extension will give CCG and the council time to review community transport in the city overall and decide on future policy and funding, and market test with a view to start new arrangements between Apr - Sep 16. Alternatively, may decide to cease funding this service.

Reason category 4 Officer: Richard Denyer-Bewick
CSO waived: 12

Project title: Free Swimming - Freedom Leisure

Date:	29/07/15	Supplier:	Freedom Leisure
i.d.:	CP 105	Value:	324,000
Duration:	3 years	Strategic area:	Sports Facilities

Description

Variation of the contract with Freedom Leisure to enable the continuation of the free swimming for young people

Reason summary

Existing contractor best (and only contractor) placed to continue providing the current free swimming service

Reason category 4 Officer: Toby Kingsbury
CSO waived: 12

Project title: Early Help Family Coach for City Centre Schools

Date:	23/08/15	Supplier:	City Centre Partnership for Education
i.d.:	CP 106	Value:	£37,000
CSO waived:	11	Strategic area:	CS – Childcare Quality

Description

Supply of funding to ensure the continuity of 2 SO1/2 posts for one year to deliver whole family working for SFSC eligible families in Hove area where there is persistent absence.

Reason summary

CCPE already providing service, built up trusting relationships with schools and families. Part funded via schools.

Reason category

Award with no tender; Specialist

Project title: Early Help Coordinators Safety Net

Date:	23/08/15	Supplier:	Safety Net
i.d.:	CP107	Value:	£74,000
CSO waived:	11	Strategic area:	CS – Childcare Quality

Description

Supply of funding to ensure the continuity of 2 SO1/2 posts for 1 year to deliver whole family working for SFSC eligible families in Hove area where there is persistent absence.

Reason summary

Enables vital service of Early Help Safety Net coordinators to continue. Funding underpins the running costs of over all of the SFSC programme. Looking to move to income generated funding after this one-off payment

Reason category

Award with no tender; Specialist

Project title: Health Improvement (Gypsies & Travellers)

Date:	01/09/2015	Supplier:	Friends, Families & Travellers (FFT)
i.d.:	CP 108	Value:	£12,000
CSO waived:	11	Strategic area:	PH Commissioning

Description

Outreach service to develop health awareness, health promoting skills and health improvement in B&H Gypsy and Traveller communities. Part-funded by Public Health

Reason summary

Current pilot health improvement results v positive - want to continue and expand service. Seeking waiver to award directly to FFT as they are accepted and trusted locally. Will also allow time for discussions.

Reason category

Award with no tender; contractor

Project title: Public Health Library & Health Promotion Resources Service

Date:	01/09/2015	Supplier:	Brighton & Sussex Uni Hospitals (BSUH) Library & Knowledge Service
i.d.:	CP109	Value:	£177,500
CSO waived:	12	Strategic area:	PH Commissioning

Description

A public health intelligence service (Specialist Librarian) for the PH Directorate (based in KH). A Health Promotion resource service to support the city's wider workforce involved in health and wellbeing.

Reason summary

Extension of current contract – the information service (which informs planning, policies and commissioning can only be provided by BSUH library and knowledge service. The shared base at the RSCH Postgraduate Medical Library accommodates the storage and processing of the Health Promotion Resources Service. Redevelopment of the service specification will provide better vfm by combining the two current contracts and the work being delivered at a senior specialist level.

Reason category Award with no tender;
specialist

Project title: Sussex Homemove Interim Contract

Date:	01/09/2015	Supplier:	Locata Housing Services
i.d.:	CP110	Value:	£ 434,714
CSO waived:	12, 16.3	Strategic area:	Housing Strategy

Description

BHCC is programme lead for a pan-Sussex Choice-based Lettings (CBL) scheme (11 LAs, 4 registered providers). BHCC has an ICT platform contract with Locata Housing Services. Scheme members gain access to the ICT platform through a partnership scheme protocol for the Sussex Homemove partnership.

Reason summary

Seeking an interim two year contract pending full re-tender on legal advice. Re-tender may entail change of system – requires extensive planning. Cost & operational implications for a re-tender without complete re-assessment, market testing & planning. Services provided: advertising & letting social housing; mutual exchange support; Homelessness Prevention & Advice service; Letstart support; Review Manager.

Reason category

Award with no tender; specialist

Project title: Gas Servicing, Maintenance & Repairs

Date:	02/09/15	Suppliers:	British Gas t/a PH Jones, Mears Ltd

i.d.:	CP111	Value:	£ 1,833,333
CSO waived:	9, 16.3	Strategic area:	Housing Partnering & Performance

Description

Gas servicing, maintenance, repairs & installations for the Housing Revenue Account (HRA) properties owned by BHCC

Reason summary

Procurement for new contract is due to be completed mid December 2015. Do not want to award in midwinter: this service is part of councils statutory landlord duty, demand increases in the winter, there will be transfer of staff and new premises set up, so extension requested to 01/02/15

Reason category

Other: extension of contract

Project title: SAP Business Objects products & services

Date:	10/09/2015	Supplier:	SAP (thro iTelligence - SAP business partner and reseller)
i.d.:	CP112	Value:	£346,795
CSO waived:	12	Strategic area:	ICT

Description

Software licences and support with bundled training and professional services for implementation

Reason summary

SAP Compliance indicated that the council were non-compliant in our licensing position and that becoming compliant would cost us £1.25 million (including 5 years back pay). The council has negotiated with them and instead of pursuing a legal solution they have offered us the 'opportunity' to buy into a new compliant licensing agreement covering both our existing needs including our upgrade to X1 r4 and other strategic 'aspirational' areas. This is at an initial price of £250,000 for licensing and an increase in annual maintenance from £41k to £96k.

Reason category

Award with no tender; supplier

Project title: University Chlamydia Screening & CASH Service

Date:	14/09/15	Supplier:	Brighton University Students Union
i.d.:	CP113	Value:	£30,000

CSO waived:	11	Strategic area:	PH Commissioning: Health Promotion

Description

Targeted interventions to promote good sexual health among students at Unis of Brighton and Sussex, increasing knowledge, awareness and skills, timely access to testing and treatment and resources

Reason summary

Due to admin error this contract was not reviewed when it came to the LA from PCT. Other sexual health promotion and HIV prevention contracts were reviewed and will run till 31/03/16, when council will go out to market for full range of future sexual health promotion & HIV prevention. BSU is well acknowledged and trusted provider, best placed to target student population on and off campus. Seeking waiver to extend to bring in line with other contracts for full review.

Reason category

Award with no tender; contractor

Project title: Performance and Risk Management System

Date:	14/09/15	Supplier:	CAMs Management Solutions
i.d.:	CP114	Value:	£61,812
CSO waived:	11	Strategic area:	Performance Improvement & Programmes

Description

CAMs Management Solutions provide Interplan, the councils performance & risk m't system; it was purchased after a competitive process in 2009; it is externally hosted. Interplan provides: performance indicator (KPI) design, data capture and reporting functionality at Corporate and Directorate levels; business planning tools including action and task progress capture against Directorate/Service plans; risk management process design, progress captures and reporting. Is used across council by c. 350 users. It drives corporate performance reporting to senior management, ELT, members and Audit & Standards Committee.

Reason summary

Extending contract for a further 3 years from 2017 to 2020 is believed to provide vfm because:

1. CAMS unit cost is similar to that of the 2 other organisations capable of delivering similar functionality and we have negotiated this figure down for direct purchase.
2. We already use this, staff familiar, no training costs and positive feedback from users.
3. CAMs have offered incentives including reduced cost; they are familiar with our requirements and culture.
4. CAMs have consistently upgraded Interplan to keep pace with developments in this area and are committed to four software releases a year (2 major upgrades and 2 minor fixes) It is therefore not cost effective to tender for this software as it would incur unnecessary costs and involve extensive officer resources.

Reason category

Award with no tender; supplier

Project title: Brighton & Hove Community Health Fund – retrospective waiver

Date:	14/09/15	Supplier:	Brighton & Hove Community Health Fund
i.d.:	CP115	Value:	£60,000
CSO waived:	11	Strategic area:	PH Commissioning

Description

A small grant investment programme for health focussed community projects and activities. Delivered by a partnership between Sussex Community Foundation and Community Works, it includes development support to the groups, a citizen's decision making panel and evaluation of the impact of the initiatives.

Reason summary

This CHF programme represents good vfm: Sussex Community Foundation match funds this by a quarter (sic) from legacies, bequests and benevolent funds; the development support invested into this Programme helps build community capacity, knowledge and skills amongst the small organisations and the provider is able to link projects and activities into other city initiatives for communities of interest, place and identity. The contract assures that the larger proportion of the funding goes directly to community groups. The waiver seeks to extend this contract from 1 May 2015 to 31 March 2016. Commissioning options will be considered in light of the annual evaluations and Council Community & Third Sector Commissioning Prospectus

Reason category

Award with no tender; supplier

Project title: Disabled Access Equipment

Date:	18/09/15	Supplier:	Southern Mobility Services
i.d.:	CP116	Value:	£13,340p.a.
CSO waived:	11	Strategic area:	Facilities & Building Services

Description

To maintain and service all disabled access equipment installed within Social Care premises, including bath and bed personnel hoists, stair lifts and hoists

Reason summary

This work was included in the Corporate lift and hoist service and maintenance contract. The contract is being novated from Universal Lifts to Classic lifts following a merger. The work does not fit with Classic.s core service and the approached us to omit it from the contract; they would

reduce their contract value by £60k p.a. We have negotiated with a local company who used to hold the social care contract prior to the rationalisation of contracts in 2013. They will carry out our specification requirements for £13,340 p.a. giving a saving in this current financial year of £19,882.30 and £30,581 for each of the full financial years 16/17 and 17/18.

Reason category

Award with no tender; Specialist

Project title: Cityclean radio system

Date:	01/10/2015	Supplier:	Comcir
i.d.:	CP117	Value:	£43,644
Duration:	1 Oct 2015 for 1 year	Strategic area:	Cityclean

Description

Provision and maintenance of a fixed and mobile radio system across Brighton & Hove for City Clean and Emergencies & Resilience teams

Reason summary

Following a tender for a new contract to provide a digital radio system the contract was found to be unworkable due to technical and ICT issues, so was not awarded. An extension with the current provider for 12 months at a reduced rate was negotiated, giving a saving of £36,156 over the old contract, and giving time for the technical issues to be resolved.

Reason category 4

Officer: Mike Moon

CSO waived: 11

Project title: Client Transport Scheduling software

Date:	02/10/2015	Supplier:	Trapeze & ESCC
i.d.:	CP117	Value:	£59,000
Duration:	8 Nov 2015 for 1 year	Strategic area:	ASC

Description

ICT Partnership/SLA with ESCC to gain access to their client transport scheduling software instead of going out to procure. This software will support Business Process Improvement within the newly formed Integrated Client Transport Unit (ICTU) allowing centralization and streamlining of client transport.

Reason summary

This has been subject of comprehensive study by Programme Management Board and consultancy by Ernst & Young. Recommendation is to go with one-off payment to Trapeze and rolling SLA of £6k pa with ESCC for maintenance. Advantages: leaves council in position to outsource if necessary, not tied in to 3 yr contract. Much cheaper (about 65%) than purchasing software outright and implementing. While a competitor (Mobisoft) did offer an outright purchase at £55k, that seemed an unfeasibly low price and would tie the council into at least 3 years contract. This will be approved (or cancelled) at the Corporate Modernisation Governance Board on 6 Nov. If approved, the contract will be signed on 6 Nov to commence on 8 Nov. There will be a phased delivery of initial software installation & training to be completed by 30/04/16. If not approved, it will be mothballed indefinitely.

Reason category 3,4

Officer:

Richard Denyer-Bewick

CSO waived: 11

Project title: Resource Allocation System (RAS)

Date: 02/11/2015

Supplier:

FACE Recording and Measurement Systems

i.d.: CP 119

Value:

£53,850

Duration: 1 year pilot + 2 yrs extn

Strategic area:

Children's Development & Disability Service

Description: Provision of an electronic Resource Allocation System (RAS) and related Child and Young Person's Needs Profile. Will be used to support assessment and resource allocation for children and young people

Reason summary

Direct award pending approval for one pilot year plus extension up to 2 years if successful. Further market assessment and benchmarking will be done during contract.

Reasons:

1. Market assessment indicates this product most suitable for council's needs
2. Supplier is providing a discount on standard terms of £31,150 over a three-year period as the council also uses the Adult Services RAS
3. Knowledge sharing between AS and CS should reduce cost of support and training
4. Allows easy data transfer from CS to AS and will aid planning & assessment of adults' eligibility;
5. Councils using the FACE RAS have reported that its use has enabled them to make substantial savings
6. Councils participating in the FACE CS RAS programme will be part of a collaborating group that co-develops a common approach to resource allocation and assessment for CS; FACE tools are accredited by DoHealth.

Reason category 3

Officer: Jenny Brickell

CSO waived: 11

Project title: High Risk Offenders supported accommodation

Date:	09/11/15	Supplier:	CRI High Risk Offenders Service
i.d.:	CP 120	Value:	£100,000
Duration:	2 years	Strategic area:	Adults Assessment – Housing Support

Description: Service users are referred by Probation Service after long prison sentences. Small (6 unit) supported housing provision for males considered to pose high risk to the public. The service also offers clinical supervision to staff and specialist training. Currently costs £60,000 pa.

Reason summary

This service is the only one of its type in the city, and highly valued by the Probation Service, part of a network of similar houses across Sussex all of which are managed by CRI. Thus house is able to run a reciprocal arrangement with the other houses ensuring that local offenders who are unable to be placed in the city are placed in other services.

Unlikely any alternative provider would want to bid for this given budget reduction and challenge of sourcing new accommodation.

Many risks associated with moving to less experienced provider. Risk of challenge v. low.

VFM: an agreement with Probation Service to provide a number of staff to the service three days a week means costs will be reduced.

Probation Service have also offered specialist training. Expected that price can be negotiated down below £50pa and provide vfm while maintaining a vital and unique service to the city. During waiver period will investigate with Probation Service and other Sussex authorities the possibility of a joint procurement plan to provide economies of scale and tackle the issues of a small scale service.

Reason category 4 **Officer:** Jenny Knight

CSO waived: 10

Project title: Greenways Guest House - supported accommodation for vulnerable young people

Date:	10/11/2015	Supplier:	Greenways Guest House
i.d.:	CP 121	Value:	£216,537
Duration:	20 months	Strategic area:	Children's' Health Safeguarding & Care

Description Greenways Guest House has been providing spot accommodation placements with support for vulnerable young people 16-18 years old to enable them to move on to more appropriate accommodation.

Reason summary

We are getting good vfm with this service which has been operating on a spot purchase basis since April 2012. The rental rates have been favourably benchmarked with all comparable supported housing providers in B&H. The individual support to young people placed has been of a consistently high quality. The client group for this service consists of very hard to place young people who have not been able to engage or progress in other more costly care settings. This is a very effective service for a vulnerable client group. A longer term contractual arrangement is required as the provider needs more certainty to ensure that she remains in this business.

Estimated spend includes accommodation, support, insurance and repairs for 20 months plus cost of CCTV installation.

The council is participating in a regional project with SE authorities to explore joint procurement of social care and SEN placements. The scope of the projects, and whether this will include post-16-years supported accom is still under discussion. The procurement of this service will either form part of this regional project or will be tendered separately in 2016.

Reason category 3
CSO waived: 12

Officer: Juliet Beach, Dermot Anketell

Project title: 55 Drove Road – Building works

Date:	10/11/2015	Supplier:	Fowlers Building Contractors Ltd
i.d.:	CP122	Value:	£95,000
Duration:	6 weeks	Strategic area:	Education Capital Strategy

Description 55 Drove Road is a care home for children and young people with SEN & Disability. Building work is required to adapt office and outreach space on the ground floor to living space. This is to be allocated initially to a very challenging young person with the intention that it can be used for other young people in the future.

Reason summary

This young person kicked another resident and staff consider there is a real risk of them continuing this behaviour, putting other residents at risk. To address the H&S and safeguarding issues the person needs to move out of the respite suite. Two options were considered: to place the young person out of the city (very expensive & disruptive to young person) or to undertake the works to enable them to stay at Drove Road but not in the respite suite. The best solution was to do the works, keep the young person at Drove Road and attending Downs View Link College, and hopefully prevent further deterioration of behaviour.

This needs to happen urgently: we propose a negotiation with local contractor against a specification and drawings. This contractor who has recently completed a refurbishment at the property is familiar with the building, the staff and the young person and fully understand the challenges raised by working in this environment.

A quantity surveyor will assist and enable us to demonstrate the achievement of best value. These works are of utmost urgency, and a waiver is sought to enable us by using a negotiated open book approach with a preferred supplier to reduce the time. The works will also enable

further savings by enabling us to bring children back into the city from expensive out-of-city placements. The priced contract docs are being checked by a cost consultant to ensure best vfm.

Reason category 3 Officer: Gillian Churchill
CSO waived: 12

Project title: B&H Syrian Vulnerable Person's Resettlement Programme Integration Support

Date:	11/11/2015	Supplier:	Brighton Voices in Exile (BVIE)
i.d.:	CP 123	Value:	£50,000
Duration:	11/11/15 – 31/12/16	Strategic area:	PH – Cohesion Team

Description Provision of reception arrangements and 12 month integration support for beneficiaries of the programme coming to Brighton & Hove during phase one (arrivals on 2/12/2015)

Reason summary

The council is working to accept a number of families on this resettlement programme and would like to use part of the sum allocated by the Home Office per family to procure the services of Brighton Voices in Exile (BVIE) to provide integration support as well as administering other costs (e.g. furnishing of properties, payments to beneficiaries etc). They are the only local agency with the experience and capacity to provide this specialist support, having a decade of working with refugees, asylum seekers and other vulnerable migrants in Brighton & Hove, including people from war zones like Syria. None of the larger NGOs with this kind of field experience have offices or staff in the area.

We believe that BVIE represent the best vfm as there will be no start-up costs, we already have a working relationship with them, and they can harness considerable community and voluntary resources to assist refugees on the scheme through their connection with Christian churches and other faith communities.

We need to set up a contract with BVIE imminently as the first three households are expected to arrive on 2 December. We may receive more households over the coming 2-3 years and could vary the contract if this happens.

Reason category 4,5,8 Officer: Lucy Bryson
CSO waived: 11

Project title: | Highways Promotions

Date:	16/11/2015	Supplier:	Brighton Business Forum

i.d.:	CP124	Value:	Concession up to £75k income p.a.
Duration:	3 year contract	Strategic area:	City Regeneration

Description Licences are currently issued for promotion of products and services on designated street sites in the city centre. A significant number of companies wish to promote their businesses through stalls etc but the process of applying for Promotion Licences is considered cumbersome. We seek to ease the process for businesses by appointing an intermediary organisation to liaise with and secure licences from the council (though they may charge a small fee for this service). 100% of the profits from this are to be ploughed back into activities that support the economic development of Brighton & Hove (the council itself is not allowed to make a profit from granting licences). The council wishes to confer a concession to the successful tenderer Brighton Business Forum giving them responsibility for the management of Highways Promotions on: New Road, Duke St, Ship St (top only), and George Street.

Reason summary

This concession services was tendered via the EU-Supply tender portal, plus alerts to the B&H Chamber of Commerce and the Brighton Business Forum. Only one tender was received, from the Business Forum. The Economic Development Manager Cheryl Finella and the Highways Enforcement Manager David Fisher met to consider the tender and agreed that the tender met the requirements of the Concession.

Reason category 1 Officer: Gillian Churchill
CSO waived: 10

Project title: Royal Pavilion Web Tickets

Date:	16/11/2015	Supplier:	Web Ticket Manager (WTM)
i.d.:	CP125	Value:	£2,000 p.a. estimated
Duration:	Rolling contract	Strategic area:	Education Capital Strategy

Description The Royal Pavilion & Museums would like to sell admission tickets via the Visit Brighton website. WTM will also provide this service for other destinations in the city as part of a one-stop-shop for the website. WTM charges an all inclusive fee of 12% of the ticket price; paying over the remainder to us on a monthly basis. We can cancel with 30 days notice at any time.

Reason summary

The Royal Pavilion is under pressure to increase income and visitor numbers, so opening up an additional sales channel via the Visit Brighton website would make a useful contribution. WTM provides that channel for all attractions in the city and we would not be able to appoint an alternative company to sell tickets on that site.

Reason category 4 Officer: Abigail Thomas

CSO waived: 10

Project title: Literacy & Numeracy Support Service

Date:	01/12/2015	Supplier:	Friends Centre, Brighton
i.d.:	CP 126	Value:	£50,000
Duration:	1 year from 01/04/15	Strategic area:	Adult Services

Description

This Housing-related Support Service provides literacy and numeracy teaching both one-to-one and in groups to individuals in hostels and supported accommodation.

Reason summary

All Housing Related Support Services are being re-tendered as part of a wide-scale review of these services. The literacy & numeracy service ended on 31 March 2015 and was due to be re-tendered. However in order to prioritise commissioning resources to higher value re-tenders, officers recommend negotiation with the current providers for a year's extension.

The Friends Centre provides an excellent service and has provisionally accepted a reduction from £60k p.a. to £50k p.a, bringing it into line with the reduced budget available. In addition it has come up with innovative ways of maintaining service provision at the current level.

Reason category	4	Officer:	Jenny Knight
CSO waived:	11		

Project title: Seafront Investment – Landscaping & Public Realm: Piazza and Event Space

Date:	01/12/2015	Supplier:	Terrafirma Landscape Architects
i.d.:	CP 127	Value:	£24,930 + VAT and expenses
Duration:	Dec 2015 – completion of landscaping works in 2016	Strategic area:	EDH

Description

Project Management and Lead Designer role for landscaping the area around the i360: pre tender, construction and post-construction phases.

Reason summary

This role required for the landscaping works adjacent to the i360 project requires an experienced and skilled lead designer capable of delivering complex design, tender and construction phases to the council's satisfaction. The lead designer for the project (Fiona Atkinson Ltd) was competitively procured to a BHCC brief but has had to leave the project team at short notice, creating an urgent need to fill this specialist role.

Terrafirma are local to the area, competitively priced (they are part of four public sector frameworks, two of them local). They have worked for WSCC and the South Downs National Parks Authority, and worked as part of the design team for the City College Pelham Street development. They are registered with ConstructionLine. Few firms offer a comparable level of expertise, skill and experience in this area.

Reason category	6	Officer:	Katharine Pearce
CSO waived:	11		

Project title: Gas Services for Housing (HRA) Properties

Date:	02/12/2015	Supplier:	British Gas t/a PH Jones
i.d.:	CP 128	Value:	£2,750,000
CSO waived:	6 months	Strategic area:	Housing

Description

Provision of gas servicing, maintenance, repairs and installations for housing properties owned by BHCC.

Reason summary

Procurement process for a new contract is under way (now awarded). The service is a statutory duty for the council as landlord and failure to fulfil it could endanger tenants. The new contractor will need to consult with leaseholders, transfer staff and set up new premises. It was felt that to do this in midwinter when demand for the service is at its highest could put tenants at risk, and it would be safer to extend the current contract up to 1 April 2016, giving the new contractor time to mobilise.

Legal Services concluded that although this extension is above the EU thresholds, there are sufficient exceptional circumstances for the risk of challenge to be low.

Reason category	9 - extension	Officer:	Sharon Davies
CSO waived:	12		

Project title: Legal case management system

Date:	06/01/2016	Supplier:	Norwell Computer Services Ltd
i.d.:	CP 129	Value:	£73,360
Duration:	3-5 years from 01/04/2016	Strategic area:	Legal Services

Description

To supply Norwell Prescient+ Case management and document bundling software to include: software set-up, data migration, servicer deployment, end user training and continued software support

Reason summary

Legal services are joining Orbis Public Law from 1 April 2016. Orbis use Norwell Prescient+ and expect new partners to procure and set up this case management system before joining. ESCC recently carried out a full tender won by Norwell for this service. It is anticipated that Orbis will re-procure this contract within 3 to 5 years, hence the flexible waiver period. Calling off the G Cloud framework was considered but not pursued due to the call-off period being only two years maximum.

Reason category	3,5,9	Officer:	Adrian Conley
CSO waived:	11		

Project title: People & Place Co-ordinator interim arrangement

Date:	18/01/2016	Supplier:	Julia Reddaway
i.d.:	CP 130	Value:	£15,600
Duration:	4 months from 10/01/2016	Strategic area:	Corporate Policy Development

Description

Extension of interim staff arrangement to provide specialist cover for the People& Place Co-ordinator

Reason summary

To allow Corporate Policy & Scrutiny Team to deliver key priorities related to inequality, active citizenship and community resilience in the city, including the Fairness Commission, plus other new initiatives

Reason category	5	Officer:	Adrian Conley
CSO waived:	10		

Project title: Concessionary travel reimbursement consultancy

Date:	16/12/2016	Supplier:	Integrated Transport Planning Ltd

i.d.:	CP 131	Value:	£23,000
Duration:	1 year from 19/04/2016	Strategic area:	Financial Services

Description

To provide management and monitoring, technical support and advice in relation to concessionary travel reimbursement.

Reason summary

Extension of current contract to enable informed commercial negotiation of next reimbursement fixed deal with Brighton & Hove buses (current deal expires 31/03/17). Concessionary bus travel scheme has an annual budget of £10.8m - analysis of latest information during 2016/17 will determine the 2017/18 reimbursement and the potential for another fixed deal from April 2017. High financial value of negotiations means it would be beneficial to have continuity provided by current supplier. Provider has agreed a 10% reduction on cost for managing & monitoring (saving £1,900) and are holding their current hourly rates for technical support thus providing vfm

Reason category	3,9	Officer:	James Hengeveld
CSO waived:	10		

Project title: Brighton Dome works – specialist Party Wall surveyor

Date:	02/01/2016	Supplier:	Delva Patman Redler Chartered Surveyors
i.d.:	CP 132	Value:	£16,000
Duration:	Tbc – duration of works	Strategic area:	City Regeneration: Major Projects

Description

Provision of specialist Chartered Surveyors re Party Wall Act works relating to RPE Capital Project Phase 1 including refurbishment and development works to Brighton Dome

Reason summary

Contractor carried out initial assessment and advised on Party Wall Act issues during the scheme development up to RIBA Stage 3. Appointment for Phase 1 of RPE Capital Project has been on hold pending planning decision - now needs to be progressed asap. DPR are leading consultants in the field of Party Wall disputes (a boundary determination issue is crucial to the project), plus they will not need to be paid for reviewing project docs and familiarising themselves with site. Delay to this appointment could result in a requirement for late stage design changes, and further costs.

Reason category	3,5,9	Officer:	Richard Davies
CSO waived:	11		

Project title: Children's Centre Management (ChildView)

Date:	22/02/2016	Supplier:	CACI
i.d.:	CP133	Value:	10,450
Duration:	1 year 1 week	Strategic area:	Sure Start (CS)

Description

ChildView, implemented across Brighton & Hove Children's Centres in March 2013, is an information management system that holds data on registration at children's centres, attendances at groups and activities and allows staff to manage referrals and casework. It is used to run standard reports and send communications to parents/carers.

Reason summary

The council purchases other systems from CACI and has just purchased a hub module which will allow information to be shared across the different systems. The intention is to bring the timing of the separate contracts into line to see if savings can be made by a combined procurement exercise to take place early in 2017.

In addition a new data management system for early help is being procurement from a different provider. Once this is in place we will consider whether we still need a separate children's centre system. Extending the contract will give us time to assess this.

Reason category	3,5,9	Officer:	Caroline Parker
CSO waived:	10		

Project title: Mortgage and Loan Agreements

Date:	22/02/16	Supplier:	Gemini Consultants
i.d.:	CP 134	Value:	31,980
Duration:	4 years	Strategic area:	Financial Services

Description

Managing all aspects of the council's Mortgage and Load book which includes records, calculating fees, scheduling, collecting and processing repayments, opening new accounts etc.

Reason summary

Gemini Consultants have provided a very good service for the last 17 years. The current value of the loans and mortgages administered (recording balances, administering fees and interest, processing payments and returns, opening and closing accounts) is in the region of £390,000 spread over 78 accounts. Gemini Consultants is regulated by the Financial Conduct Authority (FCA) and therefore meets the

requirements set out in Government guidance for Local Authorities. The Gemini team are CeMap qualified and each have over 15 years experience in the loan and mortgage industry. All the administration is carried out using software developed in-house by Gemini Consultants.

Bringing the service in-house is not an option as a dedicated officer with suitable qualifications would have to be employed at considerably increased cost. Expertise is lacking to manage such a post. Officers have looked for frameworks in place for this sort of service but have found none. The year on year increases applied to this contract are considered minimal compared to the level of expertise provided, and this proposed waiver is considered to secure best value for the council.

Reason category	5	Officer:	Jane Strudwick
CSO waived:	11		

Project title: Composting of Green Waste

Date:	29/02/16	Supplier:	KPS Composting Services Ltd
i.d.:	CP 135	Value:	21,000
Duration:	1 year	Strategic area:	Parks & Green Spaces

Description

Shredding of green waste at Stanmer waste transfer station and then removal and composting at the contractor's facility

Reason summary

It is intended to move the Cityparks yard (including waste transfer station) out of Stanmer, and the new site has not yet been chosen. It is anticipated that we will know within a year. Once the site has been decided upon we will know whether it is suitable for handling green waste in the same way or whether we will need to set up a different service. We do not believe we will get good value for money if we tender the contract without knowing what site the waste will be collected at, and whether or not that site will get a waste transfer licence. We believe that the best option is to extend the existing arrangements for another year.

The tonnage price would increase from £39 to £39.50 per tonne but bearing in mind that the contractor has held the £39 price for seven years this is not considered unreasonable.

Reason category	2,9	Officer:	Rob Walker
CSO waived:	10		

Project title: Early Help Hub with Oasis (CVS provider)

Date:	3/03/2016	Supplier:	Brighton Oasis Project
i.d.:	CP 136	Value:	37,000
Duration:	1 year	Strategic area:	Family Information Service

Description

Extension of current contract with Oasis to provide a Parenting Worker at £37,000 p.a.

Reason summary

A full time, skilled and experienced parenting worker is essential to the Early Help cases forwarded from MASH (Multi Agency Safeguarding Hub). In the first year of operation this worker delivered the highest number of interventions in Brighton parenting work overall. The EHH (Early Help Hub) will be losing 1.5 workers due to budget reductions, and this worker will be an essential component of our reduced post-MASH response in 2016-17. Extending the current contract also offers value for money compared with bringing this worker into the council's internal management structure (the current worker is paid on a management scale by Oasis) or with employing a similarly senior and skilled parenting worker ourselves.

Reason category	3	Officer:	Mat Thomas
CSO waived:	11		

Project title: Early Help Hub with Safety Net (CVS provider)

Date:	3/03/2016	Supplier:	Brighton Oasis Project
i.d.:	CP 137	Value:	35,000
Duration:	6 months	Strategic area:	Family Information Service

Description

There is a contract with Safety Net to provide two Engagement Workers (SO1/2) for the Early Help Hub (EHH) to provide an essential first point of contact for families forwarded from the Multi Agency Safeguarding Hub (MASH) to Early Help. These workers enable the day to day operating capacity of the Early Help Hub, and their contract comes to an end on 31 March. We are seeking an extension of the contract for six months to 30 September to give us time to in-source (TUPE) both posts thus sustaining capacity and reducing costs.

Reason summary

We have agreed (with HR and Procurement) a process to re-shape the Early Help Hub delivery arrangements without undertaking unnecessary management of change or re-procurement exercises. Our intention is to work alongside Disability Services (Vanessa Barnard) who are also

seeking to in-source workers currently employed by Oasis to secure necessary services at a lower cost to the council. This saving will be part of the savings target for the EHH for 2016/17. The aim will be to complete the process as soon as possible; the six months will give us a margin of time to do so.

Reason category	3	Officer:	Mat Thomas
CSO waived:	11		

Project title: Partridge House Nursing Home

Date:	8/03/2016	Supplier:	Tradstir Ltd (Partridge House)
i.d.:	CP 138	Value:	8,225,693
Duration:	5 years	Strategic area:	Commissioning & Performance (Adult Services)

Description

Nursing home for (mainly older) people with complex needs, including dementia. 38 beds (including one respite bed) are required to be available to eligible ASC users in B&H.

Reason summary

To secure local provision of scarce beds, at a cost that is affordable and demonstrates vfm. There is a shortage of these beds within the city, leading to eligible clients being placed outside the area. A market testing opportunity advertised in Feb 2016 drew no responses. It is deemed necessary to secure these beds for Social Care clients at a price they can afford and to stabilise these reasonable prices for the next five years. The Partridge House service quality is good. The risk of challenge is assessed as low, and should another provider emerge with more beds in the area, we would be keen to secure those beds in addition to the 38 beds at Partridge House.

Reason category	5	Officer:	Jane MacDonald
CSO waived:	12		

Project title: King Alfred Leisure Centre Roof

Date:	8/03/2016	Supplier:	P H Beck Building Contractors
i.d.:	CP 139	Value:	235,000
Duration:	8-10 weeks	Strategic area:	Sports & Leisure

Description

To replace the swimming pool roof at the King Alfred Leisure Centre after it was damaged by Storm Imogen on 8 February.

Reason summary

Phase 1 of these urgent works (removal of damaged section and making safe – including scaffolding construction) has already been completed by PH Beck. Delay for a tender process for Phase 2 (full scale replacement of all the roof materials on top of the metal deck) risks further wind and rain damage to the partially covered roof plus internal damage to the facilities below including contamination of the pool. There is also the loss of income as long as the pool and gym remain closed.

A negotiated open book approach has been agreed by PH Beck to complete Phase 2. This approach is similar to a tender they were successfully appointed on previously for a schools framework with ESCC. P H Beck was awarded these works which were undertaken on an open book basis with value being checked and challenged by a Quantity Surveyor – this is the approach to be used for the roof replacement. The cost will be covered by the council's insurance (less excess payable estimated at around £200).

Reason category 7 Officer: Kerry Taylor
CSO waived: 12

Project title: Youth Services grants – BH Youth Collective

Date:	15/03/2016	Supplier:	Impact Initiatives
i.d.:	CP 140	Value:	424,000
Duration:	1 year	Strategic area:	Stronger Families, Youth & Communities

Description

Delivery of the Services for Young People Strategy outcomes plus: open access youth work with evidence of impact on outcomes and vfm; neighbourhood-based delivery of services; liaison with Youth Service to deliver integrated care; engagement with Youth Council; maximising resources to target vulnerable young people; embedding of arts & culture activities, sexual health & substance misuse education and contraception provision within the service delivery

Reason summary

To extend the current Youth Collective contract for a year. Youth Services are currently under review. A report went to the CYP&S Committee on 16/11/15, there is funding from the Cabinet Office to support evaluation of an ADM (alternative delivery model), and proposals from a number of consultants are being assessed. The aim is to have a functioning ADM up and running by April 2017. Members have requested that the existing contracts be extended. These contracts are being reviewed to maximize vfm and ensure key objectives as a condition of funding. The Youth Service will monitor the contract going forward.

Reason category 3 Officer: Chris Parfitt
CSO waived: 12

Project title: Youth Services grants – Equalities projects

Date:	15/03/2016	Supplier:	Allsorts Youth Project, BME Young People's Project, Extratime Ltd, Safety Net
i.d.:	CP 141	Value:	90,000
Duration:	1 year	Strategic area:	Stronger Families, Youth & Communities

Description

Equality projects in youth services (£45,000), plus an intensive intervention project (SNAP-ITS by Safety Net) for vulnerable children experiencing negative life outcomes for 8-13 year old (£45,000)

Reason summary

To extend the current Youth Equalities Project (£45k) and the current SNAP-ITS intervention project (£45k) funding for up to a year while an ADM (alternative delivery model) for Youth Services is being scoped and implemented. The current contract arrangements are being reviewed to maximize value for money and ensure that key outcomes are being achieved as a condition of funding.

Reason category 3 Officer: Chris Parfitt
CSO waived: 12

Project title: Purchase of two second hand refuse collection vehicles

Date:	17/03/2016	Supplier:	Dennis Eagle Ltd
i.d.:	CP 142	Value:	70,000
Duration:	One-off purchase	Strategic area:	City Clean (Fleet)

Description

Purchase of two second hand refuse collection vehicles for use on green waste collections - one vehicle to be front line vehicle and the other to be the spare, used when the first is out of action.

Reason summary

It is cheaper to buy two second hand vehicles (refurbished and guaranteed for six months) for £70k than buy one new vehicle for £152k. Average total lifecycle costs for new and second-hand vehicles have been calculated over the next 3 years at £32659 and £21,854 respectively. Also, the lead time for new vehicles is 6 months, and the vehicles need to be ready for use by April 2016

Reason category 4 Officer: Simon Cooper
CSO waived: 11

Project title: Housing-related Support Services (see full table of contracts below)

Date:	18/03/2016	Supplier:	Brighton Housing Trust, Southdown HA, Brighton YMCA, Rverside ECHG, Sanctuary Supported Living, YMCA Downslink, Family Mosaic, Impact Initiatives, Money Advice Plus, Mears Home Improvement
i.d.:	CP 143	Value:	3,223,507
Duration:	4 months, 1 year	Strategic area:	Commissioning Housing Support

Description

A raft of services supporting vulnerable people, many of whom have experienced homelessness or rough sleeping. The services support individuals to develop the skills they require to move on into independent living. These services include hostel accommodation, supported accommodation and floating support services. The Mental Health Accommodation (Brighton Housing Trust (BHT) and Southdown HA need extending till 31/07/2016, the others (Single Homeless Accommodation, Rough Sleepers Day Centre, Young People's Accommodation and advice, Money Advice, Home Improvement Support) all need extending till 31/03/2017.

Reason summary

Resources didn't allow for timely re-tendering so these contracts are being extended in line with the procurement timelines. The Mental Health services tender should be evaluated and new services mobilised by 31 July this year, the rest in the period up to 31/03/2017. If these services were to cease for re-procurement there would be a hugely detrimental impact on the city and on other city service providers including police and hospitals. The services have been subject to budget restrictions in 2015/16, and the re-procurement needs time for negotiations with stakeholders and partner agencies. The waiver has been approved by ASC DMT. It is considered that the risk of challenge is mitigated by the existence of a staggered programme of procurement over the next year.

Reason category	3	Officer:	Jenny Knight
CSO waived:	12		

Housing-related Support Services: Contract List

Provider	Services		Annual value on 31/3/16
Mental Health Accommodation - tendered services to mobilise May-June 2016			
Affinity Sutton	Improving Futures	Loss of 43 units; landlord withdrawing from sector.	£ 93,000
Brighton Housing Trust	Mental Health Supported Housing	72 units	£ 590,000
Southdown HA	Brighton Mental Health Service	51 units	£ 111,088
Single Homeless Accommodation - to be tendered from 2016-17 Quarter 1, extension required for full year to allow for staged mobilisation			
Hostels and high support			
Brighton Housing Trust	Phase One hostel	52-bed hostel	£ 506,394
Brighton YMCA	William Collier House 1-5 George Williams Mews	High level support in 96-bed and 25-bed hostels	£ 343,137
Riverside ECHG	St Patrick's Hostel	29-bed hostel with 3 Mi-Pods	£ 346,734
Single homeless medium support			
Brighton YMCA	6-7 George Williams Mews	37 medium support units	£ 117,275
Single homeless low support			

Provider	Services		Annual value on 31/3/16
Brighton Housing Trust	RSI (Rough Sleepers Initiative)	17 self-contained flats	£ 45,030
Brighton YMCA	Fred Emery Court Stanley Court Leslie Best House	74 units	£ 121,130
Sanctuary Supported Living	RSI	11 self-contained flats	£ 26,026
Southdown HA	The Southdown RSI	18 self-contained flats	£ 39,207
YMCA DownsLink	Goldstone Villas	16 units for homeless 16-30 year olds	£ 52,607
Rough Sleepers Day Centre - jointly commissioned by ASC/CCG. Discussing future commissioning and lead transferring to HRS/CCG.			
Brighton Housing Trust	First Base Day Centre	Advice, practical assistance, support with health and hygiene and referral to specialist services.	£ 57,160
Young People's accommodation and advice - to be tendered from 2016-17 Quarter 2			
Family Mosaic	Young Families Support Service	Dispersed supported accommodation for Teenage Parents	£ 120,688
Impact Initiatives	Stopover One Stopover Two	Accommodation for vulnerable young women with support needs	£ 134,700

Provider	Services		Annual value on 31/3/16
Sanctuary Supported Living	Brighton & Hove Foyer	Supported housing for Young People and former Rough Sleepers	£ 254,580
YMCA DownsLink	Lansworth House Gareth Stacey House	Two hostels for young people with total of 33 units	£ 265,674
YMCA DownsLink	Chris Batten House Eaton Place	21 units of low level support accommodation	£ 69,047
YMCA DownsLink	Young People's Housing Advice Service Private Rented Sector Access Family Support & Mediation	Homelessness prevention support: advice, support to access private rented sector; mediation and support for 14-18 year olds to avoid family breakdown	£ 268,652
Money Advice - joint re-procurement in 2016-17 through Information and Advice cross-department project group			
Money Advice Plus	Crisis Intervention Short Term Service Long Term Service	Debt and ongoing financial advice and casework for people with mental health issues or frailty	£ 353,060
Home Improvement support - recommission under discussion with Private Sector Housing			
Mears Home Improvement	Home Improvement Support	Support to apply for home adaptations through Disabled Facilities Grant	£ 90,000

Subject: Parking Payment Systems - Extract from the proceedings of the Environment, Transport & Sustainability Committee Meeting held on the 28 June 2016

Date of Meeting: 14 July 2016

Report of: Executive Lead Officer for Strategy, Governance & Law (Monitoring Officer)

Contact Officer: Name: John Peel Tel: 29-1058
E-mail: john.peel@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

Action Required of the Policy, Resources & Growth Committee:

To receive the item referred from the Environment, Transport & Sustainability Committee for decision:

Recommendation:

That the Policy, Resources & Growth Committee:

- 1) Approves the procurement of 320 card-only Pay and Display machines, upgrades to the existing 330 Pay and Display machines to accept card payments only, and additional upgrades to 150 newer cash machines to allow them to accept the new £1 coin and card payments;
- 2) Grants delegated authority to the Executive Director Economy, Environment and Culture to award the contract(s) following the procurement.
- 3) Approves that the upgrade and purchase of parking machines is included into the council's Capital Investment Programme 2016/17 funded through prudential borrowing. .

BRIGHTON & HOVE CITY COUNCIL

ENVIRONMENT, TRANSPORT & SUSTAINABILITY COMMITTEE

4.00pm 28 JUNE 2016

THE RONUK HALL, PORTSLADE TOWN HALL

MINUTES

Present: Councillor Mitchell (Chair) Atkinson, Deane, Greenbaum (Group Spokesperson), Janio (Opposition Spokesperson), Miller, Moonan, Robins, G Theobald and Wares

PART ONE**17 PARKING PAYMENT SYSTEMS**

- 17.1 The Committee considered a report of the Acting Executive Director for Economy, Environment & Culture that set out evaluated procurement options for the procurement of Pay & Display machines and requested the committee to recommend to Policy, Resources & Growth Committee to approve the preferred option for the reasons set out in the report.
- 17.2 Councillor Janio noted his long-running concerns regarding new and differing methods of parking payment systems and the speed of that change. Councillor Janio stated his concern that the new systems were a detriment on the basis of equality for some residents, particularly the elderly who may not own a mobile phone or could not adapt to the rapid change in new systems.
- 17.3 Councillor Miller stated that there were serious flaws with the financial case made for the preferred option (Option 3). Councillor Miller noted that there was a £1.6m one-off capital cost between Option 1 that would upgrade existing machines to accept the new £1 coin and Option 3 that would replace existing machines with 330 card-only Pay and Display machines and upgrade 150 machines to accept the new £1 coin and card payments. Councillor Miller stated that a £1.6 million one-off cost was not a justifiable expenditure for a new system that he felt many residents would find an inconvenience. Furthermore, Councillor Miller noted that Option 3 would only realise a £25,000 annual operational revenue cost saving compared to Option 1. On that basis, he could not see a justifiable reason to support the recommendation of the report.
- 17.4 The Policy & Development Manager stated that the report stressed the age of the current stock of Pay & Display machines. Much of the council's stock of Pay & Display machines were now 15 years old and required replacement. The existing machines had an expected life-span of 7-10 years. Furthermore, there had been 51 thefts of cash Pay & Display machines in the first three months of the year so replacing cash machines with card only machines would represent a reduction of risk and expense in cash collection operationally. The Policy & Development Manager also referred to the impact

of the recent loss of significant revenue due to the collapse of the council's cash collection contractor.

- 17.5 Councillor Miller noted that the risk of theft, operational cost and cost of replacement was also factored into Option 1 that did not include capital costs of £1.6 million. Councillor Miller reiterated his view that a card payment system would be an inconvenience to a large portion of residents and visitors using the machines.
- 17.6 The Chair stated that card payment was a very common form of payment noting that 95% of the population now owned a bank card and car drivers would need a bank account for insurance and tax purposes.
- 17.7 Councillor Atkinson stated that Option 3 was compelling firstly because it would improve and consolidate the council stock of Pay & Display machines and secondly, it provided residents and visitors the option to pay using a bank card or cash in more locations. Councillor Atkinson noted that the consultation results demonstrated that 78% of people wanted a card payment option to pay for parking, and there would be no extra fee or charge to users paying by card. Furthermore, there had been a loss to the council of £150,000 since 2008 due to theft from Pay and Display machines and increasing the number of card-only machines and reducing the cash amounts stored in card and cash Pay and Display machines would help reduce risk to the council in lost income.
- 17.8 Councillor Theobald stated that he had not received justification on why £1.6 million of capital expenditure was required particularly in light of the council's financial position.
- 17.9 The Head of Transport stated the benefits of recommended Option 3 were clearly set out in the table and that that some of the Pay & Display machines would have to be replaced anyway due to age and poor condition and the capital investment would provide opportunity to upgrade the council's stock to incorporate a more modern form of payment.
- 17.10 Councillor Robins stated he refuted the assertion that card payment would be an inconvenience particularly as significant amounts of change was required to pay at certain locations, which would be an inconvenience in itself.
- 17.11 Councillor Miller stated that he agreed with the observations made by Councillor Robins but the report was clear that the annual machine replacement was included in the report under Option 1.
- 17.12 The Chair cautioned that the new £1 coin would be in circulation very soon and there would be significant risk to the council if it did not make arrangements for that in the short-term.
- 17.13 Councillor Janio stated that officers should be tasked with presenting the financial information detailed in the report in a clearer manner and an urgency sub-committee could be convened to re-consider the report once that was complete.
- 17.14 In view of the debate, the Chair proposed deferring a decision on the preferred option of procurement on the basis that clearer and more detailed financial information be

presented to Policy, Resources & Growth Committee for their scheduled consideration of the report on 14 July 2016.

17.15 The Committee agreed to the proposal made by the Chair.

17.16 **RESOLVED-** That the Environment Transport and Sustainability Committee:

- 1) Notes the procurement options evaluated in this report and recommends that Policy, Resources & Growth Committee considers the report's recommendations for the procurement of Pay and Display machines, for the reasons explained in the report.

Subject:	Parking payment systems		
Date of Meeting:	28 June 2016 – Environment, Transport & Sustainability Committee 14 July 2016 – Policy, Resources & Growth Committee		
Report of:	Acting Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Paul Nicholls	Tel: 29-3287
	Email:	paul.nicholls@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The report seeks approval for the procurement of 330 card-only Pay and Display machines, upgrades to the existing 320 Pay and Display machines to accept card payments only, and additional upgrades to 150 newer cash machines to allow them to accept the new £1 coin and card payments.
- 1.2 It should be noted that in addition to the 650 new and upgraded contactless card machines, the customer would still be able to pay by cash at 150 cash and card Pay and Display machines or at the 150 Paypoint outlets in the city.
- 1.3 The report aims to balance the needs to provide convenient, reliable payment facilities, reduce cash handling risks and obtain best value for money given the requirement to upgrade all machines to allow payment with the new £1 coin from March 2017

2. RECOMMENDATIONS:

That the Environment Transport and Sustainability Committee:

- 2.1 Notes the procurement options evaluated in this report and recommends that Policy, Resources & Growth Committee approves the report's recommendations (Option 3) for the procurement of Pay and Display machines, for the reasons explained in the report.

That the Policy, Resources & Growth Committee:

- 2.2 Approves the procurement of 320 card-only Pay and Display machines, upgrades to the existing 330 Pay and Display machines to accept card payments only, and additional upgrades to 150 newer cash machines to allow them to accept the new £1 coin and card payments;

- 2.3 Grants delegated authority to the Executive Director Economy, Environment and Culture to award the contract(s) following the procurement.
- 2.4 Approves that the upgrade and purchase of parking machines is included into the council's Capital Investment Programme 2016/17 funded through prudential borrowing. .

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Council's Corporate Plan commits to deliver "*a well run city – keeping the city safe, clean, moving and connected*". The Council's Transport Vision is "*to develop an integrated and accessible transport system that is well maintained and enables people to travel around and access services as safely and freely as possible*".
- 3.2 In 2013 drivers mainly had to pay in cash for parking with only 55 of the city's 1,380 pay and display machines able to accept card payments,. Following complaints from traders about drivers continually asking for change for their parking, Transport Committee in January 2013 approved the introduction of a new service to allow payment for parking by phone.
- 3.3 Over 40% of drivers now pay for their on street parking by phone. In 2015 Budget Council approved a saving of £225,000 from reducing the number of on street Pay and Display machines from 1,380 to the 800 currently in service. The last phase of machine removals was completed in January 2016.
- 3.4 The steady increase in customers choosing to pay for parking by phone has helped reduce wear and tear on the machines as they take much less cash. There is however still demand for conveniently located Pay and Display machines and this is expected to continue for the 7 to 10 years expected lifespan of the average machine.
- 3.5 Much of the remaining stock of Pay & Display machines is showing signs of corrosion following years of service. The annual cost of machine maintenance is approximately £500,000 with the upkeep of cash machines (which need frequent emptying), generally higher than card machines. The 425 'Stellio' machines are the oldest model of machine in service and they cannot be upgraded to accept card payment.
- 3.6 The proposed procurement is in response to an increase in attempted thefts, damage to cash only machines and to minimise the cost of upgrading all cash machines to accept the new £1 coin. Since 2008, the total cost of thefts from cash Pay & Display machines is estimated at £150,000. Recently, between January and March this year, customers were inconvenienced by 51 incidents of attempted thefts from machines with £14,995 stolen. Damage to these machines cost almost £30,000 and also creates a period of machine 'down time' until fully repaired
- 3.7 Operating cash Pay & Display machines involves additional expenses in terms of machine maintenance, cash collection and reconciliation costs compared to card only machines. There are a number of specific risks associated to the transit and

safekeeping of the council's cash from on-street parking fees and charges. These risks include:

- theft from machines;
- cash collection and transit operations;
- banking and payment operations;
- company failure or insolvency of the cash collection and transit supplier leading to potential loss of return of cash collected to the council.

3.8 Management of these risks was a key consideration during the appraisal of parking payment options for this report. By reducing the number and value of cash transactions and implementing other actions identified in this report, the above risks will be reduced having a potentially positive financial impact for the council.

3.9 Exposure to these risks could be managed by providing alternative payment methods such as card payment and reducing the amount of cash held on street. The 150 remaining cash machines that are less than 7 years old could be relocated to areas covered by CCTV and fitted with additional security features where appropriate. As a similar number of 'Paypoint' outlets accept cash payments for parking (without additional charge) drivers would still be able to pay in cash at over 300 locations in the city.

3.10 In March 2017, the Royal Mint will replace the current one pound coin with a new, 12 sided version. All Pay & Display machines would need to be upgraded to accept the new £1 coin at an estimated cost of £188,000

3.11 The latest Pay and Display machines still issue a ticket but also ask the driver to enter their vehicle registration. This allows electronic verification of paid parking time in the same way as phone parking sessions are verified. Digital information about which spaces are in use could also allow for the development of apps to help drivers find a parking space in exclusive paid parking bays.

3.12 The current stock of Pay and Display machines is shown in the table below. Intermittent mobile network coverage is a problem in some areas and this can affect customer's ability to pay using Chip and PIN (where a live authorisation is required). To improve reliability new machines would include "Contactless" since this method allows payments, up to a limited amount (£30), to be processed without live authorisation.

Current stock of Pay & Display machines and proposals

Machine type	Current stock	Proposals for replacement before the new £1 is introduced in March 2017
Stellios – up to 16 years old, <i>cannot</i> be upgraded to accept cards	425	Replace with 330 new card only machines.
Strada cash only machines can be upgraded to accept cards	320	Upgrade 225 machines to accept card payments only and upgrade 95 machines to accept card and new £1 coin cash payments
Strada card and cash machines	55	Upgrade to accept new £1 coin

Total	800	150 cash and card machines, 650 card only machines -Total 800 machines

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Five options were considered:

- 1) Upgrade all 800 existing cash machines to accept new £1 coins
- 2) Replace all 800 existing machines to accept credit and debit cards and cash, and capture vehicle registrations
- 3) Replace old machines with 320 card-only Pay and Display machines, upgrade 330 newer Pay and Display machines to accept card payments only, and additional upgrades to 150 newer cash machines to allow them to accept the new £1 coin and card payments
- 4) Remove all machines and simply offer Pay-by-Phone and PayPoint only
- 5) Do nothing – This option was discounted and not evaluated as machines need to be able to accept the new £1 coin after March 2017

4.2 Table 1 below summarises the benefits of the options evaluated of which Option 3 has the most benefits:

Table 1: Benefit Analysis	Option 1	Option 2	Option 3	Option 4
Allows payment without pre-registration	✓	✓	✓	✗
Capture VRM data	✗	✓	✓	✓
Reduced cash collection costs	✗	✗ (minimal)	✓ (significant)	✓
Reduced risk of theft	✗	✗ (minimal)	✓ (significant)	✓

4.3 Table 2 below summarises the one-off capital investment required for each parking payment option. Note that the table includes the capital costs required to introduce the identified options only, and not the costs of ongoing machine replacement. Each option will result in a different requirement for ongoing machine replacement depending on the level of initial investment in new machines and the type of machines put in place. The borrowing costs (capital and interest) of both the initial investment and ongoing replacement have been reflected in the annual revenue costs table 3 in section 4.4.

Table 2: One Off Capital Investment	Option 1	Option 2	Option 3	Option 4
	£m	£m	£m	£m
Coin upgrade cost	£0.188	£0.000	£0.035	£0
Machine upgrade cost (excluding coin)	£0.000	£0.000	£0.477	£0.000
Cost of new machines inc installation	£0.000	£3.590	£1.271	£0.000
removal/signage relocation costs	£0.000	£0.000	£0.045	£0.360
Total Capital costs	£0.188	£3.590	£1.828	£0.360

- 4.4 Table 3 below summarises the estimated annual revenue costs associated with each parking payment option for all Pay and Display machines. This therefore includes the cash collection and processing costs, machine operational costs and the borrowing repayments (both capital and interest) associated with both the introduction of the parking payment options included in this report and the ongoing machine replacement schedule where appropriate.

Table 3: Annual Revenue Costs	Option 1	Option 2	Option 3	Option 4
	£m	£m	£m	£m
Cash service costs including loss of income from theft	£0.444	£0.381	£0.122	£0.000
Card processing costs (fixed and per transaction costs to be absorbed by the council)	£0.375	£0.800	£0.874	£0.860
Machine Maintenance and Running Costs	£0.538	£0.508	£0.368	£0.100
Total Operational Costs	£1.357	£1.689	£1.364	£0.960
Capital Borrowing: Parking Payment Options (Repayment of capital costs in Table 2)	£0.031	£0.599	£0.305	£0.060
Continuation of existing replacement schedule, where appropriate	£0.528	£0.000	£0.222	£0.000
Total Borrowing (capital and interest) Costs	£0.559	£0.599	£0.527	£0.060
Total Annual Revenue costs	£1.916	£2.288	£1.891	£1.020

- 4.5 Option 3 is recommended because it offers the best value for money option for balancing the immediate needs of responding to the coin change and providing a physical on-street payment option. This option has lower annual revenue costs compared to options 1 and 2 after the required capital borrowing costs have been considered. It will also reduce the risks and costs associated with providing hundreds of cash holding machines across the city.
- 4.6 Option 1 is not recommended due to the increasing cost of parts and maintenance and the increasing risks and costs of maintaining quantities of cash in hundreds of machines across the city.
- 4.7 Option 2 is not recommended because of the high investment required and risks attached with still maintaining 800 cash machines on street.
- 4.8 Option 4 is not recommended because whilst Pay by Phone does now account for a large proportion of payments, there is still a significant demand for a physical on-street payment option. Equalities issue have been identified for the elderly and others who may not have a mobile and may have mobility issues.to use limited Paypoint facilities as the only way of paying by cash.
- 4.9 The option of buying fewer Pay and Display card only machines was considered. Most streets currently have on average one machine. Reducing this number any further would mean that in some cases drivers would have much further to walk to pay for their parking causing difficulty for some people with mobility problems but without a blue badge.
- 4.10 Consideration was given to removing the 150 newer cash Pay and Display machines to eradicate all cash collection costs and losses to thefts by allowing cash payments at paypoint outlets only with all machines accepting card payments only. These remaining cash machines are however relatively new and in good working order. Keeping them in service would allow for cash payments in areas not well covered by the remaining cash option of Paypoint outlets throughout the city and areas of expected high demand for a cash payment facility
- 4.11 The re-introduction of the parking voucher system was considered to reduce cash collection on street. This system was however withdrawn because it was expensive to administer, with printing costs, retail fees and the cost of keeping shops stocked with vouchers. Mistakes when scratching off or using the vouchers also sometimes resulted in Penalty Charge Notices being issued. Paypoint shops already allow drivers to pay for their parking in cash with details of the vehicle and paid parking sent electronically to enforcement agents
- 4.12 The best value option for keeping machines on street is to procure machines and upgrades of the same brand as those currently in situ within the city, as opposed to procuring a new brand of machine which would increase costs. The Council will therefore choose the most economically advantageous option for this procurement.
- 4.13 One option is to use an existing parking contract in order to procure the required goods and services. The alternative option is to use a national framework for this

procurement. Quotations will be obtained from both options prior to a decision being made on the best value strategy to undertake for this procurement.

- 4.14 It is envisaged that the contract duration may be 7 years (which is similar to the lifespan of a Pay and Display machine) but this will be determined once more research has been conducted regarding the maintenance options available to the Council.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 As part of the Citywide Parking Review carried out in 2012 when almost all parking had to be paid in cash, residents were asked which payment methods they would consider using. At that time 78% responded that they would use card payments if available (the most popular option). This compares to 67% who said they would use a mobile 'phone.
- 5.2 Overall 95% of the UK population have a bank card. This number is likely to be even higher amongst drivers given the need to insure and tax their vehicles. The age group least likely to have a bank card is the under 26 group.
- 5.3 A full communications campaign would accompany these proposals if approved to help members of public familiarise themselves with the new machines and access the various payment methods and options available. A map would be displayed on all card only machines showing the location of the nearest cash payment facility. Covers could also be purchased for cash and card machines with different branding to make them more easily identifiable on street
- 5.4 Environment Transport and Sustainability Committee Members will be consulted on the proposed location of the 150 cash and card machines in advance of their installation.

6. CONCLUSION

- 6.1 It is recommended that the Committee approve option 3 the procurement of 330 card-only Pay and Display machines, upgrades to the existing 320 Pay and Display machines to accept card payments only, and additional upgrades to 150 newer cash machines to allow them to accept the new £1 coin and card payments. This offers the best value for money, balancing the immediate needs of responding to the coin change and providing a physical on-street payment option, whilst removing the risks and costs attached with providing hundreds of cash holding machines across the city. Reducing thefts should also mean drivers wishing to pay at a machine receive a more reliable service.
- 6.2 By providing for all parking sessions to be recorded digitally, this recommendation has the potential to deliver a more efficient and cost effective enforcement service. Better information about parking activity could be used to help drivers find an on street parking space.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications of the four options have been reviewed to assess the anticipated initial capital costs and impact on annual revenue costs, which are summarised in the main body of this report. The capital costs are based on quotes from suppliers and are considered to be reliable estimates.. These proposals would reduce the risk of theft of cash from Pay & Display machines by reducing on-street cash options and reverting to card payments or paying by cash in PayPoint retail outlets. An estimate of the financial impact from this reduced risk has been included within the financial appraisal of each option. Therefore the ongoing operational costs are based on current costs and best estimate assumptions for changes in payment behaviour
- 7.2 The 2016/17 Revenue Budget for the costs associated with Pay and Display machines total £1.973 m. Therefore, the introduction of Option 3 at an estimated annual revenue cost of £1.891m would achieve a small saving of £0.082m per annum. However this saving should be treated with caution at this stage as it is based on estimates, particularly for capital costs and associated borrowing costs and machinery maintenance costs. Any significant variation between anticipated and actual costs will be reported as part of the council's Targeted Budget Monitoring process.
- 7.3 The recurring financial impact of the approved recommendation will be incorporated in future years budget as part of the budget setting process when information on the costs and income becomes more robust and can be accurately forecast. It is not anticipated that the implementation of option 3 will have a significant impact on the level of parking income receivable or change in parking behaviour, as it is anticipated that the majority of on-street pay and display users will be able and willing to pay by the alternative available methods. The potential implications on levels of income have not been assumed within the financial appraisal of the options as it is difficult to predict, however the impact on the levels and type of parking income as a result of this project will be reviewed.
- 7.4 If the recommendations of this report are approved, the capital scheme of £1.828m for replacement and upgrades to Pay and Display Machines will be included in the capital programme and the borrowing funded from the Transport revenue budget with any projected variances reported as part of the Targeted Budget Monitoring reporting process.
- 7.5 The proposed procurement process is subject to compliance with the council's Contract Standing Orders and Financial Regulations. Is it essential that all Chief Officers follow Contract Standing Orders as well as Financial Regulations in the procurement and control of contracts. The achievement of value for money when procuring goods and services is a key task to ensure that public money is well spent. The councils Contract Standing Orders states that contracts above the value of £0.500m require approval from the relevant committee or executive decision-making body.

Finance Officer Consulted: Sue Chapman

Date: 24/5/16

Legal Implications:

- 7.6 If the Council decides to procure the services under the current parking services contract, it will need to be varied to take account of this new requirement. As the value of the variation to the services is over the EU threshold for supplies and services, then the Public Contracts Regulations 2015 will need to be complied with, as well as satisfying Contract Standing Orders and value for money. If the Council decides to procure under an external framework contract, then it will need to show compliance with the afore-mentioned legislation, CSOs and value for money. As the value of the proposed contract is over £250,000 the form of contract will require approval from the Head of Law and it will need to be sealed.

Lawyer Consulted: Jo Wylly

Date: 25/5/16

Equalities Implications:

- 7.7 Blue badge holders can park for free for an unlimited time in paid parking bays. Younger age groups (under 26) are the least likely to have a bank card and so would have further to walk if they wanted to pay by cash. A full Equalities Impact Assessment has been completed in respect of the proposed change to payment options. A number of mitigating measures to reduce the impact of this change are to be put in place, such as the inclusion of maps showing the location of the nearest cash outlet on card only machines and making cash machines easier to identify on street through branding

Sustainability Implications:

- 7.8 A move to card payment options would reduce some vehicle emissions arising from cash collections and most machine maintenance call outs

Any Other Significant Implications:

- 7.9 Investment in machines should also improve the look of the street environment through the removal of old corroded machines.

SUPPORTING DOCUMENTATION

Appendices

None

Documents in Members' Rooms

None

Background Documents

Transport Committee report introducing phone parking

<http://present.brighton-hove.gov.uk/ieDecisionDetails.aspx?AllId=31440>

Subject:	Managing Anti-social Behaviour in City Parks and Open Spaces		
Date of Meeting:	14 July 2016		
Report of:	Executive Director for Finance and Resources		
Contact Officer:	Name:	Peter Castleton	Tel: 292607
	Email:	peter.castleton@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 document progress for managing anti-social behaviour in city parks and open spaces using a Public Spaces Protection Order (PSPO) that is now available using new powers under the Anti-social Behaviour Crime and Policing Act 2014 (ASBCPA). This report considers the use of this new power following consultation and a full equality impact assessment in locations where there is reported anti-social behaviour.

2. RECOMMENDATIONS

That the committee agrees to the making of a Public Spaces Protection Order under Section 59 of the Anti-social Behaviour Crime and Policing Act and the prohibitions and requirements in the specific areas of the city outlined in this report for the duration three years.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 PSPOs are intended to be used to deal with a particular nuisance or problem in an area that is detrimental to the local community's quality of life by imposing conditions on the use of that area that apply to everyone. They are designed to ensure people can use and enjoy public spaces safe from anti-social behaviour.
- 3.2 Councils can make a PSPO after consultation with the police, the Police and Crime Commissioner, and other relevant bodies and communities. The following criteria must be met in relation to the behaviour being restricted:
- be having a detrimental effect on the quality of life of those in the locality;
 - be persistent or continuous; and
 - be unreasonable
- 3.3 This report proposes the use of a PSPO to deal with anti-social behaviour reported to the council and police. Those reports show that the occupation of some areas causes nuisance and annoyance that is detrimental to the quality of

life of people using those areas or living nearby. In some instances there have been reports of damaging land by driving on it, defecating nearby, leaving rubbish, setting fires and criminal damage.

- 3.4 The consideration of the use of a PSPO has been taken within the context of the local authority area. The city is bounded by the sea and the South Downs National Park. The city is densely populated with some significant housing pressures. There is a significant and growing group of people who reside in tents and vans. The aim of the PSPO is to achieve protection for a limited number of green spaces within the city. These are sensitive areas, for example they are parks that are used by high volumes of people or there are environmental issues, which mean that anyone residing in them is likely to cause problems. The legitimate aims are varied, but in general it is ensuring that the health and wellbeing of the residents of the city is protected and people can use those spaces free from anti-social behaviour.
- 3.5 The PSPO will be a further option to support the range of other remedies including byelaws and possession actions under the Civil Procedure Rules. It is intended that all relevant government guidance, on matters such as welfare checks will be complied with and the purpose of the orders is to provide an immediate response once the relevant issues have been assessed. The PSPO serves to complement the existing range of powers and sets out areas of particular sensitivity, producing a clear demarcation of areas that are not suitable for toleration of the prohibited behaviours.
- 3.6 The collation of recently reported incidents (over the past two years) has highlighted twelve areas where it would be proportionate to manage anti-social behaviour using a PSPO. These locations include sites that are sensitive because they have heritage status, are heavily used, or are adjacent to densely populated areas and are as follows:
- Greenway (adjacent to railway New England Quarter)
 - Hollingbury Park
 - Lawn Memorial Cemetery and adjacent land (Woodingdean)
 - Preston Park
 - Rottingdean Recreation Ground
 - The seafront including the A259 from Black Rock to Hove Lagoon
 - Sheepcote Valley and East Brighton Park
 - St Helens Green
 - Stanmer Park
 - Surrenden Field
 - Waterhall
 - Wild Park

Maps showing defined areas are available in Members' rooms.

- 3.7 A PSPO can include prohibitions and positive requirements and based on reported incidents the following would be appropriate and proportionate:

Prohibitions:

- Occupying any vehicle, caravan, tent or other structure

- Driving any vehicle on grass
- Littering or fly tipping
- Lighting or maintaining a fire
- Defecating or urinating

Positive requirements:

- Removing any vehicle, caravan, tent or other structure within 12 hours
 - Disposing of items as directed
 - Permitting a council, police or fire officer to extinguish a fire
 - Providing name, address and date of birth when required to do so by a council or police officer
- 3.8 Breaching a PSPO is a criminal offence. A fixed penalty notice can be issued or a summons can be served. It is suggested that a fixed penalty notice carries a fine of £75.00, this is the same fine that is applied to a fixed penalty notice in relation to littering and flytipping. The amount of the fine will be kept under review. If police are not satisfied regarding the identification or an address given by an offender they can arrest under the Police and Criminal Evidence Act 1984. A breach of a PSPO can be enforced by a council or police officer.
- 3.9 People staying in these locations include ethnically defined Gypsies and Travellers who tend to use large caravans and towing vehicles, new travellers who use a variety of older large vehicles including caravans, people who choose to sleep in tents rather than rough sleep in the city centre, and in some instances people camping whilst visiting Brighton. In relation to the tent encampments, these include a broad range of people often with vulnerabilities.
- 3.10 Because the PSPO recommended here could have a disproportionate effect on some sections of society there has been extensive consultation in relation to its possible implementation, and there has been an early and ongoing Equality Impact Assessment which was shared as part of the consultation. The order is restricted to 12 sites initially and a new transit site for Gypsies and Travellers will be open when the order would be implemented.
- 3.11 The proposed PSPO would enable officers to expand the range of options already available to them to manage anti-social behaviour. There will need to be a clear rationale as to why the PSPO was used or was not used to manage a situation. This will also include consideration of capacity to enforce at the time. Consideration will also be given to what is the safest method of dealing with a problem with an assessment as to whether the order could be enforced by council staff alone or would police need to be involved.
- 3.12 Key to decision making on whether to use a PSPO in a given situation will be whether it is the appropriate proportionate response in the circumstances. Officers will receive appropriate briefing and training prior to the enforcement of the PSPO.
- 3.13 In deciding what action to take in relation to an incursion by Gypsies and Travellers consideration will be given to the welfare of those present and the availability of pitches at the new transit site in Horsdean. This new provision, which has a 21 pitch transit site together with 12 permanent pitches will be open by the time that the PSPO would be implemented.

- 3.14 If the recommendation is agreed the next steps will be to develop, agree and locate signage, develop a fixed penalty notice process and deliver training and briefing as necessary. There will be a quarterly meeting of relevant officers to monitor and evaluate the use of the PSPO and its equality impact. This may be more frequent to start with.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Injunctions, powers under the Criminal Justice and Public Order Act 1994 to move people on and other legislation have been used in the past to manage the occupation of land and associated anti-social behaviour with varying degrees of success.
- 4.2 The further use of injunctions has been considered, the primary difficulty being the identification of the people involved. If an injunction is appealed the land could continue to be occupied. Private land occupied by tents has been very difficult to deal with using existing powers.
- 4.3 Further provision of stopping spaces over and above new provision at Horsdean would also be likely to further reduce the occupation of parks and open spaces.
- 4.4 Finally another option would be not to use a PSPO and to carry on using existing processes and powers to manage ASB in high impact areas.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Consultation and engagement regarding the possible use of a PSPO as outlined in this report has been extensive. A widely publicised consultation exercise using the consultation portal on the council website resulted in 1109 responses. The analysis of this at Appendix One of this report.
- 5.2 An offer was made to community groups and park user groups to meet and consider their views. Council officers met with officers of Friends, Families and Travellers (FFT) and a group of about 20 new travellers. The notes from that meeting are available in Members' rooms
- 5.3 There were also three written responses to the consultation. Responses from the Equality and Human Rights Commission, Liberty and Friends, Families and Travellers are included at the end of Appendix One.

6. CONCLUSION

- 6.1 Existing measures to manage the occupation of parks and land have had limited success in managing ASB associated with the unauthorised occupation of land. The implementation of a PSPO in areas that are most impacted by the unauthorised occupation of land or associated anti-social behaviour would show that the council and partners are prepared to use other means of addressing the issue.

- 6.2 The use of PSPOs in city parks and open spaces is likely to disproportionately impact on some sections of society. The use of this new legislation needs to be proportionate to the harm being caused.
- 6.3 The Equality Impact Assessment and relevant actions will be closely monitored.
- 6.4 If the recommendation is agreed officers will begin the next stages towards implementation developing signage, a fixed penalty notice process and delivering training and briefing as necessary.
- 6.5 The proposed PSPO will be another option for officers to consider when addressing reported anti-social behaviour in city parks and open spaces.

7. FINANCIAL & OTHER IMPLICATIONS

Financial Implications:

- 7.1 This legislation is untested in relation to using a PSPO the manner outlined in this report. Any prosecutions may be subject to legal challenge. A challenge to the Order itself must be made in the High Court.
- 7.2 There is a requirement to publicise the existence of the order and there will be an accompanying communication plan.. Some signage will be needed. Officers will need to be trained and a fixed penalty process will need to be implemented. This will need to be costed.

Finance Officer Consulted: Dave Kuenssberg

Date:4/6/2016

Legal Implications:

- 7.3 The report already refers to legal issues about the practicalities and legitimacy of this as an action, which do not need to be repeated.
- 7.4 What is required is consideration of the interplay between the relevant pieces of legislation. This includes but is not limited to the Equality Act; the Human Rights Act and a variety of legislation and guidance which is directly relevant where specifically Gypsies and Travellers (who meet the statutory definition) are concerned. It is not the intent of the making of a PSPO to circumvent the legislation. What needs to be achieved is a consideration of all the circumstances and to identify whether there is a legitimate aim which can be pursued which allows the making of the order even where there may be some conflict with other duties. For instance the aims of the Equality Act are clear. It will be argued that the effect of the PSPO will be to cause discrimination direct or indirect. The Act is very clear that if a public body can show it to be a proportionate means of achieving a legitimate aim, then the Act is not breached.
- 7.5 The issue therefore is what is the legitimate aim that is being pursued and whether or not it is proportionate. Great consideration has been given about what the chosen sites should be. Equally consideration has been given to the terms to be included. Each site has been selected according to a set of criteria that is relevant to that site or more generally. It reflects concerns and issues raised with a range of bodies. So the legitimate aim will be protection of the sites

for a combination of reasons. Whether the making of the PSPO is proportionate (in terms of the legitimate aim) is a balancing exercise between competing interests. It is a matter of looking at all the factors involved, the local circumstances, the circumstances specific to each piece of land, the people involved (both those housed and those not) and the people impacted. If the conclusion is that this is the most proportionate way of achieving the desired outcome then the action is legitimate.

- 7.6 It is also relevant to be mindful that there are already a number of powers available to take action where there are problems. This means that the PSPO is supplementing legitimate methods (and not replacing them). In one sense therefore we are simply adding a different route to the same result. If this is correct then it is a legitimate and proportionate measure at least in this regard.
- 7.7 It should be noted that this is a very sensitive area, where with regards to Gypsies and Travellers and especially new travellers we have experienced many legal challenges. The council has always been successful in defending the legal challenges previously made, but this is a new area of law. Despite the considerable amount of work which has been undertaken in terms of preparation, consultation, the consequential analysis and the work on consideration as to the equalities impact, there is the potential for challenge by way of judicial review. This exists both in relation to the approval of the PSPO by the members and subsequently when it is utilised. We are confident that we would prevail in such an application, but it could introduce delay and costs.

Lawyer Consulted: Simon Court

Date: 24/6/2016

Equalities Implications:

- 7.8 An EIA has been developed through the process of considering and developing the PSPOs and a draft was shared as part of the consultation. The full EIA is available in Members rooms.
- 7.9 The council has legal obligations to both local residents wishing to use the parks and to Gypsies and Travellers and other groups.
- 7.10 The legitimate aims of the PSPO are varied, but in general they are to ensure that people are free to use public spaces free from anti-social behaviour. This would contribute to the health and well-being of citizens in an urban environment.
- 7.11 The order has to be taken within the context of the local authority area. The City is an area which is bisected across the top third by the South Downs National Park (which then becomes the planning authority). It is a high density city with some significant and hard to tackle housing issues. There is a significant and growing group of people who reside in tents and vans. These are in addition to the traditional ethnic Gypsies and Travellers and new travellers. The aim of the PSPO is to achieve protection for a limited number of green spaces within the city. The areas covered by the proposed PSPO have been identified using evidence from police and council, covering complaints, reports of incidents, use by large numbers of people and/or for sports, and details of sensitivity of sites (historical and environmental).

- 7.12 The council has a duty to foster good relations between groups. Council communications in relation to this proposal have been and will remain clear that the purpose is not to target any specific group and that discrimination and hate crimes or incidents are and will remain unacceptable and may potentially lead to police investigation.
- 7.13 The terms of the order will impact a broad range of people. In relation to groups protected by the Equality Act 2010, there is likely to be an impact on ethnic Gypsies and Travellers, because their lifestyle means that they are more likely to be frequently affected by the PSPO prohibitions. However there is a new transit site and permanent site being opened in July 2016. It is not the case that Gypsies and Travellers protected in the Equality Act 2010 because of their ethnicity will be prevented from following their lifestyle, but rather there may be limits in specific areas for legitimate reasons.
- 7.14 The council has also made efforts over a number of years to improve provision for the Gypsy and Traveller population through work including its development of a permanent site at Horsdean, the work of its Traveller Liaison team and its Traveller School Liaison Officer. The council's Gypsy and Traveller Strategy contains a 'toleration protocol'. Where possible attempts have been made to negotiate with groups and to tolerate stopping in specific places. The numbers of pitches required to meet Gypsy and Traveller needs is constantly under review and further action will be taken if required.
- 7.15 Discretion in relation to the enforcement of the proposed PSPOs will remain: the council will continue to assess the welfare needs of site residents, including the needs of children. Equally the council and police continue to be able to use other legal remedies for moving on encampments and will continue to employ these. PSPOs provide an additional option.
- 7.16 Gender issues have also been considered. It may be that in relation to ethnic Gypsies and Travellers most of the impact of enforcement will fall on women since men tend to be out working during the day and women are more likely to be on site when enforcement action will be taken.
- 7.17 New Travellers do not have the same protection under the equality Act 2010 as those from an ethnic Gypsy or Traveller background. Attempts will be made to engage with this group to ascertain which people are Travellers with a background of nomadic economic migration and those who simply have no recourse to other accommodation and are living in vehicles or tents. Identifying and working positively with them will enable any mental or physical health needs to be met as appropriate.
- 7.18 People occupying tents or other structures may be residing in these because they are homeless. Officers and agencies working with the homeless population do report that these people are often vulnerable with diagnosed or undiagnosed mental health and substance misuse issues. They are mainly male, a low number are BME or LGBT.
- 7.19 The orders themselves will be one more option to support the existing range of options including byelaws and possession actions under the Civil Procedure Rules. It is intended that all relevant government guidance, on matters such as

welfare checks will be complied with and the purpose of the PSPO is to provide an immediate response once the relevant issues have been assessed. In that sense it serves only to complement that already existing range of powers and clearly defines areas of particular sensitivity that will normally be presumed to be unsuitable for any toleration of the prohibited behaviour, for the legitimate reasons outlined above and in the papers.

Sustainability Implications:

- 7.20 A PSPO can be made for three years. Consideration needs to be given to capacity to enforce in the future.

SUPPORTING DOCUMENTATION

Appendices:

Appendix One: PSPO Consultation Report
Appendix Two: Written responses (x3)

Available in Members rooms:

PSPO Equality Impact Assessment
Maps defining locations suggested
Notes from meeting with New Travellers

Appendix One: PSPO Consultation Report

Consultation Report:

PUBLIC SPACES PROTECTION ORDERS (PSPOs) in City Parks and Open Spaces, 2016

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1. Introduction and purpose

Public Spaces Protection Orders (PSPOs) are intended to deal with a particular nuisance or problem in an area that is detrimental to the local community's quality of life by imposing conditions on the use of that area that apply to everyone. They are designed to ensure people can use and enjoy public spaces safe from anti-social behaviour. The council is proposing to use PSPOs to deal with issues in parks and open spaces that are detrimental to the quality of life of people using those areas or living nearby.

The council was seeking to know;

- Which parks and open spaces were used most frequently
- If in the past 12 months people had witnessed any incidences of anti-social behaviour in a park or open space
- If people agreed or disagreed with the idea of PSPOs
- Of the behaviours that the PSPO will be used to manage which the council should prioritise

2. Methodology

A consultation document and on-line self-completion questionnaire were devised to inform and give an opportunity to comment on the proposals.

The questionnaire was available on the city's online Consultation Portal between 25 January 2016 and 27 April 2016 with the link distributed via the usual council channels with specific emphasis on social media linking through to the council webpages. Hard copies were also available if requested.

As a self-selecting questionnaire it is not possible to determine if the responses to the survey are representative of all residents in the city.

As part of the questionnaire, respondents were asked;

- If they were responding to the consultation as either a local resident, visitor or as a representative of a local community or voluntary organisation (CVS), local business or other stakeholder group
- To complete the council's standard equalities monitoring form
- For their postcode

3. Response and respondents profile

In total 1,109 responses were received including responses from;

- 977 local residents
- 66 visitors to the city
- 31 local community & voluntary sector (CVS) representatives
- 21 local business, stakeholder or partnership representatives
- 47 'other' responses

Notes:

- (i) Respondents are not mutually exclusive to one group.
- (ii) Seven responses were removed due to racist language/response.

Relatively high numbers of respondents (15 to 24 per cent depending on the question) did not complete the equalities and demographic questions. Therefore it is not possible to compare the respondents' profile with that of the city as whole.

Nearly two out of five respondents are regular users of Preston Park (42 per cent, 420 people) and Stanmer Park (40 per cent, 393 people) a quarter of respondents are regular users of open spaces along the seafront (25 per cent, 252 people) and more than one in ten use Wild Park (15 per cent, 149 people) and Rottingdean Recreation Ground (11 per cent, 108 people).

A full equalities and demographic profile can be found in section 5 of this report.

4. Results and findings

The responses to the consultation have been analysed by the following groups;

- Local residents
- Visitors to the city
- Local business, CVS, stakeholders and partnership representatives
- 'Other' respondents
- All usual equality groups

Responses from local residents and visitors to all closed questions have been analysed by the following demographics and equalities groups;

- Age
- Carers
- Connection to the Armed Forces
- Gender
- Ethnicity
- Health problem and disability
- Religion or belief
- Sexual orientation

Note: The relatively high numbers of respondents who did not provide complete equalities and demographic responses, combined with the small number of responses from some equalities groups, makes equalities and demographic analysis difficult. Therefore care needs to be taken when interpreting the results.

4.1 Experience of anti-social behaviour in parks

Respondents were asked if in the last 12 months, they had experienced an incident in a park or open space which they regard as anti-social.

- More than nine out of ten responded to this question (93 per cent, 1,026 people)

- More than a quarter of those responding (29 per cent, 298 people) said that they had not experienced an incident within a park/open space in the last twelve months that they considered anti-social.
- The most common incidents respondents said they had experienced (Table 1) were:
 - Vehicles / caravans / tents in the park / open space (38%)
 - Fly tipping / rubbish (27%)
 - People defecating / urinating (15%)
 - Vehicles driving or speeding over grass areas (15%) – of particular note were the use of quad bikes
 - Verbal abuse / intimidation or aggression (13%)

Table 1: Behaviours and people whom the behaviours were attributed						
	All respondents		Attributed to Gypsies and Travellers	Key Locations (most mentioned)		
	n = 1,026	%				
Vehicles / caravans / tents in the park/open space	392	38%	67%	Preston Park	Rottingdean Rec	Seafront
Fly tipping / rubbish	275	27%	54%	Preston Park	Seafront	Stanmer Park
People defecating/urinating	152	15%	58%	Preston Park	Rottingdean Rec	Seafront
Vehicles driving or speeding over grass areas	150	15%	57%	Preston Park	Stanmer Park	Wild Park
Verbal abuse / intimidation or aggression	137	13%	65%	Preston Park	Seafront	Stanmer Park
Felt intimidated by presence of Gypsies / Travellers or unable to use park / open space	116	11%	-	Preston Park	Seafront	Stanmer
Dogs (threatening / out of control)	102	10%	48%	Stanmer Park	Preston Park	Seafront
Damage to gates / fences / public property	69	7%	57%	Rottingdean Rec	Seafront	Stanmer Park
Owners not picking up after dogs	57	6%	14%	Stanmer Park	Seafront	-
Damage to grass / habitat	54	5%	59%	Preston Park	Sheepcote Valley	Stanmer Park

- Many respondents specified who had been responsible for the behaviour and these results are given in table 1 – for example 54% of incidents of fly tipping / litter were specifically attributed to Gypsies/Travellers but only 14% of incidents mentioning dog owners not picking up after their dogs was attributed to Gypsies/Travellers (the majority did not specify)

4.2 Public Space Protection Orders

Respondents were asked how much they agreed or disagreed that having PSPOs was a good idea.

Table 2 shows that respondents had strong views about whether PSPOs are a good idea or not. Nearly all respondents either strongly agreed or strongly disagreed with only a small number of respondents tending to agree, tending to disagree or saying neither.

- More than three quarters of residents (77 per cent, 748 people) agreed that PSPOs were a good idea with more than two thirds strongly agreeing (69 per cent, 674 people). A fifth of respondents (21 per cent, 203 people) disagreed with 16 per cent (158 people) strongly disagreeing.
- CVS, business and stakeholder representatives were most likely to agree that PSPOs were a good idea with 43 out of 50 representatives (86 per cent) doing so.
- Three out of five visitors to the city (60 per cent, 39 people) disagreed that PSPOs were a good idea.

Table 2: How much do you agree or disagree that having Public Spaces Protection Orders is a good idea?

	Are you completing this survey as a...				All responses
	Brighton & Hove resident	Visitor to the city	CVS, Business, stakeholder or partnership representative	Other	
Strongly agree	674	22	40	23	735
	69%	34%	80%	52%	67%
Tend to agree	74	3	3	3	81
	8%	5%	6%	7%	7%
Neither agree nor disagree	15	0	0	1	16
	2%	0%	0%	2%	1%
Tend to disagree	45	5	1	2	52
	5%	8%	2%	5%	5%
Strongly disagree	158	34	6	15	204
	16%	52%	12%	34%	19%
Don't know / not sure	7	1	0	0	8
	1%	2%	0%	0%	1%
Total	973	65	50	44	1,096

More than nine out of ten respondents who agreed (92 per cent, 753 people) or disagreed (93 per cent, 238 people) that PSPOs are a good idea gave reasons why. Tables 3a and 3b summarises their reasons.

Table 3a: Respondents who agree that PSPOs are a good idea		
	Number	%
Enable everyone / residents / visitors to use parks	264	35%
Protect the parks/environment/wildlife	179	24%
Addresses anti-social behaviours	134	18%
Will reduce costs / save money	110	15%
Other routes have been ineffective / take too long – will speed up the process	94	12%
Improve safety	72	10%
Fairness – should be the same rules for all	55	7%
Addresses illegal activities	36	5%
Removal of health hazards	27	4%
As long as enforced	18	2%
But need safe spaces for Gypsies and Travellers	15	2%
But need safe spaces for homeless people	7	1%
Miscellaneous	62	8%
Base: All who strongly or tended to agree that PSPOs are a good idea and who shared their reasoning (n=753/92%)		

- The most common responses for those who agreed with having Public Spaces Protection Orders were that they would:
 - Enable everyone / residents / visitors to use parks (35 per cent)
 - Protect the parks / environment / wildlife (24 per cent)
 - Address anti-social behaviours (18 per cent)
- For those that disagreed with having the orders, the most common reasons cited were that they would:
 - Discriminate against / criminalises Gypsies and Travellers (35 per cent)
 - Discriminate against homeless people (23 per cent)
 - Be too punitive (21 per cent)
- Respondents who either agreed or disagreed that PSPOs are a good idea cited the importance of providing safe spaces for Gypsies and Travellers and homeless people.

Table 3b: Respondents who disagree that PSPOs are a good idea		
	Number	%
Discriminates against / criminalises Gypsies/Travellers	83	35%
Discriminates against homeless people	54	23%
Too punitive	51	21%
Infringement of civil liberties / People should have freedom of movement	44	18%
Public spaces should be for the use of all members of the public	36	15%
Need safe spaces for gypsies/travellers to stay	35	15%
Need safe spaces for homeless people to stay	23	10%
By enforce existing legislation on anti-social behaviour dog fouling / speeding etc. this would not be required	20	8%
Waste of money / the cost / resource to enforce	15	6%
Unnecessary e.g. there isn't anti-social behaviour	15	6%
Depends how it's enforced / could be misused	11	5%
Unenforceable	8	3%
People will use it to harass other park users for activities they consider anti-social	5	2%
Miscellaneous	4	2%
Base: All who tended to or strongly disagree the PSPOs are a good idea and who shared their reasoning (n=238/93%)		

Looking at responses by equality groups for local residents and visitors there a couple of notable differences (please refer to the note about the equalities analysis on page 4).

- **Younger respondents are less likely to agree that PSPOs are a good idea.** Only 35 out of 80 respondents (44 per cent) aged 18 to 34 agreed that PSPOs are a good idea compared to 65 per cent of respondents aged 35 to 54 and 92 per cent of respondents aged 55 and over.
- **Support for PSPOs varies by ethnicity.** Only 27 out of 49 respondents (55 per cent) of 'other' White ethnicity agreed that PSPOs are a good idea compare to 77 per cent of White UK/British respondents and 12 out of 16 (75 per cent) of non-white BME respondents.

4.3 Managing behaviour

From a list of behaviours, respondents were asked to rank them in order of priority and if there were any other behaviours which they think the PSPO could or should be used to manage. Table 4 summarises their responses.

Table 4: Which of these behaviours that Brighton & Hove City Council intends to manage using PSPO do you think should have the highest priority?

	Are you completing this survey as a...				Total
	Brighton & Hove resident	Visitor to the city	CVS, Business, stakeholder or partnership representative	Other	
Occupying any vehicle, caravan, tent or other structure	501 54%	10 17%	32 65%	16 41%	543 52%
Lighting or maintaining a fire	20 2%	0 0%	0 0%	1 3%	20 2%
Littering or fly tipping	210 23%	29 50%	7 14%	12 31%	249 24%
Driving any vehicle on grass	44 5%	2 3%	0 0%	1 3%	47 5%
Defecating or urinating	157 17%	17 29%	10 20%	9 23%	185 18%
Total	932	58	49	39	1044

For more than a half of residents (54 per cent, 501 people) occupying any vehicle, caravan, tent or other structure was the behaviour that the council should give the highest priority too. Less than one in twenty think driving any vehicle on the grass (5 per cent, 44 people) or lighting or maintaining a fire (2 per cent, 20 people) was the highest priority.

CVS, business and stakeholder representatives were more likely to want to prioritise occupying any vehicle, caravan, tent or other structures (65 per cent, 32 people) but for visitors the top priority was litter or fly tipping (50 per cent, 29 people).

Looking at responses by equality groups for local residents and visitors there are notable difference by age (please refer to the note about the equalities analysis on page 4).

- **The priority behaviour for the council to manage for people aged 18 to 34 is littering or fly-tipping.** Nearly a half of respondents aged 18 to 34 (47 per cent, 35 people) think that littering or fly tipping is the highest priority compared to only 28 per cent of 35 to 54 year olds and 14 per cent of respondents aged 55 or over.
- **Occupying any vehicle, caravan, tent or other structure is a lower priority for younger people.** Only 20 per cent of respondents (15 people) age 18 to 34 think that occupying any vehicle or structure should be given the highest priority compared to 45 per cent of 35 to 54 year olds and 64 per cent of respondents aged 55 and over.

In response to the question about what other behaviours PSPOs could or should manage 85 respondents (8 per cent) said none, while 433 respondents (39 per cent) made 44 suggestions. Table 5 summarises the behaviours mentioned by 10 or more people.

Table 5. Are there any other behaviours which you think the PSPOs could or should be used to manage?		
	Total	Percent
Abuse / intimidation / aggression including by children	91	21%
Dogs (threatening / out of control)	78	18%
Dogs defecating	56	13%
Alcohol consumption	48	11%
Noise including from generators, fireworks and or parties	47	11%
Vehicles / including taxing of vehicles	43	10%
Fly tipping / rubbish	41	9%
Damage to gates / fences / public property	41	9%
Drug use / dealing	27	6%
Damage to grass	24	6%
Animal cruelty / husbandry	22	5%
Driving / speeding	17	4%
Fires	14	3%
Humans defecating	11	3%
Intimidated by presence of G&T / unable to use park	11	3%
Professional Dog Walkers	11	3%
Thefts	11	3%
Base: All respondents who suggested behaviours (n=433)		

A quarter of respondents (21 per cent, 91 people) who suggested a behaviour that a PSPO could or should be used to manage, mentioned abuse, intimidation and aggression. More than one in ten also mentioned;

- Dogs threatening or out of control (18 per cent, 78 people)
- Dogs defecating (13 per cent, 56 people)
- Alcohol consumption (11 per cent, 48 people)
- Noise including from generators, fireworks and or parties (11 per cent, 47 people)
- Vehicles / including taxing of vehicles (10 per cent, 43 per cent)

4.4 Final comments

At the end of the questionnaire respondents were asked if they had any final comments with regards the use of PSPOs in Brighton and Hove.

Of the 1,109 respondents a third (34 per cent, 373 people) gave a response to this question. Responses were similar to those for the question asking if respondents agreed or disagreed with the idea of PSPOs.

- It is a bad idea (64 respondents)
- Discriminating against / criminalising Gypsies/travellers (54 respondents)
- Need for enforcement if put in place (46 respondents)
- Discriminating against homeless people (36 respondents)
- Too punitive (28 respondents)
- Need safe spaces for gypsies/travellers to stay (23 respondents)
- Protect the parks / environment / wildlife (17 respondents)
- Need safe spaces for homeless people to stay (17 respondents)
- Waste of money / the cost / resource to enforce (17 respondents)
- Enable everyone / residents / visitors to use parks (16 respondents)
- Depends how it's enforced / could be misused (15 respondents)
- Will reduce costs / save money (13 respondents)
- Improve safety (12 respondents)
- Address anti-social behaviour (11 respondent)

Respondents also said that PSPO should be extended to other parks;

- All parks and open spaces (34 respondents)
- Specific parks and open spaces (50 respondents), most mentioned was Beacon Hill Nature Reserve (18 respondents) and Salt dean Park (10 respondents)

5. Respondents profile

When asked what is your ethnicity? Six respondents identified as coming from the Gypsy/Traveller community. Two identified as White – Gypsy or Irish Traveller, two as White Other – New age traveller, one as White Other – Traveller and one as White Other – Scottish Tinker.

		Frequency	All respondents (%)	Who answered the question (%)
What age are you?				
Valid	18 to 24	18	2%	2%
	25 to 34	59	6%	7%
	35 to 44	188	18%	21%
	45 to 54	226	21%	25%
	55 to 64	201	19%	23%

	65 to 74	156	15%	18%
	75 and over	42	4%	5%
	Total	890	84%	100%
Missing	Not known	46	4%	
	Prefer not to say	123	12%	
	Total	169	16%	
Total		1059	100%	
What gender are you?				
Valid	Male	451	43%	48%
	Female	480	45%	51%
	Other	3	<0.5%	<0.5%
	Total	934	88%	100%
Missing	Not known	48	5%	
	Prefer not to say	77	7%	
	Total	125	12%	
Total		1059	100%	
Do you identify as the sex you were assigned at birth?				
Valid	Yes	856	81%	99%
	No	6	1%	1%
	Total	862	81%	100%
Missing	Unknown	87	8%	
	Prefer not to say	110	10%	
	Total	197	19%	
Total		1059	100%	
Which of the following best describes your sexual orientation?				
Valid	Heterosexual / Straight	738	70%	90%
	Lesbian / Gay woman	18	2%	2%
	Gay man	40	4%	5%
	Bisexual	21	2%	3%
	Other	5	<0.5%	1%
	Total	822	78%	100%
Missing	Not known	61	6%	
	Prefer not to say	176	17%	
	Total	237	22%	
Total		1059	100%	

		Frequency	All respondents (%)	Who answered the question (%)
What is your religion or belief?				
Valid	I have no particular religion	363	34%	42%
	Buddhist	18	2%	2%
	Christian	308	29%	35%
	Jain	1	<0.5%	<0.5%
	Jewish	9	1%	1%
	Pagan	14	1%	2%
	Agnostic	22	2%	3%
	Atheist	100	9%	12%
	Other	11	1%	1%
	Other philosophical belief	23	2%	3%

	Total	869	82%	100%
Missing	Not known	52	5%	
	Prefer not to say	138	13%	
	Total	190	18%	
Total		1059	100%	
Are your day to day activities limited because of a health problem or disability which has lasted, or is expected to last 12 months?				
Valid	Yes a little	106	10%	12%
	Yes a lot	60	6%	7%
	No	718	68%	81%
	Total	884	83%	100%
Missing	Not known	51	5%	
	Prefer not to say	124	12%	
	Total	175	17%	
Total		1059	100%	
What is your ethnicity?				
Valid	UK / British	836	79%	92
	Irish	13	1%	1
	Gypsy or Irish Traveller	2	<0.5%	<0.5%
	Any other White background	48	5%	5%
	Asian or Asian - Indian	1	<0.5%	<0.5%
	Any other Asian Background	1	<0.5%	<0.5%
	Black or Black British - Caribbean	2	<0.5%	<0.5%
	Mixed - Asian & White	2	<0.5%	<0.5%
	Mixed - Black Caribbean & White	2	<0.5%	<0.5%
	Any other mixed background	4	<0.5%	<0.5%
	Arab	1	<0.5%	<0.5%
	Any other ethnic group	2	<0.5%	<0.5%
	Total	913	86%	100%
Missing	Not known	40	4%	
	Prefer not to say	106	10%	
	Total	146	14%	
Total		1059	100%	

		Frequency	All respondents (%)	Who answered the question (%)
Are you a Carer?				
Valid	Yes	104	10%	12%
	No	792	75%	88%
	Total	896	85%	100%
Missing	Not known	59	6%	
	Prefer not to say	104	10%	
	Total	163	15%	
Total		1059	100%	
With a connection to the Armed Forces				
Valid	Yes	79	7%	10%
	No	730	69%	90%
	Total	809	76%	100%

Missing	No response	163	15%	
	Prefer not to say	87	8%	
	Total	250	24%	
Total		1059	100%	
Q1. Which park or open spaces do you use most regularly?				
Valid	Preston Park	418	39%	42%
	Stanmer Park	390	37%	40%
	Seafront Including Black Rock to Hove Lagoon	252	24%	26%
	Wild Park	149	14%	15%
	Rottingdean Recreation Ground	107	10%	11%
	Hollingbury Park	88	8%	9%
	Queens Park	67	6%	7%
	The Level	62	6%	6%
	East Brighton Park	61	6%	6%
	Hove Park	61	6%	6%
	Sheepcote Valley	60	6%	6%
	Waterhall	56	5%	6%
	Happy Valley	50	5%	5%
	Saltdean Oval	47	4%	5%
	Beacon Hill / Nature Reserve	39	4%	4%
	Withdean Park	38	4%	4%
	Surrenden Field	36	3%	4%
	Lawn Memorial and adjacent land (Woodingdean)	34	3%	3%
	St. Ann's Well Gardens	31	3%	3%
	Hove Lawns	23	2%	2%
	Rottingdean	20	2%	2%
	Blakers Park	18	2%	2%
	Hollingbury	18	2%	2%
	East Brighton Park / Sheepcote Valley	14	1%	1%

		Frequency	All respondents (%)	Who answered the question (%)
	Green Ridge / Coney Wood	12	1%	1%
	Dyke Road Park	11	1%	1%
	Greenway	11	1%	1%
	Wish Park	11	1%	1%
	Pavilion Gardens	8	1%	1%
	St. Helen's Green	8	1%	1%
	Rottingdean Park	7	1%	1%
	Kipling Gardens	6	1%	1%
	Rottingdean Windmill	6	1%	1%
	Victoria Park	6	%	1%
	Patcham Place Recreation Ground	5	1%	1%
	Carden Park	4	<0.5%	<0.5%
	Hollingdean Park	4	<0.5%	<0.5%

Hove Recreation Ground	4	<0.5%	<0.5%
Peacehaven	4	<0.5%	<0.5%
Race Hill / Course	4	<0.5%	<0.5%
William Clarke Park	4	<0.5%	<0.5%
Woodingdean	4	<0.5%	<0.5%
Woodingdean Bexhill Road	4	<0.5%	<0.5%
39 Acre	3	<0.5%	<0.5%
Devil's Dyke	3	<0.5%	<0.5%
Easthill Park	3	<0.5%	<0.5%
Ladies Miles Park	3	<0.5%	<0.5%
Peacock Park	3	<0.5%	<0.5%
Rottingdean Village Green	3	<0.5%	<0.5%
Vale Park	3	<0.5%	<0.5%
Benfield Valley	2	<0.5%	<0.5%
Chatsworth Park	2	<0.5%	<0.5%
Greenleas	2	<0.5%	<0.5%
Hollingbury Golf Course	2	<0.5%	<0.5%
Hollingbury woods	2	<0.5%	<0.5%
Horsdean Recreation Ground	2	<0.5%	<0.5%
Mile Oak Recreation Ground	2	<0.5%	<0.5%
Old Steine	2	<0.5%	<0.5%
Roedean / Cafe	2	<0.5%	<0.5%
Stoneham Park	2	<0.5%	<0.5%
Telscombe Tye	2	<0.5%	<0.5%
Valley Gardens	2	<0.5%	<0.5%
Victoria Recreation Ground	2	<0.5%	<0.5%
Woodindean Park	2	<0.5%	<0.5%
Adjacent to Ditchling Road reservoir	1	<0.5%	<0.5%
Barcombe Place	1	<0.5%	<0.5%
Barn Rise Green	1	<0.5%	<0.5%

		Frequency	All respondents (%)	Who answered the question (%)
	Behind Nuffield Woodingdean	1	<0.5%	<0.5%
	Benfield Hill Nature Reserve	1	<0.5%	<0.5%
	Bevendean Down	1	<0.5%	<0.5%
	Brighthelm	1	<0.5%	<0.5%
	Brighton Marina Parade	1	<0.5%	<0.5%
	Burstead Woods	1	<0.5%	<0.5%
	Bypass to Devils Dyke	1	<0.5%	<0.5%
	Castle Hill	1	<0.5%	<0.5%
	Coldean Woods	1	<0.5%	<0.5%
	Devil Dyke Road	1	<0.5%	<0.5%
	Dorset Road	1	<0.5%	<0.5%
	Downsman Pub	1	<0.5%	<0.5%
	Dyke Railway track	1	<0.5%	<0.5%
	Falter Hill	1	<0.5%	<0.5%
	Hangleton Park	1	<0.5%	<0.5%

	Hillingdean	1	<0.5%	<0.5%
	Hollingbury & Burstead Woods	1	<0.5%	<0.5%
	Hollingbury Fort	1	<0.5%	<0.5%
	Hove Museum Gardens	1	<0.5%	<0.5%
	Marina	1	<0.5%	<0.5%
	New Steine Gardens	1	<0.5%	<0.5%
	Old allotments	1	<0.5%	<0.5%
	Open land at the top of Woodingdean	1	<0.5%	<0.5%
	Park Traveller	1	<0.5%	<0.5%
	Patcham Place	1	<0.5%	<0.5%
	Peace Park, Peasehaven	1	<0.5%	<0.5%
	Saunders Park	1	<0.5%	<0.5%
	St Andrews Church	1	<0.5%	<0.5%
	St. Nic rest gardens	1	<0.5%	<0.5%
	Sweet Hill Laybys	1	<0.5%	<0.5%
	The cliff top from Saltdean to the Marina	1	<0.5%	<0.5%
	The Copse	1	<0.5%	<0.5%
	The Green - Westdene	1	<0.5%	<0.5%
	The Lilac Garden	1	<0.5%	<0.5%
	Westdene Park	1	<0.5%	<0.5%
	Whitehawk	1	<0.5%	<0.5%
	Whitehawk Hill	1	<0.5%	<0.5%
	Withdean Woods	1	<0.5%	<0.5%
	Woodingdean Windmill	1	<0.5%	<0.5%
	Total	985	93%	100%
Missing	No response	74	7%	
	Total	1059		

Appendix Two: Written responses (x3)

(1 of 3)



Brighton and Hove City Council.

20 April 2016

Dear Sir or Madam,

Re: Public Spaces Protection Orders (PSPOs) in City Parks and Open Spaces.

Friends, Families and Travellers is a national charity working on behalf of all Gypsies, Travellers and Roma regardless of ethnicity, nationality, culture or background and we are pleased to offer our comments on the Council's proposals to implement Public Spaces Protection Orders in various locations throughout the City.

We are strongly opposed to the Council's proposals which in our view will, in addition to the impact on Travellers generally, adversely and unequally affect two of Brighton and Hove's ethnic minority communities, namely Romany Gypsies and Irish Travellers. As you will be aware the Council has a general equality duty, imposed by the Equality Act 2010 section 149, to have regard in the exercise of its functions to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Race Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

It is not clear that the Council had proper regard to its Public Sector Equality Duty in advancing these proposals given that they will impact adversely and unequally on Romany Gypsies and Irish Travellers who are recognised as minority ethnic groups protected by the provisions of the Equality Act 2010.

Public Spaces Protection Orders are intended to deal with anti-social behaviour and we disagree profoundly with the assumption in the proposals that the mere presence on land of unauthorised encampments of homeless Gypsies and Travellers constitutes anti-social behaviour.

Such unauthorised encampments occur because there is a shortage of authorised sites for Gypsies and Travellers within the city, so that members of these communities with local connections have no choice but to encamp on sites which are not authorised. This in itself does not in our view constitute anti-social behaviour, but should any of the residents of the

encampments behave in an anti-social manner, there is already perfectly adequate legislation in place to deal with this.

The twelve locations covered by the proposed Public Space Protection Orders are very extensive in area and are those parts of the city where unauthorised encampments are most likely to occur. If Travellers were unable to stop within any of these locations this would mean unauthorised encampments would occur more frequently in other areas of the City and then the Council may consider introducing PSPOs in those locations. This could lead to a situation where there would be very few, if any, areas where Travellers could encamp, thus rendering Brighton & Hove effectively a no-go area for Gypsies and Travellers. This would be a regrettable position for a City that has historically celebrated its reputation for diversity.

As previously stated we do not consider that the mere presence of homeless people on land can possibly, in itself, constitute antisocial behaviour and we believe that there are genuine and worrying forms of antisocial behaviour that the Council should be devoting its resources towards tackling. For example the members of our staff team who live in Brighton & Hove have not themselves experienced anti-social behaviour from unauthorised encampments but have certainly witnessed dog faeces in the streets, amounting to a serious health hazard to children and adults, as well as drug abuse and dealing around the Level and elsewhere.

Under the proposals the mere existence of an unauthorised encampment in caravans is sufficient grounds for the activation of a PSPO, yet rough-sleeping on the streets of the City is not. This seems contradictory as both are manifestations of homelessness and a shortage of suitable accommodation.

These proposals would mark a reversal of the Council's current policy on unauthorised encampments which contains within it a 'toleration' policy of up to six weeks for encampments, and a legal requirement to carry out welfare enquiries.

We understand that Sussex Police are concerned about their capacity to enforce these proposals, and indeed they have adequate other legislation available to them to use on unauthorised encampments.

PSPOs were never designed to be used on unauthorised encampments. The guidance with regard to PSPOs is contained in 'Anti-social behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers: statutory guidance for frontline professionals' published by the Home Office in July 2014. The guidance contains reference to alcohol, dogs and noise, but no reference to unauthorised encampments.

It is recognised by a wide variety of organisations and by central government that the problem of unauthorised encampments is caused not through the fault of the Gypsies and Travellers concerned but due to the lack

of authorised permanent and transit pitches and emergency stopping places. It is difficult to see how the phenomenon of unauthorised encampments in itself could, therefore, be described as being 'unreasonable'.

We would also like to draw attention to the fact that BHCC's latest Gypsy and Traveller Accommodation Needs Assessment has identified a need for a further 32 pitches for the Gypsy and Traveller community in Brighton and Hove. It is completely disproportionate to introduce measures such as PSPOs in the absence of sufficient authorised pitch provision.

Article 8 of the European Convention on Human Rights, the right to respect for private and family life and home, is obviously relevant to unauthorised encampments. With regard to Article 8 it is important to apply the structured approach as explained by Lord Steyn in *R – v – Secretary of State for the Home Department ex parte Daly* (2001) 2 AC 532 at 27 and especially the question:

'Is the proposed measure the least restrictive means (in terms of the degree to which it interferes with a protected fundamental right) of accomplishing the relevant legitimate aim?'

Clearly there are ways in which such an extreme measure as a PSPO could be avoided e.g. by using existing possible methods of possession action such as Civil Procedure Rules Part 55 or Criminal Justice and Public Order Act 1994 Section 77.

We therefore conclude that the use of the PSPO as a mechanism for addressing the issue of unauthorised encampments in Brighton & Hove is inappropriate, unreasonable, unnecessary, contrary to Article 8 of the European Convention on Human Rights, and that its implementation would cause the Council to be in breach of its Public Sector Equality Duty.

Yours sincerely

Emma Nuttall
Advice and Policy Manager

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Appendix Two: Written responses (x3)

(2 of 3)

Response of the Equality and Human Rights Commission to the Consultation:

Consultation details

Title:	Response of the Equality & Human Rights Commission to the Brighton & Hove City Council Consultation, <i>Public Spaces Protection Orders in City Parks and Open Spaces</i>
Source of consultation:	Brighton & Hove City Council
Date:	27 th April 2016

For more information please contact

Name of EHRC contact providing response and their office address:	
Rosemary Lloyd, Senior Solicitor, Equality and Human Rights Commission	
Telephone number:	0161 829 8432
Email address:	Rosemary.Lloyd@equalityhumanrights.com

Summary

1. The Equality and Human Rights Commission ("the Commission") is Britain's independent National Human Rights Institution. It has "A" status under the United Nations' Paris Principles, and is under a statutory duty to encourage compliance with the UK's obligations under human rights law. It is also responsible for promoting compliance with the Equality Act 2010. This response is limited to the issues within our remit, particularly concerning the impact of the proposal on Gypsies and Travellers.
2. The Commission acknowledges that balancing the rights of park users and those of ethnic Gypsies and Travellers can present a difficult situation for Councils to manage. The Council has to take into account its legal obligations in striking a balance between the rights of local residents to use public spaces and the interests of unauthorised campers. We are therefore grateful for the opportunity to put forward our views on this issue.
3. The consultation proposes to introduce a Public Spaces Protection Order (PSPO) in City Parks and Open Spaces which would prevent people occupying caravans, vehicles or tents in those areas or driving any vehicle on grass. The aims include increasing the ability of local communities to use the land without fear and concern. The proposed PSPO is also intended to address a number of linked problems, including damage to the land, human and domestic waste and criminal damage.
4. The consultation acknowledges that the persons most likely to occupy caravans in the open spaces targeted by the PSPO would be ethnically defined Gypsies and Travellers, and that these proposals would have a disproportionate impact on this group. The cause of unauthorised encampments is a shortage of authorised accommodation locally and nationally.
5. Gypsies and Travellers are an ethnic group protected under the Equality Act 2010. Equality and human rights law requires that the disparate impact on Gypsies and Travellers which

arises from the proposal should be justified and proportionate (as set out in more detail below).

6. The Commission's view is that this may be difficult to establish with the proposal as it is currently framed, in that it extends to using mere presence on the land as the basis for a criminal sanction. Where problems such as criminal damage arise a local authority will be justified in taking criminal or civil action to prevent them continuing but even that may not require immediate eviction, depending on the circumstances and the nature of the criminal act.
7. We would therefore ask the Council to give careful consideration to the points below in respect of:
 - The requirements of the public sector equality duty
 - Human rights obligations on public authorities
 - The need to justify differential impact on Gypsies and Travellers
 - Alternatives to the proposal that may be more proportionate
8. The Council could consider developing a revised, more limited proposal, that is capable of addressing these issues, see *Alternatives to the proposal below*. For example, local authorities can help Gypsies and Travellers to practice their travelling lifestyle - and save considerably on enforcement costs and harm to community cohesion - by introducing a 'negotiated stopping policy'.

Equality and human rights obligations

Public Sector Equality Duty

9. The public sector equality duty (PSED) requires public authorities, in the exercise of their functions, to have due regard to the need to:
 - (a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - (c) Foster good relations between people who share a protected characteristic and those who do not.
10. In paying due regard to these needs, the Council will need to take into account the extent of negative prejudices and racism amongst members of the public, and perpetuated in the media, in relation to Gypsies. The Commission's research has consistently demonstrated the extent of this problem (see annex 1). It will be important for the Council to fully differentiate between consultation responses that are genuinely motivated by reduced amenity or genuine fear and those motivated by prejudice or stereotyping.

11. Under the European Convention on Human Rights (Articles 8 and 14) and the Human Rights Act 1998, all public authorities owe a duty to facilitate the Gypsy and Traveller way of life. In *Chapman v UK* (2001) the European Court of Human Rights noted that:

“The vulnerable position of gypsies as a minority means that some special consideration should be given to their needs and their different lifestyle both in the relevant regulatory planning framework and in arriving at decisions in particular cases. To this extent there is thus a positive obligation imposed on the Contracting States by virtue of Article 8 to facilitate the gypsy way of life”.

12. Facilitation of a way of life is a stronger obligation than merely protecting it. The European Framework Convention for the Protection of Minorities (to which the UK is a party) requires the UK and public authorities to take adequate measures to promote full and effective equality between persons belonging to a national minority and those belonging to the majority (in all areas of economic, social, political and cultural life). This includes promoting conditions that will enable the minority to maintain and develop their culture, and to preserve the essential elements of their identity, traditions and cultural heritage.¹
13. The Council therefore has duties under international law to protect and facilitate the Gypsy/Traveller way of life. These duties will be relevant to the issues of whether the Council has met its public sector equality duty in considering the PSPO proposal and whether the anticipated differential impact on Gypsies and Travellers can be justified.

The need to justify differential impact on Gypsies and Travellers

14. The harm that unauthorised encampments are likely to cause, especially in circumstances where there are no other related problems, such as anti-social behaviour, will be a relevant factor for the Council when considering justification. The Council will want to identify clearly the extent of any alleged nuisance said to originate from the mere fact of encampments, and the extent of evidence supporting the allegation, as opposed to anti-social behaviour (for which the council has other sanctions open to it).
15. The harm to the settled community has to be balanced against impact of the proposed PSPO on Gypsies and Travellers. The likely effect of the PSPO on the travelling community will be to render travelling in the Brighton and Hove area more difficult. The combination of a regional shortage of stopping places and the restrictions imposed by a PSPO are likely to lead Gypsies and Travellers to occupy more precarious and potentially dangerous roadside encampments.
16. Therefore a blanket prohibition on the emplacement of any caravan in any relevant open space in any circumstances is likely to be more difficult to justify than either:

¹ See also International Covenant on Civil and Political Rights (“ICCPR”), Article 27 and The Human Rights Committee General Comment no. 23

- (a) A more limited prohibition (whether or not achieved through a PSPO) that targets anti-social behaviour; or
- (b) A prohibition that applies to some parks or open spaces but not others, leaving some scope for Gypsies and Travellers to be moved on to more suitable locations.

Approach to unauthorised camping

17. This proposal appears to depart from central government *Guidance on managing unauthorised camping*. The Council is required to follow that guidance unless there is good reason not to.
18. The guidance says that:
 - (a) Provision of and signposting to short-term stopping places is an essential component of any local strategy designed to deal with unauthorised camping: paras 4.2 and 4.4
 - (b) Local authorities should make proper inquiries to identify the needs of site residents: para 5.7. Case-law underlines the need to make inquiries and consider “the options” as an element of the “common humanity” required of local authorities.² The Council also has to take into account the best interests of any affected children.³
 - (c) Local authorities should draw up codes of expected behaviour for encampments, in consultation with the Gypsy/Traveller community, which are sensitive to cultural differences between the travelling and settled communities: paras 5.3, 7.3-75. The focus of any enforcement action should be on the specific problem or specific trouble maker and not the encampment as a whole.

Shortage of accommodation

19. The prevalence of unauthorised encampments in open spaces is a symptom of a shortage of appropriate accommodation for Gypsies and Travellers. The Council’s *Traveller Commissioning Strategy 2012* noted the nationwide and regional shortage of adequate and culturally suitable accommodation for Gypsies and Travellers: see sections 3.2 and 3.3. It accepted that the overriding reason for the increasingly high profile nature of Gypsies and Travellers within the City was because of a shortage of stopping places in the region. Nothing suggests that that analysis has altered in any way.
20. Whilst we welcome the Council’s progress to a new permanent site, there will remain a shortfall of transit site pitches and stopping places according to the Strategy document even following its completion.
21. The PSPO proposal will not therefore address the root causes of unauthorised encampments but will instead subject Gypsies and Travellers who wish to pursue a traditional, nomadic lifestyle to a criminal sanction.

² see *R v Lincolnshire CC, Ex p Atkinson & Ors* (1996) 8 Admin LR 529; and *R (Casey & Ors) v Crawley BC* [2006] EWHC 301 (Admin), para 77;

³ Section 11 of the Children Act 2004; and *ZH (Tanzania) v Secretary of State for the Home Department* [2011] UKSC 4

22. The application of a criminal sanction may be disproportionate where it is applied simply for the purpose of moving persons on given that:
- (a) It is good practice to tolerate unauthorised encampments in certain circumstances (as the Council's Strategy document accepts). Some occupants will be vulnerable or have needs that make immediate eviction inappropriate or disproportionate. While eviction may be appropriate for some encampments it is not appropriate for every encampment.
 - (b) The existing enforcement mechanisms for moving encampments on permit the decision maker a certain degree of discretion. However that would not appear to be the case with the proposed PSPO, because it will apply to any encampment regardless of the needs of its occupants.
 - (c) The Council has a range of other powers at its disposal for moving on encampments. Those powers are summarised in the Department for Communities and Local Government guidance *Dealing with illegal and unauthorised encampments* 2015. They include civil injunctions to prevent nuisance and annoyance (section 1 of the Anti-social Behaviour Crime and Policing Act 2014), civil injunctions to prevent trespass, claims for possession brought under CPR Part 55 and the power to direct unauthorised campers to leave land (section 77 of the Criminal Justice and Public Order Act 1994).
 - (d) These powers typically require a positive decision to be taken on the facts of each individual case that its use would be appropriate and proportionate. Each power is subject to its own set of safeguards, including the necessity of seeking a court order. The importance of using court orders for the purpose of eviction was acknowledged in the guidance. That is different to the process whereby a PSPO is adopted in respect of a larger area or a number of areas. In those circumstances no consideration needs to or will be systematically given to the circumstances of any individual case. It is not clear what forms of remedy an aggrieved person who is moved on by the Council or police may have.
 - (e) The absence of any discretion means no inquiries or consideration of the welfare needs of occupants such as disabled people; older people or children in encampments are likely to be made before seeking an eviction.⁴ Action to evict Gypsies and Travellers under the proposed PSPO could be taken without any consideration of the proportionality of the action.
23. In the Commission's view, in cases concerning a disadvantaged minority it is preferable for an individual and case-specific approach to be taken by the relevant local authority.⁵

Alternatives to the proposal that may be more proportionate

⁴ The Council has obligations to disabled people under the UNCRDP and to children under the Convention on the Rights of Child.

⁵ The Commission should also correct a misapprehension identified in the consultation document at para 4.2. It is not correct to say that the Council will need to know the names of occupants of caravans, vans or tents in order to be able to take civil action against them. The Civil Procedure Rules make provision for the initiation and prosecution of proceedings against "persons unknown". Indeed, in many trespasser possession claims the identity of the trespassers will not be known. There are also a number of examples of local authorities having sought injunctions against persons unknown: see for example Manchester City Council's injunction preventing the erection of tents for the purpose of protest within the City Centre; and the Black Country injunction restraining car racing. The ability of a local authority to bring proceedings against unnamed persons is addressed at para 6.18 of the *Guidance on managing unauthorised camping*.

24. Another viable alternative for the Council to consider - which was the recipient of a Lloyd's Bank Charity Achievement Award in 2015 - is the Negotiated Stopping Policy developed by Leeds City Council and the charity LeedsGATE. Leeds Council and Leeds Gypsy and Traveller Exchange created a new approach to managing temporary roadside encampment by Gypsy and Traveller people.
25. Instead of resorting to legal means to shift unauthorised camps, they now use dialogue and negotiation to enable travelling families to stay for limited periods of time, on ground where it is not causing great inconvenience to anyone. The families make an agreement with the authority about acceptable behaviour, waste disposal, and when the camp will leave, and the authority more or less leaves them alone. Trust is increased, conflict and exclusion are reduced, and Leeds Council calculates it makes a saving of £2000 a week on enforcement costs compared on expenditure before the policy was introduced. <http://leedsgate.co.uk/negotiated-stopping-wins-accolade>

Conclusion

26. We would therefore recommend the Council consider one of the more limited measures (which targets only anti-social behaviour or certain parks or open spaces) for consultation and adoption.

Research on the difficulties facing Gypsies and Travellers

England's most disadvantaged groups: Gypsies, Travellers and Roma (March 2016).

www.equalityhumanrights.com/sites/default/files/uploads/IEF%20Gypsies%20Travellers%20and%20Roma.pdf

Research published by the Traveller Movement and commissioned by the National Inclusion Health Board, on the *Impact of insecure accommodation and the living environment on Gypsies' and Travellers' health* (January 2016) (travellermovement.org.uk/wp-content/uploads/NIHB_-_Gypsy_and_Traveller_health_accs.pdf).

Gypsies & Travellers: Simple solutions for living together (March 2009).

www.equalityhumanrights.com/sites/default/files/documents/gypsies_and_travellers.pdf

Inequalities experiences by Gypsy and Traveller communities: A review (Winter 2009).

www.equalityhumanrights.com/sites/default/files/documents/research/12inequalities_experienced_by_gypsy_and_traveller_communities_a_review.pdf

Assessing local housing authorities' progress in meeting the accommodation needs of Gypsy and Traveller communities in England (Winter 2009).

www.equalityhumanrights.com/sites/default/files/documents/13assessing_local_housing_authorities_progress.pdf

Assessing local authorities' progress in meeting the accommodation needs of Gypsy and Traveller communities in England and Wales: 2010 update (Spring 2011).

www.equalityhumanrights.com/sites/default/files/documents/research/gt_research_report_68_exec_summary_english.pdf

Appendix Two: Written responses (x3)

(3 of 3)

27 April 2016

Dear Madam/Sir,

Proposed Public Spaces Protection Order

I write in relation to the Public Spaces Protection Order ('PSPO') proposed by Brighton and Hove City Council ('the Council') and outlined in the consultation which is due to close today ('the proposed PSPO'). The purpose of this letter is to express some of Liberty's concerns regarding the proposed PSPO. Of particular concern are the proposed prohibitions on "*occupying any vehicle, caravan, tent or other structure*" and "*driving any vehicle on grass*". Liberty is concerned that criminalising such activities will disproportionately affect some of the most vulnerable and marginalised people in the Brighton and Hove community.

1. Background to Liberty's concerns

Liberty has to date urged several local authorities considering PSPOs to reconsider their proposals. At the most fundamental level, we are concerned as to the way in which the enabling legislation appears to allow PSPOs to be very widely drawn with very little, if any, restriction on what activities can be criminalised. More specifically, however, we have been concerned at the way in which these powers are often being used in such a way as to disproportionately impact upon the most vulnerable – in particular, the homeless – and we have been campaigning on this issue for a number of months. Encouragingly, a number of local authorities have responded to concerns regarding such proposals by choosing to amend or withdraw them altogether. Repeatedly, the wisdom of using PSPOs as a means of punishing poverty-related issues has been brought into question.

By way of example:

- Hackney City Council withdrew such proposals after local uproar at their introduction;
- Liverpool City Council withdrew similar proposals, with one councillor publicly describing them as "*a bit daft*";
- Oxford City Council decided against including rough sleeping in a PSPO before even consulting on it, and significantly narrowed its provisions on begging following consultation;
- Newport City Council backed down on criminalising rough sleeping and significantly amended its begging proposals following local and national outcry;
- Cheshire West and Chester Council conducted a similar reversal on its highly controversial plans to criminalise rough sleepers; and
- Chelmsford City Council also dropped rough sleeping from its proposed PSPO wording and narrowed the proposed prohibition on begging.

It is clear that the wisdom of proposals which target the vulnerable is increasingly coming into question.

2. Gypsies and travellers

We understand from paragraph 3.2 of the “*Managing Anti-social Behaviour in City Parks and Open Spaces*” report (‘the Report’) presented to the Policy and Resources Committee on 9 July 2015 that the proposed PSPO is targeted at the gypsy and traveller community. We urge the Council to consider the full and practical impact that the proposed PSPO will have on people within this demographic.

It is Liberty’s view that the proposed PSPO is not dissimilar to the PSPOs relating to rough sleeping. Given that the Brighton and Hove area is home to so many people whose primary place of residence, by virtue of belonging to the gypsy and traveller community, is a caravan or a vehicle of some description, the proposed PSPO will undoubtedly be felt most keenly by people in this group and have the *de facto* effect of rendering many within this community homeless – unless they stay permanently away from the area covered by the PSPO.

We urge the Council to consider whether the proposed PSPO is the most effective means by which to tackle these issues. When making this consideration we respectfully draw to your attention the fact that the gypsy and traveller community has been identified as one of the four most marginalised in the country by the Equality and Human Rights Commission in its report “*Is England Fairer?*”, dated March 2016. As such, the effect of this PSPO will be to target and potentially criminalise those who are already considered to be some of the most marginalised in our society, simply by virtue of pursuing their way of life. Such an approach may well be in breach of the Equality Act 2010.

3. Human rights implications

Moreover, we urge the Council to consider whether the proposed PSPO is lawful.

It is our view that the proposed PSPO could constitute an unlawful interference with Article 8 (right to respect for private life, which extends to the protection of personal autonomy, including in public spaces) of the European Convention on Human Rights.

We note that the Report makes no reference to Article 8, but only considers the effect that the PSPO could have on Article 10. We trust you are aware that the Council is, as a public authority, legally bound by section 6 of the Human Rights Act 1998 not to act in a way which is incompatible with any of the rights set out in the Convention. It is Liberty’s view that the proposed PSPO may amount to a disproportionate interference with Article 8 rights, and could be vulnerable to legal challenge by members of the gypsy and traveller community or others who are forced to sleep in a tent due to housing problems, who will likely be rendered homeless or be displaced as a result of its enactment.

Moreover, one of the statutory requirements which must be met before a PSPO can lawfully be passed is that the Council must be satisfied on reasonable grounds that two conditions are met. The first is that activities carried on in the local area have had, or are likely to have, a detrimental effect on the quality of life of those in the locality. The second condition is that the activities are, or are likely to be, of a persistent or continuing nature, that they are unreasonable, and that they justify the restrictions imposed by the notice.¹

¹ See s59 of the Anti-Social Behaviour, Crime and Policing Act 2014

We understand from the Report that, as no engagement or consultation had yet taken place (para. 5.1), concerns held by the Council at the time of the Report's publication were derived from undisclosed reports of "[people] *damaging land by driving on it, defecating nearby, leaving rubbish and criminal damage*". It also cites reports from "*settled local communities*" that "*occupation of the land and premises disrupts their ability to utilise that space as they feel intimidated by the presence of groups of people*".

In relation to each of these concerns, we would suggest that these can and should be tackled in a more considered and targeted manner, rather than with blanket criminalisation in the terms set out in the proposed PSPO. The proposed PSPO goes much further than targeting only those who damage land by driving on it, defecate or engage in criminal damage. Such activities are already covered by the existing criminal law. It is therefore difficult to see how they could justify the creation of new criminal offences through the proposed PSPO.

It must be remembered that the only power that a PSPO provides to Council officers and the police is the power of issuing a Fixed Penalty Notice or pursuing a criminal fine in the Magistrates' Court. As such, PSPOs are blunt instruments which do nothing to tackle the underlying causes of the behaviour at which they are targeted.

4. Displacement of the problem

Finally, Liberty is of the view that to adopt the proposed PSPO will not provide any sustainable solutions but will merely displace existing problems. As mentioned above, should those in the gypsy and traveller community find that their very presence while living in their current homes constitutes a criminal offence, they will be *de facto* homeless and most likely try to move to a neighbouring borough, as will any other homeless people who wish to use a tent to protect themselves from the elements.

Liberty is deeply concerned that this is likely to trigger a series of 'copycat' responses by adjacent local authorities, all seeking to displace – rather than solve – the apparent problems. As the Council is no doubt aware, following the Council's proposals Adur and Worthing Councils have considered adopting PSPOs prohibiting 'overnight camping'. Interestingly, Adur District Council withdrew its proposals following public consultation but Worthing Borough Council has approved a PSPO which prohibits overnight camping in eight specified locations. Although yet to be tested, the homes and way of life of those in the gypsy and traveller community are likely to fall within this prohibition, meaning they will have to move on again – and so the displacement will continue.

We understand and acknowledge that the Council is taking some steps to prevent the displacement described above through the erection of a permanent traveller site at Horsdean. However our concern is that the 12 permanent pitches and 21 transit pitches planned will not cater for the existing need and that anyone outside of the current sites will risk being penalised under the proposed PSPO.

5. Conclusion

In conclusion, we urge the Council to uphold the rights of the people of Brighton and Hove not to be subject to disproportionate, counter-productive and potentially unlawful criminalisation. We ask the Council to explore alternative solutions which address the root of the problems as opposed to targeting one of the most vulnerable and marginalised communities in the country with blunt and punitive criminal justice measures.

Liberty encourages the Council to follow the example of the growing number of local authorities which are withdrawing PSPO proposals that disproportionately affect the most vulnerable, in favour of a more targeted, cohesive and compassionate approach.

Yours faithfully,

Rosie Brighthouse
Solicitor
LIBERTY

Subject:	Brighton & Hove Social Value Framework		
Date of Meeting:	11 July 2016 – Neighbourhoods, Communities & Equalities Committee 14 July 2016 – Policy, Resources & Growth Committee		
Report of:	Acting Director of Public Health & Executive Director of Finance and Resources		
Contact Officer:	Emma McDermott	01273 291577	
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Ward(s) affected:	All		

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

- 1.1 The purpose of this report is to seek committee's endorsement for a new 'Social Value Framework' (appendix 1) for the city and a new Social Value Guide for Commissioners, Procurement Teams and Providers (appendix 2).
- 1.2 Building on and in response to the council's 2015 scrutiny panel on Social Value the Framework explains the significance of and the vision for social value in Brighton and Hove. It also sets out the social value (including social, economic and environmental) outputs desired for the city and includes the Social Value Pledge' that organisations from the public, private and third sector will be encouraged to sign up to.
- 1.3 The Social Value Guide for Commissioners, Procurement Teams and Providers provides a practical toolkit for how commissioners and procurement officers should apply social value in commissioning and procurement process including measuring and performance monitoring.
- 1.4 The Framework and the Guide have been developed by a cross sector citywide steering group as part a national action learning programme on embedding and increasing social value in health commissioning. The programme was funded by the Department of Health and independently facilitated by Institute for Voluntary Action (IVAR) and Social Enterprise UK.
- 1.5 The report also provides an update on work carried out to achieve the recommendations from the scrutiny on Social Value completed in January 2015.

2. RECOMMENDATIONS:

Neighbourhoods, Communities and Equalities Committee:

- 2.1 That the committee notes the work completed by the Communities, Equality and Third Sector Team and Procurement to progress the recommendations of the Social Value Scrutiny Panel report January 2015 (Appendix 3)
- 2.2 That the committee endorses the Social Value Framework and recommends that the Policy, Resources and Growth Committee sign up to the Framework and Pledge on behalf of the city council.
- 2.3 Endorses the Social Value Commissioner, Procurement and Providers guide and instructs commissioners and procurement officers to use it with immediate effect.

Policy, Resources and Growth Committee:

- 2.4 That the Policy, Resources and Growth Committee sign up to the Framework and Pledge on behalf of the city council.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Public Services (Social Value) Act 2012 set a legal requirement on public bodies to consider economic, environmental and social benefits when procuring services. Social Value asks the question: 'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the Community?'.
- 3.2 In 2014 Brighton and Hove City Council ran a scrutiny panel on the Social Value Act. The panel tasked itself with taking a quick snapshot of what was happening in the council (and to a limited extent its partners) to emphasise best practice and make suggestions for the way forward. The panel specifically stated:
"A clear statement of what social value means to Brighton and Hove City Council needs to be made and work undertaken to set out how to embed social value as a golden thread throughout the procurement and commissioning process".
- 3.2 The Social Value Scrutiny panel identified that there is a substantial body of research on social value and identified that in "these times of financial constraints, Social Value needs to be viewed as tool to facilitate discussion with other organisations in the city on how to provide the best services possible- with enhanced benefits for individuals and communities locally. They were clear on the need for business cases –all were strongly of the view that this does not conflict with social value. Rather social value can be used as a tool to lever in extra benefits wherever possible. They were clear that specific and relevant elements of social value need to be considered when developing service specifications and that adverts announcing intentions of procuring services should make reference to expectations of demonstrating social value.

- 3.3 The panel reported in January 2015 and set out 11 recommendations (appendix 3). Of the eleven recommendations all have been or in the progress of being actioned via the development of the Social Value Framework, the guide and the action learning programme. Responses to each recommendation are noted in appendix 1.
- 3.4 In June 2015 an opportunity arose for Brighton and Hove NHS Clinical Commissioning Group (CCG), the city council and Community Works to bid to participate in a national action learning programme on embedding and increasing social value in health commissioning. The programme was funded by the Department of Health and independently facilitated by Institute for Voluntary Action (IVAR) and Social Enterprise UK.
- 3.5 The bid was successful and the city participated in the third cohort of the programme along with Oldham, Lambeth and Shropshire. From September 2015 to March 2016 five sessions were held; open to individuals from the CCG, the city council and the community and voluntary sector.
- 3.6 Attendees ranged from procurement officers, commissioners, policy makers, chief officers to service managers. The sessions were designed by a cross sector steering group (including BHCC, CCG, Community Works, CUPP and independent consultant) under the guidance of an IVAR facilitator, who also facilitated each learning session.
- 3.7 As well as the remit of the overall action learning programme it was agreed that the local remit of the action learning should be to:
 - 3.7.1 Develop a common understanding of social value with national and local examples;
 - 3.7.2 Work together around a 'live' commission to pull together all social value thinking and learning in the city so far, bringing a fully joined up approach;
 - 3.7.3 'Systemise' social value and embed it with all partners;
 - 3.7.4 Generate evidence that social value weighting can make a difference to the way services are delivered and the impact that has on communities.
- 3.8 Over the five sessions the participants:
 - 3.8.1 Shared and learnt from best practice from other areas more advanced than Brighton and Hove as well as reflected on local practice and findings of the council's scrutiny panel;
 - 3.8.2 Explored what social value means to the city;
 - 3.8.3 Heard from national legal experts on the possibilities and parameters of the Social Value Act;

- 3.8.4 Considered what would need to be in place to make social value common currency in the city.
- 3.9 The group's discussions took them much further than the remit of health commissioning and led them to recommending and designing the draft Brighton and Hove Social Value Framework (appendix 1) and the Social Value Guide (appendix 2.)
- 3.10 The group identified the need for training and development for commissioners, procurement officers, bidders and suppliers to truly embed social value and make it common practice, as well as the need to design and deliver a bespoke approach to securing business commitment to social value. This echoes the recommendations of the scrutiny panel findings.
- 3.11 The Framework explains why social value is important across public, private and third sectors, the vision for social value in the city and the social value outputs that could be achieved. It also defines the Brighton and Hove Social Value Pledge which organisations across the city will be encouraged to sign up to via a webpage on the Brighton and Hove Connected website.
- 3.12 The guide provides a practical toolkit for how commissioners and procurement officers should apply social value in commissioning and procurement process including measuring and performance monitoring. It has been drafted by BHCC procurement offices with input from participants of the action learning set. It will be a living document in that it will be updated as needed as feedback and learning from its implementation is received.
- 3.13 In addition, it is anticipated that the guide will be supplemented with learning and development for commissioners, provided ideally jointly with the Clinical Commissioning Group. Opportunities will be explored as part of establishing and developing the integrated commissioning unit.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 An option to do nothing was considered, however this would not have enabled officers to progress the Social Value Scrutiny recommendations nor would it have enabled a cross sector approach to be developed.
- 4.2 An option to develop the social value act recommendations only on behalf of the city council was considered. It was decided that this would not be helpful as there would not be an agreed understanding of social value across the public sector, business and voluntary and community sector. The opportunity of working with the national programme meant that the city could benefit from additional knowledge and expertise and learning from local authorities further ahead in the implementation of social value.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The Social Value work was conducted using a coproduced approach in line with the Community Engagement Framework. This consisted of an action learning set

from September 2015 to March 2016 facilitated by IVAR and included a range of Voluntary and Community Organisations, Social Enterprise organisations, B&H Council and Brighton & Hove NHS Clinical Commissioning Group and procurement officers.

- 5.2 The draft Social Value Framework, Pledge and Social Value Guide went out to consultation to a wide range of stakeholders including the Chamber of Commerce, Brighton & Hove Connected partnerships, voluntary and community sector organisations, BHCC Commissioners, CCG colleagues and local ward councillors. They were presented to the City Management Board on 9th June, where the constituents agreed to discuss the documents at their relevant boards and feedback their organisation's position at a future City Management Board meeting.

6. CONCLUSION

- 6.1 The Social Value Act provides a tool to maximise the impact of public sector funding in the context of severe public procurement cost saving pressures, and a way to think about public services in a more coherent way that plays into the redesign of services starting to emerge as a result of these pressures.
- 6.2 The work carried out since September 2016 responds to the Social Value Scrutiny Panel and has ensured as a Council that we are implementing our duties as a public authority under the Social Value Act 2012
- 6.3 Framework provides a platform for the city to actively and collectively pursue social value for - the social, economic and environmental - benefit of citizens, business, community and voluntary groups and visitors.
- 6.4 In Autumn 2016 the cross sector steering group will reconvene to push forward on learning and development opportunities for commissioners and suppliers, and also developing a business to business campaign to promote the Framework and Pledge to private sector.
- 6.5 A progress report on the impact of the Framework and the Guide, and signatories to the Pledge will be provided to the NCE committee and to Members Procurement Advisory Group in 12 months.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications of the framework or guide. However, there are implications for the way in which the council commissions and procures services. The achievement of social value benefits will need to be considered alongside direct savings for some contracts and this will be shaped by the evaluation criteria established and the quality/price ratio. It should be noted that whilst not necessarily achieving cash savings alone, there will be indirect savings for example, through improving the local economy or reductions in the amount of benefits paid.

Finance Officer Consulted: Name Mike Bentley

Date: 16/06/16

Legal Implications:

- 7.2 The Public Services (Social Value) Act 2012 (the Act) requires contracting authorities to consider at the pre-procurement stage of any services contract which exceeds EU threshold to consider how what is being procured might improve the economic, social and environmental well-being of an area and how the authority might secure that improvement in the procurement process itself. There is also a requirement that authorities consider whether to consult on these matters.
- 7.3 In February 2015, the Cabinet Office published a review of the Act by Lord Young which highlighted concerns that there have been inconsistent practices both in defining social value and determining how and when to include it in the procurement process. This framework takes into account the review.

Lawyer Consulted:

Name Liz Woodley

Date: 15/06/2016

Equalities Implications:

- 7.4 Opportunities for a range of social, economic and environmental benefits to people in relation to their protected characteristics are integrated into the way Social Value is integrated into working practice. "Being Inclusive" is a central principle of our approach. This shapes the framework for how social value will be identified and assessed by the Council and will be built into the monitoring of contracts. Equality priorities for the city have been and will continue to be factored into the social value indicators included in the Framework.

Sustainability Implications:

- 7.5 There are no direct environmental impacts arising from this report, however as the social value policy will provide for environmental benefits as part of its embedding in council procurements, there are likely to be significant benefits arising from its adoption
- 7.6 Sustainability priorities for the city have been factored into the social value outputs included in the Framework.

SUPPORTING DOCUMENTATION

Appendices:

1. Social Value Framework
2. Social Value Commissioners, Procurement and Providers Guide
3. Social Value Scrutiny Recommendations Progress

Background Documents

1. BHCC Scrutiny Panel Report on Social Value 2015

Crime & Disorder Implications:

Community safety priorities have been factored into the social value outputs included in the Framework.

Risk and Opportunity Management Implications:

Having a more combined effort across the public, private and third sector on social value should help to increase the impact of public funding in the city. With significant physical regeneration projects in the pipeline the use of social value (social, economic and environmental impacts) can and should have significant benefits not to be missed.

Public Health Implications:

Social Value adds real value to tackling the wider determinants of health and will be actively targeted at those that are most vulnerable and live in some of our more deprived neighbourhoods.

Public health priorities have been factored into the social value outputs included in the Framework.

Corporate / Citywide Implications:

The Framework, the Pledge and Guide present a suite of documents that will impact on commissioning across the council, albeit affecting different services and commissions differently depending on their value, scale and complexity. Assuming the other members of the City Management Board sign up to the Framework and Pledge in due course these will go on to have significant impact on public expenditure across the city and consequently impacting on businesses, community and voluntary group all across the city.

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

Brighton & Hove Social Value Framework

Introduction

Brighton and Hove has long aspired and succeeded, to connect people with place, business with community and opportunity with equality. These connections and the value they generate, whether in better public services, stronger communities, growth of the economy, shared information, reduced cost, means supporting people to reach their potential. Social value is about “valuing the outcomes beyond the ‘bottom line’ in order to maximise the impact of public expenditure”. It recognises that local people are central to determining how these can be achieved, and what it is that makes Brighton & Hove a successful city.

The Social Value Framework has been developed by a multi-agency action learning group from the NHS Clinical Commissioning Group (CCG), Community and Voluntary Sector, Community Works, the University of Brighton and Brighton & Hove City Council (BHCC) on behalf of Brighton and Hove Connected (July 2015 – May 2016).

What is Social Value?

Social value asks the question: ‘If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community¹?’ The Brighton & Hove Social Value Scrutiny Report (2015) emphasises the need to get maximum value from every pound.

Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract or the cost of a service, and looking at what the collective social, economic and environmental benefit to a community is when a public body chooses to award a contract or redesign its services.

‘Thinking social value’ prioritises the overall value of outcomes, rather than focusing purely on the bottom-line cost. The greatest long-term cost savings are to be found in supporting citizens to be independent, productive and socially mobile, leading lives that they value.

Brighton & Hove uses the following definition:

Social Value is about securing maximum impact on local priorities from all public investment. The city will maximise social value by focusing particularly on strengthening communities through collaborative working across the public, private and community and voluntary sectors.

¹ SEUK Public Services (Social Value) Act 2012: A brief guide page 2

http://www.socialenterprise.org.uk/uploads/files/2012/03/public_services_act_2012_a_brief_guide_web_version_final.pdf

The Public Services (Social Value) Act 2012² requires councils, the NHS and other public bodies to consider how the services they buy might improve the economic, social and environmental wellbeing – the “social value - of an area when they commission and procure public services. The Act states that “The authority must consider:

- a) How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- b) How, in conducting the process of procurement, it might act with a view to securing that improvement.”

Since the Act came into force, the evidence shows that focusing on social value brings the following benefits:

- Stimulates better, more innovative services;
- Improves community relations;
- Delivers better services;
- Supports cost savings/efficiencies;

It is crucial that Social Value goes beyond the goods and services that organisations ‘buy’. If not there is a danger that organisations will adopt a more or less legalistic definition of social value, applying only to large contracts. The procurement spend represents, for example, only 33% of the city council’s spending, but social value can be (and often is) delivered through the other 67% too. The Clinical Commissioning Group is committed to ensuring social value is intrinsic not only to procurement processes, but in the delivery of NHS services locally.

Brighton & Hove takes the view that social value is important in all public investment, however it is delivered. Social value is more than an ‘add on’ to procurement or commissioning; it is fundamental to the values and methods of the organisations which sign up to this Framework – whether strategically; in the money they spend in the city; what they sell or in the services they provide.

Social value can be generated in a number of ways. It can be created through the delivery of local job and supply chain opportunities, by paying employees the Living Wage, by creating apprenticeships and employment schemes, by training and up-skilling staff and supporting volunteering. It can also be generated through corporate volunteering and collaboration with voluntary and social enterprise organisations and communities. Below are two examples of Social Value:

² The Public Services (Social Value) Act 2012 <http://www.legislation.gov.uk/ukpga/2012/3/enacted>

Health commissioners using the Social Value Act:

A CCG commissions a local charity Artworks with a social enterprise arm that supports young people to have healthy and fulfilling lives. The project that is commissioned supports referral of young people from GP practices using a social model. The programme supports vulnerable young people to build confidence and self esteem through participation in creative activities delivered by professional artists, including visual arts, photography, gardening, woodwork, textiles, willow crafts and calligraphy among others. The project helps people to move into pathways including employment, volunteering, leisure activities or education. A youth arts project run by volunteers is also offered at weekends supporting disabled children and their siblings.

Small business providing social value:

Station Taxis, contracted by a Council, is a small business that is able to provide social value. They deliver benefits to their local area in a way that fits with their business model (that is, the additional service and benefits provided are a natural adjunct to what they do anyway). This small business provides the following social value:

- helping to safeguard University students by allowing them to take taxis back to their
- accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment
- supporting 100 of their 400 self-employed drivers to undertake maths and English courses
- employing six apprentices in their back office functions
- providing two business mentors
- publicising local firms and retailers by producing a loyalty card brochure that promotes local businesses and uses lower advertising rates to maximise the benefit to those firms and the community.

Brighton & Hove Social Value Framework

The Brighton & Hove Social Value Framework has three elements:

1. **Vision and Principles**
2. **Pledge**
3. **Social Value Outcomes**

Brighton and Hove Social Value Vision

‘In Brighton & Hove, we will look for relevant social, environmental and economic value from everything that we do, including service delivery, commissioning and procurements and by considering Social Value in all decisions affecting the city. Our aim is to obtain the greatest benefit for local citizens’

Social Value is based on the fundamental understanding that integrating social value into decision making and value for money calculations not only creates benefits for others but also provides tangible business advantages.

Real ‘social value’ will only be achieved if outcomes reflect what communities actually want and need. This will mean different priorities in different areas of the city, and these priorities will also need to be aligned with the wider outcomes for the city as a whole. There are also communities of interest who are not confined to a specific place, and this is why it is so important that the outcomes sought by one area of the city are negotiated to create a priority set of outcomes for the area itself, and the city as a whole.

This is why the Social Value Framework starts from the city’s Joint **Health and Wellbeing Strategy** and from the two key principles of Brighton & Hove’s **Sustainable Communities Strategy**:

1. To increase equality
2. To improve engagement

Brighton and Hove Social Value Principles

The vision is underpinned by a set of guiding principles which organisations from all sectors are invited to adopt.

The Brighton & Hove Social Value Principles are:

1. Working together across sectors to achieve shared priorities and provide social value outcomes (economic, social and environmental)
2. Being inclusive – improving equality, diversity and inclusion of people in the way we work
3. Supporting local and positive employment experiences – creating work and training opportunities for local people, supporting people to secure work and paying the Living Wage
4. Building community capacity for prevention and early intervention

5. Taking a community-led approach to social value by supporting communities with resources and expertise to build capacity
6. Supporting volunteering as part of delivery
7. Buying local – supporting the Brighton and Hove economy by choosing suppliers close to the point of service delivery
8. Ensuring ethical standards of purchasing and delivering services
9. Implementing sustainable policies – reusing, reducing waste and carbon footprint

Brighton and Hove Social Value Pledge

Any and all organisations from the public, private and third sector in the city of Brighton and Hove are invited to sign up to the pledge, and make a positive commitment to improving the economic, social and environmental well-being of Brighton & Hove through their activities.

Organisations signing up to the pledge are asked to demonstrate how social value is integral to how they spend and uses public money and how they action the principles. They can adopt the pledge fully at the time of signing or sign up making a commitment to implement the principles of social value over a set time period.

Brighton & Hove Social Value Pledge

By signing this Pledge (insert organisation) will:

1. Adopt the Brighton and Hove social value principles, and evidence using the principles to guide our organisations development and service delivery;
2. Publish an annual performance statement on social value³; and statement of how we have achieved the pledge objectives (below);
3. Share good practice and seek to collaborate with other sectors/organisations to maximise both impact and opportunities of social value.

Pledge objectives:

Embed social value – adapting policies and governance arrangements to emphasise the role social value plays in the organisation and its services;

Deliver social value – implementing social value throughout commissioning, procurement process and contract management;

Demonstrate social value – evidencing how and when social value has been introduced into service design and delivery and the impact this has made.

³ This performance statement needs to be proportionate to the size of the organisation

Making a Difference

We will know if the Pledge, and this Framework, is making a difference by measuring:

1. How many and what sort of organisations have signed up to the social value pledge;
2. The value of public tenders that have social value in their specifications;
3. The delivery of social value through contract monitoring mechanisms, in an appropriate and proportionate way;
4. The self-reporting by pledged organisations of how they have implemented social value.

Social Value in Procurement and Commissioning

‘Thinking social value’ helps the commissioner to focus on identifying how to improve the economic, social and environmental well-being of an area. The Act stipulates that social value should be “relevant” and “proportionate” to the subject matter. This means that in a procurement exercise, we cannot require something wholly unconnected with the provision of the contract itself. The following process shows how Social Value will be built into the design and delivery of services (further detail in the accompanying ‘Guide for Commissioners, Procurement and Providers’):

1. For each procurement, the commissioner/procurer will identify the Social Value outcomes from the Framework which applies⁴;
2. Consideration will be given to what else can be achieved for the stakeholder/user group;
3. Social Value outcomes will be relevant and proportionate to the opportunity;
4. Every tender will have considered social value and have at least one outcome included, unless there is a legitimate reason not to;
5. Tenders will show how these outcomes will fit the award criteria and the evaluation including weighting;
6. Pre-procurement consultation with prospective suppliers will be offered where appropriate and potential social value outcomes discussed;
7. Suppliers will be scored on how they will measure and verify the social value proposals they offer;
8. The responses of the winning bid will be incorporated into the contract itself and monitored accordingly in an appropriate and proportionate way⁵;
9. Evidence of the difference social value makes (core or additional) will be generated.

⁴ For commissioning, Social Value will be discussed as part of the commissioning process with stakeholders and beneficiaries.

⁵ This framework supports the ‘Monitoring, Evaluation and Impact Position Statement: a call for change’ Jan 2016, Darking, M., Marino, A., Prosser, B. and Walker C. <http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/>

Social Value Outcome Examples

The Social Value outcomes will in most cases need to address the Sustainable Communities Strategy from 'Brighton & Hove Connected', and the Joint Health and Wellbeing Strategy from Brighton & Hove's Health and Wellbeing Board.

It is not possible or appropriate to have a set of social value outcomes that will apply consistently to all contracts, due to the value, nature and diversity of the wide range of goods and services commissioned. It is recognised that there can be no 'one size fits all' model. Therefore best practice is to apply this policy in a proportionate manner, tailored to reflect the procurement needs. It is the role of service commissioners and procurement leads to consider, on a case by case basis, the potential social outcomes that could be delivered through the commissioning process and the most appropriate strategy to achieve them. Improving the economic, social and environmental well-being of the city needs to be considered before commencing the commissioning and procurement process as it is an opportunity to influence the selection of a supply solution that can provide both the most economically advantageous service and go beyond the basic contract terms and deliver wider benefits for the community.

- In considering the social value outcomes commissioners and procurement officer will need to work out the weight given to social value which in Brighton & Hove will range from 10-30%, and will be included within the broad assessment of 'Quality';
- Reducing the general demand for public services will be favoured, and appropriate incentives in contracts will be included, such as contract extension opportunities for suppliers who effectively reduce demand;
- Supporting the local economy by including the voluntary, community and social enterprise sector is encouraged.

Sustainable Communities Strategy Outcomes	Health and Wellbeing Strategy Outcomes	Examples of Specific Outputs offered by providers or services ⁶	ECONOMIC
Economy • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements. • Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation.		• Create and support apprenticeships/ work placements/work experience and vocational opportunities in the city • Offer work based learning opportunities with qualification and chance to work with a large firm so as to give work experience • Support people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and./or school and college students) • Supporting young people into work through employability support (schools and colleges) • Creating employment that pays a living wage Create opportunities for disadvantaged people including long term unemployed, ex offenders and people with disabilities • A business supporting their employed staff to undertake maths and English courses and/or learn technical English to support their profession • Increase number of people employed in the construction of houses. • Business to business skill support • Offer accredited or recognised qualifications	

- ⁶ Providers may wish to choose from the specific outputs of the city's other Partnerships - [Advice](#); [Communities](#); [Crime & Safety](#); [Enterprise](#); [Health](#); [Housing](#); [Learning](#); [Sustainability](#); [Travel](#). The JHWS also has a 'What will happen' column which illustrates desirable outputs.

		• Provide opportunities for the local business and/or voluntary and community sector to become part of the supply chain • Number of contacts with social enterprise • Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4	
	Reducing Inequalities Tackling the broader determinants of health: • Supporting local people to have a home, a job/role, and a social network. • Promoting financial inclusion • Increase access to healthy, sustainable, affordable food Fair and effective use of services • We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.	• Creation of healthy workplace schemes • Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice / achieve a healthy weight) • Support more people to manage their finances effectively by increasing the number of residents who save with a bank/credit union or building society • Increase rates of pay for lowest-paid staff by x% • Attract inward investment into the city (Amount of new money invested in the city) • Delivery of Meet the Buyer/supplier Events • Percentage overall spend disinvested from acute interventions and reinvested in prevention • Reduction in service users who are experiencing food poverty	

Children and Young People • Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.	Safe, Healthy, Happy Children, Young People and Families • To give every child the best start in life and to reduce inequalities. • To provide effective 'Early Help' for families facing multiple disadvantage that reduces the need for specialist social care and health services. • To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families • To improve emotional health and wellbeing and mental health and wellbeing of children and young people. • To reduce childhood / family obesity • To ensure all our children and young people are safe.	• Fewer children in local authority care • A business developing a scheme integrate young parents and their children into the local areas by supporting their activity with the profits generated from the business activity • Helping to safeguard University/College by allowing them to take taxis back to their accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment • A business who partners with a children and families' charity to support them both financially and with human resources to support the work of the charity • A project that as well as fulfilling main agreement also offers an arts project at weekends supporting disabled children and their siblings. • Running a project that promotes fitness and wellbeing that invests profits into community outreach programmes including dance classes for older people and healthy eating programmes for obese children. Surpluses subsidise gym memberships for families on low incomes. • Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff • Business supports a voluntary organisation through their sponsorship process and uses some preventative messages linked to the charity to promote a health related message or activity	SOCIAL
Health & Wellbeing • We will work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative,	Give Every Person the Chance of Living and Ageing Well Support older people to choose healthy lifestyles: • Reduce the number of older people	• Employing a percentage of people recovering from an illness with appropriate support as part of the contract. • Create an environment that promotes opportunities for people to disclose their experience of domestic abuse and sexual violence or	

effective and efficient way as possible. • We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. • We will continue to strive to ensure that our support is well directed and effectively delivered. • We will improve access to and consumption of fresh, healthy food in order to support better mental and physical health and a local food economy. • Public Organisations have healthy, ethical and environmentally responsible food procurement policies and practices (Aim 4 of food strategy); • Better access to nutritious, affordable, sustainable food (Aim 2).	falling • Make the city a great place to grow older. Reduce loneliness and isolation People are supported to live independently at home: • Access to services that enable recovery from illness and promote independence. • Support for Carers. Providing Better Care through Integrated Services • Proactively finding people who are frail or at risk of losing their independence. • Providing more joined up care through integrated services. • Make better use of public funds by integrating budgets for best effect. • Ensure services are resilient and sustainable.	other Violence against Women and Girls (VAWG) crime types • Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date • Embedding developments with affordable rents as part of regeneration and or incentives that enable affordable housing • As well as supporting a care home the surplus is used to support a befriending scheme that takes people out to places of interest • A business partner who provides support (financial or human resource) for projects that use food to reduce social isolation • Increased opportunities for people to eat together and increase in the number of people accessing shared meal projects • % overall spend disinvested from acute interventions and reinvested in prevention • Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services

Community Safety & Resilience

- We will continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors.
- To improve community safety the police work with the local authority, probation services, voluntary organisations and others.

Develop Healthy and Sustainable Communities and Neighbourhoods Improve the safety and accessibility of local communities:

- An age friendly city accessible for all from the very youngest to the very oldest.
- A tolerant and cohesive city, safe from crime, disorder and discrimination.

Ensure the city has a range of quality housing and support to suit households' needs:

- Enable the development of new housing.
- Improve the quality of the city's existing and new housing stock.
- Improve Housing Support to enable households to sustain or move towards independence.
- We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.

Improve community resilience and sustainability:

- Infrastructure, sports, leisure and recreation meets the needs of local people
- Improve Community Development & Engagement.
- Help the Community & Voluntary Sector (Third Sector) support residents and local communities.

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- Improve integrated opportunities between older and younger people through projects that mentor and or provide learning opportunities for all
- Increase local people employed in the construction of houses
- Evidence improved energy efficiency and use of renewable and sustainable resources in house building
- Evidence of adequate cooking and food storage facilities for all
- Evidence that accommodation for single people includes a fridge freezer
- Work with community and voluntary organisations to create x number of new volunteering opportunities in the city
- Ensure staff and/or volunteers have access to appropriate training to enable them to 'Ask and Act' about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure of sensitively and access a referral pathway to facilitate referrals to appropriate local and national services)
- Having initiatives built into delivery for staff and volunteers that prevent bullying, sexual exploitation of people
- Have initiatives to ensure that the service is able to manage staff / volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types
- Develop time banking opportunities
- Create Employer volunteering schemes
- Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme

-

Environmental Sustainability • Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality. • Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation. • Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.		• Specify energy efficient solutions during the commissioning and procuring process to protect natural resources • Demonstrate Commitment to Environmental projects • Amount of green space available • Improve the use of food growing as part of the initiatives that mutually benefit the environment and people • Improve access to healthy food sourced locally and reduce food waste • Number of food sustainability accreditations achieved (eg MSC certified fish, Food for Life Standard, Sugar Smart, Healthy Choice Award Gold) • Increase access to fair trade goods • Specify x% of bio-degradable packaging will reduce landfill costs and fly tipping • Improve the approach to reuse waste and reduce waste products by X% • Reduce the amount of waste generated by x% compared to previous contract • Reduce the amount of waste sent to landfill • Reduce carbon footprint of business • Reduce overall energy consumption / water consumption by x% per year • Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements • Increase the use of renewable energy / community- generated renewable energy as a proportion of total energy consumption by x%

Brighton & Hove City Council Social Value Guide for Commissioners/ Contract & Procurement Officers & Suppliers

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1. Introduction

1.1. Aim of the Guide

The aim of this guide is to support officers, commissioners and bidders/suppliers in the city of Brighton & Hove in embedding Social Value into commissioning and procurement activity by public bodies. The guide shows how social value can help us to deliver on the city's agreed outcomes and priorities, and how we will apply it in practice. It acknowledges the often overlooked social value outcomes that are being delivered across the city already. It also sets out how we ensure that we get the maximum impact on behalf of the city's residents, for the millions of pounds spent in the city on public services provided by other organisations. This guide supports the 'Social Value Framework and Pledge' jointly produced by Brighton & Hove Council, the Clinical Commissioning Group, University of Brighton and Community Works.

Brighton & Hove has adopted the following definition of Social Value:

"Social Value is about securing maximum impact on local priorities from all public investment. The city will maximise social value by focusing particularly on strengthening communities through collaborative working across the public, private and community and voluntary sectors."

Although social value can be generated from ALL public spending, this guide focuses on the spend related to contracts with other businesses, the Voluntary and Community organisations and Social enterprises (about a third of the council's budget for example). We are convinced that new opportunities to tackle inequalities and improve outcomes can be found, by working creatively with suppliers to come up with innovative improvements.

1.2. What is the Social Value Act and who does it apply to?

The Public Services (Social Value) Act, 2012 came into force during 2013 and introduces a statutory requirement for all public bodies and all public services to have regard to economic, social and environmental well-being in connection with 'public services contracts' within the meaning of the Public Contracts Regulations, 2006.

1.3. What contracts does the Act apply to?

The Act only applies to public services contracts and framework agreements that fall under the Procurement Regulations. It does not apply to works or supplies contracts. So any contracts not covered by the public procurement rules, including for example contracts with a value below the relevant threshold, will not apply. However it will apply to light touch service contracts, even though these are only subject to the procurement rules in a limited way. It is worth noting that central government (Cabinet Office) advice is to also consider social value below EU thresholds. Social Value should be considered in any contract where possible.

The Act states that if there is an urgent need to set up a service, and considering the impact on social, environmental and economic well-being is impractical, it can be disregarded.¹

Where a purchase is made or a contract put in place under an urgent or emergency waiver, the Act makes provision to discard the need to consider consultation and the impact on social, environmental and economic well-being of service users - if it is impractical to consider them.

¹ Public Services (Social Value) Act 2012, Chapter 3, Section 1.8

However, urgency caused by undue delay will not be a valid reason not to comply with the Act's requirements.

When you are considering how a procurement process might improve the social, economic or environmental wellbeing or impact, you should only consider matters which are relevant to what is proposed to be procured.

1.4. Why consider Social Value?

Considering Social Value can create maximum benefit for the community and drive up service quality, and can also lead to cross-departmental savings and support community organisations to enter the market. As the Government's Procurement Policy note puts it:

"In these tight economic times it is particularly important that maximum value in public spending is achieved. Currently some commissioners miss opportunities to secure both the best price and meet the wider social, economic and environmental needs of the community. Commissioners and procurers should be taking a value for money approach – not lowest cost – to assessing contracts and the Social Value Act complements that approach."

- It means greater recognition of the contribution of Voluntary, Community and Social Enterprise; (VCSE) organisations and local businesses;
- It emphasises outcomes, and makes the most of the assets we share;
- There is value in 'how' we do things, as well as in 'what' we do and how much it costs.

If we do not embed social value into the all relevant commissioning and procurement processes we will not be maximising investments in a way that would produce additional value for communities and citizens. In addition we would not meet the legal requirement set out in the Social Value Act.

1.5. Priority Outcomes & Social Value for Brighton and Hove

Brighton & Hove Council Procurement Strategy 2014-17 sets out aims to embed principles of Social Value Act in procurement plans as part of the 'Service modernisation' and 'Procurement, Diversity and Sustainability' objectives.

"A major aim is to improve accessibility for local businesses and SMEs when tendering for contracts. This will be achieved by ensuring full adoption and implementation of the Public Services (Social Value) Act 2012 through the Commissioning and Procurement process"

The Clinical Commissioning Group has a Patient and Public Involvement strategy which applies to procurement activity:

"The CCG will explore the most appropriate methods to meet its aspiration to include patient and carer representatives in the procurement process. This will extend beyond consultation, and the CCG will strive to involve these key stakeholders in the process of procurement."

The city has an agreed set of outcomes that are set out in the city's Sustainable Communities Plan and in the Joint Health and Wellbeing Strategy.

To help commissioners, procurement officers and bidders think through the types of social value outcomes that might be relevant to use within a service specification or commission, a set of social value outcomes have been developed and are highlighted in appendix 1.

1.6. Embedding our approach to considering social value

In order to maximise social value, at Brighton & Hove City Council every commissioning and procurement exercise, including tendering, service redesign and any other commissioning review will ensure that:

1. There is a focus on service redesign that considers social value
2. There is a focus on commissioning for 'outcomes', meaning the long-term changes that services and other activities achieve for the beneficiaries;
3. The approach to Social Value is 'bespoke' for each exercise;
4. At the start of the process of considering a commission, council officers will take into account social value and include discussions with providers, service users and stakeholders to assess the related and most effective approach to embedding social value in any procurement process.
5. Every tendering exercise shall if at all possible include at least one Social Value outcome as part of the award evaluation criteria;
6. Social Value priorities will be relevant and proportionate for each situation, with appropriate and proportionate measures set out as part of the specification²;
7. Bidders will be scored on their responses to the question(s) about how they will deliver these social value outcomes.
8. Procurement officers and commissioners will report on how they have considered social value in the commission and note how social value will be monitored as part of performance monitoring
9. Support for SMEs, social enterprises and community and voluntary organisations will be provided wherever possible, including access to supply chains.

For significant procurements, the council or the CCG will produce a specific plan showing how key stakeholders (existing and potential providers, service users) will be involved. This would include how social value would be considered for that procurement

² Darking, M., Marino, A., Prosser, B. and Walker C. (2016) 'Monitoring, Evaluation and Impact: a call for change, Position Statement', January 2016 <http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/>

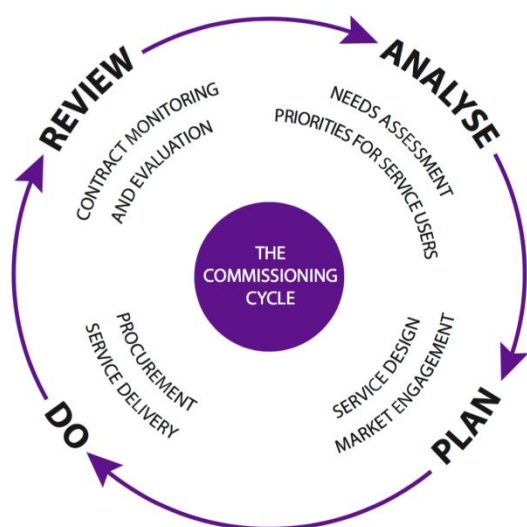
Table 1: Flowchart for Commissioners



2. Planning for Social Value in Commissioning

“Commissioners should consider social value before the procurement starts because that can inform the whole shape of the procurement approach and the design of the services required. Commissioners can use the Act to re-think outcomes and the types of services to commission before starting the procurement process.”³

As part of the commissioning cycle it is important for contract managers, commissioners and



procurement to be able to review the strengths and performance of current providers, to understand current needs, priorities and markets, challenge existing delivery, and review alternative delivery models and focus on outcomes. If we are to deliver real social value then a commissioner must think differently. This means interrogating ‘what we have always done’, ‘what we are doing’ and asking ‘how could we do this better’ as we analyse the need for a service, plan the outcomes we want to achieve, develop the specification and advertise widely, select the most effective bid, award the contract and then monitor and

evaluate the service.

Since Social Value is about benefitting people being inclusive is a central principle of the Social Value Framework, we need to ensure that we start the process by assessing the population needs and as part of this identify how social value can support a range of benefits to people in relation to their protected characteristics.

The flowchart at table 1 will help you to assess how relevant social value criteria could be integrated into the process and enable effective procurement.

³ Procurement Policy Note – The Public Services (Social Value) Act 2012 – advice for commissioners and procurers. Information Note 10/12 20 December 2012

2.1 Pre-procurement – Analyse and Plan

Before a final specification is advertised for potential suppliers, commissioners should assess the need for services and in so doing identify any social value considerations which are relevant and appropriate. Where Social value is core in a service, analysis should focus on identifying potential areas of ‘added social value’ that are relevant to the commissioning process.

This could be done at the scoping phase by engaging with the market and stakeholders early on about how to increase the social value in the procurement process, and therefore shape the service with the involvement of providers and service users. It is important at this stage to be assessing needs especially in relation to legal protected characteristics and resources. Remember to be realistic and listen to the market.

Careful preparation will ensure both sides can contribute effectively to the engagement and begin to consider appropriate approaches.

Consultation and engagement with current / potential service users, providers and wider stakeholders should be built into all stages of the commissioning process and prior to procurement could include:

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders’ day to discuss the new service and find out how suppliers feel social value could be imbedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs

The findings from these consultation activities should enable you to produce a service specification that takes into account the views of providers and a range of stakeholders that have been involved in any pre-procurement consultation exercise

2.2 Qualification and Evaluation – Plan and Do

Consider how your priorities can be reflected in the procurement in the specification for those services and by asking about the bidders’ track record in delivering the services.

Pre-qualification questionnaires (PQQs)

The pre-qualification questionnaires (PQQs) can be an initial assessment of social value by determining the criteria to be adopted for determining the winning tender. Social, economic and environmental issues may be included as technical questions, provided they are linked to the subject matter of the contract and expressly referred to in the tender documents. Consider how such issues will be evaluated and any applicable weighting.

Assessment questions can be a chance to check the contractors approach to a range of social, economic and environmental benefits and how this is developed across the appropriate legal protected characteristics e.g. documented arrangements for securing environmental benefits or minimising environmental impacts, approach to recruitment and training or to community engagement.

It's good to encourage consortia/partnerships where appropriate to engage with smaller providers and to give thought to how you might want the contractual relationship to work so that due regard is given to the unique attributes and quality of the providers. It's worth highlighting this in the tender documents, but also in the pre-tender stage to give suppliers time to form agreements with each other.

ITT/Quality Questions

If social value requirements are to be assessed as part of the procurement process, then the requirements will need to be specified and scored as part of the evaluation process. Remember the requirements must be relevant to what is being proposed and proportionate in all the circumstances. In very broad terms, there are two ways to “test” what a bidder might offer in terms of its proposals for social value. These are:

Specified Requirements: A method statement asks bidders to state how they will provide the social, economic or environmental value set out in the award criteria.

This is the most direct option as it means it is mandatory for bidders to address each of the requirements and can be evaluated using a more structured scoring framework. By directing bidders to the same outcomes, this will enable you to evidence innovation in a way that enables equal treatment of bidders and capture all the potential social, economic and environmental values available from the supplier.

Open Questions: Open questions provide bidders with a summary of what the Council is looking for and challenges bidders to meet and exceed this. There should be a minimum requirement but you also want to encourage innovations and not be too prescriptive.

For example in the ITT for the 2015 Home to School Transport Framework, a quality questions was:

How will your bid improve the social, economic or environmental well-being of the city?

The list of things that the suppliers were expected to include were:

- Use of vehicles, parts and fuel that reduce emissions
- Apprenticeship Scheme
- Adoption of Living Wage
- Integration of other services that benefit citizens with specific needs or protected characteristics
- Independent travel training
- Use of local suppliers and/or community networks

This meant there was opportunity for a bidder to use their innovation and expertise to offer something different, and include additional benefits to the city.

Social value can only reach its potential if it can be shown that it delivers a measureable value and that the benefits can be proven. The outcomes achieved must also be in keeping with the outcomes the council has identified as priorities (see appendix 1).

Try to consider splitting your tender into different lots to give SMEs and Voluntary and Community organisations a chance to bid for part of a tender as they may not have the funding/capacity to bid for the whole project.

There is no easy answer to how to measure social value, however there is a number of methodologies and it would be helpful if commissioners familiarised themselves with these. It must be at the forefront of thinking when devising criteria for evaluation.

2.3 Post award and Contract Management – Do and Review

Contract forming

The contract should be the beginning not the end point for unleashing greater social value and value for money by the incorporation of social and environmental requirements into the contract terms. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of the overall contract management by the Council. Also embed how equalities monitoring so as to further support the social value benefits. Where social value has been used as award criteria, a carefully drafted method statement can be adapted for use in a contract. Where open questions are adopted or proposals are modified during competitive dialogue then thought must always be given to how proposals can be measured and managed during the contract.

Contract Management

Following the award of contract(s), Social Value should be included in the ongoing performance and monitoring and reporting arrangements agreed with suppliers. It is important that the economic, social and environmental aspects are captured using key performance indicators and embedding equality monitoring, where possible, in order that the success of Social Value can be measured and quantified.

The data collection exercises should not be unnecessarily onerous and the associated costs should be proportionate to the value of the contract. You will need to conduct frequent reviews and include appropriate incentives and disincentives to encourage compliance.

It is clear that monitoring must be considered at the same time as measuring social value. If the social value element of a contract is not subject to robust monitoring procedures, there will be no evidence to show that a commissioned service is delivering on all its intended outcomes.

Social Value should be included on the agenda for on-going performance and monitoring meetings, as well as annual contract review meetings, in order to evidence the Social Value benefits achieved and help identify actions where appropriate.”

Learn from the performance of the contract about how best to develop social value requirements through a progressive change control mechanism in the contract and also to assist practice in subsequent procurement exercises.

2.4 How do you show Social Value was considered?

The Act does not say that considerations made under it should be recorded but at Brighton & Hove City Council the procurement officer and commissioner at the end of the procurement process will keep a formal record to show that Social Value has been considered, as well as the rationale for any subsequent decisions. This can be in the form of meeting minutes or an email chain. The process and outcomes of any consultation should also be included in the relevant committee report which is put together by the commissioner. This will act as the formal record that Social Value was considered and the impact it had on the design of the service.

For Procurement officers, the evaluation report will contain a section on social value under non cashable savings, where you can detail at what stages it was considered and how.

2.5 A seven step practical approach to Social Value in Commissioning and Procurement processes

With consideration of the commissioning cycle in Fig 1, the steps below give a practical guide to Council officers as to how to apply the “Brighton & Hove Social Value Framework” in the format of a stepped approach.

- Step 1: Consider the relevance and proportionality of the procurement opportunity
- Step 2: Identify social value opportunities
- Step 3: Select an outcome or outcomes from the framework
- Step 4: Build the social value requirement into the procurement
- Step 5: Evaluate the social value offered in each bid
- Step 6: Confirm contractual requirements addressed
- Step 7: Monitor and measure the social value being delivered

When to start the social value considerations

Begin the social value consideration at the earliest time possible, this should generally be: at the soft market testing / early market engagements stage (if applicable) or a minimum 5-6 months before the procurement opportunity is to be advertised.

Step 1 - Consider the relevance and proportionality of the procurement opportunity	
1.1	Identify if it is relevant and proportionate to include social value requirements within the procurement, taking into account factors including (but not limited to): • The value • The contract length • The product / service / work being procured • The assessment of equality impact The number of potential lots / providers
1.2	If No , document the justification for not including social value requirements in the procurement. This information will need to be reported on a quarterly basis and included in Social Value consideration section of the Cabinet report. (If Yes , move to step 2.)
Step 2: Identify Social Value opportunities	

2.1	Taking account of needs including the legal protected characteristics, resources and assets, identify what social value opportunities could be created or realised; this could include: • Consultation with the current provider (where applicable) • Engaging with interested parties e.g.: - Internal stakeholders, including front line workers - Service users / potential service users - Third sector organisations - Brighton & Hove residents (In 2017-20 the Council has funded engagement organisations that can help with this. Please discuss with the Communities, Equality and Third Sector team if you want to work with them). • Market analysis, including assessment of how social value has been delivered in similar contracts in other areas • Consultation with the wider market (Move to step 3.)
Step 3: Select an outcome or outcomes from the framework	
3.1	Collate, review and assess the information to identify common themes or areas and/or proposals that would be relevant and proportionate to the procurement.
3.2	Select one or more outcomes from the framework against which social value could be delivered. - It is usually advisable to limit the number of the selected outcomes e.g. to focus on one or two key outcomes.
Step 4: Build the Social Value requirement into the procurement.	
4.1	Decide how specific you want to be about the achieving the outcomes and use this information to formulate the question(s) you want to ask. Please see examples questions below: Example 1 – General Outcome <i>In regard to this contract Brighton & Hove City Council would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce.</i> <i>What are you company's proposals in respect of achieving this?</i> <i>(Please see outcome 2 on the attached Brighton & Hove Procurement Framework for more information)</i> Example 2 – Specific Outcome <i>Brighton & Hove City County would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce. In respect of this contract the Council would like opportunities for traineeships (including apprenticeship) for Brighton & Hove residents to be created.</i> <i>Please provide details of your company's proposals in respect of achieving the outcomes, including details of the opportunities that would be offered?</i> <i>(Please see outcome 2 on the attached Brighton & Hove Social Value Procurement Framework for more information)</i>

4.2	Identify the success factors. Consider how the impact of the social value delivered will be measured both through the direct delivery of the outputs and the longer term impact on the outcomes. • How will you identify that social value is being delivered e.g. - participation levels, addressing inequalities, wider social, environmental and economic benefits • A monetised value • Can the reporting schedules and requirements be stipulated? • Can the social value KPIs be identified? Where the social value requirement is addressed in the form of an open question, it may not be possible to identify the social value measures and be more appropriate to ask the tenderer to detail how the social value could be measured, e.g. Example <i>Please include details of how delivery against these outcomes would be measured and verified.</i>
4.3	Decide what weighting value will be assigned to the social value element of the procurement.
4.4	Identify to bidders, in the tender documentation, that the social value component of their bid carries the same weight as the other qualitative elements and that failing to deliver against these measures could result in the application of remedies or termination of the contract. - Where applicable, include clauses/draft clauses in the contract or the terms and conditions of contract that are issued with the tender documents.
Step 5: Evaluate the Social Value offered in each bid	
5.1	The evaluation of the social value proposals will follow the format of the other qualitative aspect of the bid, taking into consideration how the direct outputs proposed would deliver against the longer term social value outcome identified in the tender documents. This should take into account: • The value of the social value activity proposed • The likelihood of it being achieved • The resulting benefits for protected characteristic groups
Step 6: Confirm contractual requirements addressed	
6.1	Before finalising and sending out the formal contract (or award of contract letter) confirm that all relevant contractual clauses / terms are revised to take into account the specific social value offer. e.g. • KPI's and performance measures • Reporting schedule and requirements • Remedies and termination clauses
Step 7: Monitor and measure the social value being delivered	
7.1	The monitoring and measurement of the Social Value commitments made by the provider should be incorporated into the general performance management of the contract. • Winning bidders will be expected to report on the outcomes to evidence how they are achieving the social value they propose to deliver. The Council should be willing to assist the provider where appropriate, e.g. if a proposal aims is connected to a specific group of service user it may be appropriate to provide contact information to the teams within the Council who work with the service user group.
7.2	Monitoring the social value delivered and working with the provider on the social value aspects of the bid can then help to produce new ideas that can be incorporated into future procurements.

3. Guide for Bidders

This section is for suppliers or service providers thinking about bidding for large or small public contracts in the city, whatever the size or nature of the work.

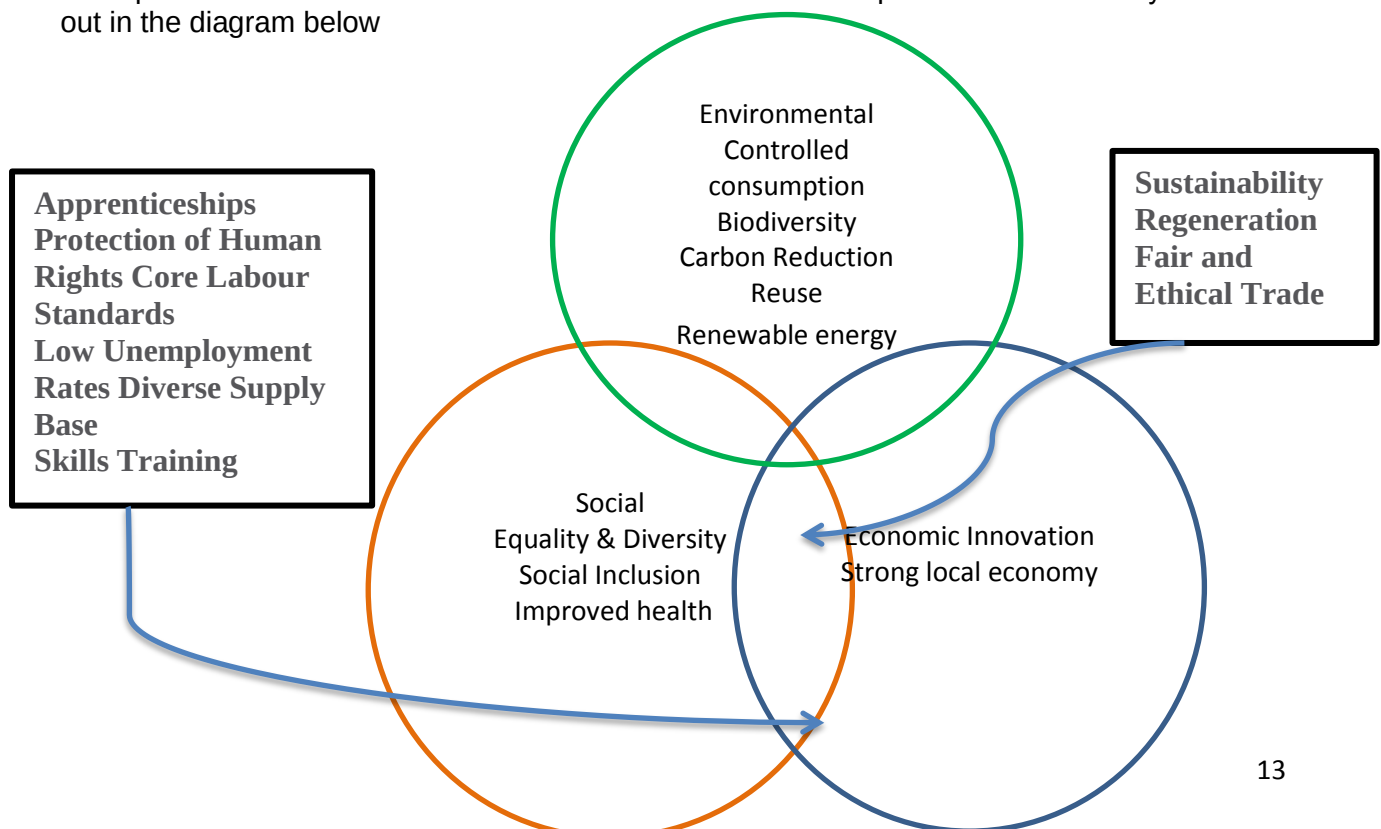
As a local authority, we have agreed procedures for tenders and contracts that we must adhere to. We understand that these procedures may seem testing for some suppliers but please be assured that every stage is necessary if we are to deliver robust services and both achieve and generate efficiencies for Brighton & Hove taxpayers whilst mitigating against the potential risks to Brighton & Hove City Council and its customer/end user. As a contracting authority we want to help suppliers – the process below is intended to be simple, flexible and proportionate, with enough lead-in time for bidders to engage properly.

3.1 Why is there a focus on social value?

- Social value is important in that it supports public sector bodies (and providers that they commission) to evidence the wider value that a provider offers, beyond just service outcomes.
- It supports the recognition of the full value that a provider offers in the commissioning process.
- Public sector organisations have a key role in local communities and should seek to use their resources in the most effective way to meet the wider needs of those communities.

3.2 What is Social Value in relation to the Social Value Act

Social Value covers social, economic and environmental outcomes. In many ways, a focus on social value is the extension of the “three pillars of Sustainability” – society, the economy and the environment. As a consequence, where commissioners are already choosing a “sustainable” route through procurement they will also be providing social value to their area. Examples of social value outcomes that fall under these “three pillars of sustainability” are set out in the diagram below



3.3 I'm a provider of goods or services to the public sector what is in it for me?

With a greater drive for increased value for money in difficult economic times, it will be important for commissioners and procurement teams to demonstrate that providers are delivering the outcomes of greatest value. Crucially, from a provider's perspective – it allows you to demonstrate a competitive advantage against other providers.

- A social value approach helps demonstrate the value of activities and services and the difference value based organisations make within the community.
- Social value prompts recognition of achievements and where there are opportunities to add value.
- Social value reinforces the importance of user involvement and co-production.
- Adopting a social value approach can support organisations in their work to communicate with commissioners and funding bodies.

3.4 How can provider organisations use social value when bidding for contracts?

We recognise that many businesses including micro, small to medium businesses, social enterprises and voluntary and community organisations 'providers' are already delivering additional social value. We want to encourage and give you opportunity to tell us about these during engagement, consultation and tender processes, and for these to be recognised as part of the tendering process.

In this section we encourage organisations to prepare for social value when bidding for contracts and offer some practical guidance.

Below are some top tips to think about in preparing to bid for contracts:

1. Understand the needs of the local area and the council's priorities and how these fit with your organisation's ethos and core service. With this in mind, make sure you are aware of the city council's corporate plan, sustainable communities strategy and health and well being plan.
2. Familiarise yourself with the procurement strategy of the city council. The 2014 -17 procurement strategy lays out the details of how the city council develops its tenders and how it works to embed Social Value. This can be found at https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Procurement%20Strategy%202015%20v03_1.pdf
3. Recognise what social value are already provided as part of your core business and then consider how additional social, economic or environmental value might be created:

3.1 Consider the Social Value Outcomes and Measures and think about how they may link with your organisation's own activities;

3.2 Gather evidence that demonstrates how and when your organisation has created social value outcomes and impact. Feedback and evaluation are rich sources of data for this purpose. Identify what measures you can incorporate within your existing systems and processes to capture relevant information. Use this to inform your social value objectives.

Section 5 highlights social, economic and environmental indicators that can be used in commissioning. This list isn't exhaustive. Relevant and proportionate Outcomes and Measures will be considered for each individual contract and with the engagement of the relevant providers, communities and commissioners.

4. Think about the relevance of different types of social value benefits to the types of contract your organisation is likely to bid for.
5. Set out clearly the value for money that the social benefit can bring. A good source of help in understanding developing this aspect can be found at the New Economy website which brings together more than 600 cost estimates in a single place. If an 'off the shelf tool' is not right for your organisation, consider how you can develop your own measurement using Surveys and other self-completion tools, Interviews, Group activities, Observations, Social media

It is important to find outcome measurement tools that are right and proportionate for the people using them; staff or volunteers, and which respect the people accessing support. It can be a good idea to try something for a while to see if it works and is right for the outcome you are working to measure. All tools need to be appropriate to your work and not so time consuming or difficult that they take the focus away from the delivery of services and support.

The Case Study below provides an example of the way social value can be presented in monetary values. There are ranges of resources that offer cost estimates like these.

Case Study 3: Back in the Game – Social Value offer

Back in the Game is a programme run between Isos Housing and Sunderland FC which aims to inspire, motivate and up-skill unemployed adults.

It has calculated the return on investment for one quarter of an annual delivery contract as follows:

- 5 people in employment, at £8,700 per job = total: £43,500
- 27 people with raised career aspirations, at £4,800 per person = total £129,600
- 32 participants with increased fitness levels, at £2,354 each = total £75,328
- 24 people improved their self-confidence, at £1,195 each = total £28,680
- 27 people gained a certificate in work skills, at £947 each = total £25,569

6. Help commissioners during engagement and tendering to understand the full range of innovation you can provide.
7. Ensure services will work well for the people who will use them by engaging with them and commissioners in shaping and designing those services.
8. As a provider and/or a potential provider, make sure you are aware of the different tenders and contracts that the city Council is about to procure or re-procure. Make sure you register for free on the south east shared services e-sourcing portal at <https://in-tendhost.co.uk/sesharedservices.aspx/BuyerProfiles> to receive information about upcoming engagement and tendering opportunities
9. Plan how to explain the added social value you will bring. Start to prepare for the tender process and the ways in which you may be asked to demonstrate your social value in tenders.

- Ensure you are able to demonstrate how social value is embedded, monitored and reported within your organisation's structure and routine processes. Be prepared to capture unexpected outcomes as well as those intended.

3.5 What will commissioning and procurement for social value look like in practice?

Below is a brief summary of the key points during the commissioning cycle when stakeholder and provider organisations may be directly involved.

At the beginning of our commissioning process we try to identify the relevant groups, organisations and people who we wish to consult with to help us to develop our solutions.

If you are already a provider of services with the City Council talk to your contract manager/commissioner and ask them what future commissioning plans are. Make sure they are aware of all your services not just the ones they have commissioned from you. Be aware that commissioners may ask:

- Where are the opportunities to add social value and what additional/social value outcomes could be delivered?
- What could be the social, economic or environmental impact during the lifetime of this contract?
- What is the best way to achieve such outcomes / impact and how can it be effectively demonstrated?

Often these consultation processes take the form of

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders' day to discuss the new service and find out how suppliers feel social value could be imbedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs

The opportunities are often known in the City Council as **the Scoping phase or Pre-procurement consultation** with prospective suppliers. This stage is an excellent opportunity for engagement with service users, potential providers and other stakeholders. Contracting authorities can learn a great deal about the capabilities and willingness of potential providers. And ideas for monitoring or measuring social value are likely to come up – either through what existing service providers already achieve, or through new ideas on data collection or reporting. The council or CCG may even let potential providers see its intended contractual requirements (and how they might be measured or monitored).

The findings from these consultation activities should help the commissioner and procurement team to develop appropriate social value criteria and questions and criteria in both the PQQ and in the service specification that makes up the ITT

If your organisation is identified you may be invited to participate in engagement and consultation activities.

Once a commissioning plan is drafted we will consult key stakeholders inviting them to comment on the proposal.

This is the point at which, if it appears contracts may not be of a manageable size and/or organisations do not possess all of the required technical ability necessary, some providers may consider forming partnership arrangements with similar providers to enable them to bid effectively. Early engagement opportunities are ideal for initiating these discussions with other provider organisations.

There is a range of guidance available on collaboration and forming consortia. Once formalised these are contractual arrangements and due diligence should be regarded. The Direct.Gov Guidance can be found [here](#).

Needs Assessment

Commissioners may ask for help with needs assessment to help them to identify gaps in service provision and the market. We sometimes have discussions with external groups to assess current and future needs and expectations.

Communications

Once a provider organisation is identified they are kept informed of developments through the process, as part of an agreed communications plan.

Commissioning Strategy/Plan

This will be informed by a purchasing plan and is usually subject to consultation prior to being finalised. A draft service specification may be issued with this for consultation.

Following consultation amendments are made, informed by the consultation and the commissioning strategy/plan is produced.

Market Engagement Event

Once these tasks are complete it is usual practice for a market engagement event to be held, this event is promoted and advertised widely and aims to introduce the market to the tender opportunity, process and contract arrangements. These events are very useful in enabling possible suppliers (especially where the services are multifaceted) to meet each other and consider forming partnerships or consortia to provide services – particularly useful for SMEs, Social enterprises or Community or voluntary organisations who may specialise in areas of social value. This is an opportunity to ask questions and meet the commissioning and procurement team.

Advert/Publication

An advert is usually published in a range of media and we recommend providers register on the council's e-procurement portal which will provide alerts to your expressed areas of interest. When the tender is advertised or 'published' we provide a tender pack. This includes the following documents:

- **Specification**
- **Suitability Assessment/Pre-Qualification Questionnaire (PQQ)**
Includes an Economic and Financial Assessment
- **Invitation or instruction to tenderers (ITT)** - guidance including tender questions, evaluation matrix, award criteria, evaluation methodology, minimum criteria and price schedule. Social Value related Evaluation Questions will be clear in the Invitation to Tender. These Evaluation Questions will normally be in the range of 10-30% of the overall ITT evaluation weighting, and will be included as part of the ITT Quality section. The rationale for the weighting will be published.
- **Terms and conditions**
- **Price schedule**
 - **TUPE information** (if applicable)

Once a tender is submitted and the 'deadline' for submission has passed a suitability assessment and tender evaluation is carried out.

Contract Award/rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and you are able to ask for feedback on your own bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance.

Contract Award/rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and are provided with feedback on their own and the successful bidder's bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of the overall contract management by the council.

4. Examples

4.1 Brighton & Hove Examples

a. Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Services

Brighton & Hove Council tendered for a Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Service. The overall value of this service was £1,100,000 for a 3 year contract with option to extend for a further 2 years awarded to the successful bidder(s). As part of the commissioning process the Council explored running the procurement exercise with East Sussex County Council so that the commissioned services would work for people living in the two areas. It was agreed to jointly commission the service, with Brighton & Hove leading the Procurement process. The local CCG and the Sussex Police and Crime Commissioner supported the process.

Since the overall contract value is above the EU Threshold, and it is a service contract, the Social Value Act applied.

In line with Brighton & Hove Equality Impact Assessment and Engagement Framework, the Council made the following considerations at the pre procurement stage:

- How the new service might embed within its service specification, any social value outcomes.
- To ensure that there was a consultation with providers and service users on these matters

A consultation exercise, which included engagement with service users, staff and volunteers of organisations that work within the domestic and sexual violence locally, as well as national third sector partners (e.g. IMKAAN, SafeLives, Women's Aid and Rape Crisis), helped to give an insight into the potential social, economic and environment outcomes that would be appropriate to a commission of this nature.

The early engagement in the commissioning cycle with the representatives of the sector and the marketisation process enabled providers to feed into the process. The feedback from these consultations helped the commissioner to develop the specification and assessment criteria. Through the consultation it became clear that added value and social value needed to be part of the overall specification and tender.

In the Invitation to Tender, the following question was included as part of the quality evaluation criteria and was given a weighting of X:

"Please explain any Added Value and other Social Value you as an organisation / partnership can bring to Brighton & Hove and East Sussex?"

What we need to know:

- *Outline your organisation/partnerships track record of securing Added Value*
- *Describe how you will integrate Added Value into the delivery of the specialist service. What additional benefits would your proposal bring?*
- *Outline how your organisation/partnership intends to work with the commissioner to identify local priorities for activity to support or complement the commission*

- *Please attach an indicative fundraising strategy. This will not be included in the word count*
- *Outline your organisation/partnerships track record of bringing Social Value*
- *Describe the Social Value that your proposals would bring”*

Result:

The Council awarded a contract to domestic abuse charity Rise as the lead partner who had formed a partnership with Survivor’s Network and the Crime Reduction Initiatives (CRI) to run the service. The winning provider’s proposal brings social, environmental and economic value that will match and increase the investment made through this contract.

Social Value Benefits:

- Over the course of the contract fundraising targets are set to rise from £215k in 2015/16 to £365k in 2017/18 plus a predicted contribution of four additional FTE posts per year.
- The partners are committed to employing local people at all levels across the two local authority areas to strengthen the local economy.
- Senior level posts will be retained locally ensuring expertise is kept local.
- Awarding this commission locally adds environmental benefits with workers and Trustees taking short travel journeys.
- Local businesses gain mutual benefit from partnerships with RISE, Survivors’ Network and CRI helping to raise their profile whilst they contribute through local giving.
- Partners are established and committed local, specialist, third sector providers with an established supporter base and existing local connections which would be lost to the city and county if the contract was awarded to a new provider.
- Volunteering builds social capital, improves both mental and physical well-being and enhances quality of life. It improves self-confidence and skills, gives a sense of social value to those who cannot work and is often a route back into employment for those who can.
- The partners are committed to growing the potential of ex-Service Users through taking an Asset Based Community Development (ABCD) approach to build lasting social networks and to decrease social tolerance to violence and abuse.

b. How the Brighton & Hove Primary School Meals Service is adding value to our city

With the introduction of ‘compulsory competitive Tendering’ Local Authorities were obliged to put school meal contracts out to tender. In Brighton & Hove an action plan was put together with the 42 schools in Brighton & Hove. Since then, the Council's Primary School meal service using a public, private and education collaborative framework is delivering social value for the city. This process uses the City’s strategic outcomes to identified key social value indicators which are embedded in the commissioning process. One such example is Chomp who have a partnership with the council’s school meal service at West Blatchington Primary. Chomp is a school holiday lunch club for families who rely on free school meals during term time. This has the welcome added benefit of extending working hours for school cooks. For further details please see <http://bhfood.org.uk/bhfp-case-studies/sustainable-food-cities/183-bhfp-primary-school-meals-case-study-june-2016/file>

4.2 Examples from other Areas

Camden Council – Outcomes based commissioning for Mental Health services

Following a Best Value review Camden Council put out to tender, through an open competition, a contract worth £2 million over three years to provide centre-based day support mental health services across three of its existing buildings. The tender was commissioned on an outcomes basis. Outcomes reflected strategic social, economic, and environmental concerns for the council, on the basis that each service can play a role in delivering those strategic or high level outcomes. Outcomes were also identified at a service level, such as: access to training and employment services, improved physiological well-being, improved physical well-being, reduced stigma and discrimination, increased community participation, and increased social networks.

The outcomes were then incorporated into every stage of the procurement cycle, from pre-qualification questionnaire through to contract award and contract monitoring and evaluation. Bidders were invited to describe the activities and the outputs they believed would create the outcomes that the commissioner was seeking, as well as how the service would meet wider community level outcomes.

Holy Cross Centre Trust formed a consortium with MIND in Camden and Camden Volunteer Centre to bid for the contract, specifying a range of outcomes and approaches to achieving them, such as the use of peer support networks, instead of professionals, to transfer knowledge and capabilities - devolving responsibility, leadership and authority to service users. Central to the consortium's approach was 'time banking'. Participants involved in the Time Bank earn credits for engaging with the service and for helping each other.

The consortium was not the cheapest tender on a unit cost basis, but won on the basis of being the most economically advantageous tender due to its combination of price and quality. The commissioners' overall evaluation was that its focus on service-user and community involvement, as well as wider social and economic impacts would create the most positive outcomes and best value for money.

Adapted from London Borough of Camden (October 2008), Commissioning outcomes and recovery

Worcester County Council - Civil Engineering Contract

What was the contract for?

A 4 year contract for the supply of civil engineering projects to West Worcester County Council. There is an option to extend the contract for a further 2 years, linked to performance.

How was social value included in the procurement?

Suppliers were asked to:

"Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy to support WCC's area of focus: Open for Business as described in our Fit for the Future Corporate Plan 2011- 2016"

What weighting was given to social value in the evaluation process?

The question was included in the "Quality" section of the contract, and was given a weighting of 10%.

How will the successful supplier deliver a positive impact on the local economy?

The successful supplier clearly linked their answer back to the Corporate Plan, and described how they would make a difference to each of our seven Key Performance Indicators in the Open for Business theme.

They included an Unemployment Utilisation Plan, to provide 27 employment opportunities over the life of the contract. These opportunities included: 6 full time apprenticeships, and 4 enrolments to the Company's Graduate Management Programme. The aim will be train all new employees to at least NVQ level 2.

The supplier also detailed how they would develop links with local organisations (including local Job Clubs) to ensure recruitment reached our target groups, including NEET young people.

The provider has developed "in house" Skills Academy Courses, and has sponsored young people through their studies as well as providing work experience opportunities and holiday employment opportunities for local students.

The suppliers propose to develop, with the County Council, a Business Support Network – Business Class, to offer business support to small and new local businesses by their Senior Management Team, and through monthly seminars.

The supplier detailed existing links with local companies in their supply chain, and will seek to develop an approved Worcestershire based supply chain.

The provider also explained how they had used a "Community Economic Footprint Tool", to identify the percentage of an individual projects spend that will be spent within the local area (10 mile radius), within the County and the Country. Spend can also be broken down by sector. This tool potentially offers WCC a way of monitoring and evidencing positive economic impact.

The supplier showed a clear understanding of how contract activity could potentially impact on local businesses and communities. Specific public liaison and community engagement staff are employed to mitigate this, and examples were provided of initiatives taken elsewhere to address local issues, e.g. increased footfall in local high streets, that can be applied to Worcestershire.

The supplier also has an overarching "Sustainability Challenge" policy, which encompasses all four key areas of focus within WCC's Corporate Plan.

How will you monitor social value over the life of the contract?

Achievement of a suite of performance measures, including delivery of Positive Local Economic Impact, potentially earns providers extensions to the contract, which further incentivises delivery. The extensions are earned in 6-month blocks and released through the term of the contract, giving both the provider and WCC certainty of the end date and ensuring high performance standards throughout the life of the contract.

What did you learn – is there any experience you want to highlight?

This is the first time that economic value has been included in a Highways contract. We found this easy to include and straightforward to evaluate. We would support the approach

of asking an open question. The detail received from many of the tenders was impressive, and provides a solid basis for measuring positive impact over the life of the contract

Adapted from Worcestershire County Council Social Value Putting the Act into Practice

5. Table of Social Value Priority Outcomes and Opportunities

Sustainable Communities Strategy Outcomes	
Increasing our equality • Co-ordination and provision of timely and accurate advice and support • Early intervention • Resilient	
Improving our engagement • Seeking to understand the needs of communities and with time and resources turning opinions into actions	
Economy • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements. • Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation.	
Children and Young People • Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.	
Health & Wellbeing • Work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative, effective and efficient way as possible. • Ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens. • Continue to strive to ensure that our support is well directed and effectively delivered.	
Community Safety & Resilience • Continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors. • Improve community safety the police work with the local authority, probation services, voluntary organisations and others.	
Environmental Sustainability • Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality. • Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation. • Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.	

Joint Health and Wellbeing Strategy Priorities

Reducing Inequalities

Tackling the broader determinants of health:

- Supporting local people to have a home, a job/role, and a social network.
- Promoting financial inclusion
- Access to affordable, healthy food

Fair and effective use of services

- We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.

Safe, Healthy, Happy Children, Young People and Families

- To give every child the best start in life and to reduce inequalities.
- To provide effective 'Early Help' for families facing multiple disadvantages that reduces the need for specialist social care and health services.
- To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families
- To improve emotional health and wellbeing and mental health and wellbeing of children and young people.
- To ensure all our children and young people are safe.
- To reduce number of overweight and obese children and adults

Providing Better Care through Integrated Services

- Proactively finding people who are frail or at risk of losing their independence.
- Providing more joined up care through integrated services.
- Make better use of public funds by integrating budgets for best effect.
- Ensure services are resilient and sustainable.

Develop Healthy and Sustainable Communities and Neighbourhoods

Improve the safety and accessibility of local communities:

- An age friendly city accessible for all from the very youngest to the very oldest.
- A tolerant and cohesive city, safe from crime, disorder and discrimination.

Ensure the city has a range of quality housing and support to suit households' needs:

- Enable the development of new housing.
- Improve the quality of the city's existing and new housing stock.
- Improve Housing Support to enable households to sustain or move towards independence.
- We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.

Improve community resilience and sustainability:

- Infrastructure, sports, leisure and recreation meets the needs of local people
- Improve Community Development & Engagement.
- Help the Community & Voluntary Sector (Third Sector) support residents and local communities.

Give Every Person the Chance of Living and Ageing Well

Support older people to choose healthy lifestyles:

- Reduce the number of older people falling
- Make the city a great place to grow older.

Reduce loneliness and isolation

People are supported to live independently at home:

- Access to services that enable recovery from illness and promote independence.
- Support for Carers.

How will these outcomes be used in practice to support Social Value?

The table below shows how these outcomes might be used as questions for providers, and how they might be measured or evidenced. As a general rule, between 10 & 30% should be attributed to the scoring criteria, although each contract requirement should be viewed on a case by case basis. The questions below are provided as examples and may be tailored, or new questions created, to meet requirements of the contract and ensure compliance with the Act in being relevant and proportionate to the procurement.

The generic (open) questions detailed may encourage innovation and solutions that the Council may not have considered. The table is divided into Economic, Social and Environmental sections. The first column shows how the priorities outcomes can be represented as questions for potential bidders. The second column shows some potential measures. Commissioners and Procurers should consider what is best for each procurement activity

Economic	
Example Questions	Example Measures
1. How will you support the City Employment and Skills Plan Priorities?	<i>To contribute to the local economy throughout the life of the contract:</i> • A minimum of X FTE new jobs created, X of these will be in the first year of the contract (based in Brighton & Hove). • A minimum of x volunteering opportunities shall be provided. • No member of staff employed by your organisation or its sub-contractors is paid less than the Brighton & Hove living wage. • X new apprenticeships will be offered to young people aged under 25 (living in Brighton & Hove). • Number of people who find it difficult to access work (e.g. people with mental health needs or learning disabilities) will be offered work experience opportunities. • A minimum of X proportion of supply chain spend shall be with local Small and Medium
2. How will you support targeted recruitment and training? Please provide two examples of your approach, and previous experience of supporting targeted recruitment and training in similar services.	
3. Please outline how you will access local supply chains and support the local economy?	
4. How will you work closely with other stakeholders to support and develop local knowledge and skills, maximise impact and avoid duplication? (ITT)	
5. Please provide evidence of how you would deliver social, economic or environmental value	

through the delivery of these proposed services? (ITT).	Enterprises, Social Enterprises or voluntary and/or community groups.
6. How would you create skills and training opportunities (e.g. apprenticeships or on the job training) or work experience through the delivery of this contract? (ITT)	• A minimum of X amount of contract value shall be attracted into the area through inward investment - grants, private sector investment or reinvestment of profits.
7. How would you support initiatives targeting hard to reach groups? (ITT)	• Number young people supported into work.
8. How would you create employment opportunities for long-term unemployed people or NEETs (those not in education, employment or training)? (ITT)	• Number of people gaining new qualifications (employees/Service Users). • Number of people gaining new skills. • Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4 •
9. How would you create supply chain opportunities for SMEs and social enterprises and community groups? (ITT)	
10. How do you propose to create opportunities to support, develop and collaborate with third sector organisations? (ITT)	
11. Please describe how you bring added value to this contract, including how you will develop opportunities for additional funding to be brought into the local area? (ITT)	

Social

Example Questions	Example Measures
1. Please provide (maximum of x) examples of previous projects where you have engaged with a local community during the successful delivery of a project in a similarly demographic area. (ITT)	• Number of people engaging in community/social activity and physical activity.
2. Please describe how your submission shall contribute to the health and wellbeing of residents and address inequalities?	• Number of new community and neighbourhood services and/or activities.
3. How will you consider equality and diversity  in the provision and operation of services	• Number of people reporting a reduction in feeling isolated.
4. Please state clearly the additional social value offer elements that you would provide during the life of the contract (please include timescales and outcomes to be achieved). (ITT)	• Number of service users/patients involved in the design and delivery of services. • Increase in understanding of health issues, prevention and self-care amongst patients, carers and community. • Dementia friendly organisation (evidence of staff training etc.) • Accessible local facilities (such as schools, libraries, leisure facilities) available to targeted groups that otherwise would struggle to access such facilities.
5. How would your proposals address barriers to	• No of people able to manage their finances effectively by increasing the number of

living a more active healthy lifestyle and increase the opportunities available to local people? 6. How would your proposal support people to eat a healthier diet 7. How would you collaborate with other stakeholders to integrate services over the contract period? (ITT) 8. How would your proposals contribute to a knowledge base of community assets that Service Users can access to enable them to increase their social networks and links with the community? (ITT) 9. How would your proposals promote independence and the self-management of 'health issues' for Service Users? 10. How would your proposals support and encourage a healthy lifestyle and prevent illness? 11. How would you use social media and technology to encourage social and support networks, self-help or to manage health conditions. 12. What wider community benefits will your proposed service offer?	residents who save with a bank/credit union or building society • Number of sustained and meaningful relationships with other providers that support integrated care, including clinical and also social and economic parameters affecting health. • Reduction in service users who are experiencing food poverty • Reduction in sugar consumption • Increase in number of children and adults achieving a healthy weight • Ethical and fair trade policy, or purchasing of x% of supplies. • Proportion of patients, carers, Service Users developing their own self-care plans. • Number of patients shall be supported to self – help through self-help planning. • Increase in people feeling able and confident to live independently at home. • Number of people helped to avoid residential or domiciliary/home care. • Reduction in attendance for urgent care by patients and Service Users. • Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services • Evidence of adequate cooking and food storage facilities for all • Evidence that accommodation for single people includes a fridge freezer • Sit stand desks shall be available to x% of office based staff, if requested. • Number of people accessing shared meals in new or innovative settings • Maintain/reduce average sickness absence through an improved workplace health, wellbeing and support package, or staff turnover. • Promotion of social integration e.g. work opportunities for disadvantaged people • Investment in local culture and heritage.
Environmental.	
Example Questions	Example Measures
1. Please provide an example of how you have protected and improved the local environment when delivering similar services.	• Employment of local residents. • Number of local suppliers/providers used. • Number of new community based services.

(ITT). 2. Please provide evidence of how you would deliver Environmental value through the delivery of these proposed services? (ITT). 3. How would you work with other local Providers to identify and address environmental factors affecting Service Users quality of life? (ITT) 4. Do you have documented arrangements for ensuring that any suppliers you engage with apply appropriate environmental protection measures? (ITT) 5. How will your supply chain ensure ethical considerations? For example, this could include ethical sourcing practices 6. Do you have a green travel and sustainability plan or policy in place? (Pass/Fail)	• Increased access to quality local services and activities. • Increase in proportion of low carbon food supply. • Reduction in energy use/carbon emissions/increased use of renewable energy. • Contribution towards an improved local environment e.g. parks, green spaces, play areas and facilities. • Reduction in local crime rates • Improved housing quality • Reduction or reuse of waste. • Reduction in use of hazardous substances. • Increase in use of green transport both to and within work e.g. staff walking and or cycling to work. • Number of external accreditations achieved for healthy and sustainable food • Increase in proportion of fresh, healthy, low carbon food supply chains and consumption by staff, Service Users and communities. • X% of all office waste shall be recycled. • Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements • Number of derelict or brown filed sites cleaned up • Number of wildlife/plant species protected • Number of Bee hives/bird boxes/ponds introduced • Number of play/recreation areas created

6. Resources and further reading

Social Value overview:

Public Services (Social Value) Act 2012

Cabinet Office Social Value Act: information and resources

<https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Social Enterprise UK: The social value guide: implementing the Public Services (Social Value) Act, Nov 2012: http://www.socialenterprise.org.uk/uploads/files/2012/11/social_value_guide.pdf

The Social value Hub (Social Value Lab is an agency with a difference; part consultancy, part think tank, part incubator) http://www.socialvaluelab.org.uk/wp-content/uploads/2013/09/4pp-brochure_e-2.pdf

Social Value Commissioning (Increasing the social value achieved by commissioning practice) <http://socialvaluecommissioning.org/>

8 Principles of Good Commissioning <https://www.nao.org.uk/successful-commissioning/general-principles/principles-of-good-commissioning/>

Social value in Public Procurement, Anthony Collins Solicitors (2014)

http://buysocialdirectory.org.uk/sites/default/files/social_value_and_public_procurement_-_a_legal_guide_-_january_2014.pdf

Procurement Policy Note - The Public Services (Social Value) Act 2012 - advice for commissioners and procurers

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/79273/Public_Services_Social_Value_Act_2012_PPN.pdf

How to Measure Social Value <http://www.socialvalue-madereal.com/>

Measuring Social Value and Outcomes

The CES Resource Guide: Evaluating outcomes and impact Second edition Jean Ellis funded by the Esmée Fairbairn Foundation. <http://www.ces-vol.org.uk/Resources/CharitiesEvaluationServices/Documents/The%20CES%20Resource%20Guide%20Evaluating%20Outcomes%20and%20Impact.pdf>

Community How To (SUPPORTED BY THE TINDER FOUNDATION AND NOMINET TRUST)

<http://www.communityhowto.com/tools/measure-outcomes-impact/measure-outcomes>

Explaining the difference your project makes: A BIG guide to using an outcomes approach http://www.biglotteryfund.org.uk/er_eval_explaining_the_difference.pdf

Big Society Capital's outcome matrix tool <http://www.goodfinance.org.uk/impact-matrix>

‘Tools for you: approaches to proving and improving for charities, voluntary organisations and social enterprise’ (PUBLISHED BY NEF)

http://b.3cdn.net/nefoundation/ee604b9c7787bf1b80_aym6ivqnu.pdf

New Economics Foundation: Seven Principles for Measuring What Matters 2009:

<http://neweconomics.org/programmes/valuing-what-matters>

Theory of change: <http://www.thinknpc.org/publications/theory-of-change/>

Reporting your impact: <http://www.thinknpc.org/publications/the-principles-of-good-impact-reporting-2/>

Embedding impact measurement in your charity/social enterprise:

<http://www.thinknpc.org/publications/a-journey-to-greater-impact/> Social

Inspiring Impact’s Impact Hub (developed by a partnership of 7 organisations)

<http://inspiringimpact.org>

The Global Value Exchange (open source database of Values, Outcomes, Indicators and Stakeholders) <http://www.globalvaluexchange.org>

Social Value Support Organisations

Social Enterprise UK - www.socialenterprise.org.uk

Social Value UK - socialvalueuk.org

Social Value forums

Social Return On Investment Network: <http://www.thesroinetwork.org/>

Sustainable Procurement Cupboard: <http://www.procurementcupboard.org/>

The Social value Hub: <http://www.socialvaluelab.org.uk/>

Information for council suppliers and BHCC Procurement Strategy

Brighton & Hove City Council <http://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-and-tenders-council>

Strategic body: Procurement Members Advisory Group (Elected Members of Brighton & Hove City Council).

Contact: Clifford Youngman Head of Procurement

[CCG’s procurement strategy: http://www.brightonandhoveccg.nhs.uk/policies](http://www.brightonandhoveccg.nhs.uk/policies) Strategic

body: The Procurement Governance Committee. Notes are held within the Committee papers of [the CCG’s Governing Body](http://www.brightonandhoveccg.nhs.uk/about-us/our-governing-body/governing-body-papers) . <http://www.brightonandhoveccg.nhs.uk/about-us/our-governing-body/governing-body-papers>

Acronyms

CCG – Clinical Commissioning Group

ITT – Invitation to Tender

NEET – Not in education, employment or training

PQQ – Pre Qualification Questionnaire

SMEs – Small and Medium Size Enterprises

VCSEs – Voluntary and Community organisations and Social Enterprises

Glossary

Activities: these are the things you do to create change for people, your local area, or the environment. Examples might be training, events or information leaflets.

Commissioning: the process of allocating resources to best meet needs. It's a decision making process that most frequently involves the procurement (purchasing) of services by either grant-funding or competitive tendering (where potential providers bid to win contracts for delivery). Commissioning is carried out by 'statutory commissioning authorities' - local and national government and public bodies (like local councils or hospitals) who have a statutory responsibility to commission services to meet needs. Commissioning has grown in significance as more and more public services are delivered by non-public bodies

Contract management – the contract forms the framework within which the council and supplier can work together for continuous improvement and mutual benefit. The process of contract management involves monitoring the supplier's performance against the standards laid down in the contract conditions and specification (Brighton & Hove City Council Sustainable Procurement Toolkit <https://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-tenders/making-sustainable-purchasing-decisions>)

Impacts – these are the longer-term changes that you are trying to achieve or contribute to. They take account of what would have happened anyway, the contribution of others, and the length of time it takes for the outcomes to happen. Impacts often relate to a wider user group than that which you are targeting and usually involve other players, for example, in reducing teenage pregnancies. As a result, most reporting tends to be for outcomes, although there are often attempts to recognise and account for external influences on your results.

Outputs – refer to the direct results of these activities, for example, 100 people have achieved a particular qualification; or 1000 information brochures were delivered in a local area.

Outcomes – are generally changes in people, the environment, or the community, that result from your activities. For example, this might be: becoming more employable, or reducing crime in an area. Outcomes can also refer to keeping situations the same or preventing something negative from happening. Intermediate outcomes can be a useful way to describe step changes that happen along the way to a final outcome or impact

Procurement – the purchase of goods, works and./ or services by a public sector organisation from another, external organisation to fulfil the wants and needs of stakeholders. The procurement department ‘score’ the pre-qualifying questionnaires (PQQs) and tender documents to ensure that the best provider is awarded the contract, and the services are good value for money and of the required quality. There are strict rules that ensure that the staff ‘procuring’ services are separate from those ‘commissioning’, in order to ensure open and fair competition.

Social Benefit – is defined in the Croydon Council Toolkit as “the outcome of this process of achieving social value”.

Social value – “Social value is the additional benefit to the community from a commissioning/ procurement process over and above the direct purchasing of goods, services and outcomes.”

Stakeholder - is anybody who can affect or is affected by an organisation, strategy or project. They can be internal or external.

Appendix 3

Recommendations of 20-15 BHCC Scrutiny Panel on Social Value

Recommendation 1: The Panel recommends that wherever services are procured and commissioned by the council, a clear mission statement is made at the start of the process that social value is a key underpinning principle.

Response – Guide and Procurement statement from the procurement process

Recommendation 2: The Panel recommends that Brighton & Hove City Council adopts a definition of social value. The following definition is suggested: *“Social value is the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.”*

Response – Social Value Framework and Guide

Recommendation 3: The Panel recommends that a glossary of terms used in social value, commissioning and procurement should be devised and publicised. This glossary should draw together all currently used terms and be put them in one easily accessible place.

Response – Social Value Guide has a glossary

Recommendation 4: The Panel recognise that there are examples of good practice using social value in the council and suggest these should be highlighted so others can learn from them.

Response – National action learning programme facilitated the sharing of good practice not only in the city but across the country

Recommendation 5: The council must make a clear statement on the importance of social value and ensure that all staff commissioning and procuring services have the necessary understanding and tools to ensure social value is clearly examined and quantified.

Response – Signing up to the Framework and the Pledge, and implementing the Guide, with learning and development linked to work force development to follow.

Recommendation 6: The Panel recommends that a task and finish group is set up, consisting of procurement officers, commissioners and partners to look at what steps need to be taken to ensure social value is embedded across all council processes. In addition, this must be directly linked to B&HCC corporate priorities.

Response – Fulfilled by the action learning programme

Recommendation 7: The Panel recommend that existing community and social value work undertaken by partners and organisations in the city should be identified where possible. As this is a large piece of work, B&HCC should consider working in partnership with, for example the universities, to undertake this project.

Response – partially undertaken through the action learning programme. The Community University Partnership Programme (University of Brighton) And the Clinical Commissioning Group is on the cross sector steering group, which will

reconvene in Autumn 2016 to continue work on social value including how to capture and facilitate the sharing of good practice in the public, private and third sector.

Recommendation 8: The Panel recommends that a social value weighting is clearly stated for economic, social and environmental wellbeing. As part of this, an explanation of what weighting is given and the reasons behind this should be provided for each service.

Response – Social Value Framework

Recommendation 9: If social value is to be embedded in procurement and commissioning processes it must be measurable. If the value cannot be clearly measured, social value will never be used to its full potential. The Panel recommends that guidance is produced to suggest ways that social value can be measured during the life of a commissioned service.

Response - Social Value Guide

Recommendation 10: Monitoring procedures must be clearly stated and agreed at the start of any procurement of services. These must be robust, appropriate and timely.

Response – Social Value Guide

Recommendation 11: The Panel recommends that there is a report back in 12 months outlining progress made on further embedding social value into procuring and commissioning services.

Response – Report to NCE committee 11th July 2016 for endorsement of the Framework and Guide and to PR&G committee 14th July for sign up. A further progress report to be made to NCE committee and BHCC Members Procurement Advisory Group one year on.

Subject:	Residential Child Care, Foster Care and SEN Education Placements		
Date of Meeting:	14 July 2016		
Report of:	Executive Director for Families, Children & Learning		
Contact Officer:	Name:	Deb Austin	Tel: 29-1407
		Anna Czepil	29-6736
	Email:	deb.austin@brighton-hove.gcsx.gov.uk	
		anna.czepil@brighton-hove.gcsx.gov.uk	
Ward(s) affected:	All		

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

- 1.1 This report seeks approval for the procurement of a Dynamic Purchasing System and award of Individual Placement Agreements for placements in independent residential children's homes, independent foster care and independent non-maintained special schools.

2. RECOMMENDATIONS:

That Policy, Resources & Growth Committee:

- 2.1 Grants delegated authority to the Executive Director of Families, Children & Learning to conclude negotiations with West Sussex County Council on the terms of access and agreement to participate in a regional Dynamic Purchasing System (DPS) for the provision of placements in independent residential children's homes, independent foster care and independent non-maintained special schools (INMSS).
- 2.2 Approves the procurement of a DPS, either led by West Sussex County Council (WSSCC) as the Contracting Authority or procured solely by Brighton & Hove City Council (depending on the outcome of 2.1 above), for the provision of placements in independent residential children's homes, independent foster care and INMSS.
- 2.3 Grants delegated authority to the Executive Director of Families, Children & Learning to: (i) carry out the procurement of the DPS referred to in 2.2 above; (ii) agree the term of the DPS; (iii) award and let the DPS and; (iv) award and let placement agreements under the DPS.

3. CONTEXT/ BACKGROUND INFORMATION

Summary of the current service provision

- 3.1 Legislation requires local authorities to secure sufficient accommodation for Looked After Children (LAC), that meets their needs, and is within the local area wherever this is reasonably practicable. The council acts as the corporate parent and safeguarding and has strong controls to manage the welfare of vulnerable children. The current number of placements in the independent sector and those directly controlled by the council are shown below:

Independent Sector Placements		Council Placements	
Independent Fostering Agencies	154	In-house Foster Care	154
Residential Children's Homes (Social Care)	33		
Joint Residential Children's Homes and SEN Education	11		
SEN Education in INMSS (including Post 19)	90	SEN Education in Council Maintained Special Schools	429

The above table excludes children with statements or Education, Health and Care Plans (EHCP) in mainstream schools. It also excludes children in special schools where the parents pay the costs in full.

- 3.2 The council's budgets for 2016-17 for external placements are:
- a) Independent Foster Agency £5.178m
 - b) Children's Homes £5.763m
 - c) Education Agency £4.240m

Current procurement arrangements

- 3.3 The Council has a joint Framework Agreement with WSCC for the provision of independent residential child care and foster care placements which runs until 31 October 2016 with an optional extension of up to 2 years. Joint arrangements with WSCC have been running since 2008 and have contributed to the management of costs in these service areas.
- 3.4 The Council's SEN team spot purchases SEN Educational placements using national contracts. The number of placements is proportionately much lower than our partner authorities. External SEN education placements are usually the result of parental choice and tribunal decisions although a few are due to the specialist nature of the provision that cannot be met within Brighton & Hove.

Department for Education (DfE) Innovation Programme

- 3.5 WSCC received project funding from the DfE Innovation Programme. The aim of the project is to establish whether procurement of placements can be jointly commissioned across a region and if a model to do this could be used by other regions across the country. The project also includes developing a new Outcomes Framework and reviewing the national contracts.

- 3.6 The Outcomes Framework was developed by the New Economic Foundation and drafted through co-production with local authorities, providers, parent/carer representatives and children in care council representatives. This document has now been issued and is attached at Appendix 1. It is being incorporated into the proposed new contracts which are currently in draft form.
- 3.7 The local authority partners within the region that worked on Phase 1 of this project up to March 2016 were West Sussex County Council, East Sussex County Council, Kent County Council, Surrey County Council, Brighton & Hove City Council and the South London SEN Consortium (10 London Boroughs led by LB Croydon). The South London SEN Consortium had a separate DfE funding bid that required the establishment of a DPS by April 2016 so they are not currently part of Phase 2 of the project. However Essex County Council and Medway Council have joined the project as new members. The group is collectively known as South East Together (SET).
- 3.8 Phase 2 of the project has focussed on developing a full business case to consider joint commissioning of placements. The latest draft of the business case is attached at Appendix 2.

Tender process for new Dynamic Purchasing System (DPS)

- 3.9 In order to comply with the Public Contracts Regulations 2015 and the council's internal Contract Standing Orders, a formal tendering process must take place to procure the new Dynamic Purchasing System.
- 3.10 Using a DPS has a number of benefits as the council has the ability to 'call-off' contracts at short notice without the need to undertake a time-consuming comprehensive contract award process, which therefore reduces administrative effort and costs. It also allows the council the flexibility to determine specific requirements at the 'call off' stage. A DPS remains open for the duration of the agreement and allows new providers to join if they meet the required quality standards.
- 3.11 In order to meet the deadline for contract commencement on 1 April 2017, a procurement timetable has been drawn up which proposes that the Invitation to Tender (ITT) will be published by WSCC in October 2016 to ensure selection of preferred bidders. A comprehensive specification will be drafted to accompany the ITT. The tender will be split into separate categories covering the different services.

eSourcing

- 3.12 The business case proposal is for WSCC to be the lead contracting authority responsible for setting up the DPS. Each SET partner will be responsible for calling-off against the DPS and entering into Individual Placement Agreements.
- 3.13 It is unlikely that all SET partners will be able to agree on common software for managing the micro-commissioning process of call-offs. The council has a licence for software from the supplier 'adam' that can be used for this process, or it could use the system that WSCC will use if this offers better value for money.

'adam' is software currently in operation in the council's Learning Disability Service for Adult Services to manage placements.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 An alternative to a regional DPS would be for the council to procure some or all of these services on its own. This reduces the potential for sharing costs and exercising leverage and influence in the provider market. The alternative would only offer value for money if the cost of accessing the DPS, offset by anticipated savings, were greater than the cost of running and the ongoing management of a separate procurement.
- 4.2 Joining a local authority partnership outside of the south east region would not likely achieve the same level of benefits as the contract management and quality assurance function would not operate as efficiently.
- 4.3 Managing demand for LAC placements has the greatest impact on value for money but this needs to be managed safely through care planning. Early Help interventions and planned step down arrangements contribute to these plans.
- 4.4 Increasing the proportion of in-house foster care placements will lead to better value for money and strategies are in place to increase the number of directly engaged foster carers.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The Outcomes Framework was developed through co-production as outlined in 3.6 above.
- 5.2 Parents will continue to be able to express choice in the selection of SEN education placements for their child/children.

6. CONCLUSION

- 6.1 It is necessary to re-tender these services as the Framework Agreement with WSCC for residential children's homes and foster care placements is due to expire in October 2016 (with an optional extension period) and there is no current compliant process for purchasing SEN education placements. In order to benefit from collaborative working with regional partners and to build in sufficient time to carry out a fair and transparent procurement process, the process must commence as soon as possible.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The award of the DPS itself has no financial value; however the total current value of the contracts called off under the DPS is approximately £15.181million per year.

- 7.2 The cost of developing a new DPS is not yet fully known and will be dependant on the procurement decisions made. The costs will be apportioned across the members of the SET based on the ratio of contracts for each partner. It is estimated that the total initial cost to be apportioned, could be in the region of £100k-£150k. There will also be ongoing annual management and licencing costs, again shared across the participating partners of around £40k and potentially other costs relating to training and contract management. Funding for this would need to be identified within current available resources.
- 7.3 It is important throughout the procurement process that the council achieves value for money as well as having secure arrangements in place for those children requiring placements. A sound, robust purchasing and contract management system would enable the council to pro-actively manage the market and ensure best value for money is achieved.

Finance Officer Consulted: David Ellis

Date: 28/06/16

Legal Implications:

- 7.4 As described in the body of this report the council has a statutory duty to provide accommodation for Looked After Children. It also has a duty to meet the needs of pupils with Special Educational Needs where those needs require a residential placement.
- 7.5 The Policy, Resources & Growth Committee is the appropriate decision-making body in respect of the recommendations at paragraph 2 above, given the value of the contracts which may be entered into under the DPS is likely to have corporate financial implications.
- 7.6 The aim of the DPS is to enable the council to provide sufficient and appropriate placements in independent residential children's homes, independent foster care and independent non-maintained special schools (INMSS) to discharge its legal obligations. The DPS must be let in accordance with the Council's Contract Standing Orders and the Public Contracts Regulations 2015. Letting of the DPS will not incur any recurring expenses as the council would not be bound to use the DPS and any financial liability will arise only on award of specific contracts under the DPS. The DPS will enable the council to procure placements in independent residential children's homes, independent foster care and independent non-maintained special schools (INMSS) in a legally compliant manner.

Lawyer Consulted:

Isabella Sidoli

Date: 22/06/16

Equalities Implications:

- 7.7 The council has a responsibility to promote access to appropriate educational provision for all in accordance with legislation including the Equality Act 2010.
- 7.8 It is not necessary to carry out an equalities impact assessment on this occasion as there are no council policy changes associated with this procurement.

Sustainability Implications:

- 7.9 The Public Services (Social Value) Act 2012 requires that public bodies tendering for services above the threshold to consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area.
- 7.10 Placements for Looked After Children will be made as closely to networks of family and friends and the child's current school, where this is safe to do so and in the child's best interests.

Any Other Significant Implications:

- 7.11 Local authorities typically first attempt to make foster care placements in-house, provided the needs of the child can be met, prior to seeking a placement with an independent provider. A Judicial Review brought by the Nationwide Association of Fostering Providers in December 2015 sought to argue that the defendant local authorities had failed to comply with the duty set out in Section 22C(5) in the Children's Act to place the child in the most appropriate placement available (i.e. they were not considering independent foster care placements at the same time as in-house foster care placements). The judge found that the duty did not involve any requirement to make a particular kind of search of any one of the placements identified in section 22C(6) of the Act and that local authorities are not required to contact all providers of potentially appropriate placements at the same time for every Looked After Child.
- 7.12 The representative bodies Independent Children's Homes Association (ICHA), Nationwide Association of Fostering Providers (NAFP) and National Association of Independent Schools and Non-Maintained Special Schools (NASS), along with their members, were offered the opportunity to participate in the development of the Outcomes Framework. They will also be consulted on the new draft contracts. ICHA does not currently support the work of South East Together however the relationship with the other professional bodies remains good and constructive.

SUPPORTING DOCUMENTATION

Appendices:

1. Outcomes Framework
2. Business Case

Documents in Members' Rooms

1. Outcomes Framework
2. Business Case

Background Documents

1. Department for Education (DfE) 'Financial stability, cost charge and value for money in the children's residential care market' Research report June 2015
2. Institute of Public Care(IPC)/Oxford Brookes University 'The efficacy and sustainability of consortia commissioning of looked after children's services' Research report July 2015

Crime & Disorder Implications:

- 1.1 The Outcomes Framework has a number of measures under basic needs (safety and health), functioning (control, relationships and achievement), personal resources (resilience, self-esteem and emotional intelligence) and preparation for adulthood (participation, independence, inclusion and wellbeing) that contribute to the prevention of crime and disorder.

Risk and Opportunity Management Implications:

- 1.2 There has been a consolidation of providers in the residential child care provision market with private equity playing an increasingly significant role. Alternative market management strategies may need to be considered if the market consolidates further, develops oligopolistic behaviours and the few remaining suppliers greatly influence price.

Public Health Implications:

- 1.3 Improving health and wellbeing are two of the key objectives within the Outcomes Framework.

Corporate / Citywide Implications:

- 1.4 The effective commissioning of placements will contribute to the council's priorities on the economy, jobs & homes, children & young people, health & wellbeing and community safety & resilience through the Outcomes Framework.

South East Together

Common outcomes framework and measurement approach

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Introduction

In 2015 West Sussex County Council (WSSCC) successfully secured funding through a bid to the Department for Education (DfE)'s Social Care Innovation Programme. This funding enabled a number of distinct activities to be commissioned to support a project focusing on the potential benefits of a regional Dynamic Purchasing System (DPS) in the South East. Led by WSSCC during the development phase, a group of 15 local authorities collectively known as South East Together (SET)¹ will adopt an outcomes-based commissioning model when commissioning placements for children with special educational needs and disabilities in independent and non-maintained special schools, and looked after children in independently-owned children's homes and fostercare placements. SET worked with the New Economics Foundation (NEF) to develop the common outcomes framework and measurement approach.

Outcomes-based commissioning

Outcomes-based commissioning focuses on the long term changes that services and activities achieve. It differs from conventional commissioning which has tended to focus on outputs rather than outcomes. The benefits of outcomes-based commissioning include: shifting the focus of public resources from particular activities and outputs towards the outcomes that matter most for children and their families; and creating more scope for providers to innovate to achieve outcomes by reducing the level of prescription in service specifications.

This document

This common outcomes framework and measurement approach is the product of extensive discussions and engagement with: independent providers from fostercare, residential and special schools; parents of children attending non-maintained and independent special schools; young people from the West Sussex Children in Care Council; commissioners from the 15 local authorities in SET; and the SET project team. These discussions were organised according to the principles of co-production, where professionals and citizens share power to achieve a common goal. They included discussion of several existing outcomes frameworks for children and young people, and consideration of the evidence relating to concepts such as wellbeing, social and emotional capabilities, and resilience. The resulting framework is a dynamic document which can be iteratively improved through application and use.

Common outcomes framework

Using the outcomes framework

An outcome is the meaningful and valued change that occurs as a result of a particular activity or set of activities.² Local authorities have an important role to play in supporting positive change for the children and young people in their local area, and SET want to work with providers and other public services in the South East to achieve the outcomes in the framework. All partners recognise that they cannot achieve outcomes by themselves and that ultimately it is children and young people who achieve the outcomes, with professionals supporting them to do so.

The outcomes framework can be used in several ways. Contract service specifications will have the outcomes framework at their core and this will be used to set the vision for the services and explain the best use of public funds. The outcomes may be used as a reference point for care planning, for example in developing Education Health and Care Plans (EHCPs) with parents, children and young people. Providers and commissioners will use the outcomes framework and measurement approach to monitor the quality of services, and as a tool for reflection, evaluation and continuous improvement.

In asking providers to use the outcomes framework, commissioners are asking providers to demonstrate how they contribute to the progress of children and young people on the outcomes in order to achieve value for money.³ Commissioners accept that there may be good reasons why certain children have not progressed as expected and that an overall improvement in outcomes in the long term may involve short term lapses in progress. Commissioners will ask providers to explain this as part of dialogue between providers and commissioners during each stage of the commissioning and ongoing monitoring process. It is worth clarifying that providers cannot be held accountable for the achievement of community level outcomes, though they may be asked to explain how their activities contribute towards this high level vision for the region. Commissioners recognise that providers also have a decreasing level of influence over the preparation for adulthood outcomes once a child or young person has left their service, but can nonetheless be asked to track progress towards these outcomes.

Other local authorities may want to apply the outcomes framework to their own local context. This is a good use of the document, but only if the outcomes are discussed with, sense-checked and changed by local parents, young people, providers and commissioners, applying the principles of co-design and co-production.⁴

Section A: Components of the outcomes framework

The outcomes framework is made up of five components:

1. **In green:** basic needs. These two outcomes are usually required before the other outcomes can be progressed. Health and safety are the bottom two steps in

Maslow's hierarchy of needs⁵ and are also recognised as fundamental human needs in the wider academic discussion of 'need theory'.⁶

2. **In pink:** personal resources. These three outcomes are important features of a person's internal life, which may be described as their character, personality or outlook.⁷ They are internal resources which a person is able to bring to bear on situations that arise in life.
3. **In orange:** functioning. These three outcomes focus on functioning, which is how an individual interacts with the external world. When someone is functioning well, they are able to satisfy their psychological needs (for control over their own life, relationships with others, and achieving competence in their abilities) and experience good overall feelings about life.⁸
4. **In red:** preparation for adulthood. These outcomes are guided by the four outcomes from *Preparing for Adulthood*, which collates the learning from a range of transition programmes that helped young people – particularly those with special educational needs or disabilities – to transition into adulthood and lead fulfilling lives.⁹ The outcomes cover children and young people making progress towards their next stage of education or employment, independent living, participating in society, and being as healthy as possible.¹⁰ Extensive research demonstrates strong links between good functioning¹¹ and personal resources such as emotional intelligence,¹² and long term outcomes such as being in employment, education and training.¹³ It is therefore reasonable to expect that children and young people who are progressing in the green, pink and orange outcomes will also be making progress on preparation for adulthood outcomes.
5. **In blue:** community outcomes. These three outcomes are for the wider community in the region represented by SET. They were selected on the basis of analysis of the area plans and whole-place strategies from the 15 local authorities in SET. They are included in the framework to show that when children and young people achieve their outcomes, this also improves the outcomes of society, economy and environment more broadly, and that these community outcomes in turn reinforce the work that providers do in supporting children and young people's to achieve outcomes.

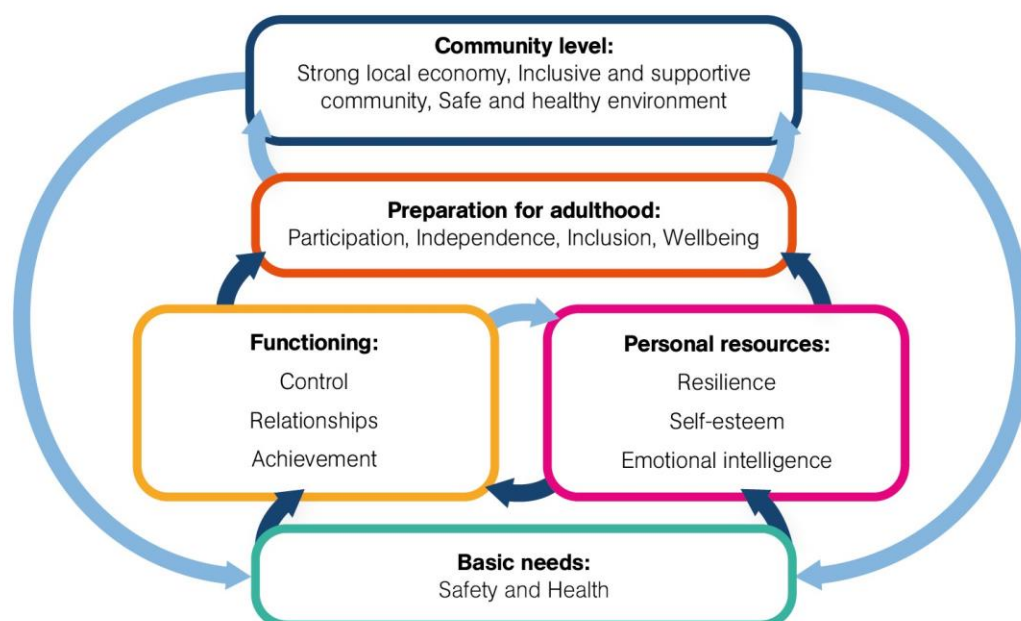


Figure 1: SET common outcomes framework, developed with the New Economics Foundation.

Links to wellbeing

The Dynamic Model of Wellbeing is a conceptual model developed by NEF in response to the debate on measuring human wellbeing. It captures the evidence base on the different elements that contribute to wellbeing – both in terms of functioning well and feeling satisfied with life.

The model describes how an individual's *external conditions* such as housing and social context, act together with their *personal resources* such as their resilience and self-esteem, to allow them to *function well* in their interactions with the world and therefore experience *positive emotions*. Measuring wellbeing effectively often involves collecting data across all these elements.

The diagram below is colour-coded to demonstrate the overlap between the constituent parts of wellbeing and the outcomes in the SET common outcomes framework. It shows how if providers and commissioners can support children and young people to be safe and healthy, to grow their personal resources and function well, they will go a long way towards supporting the overall wellbeing of children and young people. As a dynamic model, it highlights the relationships between constituent parts of wellbeing. It shows how having positive emotions is dependent on functioning well and also highlights how children and young people who are functioning well in terms of feeling in control and having strong relationships, are better able to shape their external conditions including their health, safety and future prospects.

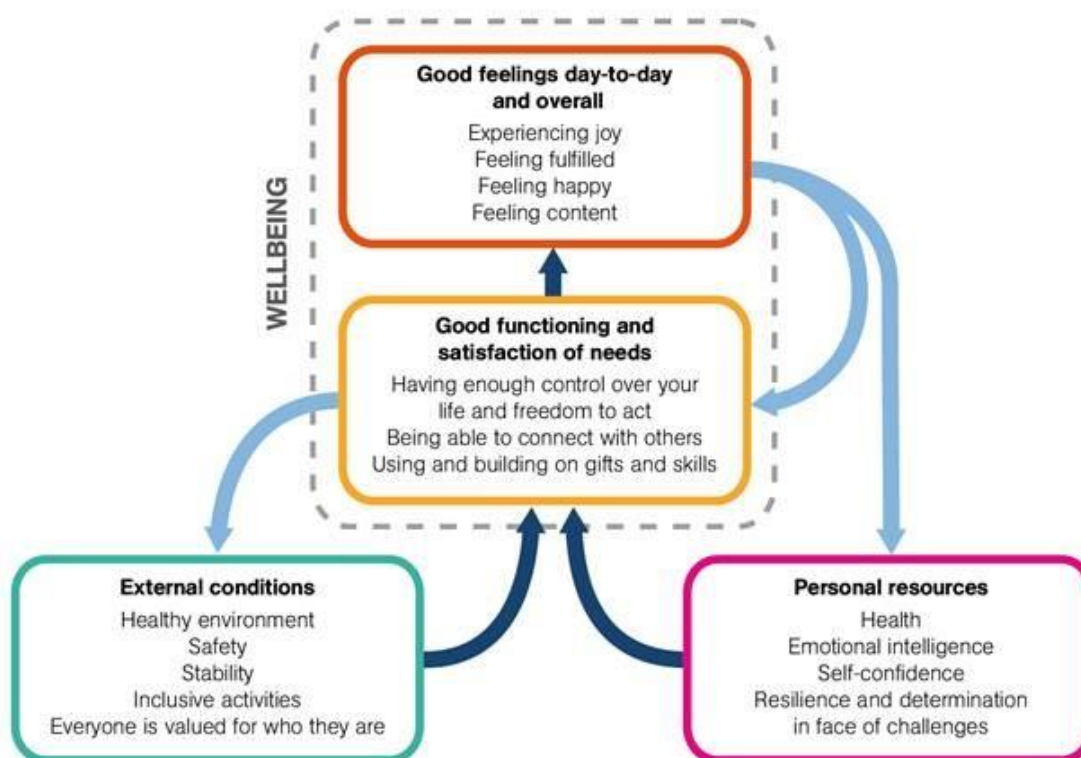


Figure 2: Dynamic model of wellbeing from Marks, N. and Thompson, S. (2008). *Measuring Well-being in Policy: Issues and applications*, London: NEF. Adapted for the SET common outcomes framework.

Section B: Definitions of outcomes

Basic needs

Safety: *Children and young people are safe and protected, and moreover feel safe.* Children and young people are not only objectively safe (the risk of significant harm has been removed or considerably reduced) but also feel secure and protected within trusted relationships where adults are acting in children's best interests and listening to them. Being safe is a positive state of being, not just the absence of harm and neglect. Therefore, children and young people also need to be helped to develop the knowledge and skills that will enable them to adopt safe practices in situations at home, at school or in the community.¹⁴

Health: *Children and young people experience the highest attainable standards of physical and mental health.*

Physical health is experienced when the body functions as it is meant to, and children and young people are free of sickness, disease, injuries, infirmities and injuries. It is also about having the internal defences, developed through good nutrition, exercise, hygiene and appropriate health care (e.g. immunisations), that are necessary to combat germs, bacteria and viruses and to enhance the healing process when sick or injured. In order to achieve this outcome, children and young

people need to have access to suitable healthcare, and support in learning to make healthy and safe choices.

Mental health is “a state of well-being in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”¹⁵ Mental illness includes common mental disorders such as anxiety and depression, which affects nearly 1 in 4 of the population, and severe mental illness such as psychosis, which is less common, affecting 0.5–1% of the population.¹⁶ Achieving good mental health for children and young people therefore incorporates ensuring appropriate treatment for psychological distress and psychiatric disorder, as well as support to address broader wellbeing issues relating to anxiety and sense of identity.

Personal resources

Resilience: *Children and young people have the ability to deal with life’s difficulties.*

When things go wrong in life, resilience is the personal resource which enables people to get back normal. It involves being able to process and cope with failure and disappointment, and feel a sense of optimism about the future.¹⁷

Self-esteem: *Children and young people feel good about themselves.*

Self-esteem is an internal sense of competence and worth.¹⁸ It involves both self-confidence (having confidence in one’s abilities) and self-worth (knowing you are intrinsically valuable as a person). When self-esteem is experienced, children and young people will place value on their opinions and ideas and will be generally positive about their personality and abilities.¹⁹ Self-esteem can be especially difficult for children and young people to maintain during transitions and may experience a dip before returning to normal levels²⁰ – requiring dialogue between commissioners and providers.

Emotional intelligence: *Children and young people understand their own emotions and the emotions of others.*

Emotional intelligence has four broadly defined parts: self-awareness (recognising and understanding one’s own emotions), managing emotions (self-regulation), empathy (recognising and understanding the feelings of others) and social skills (relationships and managing the emotions of others).²¹

Functioning

Control: *Children and young people have sufficient control over their own lives.*

Experiencing control involves feelings of choice and authenticity about your thoughts and behaviours,²² a growing sense of independence, and an increasing ability to make good decisions. In early childhood children may lack the ability to make informed decisions on their own behalf and decisions are made for them with concern for their best interests. But this ability grows quickly and the ethical challenge for caregiving adults is being able to identify when a concern for children’s welfare needs to start giving way to a respect for their choices.²³ When children experience control, they will feel their choices are respected by adults and others. As they reach young adulthood, they will feel they have freedom to choose to do things

they enjoy and to make decisions about how they live their life based on their values.^{24,25}

Relationships: *Children and young people build and sustain supportive relationships with family, friends, peers and others.*

Having relationships with other people is a recognised psychological need.²⁶

Children and young people should experience knowing that people care about them, and feeling close to others. They need to be supported to develop skills to interact with other people, form friendships and sustain good relationships with family/carers and others.²⁷

Achievement: *Children and young people are growing in their learning and in the development of their skills.*

Experiencing achievement involves being able to learn, develop and put skills into practice in order to have a meaningful impact on the world.²⁸ Children and young people should feel accomplishment from what they do and able to make use of their abilities.²⁹

Preparation for adulthood

Participation

Young adults will be able to participate fully: making contributions to and receiving support from society, their environment and the local economy. This may involve volunteering, work experience or paid work outside of the care setting.

Independence

Young adults will be able to maximise their independence and self-determination in their living conditions and engagement with the wider community. They are supported to develop their independence while protecting themselves from being in unsafe situations or with unsafe people. Independence is promoted and planned in accordance with the needs and maturity of each child.³⁰

Inclusion

Young adults will be fully included in the community: both the local community, and communities of interest relating to their skills, aspirations and hobbies. They will be supported to challenge and overcome barriers to opportunity and participation.

Wellbeing

Young adults will have wellbeing: experiencing health, happiness and satisfaction, and functioning well. If the eight core outcomes are being achieved then feelings of wellbeing are highly likely, as described in the Dynamic model of wellbeing (Figure 2).

Community outcomes

Strong local economy

A strong local business sector, with high levels of staff retention in jobs, low levels of wasted resources in supply and production systems and robust connections between small enterprise and big business. Local people are supported to become financially

strong individuals in terms of income-to-cost-of-living ratios and being able to have savings.

Inclusive and supportive community

A local community in which all people feel valued, respected and can experience belonging. People are given equal access and opportunity, and are supported to identify and develop their skills, abilities, gifts and talents, as well as to build and sustain friendships.

Safe and healthy environment

A physical environment which promotes good physical health, for example through green spaces, air quality, and opportunities to be active. Crime is low, and people feel safe and know how to protect themselves from harm.

Section C: Service qualities

Service qualities describe expectations regarding the approach providers will take to achieve outcomes in the framework with children and young people. SET commissioners will not over-prescribe how providers work, but they will expect providers to evidence that they are working in a way which meets the following criteria.

1. ***Co-production***: Providers work with parents and the local community, as well as children and young people, in order to co-design and co-deliver their activities. They seek ways for each stakeholder to make contributions to the service as equal partners, building on their capabilities - for example the capabilities of parents to support each other and share information.

Commissioners also work with parents, children and young people, and providers to co-produce their commissioning – gaining further insight on the outcomes people most value and iteratively developing the approach to measurement and evaluation.³¹

2. ***Value for money***: Providers and commissioners seek the optimal use of resources to achieve the intended outcomes. Value for money involves the ongoing review and adjustment of resources to meet four criteria: economy (minimising the cost of input resources required), efficiency (optimising the relationship between the inputs and outputs), effectiveness (optimising the relationship between outputs and intended outcomes) and equity (spending fairly so that services reach all people that they are intended to reach).³²
3. ***Promoting inclusion***: Providers play an active role in promoting the inclusion of the children and young people in their care in society and challenge barriers to inclusion in the community or at a national level.

4. **Collaboration:** Providers develop links with local communities, work in partnership with other services, and collaborate with other providers. Links with local communities support the integration of children and young people into the world beyond school and care, and allow providers and the children and young people in their care to make use of local assets such as community groups, clubs, events, green spaces, and cultural and sporting facilities to support the achievement of outcomes. Relationships with other local services, including relevant child, adolescent and adult services provided by local authorities and clinical commissioning groups, facilitate smooth transitions and referrals.

Collaborations with other providers encourage innovation and best practice to be shared, and also developed collectively. Providers are encouraged to share data collection tools and coordinate trainings so they are not duplicated.

5. **Contributing additional value:** As is set out in the Public Services (Social Value) Act 2013,³³ the commissioners in SET work to maximise wider social, economic and environmental benefits when they commission services. Providers therefore deliver their services in ways which create additional value for the local area. They make careful and sustainable use of environmental resources, provide good local employment, training and training opportunities, and support community activities to thrive.
6. **Ensuring financial sustainability:** Providers take responsibility for their financial viability and demonstrate that their organisation is financially sound and has a sustainable funding model.

Measurement Approach

The measurement approach was developed through a similar process of co-produced workshops with providers, parents, commissioners, and the SET project team. It provides a structure for identifying and measuring progression towards outcomes by children and young people in the care of providers at both an individual and service level. It is made up of three sections, described below.

Aspects of the measurement approach

Section A: Outcome indicators

Indicators are a sign or a 'way of knowing' if children and young people are achieving an outcome. Indicators are not a direct measure of an outcome. Data collection tools such as observation and questionnaires, alongside recording and analysis should be used to find out if outcomes are being achieved. Providers already collect data in various formats that will be useful for this.

The indicators listed here are a menu of options that providers can select from based on what is most relevant to their setting and the children and young people they work with. This group of indicators have been designed with flexibility in mind; providers should choose a small number of indicators to measure against for each outcome. They are not expected to report on all indicators. Some indicators are duplicated because they are a way of knowing that progress is being made on more than one outcome. The number of indicators used should be kept manageable for reporting, however at least two indicators should be selected per outcome to support a robust assessment. Providers may find it useful to set goals for an indicator, e.g. incidents of absconding reduced by X per cent.

The starred indicators are core indicators which are required to be used by all providers. Additional indicators, some of which may also be starred, will be chosen and agreed in discussion between the provider and the commissioner or monitoring authority. This allows the most meaningful and relevant indicators to be applied and to change them as appropriate. The importance of dialogue and discussion between commissioners and providers is central to understanding what is being measured and why.

Section B: Principles for good evidence

These principles have been developed to help us understand how confident commissioners can be in the evidence presented by providers, and to encourage providers to develop the best possible evidence base. The principles for good evidence are graded from level 1 to level 3. Level 1 is an acceptable standard for evidence, however commissioners would like to see standards of evidence develop and progress towards level 3. There are four principles:

1. **Triangulation** is a term that refers to drawing upon multiple data sources in order to reach a conclusion. For example, measuring children's levels of resilience by

both observation (Are there a reduced number of disproportionate emotional or aggressive outbursts in response to setbacks?) and self-assessment by the children using a survey scale. The data collection methods used should be reliable, which means a method that produces stable or consistent results. Providers may present qualitative evidence such as observation notes, video or photographic evidence of a child's achievement. Often the richest data is a combination of qualitative and quantitative.

2. **Transparency** is important to ensure that others can adequately assess the evidence provided. Provide as much relevant information about the data as possible, e.g. the sample size and the data collection tools used.
3. **Multiple perspectives** requires involving a range of relevant and significant stakeholders in the process of assessing outcomes. The different perspectives should be considered for agreement. If there are important differences of opinion this should be explored to identify the reasons and to see if consensus can be reached.
4. **Multiple points in time** is a principle that refers to collecting data regularly enough to be able to identify the degree of progression towards an outcome and whether it is sustained over time.

Section C: Data collection tools – optional tools to use or adapt

A selection of tools are listed that can be used with children and young people to measure and record their progress on SET outcomes. This selection is by no means prescriptive or exhaustive. Providers are encouraged to choose a data collection approach that is best suited to the needs and abilities of the children and young people in their care, whilst also giving consideration to the principles for good evidence outlined in this document. Providers may draw from a variety of data collection methods, including both qualitative and quantitative methods, and creative methods such as video evidence. They may use methods developed by their own organisation, if suitable.

Section A: Outcome indicators

	Safety
	<i>Children and young people...</i>
★	Live in an environment that is free of abuse and violence
★	Have a significant adult they can turn to for support
	Feel safe and secure
	Feel confident that adults in their life will listen to and consider their views
	Receive appropriate guidance from adults about harmful risk taking behaviour
	Have good strategies for assessing and managing risks in day-to-day life
	Have reduced reported incidents of self-harm
	Have a reduced number of unexplained absences from school or other services
	Do not experience bullying
	Are not involved in bullying others
	Health
	<i>Children and young people...</i>
★	Are empowered to express their wishes to health professionals
★	Receive the appropriate treatment, care or support to manage any disabilities or health conditions
	Engage with appropriate therapeutic processes
	Express a positive attitude towards their wellbeing
	Take part in regular exercise
	Eat nutritious meals each day
	Regularly have adequate sleep
	Can assess and avoid risks to their health
	Are able to self-refer to access services
	Resilience
	<i>Children and young people...</i>
	Feel supported in coping with difficulties in life
	Are generally confident when faced with problems and challenges in

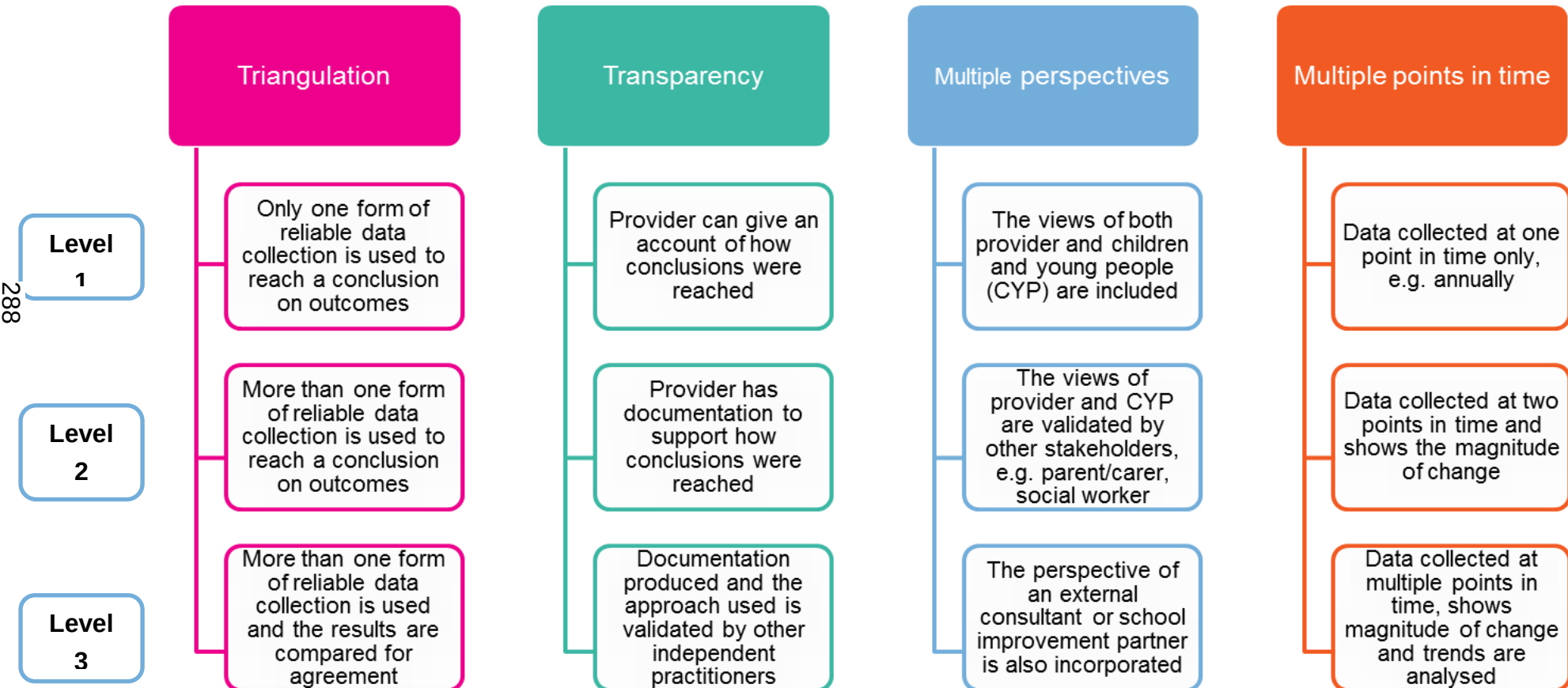
	everyday life
	Have identified coping strategies and can use them
	Have the confidence to try again following failure or disappointment
	Have a reduced number of unexplained absences from school or other services (<i>duplicated</i>)
	Have a reduced number of disproportionate emotional or aggressive outbursts in response to setbacks
	Self-esteem
	<i>Children and young people...</i>
	Can identify their strengths or good qualities
	Can speak positively about themselves
	Have a well-developed sense of identity
	Have the confidence to try new activities
	Increase their level of contribution to group activities and discussions
	Receive praise and encouragement
	Know they are valued by others
	Are generally confident when faced with problems and challenges in everyday life (<i>duplicated</i>)
	Emotional intelligence
	<i>Children and young people...</i>
	Can recognise their own feelings
	Can manage strong emotions in a healthy way
	Can manage and resolve conflicts in constructive ways
	Demonstrate empathy when someone gets their feelings hurt
	Can consider the impact of their actions on others
	Can sustain friendships
	Are observed sharing with others
	Are able to work well in a team with other people
	Control
	<i>Children and young people...</i>
	Have increased examples of prioritising choices with longer term benefits rather than short term desires

	Feel able to make or influence decisions about their life
	Feel included in important day to day decisions that affect them
	Have reduced incidences of being excluded from class or detentions
	Are able to make choices for themselves
	Can take responsibility for the consequences of their choices
	Develop a level of independence appropriate for their age or stage
	Relationships
	<i>Children and young people...</i>
	Feel accepted and valued
	Have access to a range of opportunities to build friendships
	Have one or more friend they report feeling close to
	Feel mostly happy with their relationships with others
	Have someone they can turn to and rely on when experiencing difficulties
	Communicate with others about their feelings
	Increase their level of participation in group activities
	Have improved quality of social interaction
	Can recognise and avoid negative social influences/peer groups
	Achievement
	<i>Children and young people...</i>
	Are meeting or exceeding appropriate learning targets
	Experience a sense of achievement from what they are learning
	Are motivated to learn at school
	Have opportunities to use the skills and abilities they value, e.g. creative, sport, academic
	Have their growth in ability recognised by others
	Are learning about themselves and what they can achieve
	Can work in groups to accomplish goals
	Gain appropriate accreditation
	Preparation for adulthood
	<i>Children and young people...</i>
	Are participating in activities outside the care setting, appropriate to their

	age
	Continue to participate in education, employment or training upon leaving the care setting
	Feel free to decide how to live their lives
	Have time to do the things they enjoy
	Feel accepted in the local community
	Feel satisfied with life

Section B: Principles for good evidence

These principles have been developed to help us understand how confident we can be in the evidence presented by providers, and to encourage providers to develop the best possible evidence base. Levels 1 is acceptable, level 2 is good and level 3 is excellent.



Section C: Data collection tools – optional tools to use or adapt

Name of tool	Tool developer	Website	Method	Summary	SET outcomes measured
Outcomes star	Triangle Consulting	www.outcomesstar.org.uk	Paper or online record, self-complete or with assistance	There are a range of outcomes stars available. 'My Star' has been developed for children aged 7-14 and covers 8 areas.	Health, safety, relationships, self-esteem
Rosenberg self-esteem scale	Dr Morris Rosenberg, University of Maryland	http://www.yorku.ca/roka/da/psycstest/rosenbrg.pdf	Self-assessment questionnaire, led by interview with a practitioner	A self-esteem questionnaire that uses a 4 point agreement scale.	Self-esteem
The Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS)	University of Edinburgh, University of Warwick, NHS Scotland	http://www2.warwick.ac.uk/fac/med/research/platform/wemwbs/development/swemwbs/	Self-assessment questionnaire	A 7 item questionnaire that measures mental wellbeing. This is a shorter version of the 14 item questionnaire.	Resilience, self-esteem, relationships, control,
Strengths and Difficulties Questionnaire (SDQ)	Professor Robert Goodman	http://www.sdqinfo.com/py/sdqinfo/b0.py	Self-assessment questionnaire, led by interview with practitioner	A 3 point behavioural questionnaire often used in school or community settings.	Emotional literacy, resilience
The Nowicki-Strickland Internal/External Locus of Control Scale	S. Nowicki, B.R. Strickland	http://www.ncb.org.uk/media/521182/ncercc_resilience130607.pdf	Self-assessment questionnaire	A paper based questionnaire with yes/no responses that has been adapted into a shorter form for young people.	Control

NPC well-being measure and NPC well-being measure for SEN children	New Philanthropy Capital (NPC)	http://www.well-beingmeasure.com/abouthttp://www.thinknpc.org/publications/measuring-the-well-being-of-young-people-with-special-educational-needs/	Self-assessment questionnaire	A questionnaire for 11-16 year olds that covers 8 areas of wellbeing. The tool has also been adapted for use with SEN children.	Relationships, resilience, self-esteem
National accounts of wellbeing	New Economics Foundation (NEF)	http://www.nationalaccounts.org/learning/download-report.html	Self-assessment questionnaire	A set of questions used to track and compare wellbeing internationally. Contains questions that can be adapted for children and young people on pages 62-63.	Health, resilience, self-esteem, control, relationships
Goal Based Outcomes	Dr Duncan Law and Jenna Jacob, Child Outcomes Research Consortium	https://www.ucl.ac.uk/ebpu/docs/publication_files/Goals_booklet_3rd_ed	Goal Progress Chart, completed by child, their family member or carer	A way to evaluate progress towards goals with children and young people and their families and carers, using a simple scale from 0–10 to capture the change.	Relationships, achievement, preparation for adulthood

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- Independent Fostercare providers
- Non-maintained and Independent special schools
- Residential Children's Homes providers
- South East Together project team
- West Sussex Children in Care Council
- West Sussex Parent Carer Forum

Endnotes

¹ South East Together (SET) is a group of 15 local authorities involving: West Sussex County Council, East Sussex County Council, Surrey County Council, Kent County Council, Brighton & Hove City Council, and The South London SEN Commissioning Partnership – led by London Borough of Croydon and including the London Boroughs of Bromley, Bexley, Merton, Wandsworth, Lewisham, Sutton, Richmond upon Thames and the Royal Boroughs of Greenwich and Kingston upon Thames.

² Slay, J. and Penny, J. (2014). *Commissioning for outcomes and co-production: A practical guide for local authorities*. London: NEF, 7.

³ The National Audit Office defines value for money as ‘the optimal use of resources to achieve the intended outcomes’. Value for money is assessed according to four criteria: economy (minimising the cost of input resources required), efficiency (optimising the relationship between the inputs and outputs), effectiveness (optimising the relationship between outputs and intended outcomes) and equity (spending fairly so that services reach all people that they are intended to reach). Available at <https://www.nao.org.uk/successful-commissioning/general-principles/value-for-money/assessing-value-for-money/>

⁴ Slay, J. and Penny, J. (2014). *Commissioning for outcomes and co-production: A practical guide for local authorities*. London: NEF, 31-36.

⁵ Maslow, A. (1954). *Motivation and Personality*. New York: Harper & Row.

⁶ Gough, I. (2014). Lists and Thresholds: Comparing the Doyal-Gough Theory of Human Need with Nussbaum’s Capabilities Approach. *Capabilities, Gender, Equality*, edited by Flavio Comim and M. Nussbaum, 357–82. Cambridge: Cambridge University Press.

⁷ The Centre for Wellbeing (2011). *Measuring our progress: The power of wellbeing*. London: NEF.

⁸ Agency, connectedness and competence are the three universal psychological needs highlighted by self-determination theory (SDT) – an evidence based theory about the underpinnings of wellbeing. SDT demonstrates that pursuing aspirations that lead to the satisfaction of these three psychological needs will subsequently lead to high reported wellbeing, over the short term and the long term. For more detail see Ryan, Huta & Deci (2008). Living well: A self-determination theory perspective on eudaimonia *Journal of Happiness Studies*, 9,139–170.

⁹ Preparing for adulthood [webpage]. Available at: <http://www.preparingforadulthood.org.uk/>

¹⁰ Ofsted and the Care Quality Commission (2015). *The inspection of local areas’ effectiveness in identifying and meeting the needs of disabled children and young people and those who have special educational needs: Consultation document*. Manchester: Ofsted,10.

¹¹ Ryan, Huta & Deci (2008). Living well: A self-determination theory perspective on eudaimonia *Journal of Happiness Studies*, 9,139–170.

¹² Qualter, P., Gardner, K.J., Pope, D., Hutchinson, J.M., & Whiteley, H.E (2012). Ability emotional intelligence, trait emotional intelligence, and academic success in British secondary schools: A 5-year longitudinal study. *Learning and Individual Differences*, 22, 83-91.

¹³ McNeil, B., Reeder, N. and Rich, J. (2012). *A framework of outcomes for young people*. London: The Young Foundation.

¹⁴ Adapted from Stradling, B. and MacNeil, M. (n.d.). *Getting It Right For Every Child (GIRFEC): A framework for measuring children’s wellbeing*. Edinburgh: Getting It Right Evaluation Team, University of Edinburgh.

¹⁵ World Health Organization (n.d.). *Mental health* [webpage]. Available at http://www.who.int/topics/mental_health/en/

¹⁶ Davies, S.C. (2014). *Annual Report of the Chief Medical Officer 2013, Public Mental Health Priorities: Investing in the Evidence*, London: Department of Health.

¹⁷ Michaelson, J. et al. (2009). *National accounts of wellbeing: Bringing real wealth onto the balance sheet*. London: NEF; Resilience Research Centre (n.d.). *What is Resilience?* [webpage]. Available at <http://www.resilienceresearch.org/about-the-rrc/resilience>

¹⁸ National Centre for Excellence in Residential Child Care (n.d.) *Commissioning: A brief introduction to resilience*. NCERCC.

¹⁹ Mind (n.d.). *About self-esteem* [webpage]. Available at <http://www.mind.org.uk/information-support/types-of-mental-health-problems/self-esteem/#.VkHKjLfAdU>

²⁰ Hopson, B. and Adams, J. (1976). Towards an understanding of transitions. In Adam, J. and Hopson, B. (Eds) *Transition: Understanding and Managing Personal Change*, London: Martin Robertson.

²¹ Goleman, D. (1995). *Emotional Intelligence*. London: Bloomsbury; Phoenix Fostering (n.d.). *Emotional Intelligence* [webpage]. Available at <http://www.phoenixfostering.co.uk/research-and-development-in-therapeutic-fostering/p142662-emotional-intelligence.html>

²² Ryan, Huta & Deci (2008). Living well: A self-determination theory perspective on eudaimonia *Journal of Happiness Studies*, 9,139–170.

²³ British Medical Association (n.d.). *Ethics tool kit for students: The growth of autonomy* [webpage]. Available at <http://bma.org.uk/support-at-work/ethics/medical-students-ethics-tool-kit/children-and-young-people>

²⁴ A young person's control may be restricted if it has been prescribed as necessary for their own safety, following the procedure set out in the Deprivation of Liberty Safeguards (DoLS). However, efforts should still be made to maximise their control within the restrictions determined. For more on DoLS, see <http://www.scie.org.uk/publications/ataglance/ataglance43.asp>

²⁵ Michaelson, J. et al. (2009). *National accounts of wellbeing: Bringing real wealth onto the balance sheet*. London: NEF.

²⁶ Ryan, Huta & Deci (2008). Living well: A self-determination theory perspective on eudaimonia *Journal of Happiness Studies*, 9,139–170.

²⁷ Stradling, B. and MacNeil, M. (n.d.). *Getting It Right For Every Child (GIRFEC): A framework for measuring children's wellbeing*. Edinburgh: Getting It Right Evaluation Team, University of Edinburgh.

²⁸ Ryan, Huta & Deci (2008). Living well: A self-determination theory perspective on eudaimonia *Journal of Happiness Studies*, 9,139–170.

²⁹ Michaelson, J. et al. (2009). *National accounts of wellbeing: Bringing real wealth onto the balance sheet*. London: NEF.

³⁰ Ofsted (2015). *Inspection of children's homes: Framework for inspection from 1 April 2015*. Manchester: Ofsted.

³¹ Slay, J. and Penny, J. (2014). *Commissioning for outcomes and co-production: A practical guide for local authorities*. London: NEF.

³² The National Audit Office (n.d.). *Assessing value for money* [webpage]. Available at <https://www.nao.org.uk/successful-commissioning/general-principles/value-for-money/assessing-value-for-money/>

³³ Cabinet Office (2016). *Social Value Act: Information and resources* [webpage]. Available at <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>



**West Sussex County Council
East Sussex County Council
Surrey County Council
Kent County Council
Brighton & Hove City Council
Medway Council
Essex County Council**

DRAFT

**BUSINESS CASE AND PROCUREMENT STRATEGY
FOR A DYNAMIC PURCHASING SYSTEM AND A
STRATEGIC CONTRACT MANAGEMENT FUNCTION**

Executive Summary

To be completed

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1. Purpose (What has been agreed and what this business case is designed to illustrate).

- 1.1. Following the completion of stage 1 of the South East Together Project (SET) (see background) an options paper was presented to the Project Board on 22nd January 2016. This options paper recommended a way forward for a regional approach to the method of procuring placements with independent providers in the market sectors of SEN, Fostercare and Social Care for Looked After Children. The options paper narrowed down to a preferred solution and introduced further options for Contract Management, Quality Assurance and IT solutions.
- 1.2. Due to the breadth of potential partners and range of current practices in these areas, the options paper only sought to provide an overview of the construct of the preferred solution and identify the benefits which could be realised but not the full and exact scale.
- 1.3. In order to test the preferred solution and evidence its benefits to each partner, it was recommended that partner authorities confirm their participation in the development of a full and detailed business case which outlined exactly how the preferred solution would operate, the cost to each authority and individual return on investment.
- 1.4. The principal advantages and reasons for working together have been agreed by all remaining partners and two additional partners who joined the group in April 2016, and form the basis for developing the solutions described herein.
 - Providers have an expectation that local authorities will work together to deliver a common way of working for making referrals to independent providers, monitoring placements and quality of service and managing overarching contract arrangements.
 - The revised National Contracts should be embedded consistently across the region, and nationally.
 - The Outcomes Framework and Measurement Approach developed in phase 1 should be embedded consistently across the region.
 - Children, Parents and Carers expect a good standard of service/care regardless of geography and demography.
 - All partners face similar pressures of doing more with less.

Note: *The BC tries to address the different positions that each partner is currently in as the benefits and ROI will be different depending on the current arrangements and purchasing practices in place for each of the services. For example spot purchasing vs block contracts vs frameworks vs DPS.*

- 1.5. The Business Case also recommends the responsible authority (or collaboration of authorities) for each element of the solution, this includes recommending that West Sussex County Council (WSSCC) is the Lead

Contracting Authority for the purposes of procuring, establishing and managing the DPS across all services.

- 1.6. Finally, but most importantly, the business cases priority is to provide Councils and commissioners with a strategic procurement solution with which children and young people with SEN, needing care or fostering can achieve their full potential through the right interventions at the right time, with a capable market of providers. The success of these solutions will be measured by more young people feeling safe, secure, in further education, training, apprenticeships or work, feeling that their contribution to society matters and is valued.

2. Background

- 2.1. The SET project was established by WSCC in April 2015 following discussions with the Department for Education (DfE) and a successful application to the DfE's Children's Social Care Innovation Programme to look at the possibilities of developing a regional (and potentially a blue-print for a national) DPS.
- 2.2. WSCC was the first Local Authority to introduce a DPS for education/social care type services and this is now established within WSCC and Kent County Council (Kent CC) as the prime mechanism for commissioning SEN services.
- 2.3. The current WSCC and Kent CC DPS is held up as a model of good practice and enjoys the full support of the National Association of Non-maintained and Independent Special Schools (NASS), a highly regarded and influential body with strong links to the DfE and central government policy advisors. In an unprecedentedly difficult financial context, WSCC has not only been able to retain services for children, but improve outcomes, develop healthier relationships with providers and increase value for money.
- 2.4. This led to an approach by representatives from the DfE Innovation Programme to WSCC encouraging them to consider forming a regional DPS that would extend its remit to include social care placements. This resulted in the development of the SET project with regional partners from Surrey, East Sussex, Kent, Brighton and Hove City Council and the South London SEN Commissioning Partnership. Each expressed a genuine, in-principle, interest in participating in the project and a commitment to working towards a regional model.
- 2.5. WSCC submitted a bid to the DfE for funding which it could use to create staff capacity to allow the partners to explore, in greater detail, the option for developing a regional DPS. The bid was successful and a sum of £349,839 was awarded to WSCC to initiate a programme of work between the periods 1 April 2015 – 31 March 2016.
- 2.6. The programme of work delivered a number of outputs:

- Reviewed and established new national contract schedules and terms and conditions.
- Developed with New Economics Foundation (NEF) a Common Outcomes Framework and Measurement Approach aimed at improving the services provided and the outcomes achieved for individual children by facilitating an outcomes-based commissioning model.
- Spend and market analysis undertaken by Cordis Bright, procurement practice appraisal undertaken by the Project Team.

2.7. The project now moves into phase 2, the development and approval of the business case, and includes the following partners:

- Brighton & Hove City Council
- East Sussex County Council
- Essex County Council*
- Kent County Council
- Medway Council*
- Surrey County Council
- West Sussex County Council

* Essex and Medway Councils were not part of Phase 1 of the South East Together project but have since expressed an interest in progressing with being part of a DPS and / or Contract Management function subject to business case approval and have agreed to provide information and support to the development of this business case.

The SL SEN Commissioning Partnership exited the project at the end of phase 1 to procure a DPS on behalf of its members for INMSS only.

3. Why Do This Now?

The Regulatory Need

- 3.1. The authorities will need to establish a compliant, commercially intelligent, outcome based purchasing model. The options appraisal recommended the establishment of a regional Dynamic Purchasing System.
- 3.2. In February 2015, the Public Contracts Regulations 2015 were passed into UK law. These regulations govern all public procurement, and most significantly introduced a regulatory framework for social and health services known as the "Light Touch Regime" where previously these services were known as "part B" and essentially exempt from the regulations.
- 3.3. Part B services such as SEN, Foster care and Residential Care were not previously fully regulated and whilst the Local Authorities statutory best value duty applied, compliant procurement and purchasing was not necessarily required.

- 3.4. The Public Contracts Regulations 2015 now mean that spot purchasing, non-compliant frameworks, and approved supplier lists will not be acceptable forms of procurement.
- 3.5. The Children and Families Act 2014 replaces the Statements of Special Education Needs which were primarily “input” driven to an outcomes based Education, Health and Care Plan (EHCP). The SET project has co-produced with young people, families and other stakeholders the Outcomes Framework to be embedded in any procurement. This will require Councils to work with providers to be more innovative and open in the way in which services are created and delivered.
- 3.6. In addition, the following legislation and regulatory requirements support the need to secure high quality placements for children and young people.

Legislation/regulation	Relevance	What this means in practice
Section 22G of the Children Act 1989	Sufficiency duty	Requirement for local authorities to ensure there are enough placements available locally to meet the needs of children and young people.
Ofsted inspections and regulation of children’s homes, special schools, fostering agencies and parent and child residential assessment centres.	Regulatory and inspection framework	Clear standards for delivery of service for placement providers. Local authority specifications for placements will use the national regulations as a key point of reference. Ofsted inspections of individual providers are used as part of performance management by placing authorities.
Southwark Judgement 2009	Duty to take vulnerable young people aged 16+ into the care of the local authority	Housing and Children’s Social Care must assess vulnerable homeless young people to ensure they are offered the most appropriate service to meet their needs. If they are assessed as vulnerable they will be accommodated – the local authority should have placements available to meet need.
Children and Families Act 2014	Duty to support Staying Put placements	Introduced a legal duty for local authorities to support young people “staying put” with their former foster carer after the age of 18, as long as the local authority decides this is in the best interest of the young person.
Children and Families Act 2014	Duty to jointly work with key partners in assessment and planning	Education, health and social care professionals should work together to assess and make a plan for children and young people with a disability or special educational needs, which can be in place until the age of 25.

Children Act 1989, updated January 2015 (planning transition to adulthood for care leavers volume 3) Children (Leaving Care) Act 2000	Duty to support staying put placements	Local authorities must consider a more graduated transition to adulthood for young people in care.
Adoption and Children Act 2002/Special Guardianship Regulations 2005	Provides the legal framework for Special Guardianship Orders for children in care	The local authority has greater choice over permanence options for children in care if adoption is not the plan, as an alternative to long term care. This has an impact if the child is in an external foster placement and requires negotiation with the fostering agency.

The Needs of Children and Young People

- 3.7. Children and Young People need to feel safe and secure and that they have the support and opportunities to maximise their potential for growth and ease their transition into adulthood. They should be able to engage with their local communities and contribute to society.
- 3.8. In Foster care and Residential Care for Looked after Children, permanency of placement is a strong building block for achieving quality outcomes. Therefore identifying the right provider is important as is ensuring the market has the environment to work with authorities to create new approaches to provision or increasing capacity based on transparency of information relating to referrals made.
- 3.9. Good quality placements are needed in all cases, children, young people, parents and carers want to be involved in the outcomes identified for them and contribute to their Care and Education plans. They also want to feel that the organisations they work with involve them in the production of services.
- 3.10. Whilst a procurement route is only a tool to select a placement, the strategy for selecting provider and placement is key to meeting the child's needs without retrospective intervention or more costly solutions later on. Embedding the outcomes framework with the supply chain and within individual placement agreements (IPA) as well as a referral process criteria which prioritises the child's needs is seen as critical to this procurement and business case.

The Needs of the Market

- 3.11. Understanding the historic approach and the positive and negative effects Councils actions have had on the market was an important first step in developing a solution which would be acceptable to all stakeholders.

- 3.12. The Nationwide Association of Fostering Providers (NAFP), Independent Children's Home Association (ICHA) and the National Association of Independent Schools and Non-Maintained Special Schools (NASS) undertook a survey in 2012, exploring experiences among their members of Local Government Procurement.
- 3.13. This looked to measure and report on the amount of time and cost providers incurred when responding to referrals or undertaking a procurement exercise. The main findings describe:
- 43% of providers have spent more than one month of staff time on procurement activity.
 - One provider estimated staff cost on procurement equivalent to 365 days.
 - Only 9% of providers feel that procurement reduces the number of placements they receive.
 - 45% of providers felt that procurement increases the number of placements they receive.
- 3.14. The report also highlights the positive and negative impacts of local authorities procurement practices:
- (+)Better relationships with Local Authorities
 - (+)Increased understanding of Local Authority partners and their needs
 - (+)Better understanding of contractual documentation
 - (+)Greater transparency in costs and processes
 - (-)Driving down costs below a level where high quality services cannot be sustained and organisations are under threat
 - (-)The time and effort spent on paper-based activities rather than on direct work with children
 - (-)Increased costs through increased staff time spent on activity
 - (-)Emphasis on price rather than quality of service provided
 - (-)Duplication of effort on activities which are similar but not identical
 - (-)Decreasing contact with frontline professionals in Local Authorities as part of the referral and placement process
 - (+)Feeling as if an open and honest relationship had been established between provider and placing authority
 - (+)Meeting more regularly with Local Authorities
 - (+)Satisfaction in being able to provide a service which the Local Authority had been unable to provide
 - (+)Good communication between both parties – particularly in respect of the needs of the child
 - (+)Access to high quality information about the needs of the child and the service required
 - (-)Lack of face-to-face contact with commissioners
 - (-)Lack of information or poor quality information provided by the Local Authority

- (-)Receiving every single referral from the Local Authority – even if these are clearly not appropriate to the service
- (-)Lack of feedback about the outcomes of tenders
- (-)Providers signing up to framework agreements which are not honoured by the Local Authority e.g. on fees

3.15. Finally, respondents were asked to note what they thought Local Authorities could do to make the procurement process easier for providers and more effective in meeting the needs for children and young people. The responses are as follows:

- Create a national procurement framework that could be followed by all Local Authorities. This would reduce paperwork for providers who work with multiple authorities.
- Be open and transparent about the process and assessment criteria to be used.
- Build and maintain relationships with providers – this enables us to better understand your needs and ensure that we meet the needs of the children and young people that you place with us.
- Try to develop the market, rather than control it, by focusing on issues such as innovation and price flexibility rather than price fixing.
- Simplify and reduce the amount of information asked for.
- Develop two tier processes with minimal information provided at stage 1. Providers who meet the criteria for selection can then be asked to provide more detail at stage 2. This would ensure that providers who are unsuccessful have not had to invest the same amount of time as in a single stage process.
- Create more opportunities to meet with providers on a regular basis. This helps develop trusting relationships. Involve in-house providers in these events to create a “level playing field”.

3.16. Throughout the SET project and whilst developing this business case, partners have looked to address these areas, provide efficiencies for both sides and foster and maintain a good working relationship with the industry.

The Need of Local Authorities

3.17. There is a clear need for Councils to purchase placements from independent sector providers. The number of independent placements made over the past 3+ years has at least remained stable and in some categories increased.

3.18. There are general quality and sufficiency issues in the current provider market, particularly affecting children’s homes where the changes to the national regulations and Ofsted inspection framework have proved to be a challenge. Demand in fostering has shown in some areas that in the push to meet capacity is skewing ability to make placements available for complex teenagers, thus pushing complex teenagers into residential placements.

- 3.19. The SET Partner authorities across the country are experiencing a number of competing challenges with all three services. Demand is increasing, whilst addressing more complex needs for children and young people, capacity in some parts of the market is reducing or reached critical mass. There is of course less money to cope with demand, in some parts of the country this has meant the threshold for services being provided has been increased meaning less children or young people receiving the care they would have previously got.
- 3.20. Two significant pieces of legislation have also been introduced, see 3.1-3.4 above, which create an almost contradictory environment for making placements.
- 3.21. Councils have a desire, and in some cases, an obligation to outcomes based commissioning. Old practices of spot purchasing, block contracts and the distance created between commissioner and provider due to reduced resources make this harder, when all combined almost impossible. Spot purchasing is also not an effective way to get value for money and the different approaches and negotiations required with providers is inefficient.
- 3.22. It has become increasingly clear that capability and capacity within the market is decreasing, small providers are not benefitting from a relational approach from Councils to delivering to outcomes or developing their business to meet needs. Larger organisations are becoming dominant in some services, through acquisitions or remote ownership, and leverage at Council level is reduced. The SET project has so far demonstrated that influence on a regional level can be more effectively gained by working together.
- 3.23. There is more focus on the need for Councils to show value for money from these services, both to budget holders, members and the tax-payer. Spot purchasing or outdated procurement methods are less likely to be able to demonstrate that they have shown economy, efficiency, effectiveness and equity; the principles of Value for Money.
- 3.24. Table 1 shows the scale of spend and placements across the SET partnership.

What is a Dynamic Purchasing System (DPS)?

4. Dynamic Purchasing Systems (DPS) are electronic systems used for the purchase of commonly used goods, services or works.
 - 4.1. As a procurement tool, they have aspects that are similar to a framework agreement, except that during their lifespans, any supplier may, if they meet the published criteria, join the system and submit a tender. However it has its own specific set of requirements. It is the most effective, compliant, way of working with and across a whole market sector.
 - 4.2. The use of a DPS is regulated by the Public Contracts Regulations 2015 ("**PCR 2015**") (Regulation 34). It should be established using a restricted "two

stage” tendering procedure and run through an electronic process, including competition of individual requirements.

- 4.3. A Contracting Authority is also able to set up a DPS on behalf of a number of other Authorities, as long as the participating authorities are identified in advance and the categories of goods, works or services are included in the requirement. Different categories of goods, works or services can be included in the same DPS by being divided into “Categories” or “Categorys”.
- 4.4. The Contracting Authority cannot impose a limit on the number of suppliers that may join a DPS, but may set a qualifying threshold which suppliers must meet before being granted a place on the DPS and then be able to bid for a specific contract.
- 4.5. A DPS can therefore act as a ‘revolving door’ for the Council. Suppliers are able to join the system, but may also have to leave if they fail to maintain the minimum quality standards required. This ensures that only ‘accredited’ suppliers are validated to tender through the DPS at any one time, generating a dynamically ‘approved list’.
- 4.6. The services to be purchased by the local authorities are deemed to be health, social and related services (Schedule 3 – Social and Other Specific Services) for the purposes of the PCR 2015 Regulations and, as the value of the services will exceed the relevant EU threshold of €750,000 (£589,148), the “light touch regime” set out in Chapter 3 Section 7 of the PCR 2015 will apply for the purpose of procuring the services. Under the light touch regime, contracting authorities are able to determine the procedures that are to be applied in connection with the award of contracts subject to the light touch regime, provided that the procedures are at least sufficient to ensure compliance with the principles of transparency and equal treatment. A contracting authority may apply procedures which correspond (with or without variations) to procedures, techniques or other features provided for in Chapter 2 of the PCR 2015 (such as the establishment and use of a DPS under Regulation 34), as well as procedures which do not. A contracting authority therefore has significant flexibility over the type of process that can be used to procure these services. There are also no specific procedural rules in PCR 2015 that cover the awarding of call-off contracts from a pseudo-DPS used for services covered by the light touch regime, and again there is therefore significant flexibility available to contracting authorities in awarding such call-off contracts. This will be useful here, where for certain categories of services, an element of parent choice may be required at the call-off stage.
- 4.7. As such, the partners are likely to want to use certain features of the DPS as detailed in Regulation 34 of the PCR 2015 but will want to make certain variations to the processes and procedures to reflect the fact that this will be a pseudo DPS for light touch services.
- 4.8. Regulation 59 of the PCR 2015 allows an authority to not have to request documents it already holds unless there has been a substantive change (or

documents have expired) which would affect a provider's qualification onto the DPS. *(Note: Not sure how as a procurement lead WSCC could verify this on behalf of other Councils, apart from for common providers, which means we would need to procure afresh).*

- 4.9. It has been suggested that to make things easier for the market that existing providers could be passported to a new DPS without a full application being completed. This has been considered but does not seem to be viable or, in the case of trying to introduce new ways of working, desirable for the following reasons:
- The lead contracting authority would not be able to rely on information held by another authority.
 - Just "passporting" lead contracting authority providers may be perceived as favourable treatment and would not meet the requirements of equal treatment under the PCR 2015.
 - The introduction of new requirements under the PCRs 2015 will require reassessment in various areas, so the benefit of a reduced application would be fairly minimal.
 - It is important that all providers are assessed on their ability to deliver services aligned with the new outcomes framework and performance measurement approach.
- 4.10. The traditional framework of commissioning services had a restricted supply base and reduced the negotiating leverage of authorities. Dynamic purchasing allows for an open market so more suppliers could participate, including more niche and new providers that previously found more complex contracting arrangements restrictive.
- 4.11. WSCC established a DPS for SEN in 2012. Over the 4 year+ period the DPS has shown itself to be a more effective purchasing tool than previous models of spot-purchasing for the following reasons:
- It has allowed the Council more control over providers, cost and outcomes. There is complete visibility over the procurement process, with a full audit trail.
 - It generates greater competition and as a result reduces prices. The DPS provides a level playing field where all bids are shortlisted against agreed criteria.
 - It removes reliance on spot purchasing and inconsistent negotiation. Providers are treated equally and value for money is established through the embedded procedure for competition.
 - It helps improve quality. WSCC specifies the Ofsted and credit ratings it requires from its providers before they are allowed access to system. This helped raised quality and consistency in the service, one of the crucial elements of working to improve outcomes across the board. Additionally, the potential to suspend under-performing services from the DPS has introduced a willingness amongst providers to work constructively with the Council to address matters

of concern and provides a more effective early warning system to the Council.

- Parents are provided with a transparent choice. They can select their preference from the top shortlisted bidders.
- Providers are offered more opportunities to bid and the costs of procurement and bidding are effectively reduced.
- The system provides more options to consider for an individual child's placement.

- 4.12. The West Sussex DPS was established under the old Part B regime, and in effect works as an open framework rather than a DPS as set out in the new regulations, the DPS being proposed here uses the experience of the current way of working and takes advantage of the benefits within the new requirements of a DPS, particularly around electronic operations and efficient supplier management.

5. Benefits and Objectives

- 5.1. A well run DPS should allow more bespoke choice for the customer and enable the customer's requirements to be broadcasted to a greater number of, accredited suppliers operating on an open footing. The commercial aspects of placements should be established with a view to gaining the best possible value for money for each placement.
- 5.2. It is important to view the system as a tool to drive quality rather than purely attract savings at the outset; savings could be achieved as part of this process but it is very much dependent on the approach the partners wish to take. The business case makes recommendations devised to most effectively drive out cost and establish the best value for each referral.
- 5.3. Providing the right packages with clearly defined and expected outcomes will be effective in driving down cost if coupled with monitoring arrangements; the DPS should be seen as a tool for establishing the right placement at the right price at the right time.
- 5.4. The "State of the Nation" report 2016 by SENDirect suggests that "when providing services and support for a disabled child, a micro-commissioning approach is more practical than block contracts for ensuring that need is met".
- 5.5. It should be particularly noted at this point that the opportunity for savings will be different for each partner. Immediate savings are more likely to be achieved for authorities with less mature purchasing arrangements, for example those currently procuring only on a spot basis or those with arrangements which were established a number of years ago.
- 5.6. There are a number of key advantages of procuring services through a DPS:
- Potential cost savings (see appendix A: Cost and ROI). Dynamic purchasing creates a level playing field where even the smallest

local providers can submit bids. This high level of competition has the potential to drive down prices and reduce local authority spend. The open nature of the DPS allows local authorities to address competitiveness and capacity without having to restart costly procurement exercises.

- Quality control. Suppliers must first be 'accredited' against a set of quality criteria dictated by the partners before being granted entry to the DPS. This can ensure that only high quality suppliers, aligned to the outcomes framework, with strong financial checks, are permitted to submit bids.
- Outcome based. Service outcomes can be specified by the partners when procuring through the DPS. In the case of a placement, providers would have to detail how and when they would deliver the desired outcomes for the child or young person. All subjective responses would be assessed by the Council. The Outcomes Framework has been established for this very purpose.
- Transparency. The partners would have complete visibility over the end-to-end process of procuring its services, a full transparent audit trail. The open, transparent nature of a DPS can also build trust and certainty for suppliers.
- Increased flexibility. Unlike a Framework, a DPS can respond quickly to sudden demand or supply changes in the market, e.g. a school or home closing or losing the required Ofsted rating.
- Individual Placement Agreements can be added, issued, and awarded faster, reducing risk and decreasing uncertainty for the partners. Additionally, desired Contracts at the point of application and acceptance can also be completed electronically and efficiently.
- Value for money. With the DPS ranking bids in terms of both cost and quality, the relevant partner is able to demonstrate that all services procured represent maximum value for money.
- Admin consolidation. The electronic, automated nature of a DPS means that suppliers can tender without having to invest hours of time completing forms; it's easier and less time-consuming for them to bid. Invoices could also be electronically consolidated onto a managed DPS, saving officer hours.
- Straightforward implementation. The PCR 2015 has simplified the way a DPS can be implemented. There are fewer advertising requirements; only the DPS itself needs to be advertised within the Office Journal of the European Union (OJEU) and not subsequent refreshes.
- The ending of the practice (now non-compliant with legislation) of spot purchasing placements. This would also be compliant with PCRs 2015 and the partners Best Value Duty.
- No time limit. A DPS can remain 'open' to new suppliers at all times. They have no set time limits regarding how long they can run for, unlike a Framework. A "period of validity" must be stated in the original OJEU notice and the partners will need to make a decision on this balancing the fact that a longer-running DPS will reduce the

need to re-compete these services, but if it is too long the DPS may become obsolete if the partners' circumstances or market changes. The PCR 2015 indicates that the period stated in the notice can be later amended (extended, shortened, terminated) subject to a relevant notification being made and any changes to the period of validity complying with relevant EU Treaty principles. This therefore, provides a useful flexibility should circumstances change.

- SME Access. DPS is the most effective, compliant way of engaging with SMEs, VCSOs etc.
- Multiple Services, one application. Providers may be allowed to bid once to offer more than one category of services on a DPS, reducing evaluation and bidding time and costs for all parties.

5.7. There are, however, drawbacks and possible risks to a DPS:

- Supplier disengagement. For the DPS to work effectively suppliers must be engaged to participate. If only a handful opt to join (or are accepted onto) the system, its ability to reduce spend and improve quality standards is diminished. A critical mass of accredited suppliers is therefore required.
- Entirely electronic. The DPS is entirely electronic and commissioners may therefore need to work with their market to ensure it is able to respond. However providers currently working through a variety of paper and electronic methods will now be working through just one.
- Cultural change. The transition away from spot purchase, block contracts or a traditional Framework to a DPS may require a culture shift. Adequate training and engagement would also need to be provided to operational teams' staff of the partners using the DPS to evaluate subjective outcome based tender responses and embed the importance of transparency and consistency to maintain a healthy market.
- Just a system. The DPS will not revolutionise the local market and guarantee improvement; it would not be the panacea to all ills. It would be a new, better way for accredited suppliers to approach the partners for work, and allow the partners a platform upon which to develop market capacity and capability.
- Unlimited time. The unlimited expiry of a DPS may in time lead to a system which is too big, or not in keeping with market trends. This could affect competitiveness and value for money. Ongoing contract and market management will help avoid this, as well as an effective "period of validity".
- Publication of Contracts. There is now a requirement that at a minimum all contract awards made under a DPS must be published once a quarter, these may be grouped. The transparency requirements of the PCR 2015 also require publication of the same on Contracts Finder. An electronic transparent process will make this easier to collate the necessary information and the electronic tendering and referral tool recommended here facilitates this automatically.

- No savings guarantee. A fall in spend is not a certainty through the DPS; the market may not respond to the DPS as forecast. The commercial approach described in the solution below is designed to maximise value and possible savings for all partners.
- External factors. Further legislation and market activity around consolidation or acquisition will not be addressed by a DPS, but the partnership approach combined with a procurement tool open to the entire market makes it easier for us to manage these impacts, and in some instances may allow us to influence them.

5.8. The above are related to a DPS regardless of the number partners who implement it. There are further benefits and arguments to support a collaborative approach to establishing a DPS, one which could lead to common standards and best practice being established at commissioning, placement and provider level. These are:

- Contract Monitoring Information available to all.
- Consistency in terms, outcomes and standards.
- Improved intelligence regarding capacity in the market.
- Reduced competition across borders which can distort value for money achieved by individual partners.
- Benchmarking- quality and cost, outcomes learning.
- Reduced time and cost for suppliers at procurement, referral and contract monitoring stages.
- Information sharing and an ongoing partnership relationship can be developed electronically and more efficiently.
- Early warning across multiple partners of market challenges or supplier issues.
- Reduced time and cost for authorities (including Contracting Authorities) at procurement, contract management and quality assurance levels.
- It is recommended that each authority takes responsibility on behalf of the partnership for provider inspections in their respective geographic boundary – a huge efficiency and cost saving for both the local authority and provider.
- Leverage regionally and nationally with providers and with DfE, OFSTED, NASS, ICHA and NAFP.
- The valuable partnership and collaborative working that has formed across the region is maintained longer term.

6. Engagement

6.1. The business case acknowledges that parents/ carers, children and young people should have a greater influence over the way in which services are delivered which could reduce incidences of appeals and tribunal challenge to the Councils. It is intended that various stakeholders are consulted over the final design for the DPS, referral process and award criteria. Market representative bodies, who have already given feedback on the future of procuring and placing services, will be consulted further and market

engagement will be undertaken to ensure current and new providers are involved and attracted to the new arrangements. This will take place in late June to mid July (i.e. before the school summer holidays) with possible follow up in early / mid September.

- 6.2. Engagement will also include extensive market engagement with providers across the region, to ensure they are both involved and understand the approach and can easily move to the new ways of working contained in this paper.
- 6.3. The procurement phase will also allow for children and young people to be included. It is proposed that a model answer is designed by children/young people to be used in the qualification of providers. As detailed further the scores for these elements will be weighted and included in all ongoing placements, further embedding a co-production, outcomes based ethos in referrals.
- 6.4. The referral process has been designed to incorporate appropriate parent choice.
- 6.5. A high level timetable related to the business case recommendations can be found at Appendix B.

7. The proposed solution.

- 7.1. It is recommended that WSCC act as lead contracting authority for procuring, establishing and managing a DPS for the placement of SEN, Foster care and Residential Care for Looked after Children in the independent sector. A roles and responsibilities table is included at Appendix C.
- 7.2. Each of the three distinct services will be divided into "Categories".
- 7.3. It has been requested that Alternative Education providers and unregulated accommodation also be included within the DPS. These will require a different qualification process as many providers are not regulated by OFSTED / CQC and are less capable of responding to referrals in the traditional way. The requirement for these "categories" will be included in the OJEU Contract Notice and a suitable qualification process devised. Where possible it is intended to include these within the 3 main categories for referrals, but equally if this is not possible it will be possible to include providers in referrals across multiple categories.
- 7.4. Providers will be able to apply to join any/all of the three categories either at the point of advertising the DPS or at any further point during the lifetime of the DPS, subject to gaining a pass in the following qualifying criteria:

Criteria	Evaluation	Methodology
Mandatory /	Pass / Fail	Against Public Contracts

Discretionary Exclusions for Public Contracts.		Regulations 2015 requirements.
Financial Capability Assessment	Pass / Fail	This will only assess whether there is a suitable level of risk as we cannot examine provider's financial capacity against an unknown volume or value.
Insurances	Pass / Fail.	Set by Category – will need to ensure insurance requirements are reasonable but sufficient so as to not add cost or deter bidders
Compliance with relevant H&S, Equalities and Environmental legislation	Pass / Fail.	Confirm compliance with legislation and no infringements or notices in the last 3 years.
OFSTED or equivalent rating (e.g. ISI)	Pass / Fail.	Must hold and maintain "requires improvement" or above or equivalent
DfE Registrations (if applicable)	Pass / Fail	
Workforce	%	Weighted score set based on particular service category as to approach to any additional standards the authorities wish to set which are above OFSTED requirements.
Business Continuity, Safeguarding and Risk	Pass / Fail	To ensure appropriate arrangements in place for disruption and risk management.
Data Protection	Pass / Fail	Necessary compliance with DPA must be demonstrated.
Ability to work to the outcomes framework and measurement approach	%	Weighted score based on method statement which is based on the 5 components of Outcomes Framework and
Contract Management & Performance Monitoring	%	Weighted score based on method statement to measure level of capability and assurance through performance monitoring.
Commercial	Fixed Cost per placement	See below
Each provider will have established costs which form part of day to day operations and providing client services (reporting etc.) The purpose of		

establishing a commercial fixed cost within the DPS is threefold.

1. To ensure that only the variable costs for each placement i.e., the individual needs of the child are part of the competitive process. This ensures that the value for money is focussed on the individual placement and complexities rather than costs which are common for all placements.
2. It will guard against providers using any particular troughs or throttles in the market, either due to capacity or the needs of the child reducing competition that these costs cannot be loaded at referral stage.
3. It provides a level of cost stability within the market and allows inflationary pressures to be identified and any uplifts agreed only affecting the specific costs associated with that pressure. True cost is therefore more effectively measured.

These core costs are currently set out in the National Contracts Schedules and cover 9 main categories. For SEN these are:

- All costs related to assessment of child or young persons suitability
- All costs related to the premises
- All costs related to vehicles
- All costs related to supplies and services
- All costs related to education / classroom
- All central / organisational costs
- All costs related to establishments core staffing
- Staff related costs
- All general core costs related to children

Additional fixed costs also apply to other certain types of placements (for example residential)

- Additional core service offer for all weekly and termly residential placements
- Additional core service offer for all 42-52 week residential placements
- Additional services offered in relation to specific needs (learning support, occupational therapy, physiotherapy etc)

Different but common core costs will also be required from Foster care and Residential Care providers.

These core costs provided will be carried forward to all referrals, a provider at the point of referral can and, by increased competition, transparency and provider numbers, will reduce these costs, but cannot increase them.

The commercial element of the qualification process will also establish discounts for cohort or sibling referrals, where more than one child is being referred. (Note this is different to block bookings).

Finally, the partnership acknowledges that a new procurement process offers the chance for providers to revise prices, and there is a risk that this will result in increased costs to the authorities. The following option is therefore recommended for further discussion / development:

1. *That an "affordability cap" be placed on the qualification process whereby a provider cannot apply (or successfully apply) if their core costs exceed a certain amount. This can be set by authorities individually for a whole*

category or a common "affordability cap" based on the benchmarking exercise undertaken can be agreed for each category.

- 7.5. Any selection criteria used and pass mark threshold must be proportionate and objectively justifiable when measured against what is being procured.
- 7.6. **Qualification must be by individual school/residence rather than by provider. The qualification process will allow multiple applications to be made easily.**
- 7.7. A workflow diagram of the qualification process is shown at Appendix D.
- 7.8. All providers will be visible to all of the partners, there will not be "sub Categories" for a County or geographic areas as a Contracting Authority is not allowed to prevent a provider from offering services within a particular geographic area.
- 7.9. However at referral stage the authority will take a selection of providers based on a geographic limit set within the electronic system. This will therefore only alert providers to the referral within that limit. If there is not a suitable number of providers the authority can change the limit to include a larger number of providers.
- 7.10. The qualification stage has scored method statements, these do not prevent a barrier for qualification, but the overall weighted score (out of 100) for the method statements will be taken forward to the referral stage. It is proposed that this element makes up 20% of the weighted referral scores for a placement.
- 7.11. This will provide an initial benefit in that the critical elements of qualification (working to outcomes, monitoring and performance) are brought forward to each referral.
- 7.12. However, it is also proposed that this element is also subject to continuous improvement incentivisation, meaning that the ongoing contract management and provider monitoring that is crucial to development of services and market capability affects these scores positively or negatively in the future. Practically, it is proposed that a provider's scores for methods statements are increased / decreased on a periodic basis (6 monthly/yearly) improving their success rate in referrals and also embedding continuous development and SRM in the market.
- 7.13. A final advantage of this approach is that it will ensure that providers who do not have the necessary capability at the point of qualification (particularly small organisations) are not permanently "shut out" or disadvantaged by the move to outcomes based commissioning and formal performance management.

- 7.14. We are recommending that the procurement and application to the DPS be undertaken through a dedicated electronic DPS platform. A number of providers across the region will be familiar with the system as this is used by various London Boroughs. It will also be familiar to Essex and Brighton as current users.
- 7.15. It is also recommended that the IT solution is used by authorities to tender referrals via mini-competition. This will create a consistent commercial approach to the DPS and allow for information on tendering and referral outcomes to be more easily collated and benchmarked. It will show where the market is performing well and highlight where market development will be necessary. The outcomes framework can be integrated within the system to allow for monitoring to be undertaken easily. This will assist the effectiveness of the contract management function.
- 7.16. However the DPS tool will also allow providers to be qualified and then subsequently migrated to a different platform, such as an e-Tendering tool. This will reduce the level of benefit described above to those partners and to the partnership.
- 7.17. It is not at this stage conceivable that all partners, and potential future users of the DPS, will wish to use one dedicated IT system for referrals under this DPS, however the flexibility offered by the DPS software above makes this a solution which can be used as widely and extensively as desired and also grow with the addition of new partners.
- 7.18. It is considered that this is the most cost effective way of procuring the DPS on behalf of multiple partners. More detail on the preferred IT solution for this is given in section 9.
- 7.19. Referrals cannot be issued until the full evaluation of initial submissions has been completed. Due to the size of the market and number of applications anticipated to be received it is proposed to close entry to the DPS on 1st February 2017, whilst on boarding and mobilisation of systems and new ways of working are completed and then reopen the DPS on the 1st April 2017 for new entrants thereon.
- 7.20. Providers accepted to the DPS must continue to meet the qualifying criteria (pass / fail standards) throughout the life of the DPS. This will require the lead contracting authority to audit providers on an, at least, annual basis to confirm continued registration. If any provider fails to meet the qualification criteria they will be excluded from further tender activity until such time as the point of failure is addressed satisfactorily and the provider can re-apply. Reapplication will not need to be made in full as the system proposed will keep all information relating to the provider they will therefore only need to resubmit information relating to satisfying the nature of the suspension. This exclusion will apply to all authorities using the DPS. Authorities cannot request

that a provider be excluded from the DPS unless the qualification criteria is not met or otherwise allowed within the terms and conditions of contract.

- 7.21. Timetable for procurement of the DPS (which will be done in one phase) is provided at Appendix B. Roles and responsibilities proposed are set out in Appendix C.

8. Tendering Referrals

- 8.1. The process for competitive procedure (mini-competition) will need to be established under the DPS procurement and agreed and adopted by all partner authorities. This will ensure compliance with procurement regulations, but also ensure the use of the DPS remains transparent, proportionate and ensures all partners and authorities are treated equally within the award criteria and assessment of value for money.
- 8.2. The mini-competition award criteria can be, and will be, different for each service category. It should not reassess any areas previously evaluated as part of the qualification process, and must be centred on the needs of the child and desired outcomes. It should not take account of past performance of other referrals and should not discriminate against a particular provider or group of providers.
- 8.3. Providers on the DPS for each category must be given the opportunity to apply for every referral within the selected geographic limits. These are set by each Council at the point of individual referral.
- 8.4. The geographic limit can be extended if a suitable number of providers do not exist or are interested in the referral.
- 8.5. It is recommended that the partner authorities agree to the following high level criteria for each "Category".

	SEN	Foster Care	Social Care (LAC)
Cost of Placement (including any discount applicable to cohorts/siblings)	Per week / Per month / Per annum	Per week / Per month / Per annum	Per week / Per month / Per annum
Ability and approach to meeting desired outcomes.	%	%	%
Ability to meet requirements of EHP / SCP. (E.g. therapies, educational needs, specific safeguarding requirements)	These will be a list of needs which the provider must indicate whether they can provide. Each need will carry a mark which will then add up to a total weighting based on the number of needs which a provider can meet.**		

etc.??)*	
Location**	Whilst not a key criteria in the assessment of the most suitable provider, location can play a key part in the child's wellbeing and resulting outcomes as well as incurring sometimes significant additional costs to placements. The proposal here is that 1 mark is subtracted from a total weighting of 5% for every 10 miles the establishment is away from the child's home. (e.g. 0-10 miles =5%, 10-20 = 4%, 50miles+ =0%.
Specific Features (Must Have and Desirable) (e.g. dietary requirements, EASL, ??)*	These will be a list of features which the provider must indicate whether they can provide. Each need will carry a mark which will then add up to a total weighting based on the number of features which a provider can offer.*
Core Competency	This is a weighted score carried forward from the qualification scores of a provider weighted to maximum of 20%.
Incentivisation (optional criteria)	A referral could contain incentives for early step down for complex or intensive needs, this would be a premium payment made for providers who reach outcomes before a given timeframe or allow the placement to be reviewed and requirements reduced.

* There is very rarely the perfect provider able to meet 100% of every child's needs. The objective of the DPS and mini-competition (referral) process is to identify the provider who is **best placed** to meet as many of the needs and requirements of the child thus meeting the outcomes desired.

8.6. These criteria will be configured to automatically evaluate and score based on populated requirements. For example:

- Specific Features can be listed and each feature which can be met (by a tick) is given a mark (total marks are then weighted automatically).
- Location could be weighted automatically based on distance required to travel.

8.7. The weighting of each criteria can be increased or reduced based on the individual referral requirements, the core weighting for referrals will be based on a combination of 50% quality / 50% price but authorities can vary this weighting 20% either way depending on an individual referral or market demand. This means that the minimum and maximum quality/score weighting can be 30% and 70% respectively.

- 8.8. A final selection or weighting process could be introduced where similar quality bids are received to reflect parent/carer choice. Therefore it is suggested that where less than 5% difference in total scores exists between up to a maximum of 3 bidders, parents can be asked to make a subjective choice on their preferred establishment.
- 8.9. The DPS will also allow block bookings, whereby in some circumstances an authority can secure capacity in advance. This will require separate criteria to be established and the contract terms for blocks to be established (including refusals and void management), and how these blocks can be varied for costs once a placement is referred into the block – it would be sensible to limit this variability to ensure that blocks cater only for common requirements and the individual needs are most effectively met. The OJEU Contract Notice will include this ability and the exact mechanism for competing a block contract will be agreed before issuing the tender documents.
- 8.10. In exceptional and justifiable services direct placements will be allowed. The criteria and circumstances will be agreed with all partners so that consistency is still maintained.
- 8.11. The process described above is an effective method of creating an efficient but competitive referral process, it has a number of criteria which are automatically cored and weighted based on the bidders response, and the bidder only has to spend time completing one written method statement on their ability to meet and monitor the outcomes and price only the needs of the child which will be added to previously submitted fixed costs.

NOTE: All partners must use the referral process in the way prescribed to prevent possible legal challenge (which can happen throughout the life of the DPS) and the DPS being suspended or reducing its period of validity. It will also be the most effective way of gaining quality market information, benchmarking data and ensuring the outcomes framework is successfully embedded. Additionally, this will provide robust evidence to parents that the best possible placement for their child has been sourced and help reduce incidences of appeals and tribunals. It is more likely that matching children with suitable providers is maximised by consistently maintaining the process providers were qualified against.

9. Electronic management of DPS.

- 9.1. As detailed above the recommended route to establishing and running a DPS is to use a new DPS software platform procured by the lead contracting authority (West Sussex). This will allow the most efficient establishment of a DPS and be a straightforward single integrated process for procurement, commissioners, referrers, and providers. It is the most suitable approach to realise the benefits outlined in the business case.

- 9.2. The solution will work on a more holistic basis than traditional e-sourcing tools. Qualification, referrals, issuing of contracts, evaluation and contract management information can all be managed through the proposed system.
- 9.3. The ongoing efficiencies from using this solution are significant particularly in terms of staff resource, but it equally, will provide a secure environment for the exchange of confidential information.
- 9.4. This approach will not however restrict the partners who do not wish to adopt a common platform and wish to onboard providers to an existing e-Tendering or other electronic system. A suitable mobilisation/on-boarding period has been allowed for this situation.
- 9.5. Future migration back to the DPS platform may be possible at a later date.
- 9.6. **The DPS platform has been measured against its ability to meet all of the requirements, aims and benefits outlined in this business case and will be the most effective way of dealing with the procurement, referral, individual monitoring and contract management for SET partners. It is seen as critical to the success of a long term collaborative partnership across the region and with the market.**
- 9.7. **Social Value**
- 9.8. In 2012, the Public Services (Social Value) Act placed a duty for all contract authorities to consider the desirable social, economic and environmental benefits that a procurement could deliver to local communities.
- 9.9. The DPS qualification process will look to examine a providers capability and experience of delivering such benefits, however as a DPS does not provide any commitment of volume or value and contracts with providers are formed only via individual placements, it is not feasible to include definitive requirements with providers to deliver social value. Coupled with the vast differences between types and sizes of providers across each category it will be impossible to create a common requirement. However the DPS will require providers to work with each Council and the partnership to bring community benefits via added value during the contract management and partnership approach described in this business case.
- 9.10. In addition the outcomes framework will provide a mechanism to measure community outcomes which have resulted from placements.

Cost – see Appendix A

10. Contract Management Function>>>>>>>>>>

- 10.1. Based on discussions with partners throughout this project, particularly given the experience of other partners working in current or past collaborative arrangements, it is agreed that central strategic management of the DPS and provider market is required to underpin the importance and reputation of the partnership/DPS, improve longevity and sustainability of the benefits possible, and respond positively to market and stakeholder (inc. parents and children) expectations.
- 10.2. Key objectives of this project are to improve outcomes, become a more intelligent commissioner, reduce running costs and create a robust, compliant and competitive environment to meet the Councils' and child population needs, it is recommended that a strategic management function is formed.
- 10.3. There will be ongoing costs to the "Managing Authority" for the continued oversight of the DPS, including management of suspensions, contract variations, ongoing assessment and assurance of providers' capabilities and evaluation and onboarding of new providers. These annual costs will need to be met by all partners using the DPS and are detailed separately in the table below.
- 10.4. Resources currently allocated in each Council only allow for reactive Quality Assurance activity when issues and concerns are at a heightened level.
- 10.5. By enabling a more efficient and effective use of Officer time and resource, the proposed regional DPS will create capacity for a shared quality assurance programme based on matrix risk assessment.
- 10.6. It is proposed that quality assurance is managed by a partnership agreement with the ability for localised intervention as and when required.
- 10.7. However, strategic contract and supplier management is most effectively delivered on a centralised basis, where the leverage and influence of the "client" will be at its greatest.
- 10.8. A centralised team takes away the SRM and Strategic Management process so that case workers, commissioners and other officers can concentrate on local issues and priorities and focus on placements which have individual needs at their core.
- 10.9. This business case is predicated on the basis of partners adhering to the process of referrals/mini-competitions to create good data and information on costs, activity, demand and outcomes. It is unlikely that a Strategic Contract Management function can be viable without this.

- 10.10. Equally the business case and SET project has always been aimed at facilitating collaboration and knowledge sharing. There is an appetite among the group to continue this. Without an effective strategic contract management function it is less likely this will continue and that partners will compete with each other – this may give an opportunity to the market to exploit partners.

11. The Solution

- 11.1. The Strategic Contract Management function will offer partners the following functions and benefits:

Function	Benefit
Review and assure qualification of providers on DPS.	Efficiencies and consistency for all partners and providers.
Invite and qualify new applicants to the DPS, Inc. issue of contracts.	Efficiencies and consistency for all partners and providers.
Undertake market engagement to address capacity and demand issues.	This will increase competitiveness and help address gaps in provision, leading to more suitable placements for each child
Supplier relationship management on a regional and national level.	This will maximise the leverage and influence that each partner has and be the most effective way of becoming an "intelligent and preferred" client.
Industry and government engagement and development of policy.	This will maximise the leverage and influence that each partner has to shape policy and practice at a national level.
Benchmarking of costs, activity, competitiveness, outcomes and demand.	Over time this will lead to a picture enabling the partners to take targeted action to improve each specific area and identify best practice. Ultimately this will lead to lower costs and better outcomes for the child.
Service innovation and development.	Every child has different needs and in some cases these are constantly changing. An environment where person centred commissioning is becoming the preferred method of providing services will need a strong and proactive approach to developing new services or adapting current ones to meet

	these needs. A partnership approach will be the most effective method of achieving this and continuing to embed the outcomes framework and measurement approach.
Uplifts & Fee Increases	To maximise leverage the CM function will agree and implement a common approach to annual fee and cost reviews.
Cost & Volume arrangements	With an overarching view and understanding of the use of individual suppliers, the centralised team will be best placed to maximise the financial benefits of a regional DPS by negotiating C&V arrangements for all partners.

11.2. The function will not undertake the following which will be retained responsibilities of each partner:

- Undertake reviews or monitor individual placements.
- Undertake quality assurance inspections / monitoring visits of providers.
- Making placements or referrals or evaluation of referral responses.
- Ensuring compliance with contracts and service levels for individual partners.
- Dealing with appeals or tribunals or any complaints related to individual placements.

11.3. The function will be able to use the recommended DPS platform to gather information from partners on activity and market information and benchmark costs. It will require anonymised information to be provided direct from partners on outcomes and measurement of individual placements.

11.4. Some of the activity related to regional contract management will be part of a partnership agreement where responsibility and resource falls to each of the partner Councils. For instance:

- Premises inspections – each authority makes an inspection on behalf of the partnership, reducing inspections from 7 to 1.
- Sharing of early warning performance information on specific providers.

11.5. The functions related to management of a regional DPS as described above require dedicated resource to deliver the activities and responsibilities

described. Based on current experience of managing a DPS for 4+years for SEN only, it is proposed that this team will consist of 2x Partnership Managers (1 for NMISS and 1 for LAC)and 2 x Contracts Officers Costs are detailed in Appendix A.

- 11.6. The contract management function will also act to promote the use of the DPS, or the practices and processes to other authorities regionally and nationally.
- 11.7. Access by other local authorities to the DPS or practices will be chargeable as a non-SET partner. Whilst the charge will initially be used to cover costs incurred in any DPS onboarding activity, any additional revenue will be returned proportionately to the partners thereby reducing their ongoing annual costs. This ROI at present cannot be estimated or relied upon.
- 11.8. The governance structure and SLA for this function will be developed by all partners and demonstrate that the function will be working for the good of the whole partnership regardless of location.
- 11.9. Hosting – to be discussed.

Cost – see Appendix A

Appendix A – Cost and Cost Benefit Analysis

Cost of Procurement of DPS

	Approx. No of Days	Cost £
Development of ITT, Spec and Commercial Model		£ 40,000.00
Development of Terms.		£ 10,000.00
Development and Implementation of DPS platform*		£ 50,000.00
Market Engagement		£ 2,500.00
Tender Period (inc. clarifications etc.)		£ 2,500.00
Assessment of Providers (Mandatory and Financial Checks)		£ 20,000.00
Evaluation of responses (equal resource to be provided by all partners)		£ 0
Award Notification		£ 1,500.00
Contract Arrangements		£ 10,000.00
		£ 136,500.00
Ongoing management and license of DPS (licence charge is estimated at £25,000 pa)		£ 40,000.00 pa

* Further detailed discussion of exact requirements and variation across categories is required with IT partner and a 10% contingency will be added to overall cost but will only be called upon from partners if required.

Cost per authority.

(based on division of number of placements in year 2015/16 for each category)

	No of Placements			Initial Cost	Ongoing Cost
	INMSS	FCA	LAC		
BHCC					£6,000
ESCC					£6,000
ECC					£6,000
KCC					£6,000
MED					£6,000

SCC					£6,000
WSCC					£6,000

Cost of Contract Management Function.

Include costs of additional training on adam (one session per authority included in above) and transaction fee (1%).

Appendix C – Tasks & Responsibilities.

	What	Who	When
1	Finalise business case and agreement with IT partner	WSCC	June / July 2016
2	Member approval and individual authority report and approvals.	All	July to September
3	Stakeholder engagement (to include children and young people)	All	September to November
4	Market Engagement	IT Partner, WSCC procurement lead and individual authority.	September to November
5	Implementation and configuration of IT system	WSCC plus IT partner	August to November
6	Create referral forms and process	1 lead for each category	September to November
7	Confirm and finalise qualification and referral criteria	All	October / November
8	Procurement Documents for Qualification Stage:		
a	Qualification Questionnaire	WSCC Procurement	August to November
b	Descriptive Document	WSCC	August to November
c	Specification	1 lead for each category	August to November
d	Terms and conditions of DPS	WSCC / Legal	August to November
e	OJEU PIN / Contract Notices	WSCC Procurement	November
9	Clarifications and communications during procurement process	WSCC Procurement	November to January
10	Evaluate Qualification Responses (pass / fail)	IT Partner and WSCC	January 2017
11	Evaluate Qualification Responses (weighted)	All	January / February
12	Evaluate Commercial Responses	WSCC	January / February
13	Due diligence	IT partner and WSCC	February / March

14	Procurement Outcome report	WSCC	February
15	Internal approvals to award	All	February / March
16	Contract award	WSCC Procurement and Legal	From 1 st March 2017
17	Handover to referral process – 1 st April 2017		

Subject: Retender of Whole Systems ICT Platform for Homelessness, the Housing Register and Social Housing Settings – Extract from the Proceedings of the Housing & New Homes Committee meeting held on 15 June 2016

Date of Meeting: 14 July 2016

Report of: Executive Lead Officer for Strategy, Governance & Law (Monitoring Officer)

Contact Officer: Name: **Caroline De Marco** Tel: **29-1063**
E-mail: Caroline.demarco@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

Action Required of the Committee:

To receive the item referred from the Housing & New Homes Committee for approval:

Recommendation: That the following be referred to the Committee for consideration:

That the Housing & New Homes Committee recommends that Policy, Resources & Growth Committee:

- (1) Authorise the Acting Executive Director Economy, Environment & Culture to carry out a procurement of a whole systems ICT platform for homelessness, the housing register and social housing lettings.
- (2) Grant delegated authority to the Acting Executive Director Economy, Environment & Culture and the Executive Director Neighbourhoods, Communities & Housing to award and let a contract with the preferred supplier for a period of 5 years with an option to extend by 2 years.
- (3) Note that Brighton & Hove City Council will lead the procurement on behalf of the Sussex Homemove Partnership.

BRIGHTON & HOVE CITY COUNCIL

HOUSING & NEW HOMES COMMITTEE

15 JUNE 2016

MAIN MEETING ROOM – THE FRIENDS MEETING HOUSE

Present: Councillor Meadows (Chair) Councillors Hill (Deputy Chair), Mears (Opposition Spokesperson), Gibson (Group Spokesperson), Atkinson, Barnett, Bell, Deane, Lewry and Moonan.

DRAFT MINUTE

PART ONE

10 RETENDER OF WHOLE SYSTEMS ICT PLATFORM FOR HOMELESSNESS, THE HOUSING REGISTER AND SOCIAL HOUSING LETTING

- 10.1 The Committee considered the report of the Acting Executive Director Economy Environment & Culture which explained that Brighton & Hove City Council and most of East and West Sussex district and borough councils had a shared ICT platform, Sussex Homemove Partnership, to support and manage their respective Housing Register and homeless lettings, including bidding for homes. The current ICT contract, which sits with BHCC as the lead partner, was set up in 2005 and now required renewal.
- 10.2 A Value for Money exercise had been completed that concluded that it would be advantageous for Brighton & Hove City Council to remain in the partnership and benefit from the savings generated from sharing costs. In accordance with Contract Standing Orders, a waiver was agreed to extend the current contract to 31 March 2018 to allow a retender exercise to be carried out. The report sought formal permission for Brighton & Hove City Council to tender for a new ICT supplier on behalf of Sussex Homemove Partnership. The report was presented by the Project Manager and the Housing Strategy Manager.
- 10.3 Councillor Mears referred to paragraph 1.4. She asked if the waiver had been agreed at the Members Advisory Procurement Board on 23 May. Councillor Mears referred to paragraph 3.16 which stated that based on soft market testing, the new system would cost Brighton & Hove City Council in the region of £30,000 to £220,000 over 5 years. The range of figures was vast and she would like to see a final report with costings.
- 10.4 The Housing Strategy Manager confirmed that authority had been given by the Executive Director after consultation with the Chair to grant the waiver last year. A contract discount had been received. The Housing Strategy Manager agreed to update the committee on costings once the preferred provider had been selected. Councillor Mears replied that the waiver should have been reported to an earlier meeting of the

committee. In future she would like the committee to be kept properly informed. The Housing Strategy Manager apologised for not providing a report earlier.

10.5 Councillor Atkinson referred to paragraphs 4.3 and 4.5 which related to financial risk to the council. He asked if there would be a possibility of partners reneging on the contract. The Project Manager replied that all partners had been working with Brighton & Hove City Council for 10 years. There had been no incidents with any of the partners. An agreement would be tied to the contract.

10.6 **RESOLVED:-**

- (1) That the Housing & New Homes Committee recommends to Policy, Resources & Growth Committee to:
 - (a) Authorise the Acting Executive Director Economy, Environment & Culture to carry out a procurement of a whole systems ICT platform for homelessness, the housing register and social housing lettings.
 - (b) Grant delegated authority to the Acting Executive Director Economy, Environment & Culture and the Executive Director Neighbourhoods, Communities & Housing to award and let a contract with the preferred supplier for a period of 5 years with an option to extend by 2 years.
 - (c) Note that Brighton & Hove City Council will lead the procurement on behalf of the Sussex Homemove Partnership.

Subject:	Retender of Whole Systems ICT Platform for Homelessness, the Housing Register and Social Housing Settings		
Date of Meeting:	15 June 2016 – Housing & New Homes Committee 14 July 2016 – Policy, Resources & Growth Committee		
Report of:	Acting Executive Director for Economy, Environment and Culture		
Contact Officer:	Name:	Peter Mustow	Tel: 29-2472
	Email:	Peter.mustow@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF THE REPORT AND POLICY CONTEXT

- 1.1 Brighton & Hove City Council (BHCC) and most East and West Sussex district and borough councils have a shared ICT platform, Sussex Homemove Partnership, to support and manage their respective Housing Register and homeless lettings, including bidding for homes.
- 1.2 The current ICT contract, which sits with BHCC as the lead partner, was set up in 2005 and now requires renewal as the market and Sussex Homemove demands from such a system have moved on significantly over the years.
- 1.3 A Value for Money exercise has been completed that concludes it would be advantageous for Brighton & Hove City Council to remain in the partnership and benefit from the savings generated from sharing costs. Residents would benefit from a seamless ICT platform across neighbouring areas.
- 1.4 In accordance with Contract Standing Orders, a waiver was agreed to extend the current contract to 31 March 2018 to allow a retender exercise to be carried out. This report seeks formal permission for Brighton & Hove City Council to tender for a new ICT supplier on behalf of the Sussex Homemove Partnership.

2. RECOMMENDATIONS

- 2.1 That Policy, Resources & Growth Committee:
 - (1) Authorise the Acting Executive Director Economy, Environment & Culture to carry out a procurement of a whole systems ICT platform for homelessness, the housing register and social housing lettings.

- (2) Grant delegated authority to the Acting Executive Director Economy, Environment & Culture and the Executive Director Neighbourhoods, Communities & Housing to award and let a contract with the preferred supplier for a period of 5 years with an option to extend by 2 years.
- (3) Note that Brighton & Hove City Council will lead the procurement on behalf of the Sussex Homemove Partnership.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The shared ICT platform used by Sussex Homemove Partnership offers the mechanism where home seekers, and those on the social housing transfer list, state a desire for vacant social housing by 'bidding'. This allows residents to register their interest in homes rather than the historical method of the local authority allocating social housing to whomever is at the top of the list irrespective of preference. Once bidding closes, a shortlist is drawn up of households that have bid for the home who meet the highest priority under the respective authority's allocations policy, with the household who has been on the list the longest in that priority band having first refusal.
- 3.2 In 2005, Brighton & Hove City Council was one of the first authorities in the region to implement this approach to the allocation of social housing. In 2007, we were successful in bidding for government funding to expand the system to a sub regional partnership which led to the Sussex Homemove Partnership.
- 3.3 The current ICT contract is with Brighton & Hove City Council as lead partner. Partners gain access to the system by agreeing to pay annual support costs to the current provider (Locata Housing Services – 'Locata') and a share of the project management fees to Brighton & Hove City Council. This enables all partners to save costs when compared to buying the package separately.
- 3.4 In Brighton & Hove, the system manages our Housing Register of 23,000 households and the allocation of around 700 social rented homes each year. A robust system is required to manage the register effectively and also minimise empty property void times. More recent purchases to enhance our system include an online housing advice and application process as part of our move to more digital working.

Sussex Homemove Partnership

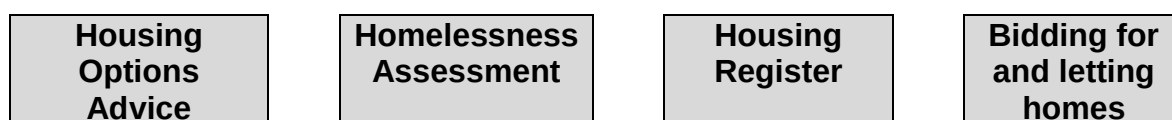
- 3.5 The initial Sussex Homemove membership included 11 local authorities and 4 registered providers that directly manage local authority housing stock across East and West Sussex. 35 other registered providers gain access to the ICT platform by virtue of their relationship with their local authority partners in providing nominations to their housing stock.
- 3.6 Arun, Adur and Worthing, and Mid Sussex have given us advance notice that they intend to implement their own system independently and are withdrawing from the partnership. However, they are continuing to participate with the current scheme during the period of the Waiver and have the option to review future participation should they wish to re-join the Partnership (subject to the agreement of the remaining partners) at a later date.

- 3.7 Taking these changes into account, moving forward we have 7 local authorities and 2 registered providers who have signed a Memorandum of Understanding of their commitment to the ongoing partnership (with around 25 other registered providers needing access to the ICT platform by virtue of their relationship with their local authority partners in providing nominations to their housing stock):

Local Authority Partners	Registered Provider Partners
• Brighton and Hove • Chichester • Eastbourne • Hastings • Lewes • Rother • Wealden	• Hyde Housing (primarily managing Chichester DC stock) • Amicus Horizon (primarily managing Hastings DC and Rother DC stock)

Whole Systems Approach

- 3.8 The market has changed significantly since we entered into our current arrangement with Locata in 2005. Many of the other suppliers who were then considered to be behind Locata in terms of the functionality of their system and support package have developed their system and support service to become very competitive.
- 3.9 As systems development has progressed associated costs have reduced and the offers available are more attractive. Providers now understand the importance of building flexibility into systems and of providing a whole systems approach to cater for a client's journey - from needing initial housing advice, homeless prevention, and if this is unsuccessful, management of the Housing Register through to bidding for and eventually letting a home. As ICT systems have developed, a number of partners, including Brighton & Hove have purchased additional modules to enhance the system, such as to help with homelessness assessment.
- 3.10 We are seeking to procure a system that gives all partners access to a whole customer journey solution at an economical cost:



Proposed whole system tender with access to all modules that partners can switch on/off as necessary

- 3.11 A waiver was agreed in accordance with Contract Standing Orders for a 2 year interim contract with Locata, with a view to completing a retender for the ICT platform within this period.

Partnership Value for Money Assessment

- 3.12 A Value for Money assessment of the Sussex Homemove partnership with soft market testing has been completed to determine whether it is beneficial for partners to progress the retender for a new ICT platform as a partnership or to dissolve the partnership and tender independently as separate authorities. The assessment found:

Key advantages of the partnership	Key disadvantages of the partnership
A consistent service for residents and staff with a common and familiar interface across partnership areas Potential for reduced installation and support costs and better VFM Shared project management overheads (estimated at 1/7th Project Manager and associated project on costs rather than full costs when split by local authority partner) Potential for additional future partnership working and the strengthening the 'Greater Brighton' brand Alignment to Brighton & Hove City Council's priorities around making best use of housing supply and enabling better sub-regional working.	Decision making can be slower Reduced flexibility over system changes with potential to mitigate through the new enhancement fund For Brighton & Hove City Council, as lead partner we shoulder the burden of risk

- 3.13 More significant savings can be generated if partners have a common allocations policy, however, it is recognised that this would be a considerable challenge and would restrict local flexibility to respond to changes in housing needs.
- 3.14 The soft market testing highlighted a range of costs depending on option chosen, provider, and software package. We compared high level estimates for 7 and 4 authority partners to demonstrate that a smaller partnership still offers the potential for savings:

Option	Estimated cost of system purchase, install and support per partner over 5 years	
	Based on 7 Authorities	Based on 4 Authorities
0. Current system	£178,000 + 1/11 th project management	
1. Procuring separately	£76,000-£233,000 + full project management	
2. Procuring in a partnership with separate	£30,000-£220,000 + 1/7 th project	£50,000-£220,000 + ¼ project

allocation policies	management	management
3. Procuring in a partnership with common allocation policies	£21,000-£48,000 +1/7 th project management	£36,000-£48,000 + ¼ project management

- 3.15 Project Management costs are currently agreed at £40,642 per annum and partners contribute an equal share of this (including Brighton and Hove City Council). This amount is due for review end of March 2017.
- 3.16 Based on the soft market testing, the new system will cost Brighton & Hove City Council in the region of £30,000 to £220,000 over 5 years (in comparison to the current estimated total cost of £178,000 over 5 years). However it must be stressed that whilst we are seeking additional functionality from the new ICT platform, we will not be seeking to pay more than we currently do.
- 3.17 The wide disparity in system costs arises from the high level estimates received from providers. The above high level estimates are from 4 different providers and are not based on specifications.

Tender Process

- 3.18 The estimated value of the contract straddles the OJEU threshold for services at £164,176. The relevant contract value is the term multiplied by the annual charge. There is no cost to advertising in the Official Journal but it is necessary to comply with the procedural requirements. The basic principles apply to all procurements in that they must be conducted on an open, fair and transparent basis to ensure that those interested in bidding are treated equally to determine which is best able to offer value for money across the life of the contract.
- 3.19 It is important to note that we are seeking commitment to progressing the tender phase in partnership. The tender will seek prices for both a new partnership and independent purchase by authorities. If cost benefit analysis shows independent procuring is more beneficial, the Council shall pursue this option.

Next Steps

- 3.20 If permission to tender is granted, the following provisional timescales will apply:
- 2016 Q3: Tender
 - 2016 Q4: Selection, clarification questions and contract
 - 2017 Q1: Contract awarded
 - 2017 Q3: Implementation, data transfer, testing
 - 2017 Q4: Live

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 There are 3 options for partners to consider:

- LAs procuring a local solution on their own
- LAs procuring in partnership with separate allocation policies
- LAs procuring in partnership with common allocation policies

Option	Advantages	Disadvantages
1. Procuring separately	As an individual organisation it may be possible to react quicker to change requests Depending on the supplier LAs can negotiate the same annual support costs as they would pay if they remained in partnership (If remaining with Locata it may be possible to negotiate discounts) Data protection is easier to manage as an individual organisation	Project Management costs of one full time employee is not shared Cost of upgrading the system not shared Cross border control of properties advertised reduced
2. Procuring in a partnership with separate allocation policies	Most suppliers estimate a lower implementation cost per authority for partnerships than individual purchase Shared contract management costs Shared enhancement costs An integrated system offers opportunity for all partners to utilise the same module version at any one time (saving considerable costs on bespoke system upgrades).	It can be a challenge to develop an equitable method of sharing costs Data security a concern with IT systems being shared across multiple organisations (new ICT platform needs to mitigate this) Impact on other partners share of costs if one partner decided to leave
3. Procuring in a partnership with common allocation policies	As above procuring with separate allocations policy plus: There is a significant reduction in all costs (over 50% estimated by most suppliers)	As above procuring with separate allocations policy but with added disadvantage: Common allocation policy requires political commitment across all partners authorities, which may not be easy to achieve (there may be scope for some areas to share common policies where there

		are already significant similarities which would deliver savings)

- 4.2 We are seeking option 2 to procure in partnership with separate allocation policies.
- 4.3 The new contract presents a risk to BHCC that has to be managed. The tender proposes a model for BHCC (as lead partner) to enter into a contract with the new provider for the whole contract sum. BHCC will then re-charge all other partners their share of the contract sum. Should partners leave the partnership, the liability for meeting the shortfall rests on BHCC.
- 4.4 Under the current arrangement, Partners pay support charges directly and separately to Locata. This arrangement has gone well. With the exception of late invoicing, Partners have paid their fees when due. It is expected that Partners will operate with the same level of reliability and commitment.
- 4.5 To manage the financial risk, the following will be in place:
- An access agreement and a simple contract in essence between Brighton & Hove City Council and the other partners. Included in the terms and conditions will be provision for managing partner payments to the Council
 - Partners that have signed up for 5 years will be liable for any outstanding share of the contract if they leave the partnership before the end of the 5 years term.
- 4.6 The risk presented to Brighton and Hove City Council is balanced by the benefit of savings to the Council arising from procuring in partnership.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The Sussex Homemove Partnership board will conduct a survey of external users of the Locata ICT system to gain client feedback. This information will be fed into the specifications development.

6. CONCLUSION

- 6.1 Working in partnership through the retender exercise does not commit us beyond this initial period but allows for us to explore the value for money impacts of this approach through the formal procurement exercise. Specifically It allows for assessment of the potential for future cost savings on:
- Project Management needs
 - Implementation and support (depending on supplier)
 - System enhancements provision
- 6.2 If effectively resourced and managed, an effective Brighton & Hove City Council led partnership enhances the reputation of the authority in the region.

7. FINANCIAL & OTHER IMPLICATIONS

Financial Implications:

- 7.1 The 2016/17 budget includes £0.025m for the annual support and maintenance costs payable to Locata, with the other 14 partners also paying their share of the costs directly to Locata. The cost of this new contract is currently uncertain, as soft market testing shows a wide range of possible costs. However the Council is seeking to procure a contract with additional functionality to be met within current budget resources. The final annual cost will be included in the future four year service delivery plans.
- 7.2 Brighton & Hove is the lead authority for the current contract and an agreement is in place for the other partners to pay an annual project management fee to the council. This contribution pays for one member of staff to manage this contract, in 2015/16 this totalled £0.039m.
- 7.3 According to the soft market testing, choosing option 1 would mean that the council would forgo any potential savings from working in partnership and any income generated from being the lead authority of the partnership, instead having to pay the full cost of project management which is likely to exceed current budget resources.
- 7.4 The market testing indicates that option 2 would be less expensive than option 1 as the Council could take advantage of working in partnership and share the project management costs. However, it would require the Council to pay the full amount to the chosen provider and recharge the other partners for their share of the costs, rather than the individual partners paying separately as is the case now. This is an increased risk for the Council but should be mitigated by the contractual arrangements with the partner authorities as highlighted in paragraph 4.5 of the report.
- 7.5 Option 3 could be less expensive than Option 2 but would require all partner authorities to have the same allocation policies. .
- 7.6 Figures stated in the report are based on the market testing carried out and are subject to change.

Finance Officer Consulted: Craig Garoghan / Monica Brooks Date: 17/05/2016

Legal Implications:

- 7.7 Public supply and public service contracts with a value over the lifetime of the contract in excess of the threshold set by the European Union (currently £164,176) shall be advertised in the Official Journal of the European Union and on Contracts Finder and follow a recognised procurement procedure as laid down in the Public Contracts Regulations 2015. The tender process must comply with treaty principles and be fair open and transparent

Legal Officer Consulted: Judith Fisher

Date: 11/05/2016

Equalities Implications:

- 7.8 None arising directly from this report. An Equality Impact Assessment will be carried out to inform the specification for the new system. Primarily, this will

ensure the customer facing website is accessible and that there is a non-digital alternative available for those not able to access digital services.

Sustainability Implications:

- 7.9 None arising directly from this report.

Crime & Disorder Implications:

- 7.10 None arising directly from this report.

Risk and Opportunity Management Implications:

- 7.11 As BHCC is the main contracting organisation with the ICT supplier it assumes all the risks of partners leaving the partnership or not meeting their contribution obligations. Partners will sign a Memorandum of Understanding to commit to the tender process and Project Management fees. Beyond this, remaining partners to the tender will be asked to commit to an access agreement and a contract in essence with Brighton & Hove City Council.
- 7.12 BHCC finance and legal services will offer a view as to the acceptability of this risk, which will determine the Council's ability to continue as lead partner.
- 7.13 Each partner remaining in the partnership shares the outstanding costs of the contract. These include the support costs to the supplier and the contract management costs to Brighton and Hove City Council. The share of outstanding costs for the remaining partners will increase if partnership size reduces. Each partner needs to decide if this risk is acceptable.
- 7.14 The procurement of a whole integrated system means that all aspects of the customer journey will be catered for. From when the customer first has indication that he/she may be made homeless to seeking options available to them. An integrated system helps to improve homelessness prevention, provide effective management of the housing register, and helps the allocation of housing stock
- 7.15 A review of Brighton & Hove's Housing Management ICT system is planned with a decision expected during the summer. If a new procurement option is chosen, a new supplier contract is expected for July 2018. Due to the timing of this review it is not possible to align both procurement exercises. As a result it is possible that both exercises select different software suppliers. To mitigate possible incompatibility issues, the specifications will include assurances that what ever systems are selected will be configured to communicate with each other.

Public Health Implications:

- 7.16 None arising directly from this report.

Corporate / Citywide Implications:

- 7.17 Brighton & Hove has a Housing Register with more than 23,000 households and lets to around 700 social rented homes in the city each year. In addition, there are more than 2,400 housing advice and case work approaches each year and more than 3,000 homelessness / housing register applications. A robust ICT system is required to manage this data securely and efficiently to protect customer information and ensure social housing is allocated in a fair and transparent way in accordance with our Allocations Policy and minimising void turnaround times. Soft market testing suggests that alternative ICT systems may

enable us to do this in a more efficient and cost effective way than the current system. Delivering this through a partnership has the potential to enhance the reputation of the authority and Greater Brighton area.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

None

Background Documents:

None

Subject:		Annual progress update against Corporate Key Performance Indicators 2015/16	
Date of Meeting:		14 July 2016	
Report of:		Chief Executive	
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:		All	

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report year-end 2015/16 performance progress for the period 1st April 2015 to 31st March 2016 in relation to Corporate Key Performance Indicators (KPIs).

2. RECOMMENDATIONS:

- 2.1 To review progress in relation to Corporate KPIs particularly corrective measures outlined for 'red' and 'amber' indicators and provide ongoing support and challenge to lead officers to bring performance back on track.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 There are two overarching documents:-

- **The City's Sustainable Community Strategy** – is owned by, and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected, and the City Management Board.
- **BHCC Corporate Plan (2015-2019)** – this sets out the councils Purpose, Principles and Priorities.

Note that progress towards delivery of the 2015-19 Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and supported through the successful delivery of the Directorate Plans.

- 3.2 This report is a key part of Business Planning and Management, one of the components of the council's Performance Management Framework (PMF). There are eight component parts of the PMF, as shown in this diagram:



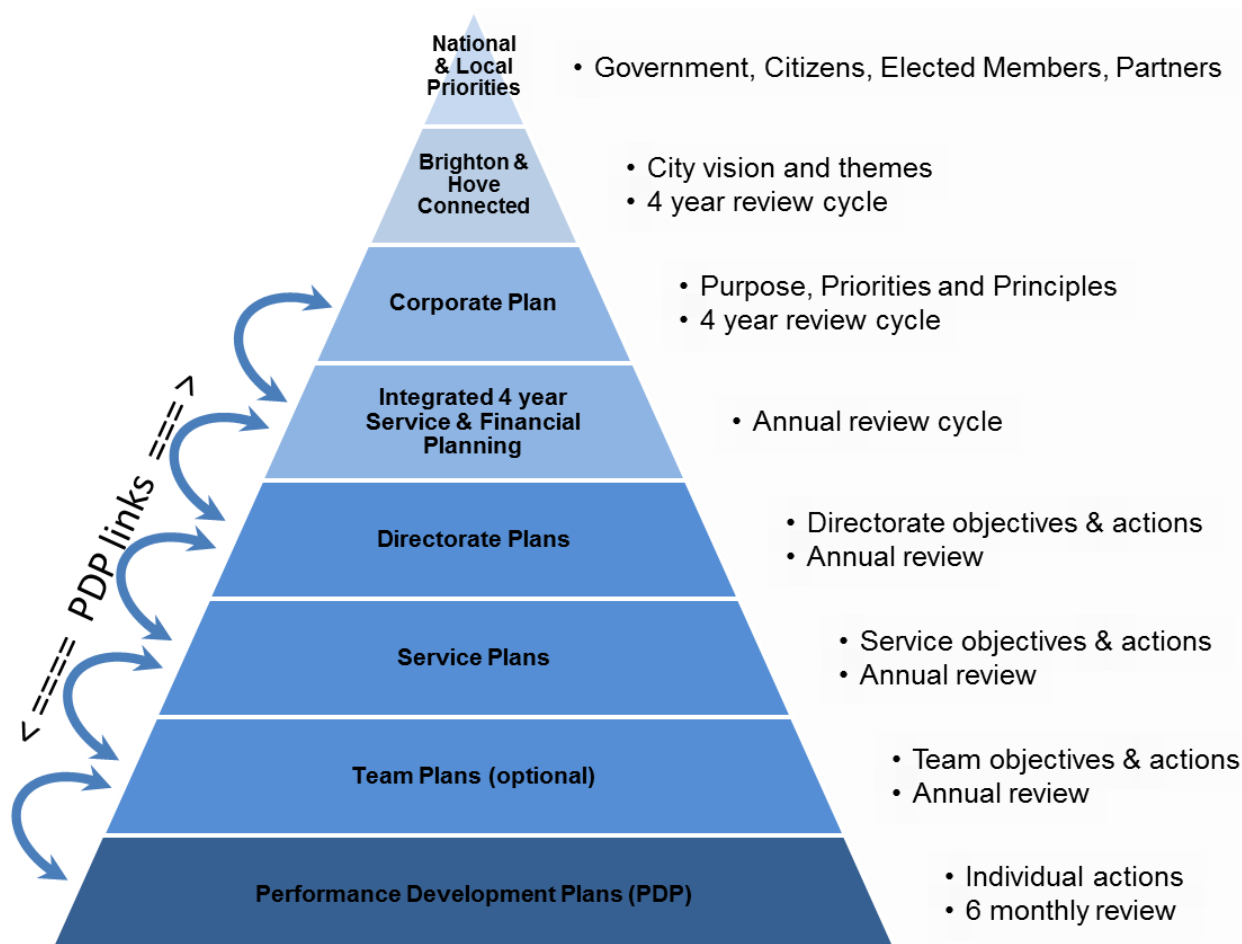
3.3 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
1 – Business planning and management	- Plans are set at various levels - the partnership plan “Brighton and Hove connected” - the council’s corporate plan - directorate plans - service plans. - ELT develop and agree a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options. - Performance reports are reviewed at P&R twice a year
2 – Risk management	- Through understanding risks, decision-makers will be better able to take actions to manage those risks and implement mitigating actions - Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit and Standards Committee throughout the year - Citywide Risks are reviewed annually and managed by the relevant partnerships and feed into the Strategic Risk processes

Component	Summary and Performance Management Approach
	for council led risks Progress monitoring and reporting is managed through links to the directorate risk registers at DMT.
3 – Financial management	- The efficient and effective management of council funds to accomplish the objectives of the council - Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. - Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly
4 – Customer insight	- Understanding how our customers and citizens see our services gives us useful information on ways we can improve our performance to deliver value. - The city tracker survey provides resident and user feedback on our services and analysis of our complaints, compliments and comments along with internal contact volumes contribute towards the annual customer health report that is reviewed by ELT.
5 – Modernisation, programmes and projects	- Modernisation is Council's Portfolio of change management programmes/projects which will support delivery of corporate purpose, principles and priorities. This in turn will help evidence achievement of outcomes in relation to Council's purpose. - Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. - Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, are set up to drive the programmes and projects forward and deliver outcomes and benefits. - Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects. - All non-modernisation programmes/projects get led by and reported to the Directorate Management Teams (DMTs) and reported to the Executive Leadership Team (ELT) if/when appropriate

Component	Summary and Performance Management Approach
6 – People management	• People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers • Elements of people management include ○ Staff survey ○ Our people data (workforce statistics) ○ Workforce planning ○ Organisational development • Management across the council receive regular reports to enable them to effectively plan service delivery and identify and resolve skill gaps to enable delivery of the corporate plan
7 – Health & safety management	• Managing health and safety is about looking after our business, people and reputation • Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Quality assurance	• Quality assurance includes safeguarding vulnerable people, by preventing mistakes and giving confidence that our processes are sound. Monitoring can be through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children's Broad and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding. • Each directorate is responsible for the development and implementation of appropriate quality assurance monitoring and reporting for their directorate as appropriate.

- 3.4 This report is concerned with component 1 – Business planning and management. The diagram below demonstrates the ‘Golden Thread’ that links the council’s purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



- 3.6 Key Performance Indicators are developed to evidence delivery of the Corporate Plan. The PDP process is intended to clarify individual staff contribution towards the achievement of the relevant Principles and Priorities within the Corporate Plan.

4.0 Performance Indicator Set

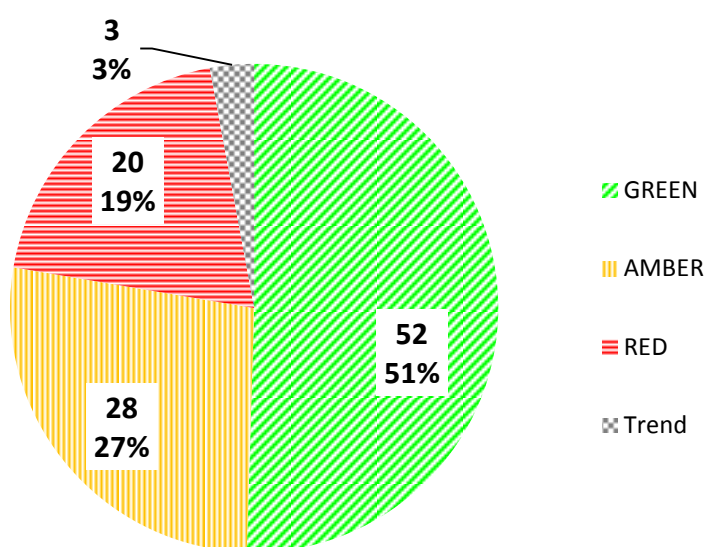
- 4.1 The list of Corporate KPIs and their targets for 2015-16 were set in February/March 2015. A consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information.
- 4.2 The overall performance achieved during the year against target is assigned a rating of Red, Amber or Green depending how far from target the performance is.
- 4.3 Targets were set using the following criteria:
- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected.

- Where performance is already better than benchmarking/comparable data, set an improvement target. Setting a target which is below the current performance level would go against the principle of continuous improvement.
- Where no benchmarking data is available; if a national or a contractual target is available, that needs to be used. In the absence of this, a sound rationale needs to be explained for developing a target figure e.g. improvement from the current performance.

4.4 Rigorous target setting approach was used to give a clear appraisal of how the council is performing compared to previous years and other local authorities. Because of this approach it was predicted that achieving all the targets by the year end would be challenging.

4.5 The Corporate KPI set is made up of 103 indicators of which 59 are annually reported. Of the remaining 47 indicators 3 are trend indicators.

4.6 The chart below shows the proportion of indicators that were rated as Red, Amber and Green for year-end 2015/16. Overall the results show **78%** of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at year end.



KPI table of RAG ratings by 2015/16 Directorate

Directorate	Red	Amber	Green	Trend
Children's services	4	6	9	
Adult services	4	1	6	1
Public Health	1	8	7	
Environment Development & Housing	5	7	16	
Finance & Resources	6	4	11	1
Assistant Chief Executive	0	2	3	
Legal & Democratic Services	0	0	0	1
TOTAL	20	28	52	3

4.7 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2015/16. These are achieved through the combined effort of all staff throughout the organisation and from relevant partner organisations. Appendix 1 provides more information and context; the relevant page number in the Appendix is shown after each indicator.

- ✓ All pupils: 5 or more A*-C GCSE including English and Maths (page 5)
- ✓ Percentage of re-referrals to Children's Social Care Multi-Agency Safeguarding Hub and Assessment Centre (MASH) (page 11)
- ✓ % of carers services provided, where the cared-for person is not in receipt of social care support (page 17)
- ✓ Nitrogen Dioxide levels in Brighton and Hove (Lewes Road and Rottingdean) (page 29 & 34)
- ✓ Residents feeling safe after dark in local areas (page 31)
- ✓ The percentage of people satisfied or very satisfied with the city's parks and open spaces (page 38)
- ✓ Housing Tenants: Rent collected as proportion of rent due (page 49)
- ✓ Formal Complaints per 10,000 population (page 52)

4.8 Below are some highlights from directorates where performance improvement is required. Appendix 1 provides more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities

- Free School Meals Pupils: 5+ A* - C grades in GCSEs including English & Maths (page 6)
- Children who were the subject of a child protection plan per 10,000 (page 12)
- Delayed transfers of Care attributable to social care (page 19)
- Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (page 18)
- Nitrogen Dioxide levels in Brighton and Hove (North Street) (page 30)
- Kilograms of residual waste per household (3 month lag) (page 35)
- The percentage of household waste sent for reuse, recycling and composting (page 36)
- Number of affordable homes delivered by all providers across the city per year - projection of new build and conversions for the year end (page 47)
- Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools) (page 51)

4.9 Direction of travel for each KPI is included in Appendix 1. Each KPI is marked with 'improving', 'declining', or 'no change'. The method for determining each Direction of travel is as follows:

- Where the indicator was reported last year the assessment is based on if performance has improved or worsened from 2014/15 – 2015/16
- Where the indicator is new in 2015/16 comparison is made from Q2-Q4 2015/16 if possible

- Where neither of these are possible it is noted as 'new in 2015/16'
- Trend indicators are shown as increasing or decreasing trend

6. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 6.1 Through consultation with ELT the Performance Management Framework currently in operation was deemed to be the most suitable model.

7. COMMUNITY ENGAGEMENT & CONSULTATION

- 7.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

8. CONCLUSION

- 8.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

9. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 9.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis

Date: 08/06/16

Legal Implications:

- 9.2 There are no legal implications arising from the report

Lawyer Consulted: Elizabeth Culbert

Date: 07/06/16

Equalities Implications:

- 9.3 An underlying principle of the Corporate Plan is that it focuses on the significant issues for the city, some of which are about tackling the inequality experienced by our residents.

SUPPORTING DOCUMENTATION

Appendices:

1. Detailed KPI report for 2015-16



Appendix 1: Detailed KPI report for 2015-16

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Children's Services

Prevalence of breast-feeding at 6-8 weeks from birth [Corporate]	%	72.00	75.26	 GREEN Declining

Position

The figure is based on all children who were aged between 6-8 weeks at some point between 1st January and 31st March 2016; this typically represents between 700-800 children. Data published by NHS England shows that, for Q4 2014/15 (January, February and March 2015), Brighton and Hove had the highest rate of exclusive breastfeeding in England. And was number 4 in England for babies receiving any breast milk at 6-8 weeks – just behind 3 London boroughs.

The target of 72% is locally set by the area's breastfeeding co-ordinator. This was chosen in order to maintain the good performance of this KPI as it reflects the average prevalence over the last 3 years.

The figure of 75.26% is around the same as the quarter last year, which was 73.9%. The national prevalence rate is 42.9%.

Brighton & Hove are well above the national rates.

The sample size for this submission was 832 babies aged 6-8 weeks. Since a big push to increase breastfeeding take-up in the 2011/12 financial year the prevalence rate has stabilised to a consistent 70%+, in line with the target.

Trend: (same quarter each year) 2013; 70.5%, 2014: 82.4% , 2015: 73.9%

Commentary

The data is collected locally by Health Visitors, who work as part of integrated children's centres. Performance (6-8 week breastfeeding prevalence) is good when compared with the national average of less than 50%.

Several factors have positively contributed to this performance. Brighton and Hove has a Breastfeeding Strategy and steering group for the city and all key partners work well together to promote breast feeding. This work is led by the community Breastfeeding Team. Public Health is currently funding additional, proactive breastfeeding support services in targeted areas of the city. These include a breastfeeding support worker and the peer support programme. Peer support has been running in the city for 6 years and the programme maintains a high level of active volunteers in the community and on the postnatal ward. Both these interventions have improved our breastfeeding performance.

There is a yearly updating/training schedule for all Children's Centre team staff with additional training for staff working in areas of the city where breastfeeding has been lower than the city average. Health Visitors consistently exceed the data coverage target of 95%. Having a city wide Breastfeeding Team maintains the high profile of breastfeeding in the city and its key role in public health. It will be a challenge to maintaining this level of service with funding cuts in public health and local authorities.

There is a continuing action on the performance analyst to visit and liaise with Children's Centre Team Managers to prompt them to remind their staff to fill in any missing breastfeeding data, to ensure data coverage is above 95%.

Actions

1. From the 1st April, Sussex Community NHS Foundation Trust will be responsible for managing the breast feeding service and are commissioned through the Public Health Directorate of the council. (Public Health Programme Manager, on-going)
2. Concentrating resources on the areas of the city with the lowest rates of breastfeeding, in line with Breast Feeding Strategy. (Public Health Programme Manager, on-going)
3. To continue to performance manage data input to ensure 95% across the city. (Public Health Programme Manager, on-going)

Percentage of children who have received a 2-2.5 year health visiting review [Corporate]	%	85.00	72.06	 AMBER Improving

Position

Performance has stabilised over the last two quarters and the latest quarter (Jan 16 – Mar 16) shows that 72.06% of eligible 2 year olds in Brighton & Hove have had a 2-year review. Year to date for 2015/16 is 65.44%. The annual result is significantly affected by performance between April and June 2016 which were very low at 46.11%. The latest period shows an almost 20 percentage point increase on this.

Quarterly 2015/16 performance is as follows:

Apr to Jun: 46.11%, Jul to Sep: 65.62%, Oct to Dec: 74.64%, Jan to Mar: 72.06%

The definition of this performance indicator is taken from the national specification for Health Visiting which also includes a universal antenatal contact, new birth visits, and reviews at ages six - eight weeks, one and two years. Until September 2014 one and two year reviews consisted of a questionnaire sent by letter for universal families and face to face reviews for targeted families (around 20%). From September 2014 for two year reviews and January 2015 for one year reviews all parents have been invited to attend a face to face review.

Performance is below the 85% target, which was set by NHS England.

The number of children assessed as needing a Universal health visiting service that have had a 2- Year Review is currently 67% and 84% for children who have been assessed as needing an universal plus or universal partnership plus service. This figure

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

includes children who have child protection plans or are looked after by the local authority.

Sample size is a snapshot of all children turning 2 within the quarter and is based on the entire eligible population in Brighton & Hove (656 for Q4 2016).

Commentary:

Brighton and Hove had a trajectory to increase the number of Health Visitors (HV) in the city by 17 which was met by the end of March 2015. However, because of the change in the age profile, an increasing number of health visitors are taking maternity leave. Because of a national shortage of health visitors it is not possible to recruit health visitors to short term contracts to cover maternity leaves so this has an impact on capacity. Instead skill mix staff have been recruited who will complete reviews for children assessed as needing a Universal health visiting service.

The council managed health visitors as part of the integrated children's centre service under a Memorandum of Understanding with Sussex Community NHS Foundation Trust. The rate has increased by almost 20 percentage points since the last quarter but is still below the target of 85% agreed at the start of the year with NHS England. This target is aspirational and a revised target has been agreed with Public Health for October to March 2016.

Invitations to all parents are sent by post but some parents either do not respond or do not turn up for the review. We have instigated some actions to encourage parents to attend which has shown some positive impact this quarter, including improving publicity and following up parents who do not take up reviews. We have also improved performance management including monitoring the performance of each team against the targets. From April the reviews have used the Ages and Stages questionnaire, a national evidenced based tool specified in the health visitor specification. Meetings have been held with Public Health to agree realistic targets for the next two quarters.

Actions

1. From the 1st April, Sussex Community Trust (SCT) will be responsible for managing the health visiting service, and will be commissioned through the Public Health Directorate of the council. (Public Health Programme Manager, on-going)
2. SCT to performance manage the different children's centre teams to improve performance across the city (Public Health Programme Manager, on-going)
3. SCT continue to monitor of parents who do not take up reviews (Public Health Programme Manager, on-going)

Schools judged to be good or outstanding by OFSTED [Corporate]

%

82.00

82.00



Improving

Position

At the end of each term we take a 'snapshot' of where schools are in regards to Ofsted judgements. As at the end of March 2016 82.0% of schools in Brighton and Hove were judged to be good or outstanding. There has been a change from the previous quarter. One secondary school has been inspected and has lost its judgement of good and being judged to require improvement. The target 82% is to equal the national percentage of schools judged to be at least good (as taken from the most recent HCMI report).

Below is a breakdown by school type and comparison figures for England from Ofsted as at the end of August 2015

Nursery: 100% good or outstanding (England 97%)
 Primary: 82.7% good or outstanding (England 85%)
 Secondary: 60% good or outstanding (England 74%)
 Special: 100% good or outstanding (England 92%)
 Pupil Referral Units: 100% good or outstanding (England 85%)
 Colleges: 100% good or outstanding. Please note this is not included in the overall figure.

In Brighton & Hove the percentage of pupils in good or outstanding schools is 87.9% in primary and 62.6% secondary schools. The percentage of pupils in good or outstanding schools median for 152 local authorities in England was 86% for primary and 79% for secondary schools as at the end of August 2015 from Ofsted. There are no schools in the city judged to be inadequate.

The number of children in good or outstanding schools is:

Nursery 175
 Primary schools 16,983
 Secondary schools 7552
 Special schools 429
 Pupil Referral Units 81

The percentage of children in good or outstanding schools citywide is 78.6% (25220 out of 32071).

Commentary

Since the last update there has only been one Ofsted inspection in the city, which was Longhill. Longhill was judged to require improvement to be good. This has meant that the percentage of secondary schools judged to be good or outstanding is 60%, which is 14 percentage points below the most recently published national figure.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

There are currently some schools where the evidence suggests that the grade will improve should Ofsted inspect, but there are also schools in the city that are at risk of losing their judgement of 'good'. Education and Inclusion review the performance of schools on a termly basis and ensure that schools who are on the journey to good receive support and challenge and that schools judged good or better that may be at risk of losing the judgement of good also receive appropriate support and challenge. Work is continuing to develop the School to School Support model which will support 'prevention' by sharing good practice and challenge and support from other school leaders and also provide a structure for schools that lose their judgement of 'good'

This term, all schools that are due to be inspected are being offered a one off 'Ofsted conversation' with a head teacher that has been seconded on to the team and has taken her school from Requires Improvement to good. There has also been a review of the performance of all schools and contact made with those school leaders where the data suggests the school may be vulnerable.

Actions

1. Review all schools in July and inform the school leaders of those schools that could be at risk of losing their judgement of good to ensure swift action is taken (Head of Standards and Achievement, July 16)
2. Support and challenge those schools that are judged to Require Improvement to be Good to ensure they are on the journey to good in the shortest possible time (Head of Standards and Achievement, Mar 17)
3. Develop school to school support / peer review to improve self evaluation and develop a self-improving school system, (Head of Standards and Achievement, Mar 17)
4. Strengthen and develop the Citywide School Improvement Partnership, (Head of Standards and Achievement, Mar 17)

Young people participating in youth activities [Corporate]

No.

2,330.00

2,647.00



Improving

Position

The total number of participants in youth activities for the 15/16 financial year is 2,647. The target of 2,330 is based on past performance and available resources and aims to improve slightly on last year's result of 2243.

Youth activities include 891 from Brighton & Hove Youth Service, 1,541 young people participating in Youth Collective activities and 215 participants in Duke of Edinburgh awards.

Commentary

Participation for all elements of open access delivery has remained good. The range of activities provided and the reach through good communication systems to young people has contributed to this. For the collective participation in the central, north east areas has been highest which is also reflected in the BHCC youth service figures. BHCC youth service figures were lower in the last quarter due to the reduction in the number of youth club sessions delivered brought about by the service and staffing changes in this quarter.

Actions

1. Review this key performance indicator to reflect the reduction and the changes in the service delivery due to the BHCC stopping open access youth clubs which significantly contributed to the participation figure and contract April /May 2016 – Service Manager Youth and Communities
2. The Collective contract has some variations to strengthen the open access community based delivery Q1 2016/17 – Service Manager Youth and Communities
3. Strengthen links and support to organisations and services who are providing open access youth clubs – Q1 2016/17 – Service Manager Youth and Communities

All Pupils: Key Stage 2 Level 4+ in Reading, Writing and Maths [Corporate]

%

80.00

82.00



Improving

Position

No change since quarter 3 - for 2014/15, Brighton & Hove level 4+ performance in Reading, Writing and Maths rose by 1 percentage point to 82%.

The 'target' is set at the National or the statistical neighbour average - whichever is higher. The National benchmark rose to 80% and the statistical neighbour average rose to 80%. Brighton and Hove performance at level 4+ was again higher than East and West Sussex LAs.

In the 'secondary ready' measure (defined by the DfE as a 'good' level 4 which is a level 4B+), Brighton and Hove remained at 72% compared to improved benchmarks with National at 69% and statistical neighbour average at 68%.

In 2015 level 5+ performance rose 2 percentage points to 26%, National remained at 24%, and statistical neighbour average rose to 24%.

Two levels (expected) progress in reading dropped by 1 percentage point to 90% whilst National and statistical neighbour average both remained at 91% and 90% respectively. In writing expected progress, Brighton and Hove, National and statistical neighbour average all increased by 1 percentage point to 94%.

Expected progress in maths dropped further to 88%, whilst National and statistical neighbour average remained the same at 90% and 89% respectively.

Commentary

2015 was the last year of reporting in levels. The new assessment procedures have recently been confirmed nationally, and there

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
is concern amongst teachers nationally that the end of Key Stage results cannot be predicted. The Standards and Achievement team has led sessions across the city on moderation and the new systems and these have been very well attended. The are making sure that they pass on all communications to schools so they are kept up to date. A team of moderators from schools will moderate the required number of schools in the LA to ensure that procedures are being followed. Following the publication of the results, there will be a school by school and group by group analysis of the results to inform next steps. The adviser with responsibility for assessment is leaving at the end of the academic year and the post has been advertised.				

Actions

1. Ensure all schools are clear about the new assessment guidelines by providing regular updates (School Partnership Adviser, Early Years and Primary, Jun 2016)
2. Support and challenge all schools to improve outcomes further (Head of Standards and Achievement and the School Partnership Advisers, Mar 17)
3. Recruit to the post of assessment adviser (Head of Standards and Achievement, May 16)

All pupils: 5 or more A*-C GCSE including English and Maths [Corporate]

%

59.10

61.00



Improving

Position

61.0% of all Brighton and Hove pupils from the 2014/15 academic year obtained 5 or more A*-C grade GCSE qualifications (or equivalent) including English and Mathematics. This is based on the Department for Education (DfE) publication of revised results in January 2016. The targets were to be above the national (state funded) average and the average for local authorities that are our statistical neighbours.

In 2014/15 provisional data indicates that the result for Brighton & Hove has increased by 7.4 percentage points to 61.0% from 53.6% in 2013/14. It was 62.2% in 2012/13 the year before significant reforms that resulted in a nationwide drop in pupils achieving 5 or more A*-C grade GCSEs. In 2014/15 the national (state funded) result remained stable at 57.1%- Brighton & Hove was above this national average by 3.9 percentage points, this was the highest position relative to the national results on records covering the last ten years. Brighton & Hove was in the top quarter of 152 local authorities, and similar to the south east average (59.9%), above our statistical neighbour average (59.1%), and West Sussex and East Sussex.

Progress in English and Mathematics measures how much progress has been achieved from the end of primary school to the end of secondary school. The DfE expects at least three levels of progress to be made in English and Mathematics. In 2014/15 progress results may be affected by the substitution of teacher assessments for pupils that did not sit the KS 2 tests due to the partial test boycott in Brighton & Hove in 2009/10. In 2014/15 English expected progress in Brighton & Hove increased by 5.3 percentage points to 76.4%, from 71.1% in 2013/14. It was 73.2% in 2012/13 before significant reforms. The 2014/15 national result was 71.3%, and Brighton & Hove was above this by 5.1 percentage points, and also above the south east average, statistical neighbour average, East Sussex and West Sussex. In 2014/15 mathematics expected progress in Brighton & Hove increased by 4.8 percentage points to 66.3% from 61.5%. It was 66.8% in 2012/13 before significant reforms. In 2014/15 the national result was 67.0%, Brighton & Hove was 0.7 percentage points below this but was closer to the national average than previous years. Brighton & Hove was below the south east average, our statistical neighbour average and East and West Sussex.

Commentary

This is the last year that the GCSE will be published in this way as there will be a move to 'attainment 8' and 'progress 8' going forward. The new Ofsted framework for inspecting schools also puts a much stronger focus on the progress from the results at age 11 (the Key Stage Two tests) rather than the attainment of pupils. The most recent forecasts from the schools suggest that they are on track to raise standards and show progress in the new system. The Secondary Schools Support and Challenge Adviser has visited every secondary school to 'drill down' into the forecasts for the results of the first year of the new system and to discuss actions that schools are taking to ensure all pupils are able to succeed. The recent joint practice development day gave subject leaders and teachers the opportunity to focus on the curriculum development and assessment of their subjects.

Actions

1. Investigate the differences in progress in maths and English across the schools (Secondary Schools Support and Challenge Adviser, June 16)
2. Send out the data collection form for results in August (Performance Analyst, Education, Apr 16)

Special Educational Needs pupils: 5+ A* to C grades in GCSEs including English and Maths [Corporate]

%

20.30

23.70



Improving

Position

23.7% of all Brighton and Hove pupils with Special Educational Needs from the 2014/15 academic year obtained 5 or more A*-C grade GCSE qualifications (or equivalent) including English and Mathematics. Special Educational Needs (SEN) combines pupils with SEN support, Statement of SEN, and Educational, Health and Social Care Plan into one SEN group for reporting purposes. This was from the Department for Education revised statistics published in January 2016. The targets were to be above the national (state funded) average and the average for local authorities that are our statistical neighbours. In Brighton & Hove 23.1% of this GCSE cohort were pupils with SEN, compared to the national average of 14.6%.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

In 2014/15 the 5+A*-C GCSE (or equivalent) including English and mathematics result for SEN pupils was 23.7%, it was 19.9% and 25.0% in 2013/14 and 2012/13. Since last year there has been a rise of 3.8 percentage points. 2014/15 national SEN result was 20.0%. Brighton and Hove was above this benchmark, and above the 2014/15 statistical neighbour average of 20.3%. Figures for several local authorities were suppressed so this average should be used with caution.

In 2014/15, 72.2% of non-SEN Brighton & Hove pupils achieved this standard, 66.2% in 2013/14 and 75.7% in 2012/13. Since last year this was rise of 6.0 percentage points, a greater rise than the SEN group. This position is above the 2014/15 national result of 64.2%, and the statistical neighbour average of 66.9%.

The SEN attainment gap compares Brighton & Hove SEN pupils with the national non-SEN pupils. The trend has been a closing of the SEN attainment gap. The 2014/15 SEN attainment gap was 40.5 percentage points, which was narrower than the national gap of 44.2 percentage points. The Brighton & Hove gap in 2013/14 was 47.3 percentage points, and the national gap 46.7 percentage points.

For SEN pupils the % making expected progress in English in 2014/15 was 56.8%, a 5.9 percentage point rise from 50.9% in 2013/14. This was above 2014/15 national result of 48.9%. For non-SEN pupils the % making expected progress in English in 2014/15 was 82.3%, a 3.7 percentage point rise from 78.6% in 2013/14. This was above the 2014/15 national result of 75.4%. For SEN pupils the % making expected progress in maths 2014/15 was 37.5%, a rise of 4.0 percentage points from the 2013/14 result of 33.5%. This was above the 2014/15 national result of 37.5%. For non-SEN pupils the 2014/15 result was 74.9%, a rise of 2.9 percentage points, from the 2013/14 result of 72.0%. This was above the 2014/15 national result of 72.6%. This specific information on progress is not published for other local authorities.

Commentary

There is a national focus on SEN as Ofsted is developing and SEN inspection framework for local areas. This will look both at how the Local Authority is addressing the changes to the SEN Code of Practice and Guidance and more generally at provision in the city. There are currently strategic discussions about how to make the best provision for pupils with SEN and this review has been shared with all headteachers in the city. This quarter the Partnership Adviser, SEN has completed visits to all secondary schools to review SEN practice. As a result, schools are aware of their statutory duties and are addressing these. There has also been a discussion about the identification of pupils with SEN and why data suggests it is so much higher in Brighton & Hove than nationally. An audit tool draft has been created and schools are reviewing it with the Partnership Adviser SEN to ensure that it is fit for purpose. Not all the elements of the commission were completed and there has been an extension of the commission to work on the audit tool and . In addition the Secondary Schools Support and Challenge Adviser has visited schools to discuss the in year data for the performance of all vulnerable groups.

Actions

1. Complete the SEN audit tool (SEN Partnership Adviser, Jul 16)
- 2 Work on the action plans in individual schools and facilitate the senior leadership teams in schools to address issues raised in their settings and take further, focussed actions to close the gaps. (SEN Partnership Adviser, Jul 16)
3. Devise a secondary SEN 'scorecard' which links achievement of pupils with spend of school on SEN (SEN Partnership Adviser Jul 16)

Free School Meals Pupils: Key Stage 2 Level 4+ in Reading, Writing and Maths [Corporate]

%

66.00

60.00



Improving

Position

The data remains the same as in quarter 3. In 2015 the Brighton and Hove level 4+ Free School Meal (FSM) pupil performance increased by 2 percentage points, to 60%.

The 'target' is set at the National or the statistical neighbour average - whichever is higher. The National 2015 data was published in December, so the benchmarks have been updated. The Brighton and Hove figure is lower than National FSM which also increased by 2 percentage points to 66% and statistical neighbour FSM which increased 2 percentage points to 63%. The non-FSM pupil performance increased by 1 percentage point to 86% with National and statistical neighbours both at 83%. As a result, Brighton & Hove's FSM gap has widened to 26% which is wider than the National gap at 17% and statistical neighbour's gap at 20%.

For individual subjects, FSM performance in reading increased from 79% to 82%, in writing it significantly increased from 67% to 75% and in maths was again maintained at the same level it has been for 3 years, at 73%.

For FSM pupils, 2 levels of progress in reading dropped by 1 percentage point to 85%, in writing increased by 2 percentage points to 89% and in maths dropped by 3 percentage points to 78%.

Commentary

Closing this gap is the priority for the LA. There have been some gains across the city, but the progress has not been fast enough and so the outcomes this area, whilst showing some improvement, are disappointing overall.

The Standards and Achievement Team has been supporting and challenging schools in this area. Schools have been sharing best practice and learning from each other. A recent Ofsted inspection of one of the schools recently commended them on their strategies. These mirror the messages that the team are giving to schools, to know how well pupils are learning and to tailor activities to the pupils. Those schools where the progress is best are where they use such strategies as mark the books of pupils with FSM first, have well planned interventions where appropriate and give frequent feedback. There have been 34 pupil premium reviews carried out in primary schools by the Schools Partnership Adviser. These have shown that all schools are working on this area to ensure that they can bring about the best outcomes for pupils. Conferences held for governors and school leaders have maintained the profile and several primary headteachers spoke about the successful work they have done in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

their schools. This is maintaining the focus on quality first teaching, but with appropriate interventions.

Actions

1. Challenge all school leaders in this area through the summer term School Partnership Advisers (School Partnership Advisers, Jul 16)
2. Pull together themes from pupil premium reviews to circulate best practice to schools (School Partnership Adviser, Jul 16)
3. Complete and circulate the reviewed Closing the Gap Strategy (Head of Standards and Achievement, Jul 16)

Free School Meals Pupils: 5+ A* - C grades in GCSEs including English & Maths [Corporate]

%

33.30

29.20



AMBER

Improving

Position

29.2% of Brighton and Hove pupils who were eligible for free school meals (as at the January school census return) from the 14/15 academic year obtained 5 or more A*-C grade GCSE qualifications (or equivalent) including English and Mathematics. This does not include pupils that have historical free school meal (FSM) eligibility and are eligible for the related deprivation pupil premium. This is from Department of Education (DfE) revised statistics published in January 2016. The targets were to be above the national (state funded) average and the average for local authorities that are our statistical neighbours. In Brighton & Hove 15.7% of the GCSE cohort were pupils with FSM, compared to the national average of 14.9% (for whole secondary schools).

In 2014/15 the FSM pupils percentage achieving 5+ A*-C GCSE (or equivalent) including English and mathematics GCSE was 29.2%, it was 22.2% and 31.1% in 2013/14 and 2012/13. In Brighton & Hove there has been a rise of 7.0 percentage points. Brighton & Hove continued to be below the national result, which was 33.3% in 2014/15. Brighton and Hove was similar to the statistical neighbour average result of 29.0%.

In Brighton & Hove the non-FSM 2014/15 result was 66.0%, and was 59.3% and 68.2% in 2013/14 and 2012/13. Since last year there has been rise of 6.7 percentage points. The 2014/15 Brighton and Hove non-FSM result was above the national result of 61.2% and statistical neighbour average result of 63.9%. The FSM attainment percentage point gap compares the Brighton & Hove FSM result to the national result for non-FSM. This gap has a closing trend and was 32.0 percentage points in 2014/15. The free school meal group rise in results has been greater than the rise in the national non-free school meal results. This attainment gap was wider than the 2014/15 national gap of 28.0, but similar to the statistical neighbour average gap of 32.2.

For FSM pupils the % making expected progress in English for 2014/15 was 54.6%. This was a rise from 49.9% in 2013/14 but was still below 2014/15 national result of 55.8% by 1.2 percentage points. For non-FSM pupils the % making expected progress in English was 78.5%, a rise from 73.2% in 2013/14. This was above the 2014/15 national result of 73.6%. For FSM pupils the % making expected progress in maths was 39.1%, a rise from 29.8% in 2013/14, but was still below the 2014/15 national result of 46.2%. For non-FSM pupils this was 70.4%, a rise from 66.2% in 2013/14, and was similar to the 2014/15 national 70.2% result- in the four years previous to this it was below national. Progress statistics for FSM pupils are not published for other local authorities.

Commentary

Closing this gap remains a priority for the LA. It is good to see the rising results across the city and the progress that has been made in closing the gap. However there is still a long way to go. The data shows that several schools are making good progress in this area and so there is an emphasis on sharing this practice across the city. Representatives from Blatchington Mill and Patcham High School shared some of the work they are doing at the School and College Leaders Business meeting and the Standards and Achievement Team also organised a conference for governors on the theme. These two meetings also enabled final consultation on the Closing the Gap Strategy which is about to be published. The Secondary School Support and Challenge Adviser will visit every school to discuss with school leadership the impact that is being made this year. There has also been a financial contribution to secondary schools for the 'Challenge the Gap' programme and Blatchington Mill is leading on this. Analysis of data shows that there are strong links with absence in schools and transport to schools and the Behaviour and Attendance Team is carrying out a review of this.

Actions

1. Complete and circulate the reviewed Closing the Gap Strategy (Head of Standards and Achievement, Jul 16)
2. Look more closely at the issues of attendance and transport for pupils living in disadvantage to see whether any barriers can be overcome (Head of Behaviour and Support and Head of School Organisation, Jul 16)
3. Review the progress of the Challenge the Gap programme (Secondary School Support and Challenge Adviser, Jul 16)

Overall absence in maintained & academy primary schools [Corporate]

%

3.90

4.13



AMBER

Improving

Position

The spring term 2016 primary school absence figure for Brighton & Hove is 4.13% which is an improvement on the spring term 2015 figure of 4.2, but is below the national average (4.0%) and statistical neighbours average (3.92%) for the spring term 2015. The target of 3.9% aims to match the national average for absence for primary schools during the 2014/15 academic year. The spring term absence figure equates to an average of 10 sessions (half days) missed per pupil.

Commentary

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

The behaviour and inclusion team continue to provide cluster, intensive and legal intervention support for all schools across the City. The cluster support and challenge groups are used to discuss school attendance data across the City. These clusters have representation from attendance leads to deputy head and business managers and continue to grow in popularity for some schools more than others. A couple of clusters are finding it harder to have representation due to structural and staff changes.

The team's attempts at reducing holidays during term time have been successful as we have seen a reduction in this across the City. The team continue to challenge schools in this area as well as trying to convince a small group of school leaders how important this is.

The team have identified 12 schools across the City to develop the 'Every Child Matters: Missing School, Missing Out Project' ensuring that schools offer more of the right support to pupil premium in addressing poor school attendance. In some cases, where schools have required some intensive support following an OFSTED visit, we have put in place a development plan targeting areas of weakness in their attendance strategy.

This intensive support has meant modelling good practice with school staff, working alongside schools offering: support in ASM's, home visits, truancy sweeps, briefings with school staff, one to one meetings with parents, late gates and training. We continue to analyse and contrast data, identifying ways in which to use data to tackle poor school attendance. This has been monitored on a half termly basis to ensure that absence is a key priority within the school.

The 'interviews under caution' intervention, which is part of the Education Investigation Service, is working well. The number of prosecutions is going down. We have just started the 'Every Child Matters – Missing School, Missing Out!' project which will be focussing on poor attendance amongst pupil premium pupils across the City and will be a focussed project offered to particular schools.

Actions

1. Implement the Every Child Matters: Missing School, Missing Out project. (Strategic Attendance Lead - July 2016)
2. Continue to work with clusters on trends and patterns across the City to improve school attendance. (Strategic Attendance Lead - ongoing)
3. Introduce an attendance audit for schools and classes to ensure that there is a common approach to coding in line with the DfE national system. (Strategic Attendance Lead, Mar 17)

Overall absence in maintained & academy secondary schools [Corporate]

%

5.40

5.70



No change

Position

The spring term 2016 secondary school absence figure for Brighton & Hove is 5.7% which is an improvement on the spring term 2015 figure of 5.8%, but is not as good as the national average (5.2%) and statistical neighbour's average (5.3%) for the spring term 2015. The target of 5.4% was set to be achieved by autumn 2015, and aims to close the gap against the national absence rate of 5.2%. The spring term absence figure equates to an average of 13.9 sessions (half days) missed per pupil.

Commentary

The behaviour and inclusion team continue to provide cluster, intensive and legal intervention support for all schools across the City. The cluster support and challenge groups are used to discuss school attendance data across the City. These clusters have representation from attendance leads to deputy head and business managers and continue to grow in popularity for some schools more than others. A couple of clusters are finding it harder to have representation due to structural and staff changes.

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Actions

1. Implement the Every Child Matters: Missing School, Missing Out project. (Strategic Attendance Lead - July 2016)
2. Continue to work with clusters on trends and patterns across the City to improve school attendance. (Strategic Attendance

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Lead - ongoing)				
3. Introduce an attendance audit for schools and classes to ensure that there is a common approach to coding in line with the DfE national system. (Strategic Attendance Lead, Mar 17)				
Proportion of children living in poverty [Corporate]	%	16.80	16.80	 GREEN
Improving				

Position

Latest position for Brighton & Hove for 2013 shows that 16.8% of the total population of children and young people under the age of twenty in the city are living in families on less than 60% of median national income. That is a 0.6% improvement on 2012. Brighton & Hove is performing better than the England average (18.0%) but significantly behind the South East regional average which reduced from 13.5% in 2012 to 13.2% in 2012. In the same time frame Portsmouth reduced from 22.3% to 21.4% and Southampton 22.6% to 21.9%.

The target of 16.8% is to maintain a 1.2 percentage point gap from (better than) the national result, which currently stands at 18%.

Commentary

Brighton & Hove has seen reducing levels of child poverty year on year since 2007. Our 0.6% reduction from 2012-2013 is exactly the same as the England reduction from 18.6% to 18%. However it is important to note that the national trend is still to a reduced median income. When median income falls, more families just below the poverty threshold are pushed just above this threshold with no increase in their income. Nationally absolute poverty is on the increase.

Actions

1. Phase 2 of the Stronger Families Stronger Communities (SFSC) programme which began in January 15 has a much wider eligibility including health and wellbeing issues which are a key symptom and challenge for families living in poverty. The Programme is currently expanding the range of families who can receive specialist employment coaching. (31/03/20, Assistant Director Stronger Families Youth and Communities)
2. The Early Help Hub delivers information, advice and family working to vulnerable families. The provision of more coordinated and targeted Early Help to families supports families to gain the help they need before problems become entrenched and so to support and build family resilience. (Ongoing, Assistant Director Stronger Families Youth and Communities)
3. Welfare reform presents significant challenges for vulnerable families. The Annual report of the Director of Public Health recommends more work to identify those most at risk. The 'Move on Mentors' employed by the Council and working with parents affected by the benefit cap in order to help them gain employment has shown good results. (Ongoing, Welfare Reform Programme Manager)
4. Brighton and Hove is undertaking a Fairness Commission to improve fairness and reduce inequality in the city. The Commission will deliver its report in May 2016 with a set of strategic recommendations to be considered by the council and the city's partners to reduce disadvantage. It is hoped these recommendations will include a combined citywide response to child poverty. (31/06/16, Policy and Scrutiny Manager)

Stronger Families Stronger Communities [SFSC] families 'turned around' (Phase 2) [Corporate]	No.	79.00	36.00	 RED
New in 2015/16				

Position

The target of 79 was based on a graduated approach to meeting our final target of 2400 families 'turned around' by the end of March 2020.

The second claim window for the Troubled Families Programme (TFP) Phase 2 was open in January 2016, and 23 successful cases from the previous quarter were identified. The cases went through the Internal Audit process, and the payment by results funding was drawn down. In this quarter, an indicative number of another 2 successful cases have been identified. These have not yet been through the internal audit process and this number may therefore be subject to change. This gives a total number of 36 families 'turned around' for the year, two of which are pending verification at Audit.

This is the first year of Phase 2 of the programme, which is not comparable to Phase 1, and as such there is no trend information available.

A change to the financial framework for drawing down the Troubled Families Programme grant has facilitated a roll forward in 2016/17 of the turned around target overall and the programme has set the lowest required target of 390 cases turned around within which is the remaining 43 cases not turned around in 15/16.

Commentary

The changes to the TFP financial framework and targets reflects the low success rate for year 1 of Phase 2 of the programme

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

nationally. Unfortunately the TFP does not release performance data by Local Authority nor has it released any interim Phase 2 national figures on engagement or payment by results.

Those authorities with a whole family approach applied to all family and children's services have been much better placed to meet their engagement target in the first year of Phase 2 of the TFP.

Brighton and Hove has extended the range of whole family working with the Children's Centre /Youth and Integrated Team for Families reviews however the impact of this will be felt in 16/17.

Extending the range of caseworking from which we can claim payment by results

The Stronger families Stronger Communities (SFSC) programme has worked to extend the range of frontline services that apply a whole family assessment and progress tracking. Over the last quarter of 15/16 the SFSC programme has developed identification and tracking of TFP engaged families in the following teams/cases beyond the Integrated Team for Families into –

- Early Help assessed cases held by a range of services
- Welfare Reform team supporting families affected by the Benefit Cap
- Functional Family Therapy cases
- Community and voluntary sector SFSC contracted family work via primary schools

Action

1. Design and implementation of the Early Help Data Management System has begun with testing in July August and first users registering in October
(30/06/16, SFSC Programme Manager)

2. Identification of social work cases that are eligible for the programme will expand substantially the numbers of engaged cases and subsequently increase the numbers of turned around cases.
(30/06/16, SFSC Programme Manager)

3. Expanding the range of whole family assessment processes that are acceptable to the principles of engagement from the Troubled Families Programme has increased the range of interventions and service offer from which the programme can identify eligible families and track progress.
(30/06/16, SFSC Programme Manager)

Young people aged 16 – 18 who are Not in Education, Employment or Training (DfE Annual - Nov/Dec/Jan) [Corporate]

%

5.60

4.70



Improving

Position

The annual 2015 NEET (academic age 16-18 year old) is 4.7%, within the target of 5.6%. The annual NEET figure is calculated as an average of Nov/Dec/Jan 2016. Three month averages are less prone to 'statistical blips' and provide a more robust assessment of year-on-year performance. It is set by the DfE and is used to measure how local authorities are performing against national and regional figures.

The target of 5.6% would maintain last year's performance, which is better than national and statistical neighbour averages.

Historical comparable NEET data (Nov/Dec/Jan year end average)

2015: BHCC 4.7%, Stat Neighbour 4.9%, South East 3.9%, National 4.2%

2014: BHCC 5.6%, Stat Neighbour 5.7%, South East 4.2%, National 4.7%

2013: BHCC 6.9%, Stat Neighbour 5.3%, South East 5.1%, National 6.3%

2012: BHCC 6.7%, Stat Neighbour 6.7%, South East 5.4%, National 5.8%

2011: BHCC 7.9%, Stat Neighbour 7.1%, South East 5.8%, National 6.1%

In real number terms at the end of 2015 there were an average of 337 NEET young people academic age 16-18, of which 89 (26.4%) were not available to the labour market (young carers, teenage parent, pregnancy, illness); 12.5% of the cohort are vulnerable young people (looked after children, care leaver, supervised by YOS).

NEET age 16-18 broken down by age:

Academic Age 16 2015 2.0% (47) 2014 2.7% (62)

Academic Age 17 2015 4.9% (120) 2014 5.2% (125)

Academic Age 18 2015 7.2% (170) 2014 9.2% (195)

The DfE proposes to implement changes in how the headline figures are published. Future headline figures will be a combined figure of NEET and Not Known, this change should have a positive impact on the published figures for BHCC as our not known figures are very low. For example a combined headline figure for BHCC year end 2015 would be 3.5% compared to 7.1% Stat Neighbour, 7% South East and 7% England.

Commentary

The number of academic age 16-18 NEET continues to improve with a significant reduction in NEET from 5.6% (382) 2014 year end to 4.7% (337) 2015 year end. The number of NEET in Brighton & Hove has steadily decreased each year from 7.9% in 2011 to 4.7% in 2015. We are performing better than our statistical neighbours (4.9%) however we are higher than the South East and England, this can be attributed in part to the high number of not knowns in the South East and England. The effective tracking of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

young people by YES means that in Brighton & Hove we know what our young people are doing.

The NEET total continues to show higher numbers age 18 (170), this is less than 2014 year end (195). This is not unique to BHCC and similar proportions of NEET age 18 can be seen in the South East and Nationally. BHCC are performing better than our statistical neighbours for age 18 NEET (7.7%). This can be a difficult cohort to engage; 18.2% (31) of NEET academic age 18 are recorded as pregnancy / teenage parents, higher than age 16 (3) and age 17 (12); young people suffering long term illness age 18 is also high at 11.2% (19).

The number (28) of 'NEET Not Yet Ready for Work or Learning' (ie young people who need intensive support and/or specialised provision to prepare them for full time EET, eg they may have motivational, behavioural or social issues that need to be addressed before they would be able to effectively engage in education or training); in these cases support back into EET could be a longer journey, if at all, and involves intensive ongoing support.

Since September 2015 six learning providers in Brighton & Hove have ceased offering Level 1 provision, this will have a significant impact on the number of young people NEET. Of the 16–18 NEET cohort (176) were below Level 2 and may need bridging programmes to support them into Level 2 opportunities such as apprenticeships. The withdrawal of funding for Level 1 will have a significant impact on available options and opportunities for this group of young people.

The NEET are identified via different sources, eg September – March YES identified 315 new NEET young people in the City via: early leaver referrals (132), tracking (105), self-referral (34), drop-in (12), 32 referrals from came from other agencies (YOS/YCP/Early Help/parent/carer. We can estimate similar figures April – September.

On average 10.6% of our 16-18 year old NEETs re-engage into EET each month, exceeding performance by our statistical neighbours and England.

YES have established data sharing processes with Post 16 learning providers in Brighton & Hove and can say with confidence that early leaver data (ie young people who left a programme of study before completing it) is robust and accurate – this impacts on the NEET number. For example, between September and March the local authority were informed that 311 16-18 year olds were early leavers from full time learning, of these 39% (132) were NEET at the point of leaving. YES have focused tracking advisers who are dedicated to early leaver tracking to enable early intervention and re-engagement.

The innovative use of social media by YES as a tracking / engagement tool has been recognised nationally and has been successfully nominated for an MJ Award. Social media has allowed advisers to help improve young people's life chances, using technology to engage and support young people to participate in learning.

Actions:

1. YES to continue to take a robust approach to engaging with identified NEET young people, through Facebook/social media and direct contact including home visits. (Practice Manager YES, on-going)
2. Continue to work in partnership with other support services as appropriate to support NEET young people. (Practice Manager YES, on-going)
- (3)Continue to establish strong links with local opportunity providers such as employers, schools, colleges and training providers. (Practice Manager YES, on-going)
4. YES to continue to take a robust approach to the follow up of early leavers and tracking unknowns. (Performance Analyst NEET, on-going)

Percentage of re-referrals to Children's Social Care Multi-Agency Safeguarding Hub and Assessment Centre (MASH) (Corporate)

%

23.00

21.00



Declining

Position

This indicator has been affected by the change in definition of a referral. The change in definition means that referrals that outcome to no further action or redirected to early help are no longer counted as referrals, this has more than halved the number of referrals recorded and had a significant impact upon the re-referral indicator. In quarter 1 the percentage of referrals within 12 months of a previous referral using the old definition was 36%; using the new definition this has dropped to 18% in the same period.

The rolling year (the last 12 months) re-referral rate (a referral within 12 months of a previous referral) was 21% For the Year ending March 2016 below the 2015/16 target of 23%.

The 2015/16 re-referral target is based the national average. The statistical neighbour average for 2014/15 was 24%.

There has been a small increase in the percentage of re-referrals since the last quarter. Of the 3,430 referrals received in the year ending December 2015 676 or 20% were re-referrals compared to 3,249 referrals received in the year ending March 2016 of which 671 or 21% were re-referrals.

Of the 252 referrals received in December 2015 56 or 22% were re-referrals.

Commentary:

We have changed the definition of a referral to bring our reporting in line with other Local Authorities who have MASH's and to avoid double counting. This was discussed at length at a Local Safeguarding Children's Board meeting and accepted as a new approach. Brighton and Hove has a statistically high referral rate and this has increased over the past year with more recent signs

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

of declining. The high level of referrals should be considered in light of where the City lies in relation to deprivation. The City is relatively deprived, ranked 66th out of 324 local authorities (unitary or district local authorities) in England. There are marked differences in levels of deprivation between Brighton and Hove and the South East.

Over half of the residents of Brighton and Hove (56%) live in the 40% most deprived areas in England (2008 population).

Conversely, only 3% of the city's population live in the 20% least deprived areas in England, compared to 38% of the population of the South East with only 6% in the most deprived.

This deprivation impacts on the children in our city and, in 2012, 17.4% of the total population of children and young people under the age of twenty in the city were living in families on less than 60% of median national income. This is lower than the England average (18.6%) but significantly greater than the South East regional average of 13.5% and is ranked 90th out of 152 Local Authorities (county or unitary authorities).

The increase in our referral rates has been affected by improvements in our referral pathways and a change in our recording practices regarding referrals in September 2014. Since the 1st September 2014, and the introduction of the Early Help Hub, as initial contacts that were requesting a service but then re-directed to Early Help were counted as a referral. Of the referrals received by the MASH, on average 30% of referrals per month are re-directed to the Early Help Hub for support, however indications are that this figure is now decreasing and on average 30% move through to Social Work assessment, this figure remains consistent. This indicates an apparent confusion for agencies in respect of threshold application and where to access service provision. The MASH and the Early Help Hub are working closely together to support those referring to gain clarity and seek to ensure that every child referred receives a service that is proportionate to their needs.

The confusion for some agencies between the two referral points was evidenced via the increased referral rates to MASH, as a result this practice has been reviewed and referrals to Early Help will no longer be counted as a referral for a social care intervention.

It is recognised that the overall increase in referrals to Children's Social Work is a picture that has been echoed nationally (for example, the CIN Census for 2013-14 highlights a 10.8% increase in referrals across the country compared to the previous year) and 13% locally. A number of factors are considered to be contributing to the increased demand upon the service, namely the impact of benefit reforms, the withdrawal of legal aid in respect of contact dispute and mediation, and increased awareness of Child Sexual Exploitation and potential radicalisation of young people for example.

The impact of the Early Help Hub on reducing re-referrals to the MASH in the longer term is currently under review with the LSCB.

Actions:

1. MASH and Early Help completed a joint review of their services and systems in January 2015. This included a number of recommendations regarding the future delivery of services, however more time was required for services to become established, prior to changes being made. An annual review of MASH is planned to report findings, in May 2016. The joint MASH and Early Help Hub LSCB Audit regarding interface and service delivery to vulnerable families is due for publication June /July 2016. (Head of Service, May 16).
2. An action for priority is to promote and increase the number of Early Help Assessments being completed to prevent concerns reaching a threshold that requires statutory Children's Social Work intervention – this is now being linked to the introduction of the Early Help data system for monitoring and continuing evaluation. (Manager Early Help Hub – September 16)
3. Step down to Early Help procedures and practices is currently being reviewed alongside corresponding changes being made to the Early Help Hub. (Head of Service, September 16).
4. The advent of MASH Protects has meant that we no longer automatically count a referral classed as Early Help as a referral to children's social work will continue to be monitored and regular audit is reviewing as to whether threshold is correctly being applied. (Head of Service – ongoing review via monthly audit).
5. As part of the development of a Model of Practice for Children's Social Work, our structures, IT system and assessment forms are under review. Comprehensive use of chronologies, complex case review, risk assessment tools and close management oversight is in the process of being embedded across social work practice, with the aim of improving assessments, responses to children and their families and making positive challenge to the 'start again syndrome'. Review of impact of restructure scheduled for September (Assistant Director Children's Social Work Services, September 16)

Children who were the subject of a child protection plan per 10,000 [Corporate]

No.

295.00

393.00



Position

There are 393 children subject of a child protection plan as at 31st March 2016. This data became available on 8 th April 2016. The number is down from 410 at 31st December 2015 but up from 310 at 31st March 2015 – a 27% increase. Latest in year data show that as of May 3rd 2016, the number of children subject to a child protection plan has come down to 362.

The target of 295 is based the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health.

Figures from the South East Regional Benchmarking group show that the South East average rate per 10,000 children has fallen slightly from 49.8 in Quarter 3 2014-15 to 49.1 in Quarter 3 2015/16.

The rate of children subject of a child protection plan per 10,000 children is 77.1 as at 31st March 2016, above the 2015 national average of 42.9, the statistical neighbour average of 42.1 and contextual neighbour average of 57.9. Brighton and Hove's rate per 10,000 at 31st March 2015 was 60.6 and was ranked 25th highest out of 152 local authorities in England.

91 children became subject of a child protection plan in the last three months, up slightly from 87 in the previous three months but

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

down from 104 in quarter 4 2014/15.

108 children ceased to be subject of a child protection plan in the last three months, up from 88 in the previous three months and from 104 in quarter 4 2014/15.

25.7% of children subject of a child protection plan at 31st March 2016 were not White British, down from 27.6% in December 2015. 21% of children aged under 18 in Brighton and Hove were from a BME background at the time of the 2011 census.

52.9% of children subject of a child protection plan had a category of emotional abuse, up from 45.8% at March 2015 and above the national average of 36.3%. 30.5% had a category of neglect, below the national average of 44.5%. The percentage of children with multiple categories has fallen from 15.5% at March 2015 to 10.9% March 2016, but remains above the national average of 7.4%.

Below is a comparison of the age profile of children subject of a child protection plan compared with the 2014/15 national average.

2.8% are unborn compared to 2.1% nationally.
 12.7% are aged under 1 compared to 10.5% nationally.
 24.2% are aged between 1 and 4 compared to 28.5% nationally.
 28.8% are aged between 5 and 9 compared to 29.7% nationally.
 29.5% are aged between 10 and 15 compared to 26.1% nationally.
 2% are aged 16 and over compared to 3.1% nationally.

Commentary

The number of children subject to child protection plans has fluctuated slightly during Q4, with 398 in January, 404 in February, down to 393 in April. For this quarter, there has been a decrease of 4.1% since December 2015. Whilst the overall rate of children subject to a child protection plan remains high, there continues to be a gradual decrease in the numbers, from the high of 424 in August 2015. Over the last 6 months 178 children became subject of a child protection plan, compared to 270 during the previous 6 months. 196 ceased to be subject of a child protection plan during the last 6 months, compared to 156 in the previous 6 months.

It would be hoped that any reduction in numbers of children would be a gradual process, as large differences, would lead to concerns over changes in thresholds. The decrease does coincide with the restructure of the social work teams, so potentially this could be an indicator that the new model of practice is showing an impact on evaluation and management of risk.

Ongoing audit activity indicates that thresholds for considering this cohort of children to be at risk of/ suffering actual harm, are appropriate.

There are currently 6 children who have been on a child protection plan for 2 years or more, representing 1.5% of the overall total, 4 of whom are a sibling group, where the predominant theme is associated with domestic abuse. Of the 24 children who have been on a plan 18 months to 2 years, 33% are children with a significant disability.

The increase of children with a category of emotional abuse is likely to be representative of the prevalence of domestic abuse as an underlying cause, which is a reoccurring theme in the cases where children become subject to a child protection plan for a second or subsequent time.

With respect to previous actions, there has been ongoing audit activity, with social workers taking responsibility for auditing their own work, with managers and Head of Service moderating these. Priority has been given to other themed audits in this quarter; however Head of Service has reviewed a number of cases where children have been on plans for 18-24 months.

The pod model has continued to develop and bed down the principles of reflective practice and relationship based model, with some excellent examples of pods working as a group to support families and children, with positive feedback from clients and other leads,

Actions

1. Heads of Service to review all cases that have been on a plan for 18 months in the next quarter. (Head of Service Children Social Work, July 16)
2. Improve the data recording for underlying themes on child protection plans. (Head of Service Children Social Work, July 16)

**Number of children who are looked after (LAC)
[Corporate]**

No.

421.00

449.00



Improving

Position

There are 449 children looked after (CLA) at 31st March 2016. This data became available on 8th April 2016.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

The aim is to reduce LAC to 421 which is the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health. This equates to a rate per 10,000 of 82.5.

The number of children looked after is down from 458 as at 31st December 2015 and from 472 at March 2015. The peak CLA number since 2010 was 515 in November 2011 and the lowest number was 443 at January 2016.

The CLA rate per 10,000 is 88 as at 31st March 2016, above the England average of 60, statistical neighbour average of 59.5 and contextual neighbour average of 82.5. Brighton and Hove's CLA rate per 10,000 was 92 at 31st March 2015 and was ranked joint 19th highest out of 152 Local Authorities in England.

Figures from the South East Regional Benchmarking group show that the South East average rate per 10,000 children has risen from 55.6 in Quarter 3 2014/15 to 58.6 in Quarter 3 2015/16.

The number of Unaccompanied Asylum Seeking Children (UASC) is up from 10 at March 2015 to 33 at March 2016, and the percentage of CLA that are UASC is up from 2.1% at March 2015 to 7.3% at March 2016. The number of CLA excluding those that are UASC has fallen from 462 at March 2015 to 416 at March 2016.

220 children became looked after during the year ending 31st March 2016 compared to 216 during the previous 12 months.

- 22% of children becoming looked after during the year ending 31st March 2016 were aged under 1 compared to 25% in the previous 12 months.
- 14% were aged 1 to 4 compared to 13% in the previous 12 months.
- 10% were aged 5 to 9 compared to 19% in the previous 12 months.
- 30% were aged 10 to 15 compared to 26% in the previous 12 months.
- 24% were aged 16 and over compared to 17% in the previous months.

241 children ceased to be looked after during the year ending 31st March 2016 compared to 203 in the previous 12 months - a 19% increase.

- 38% of children ceasing to be looked after in the year ending 31st March 2016 returned to live with parents or relatives compared to 26.6% in the previous 12 months.
- 15% were adopted compared to 27% in the previous 12 months.
- 15% were subject to a Special Guardianship Order compared to 12% in the previous 12 months.
- 18% ceased care for any other reason compared to 21% in the previous 12 months.

45% of CLA are on a Full Care Order as at 31st March 2016 compared to 46% at March 2015

30% are section 20 compared to 32% at March 2015

11% are on an Interim Care Order compared to 9% at March 2015.

13% are on a Placement Order compared to 13% at March 2015.

47.4% of CLA were male as at 31st March 2016 and 52.6% were female. 51.1% of CLA were male at March 2015 and 48.9% were female at March 2015. Nationally, 55% of CLA were male at March 15.

A quarter of Children Looked After were not White British as at 31st March 2016, up from 21% at March 2015. 21% of children aged under 18 in Brighton and Hove at the time of the 2011 census were not White British.

Commentary

The numbers of children in care at 31st March 2016 show a decrease of 9 to 449 since the previous quarter, continuing the steady decrease in LAC numbers (from 458 at December 15) . It is noted that our numbers of LAC numbers excluding UASC (see details below) has fallen from 462 at March 15 to 416 at March 16, a significant decrease of 46 children over this period.

The aim is to continue this decrease to 421 children - a further 28 children - over the next 3 year period to be in line our contextual neighbours. This challenges we face in achieving this goal are

-the context that South East Benchmarking reflects an increase in average rates of looked after children to 58.6 per 10,000 children from 55.6.

-the age breakdown reflects an increase in the cohort aged 10 to 15 and over 16, reflecting national and local concerns about older children at risk of family breakdown due to issues such as risk of child sexual exploitation, missing episodes, substance misuse and youth offending.

A further pressure is the ongoing increase in Unaccompanied Asylum Seeking children (UASC) to 33 - amounting to an increase from 2.1% at March 15 to 7.3% at March 16. This is the highest number of UASC's that have been the responsibility of Brighton & Hove since 2008 reflecting the growing number fleeing war and persecution. It is likely in the current political climate the numbers of UASC are likely to continue to grow.

Children's Services Care Planning Panel is chaired by the Assistant Director and continues to oversee any admissions of children/young people into the care system, and continues to provide vigorous challenge to ensure that all other alternatives have been including placement with family members with support packages have been explored before agreeing to a child/young person becoming looked after

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

A business care for the development of this Adolescent Service is being progressed to further develop the work of the Adolescents POD. A clear focus of this service is to use resources creatively within a multi-agency framework to ensure that there are robust intervention packages to prevent the need for children to become looked after.

In terms of children ceasing to be looked after, this has increased by 19% - 38 children to 241 children compared to 203 in the previous 12 months.

Actions

1. To further consolidate and evaluate the effectiveness of the Children's Services Care Planning Panel around Admissions and Exit Planning for Children in Care to ensure that alternatives to care are vigorously explored where it is safe to do so. (Assistant Director Children's Health Safeguarding & Care and Heads of Service, Jul 16)

2. Progress the development of the Adolescent Service (Assistant Director Children's Health Safeguarding & Care and Service Manager, Jul 16)

Children in care at the end of KS4 achieving 5+ A-C including English and Maths [Corporate]

%

26.30

20.00



Declining

Position:

In 2014/15 20.0% of Brighton & Hove Children in Care (children looked after continuously for 12 months from 1 April 2014) achieved 5 A*-C including English and Maths.

This is a slight fall compared to the 2013/14 (26.3%) which is the target shown, but higher than the 2014/5 national average of 13.8%.

The target has changed from the statistical neighbour average to maintaining last year's performance, because the statistical neighbour results are not available.

It is standard DfE practice to report results for children who have been in care for 12 months or more on 31st March 2015, a group known as the 903 cohort.

Note that new measurements based on the 'Attainment 8' and 'Progress 8' system are being introduced for the 2015/16 academic year.

The percentage of children making expected progress was roughly in line or higher than 2014, which suggests that the 2015 cohort had lower prior attainment than the 2014 cohort.

Commentary:

Many actions are continual and take place over the whole year to enable targets to be met. These include extensive use of tuition; attendance at planning meetings, challenge to schools and effective targeting of the pupil premium.

The overwhelming majority have progressed into post 16 learning and all young people are closely supported by the Virtual School's 16+ Worker. 1:1 tuition has continued to be used post 16 to support young people to reach their potential and retake English Language and Maths.

Training is planned and being currently delivered to social workers this term and a conference is planned for foster carers in March and one for schools in June. These all aim to ensure sustainability of schools and carers to support the education of children in care.

Actions:

1. Ensure that Y10 and 11 lists of 5A*-C including English and Maths 'in need of intervention' pupils are monitored. All of these pupils have an action plan agreed with the school (this may or may not be on top of the PEP). (Head of the Virtual School - By April 2016)

2. To ensure through the PEP meeting that all pupils have access to revision support usually through the school. This is a continued priority but is now revisited for all Y11 following mocks. (Head of the Virtual School - By May 2016)

3. To target and provide additional tuition in English and Maths for those in Year 10 & 11 who are likely to benefit. (Head of the Virtual School - By December 2016)

4. To ensure support is given through the Leaving Care Team, Careers Service and the POP plan to Children in Care in Year 12 & 13 who have not achieved age related expectation. (Head of the Virtual School - By December 2016)

5. To target those who are at risk of becoming NEET through careers support service. (Youth Employability Service, Service Manager- By December 2016)

Percentage of former relevant young people (care leavers) aged 19, 20 and 21 who were in education, employment or training [Corporate]

%

65.00

59.00



Declining

Position

59% of care leavers in the year ending 31st March 2015 were in education, employment or training. The DfE published the figures in March 2016. The cohort is defined as children who have turned 19, 20 or 21 in the year ending 31st March 2015 who were previously looked after for a total of at least 13 weeks after their 14th birthday including some time after their 16th birthday.

The target of 65% for 2015/16 is based on the 2013/14 outturn figure.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Performance for 2014/15 is better than the 2014/15 national average of 48% and statistical neighbour average of 51.1%, but is down from 65% in 2013/14. Brighton and Hove's performance is ranked 20th highest out of 152 Local Authorities.

Brighton and Hove has a higher percentage of care leavers in education, employment or training at ages 19, 20 and 21 compared to the national average.

67% of care leavers aged 19 were in education, employment or training compared to 53% nationally. 46% were in education other than higher education (26% nationally) and 19% were in training or employment (22% nationally).

50% of care leavers aged 20 were in education, employment or training compared to 48% nationally. 21% were in education other than higher education (17% nationally) and 25% were in training or employment (24% nationally).

61% of care leavers aged 21 were in education, employment or training compared to 42% nationally. 36% were in education other than higher education (12% nationally) and 23% were in training or employment (23% nationally).

Commentary

B&H's performance for 19 to 21 year old care leavers for 2014/15 is significantly better than the national average in all areas of Education, Employment and Training (EET).

This has been achieved by a number of successful strategies including:

- Ensuring each care leaver who is either NEET, unsure of their career path or thinking about a change of direction completes a Personal Opportunities Plan (POP). This enables the young person to identify what and how they should do to achieve their goals.
- The 18+ years Employability Personal Adviser providing advice assistance and support to each NEET care leaver involving help with CV's and job applications, interview preparation and practice, identifying future choices and building confidence and motivation.
- The Care Leaver Partnership with Brighton and Hove Job Centres provides additional support for care leavers in job preparation and jobseeking.
- A range of work experience, work placement and apprenticeship opportunities are available for care leavers.
- The number of care leavers "Staying Put" (remaining with their foster carers beyond the age of 18) has increased over the period to now stand at 41. These arrangements provide valuable encouragement, continuity and stability for young people in EET. For those not "Staying Put", the number of care leavers living in supported housing and receiving similar support has also increased.
- Comprehensive financial support is available for care leavers to encourage take up and sustainment of EET.

B&H's performance of 19-21 year olds care leavers in Higher Education is 2.3% is below the national average of 6%. However taking into account the number of care leavers aged 19-24 in HE, this rises to 15.4%. This good performance has been achieved by several projects designed to increase the number of young people engaged in HE including:

- Identifying young people with the ability and ambition for HE at Year 10 and providing appropriate support and encouragement as a good parent would do.
- A graduate care leaver employed by Children's Services has initiated membership of a Pan -Sussex FE & HE group, arranged young people's visits to universities and similar visits for foster carers
- Comprehensive financial support is available for care leavers to encourage take up and sustain HE"

There has been no progress in identifying/creating two new apprenticeship opportunities in Children's Services branch. A care leaver was potentially interested in an apprenticeship but is now on maternity leave for at least 6 months. Any apprenticeship would incur cost of £10,000, would require college placement, clearly identified role and responsibility and line manager/supervisor. This needs to be looked at in more detail.

Actions

1. Work continues to ensure a Personal Opportunities Plan (POP) is completed for each care leaver when relevant and appropriate ie when young person is either NEET, or unsure of their career path or is thinking about a change of direction. (Head Of Service – Children in Care, ongoing - review July 2016)
2. A range of work experience, work placement and apprenticeship opportunities are available for care leavers. This includes creating at least two new apprenticeship opportunities in Children's Services and working in partnership with the newly appointed Apprenticeship Co-ordinator for Brighton & Sussex Universities & Hospitals Trust tasked with recruiting and supporting a number of apprenticeships into roles within the NHS. (Assistant Director/ HOS : Review July 16)
3. Work continues to support the Care Leaver Partnership with Brighton and Hove Job Centres which provides additional support in job preparation and jobseeking. Achieved by close liaison with Job Centre care leaver coaches and ensuring 100% of care leavers claiming JSA at Brighton and Hove Job Centres are identified as such on DWP database. (Head Of Service – Children in Care, ongoing - review July 2016)
4. The 2 employability workers (Virtual School for 16/17's and Support Through Care Team for 18/21's) identify those NEET care

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
leavers who require targeted support. The Personal Adviser has an action plan to become engaged in ETE in place for each NEET care leaver. (Head Of Service – Children in Care, ongoing - review July 2016)				

Adult Services

% of Carers Services provided, where the cared-for person is not in receipt of social care support [Corporate]	%	62.41	Trend
New in 2015/16			

Position:

This indicator looks at the percentage carers services provided (e.g. carers direct payments, carers card, carers support work) where the cared-for person is not in receipt of long term community based services (e.g. homecare, day-care, client direct payments).

2015/16 62.41%

1503 carers services provided between April 2015 and March 2016 (excluding information/advice only).

938 of their cared-for people received no social care services.

This is a brand new indicator for 2015/16 therefore there is no comparator information or historical data available at this point.

This is a baseline year so no target has been set; at present this will be reported as a 'trend' indicator.

Commentary:

This is a new indicator which replaces the previous measure '% of carers who receive an assessment and services or advice/information'. The new measure has been designed to evidence preventative work supporting carers' wellbeing. Supporting carers effectively maintains caring relationships and can prevent cared-for people requiring long term services. It was recognised that the old indicator was not fit for purpose to measure effective working with carers. It looked at the number of carers who had both services and assessment/review within a given year as a percentage of all clients in receipt of long term services. It was originally part of the old National Indicator Set and the data sources were embedded within the old national RAP return (now replaced by the SALT return following the Zero Based review of Social Care).

The Carers Rapid Needs Assessment (completed by Public Health June'16) + the Carers Strategy 2015-2020 THINK CARER – supporting carers through an increasingly Carer Friendly City, and the Carers Commissioning Intentions are all being presented for agreement at Health and Well Being Board in July'16, and are currently progressing through the internal governance agreements for both the City Council and the Clinical Commissioning Group. The Carers Commissioning Intentions relates to an integrated model for delivering carer awareness; information and advice; targeted carers services, and assessments, provided through a partnership between the ASC Carer Support Workers, and 3rd sector organisations.

Additionally during Carers Week (6-12/6/16) we have launched several key initiatives to support carers across the City, these include the new Carers Digital Offer - an on-line resource providing both national and local information and advice, as well as dedicated e-learning to support carers in their caring role, and an integrated route through to the Brighton and Hove Carers Self Assessment process. We have also launched a new Carers Guide (on-line and in print) which provides an overview of carers rights; a directory of services; and a checklist to support carers with their caring role. Additionally we have created a Carer Friendly City Survey, which is asking carers how carer friendly do they think Brighton and Hove is, and we will use the information provided to inform our strategic development work. The Better Care Supporting Carers Programme is continuing to provide a range of interventions to support carers, including dedicated carer support workers within the Royal Sussex County Hospital.

Actions:

- 1) Develop Carers self-assess systems that integrate with our assessment database. November 2016 Project Manager – Self-Assessment, and Project Manager – Information and Advice
- 2) Develop and implement the Supporting Carers Programme. There are a number of key drivers which reinforce the importance of supporting carers. These include the new legislative duties, from 2015, for adult carers (Care and Support Act); young carers; and parent carers (Childrens Act), as well as key policies including the National Carers Strategy Action Plan, and the NHS England Commitment to Carers. Ongoing, Commissioning and Performance Manager
- 3) Undertake, once agreement by Health and Well Being Board, a procurement exercise for the Carers Commissioning Intentions – the Carers Hub. Commissioning and Performance Manager
- 4) Monitor the use and effectiveness of the Carers Digital Offer – Commissioning and Performance Manager

Permanent admissions of younger adults to residential and nursing care homes per 100,000 population [Corporate]	No.	10.00	16.29	 RED
				Declining

Position:

2015/16 PI figure 16.29

PI is expressed per 100,000 population. 18-64 Population 190,258

Equates to 31 younger adults admitted to long term residential care. For context, as of 31st March 2016 in total there were 273 people aged 18-64 placed by the council in long term residential or nursing accommodation.

The annual target is 10 per 100,000 population, which was the result from last year.

BHCC 2014/15 result was 10.0 which represented 19 younger adults permanently admitted to residential accommodation in the period.

The comparative result for permanent admissions of younger adults in all England during 2014/15 was 14.0

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Commentary: The number of younger adults permanently admitted to residential accommodation has increased from 19 in 2014/15 to 31 in 2015/16. Those that are considered for permanent admission to residential and nursing care homes present cases that are increasingly complex and with more acute challenges. To help to address this challenge we are providing more support in the community for people with complex needs through integrated working and reablement activity. Data provided is based on social care funded admissions to residential care, as it has been historically. The data sources for Adult Social Care Outcome Framework (ASCOF) indicator 2A 'Permanent admission to residential and nursing residential homes' have been updated to reflect sequels recorded by practitioners regarding intention to admit an individual to long term care, rather than service agreements which count funded contracts. As it is the first year of the new ASCOF data sources there are considerable data quality issues. In order to support real terms comparison of performance over time we are continuing to provide data on funded admissions. Actions 1. Joint working of the Integrated Primary Care Team through the Better Care Programme, and provision of Short Term Services to Maximise Independence. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017. Head of Adults Assessment 2. Further development of integrated working and continued focus on reabling people to their full potential will support this trend to continue. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017 Head of Adults Assessment 3. Ensure that people receive timely reviews after discharge from hospital to ensure levels of support are appropriate. This is ongoing activity. Head of Adults Assessment				
Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate]	No.	545.90	793.16	 RED Improving

Position:

2015/16 PI Value 793.16

PI is expressed per 100,000 population. 65+ Population is 37,193

Equates to 295 new admissions of older adults (65+) to residential/nursing care settings within the year

The annual target is 545.9 and was set for Brighton & Hove as part of the Better Care programme.

For context, as of 31st March 2016 in total there were 906 people aged 65 and over placed by the council in long term residential or nursing accommodation.

BHCC 2014/15 performance was 803.91 which represents 299 residential admissions during 2014/15, up from 269 residential admissions during 2013/14. The Better Care target was for 237 admissions in year.

The comparative result for permanent admissions of older adults in all England during 2014/15 was 696.4

Commentary:

The number of older adults permanently admitted to residential accommodation increased during 2014/15. Those that are considered for permanent admission to residential and nursing care homes present cases that are increasingly complex and with more acute challenges.

To help to address this challenge we are providing more support in the community for people with complex needs through integrated working and reablement activity; this is helping to reduce the need to admit people to long term residential care.

Data provided is based on social care funded admissions to residential care, as it has been historically. The data sources for Adult Social Care Outcome Framework (ASCOF) indicator 2A 'Permanent admission to residential and nursing residential homes' have been updated to reflect sequels recorded by practitioners regarding intention to admit an individual to long term care, rather than service agreements which count funded contracts. As it is the first year of the new ASCOF data sources there are considerable data quality issues. In order to support real terms comparison of performance over time we are continuing to provide data on funded admissions.

Due to increasing complexity of need, the costs of enabling people to live in the community can now sometimes exceed the costs of meeting needs in a residential setting. Each case is individually scrutinised to ensure value for money.

Actions:

1. Joint working of the Integrated Primary Care Team through the Better Care Programme, and provision of Short Term Services to Maximise Independence. Commenced one cluster, to be rolled out to whole service over the next 18 months: (March 2017. Head of Adults Assessment)
2. Further development of integrated working and continued focus on reabling people to their full potential will support this trend to continue. Commenced one cluster, to be rolled out to whole service over the next 18 months: (March 2017. Head of Adults Assessment)
3. Ensure that people receive timely reviews after discharge from hospital to ensure levels of support are appropriate. This is ongoing activity. (Head of Adults Assessment)
4. Strengthening of the Hospital Rapid Discharge Team (HRDT) to facilitate speedy discharge home and avoid need for Residential Care (March 2017 Head of Adults Assessment)
5. Full implementation of Discharge to Assess in partnership with Health (March 2017 Head of Adults Assessment)

% Social care clients receiving Self Directed Support [Corporate]	%	90.00	87.33	 AMBER Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position:

Year end SDS Figure 87.33%

The figure shown relates to the percentage of clients who are in receipt of Direct Payments or have been through a Self Directed Support (SDS) process and had their personal budget calculated. Over 500 people receive support in a way that gives them more choice and control via a Direct Payment.

We have changed the way we are capturing this compared to last year, therefore direct comparison with previous results is not possible. As this SDS Process calculation happens during assessment/review the launch of new Care Act documents may have slowed down the rate of assessment (practitioners are adjusting to new tools) and therefore had an impact on performance. With the launch of new Care Act tools we are looking to ensure that a person has been through the Resource Allocation System (RAS) process (embedded within new assessment tools) as opposed to having had the SDS conversation as part of their support plan. The offer of a personal budget to social care clients is mandatory in 2015/16. For the first year we were targeting 90%.

2014/15 comparator group top quartile 95.3%, national top quartile 95.8%

Commentary:

Surveys show that for the majority of these people receiving Direct Payments it is a good experience and the Care Act asks the council to strengthen its offer to both our established customers and new ones. The council is expected to speak to our existing customers at every opportunity to give them the real chance to try out this way of receiving and planning their support. Staff will be trained and supported to have a better knowledge and confidence to show to service users how this can be achieved.

The council has launched a pre-paid card option for people to have money put onto a card much like the cards most people now use for their purchasing. This avoids the need for customers to supply invoices and thus customers will experience a lighter touch from the council while improving governance of the process and thus building internal confidence.

There have been some initial minor issues and matters of principle and policy but thus far they have been successful. Those people no longer have to send in their bank statements for monitoring as all transactions are available in a personal on-line account and the council is able to monitor expenditure with direct on-line access to the same information. The council also has more control of under and over spending on the account and can refer cases for review if there are difficulties. Presently 55 people have taken up the offer of pre-paid cards and every newcomer is automatically asked to consider this as the way to manage their support.

Actions:

1. The council is working with the Fed, our local user lead organisation to both improve information about Self Directed Support as well as streamlining our internal and cross organisation interface. With the help of the local stakeholders group we aim to achieve a real desire to communicate to others and get local buy in. This work is underway and will be ongoing. (Head of Adults Assessment)
2. A comprehensive training programme in Care act implementation for social workers and care managers is underway; the Self Directed support offer is integral to this training. (May 2016) Head of Adults Assessment
3. Reviewing and streamlining Care Act documentation to reduce inputting time by 30 June 2016 (Head of Adults Assessment)

Delayed transfers of care [Corporate]

No.

11.40

12.42



Declining

Position

2015/16 year end PI figure 12.42

339 patients delayed on snapshot days in April 2015-March 2016

PI figure of 12.42 is an average of monthly snapshot figures expressed per 100,000 population

18+ population figure is 227451

This indicator shows the total number of delayed transfers of care for people in hospital in Brighton & Hove. It is included in this report to give the broader picture around delayed transfers since it includes delays that are the responsibility of the NHS as well as Brighton & Hove City Council. Delays that are attributable to the council's social care services are reported here in a separate indicator, but do make up part of this result.

The target shown here is the result for 2014/15.

Information regarding delayed transfers of care is collected for acute and non-acute (including community and mental health) patients. The focus is to identify patients who are in the wrong care setting for their current level of need and it includes patients in all NHS settings irrespective of who is responsible for the delay.

A delayed transfer of care from acute or non-acute (including community and mental health) care occurs when a patient is ready to depart from such care and is still occupying a bed.

A patient is ready for transfer when:

- a. A clinical decision has been made that patient is ready for transfer AND
- b. A multi-disciplinary team decision has been made that patient is ready for transfer AND
- c. The patient is safe to discharge/transfer.

A multi-disciplinary team in this context includes nursing and other health and care and support professionals, caring for that patient.

Delayed transfers of care attributable to social care [Corporate]

No.

3.60

5.02



Declining

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2015/16 PI Figure 5.02				
The PI figure is a monthly average of patients delayed from being discharged from hospital on snapshot days expressed per 100,000 population.				
There were 137 patients delayed on snapshot days in April 2015-March 2016				
18+ population figure is 227451				
BHCC 2014/15 result was 3.59 (98 delays on snapshot days between April-March) so the current trend is showing an increase in the numbers of delayed transfers of care.				
The target was to maintain our current performance at 3.6 in line with comparators in the South East.				
The comparative result for Delayed Transfers of Care from hospital (attributable to Social Care) during 2014/15 in all England was 3.7 and 3.6 in the South East.				
Nationally the proportion of delays attributable to Social Care has increased over the last year to 32.2% in March 2016, compared to 26.9% in March 2015.				

Commentary:

Performance in terms of delay from acute hospital is relatively good, but there are concerns about managing delays from Sussex Partnership Foundation Trust (SPFT) which relate to non -acute Mental Health settings. The main issue cited by SPFT is lack of specialist Mental Health care home provision for older people requiring residential/nursing care in order to be discharged from Nevill dementia ward. Between April 2015 and March 2016, 92 of the 137 delays relate to non-acute Mental Health settings. The Rapid Home Care Service is now in place supporting people home from hospital as soon as they are medically fit for discharge. It is a key part of delivering Better Care in Brighton and Hove.

The Service has been commissioned to support patients who are due to be discharged from the Royal Sussex County Hospital and we are already seeing encouraging results since its introduction in the summer. Based within the Royal Sussex County Hospital, the service team is being led by homecare provider, Halifax Care, in partnership with Coastal Homecare and Alina Homecare. Together, this alliance is improving the way patient transfers from hospital to home are coordinated.

The provision of rapid homecare, along with other initiatives that are supporting timely hospital discharges in the city, are an essential part of keeping vulnerable people well and independent at home, while reducing avoidable pressure on our local hospital's inpatient wards.

Actions:

1) Increased capacity in community short term services:

This is designed to increase the availability of community short term services care beds in nursing homes. In addition to the commissioned intermediate care beds at Craven Vale, Knoll House and the Victoria group of homes the CCG commission short term additional capacity as needed. The Craven Vale and Knoll House beds are jointly commissioned by BHCC and the CCG and supported by Sussex Community NHS Trust (SCT), the Victoria beds are commissioned by the CCG and supported by SCT. This has been implemented and will be reviewed monthly. (ongoing, Head of Commissioning Contracts and Partnerships)

2) Work on creating a diverse and sustainable market:

Brighton & Hove have seen significant changes in the care market over the last 2 years, with new providers coming into the market (at rates the local authority cannot afford to purchase) and with smaller providers exiting the market. A Care Home Market Action plan is being developed with the CCG to respond to market capacity issues and to the requirements of the Care Act. There is a shortage of care home provision for older people with mental health needs: Work is going on to establish how to incentivise mainstream care homes to accept people with dementia. An Expression of Interest has been sent out recently to establish if any provider in the city wants to provide beds for people with mental health needs with mental health needs. This could be through a range of purchasing options.

Providers are aware of the needs of the city through the Market Position Statement published by Adult Social Care, and through regular meetings with the care home sector. When people with dementia require a care home bed, every effort is made to offer a place in the city. If this is not possible due to market capacity, people are offered placements locally in East & West Sussex.

Where relevant, Brighton & Hove pay above the set rate for a care home placement. This is underway and will be an ongoing process. (ongoing, Head of Commissioning Contracts and Partnerships)

Safeguarding audits that demonstrate they have met agreed practice standards [Corporate]

%

75.00

93.00



New in 2015/16

Position:

This indicator measures delivery of the broad expectations for Social Workers undertaking statutory safeguarding duties (on behalf of Brighton & Hove City Council's Adults Assessment Service) against five practice standards. The 5 standards provide a benchmark for social workers who undertake statutory enquiries under Section 42 of the Care Act 2014.

Data for this indicator is lagged as the audits take place after the quarter has finished. This result is for the period January - March 2016.

During 2015/16 60 audits were completed (15 per quarter). During the period of April 15 to end March 16 4 cases did not meet Practice Standards. Therefore 93% of cases audited throughout the year met Practice Standards.

The outcome of all audits is discussed at Audit Moderation Panel, attended by General Managers from the assessment service and the Principal Social Worker, and is chaired by the Head of Safeguarding. This group ensures the consistency of audit, and agrees the actions to be taken following the audit outcomes.

In April 2015 the Care Act came into force. This changed the statutory Duties for adult safeguarding, and required new procedures, new documentation, and training to be rolled out to all staff early 2015/16. The audit has also being revised to meet these changed expectations. The target of 75% was set based on the prediction that the first quarters may show some cases not meeting the requirement, but that as training and learning is disseminated to staff this will improve as the year progresses.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The numbers of cases that are audited will be 15 per quarter (60 for full year) so small numbers not meeting expectations will cause the % achieved to drop significantly. This is a local indicator and no comparator data is available. Commentary: The practice standards inform and guide practice for Social Workers undertaking statutory safeguarding duties and they must be demonstrated retrospectively through case file audit. Where one or more standard is not demonstrated, the enquiry will be considered to have fallen below the threshold of acceptable practice. They are: - Standard 1: The Social Worker promoted and acted upon a person centred and outcome led safeguarding process with the individual, their family and their representative - Standard 2: The Social Worker assessed and documented a clear and proportionate narrative of risk , opportunity and resolution - Standard 3: The Social Worker engaged with stakeholders and partner organisations appropriately to enable the individual to manage their safety and to prevent future harm - Standard 4: The Social Worker engaged with stakeholders and partner organisations appropriately to enable others to manage their safety or to prevent future harm - Standard 5: The Social Worker received and engaged in supervision Learning from this process is being collated, for report to DMT and Assessment Team managers. Staff who completed individual cases which have been audited have received direct feedback with the aim of building on the good results so far. Actions: 1) The new Safeguarding Audit Framework is now in place following pilot , audits for Q2 onwards will be undertaken by the Professional Standards and Safeguarding Team, and by General Managers and Operations Managers within the Assessment Service. (ongoing, Head of Adult Safeguarding)				
Telecare - proportion of support plans that have Telecare as a component [Corporate]	%	50.00	53.10	 GREEN Improving

Position:

The indicator as to whether or not Telecare is in place is based on various questions in Social Care records and activities completed by the Living Well team.

Of the 3233 people with community based services & care plans between April 1st 2015 and March 31st 2015, 1786 have either a 'Yes' answer in response to a variety of questions regarding Telecare being in place or have had Telecare provision recorded by the Living Well team.

This equates to 53% of people with Community Based services in the Qtr. 1-4 reporting period identified as having Telecare/Carelink in place by the practitioner involved in their case management.

This is an improvement on the previous position. The year end result for 14-15 was 44% of people with a support plan had Telecare/Carelink in place.

Due to differing systems and processes in use across the country no comparator information is available for this indicator .

Commentary:

The better care funded initiative 'Telecare: Living Well' started 13 July 2015. This new initiative provides Telecare support and other personalised preventative services to help reduce, prevent or delay the need for care and support. Throughout the year we have seen an increase in performance as a result of this initiative and the additional recording of Living Well Care Managers .

In 15-16 we have also worked to ensure that we are capturing telecare provision at all stages of the assessment process including authorisation of funding. Our data sources have increased and this in turn has improved the robustness of the indicator. We have also revised the denominator cohort to ensure it accurately represents people receiving services in the community who would be eligible for Telecare and have a care plan .

In 2012 a dedicated project was initiated to raise the awareness of the benefits of Telecare and to embed Telecare as a support tool into social care and health practice. Ongoing project work has included regular staff training sessions , delivery of an increased range of Telecare solutions and awareness raising of the benefits of Telecare to community groups through presentations, awareness talks and marketing. Relationship building with the community and voluntary sector has also been an important aspect of the project.

The 2015/16 result demonstrates that Telecare has become an integral part of social care provision .

Actions:

1) Ensure the Telecare project (Telecare: Living Well) continues to deliver against its commissioned outcomes. This provides early help to people who are struggling with aspects of daily living. This project supports both Value for Money and Better Care Fund programmes and provides a preventative service and wellbeing support to local residents. (March 2017, Project Manager, Assessment Unit)

2) Ensure on going promotion (and learning & development) of Telecare is delivered to health and social care professionals and members of the community. (Project Manager, Assessment Unit)

3) Ensure Telecare is delivered to the highest standards by achieving on going accreditation from the Telecare services association. Audit. (Sept 16, Project Manager, Assessment Unit)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
4) Ensure the latest technological solutions are used to support independent living and to minimise risks. (Ongoing, Project Manager, Assessment Unit)				
5) Continue to ensure that Telecare is considered, and evidenced, at all stages of the assessment process. (Ongoing, Performance Improvement Managers, Assessment Unit)				

Delaying and reducing the need for care and support; outcome of Short Term Service [Corporate]

%

55.00

68.98



Improving

Position:

2015/16 68.98% of those receiving short term services did not require ongoing long term support.

The target of 55% for 2016/17 was exceeded.

2014/15 52.1% of those receiving short term services did not require ongoing long term support.

2014/15 was the first year of reporting this performance indicator. As this was the first year of collection and systems were still being refined to collect the required data items there were a number of data quality issues.

2014/15 Average comparator group performance was 78.6

2014/15 Average all England performance was 74.6

Considerable effort went in to scrutinising the 2016/17 to ensure that cases were coded correctly e.g. ensuring that CHC funded agreements were not captured as long term support in accordance with SALT guidance. Ensuring transfers to residential reablement facilities were not inadvertently counted as long term admission to care. As this is still a relatively new indicator there are likely to be changes in the national and comparator group figures as local authorities continue to refine their collection systems.

Commentary:

This new indicator (introduced in 2014/15) relates to the number of people who didn't require ongoing support following a short term services (in Community Short Term Services beds & Independence at Home.)

Performance in 2015/16 was 68.98%. There were 764 clients in this denominator (excluding those readmitted into hospital, self-funders and those who declined further support.) 527 clients didn't require on-going support following a short term service.

Actions:

1. Short term bedded services are currently being re-commissioned. Performance colleagues to work closely with those developing the new service specification to ensure the necessary performance requirements are included. Cat Harwood-Smith Commissioning and Performance Manager (re-provision from April 2017)

2. Independence at Home (IAH) service has been re-structured to ensure that the service has capacity at key times of the day to support reablement and hospital discharge (effective from end May 2016). Kim Philpott, Service Manager

3. Further changes include closure of the night service (from December 2015), and re-provision of the extra care service at New Larchwood (from September 2016) should provide additional capacity within IAH for reablement and hospital discharge. Kim Philpott, Service Manager

% of people with a learning disability in employment [Corporate]

%

12.30

12.70



Improving

Position

2015/16 PI figure 12.7%

2015/16 Target of 12.3% (based on the 2014/15 result of 12.3%) was met.

This represents an outstanding performance when compared with the national top quartile figure for 2014/15 of 8.7%

Trend –actual numbers of people with LD in employment have remained fairly static

93 in 2015/16 compared to 98 in 2014/15.

The data relates to 18-64 year olds. Older people with LD who are in employment are not counted for this indicator even though there are a number of over 65s who are working. There are also a number of people with LD who we have supported into employment but are no longer receiving long-term support and are therefore not counted towards the PI.

The numerator figure represents 98 people in employment -33 (35%) women and 60 (65%) men.

This is a fairly close match to the gender split of the denominator people with a Primary Support Reason of Learning Disability Support in receipt of long term services – 39% women, 61% men

Commentary

This remains a very good performance and reflects on the work within services to promote a personalised approach to care

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

which supports people to be engaged and active in their communities including employment opportunities.

The recent review of the learning disability service again highlighted the importance of employment for people with a learning disabilities and this will form part of the action plans being developed in response to the review.

Actions

Following Senior Management restructure responsibility for this area of performance will be transferred to FLC to build on this

The percentage of adults receiving secondary mental health services who are in paid employment, self-employment or supported employment [Corporate]	%	0.00	10.12	 GREEN Improving

Position:

Performance for this indicator is delivered by Sussex Partnership Trust (SPFT).

The result represents a significant increase on 2013/14 result of 5.6%.

SPFT work with clients who are receiving secondary mental health services who wish to obtain paid employment (Individual Placement of Support Model) and also work with clients who need support with retaining existing paid employment (Retention Model). A full time SPFT Employment Specialist will usually have a caseload of 25 clients and are totally integrated within the multi-disciplinary clinical teams.

The overall result for Sussex Partnership NHS Foundation Trust for the same period is 11.5%.

No target is set by SPFT for this indicator.

Percentage of detentions under Section 136 of the Mental Health Act in police cells as Places of Safety [Corporate]	%	16.10	15.27	 GREEN Improving

Position:

Historically Section 136 Mental Health Act (MHA) detentions in B&H that result in the detainee ending up in a police cell rather than a suitable hospital were significantly higher than the national average. The UK average: 75% of Sec 136 detainees go to a suitable hospital and 25% go to a police cell. In Sussex (including B&H) it was the opposite with approx 25% going to a suitable hospital and 75% going to a police cell.

Between April 14 to April 15 there had been a significant increase in the numbers of 136 MHA detainees going to a suitable in hospital rather than a police cell in B&H:

- Millview - 170
- Police Custody – 167

In the first quarter of 2015 we saw a downward trend in the use of police custody and expected to continue. As partnership working improved between B&H police and the Sussex Partnership Trust we saw a continued increase in MHA detainees going to a suitable hospital, which included countywide facilities if Millview was unavailable to prevent custody being used (as evidenced in Nov 15 when the suite was closed for refurbishment). Between April 15 and April 16 we recorded the following:

- Millview – 203
- Police Custody – 31

This gives a result of 15.3%

As this practice is now well embedded with frontline officers it is envisaged that the downward trend will continue over 2016.

Commentary:

Increase in use of a suitable hospital for Sec 136 MHA detainees has been achieved by:

- Improved partnership working between Millview and B&H police
- A monthly Sec 136 MHA audit meeting attended by B&H police and Millview managers
- National MH Concordat Action plan
- Improved information sharing between police and CCG re frequent callers to police who were identified as having a MH issue allowing for GP and MH services to be sighted to behaviour and review care plans
- Introduction of Mental Health Rapid Response Service (MHRRS) within B&H, including partnership with B&H police and monthly accountability meetings with stakeholders. New guidance and briefings were given to all officers to encourage usage. MHRRS were able to offer advice to officers with a person in crisis, assist with safety planning and sign posting, and also offer appointments for assessments rather than detain under 136 MHA.
- Introduction of Street Triage pilot within B&H, including additional training and guidance for Frontline officers. This pilot ran for 3 months over Summer 2015, it covered Friday and Saturday evenings only. When this was reviewed, it was apparent that the incidents coming to B&H police attention were sporadic and had no pattern to target resources to. The partnership with MHRRS had been progressed in tandem with Street Triage and successes were being gained through that partnership, whether Street Triage were on duty or not, and it was evident that MHRRS could provide the 24/7 service that B&H needed to make this a

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
success. The Street Triage Pilot was not renewed in view of the success had with MHRRS and we continued to see reductions in 136 MHA detentions month on month with increased calls to MHRRS.				
- Improved partnership with Mental Health Liaison Team (RSCH) in similar method as with MHRRS - Improvements were made to the 136 suite at Millview in November 15 to upgrade the security and quality of facility. The suite was closed during that time however we saw only 1 MHA detention taken to B&H Custody during that time with other facilities or contact with MHRRS utilised.				

Chief Inspector Katy Woolford has taken over the role of Mental Health lead for B & H Police.

Actions:

- 1) Review effectiveness of partnership with MHLT (Chief Inspector Katy Woolford, Sussex Police, Sept 2016)
- 2) Continued partnership working between police / CCG/ Millview/ MHRRS (Chief Inspector Katy Woolford, Sussex Police, ongoing)

Public Health

First time entrants (FTE) to the youth justice system (Corporate)	No.	65.00	51.00	 GREEN
				Declining

Position

The target for first time entrants (FTEs) to the Youth Justice System was set around achieving a reduction on an average for the previous three years. The amber target is 70 FTEs for the year and the green target is 65 FTEs. The local figure at the end of quarter 4 indicates that the YOS has achieved this target, with 51 FTE's. While the final figure has to be confirmed by the YJB even with a 10% margin of error the green target will have been met.

Within the quarter, 8 young people became FTE via court, of these 4 were male and 4 were female and 1 was a child in care. Of these, 8 went through the pre court system, 6 received a Referral Order at court and 1 young person received a Conditional Discharge and 1 young person an absolute discharge.

Offences were as follows:

Drugs Offences: 2

Hoax/Malicious phone calls: 2

Violence Against the Person: 2

Possession of fire arm: 1

Robbery: 1

Commentary

It is significant that the YOS has continued to improve on this already low FTE rate. This in part is down to the improved joint working between the police and the YOS. The YOS now has a process whereby data is provided from the police in relation to FTE's and through the live tracker the YOS is able to track current cohorts of first time entrants to monitor their rate of re-offending.

YOS prevention and Court Officers continue to identify potential pre-court diversion cases at the point of initial court hearing, with the view to divert potential cases back to the police for consideration of pre-court disposals. However, in this quarter a significant number have entered the criminal justice system through the court process rather than the pre court. This has been looked at as part of the YOS audit of violent FTE's. In a number of these cases it is not evident that a pre-court outcome was considered. Work will be undertaken by YOS to ensure that where a pre-court outcome is considered but the decision is to prosecute, the decision will be clearly recorded. Equally further work is being undertaken with the police to develop panels to consider all young people prior to the offences being passed to the CPS, this should ensure the most appropriate outcome (court or caution) is considered.

During this quarter an audit was undertaken of FTE's who had entered as a result of violent offences, the audit found that all had entered the criminal justice system appropriately

Brighton and Hove YOS continues to have one of the lowest FTE rates in the county.

Actions

1. Maintain data flow between YOS and Police (Service Manager, on-going)
 2. Develop youth caution panels with Sussex police. (Operations Manager, on-going)
- Maintain low FTE numbers (Pippa Peacock, Practice Manager).

Total Police recorded crimes [Corporate]	No.	22,615.00	23,622.00	 AMBER
				Declining

Position

There were 23,622 total crimes recorded by Sussex Police in Brighton & Hove in 2015/16. This was an increase of 4.2% compared with the some months in 2014. 5,650 crimes took place between Jan and Mar 2016. The position at the end of quarter 3 was a 4.4% increase, so the position is similar at the end of q4 to that at the end of q3.

The target for 2015/16 was set at the outturn level of crimes in 2014/15 on the grounds that there had been a long term decline in recorded crimes, and with pressure of public sector resources, maintaining current levels was felt to be a realistic and challenging

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

target.

Compared with our benchmarked group of 15 Community Safety Partnerships, Brighton & Hove's performance ranks below average.

Commentary:

The increase in total crime is mainly accounted for by an increase in recorded violent crime (see also commentary indicator on injury violence). In 2015/16 violence against the person offences increased by 23%. Changes in recording practices by police initiated in early 2014 have had a particular effect on recorded violent crime, impacting on statistics for domestic violence, sexual violence and hate crimes.

Recent analysis is showing however that there may be a real increase in the prevalence of violent crime. This, together with analysis of all crime (including bulk crime such as shoplifting and criminal damage) will be analysed as part of a community safety strategic assessment in the autumn of 2016. this assessment will inform future priorities for community safety.

Actions:

1. Following the Safe in the City Partnership Board on 5/4 where the issue of increased violent crime was highlighted it will be necessary to commission an analysis of all violent crime to inform key stakeholders and enable them to target resources accurately and consider other work to address underlying issues. This will be undertaken as part of a strategic assessment for all crime and disorder in the autumn of 2016 (Head of Community Safety, Dec 16)
2. A strategic assessment of all crime and disorder will be undertaken in the autumn of 2016. This will include a look at bulk crime which is difficult to detect. Such offences include shoplifting and criminal damage (Head of Community Safety, Dec 16)

Violent crimes with injury (proxy for alcohol related crime) [Corporate]

No.

2,355.00

2,632.00



Declining

Position

In 2015/16 there were 2632 injury violence crimes recorded by the police, with 668 recorded in quarter 4. This is 7% more than in 2014/15, but the increase is much less than it was at the end of the first quarter when it was up by 14%, suggesting that the effect on the recorded numbers of improvements in recording which were initially observed early in 2014 may be stabilising, albeit at a higher level.

The target for 2015/16 was set at the outturn level of crimes in 2014/15 on the grounds that there had been a long term decline in recorded violent crimes up to 2013/14, and with pressure of public sector resources, maintaining current levels was felt to be a realistic and challenging target.

Police recorded violent crimes rose steeply during 2014/15 in response to improved recording practices. Professionals, including police, council and probation met earlier in the year to discuss the subject and were collectively satisfied that there was not an underlying increase in the prevalence of violent crime, but agreed that this should continue to be monitored.

text here

There were 1,470 attendances at A&E related to assaults in 2015/16. Half way through the year the position was a 7% reduction in numbers of A&E recorded assaults compared with the first half of 2014/15. However, the position at the end of 2015/16 is one of very little change (actually up marginally by 0.5%) compared with 2014/15 when there were 1,462. Therefore, although the situation with the A&E data has slipped, it does not align with the increase being seen in police data.

Looking forward to 2016/17, it is hoped that the data recording issues, which have made the interpretation of police recorded violent crime data difficult, will no longer be affecting the statistics.

Commentary:

Violent crime has been closely monitored recently. There were concerns that changes in police recording practices, whilst accounting for the majority of the increase in recorded violent crime might have been masking an increase in the prevalence of violent crime. When this was checked with relevant senior officer in the summer of 2015 they were satisfied that there was not an increase in the underlying prevalence. Officers are concerned that there has more recently been an upturn in the prevalence, this has been easier to see as the effect of changes in police recording practices taper off over time.

Recent analysis is showing however that there may be a real increase in the prevalence of violent crime. This, together with analysis of all crime will be analysed as part of a community safety strategic assessment in the autumn of 2016 and is likely to lead to new recommendations in relation to managing violent crime.

Actions:

1. Relevant senior stakeholders will consider how to manage the night time economy moving forward. Violent crime will be explored in depth as part of a wider strategic assessment in the autumn of 2016 that will inform a revised community safety strategy (Head of Community Safety, Apr 17)
2. Plans are already in place to revise working in relation to DV and SV (Head of Community Safety, Mar 17)
3. Analysis is underway to better understand the use and effect of NPS which leads to violence, this is largely drawn from police custody information. New legislation is being passed to make dealing an offence. (Head of Community Safety, Dec 16)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Finalised prosecutions of hate crimes which resulted in a conviction [Corporate]	%	89.00	86.10	 AMBER Declining
Position: In 2015/16 there have been 101 finalised prosecutions for hate crimes in B&H, of which 87 (86.1%) resulted in a conviction. Performance on this measure in 2014/15 was higher than in previous years (92.1%), but the result for 2015/16 has reverted to be more in line with that from previous years. However, this result remains higher than latest (2013/14) national average conviction rate for racist and religiously motivated crimes (85.2%) and for homophobic crimes (80.7%). The target for this measure was set at 89%, which is a higher than the level achieved in 2011/12 (86.7%; 91/105), 2012/13 (83.3%; 90/108) or 2013/14 (86.4%; 89/103), although below the level achieved in 2014/15 (92.1%; 117/127). Of the 101 finalised hate crime cases in 2015/16, 71 related to racist crimes (62 convictions; 87.3%), 22 to homophobic crimes (18 convictions; 81.8%), 3 religiously motivated (3 convictions; 100%) and 5 disability-motivated (4 convictions; 80%). Commentary: The percentage of cases resulting in a conviction has been slightly higher over the past three financial years for racist crimes (88.5%) than for homophobic crimes (84.5%), mirroring the difference in national statistics (see above). This measure is helpful but does not reflect the amount of work that goes in to addressing hate crimes and incidents that are resolved from a victims perspective but do not result in a prosecution. For example victims might seek a civil remedy rather than a criminal sanction as their preferred option to resolve a case eg. tenancy action. Of the 14 prosecutions which did not result in a conviction, the most common reason for a failure to convict was a lack of evidence offered which happened in half of all cases. Actions: 1. Finalised prosecutions will continue to be shared with relevant stakeholder groups who will call to account criminal justice partners as necessary. The Safe in the City Partnership Board and now the Neighbourhood, Communities and Equality Committee will receive performance information in relation to finalised prosecutions. (Head of Community Safety, Mar 17)				
Percentage of finalised Domestic Violence prosecutions resulting in a conviction [Corporate]	%	74.60	73.90	 AMBER Improving
Position In 2015/16 there were 352 finalised prosecutions for domestic violence, of which 260 resulted in a conviction (73.9%). This is similar to the position at the end of q2 (74.1%), but falls slightly short of the target of 74.6%. The target was set slightly above the outturn for 2014/15 and matching the England & Wales outturn for 2013/14. The end of year position on this measure is slightly above the outturn of 73.4% for 2014/15. Compared with 2014/15 the number of cases reaching court has increased (365 in 2015/16 compared with 334 in 2014/15). The number of convictions has also risen from 245 to 260 and the number of those not convicted has been similar over the last three years (92 in 2015/16). Compared with previous years, there were fewer cases not being convicted as a result of cases being discontinued prior to the court stage, while there were more being withdrawn by the prosecution during the court hearing and also more cases with 'administrative finalisations' which happen when a defendant can't be found. Commentary: While it is positive that there has been an increase in the number of case reaching court, with a stable number of finalised prosecutions resulting in convictions, the number of cases reaching court remains an issue with this reflecting the national position. A review of Domestic Violence Protection Notices / Orders (DVPO/Ns) has been completed by Sussex Police and this and the recommendations being made to increase their use are being presented to the pan Sussex Domestic Abuse Management Group . This completes the action from quarter 3 ("Work with Sussex Police to respond to the recommendations arising from the review of Domestic Violence Protection Notices / Orders (DVPO/Ns)"). The commissioned domestic and sexual abuse specialist services ('The Portal', delivered by RISE, CRI and Survivors' Network) is in place and offers a criminal justice intervention. This completes the action from quarter 3 ("Work with the new specialist service provider to review the mobilisation of Criminal Justice interventions under the new contract (Mar 16, Strategic Commissioner)"). Training for magistrates has been completed and will be continued in 2016/17. While the commissioned domestic and sexual abuse specialist service provides a Criminal Justice intervention, supporting victims at court, there is considerable service pressure which may impact on the support available to victim/survivors and				

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

therefore their engagement and support for the Criminal Justice process.

The Transforming Summary Justice agenda will continue to have an impact on the Court Service and there is a need to review what further actions can be taken to better support victims at court.

Actions:

1. Work with Sussex Police and Pan Sussex Partners to complete a review of the Domestic Violence Disclosure Scheme and Victim Satisfaction Survey (Jun 16, Strategic Commissioner)
2. Work with Sussex Police and Pan Sussex Partners to agree actions to better support victims , including whether there should be further targeted support for domestic abuse victims at court (Jun 16, Strategic Commissioner)
3. A review of the Domestic Violence Disclosure Scheme (DVDS) is planned, as is work to respond to new Home Office requirements in relation to Victim Satisfaction Surveys for people experiencing domestic violence and abuse (Sept 16, Strategic Commissioner)
4. The existing pan Sussex satisfaction survey will be refreshed to reflect new requirements (Sept 16, Strategic Commissioner)

Percentage of finalised Sexual Violence prosecutions resulting in a conviction [Corporate]

%

71.70

76.40



Improving

Position:

In 2015/16 there were 127 sexual offences finalised at court and 97 of these (76.4%) resulted in a conviction. The 2015/16 outturn exceeds the target of 71.6%, and also better than the result for 2014/15 which was 68.3%.

In the q4 there were 26 finalised cases, 20 of which resulted in a conviction. The number finalised in 2014/15 was 101, with 69 convictions, so numbers have increased.

The target for 2015/16 was set at a level which is a 5% improvement above the outturn of achieved in 2014/15. Although 2014/15 showed an increase on the year before, conviction rates have been higher in the past, so there was pressure on increasing performance.

The number of finalised cases at court should be seen in the context of the number of sexual offences recorded by the police , and of those, the number resulting in a charge. The number of crimes recorded by the police in 2015/16 rose by 19% compared with 2014/15, but the number of charges remained the same at 103, although there was an increase in charges of 26% in 2014/15. It is therefore to be expected that, with a time delay in cases reaching the court stage, there would be a rise in the number of cases being prosecuted in 2015/16 and this has been borne out.

The increase in 2015/16 in convictions compared with 2014/15 (up 28) came about mainly from an increase in the number of guilty pleas (up by 22). Although overall the number of finalised cases which did not result in a conviction was slightly lower than in 2014/15 (30 compared with 32) within that number there was an increase in the number 'offering no evidence'.

Commentary:

While it is positive that there has been an increase in the number of case reaching court, with a stable number of finalised prosecutions resulting in convictions, the number of cases reaching court remains an issue with this reflecting the national position.

Partners are engaged in discussions in relation to the impact of the Independent Inquiry into Child Sexual Abuse , with this raised via the Pan Sussex DV SV and HP Executive

The commissioned domestic and sexual abuse specialist services ('The Portal', delivered by RISE, CRI and Survivors' Network) is in place and offers a criminal justice intervention. This completes the action from quarter 3 ("Work with the new specialist service provider to review the mobilisation of Criminal Justice interventions under the new contract (Mar 16, Strategic Commissioner)".

While the commissioned domestic and sexual abuse specialist service provides a Criminal Justice intervention, supporting victims at court, there is considerable service pressure which may impact on the support available to victim/survivors and therefore their engagement and support for the Criminal Justice process. The actions in response to this are summarised in action 2.22.5.2.

The Transforming Summary Justice agenda will continue to have an impact on the Court Service and there is a need to review what further actions can be taken to better support victims at court.

Sussex Police are finalising a consent campaign, focused on the night time economy. This is being supported by pan Sussex partners.

There are ongoing discussions around the offer of vulnerability training to council and other staff who work in the night time

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

economy.

Actions

1. Work with Sussex Police to consider the roll out of vulnerability training to council and other staff who work in the night time economy (Jun 16, Strategic Commissioner)

2. Work with Sussex Police and Pan Sussex Partners to agree actions to better support victims , including whether there should be further targeted support for rape and sexual violence victims at court (Jun 16, Strategic Commissioner)

Under 18 conception rate per 1000 women as measured by reduction from baseline [Corporate]

No.

26.50

28.40



Declining

Position:

Data for under 18 conceptions is lagged and the latest data available relates to Q3 2014/15.

The latest local rate is 28.4 per 1,000 15-17 year olds calculated as a rolling average, which is above the 2015/16 target of 24.5.

The 2015/16 target of 26.5 per 1,000 is a 45% reduction from the 1998 baseline year of 48.1 per 1000 15 - 17 year olds.

The current rolling average includes an unusually high rate for Q4 2013/14 (33.4).

Latest quarterly data shows a 13% increase locally compared to the same quarter in 2013 (25.2 per 1,000), compared with a decrease in England of 6% and a decrease in the South East of 8%.

The local quarterly rate remains above the England rate (22.8 per 1,000) and the South East rate (18.8 per 1,000). Under 18 conceptions is a Public Health Outcomes Framework indicator, and in 2014, Brighton and Hove had the 7th highest rate out of 16 CIPFA nearest neighbours.

The current rolling average indicates a 41% reduction from the 1998 baseline (December rate), lower than the reduction seen over this time period in the South East (50%) and England (51%).

There were 26 conceptions in Q3 2014/15, compared with 18 conceptions in the same quarter for the previous year.

Commentary

Brighton and Hove's reducing conception rates during 2013 brought us in line with national rates. It is during 2014 that Brighton and Hove's rates have begun to increase again , against further reductions nationally. Due to the data lag, this represents a strategy delivery period of 2012/13 and it is from around this time that there have been changes to practice that may explain this reverse. There were vacant posts in education support and early help/ prevention, recruitment freezes which led to no direct workforce development / health promotion campaigns or health promotion resource production and the redesigning of the Contraception and Sexual Health Services. It is not until December 2015 that posts have been fully staffed and the SHAC was fully operational from Feb 2016. As a result there is a risk the trend will remain above target. The Public Health Intelligence Team will seek to find methods to consider localised data to provide an indicator of the achievements being back on track .

Actions

1. Changes as part of Children Service's restructure have resulted in the performance reports being delayed. A rescheduled meeting has been set (June 2016 , Public Health Commissioner)

2. To establish a teenage pregnancy and substance misuse reference group that will review and ensure the delivery is back on track and reflects good practice. (June 2016, Public Health Commissioner)

The number of alcohol-related hospital admissions per 100,000 population [Corporate]

No.

1,639.30

1,510.90



Improving

Position:

There have been 1511 alcohol related admissions per 100,000 Brighton and Hove residents between April and February this year, which are the latest figures available. This is against the proxy target of 1516 which is to maintain the previous year's performance.

There is a positive trend showing a steady reduction in people being admitted to hospital in Brighton & Hove for alcohol related reasons, down from a high point of 2274.19 admissions in all of 2011/12. An 'admission' is a single occurrence of attendance at hospital. One individual could have a number of 'admissions'. Targets have not been set on this indicator with Substance Misuse treatment providers currently. Commissioners are instead working with providers to identify a number of measures linked to the contribution Substance misuse treatment providers can have in reducing alcohol related hospital admissions. The previous result from the same point last year has been used as a proxy target; the latest result continues the positive trend of reduced numbers of admissions.

The 2014/15 year-end result of 1639.3 also compares well with the most recent data from 2013/14 for all England average of 2,002, CIPFA nearest neighbour authorities 2,160, and all local authorities in the South East 1,702 (source LG Inform).

Commentary:

A number of different factors and organisations contribute to the reduction in alcohol related hospital admission rates . Providers of substance misuse treatment services have a role in this, as do Police (with regard to managing the night time economy), Higher Education organisations, local entertainment establishments, retail operators and other health and social care support organisations.

The work of the Alcohol Programme Board, and the associated domain groups, take forward the work streams that address alcohol related harm, including hospital admissions. The reduction in hospital related admissions should reflect the work that has been taken forward in the last two years. This has included a focus on supporting 'frequent returners' to hospital with an alcohol related issue, to address the underlying causes of their alcohol consumption. There has been work with off licences to reduce the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

amount of high strength beers and ciders available, which has meant that fewer of the 'street drinking' population are consuming high amounts of alcohol, which could result in a hospital admission. Research into the impact Pride and Halloween have on alcohol related hospital admissions and assaults has been undertaken. Alcohol related hospital attendances did increase over the Pride weekend during 2015, but this could be due to better reporting at A&E. However, anecdotal feedback indicated that the initiatives put in place to support young people were very positive. These will be expanded in 2016. The learning taken from Pride was applied to Halloween for 2015 and the outcomes will be reviewed at the next Alcohol Programme Board meeting January 2016.

Actions:

Please note – the Alcohol Programme Board (APB) did not meet in January 2016. The APB is the mechanism for updating on and providing information on new initiatives or actions. Updates will therefore be given in Q1 2016/17 reporting where relevant. A number of initiatives have been commenced:

1. The new 'Pavilions' integrated drug and alcohol treatment and recovery service launched on the 1 st April 2015. Support for people with problematic alcohol use will be a priority for the Pavilions service. Existing initiatives will continue e.g. alcohol liaison nurses at A&E, A&E frequent attender support programmes for hostel residents and support to street drinkers. As the new partnership beds in, a reinvigorated and renewed focus on preventing alcohol related hospital admissions will begin. The outreach team being created in Pavilions will help to focus on those people most needing support to service, but often not accessing the support they need. Pavilions opened their new building in December 2015 and this is being developed to attract more individuals into treatment Lead - Commissioner for Substance Misuse. Timescale - ongoing across 2015/16
2. Work continues on the development of Safe Space and related medical support. This includes providing first aid training to security staff from clubs and bars, and medical outreach teams along the lower esplanade. Joint work is ongoing with the CCG to identify additional funding to further develop Safe Space. If resources can be identified this could fund a specialist mental health worker to support a greater number of vulnerable people with complex needs, reducing the number of people being seen unnecessarily in A&E, or being taken to a place of safety by the Police. Lead - Health Promotion/Pavilions/CCG. Timescale - ongoing.
3. Reinvigorated discussions are taking place with clinical colleagues from BSUH, to re-establish the links previously made. The aim of this is to work in a more integrated fashion to address the negative impact of alcohol consumption in the city. Lead – Commissioner. Timeframe – ongoing
4. The Public Health team is working with the newly emerging CCG Clusters to provide support and direction to alcohol related plans that are being developed. Clusters that consider themselves to have a greater number of problem drinkers are working on plans to identify and support these individuals. Lead – CCG plus Public Health Team. Timeframe – on-going across 2016/17

**Nitrogen Dioxide levels in Brighton and Hove
(µg/m3 - micrograms per cubic meter): Lewes
Road (quarterly) [Corporate]**

No.

40.00

39.00



Improving

Position:

The average level Nitrogen Dioxide (NO2) measured at Lewes Road during the calendar year 2015 is 39µg/m3 (micrograms per cubic metre). The target of 40µg/m3 is the EU and UK standard. Between 2009 and 2014 monitoring results suggested that Nitrogen Dioxide levels exceeded the EU and UK standard (annual average). The council therefore has a statutory duty to declare an Air Quality Management Area for Nitrogen Dioxide. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with Nitrogen Dioxide at the facade of permanent residential dwellings.

This level of 39µg/m3 demonstrates an improvement compared to previous periods. In comparison higher concentrations of nitrogen dioxide were recorded during 2014. Concentrations increased before they got better. For the first time the monitoring suggests that a twelve month periods is compliant with the target.

Commentary:

Proactive measures are being taken to improve emissions of buses, taxis and lorries. Modal shift has reduced the number of journeys by private car. Numbers of cars, vans and lorries have also reduced on Lewes Road (by 15%). After works on the Vogue gyratory were completed this may have helped with 12-month average nitrogen dioxide levels despite an increase in journey times during peak periods.

36µg/m3 is 90% of EU and UK annual mean legal limits (effective since 2010) for outdoor air where people are present. To be able to revoke an Air Quality Management Area nitrogen dioxide levels must be less than 40µg/m3 for over a year. BHCC has two AQMA declared for none compliance with EU and UK standards for nitrogen dioxide. The Air Quality Action Plan sets out to improve nitrogen dioxide and achieve the legally binding limit.

Due to an approximate 6 week lag in receiving monitoring results and reporting of the data it is proposed to shift the quarterly reporting backwards and report the October - December results next quarter and continue with this pattern next year.

As a result of a successful bid with the Department for Transport, in 2014/15, fifty buses have been retrofitted and a scheme to improve minibus taxi emissions is ongoing, but this project has to accommodate the school term time and vehicle availability. To extend this work a further Department for Transport was awarded to Brighton and Hove City Council in 2015/16 for 500k. This work will include retrofit of a further 35 buses scheduled for 2016/17 targeting lower emissions of oxides of nitrogen. Procurement

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

of 48 brand new buses 2016/17. This is being done in partnership with the bus providers

The air quality action plan was approved at Environment, Transport & Sustainability Committee in October 2015 and this includes a comprehensive set of measures to reduce nitrogen dioxide levels. Acting Head of Regulatory Services

Actions:

1. Submit the statutory air quality Annual Quality Status Report to the Department for Farming and Rural Affairs (Defra). This will detail the progress with measures cited in the 2015 Air Quality Action Plan. (Acting Head of Regulatory Services, Sep 16)

**Nitrogen Dioxide levels in Brighton and Hove
(µg/m³ - micrograms per cubic meter): North
Street (quarterly) [Corporate]**

No.

40.00

52.50



Improving

Position:

The average level Nitrogen Dioxide (NO₂) measured at North Street during the calendar year 2015 is 52.5µg/m³. The target of 40µg/m³ is the EU and UK standard. Between 2009 and 2014 monitoring results suggested that Nitrogen Dioxide levels exceeded the EU and UK standard (annual average). The council therefore has a statutory duty to declare an Air Quality Management Area for Nitrogen Dioxide. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with Nitrogen Dioxide at the facade of permanent residential dwellings.

Monitoring results on North Street represent an improvement compared to previous periods. Higher concentrations of nitrogen dioxide were recorded between 2012 and 2014.

Commentary:

Proactive measures are being taken to improve emissions of buses, taxis and lorries. Modal shift has reduced the number of journeys by private car.

36µg/m³ is 90% of EU and UK annual mean legal limits (effective since 2010) for outdoor air where people are present. To be able to revoke an Air Quality Management Area nitrogen dioxide levels must be less than 40µg/m³ for over a year. BHCC has two AQMA declared for none compliance with EU and UK standards for nitrogen dioxide. The Air Quality Action Plan sets out to improve nitrogen dioxide and achieve the legally binding limit.

Due to an approximate 6 week lag in receiving monitoring results and reporting of the data it is proposed to shift the quarterly reporting backwards and report the October - December results next quarter and continue with this pattern next year.

As a result of a successful bid with the Department for Transport in 2014/15 fifty buses have been retrofitted with catalytic converters to reduce emission, and a scheme to improve minibuses taxi emissions is ongoing, but this project has to accommodate school term time and vehicle availability. To extend this work a further Department for Transport bid was awarded to Brighton and Hove City Council in 2015/16 for 500k. This work will include retrofit of a further 35 buses scheduled for 2016/17 targeting lower emissions of oxides of nitrogen. Procurement of 48 brand new buses 2016/17. This is being done in partnership with the bus providers.

The air quality action plan was approved at Environment, Transport & Sustainability Committee in October 2015 and this includes a comprehensive set of measures to reduce nitrogen dioxide levels.

Actions

1. Submit the statutory air quality Annual Quality Status Report to the Department for Farming and Rural Affairs (Defra). This will detail the progress with measures cited in the 2015 Air Quality Action Plan. (Acting Head of Regulatory Services, Sep 16)

**Residents feeling safe in the daytime in local
areas (City Tracker) [Corporate]**

%

95.00

96.70



Improving

Position

The target for 2015/16 of 95% has been set at the level of the national average obtained by the LGA. This is 1.7 percentage points higher than the 93% achieved from the 2014 City Tracker survey (incl. don't knows). The data in the 2015 survey was collected in Sep/Oct 2015 and became available in Dec 2015.

97% of respondents to the City Tracker 2015 survey said that they felt very or fairly safe in their local area during the day, above the target, and also higher than the 93% achieved in the 2014 survey.

The outturn in 2015 is better than the result for 2014 and similar to that achieved in 2013.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
While a majority of respondents felt safe or very safe in their local area during the day, there were small differences observable between groups: females 96% cf. males 98% with long term limited illness 91% cf. without 98%				

Commentary:

Worthy of notes is that women, people living in areas of social housing and people with a disability feel less safe than the rest of the population. Peoples perceptions of safety are often drawn from national and local sensationalist reporting that does not reflect the real levels of threat and risk in the local area.

Actions:

1. Work with Local Action Teams to help them understand particularly vulnerable people in their areas and how they can be supported.
2. The Safe in the City Partnership Board will continue to drive overall work in crime reduction in the city (Apr 2016 Head of Community Safety)
3. A strategic assessment of all crime and disorder will be undertaken in the autumn of 2016, this will include consideration of peoples perception of safety which are often drawn from sensationalist reporting or a poor built environment where there are signs of abandonment and criminal damage (Apr 2016 Head of Community Safety)

**Residents feeling safe after dark in local areas
(City Tracker) [Corporate]**

%

79.00

77.00



Improving

Position

The target for 2015/16 of 79% has been set at the level of the national average obtained by the LGA (incl. don't knows).

The data in the 2015 City Tracker survey was collected in Sep/Oct 2015 and became available in Dec 2015. 77% of respondents said that they felt very or fairly safe in their local area after dark, slightly below the target, but higher than the result of 70% (incl. don't knows) achieved in the 2014 survey.

Women are more likely to feel unsafe in their local area after dark than men (16% compared with 5%). 18-34 year olds are more likely to feel unsafe after dark compared with 35-54 year olds (13% compared with 8%).

Residents with BN2 postcode are more likely to feel unsafe in their own local areas after dark (14%) than those in either BN1 (9%) or BN3 (9%)

More than a fifth of people who rent from either the council or a housing association (22%) feel unsafe in their local area after dark. This compared to only 7% of those who own their home or have a mortgage and 13% who rent privately.

People with a health problem or disability are more likely to feel unsafe in their local area after dark. One in five people with a health problem or disability that affects the activity a lot (19%) feel unsafe after dark in their local area compared to only 10% of all other people.

There was a dip in performance in 2014; but in 2012 and 2013 the result was similar to that achieved in 2015.

Commentary:

Worthy of note is that women, people living in areas of social housing and people with a disability feel less safe than the rest of the population. Peoples perceptions of safety are often drawn from national and local sensationalist reporting that does not reflect the real levels of threat and risk in the local area.

Actions:

1. Work with Local Action teams to help them understand particularly vulnerable people in their areas . (Head of Community Safety, Dec 16)
2. The Safe in the City Partnership Board will continue to drive overall work in crime reduction in the city. (Head of Community Safety, Dec 16)
3. Work is on going in relation to managing the night time economy and its impact on people perception of safety in the city centre. this includes enhanced patrols from the police and activities to help keep people safe such as Safe Space and Street pastors in the city centre (Head of Community Safety, Dec 16)

Excess weight in adults [Corporate]

%

49.20

52.40



Awaiting further data before direction of travel can be determined

Position

This indicator measures the number of adults with a BMI classified as overweight (including obese), calculated from the adjusted height and weight variables. Adults are defined as overweight (including obese) if their body mass index (BMI) is greater than or equal to 25kg/m2.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Questions on self-reported height and weight were added to the Active People Survey (APS) for the first time from January 2012. The number of respondents has been weighted in order to improve representativeness of the sample.

The latest results are now presented as a combination of 3 years of data. This year the target is 49.2%, which is the previous single year figure for 2013/14. This would maintain Brighton & Hove as one of the top performing local authorities in England based on the previous year's values. The latest data is for mid-january 2012 to mid-january 2015. Brighton & Hove, 52.4%, performed better than the national result - the all England equivalent period figure is 64.6%, for the South East it was 63.4%. Brighton and Hove was the 10th ranked local authority. An update to the data is anticipated in June 2016.

The 2012 Health Counts survey reported that in Brighton and Hove men are significantly less likely to be a healthy weight than women, with the percentage of males and females of a healthy weight falling with age up until 65-74 years, then rising in those aged 75 years or over. It also reported that there were no statistically significant differences between White British and BME populations. However, individuals in the most deprived areas of Brighton and Hove are 1.7 times more likely to be obese than those in the most affluent.

Commentary

The community weight management service is performing effectively with actual performance below the National and South East results and within the variance % for reaching the set target. During the next year we hope to continue to see a reduction in our actual reported figure. This will be inputted by the continued effective delivery, monitoring and evaluation of the commissioned weight management service delivered by the Brighton and Hove food partnership and Albion in the community. We will also work closely with Public Health England on National campaigns e.g. Change for life sugar swaps in addition to developing action on priorities identified for from PHE and/or new local/national guidance, reports and statistics.

Public Health is working closely with the CCG on developing a Tier 3 weight management service. The CCG currently does not provide a Tier three service offering a comprehensively multi-disciplinary intervention support for adults and children for weight loss. Therefore, consideration is to be given to commissioning an appropriate Tier Three service, which will link with the Public Health Tier One and Tier Two service, a further consideration for this service is avoiding bariatric surgery and supporting people post-surgery. Implementation of this service will also provide an inclusive pathway across all weight managements tiers, to further improve the weight management service available for the reduction of obesity for the Brighton and Hove population. The CCG created a Business case for a Tier 3 weight management service which was agreed by CSG on the 12th January and goes to P&G on the 29th April for final sign off.

The Tier 4 weight management service has also been transferred to local CCGs from PHE as of 1st April 2016

Actions

1. Furthering the sign off of the business case the CCG will then start to procure a Tier 3 service that would commence in April 2016. The CCG are currently discussing priorities for the next three years, and this decision will be a part of that discussion. This would give Brighton and Hove a fully inclusive weight management pathway for overweight and obese adults in the City. (Public Health Improvements Specialist, Date unknown)
2. The Public Health Tier 2 weight management service will link with the National Diabetes Prevention programme, complement each other's services (Public Health Improvements Specialist, Sep 16)
3. Continued delivery of the Sugar Smart action plan (Public Health Improvements Specialist, Mar 17)

Prevalence of smoking among people aged 18+ [Corporate]

%

20.80

23.10



AMBER
Improving

Position:

Smoking is the greatest single cause of preventable illness and premature death and the single biggest contributor to health inequalities. The latest available data shows that in 2014 smoking prevalence figures for Brighton & Hove were 23.1%, which was significantly higher than England (18.0%) and the South East (16.6%). It is also higher than all of its 15 CIPFA statistical neighbours. Brighton & Hove has been significantly worse than England and the South East since measurement began on this indicator in 2010.

While the rate of 23.1% is lower than the previous rate of 25.2% for 2013 it does not represent a statistical change as the confidence interval is greater than the difference between the two measured rates.

There is a higher rate of deaths linked to smoking in the city (324 deaths per year for the period 2011-2013, APHO Health Profile 2015) compared to the national average for England (289). The prevalence of smoking in adults varies considerable across the city from 13% in Withdean to 35% in East Brighton (Health Counts Survey 2012). The public health outcomes indicators also include the smoker prevalence for routine and manual workers; in 2014 this was 31.7% for Brighton & Hove, higher than England (28.0%) and the South East (26.5%).

The target for 2015/16 is 20.4%, which is the point at which Brighton & Hove would no longer be significantly worse than England. It is recognised that this target may not be able to be reached over the short term.

Commentary:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Brighton & Hove Smoking Cessation Service - It has been predicted that Brighton & Hove (B&H) smoking cessation service (SCS) will see a 25% (500 quits) shortfall on the city's annual target of 2,000 successful 4 week quits, based on B&H's data return for April 2015 to Dec 2015* to Health and Social Care Information Centre (HSCIC). Anecdotal evidence suggests that this shortfall may be due to an increase in people using e-cigarettes to help them stop smoking rather than making use of these services). According to Smoking in England 39.5% of smoker who were trying to stop smoking were using e-cigarettes in 2015. (*Please note that quarter 4's data will not be available until the 16 June 2016 following submission to the HSCIC)

Public Health England have reported a decline in the numbers of people accessing Stop Smoking Service in England. In 2014-15 HSCIC reported a decrease of 23% in the number of people setting a quit date on the previous year and a 45% decline compared to 2011-12. If we apply these principles to B&H's service delivery for 2015-16* we would be expecting to see 1694 smokers accessing our stop smoking service. To date our Stop Smoking Service has seen 1638 smokers, so we envisage that by the end of the year 2,200 smokers would have been seen by a smoking advisor in B&H, which is similar to the previous year. (*The number of people setting a quit date in 2011-12 was 4,000, based on the above calculation this mean 2,200 smokers would have accessed the service in 2014-15 (2,179 smoker actually did) and this would decrease further to 1694 smokers in 2015-16.)

In term of the number of people setting a quite date (1638) 66% of smokers achieved a successful quit at 4 week (65% in 2-14-2015). HSCIC data confirms that B&H's quit ratio was significantly higher than the national (51%) and regional (54%) quit ratio. Effective service delivery is reflective of a high conversion rate (65% quit ratio), which was at top end of the minimum quality standards conversion range of 35%–70%.

Hospital Smoking Cessation Service - Brighton Sussex University Hospital Trust manages the Hospital Smoking Cessation Service for inpatients/outpatients and staff. They will continue to deliver level 2 training, update meetings and manage the collation of 4 week audit/monitoring data from primary care. This will ensure a joined-up approach to smoking cessation between secondary and primary care.

Stoptober National Stop Smoking Campaign - The 2016 Stoptober Campaign supported 1420 B&H residents to quit smoking. In 2015 PHE reported that 61% of all smokers who registered with Stoptober achieved a sustained, successful quit attempt at four weeks (self-reported). Based on this national calculation we can estimate that 866 residents from B&H have stop smoking due to this campaign. Furthermore, a greater percentage of residents from the most deprived areas of the city engaged with the campaign than those from the less deprived areas (Quintile 1 27%, Q2 25%, Q3 20%, Q 17% & Q5 12)

Smokefree ME - Do Something Different were commissioned by Brighton & Hove Clinical Commissioning Group (B&HCCG) in January 2015 to sign up 800 B&H residents to a new online smoking cessation behaviour change programme by the end of March 2016. All 800 online licenses were allocated to B&H residents over this period and data indicates that 57% (456) were successful in quitting smoking at 4 weeks.

City Wide Quits - Across the city it is estimated that 2,400 smokers have given up smoking (either verified by self-reporting or following CO reading) with support from recognised stop smoking service providers.

Domiciliary (Home Based) Smoking Cessation Service - In February 2016 Public Health launched the domiciliary (home based) smoking cessation service (SCS) to support housebound smokers living with chronic lung disease or another limiting long term condition. The domiciliary SCS was developed in partnership with B&HCCG and builds upon the existing best practice and service delivery model adopted by pharmacies. To provide equitable access across the city, eight pharmacies are providing this service in line with the six GP clusters and in accordance to smoking prevalence within the city (more provision in the East of Brighton).

Brighton & Hove City-wide Five Year Forward Vision for Cancer - Within the five year forward business case £90,000 of the £726,000 annual budget has been allocated to reducing diagnoses and incidences of lung cancer in the city. If the business case is approval on the 28th April 2016 by the B&HCCG P&G panel Public Health we see £450,000 of new investment being drawn down to develop stop smoking innovations and interventions.

CLear model assessment for excellence in local tobacco control - Brighton & Hove have invested in an evidence based improvement model called CLear which helps councils to develop local action to reduce smoking prevalence and the use of tobacco. An initial network event was held and stake holders were consulted on the pressing issues in connection to tobacco control and smoking cessation for the city. The next stage of the process involves analysis of current evidence and data to inform the development of a local action plan with our stakeholders.

The vacant post for the Public Health Tobacco Control and Projects Commissioner has now been recruited to , in May 2016.

Actions:

1. The implementation of the new stop smoking clinical template and auditing process within GP and pharmacy local commissioned service provider. (Substance/Alcohol Misuse Adults officer, Jun 2016)
2. Review and evaluate the new community pharmacy domiciliary smoking cessation service. (Public Health Tobacco Control and Projects Commissioner, Jul 2016)
3. Implementing and managing the £90K innovation funding secured through the B&HCCG. (Public Health Tobacco Control and Projects Commissioner, Mar 17)
4. Re-establish the Tobacco Control Alliance, refreshing the Tobacco Control Strategy for the city Implementation of the B&H CLear action plan to reduce smoking prevalence and the use of tobacco. (Public Health Tobacco Control and Projects

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Commissioner, Sep 2016)

Number of drug related deaths [Corporate]	No.	30.00	26.00	 Improving

Position:

Data generated from an audit of the Coroners records indicate a total of 26 Drug Related Deaths (provisional) for the calendar year 2015. This is comparable with that for the previous year 2014 when there were a total of 27 deaths recorded using the same methodology. This trend contrasts with that seen nationally where ONS identified a significant spike in drug related deaths during both 2013 and 2014.

The locally set target ceiling for 2015-17, based on a three year rolling average methodology (which lessens the impact of large annual variations), is for a maximum of 30 deaths [14.3 per 100,000] on average per calendar year.

The Office of National Statistics (ONS) is yet to publish data for 2015. ONS recorded 19 deaths related to drug misuse during 2014. Looking at cumulative ONS data (2012-14) for the City, Brighton and Hove is now ranked in 12th place of 325 local authorities. This is a positive change when compared with comparable data for the 2009-2011 period which placed the City in first place, having the highest number of deaths relating to drug poisonings in England and Wales.

Commentary:

The number of people dying from a drug related death has declined slightly. The prophylactic effect of heroin users being in treatment is recognised as having a positive effect on mortality and the number of opiate users accessing treatment has remained stable despite the re-commissioning of substance misuse services in April 2015.

Historically deaths from heroin overdose have made a considerable contribution to the total number of deaths in the City. Local delivery of a programme of naloxone mini-jet provision for clients and their families appears to be having a positive effect in reversing overdoses that might otherwise have resulted in a death.

Though there was evidence of the use of Novel Psychoactive Drugs and/or club drugs contributing to deaths in three cases during 2015, their impact on overall drug related mortality remains limited. This is an evolving picture and greater sophistication in the post-mortem toxicology testing for these substances may lead to drug related attribution in cases that are currently outside the inclusion criteria for this data set.

The on-going challenge of addressing the mental health needs of those who commit suicide through the use of poisons (barbiturates in particular) is at present affecting the overall number of those dying locally who are recorded as having a drug related death.

Actions:

1. Continue to ensure that all clients in treatment with a known history of using Heroin/ other Opiates are offered first aid training and a naloxone mini-jet. (Substance Misuse Commissioner, quarterly)
2. Chair Harm Reduction Meeting 28th June 2016. (Substance Misuse Commissioner, quarterly)
3. Continue to work with partners such as hostels and A&E to support their use and distribution of naloxone with clients who are known heroin users/present with an overdose. (Substance Misuse Commissioner, on-going)
4. Work with mental health services to share learning of the risks of suicide with staff and clients in substance misuse services. (Substance Misuse Commissioner, on-going)
5. Feedback the detailed findings of the DRD 2015 audit at the next Harm Reduction meeting on 28th June 2016 and incorporate recommendations into the Harm Reduction Action Plan. (Substance Misuse Commissioner, July 2016)
6. Pro-actively generate learning from those who die in treatment by compiling a list of clients who have died in treatment or have been identified by Sussex Police as a suspicious/drug related death via the Drug Death Risk meetings. Reviewing cases and share the learning across treatment services, rough sleepers team, Sussex police, Adult Social Care and Public Health. (Substance Misuse Commissioner, on-going)

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): Rottingdean (annual) [Corporate]	No.	40.00	37.70	 Improving

Position:

The average level Nitrogen Dioxide (NO₂) measured at Rottingdean High Street during the calendar year 2015 is 37.7µg/m³ (micrograms per cubic meter). This is measured using constant diffusion tubes at two points and using the point that records the highest levels. Monitoring started on Rottingdean High Street in January 2009 (Site East 22) and January 2010 (Site East 23). Between 2009 and 2014 monitoring results suggested that Nitrogen Dioxide levels exceeded the EU and UK standard (annual average). The council therefore has a statutory duty to declare an Air Quality Management Area for Nitrogen Dioxide. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with Nitrogen Dioxide at the facade of permanent residential dwellings.

The target of 40µg/m³ is the EU and UK standard.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

During 2015 all monitors in the vicinity including E23 suggest that for the first time NO2 levels could be compliant with the standard. That said the results are not based on a full calendar year as one period in the annual sequence is missing. The improving trend in Nitrogen Dioxide levels in Rottingdean needs to be confirmed with 2016/17 monitoring evidence before the AQMA can be revoked.

Commentary:

The monitoring carried out during 2014 and 2015 suggests an improvement in Nitrogen Dioxide in Rottingdean compared with 2010 and 2013. During this period background levels in Nitrogen Dioxide have improved across the region. Fewer cold periods may have helped exhaust systems better mitigate pollution reducing emissions of oxides of nitrogen from road vehicles. Three buses an hour pass along the High Street. In 2014 these vehicles were retrofitted from euro-three emission standard to better than euro five.

Rottingdean Parish Council (RPC) has been keen to trial or implement intervention measures to improve traffic flow through the Air Quality Management Area. In 2015 the road safety officer made a number of suggestions that were shared with RPC, Transport and the Air Quality Officer. The suggestion included a keep clear zone at the traffic bottleneck, a one way street to be considered on a trial bases. It is understood that resources will not be allocated because there is no agreement between ward and parish councilors. Developers have offered developer contributions for air quality. The council has no agreed schemes that can use developer contributions or other funds to work towards compliance with the EU limit for nitrogen dioxide in Rottingdean. Without firmer action plan measures to permanently achieve compliance with EU limits developments could be refused planning permission on grounds of air quality.

Actions:

1. Submit the statutory air quality Annual Quality Status Report to the Department for Farming and Rural Affairs (Defra). This will detail the progress with measures cited in the 2015 Air Quality Action Plan. (Acting Head of Regulatory Services, Sep 16)

Environment, Development & Housing

The percentage of municipal waste landfilled (3 month lag) [Corporate]

%

5.00

4.17



Improving

Position:

This is the provisional figure for Qtr 1, 2 & 3 2015/16, which is the latest data available.

The outturn for this period is lower (better performance) than the equivalent period in the previous two years, 4.33% in 2014/15 and 8.29% in 2013/14.

The target for the year is 5%. This was set locally as part of the 2012 waste strategy update.

The latest statistical neighbour comparator information available is for the financial year 2014/15. The following authorities listed are local authority neighbours as identified by the Association for Public Service Excellence (APSE). Blackburn with Darwen Borough Council (67.1%), Blackpool Borough Council (25.7%), Gateshead Metropolitan Borough Council (5.6%), London Borough of Havering (unavailable), North Tyneside Council (8.3%), Rotherham MBC (33.5%), Stockton-on-Tees Borough Council (unavailable).

BHCC (3.89%) are currently ranked 1st out of 6.

Commentary:

Disposal of waste to landfill is the least favourable treatment option in terms of environmental impact and cost. The councils integrated waste management contract has delivered the facilities to maximise recycling and composting rates, including the Hollingdean Materials Recycling Facility (MRF) and the In Vessel Composting (IVC) facility at Whitesmith in East Sussex. The contract encourages recycling and composting and any residual waste is processed through the Energy from Waste Facility (EfW) in Newhaven. This facility generates electricity which is sold to the national grid. The council receives a proportion of the income for materials sold for recycling as well as a proportion of the income from electricity generated. Recycling and composting are the most economic treatment options for the council.

Residual waste is generally only disposed to landfill if it cannot be processed by facilities higher up the waste hierarchy. This tends to be composite bulky waste. The EfW in Newhaven is shut down for a number of weeks annually for maintenance purposes. In the past some of the waste arising during this short period has been disposed to landfill but opportunities to divert waste to other facilities during this period are being progressed.

Overall the percentage of waste sent to landfill is expected to remain on target at or below 5% per year.

Actions:

1. To continue to monitor and review performance against this indicator (Cityclean Management Team).
2. To explore any new opportunities to reduce the amount of residual waste sent to landfill further (Cityclean Management team, ongoing)

Residual waste per household (kg) (3 month lag) [Corporate]

No.

442.50

470.86



Declining

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position:

This is the provisional figure for Qtrs 1, 2 & 3 2015/16, which is the latest data available. Residual waste is total household waste collected less total household waste sent for recycling, composting or reuse.

This result is higher (worse) than the same period in the previous two years which were 467.19kg/hh (2014/15) and 450.88kg/hh (2013/14) showing an upward trend.

The target for the year is 590kg/hh. This was set locally as part of the 2012 waste strategy update.

The latest statistical neighbour comparator information available is for the financial year 2014/15. The following authorities listed are local authority neighbours as identified by the Association for Public Service Excellence (APSE). Blackburn with Darwen Borough Council (581.61kg/hh), Blackpool Borough Council (538kg/hh), Gateshead Metropolitan Borough Council (586.77kg/hh), Knowsley MBC (532.61kg/hh), London Borough of Havering (670.96kg/hh), North Tyneside Council (600kg/hh), Rotherham MBC (601.07kg/hh), Stockton-on-Tees Borough Council (718.8kg/hh).

BHCC (614.38%) are currently ranked 7th out of 9, a direct result of the recycling rate being significantly higher in the other areas.

Commentary:

The amount of residual waste produced per household is related to the total amount of waste produced per household and how much of that is taken out of the waste stream (eg by home composting or reuse) and by recycling.

The indicator for Brighton & Hove does not compare favourably to cities like Cheltenham, Bournemouth and Bristol, and this is largely due to the differences in recycling services. These cities provide food waste collection linked to fortnightly refuse collection and some also provide a garden waste collection.

Realising a step change in recycling rates in Brighton & Hove and hence a reduction in the amount of residual waste produced requires a significant change in policy. Proposals for food waste collection and fortnightly refuse collection in suburban areas of the city have been worked up. This work identified that this would require an additional revenue cost in excess of £1m per year. In the current economic climate this has not been pursued.

Fortnightly refuse collection without food waste would result in an increase in the amount of recycling collected (and a reduction in residual waste) as residents would be encouraged to separate their waste. It is a model that has been adopted by a number of local authorities but is not one Brighton & Hove has pursued for its suburban areas.

More modest reductions in residual waste can be achieved by encouraging more residents to recycle materials for which we currently provide collection services and to encourage those that already recycle to recycle more. Waste minimisation can also be encouraged for example by promoting home composting and re-use schemes. Work on this type of engagement work, linked to incentive and communication campaigns had been on hold as a result of the service disruption. A detailed delivery plan is now being delivered.

In relation to food waste the Food Partnership is, as part of its program, encouraging people to reduce the amount of food waste they produce and to compost any food waste they do have. The community composting scheme, focussed on more densely populated areas of the city, now has over 1,000 members who compost their food waste which all contribute to reducing the amount of residual waste produced in the city.

Actions:

1. A trial to introduce wheelie bins for recycling was approved in July 2015 and is now operational. Initial results will be available in the spring. (Cityclean Management Team, Spring 2016)
2. A business plan for garden waste collections was presented to ETS Committee in October 2015. These scheme which will go live in April and is expected to increase recycling rates and reduce residual waste. (Cityclean Management team, June 2016)
3. To review the waste strategy targets. New targets and action plan to be agreed for 2016/17 (Head of Strategy and Projects).

The percentage of household waste sent for reuse, recycling and composting (3 month lag)
[Corporate]

%

28.00

24.68



Declining

Position:

This is the provisional figure for Qtr 1, 2 & 3 2015/16, which is the latest data available.

The outturn for this period is lower (worse performance) than the equivalent period in 2014/15, when the result was 25.66%. The same period in 2013/14 was 25.73%.

The target for the period is 27%. The target for the end of the financial year 2015/16 is 28%, and was set based an expected improvement in service reliability. The 2012 waste strategy target of 40% is due to be updated for 2016/17 to reflect changes in the service.

The latest statistical neighbour comparator information available is for the financial year 2014/15. The following authorities listed are local authority neighbours as identified by the Association for Public Service Excellence (APSE). Blackburn with Darwen Borough Council (36.8%), Blackpool Borough Council (39.9%), Gateshead Metropolitan Borough Council (35.9%), Knowsley MBC (36.7%), London Borough of Havering (unavailable), North Tyneside Council (37.4%), Rotherham MBC (37.6%), Stockton-on-Tees Borough Council (unavailable).

BHCC (25.24%) are currently ranked 7th out of 7. All other authorities listed already offer a garden waste collection service.

Commentary:

This indicator for Brighton & Hove does not compare favourably to cities like Cheltenham, Bournemouth and Bristol, and this is largely due to the differences in recycling services. These cities provide food waste collection linked to fortnightly refuse collection and some also provide a garden waste collection.

Realising a step change in recycling rates in Brighton & Hove and hence a reduction in the amount of residual waste produced requires a significant change in policy. Proposals for food waste collection and fortnightly refuse collection in suburban areas of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
the city have been worked up. This work identified that this would require an additional revenue cost in excess of £1m per year. In the current economic climate this has not been pursued. Fortnightly refuse collection without food waste would result in an increase in the amount of recycling collected (and a reduction in residual waste) as residents would be encouraged to separate their waste. It is a model that has been adopted by a number of local authorities but is not one Brighton & Hove has pursued for its suburban areas. More modest increases in recycling can be achieved by encouraging more residents to recycle materials for which we currently provide collection services and to encourage those that already recycle to recycle more. Waste minimisation can also be encouraged for example by promoting home composting and re-use schemes. Work on this type of engagement, linked to incentive and communication campaigns had been on hold as a result of the service disruption. A detailed delivery plan is now being worked up. In relation to food waste the Food Partnership is, as part of its program, is encouraging people to reduce the amount of food waste they produce and to compost any food waste they do have. The community composting scheme, focussed on more densely populated areas of the city, now has over 1,000 members who compost their food waste which all contribute to reducing the amount of residual waste produced in the city.				

Actions:

1. A trial to introduce wheelie bins for recycling was approved in July 2015 and was implemented in November 2015. The results will be available in the spring and will inform recommendations for further roll out (Cityclean Management team, Spring 2016).
2. A business plan for garden waste collections was presented to ETS Committee in October 2015. The service will commence in Spring 2016, (Cityclean Management team, June 2016).
3. To review the waste strategy targets based on the service review New targets and action plan to be agreed for 2016/17. (Head of Projects & Strategy)

**Missed refuse collections per 100,000 population
[Corporate]**

No.

83.00

84.00



Improving

Position:

This result is for 2015/16.

The target was set using the APSE (Association for Public Service Excellence) authority family group average result for 2013/14. Previous annual results for this indicator are not available due to a change in how we measure this to align with the APSE family group method.

The latest available comparator information is the APSE family group average for 2013/14 of 83 collections per 100,000.

Results have dropped from 133 in Q1 2015/16, to 100 at Q2, to 88 at Q3, showing a continued improved trend over the financial year.

Commentary:

The indicator includes properties which did not receive a collection where this has not been reported to the service (for example if a whole road has been dropped).

There has been further improvement in Q3 compared to Q2 and the percentage of properties that have had a missed refuse collection remains very low (<0.01%).

Performance is only slightly below target and conversations with APSE suggest there are likely to be inconsistencies in reporting this indicator amongst the family group.

Actions:

1. This is the fourth quarter the new methodology has been used. The data is still being checked to ensure it accurately reflects performance. It is likely that Cityclean over reports on this indicator compared to other cities by being very proactive in identifying any missed work. (Head of Operations, ongoing)

2. The number of missed bins will continue to be monitored and measures put in place to improve performance. (Head of Operations, ongoing)

3. Performance reporting systems are being improved to monitor missed bins on a round by round basis to allow more effective performance management (Head of Projects & Strategy, ongoing).

Please note: This is a baseline year due to a change in calculating missed collections. In order to match the APSE calculation this figure now looks at the number of missed collections per 100,000. This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000)

**Missed recycling collections per 100,000
population [Corporate]**

No.

43.00

118.00



Improving

Position:

This result is for 2015/16. The target was set using the APSE (Association for Public Service Excellence) authority family group average result for 2013/14.

Previous annual results for this indicator are not available due to a change in how we measure this to align with the APSE family group method. This is now calculated as: Total Missed Collections/(Total Number of Expected Collections/100000). Previously the total number of missed bins across the city was reported.

The latest available comparator information is the APSE family group average for 2013/14 of 43 collections per 100,000.

Results have dropped from 168 in Q1 2015/16, to 132 at Q2, to 122 at Q3, showing a continued improved trend over the financial

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

year.

Commentary:

The new indicator includes properties which did not receive a collection where this has not been reported to the service (for example if a whole road has been dropped).

There has been further improvement in Q3 compared to Q2 and the percentage of properties that have had a missed refuse collection remains very low (<0.01%).

Performance is below target and conversations with APSE suggest this is likely to be due to inconsistencies in reporting this indicator among the family group. We are working with APSE to get clarity on the family group average calculations. Our direction of travel is positive over the year to date.

Actions:

1. This is the third quarter the new methodology has been used. The data is still being checked to ensure it accurately reflects performance. It is likely that Cityclean over reports on this indicator compared to other cities by being very proactive in identifying any missed work. (Head of Operations, ongoing)
2. The number of missed bins will continue to be monitored and measures put in place to improve performance. (Head of Operations, ongoing)
3. Performance reporting systems are being improved to monitor missed bins on a round by round basis to allow more effective performance management (Head of Projects & Strategy, ongoing).

The percentage of people satisfied or very satisfied with the city's parks and open spaces [Corporate]

%

80.00

87.40



Improving

Position

Satisfaction with parks and open spaces has increased by 15 percentage points compared to the 2014-15 figure. However, dissatisfaction at nine per cent is similar to the figure seen last year.

Commentary

Performance continues to exceed target, returning to the levels of 2012 at 86.% , and 2013/14 at 87.9%.

Actions

1. The open spaces strategy will continue to inform management and maintenance arrangements going forward. (Head of Cityclean and Parks, December 2016)

Local bus passenger journeys originating in the city (millions) [Corporate]

No.

46.37

45.57



Declining

Position

This result shows the total count of passengers journeys taking place across the city. The target shows 2014/15 result. Results trend is 2013/14 46.37 million, 2014/15 46.11 million, 2015/16 45.57 million passengers.

Commentary

The quality bus partnership delivers a range of shared initiatives in the city. This includes multi-operator smart ticketing (phase 1) to make it easier for residents to travel using one ticket. Strategic bus routes in the city that have seen significant investment and improvement include Lewes Road, Edward Street and Vogue Gyratory. Bus stop infrastructure and buses have seen technical improvements enabling access to lower floor buses. Promotion of bus routes such as Breeze Up to the Down encourages sustainable and public transport journeys and access to the South Downs National Park area.

Actions

1. Deliver Multi-operator ticketing phase 2, enabling cross-boundary journeys to other areas in partnership with East/ West Sussex and commercial operators The completion of feasibility is expected by March 2017 (Principal Transport Planner).
2. New bus shelter contract out to tender. Contract to awarded by March 2017. (Principal Transport Planner)
3. Continue with current bus stop maintenance improvements (Principal Transport Planner)
4. Testing of an upgraded GPRS Real Time Passenger information system to rollout. This will enable better reliability and resilience across the passenger network. (Traffic Signal Manager, March 2017)
5. Deliver Phase 2 of the Intelligent Transport Systems project to enable the measurement of journey times across the city. (Urban Traffic Control Engineer, March 2017)
6. Refresh the network management plan, including improved management of the work of utility companies and city-wide events. A permit system is in place with fines to mitigate this. (Highway & Traffic Manager, March 2017)
7. Brighton Station traffic flows are in place to improve conditions for transport users outside the station. (Head of Transport, March 2017)

Annual daily average cycle count [Corporate]

No.

8,603.00

8,716.00



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The target shows the 2014/15 result. The result is a average daily count of the number of journeys across 14 key cycling locations in the city including Elder Place, Grand Avenue, Kings Road, Lewes Road, London Road, Madeira Drive, Marine Drive, Marine Parade, Preston Road, Richmond Place, Telscombe Tye, The Drive. The trend of results for this count shows: 2010/11 = 6,133 2011/12 = 6,580 2012/13 = 6,795 2013/14 = 7,095 2014/15 = 8,603 Due to counters profiling across the city, we are unable to compare to journeys made in other local authority areas.				

Commentary

The direction of travel has consistently increased since data collection began in 2007, with the average daily count going from 6,580 to 8,716 over the last 5 years. Over these years there has been significant investment in strategic routes to improve conditions for cyclists, resulting in a safer and quicker infrastructure along key routes mentioned. Cycle parking is being rolled out across the city, with a rolling programme of new spaces for committee approval. Road user behaviour is changing and adapting across the city to accomodate this over a confined network area, where sections of the are currently over capacity.

Actions

1. Continue to promote the Share the Roads campaign. (Road Safety Manager, March 2017)
2. Continue to deliver the Bus driver awareness training where bus drivers become a cyclist for the day. (Road Safety Officer, March 2017)
3. Contract specifications are in place for all new HGV and maintenance drivers to take a road safety course. (Road Safety Officer, March 2017)
4. Continue to deliver Cycle Maintenance training (Sustainable Transport Fund Manager, ongoing)
5. £500k has been awarded from the Sustainable Transition Fund to support residents on lower incomes with road educational awareness and training. (Sustainable Transport Fund Manager, March 2017)
6. Cycle hire to be made available at selected locations. (Principal Transport Planner, March 2017)

The number of people killed or seriously injured in road traffic incidents [Corporate]

No.

149.00

150.00



AMBER
Improving

Position

This figure covers the calendar year 2015. It shows a decrease in the total number of killed and seriously injured (KSI) casualties compared to 2014 (158). The financial impact upon society of the 2015 KSI casualties is valued at £33m, with the value of ALL road traffic casualties (including slight injuries) bringing this to £46m.

The target reflects the Department for Transport's 'central' forecast for KSIs in Brighton & Hove. The DfT casualty forecast for fatalities in BHCC 2015 was six; only one was reported in 2015 and only two were reported in 2009, both exceptionally low tolls. The annual number of reported serious injuries is more variable and although at 150 it is one less than in 2014, it is slightly higher than the 5 year average (149).

The 2015 data is provisional and has not yet been agreed with DfT. It will be subject to change if further information is received.

Commentary

The authority has implemented the Road Safety Strategy in 2014/15, and are currently looking at 3-year result trends to monitor the effectiveness of the changes. Some of the key influences on this result are outside the control. The number of fatalities in this total is low. Road user behaviour is estimated as being responsible for up to 60% of KSI's. Improvements to vehicle technology also having a key influence. Phase 1 of the 20mph scheme was introduced in 2013 with key aims being reduction of speed on the roads and reducing the severity of accidents.

The significant proportion of road user incidents relates to road user day events held in Brighton & Hove for motorcyclists, cars, and cyclists, with education and training being key at these events. Other educational and campaign events and programmes include Safer Routes to School, a Pedestrian Crossing programme, Child Pedestrian Training, Bikeability, and Cycle Maintenance scheme.

Actions

1. Continue the 20mph scheme rollout of evaluation and speed reduction measures at sites where road users are not complying with speed limits. Light touch measures include improved road lining and signs. (Road Safety Manager, March 2017)
2. Analysis on selected routes to school has started with implementation expected by March 2017 (Road Safety Manager)
3. Continue the events and educational campaigns through the summer events season. (Road Safety Officer, ongoing)

Overall satisfaction score with Highways and Transport locally (based on proposed importance) [Corporate]

No.

56.60

57.60



GREEN
Improving

This is an annual figure and is a satisfaction score from a random selection of the residents of Brighton & Hove obtained by participating in the NHT survey. The results of the survey are available during Oct/Nov.

We have agreed a 5 point score to indicate significant change. The 5 score parameters will accommodate increases in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
participants (nationally) and response rates (locally). Satisfaction score in 15/16 exceeded the target set. The score is an improvement of 0.9. We are ranked 5th within our Peer group.				
Percentage reduction in Carbon Dioxide emissions per capita [Corporate]	%	18.80	22.40	 GREEN Improving

Position

This data is two year lagged and was released July 2015. Emissions have reduced from an estimated 5.5 tonnes per person in 2005, to 4.3 tonnes per person in 2013. Our statistical neighbour average then was 18.8% and the national average was 21.2%. A target for 2015/16 was set at 18.8% as this would demonstrate Brighton & Hove are meeting the statistical neighbour average for carbon emissions per capita. A 22.4% reduction has been achieved and demonstrates that the 18.8% target that was set has been met and succeeded and supports a positive, upward trend. Brighton and Hove falls just short of regional performance of 22.5% but ahead of national performance at 21.5%.

Based on latest date for 2012/13 we are ranked 7th out of 14 CIPFA nearest neighbours.

Reading 28.9%, Southampton 28.4%, Bristol 26.8%, Bournemouth 26.1%, Swindon 25.3%, Southend-on-Sea 24.3%, Brighton & Hove 22.4%, Derby 21.3%, Plymouth 21.3%, Portsmouth 20.5%, York 19 %, Blackpool 18.8%, Bedford 18.5%, Torbay 17.9%, Our statistical neighbour average is 22.8%. Which means we are performing 0.4% below our CIPFA nearest neighbours.

Although the 2013 percentage reduction is an improvement to the 2012 reduction of 18.5%, it is still slightly less than the 23.4% reduction achieved in 2011.

The highest ranking city for all three years was Reading where a 28.9% reduction was achieved in 2013.

Commentary

Housing:

Brighton & Hove has an old housing stock with 66% of houses built before 1945 (compared with 43% across England) 12 and many private sector properties labelled 'hard to treat' (for example those with solid walls) in relation to energy efficiency measures. This presents a particular challenge to our performance on reducing carbon emissions.

From April 2018, landlords will be required by law to ensure their properties meet an energy efficiency rating of at least Band E .

From 1 April 2016, tenants living in F and G rated homes will have the right to request energy efficiency improvements which the landlord cannot unreasonably refuse. This will present an opportunity for the city in helping to improve on our performance.

Transport:-

Local policies can influence behaviours such as encouraging people in the city to choose lower carbon forms of transport, but alone they can be limited in reducing transport-based local carbon emissions. Changes in national legislation, vehicle technology and significant changes in individual travel behaviours are required to achieve significant reductions in line with set targets.

Reducing carbon emissions is a primary goal within the approved LTP4 and continued investment by local bus companies in retrofitted and new vehicles, which will help reduce emissions, is also underway. Local initiatives to reduce transport emissions through behavioural change, such as the East Central Brighton LSTF project, will also assist in meeting targets.

Commerce and Industry are also a key contributor to this result.

Actions

Sector: Transport (provided by Head of Transport Policy & Strategy, BHCC)

The council's approved (2015), fourth Local Transport Plan [LTP4] includes 'Reduce Carbon Emissions' as one of 7 high-level, overarching goals that Transport is expected to help contribute towards meeting within the city . The council has also approved the development of a strategic Transport Carbon Reduction Plan by 2019.

Actions that will contribute to achieving this goal will include:-

1. Reducing the need to travel for some journeys and activities, especially through the Planning process
2. Developing a business case for a "spend to save" investment of £26m to replace much of the street lighting stock with energy efficient low carbon equipment.
3. Delivering measures to increase the uptake of Ultra Low Emission Vehicles [ULEV], in partnership with residents and stakeholders including increasing the availability and use of ULEV infrastructure and promotion of supporting initiatives.
4. Begin delivery of BikeShare scheme and cycle-rail projects for a cycle hub at Hove Station and improved cycle parking facilities at 3 train stations (Portslade, London Road and Moulsecoomb).
5. Delivering the second and third phases of the 'Intelligent Transport Systems' [ITS] Package on the main routes into and out of the city.
6. Implementing, monitoring and enforcing projects including 20mph zones, the Low Emission Zone in central Brighton and a number of schemes to promote walking, cycling and bus use.
7. Continuing the development of opportunities with public transport operators for Citywide smart-ticketing and other initiatives to improve and increase the passenger journey experience.

Sector: Commerce and Industry - provided by Economic Development Officer, BHCC; Housing Sustainability Officer, BHCC; and Director of Green Growth Platform, University of Brighton

1. The Local Enterprise Partnership's Strategy for European funding includes a significant allocation under the low carbon economy and a pipeline of projects is being developed for 2015-20.
2. Investigate potential and facilitate implementation for development of district heat network for the city to supply affordable heat to residents and low carbon heat to businesses and other sectors in the following four sites:
- Shoreham Harbour

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
- Toad's Hole Valley - Eastern Road - Hove Station				
3. Brighton & Hove Energy Services Company (BHESCo) completed four projects that will reduce annual CO2 emissions by over 72 tonnes, and this year has already broken ground on four more that will save over 50 tonnes annually.				
4. The Green Growth Platform continue to support growth of low carbon and environmental good service companies and in linking to companies in any sector wishing to "green up" via our 4 service areas				

Sector: Housing -

1. District Heat Network work as described above
2. Brighton Energy Co-op installed 100kwp of solar PV on Park Gate residential building in 2015

Percentage of people who agree that they will have enough money, after housing costs, to meet basic living costs? (City tracker) [Corporate]

%

60.00

61.00



Improving

Position:

The total amount of respondents that agreed with the statement is 61% which was a 4% increase from the previous (baseline) year, and a 1% improvement on the 60% target set. This demonstrates a positive trend towards more people in the city feeling that they 'will' have enough money after housing costs to meet basic living costs.

Those most likely to struggle with meeting basic living costs are concentrated in particular groups:

- Two out of five renting privately (42%) or living in social housing (41%) disagree that they will have the ability to meet basic living cost compared to only 12% of those who own their home or have a mortgage.
- A third of those aged 18 to 34 (35%) compared to only 17% of those aged over 34
- A third of those with a health problem or disability that affects their activity (33%) compared to only 21% without.

There is no comparative information for this KPI.

Commentary:

Ability to heat the home to an adequate standard of warmth to maintain health is a basic living cost. The risks of cold homes and the resulting impact on health are recognised by Brighton & Hove City Council and this has been reflected in:

- Excess Winter Deaths and Fuel Poverty Joint Strategic Needs Assessment (JSNA) Summary
- BHCC Housing Strategy 2015

- Draft Fuel Poverty and Affordable Warmth Strategy for Brighton & Hove

* This will be taken to Health & Well Being board on 20th September 2016, and led by Housing Sustainability and Affordable Warmth Manager

BHCC Public Health and Housing departments have been working in partnership with local and national organisations for a number of years to address local fuel poverty. The following work streams have been developed to address financial inclusion and income maximisation in fuel poor households:

Brighton & Hove Warm Homes Healthy People Programme operates each winter to offer a range of support to vulnerable residents. Previous programmes have provided small emergency grants, financial inclusion checks and advice leaflets.

GP Referral Scheme to facilitate patient referral for housing issues from GPs to the Council Private Sector Housing Team . Challenge around obtaining referrals from GPs who may not be aware of patient living situation or have time to make the referrals.

Warmth For Wellbeing Pilot scheme offering advice and support to patients in high risk groups from March to Sept 2015. Vulnerable patients of two local GP practices and specialist community teams were offered support from a specialist advice worker to improve their finances and energy bills. Challenge around obtaining referrals from GPs and community clinicians who may not have time to make referrals.

Warmth For Wellbeing - significant programme of partnership work funded by the British Gas Energy Trust from Jan – Dec 2016. Includes single-point-of-contact referral service, 1:1 specialist financial advice and small emergency grants. Citizen's Advice Brighton & Hove are the lead organisation, with a Project Board including BHCC Public Health and Housing representatives.

Ongoing challenge to identify the necessary funding to continue beyond Dec 2016.

During March 2015, the National Institute for Health and Care Excellence (NICE) published guidelines entitled, 'Excess winter deaths and morbidity and the health risks associated with cold homes'. A Fuel Poverty and Affordable Warmth Strategy is currently being developed by Housing and Public Health to address the recommendations within this guidance in Brighton & Hove. The final draft of this strategy will go to the Health and Wellbeing Board during September 2016.

Brighton & Hove are a member of Your Energy Sussex (YES) a partnership of local authorities across the region working to address fuel poverty and carbon by reducing resident's energy bills through a range of programmes . YES operates an ECO funded boiler and insulation scheme for local residents to which Brighton & Hove residents are referred, where appropriate, alongside other local and national support programmes.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Development of a city wide partnership food poverty action plan (see <http://bhfood.org.uk/resources>) from November 2014 to November 2015. Case study on development at <http://bhfood.org.uk/case-studies>

The total amount of respondents that 'disagreed' and said that they wouldn't have enough money to meet basic living costs has remained the same as the previous year at 23%. Future activities and work in this area need to aim reduce this percentage.

Actions:

1. Support the development, delivery and evaluation of Warmth For Wellbeing as members of the Project Board (31/12/16, Health Promotion Practitioner and Housing Sustainability Contracts Manager)
2. Develop Fuel Poverty & Affordable Warmth Strategy for Brighton & Hove (Housing Sustainability Contracts Manager)
3. Commission Public Health Warm Homes Healthy People Programme 2016-17 (31/03/17, Health Promotion Practitioner)
4. Work through the YES partnership to develop schemes that support the reduction in residents fuel bills , specifically;
 - Pay as You Save home energy efficiency improvement, focused on the private rented sector
 - Develop a local Sussex energy tariff
5. BHFP to secure continuation funding to coordinate delivery of the city's food poverty action plan ; and to maintain resources for advising and supporting people in food poverty e.g. at bhfood.org.uk/food-poverty-advice
6. The Community and Third Sector Prospectus funds a community banking partnership known as Moneyworks which provides advice on money matters including debt and provides community education to improve financial capability and resilience

Percentage of the working age population claiming key out of work benefits [Corporate]

%

9.10

8.90



Improving

Position

This KPI shows the percentage of working-age residents of Brighton & Hove that are claiming out of work benefits. Out of work benefits claimants consist of the following groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits The result is for August 2015, which is the latest available data (released Feb 2016) and is sourced from the Department for Work & Pensions.

The result of 8.9% beats the two targets set to qualify as a green indicator for 2015/2016: 1) Being less than 9.1% and 2) Improving at least one place in relation to our 15 CIPFA nearest neighbours – we improved from 10th to 9th place out of 16.

The overall trend for out of work benefit claimants has been on a downward trajectory, mirroring the national trend. However the latest result is the smallest reduction recorded in the past five years which may indicate that the trend is bottoming out, both nationally and in Brighton & Hove: -

Brighton & Hove working age population claiming out of work benefits

August 2010: 12.3%

August 2011: 11.7%

August 2012: 11.1%

August 2013: 10.2%

August 2014: 9.3%

August 2015: 8.9%

Employment rate [Corporate]

No.

73.70

71.70



Declining

Position

This KPI shows the employment rate for working-age residents of Brighton & Hove. The latest result is for the period from January 2015 – December 2015. The data is sourced from the ONS Annual Population Survey, rather than being a census.

The result of 71.7% shows a drop of two percentage points over the previous year, and thus fails to meet the green target of maintaining our employment rate of 73.7%.

The latest result also sees Brighton & Hove's position fall from 4th to 14th out of 16 in relation to our CIPFA nearest neighbours, a significant change in 12 months. The average employment rate for our CIPFA group was 71.9% in Jan-Dec 2014, and rose to 74.8% in Jan-Dec 2015. Reading and Bedford joined Brighton & Hove as the three areas that saw a fall in the employment rate in the past year.

The Brighton & Hove employment rate has been improving since 2011 as the city recovered well from the recession. However the latest result is sees the trend turn downwards for Brighton & Hove, while the national, regional and CIPFA nearest neighbour employment rates continued to improve: -

Brighton & Hove employment rate (working-age residents)

Jan - Dec 2011: 69.7%

Jan - Dec 2012: 71.4%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Jan - Dec 2013: 72.0%				
Jan - Dec 2014: 73.7%				
Jan - Dec 2015: 71.7%				
Growth in the number of businesses [Corporate]	%	4.30	7.76	 GREEN Improving
Position				
2013 to 2014 growth was 575 business counts, 4.25%, ranking us 6 among our 16 CIPFA nearest neighbours.				
2014 to 2015 growth was 1,095 business counts, 7.76%, ranking us 5 among our 16 CIPFA nearest neighbours.				
Growth in the number of Jobs [Corporate]	No.	2,955.00	1,396.00	 AMBER Declining
Position				
This KPI shows the percentage jobs growth rate for Brighton & Hove. The data is sourced from the ONS Business Register and Employment Survey, with this latest result being for 2014. There is therefore a lag compared with the majority of other KPIs which have data covering the 2015/16 time period.				
The number of employee jobs in Brighton & Hove grew from 126,537 in 2013 to 127,933 in 2014, giving a KPI result of 1.1%. The target of maintaining of maintaining the previous year's jobs growth rate was therefore missed , giving an amber result. It should be noted that due to corrections of previous years' data following the latest release , Brighton & Hove's jobs growth rate for 2013 has changed from 2.34% to 2.51%.				
Brighton & Hove did not perform as well as many comparator areas on this KPI; the 2014 jobs growth figures resulted in the city falling from 5th to 12th out of 16 CIPFA nearest neighbours. Jobs growth rates varied wildly among our CIPFA nearest neighbours in 2014, from 8.92% in North Tyneside to -0.71% in Portsmouth. The average growth rate for our CIPFA nearest neighbours stood at 2.91%.				
The Brighton & Hove jobs growth rate has been positive post-recession, peaking at 3.34% in 2011, however the latest result has seen our jobs growth rate more than halve from 2013 to 2014. The latest employment rate figures carry less of a time lag, and given that they show a fall in the employment rate in 2015, the Brighton & Hove jobs growth rate is likely to continue to fall when the 2015 figures are released.				
Brighton & Hove jobs growth rate				
2010: -0.26%				
2011: 3.34%				
2012: 2.15%				
2013: 2.51%				
2014: 1.11%				
Growth in private sector jobs [Corporate]	No.	2,143.00	2,486.00	 GREEN Improving
Position				
This KPI shows the percentage growth rate for private sector jobs in Brighton & Hove. The data is sourced from the ONS Business Register and Employment Survey, with this latest result being for 2014. There is therefore a lag compared with the majority of other KPIs which have data covering the 2015/16 time period.				
The number of private sector jobs in Brighton & Hove grew from 102,216 in 2013 to 104,702 in 2014, giving a KPI result of 2.43% growth. The target of maintaining of maintaining the previous year's jobs growth rate (2.1%) was surpassed, thereby giving a green result. It should be noted that due to corrections of previous years' data following the latest release , Brighton & Hove's private sector jobs growth rate for 2013 has changed from 2.34% to 2.31%. The RAG rating is unaffected following this revision.				
Despite the green rating, Brighton & Hove did not perform as well as many comparator areas on this KPI. In 2014 the city had only the 14th fastest private sector jobs growth rate out of 16 CIPFA statistical neighbours, a fall from 5th place in 2013. Bristol benefitted from a 10.63% private sector jobs growth rate in 2014, while Portsmouth witnessed private sector jobs losses of 2.73% over the same time period. The average private sector jobs growth rate for our CIPFA nearest neighbours was 4.82%.				
The Brighton & Hove jobs growth rate has been positive post-recession, peaking at 5.66% in 2011. Since 2011 the private sector jobs growth has remained fairly steady at 2-3% per annum. However it should be noted that in 2014 our CIPFA nearest neighbours significantly improved performance, and Brighton & Hove failed to match that improvement.				
Brighton & Hove private sector jobs growth rate				
2010: 0%				
2011: 5.66%				

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2012: 2.07%				
2013: 2.31%				
2014: 2.43%				

Growth in Gross Value Added per head [Corporate]

%

4.16

2.99



Declining

Position

Gross value added (GVA) measures the value of goods and services produced in an area, industry or sector of an economy. GVA per head divides this economic output of a specific area by the number of people living in said area. This KPI therefore acts as a measure of Brighton & Hove's economic productivity per person. The data is sourced from the ONS Regional Accounts, and the latest figure is for 2014, therefore there is a fairly long time lag for this dataset compared with other KPIs.

The result of 2.99% growth in GVA per head showed Brighton & Hove's economy continued to grow in terms of productivity in 2014, although it failed to maintain the levels of growth shown in 2012 and 2013.

The 2013 GVA per head growth rate for Brighton & Hove has been revised by the ONS, from 3.75% to 5.72%. This is due to changes in the way the ONS calculate gross value added and household rental income. Further information on this methodological change is provided at the end of this position statement.

Total GVA in the city grew by 4.09% in 2014, which is a higher percentage increase than GVA per head. This indicates that some of our overall economic growth was driven by an increase in population rather than an increase in productivity.

GVA data is only available for 12 of our 16 CIPFA nearest neighbours. In 2013 the city had the 2nd highest productivity growth rate out of 12, but in 2014 we fell to 6th place. Bristol achieved the largest real GVA per head growth rate in 2014: 5.33%.

Brighton & Hove GVA per head

2010: 0%

2011: 1.90%

2012: 6.07%

2013: 5.72%

2014: 2.99%

ONS Bulletin December 2015

"This year has seen a big change to the treatment of household rental income, with three separate changes occurring simultaneously. The first of these is a change in the average house prices used to calculate the regional allocation of imputed rental of owner-occupied dwellings. This change has been necessary because the former data source (provided by the Department for Communities and Local Government) is no longer available. The new data use median house prices from ONS instead of mean house prices, which reduces the impact of the most expensive houses and improves the consistency of estimates over time. The estimates of dwelling stock used have also been changed to build up from Local Authority /Council level data, providing a coherent and consistent framework for use across the Regional Accounts at all NUTS levels. This change has had a considerable impact on GVA estimates for London, Scotland and Northern Ireland in particular."

Number of businesses signed up to the Living Wage [Corporate]

No.

250.00

263.00



New in 2015/16

Position

The KPI represents the actual number of Brighton & Hove businesses that have signed up to the city's Living Wage Campaign, committing themselves to pay all staff members the living wage.

The result of 263 business signed up was accurate at the end of March 2016 and is not lagged, being updated in real time on the Living Wage Brighton website. 2,697 employee wages have been increased as a result of the campaign.

Digital, third sector and retail are the three most represented sectors in the campaign at present.

Commentary

On a national level, 2,500 businesses are accredited living wage employers; this indicates that the city's relative performance in signing up 263 businesses has been very good. However, comparison with national performance is difficult, as the Living Wage Foundation currently charges businesses to become accredited. There is no charge for businesses to join the Brighton & Hove Living Wage Campaign.

Signing up businesses from the care, retail and hospitality sectors is more challenging, as salaries for these sectors will often fall below the living wage. It is therefore positive to note that 25 of the 263 businesses signed up to the campaign are retailers. These sectors will be targeted in future.

The number of businesses signed up represents approximately 2% of the total business population in Brighton & Hove (12,650), showing that there is still a great deal of work to do. It is plausible that there are many local businesses that do pay all staff the living wage but are not signed up to the Living Wage Campaign; publicity and awareness remains an important element of this work.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Actions

The council's Economic Development Team is contracting with the Brighton & Hove Chamber of Commerce to carry out the following actions in relation to the Living Wage Campaign throughout 2016/17: -

1. Undertake research gathering the opinion of businesses in the city regarding the Living Wage Campaign (31/07/16, Economic Development Programme Manager)
2. Identify the barriers to joining Living Wage Campaign and offer targeted support to help businesses sign-up (31/03/16, Economic Development Programme Manager)
3. Carry out a wide range of targeted marketing and publicity campaigns, in the correct channels for each particular sector to ensure maximum awareness of the Living Wage Campaign, and to clarify the difference between the local and national living wage (31/03/16, Economic Development Programme Manager)
4. Have a minimum of 60 new businesses signed up to the Living Wage Campaign by the end of March 2017, taking the total to 323. Sign-ups should include representatives from each of the key sectors: leisure, hospitality, retail, care sector and the Creative, Digital and IT (CDIT) sector. (31/03/16, Economic Development Programme Manager)

The number of building commencements - monitoring [Corporate]	No.	1,067.00	Trend
			Decreasing trend

Position Statement:

For Quarter 4 only

The total number for Jan to Mar was 297. The result for the same time last year was 304. There is a difference of 7 building commencements, a 2% decrease.

Year End

The total number for Apr 2015 to March 2016 was 1067. The year end result for the same time last year was 1276. There is a difference of 209 building commencements, a 19.59% decrease for this year.

Commentary:

It is considered that the above figures are not accurately reflecting the current situation and a review is underway of reporting mechanisms for identifying commencements. Income generation is similar to the last financial year and application numbers have increased which tends to support this view. Overall the level of building activity is not reflected in the number of commencements as 23% of work is monitored by Private Sector providers who are not required to inform us of work commencing. Continued low interest rates tend to result in more construction activity in general. The number of commencements doesn't reflect that there are more medium to large projects underway.

The number of Planning applications registered - monitoring [Corporate]	No.	3,925.00	Trend
			Increasing trend

Position Statement:

For Quarter 4 only

The total number for Jan to Mar was 984. The result for the same time last year was 775. There is a difference of 209 applications, which is a 21% increase.

Year End

The total number for Apr 2015 to March 2016 was 3898. The result for the same time last year was 3562. There is a difference of 336 applications, which is a 7% increase for this year.

Commentary

A significant change in the numbers of application types has not been identified. It is acknowledged though that changes to permitted development rights mean that we do expect a proportionate shift upwards in the numbers of Certificate of Lawfulness Applications (i.e legal certification that development is lawful). Currently this is not yet obvious

Actions:

Continue to monitor any change in the types of applications to assist with resource planning.

Supply of ready to develop housing sites [Corporate]	%	100.00	100.00	 GREEN
				Improving

Position

Data from 2015 draft Strategic Housing Land Availability Assessment (SHLAA) shows that the identified five year supply 2015-2020 of 3,719 units, based upon identified supply of large sites, identified supply of small sites (with a 20% non-implementation discount) plus windfall allowance, meets the five year supply trajectory requirement.

Commentary

The performance is good against housing delivery and this can be largely attributed to an upturn in the development industry and residential values.

Actions

Target met

1. Work will continue to support acceptable development scheme - ongoing

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2. Strategic Housing Land Availability Assessment will be updated in 2016 and this will update the 5 year housing land supply figures – October 2016				
The number of enforcement notices issued regarding the appearance of sites/buildings in the city [Corporate]	No.	30.00	32.00	 GREEN Improving

Position:

Planning Enforcement served formal compliance notices in 2015/2016 = 32 Notices

9 Section 215 Notices

22 Enforcement Notices

1 Listed Building Enforcement Notice

1 Urgent Works Notice (Section 54)

This compares to 30 formal compliance notices served in 2014/2015. The target shows the 2014/15 result. The council is able to issue an enforceable notice under Section 215 of the Town and Country Planning Act 1990, requiring the owner or occupier to improve the condition of the land or building. Statistics in regards to action under Section 215 are not nationally compiled so can not be compared against, however for 2014/15, Brighton & Hove City Council served more enforcement notice than any other of the unitary authorities and positively comparable nationally with regards to enforcement notices. In 2015/2016 we served two more formal compliance notices overall (32 in 2015/16 as opposed to 30 in 2014/15). In relation to Section 215 no 15 notices were served in 2014/15 compared to 9 in 2015/16.

Commentary:

In most cases this is a reactive process following the receipt of a complaint from a member of the public or members. An investigation to assess whether the condition of the land/property is detrimental to the visual amenities of an area is conducted. If the condition is poor and negotiation with the owner fails a formal notice can be served.

The Planning Enforcement Team does have a pro-active work programme and the areas targeted for 2014/15 were designated following informal discussions with members, officers and Local Resident Action Teams (LATs).

Actions:

1. For 2015/2016 the work programme will be agreed through an "enforcement plan" which will form part of an updated and combined enforcement plan and policy and will be presented to planning committee members for endorsement post elections June 2015. The updated plan will include the establishment of priority areas for our general investigative workload as well as prioritizing and allocating our proactive work for the following year. Planning Manager - Enforcement. Ongoing.
2. Review the delivery of BHCC regulatory functions as part of the Modernisation agenda. Planning Policy Manager. Ongoing.

The number of households where homelessness was prevented due to casework by the council and funded partners [Corporate]	#	2,648.00	2,213.00	 RED Declining

Position

The aim is to increase the number of homelessness prevention.

The target for homelessness prevention is 662 per quarter, 2,648 by the 2015/16 year end.

The reported figures show an overall declining trend. The figure for Q1 was 517, Q2 was 565, Q3 was 543 and for Q4 was 588 (504 prevented and 84 relieved) giving a total of 2,213 (1,902 prevented, 311 relieved) for 2015/16

In 2014/15, 2,538 households had their homelessness prevented or relieved. The top performing statistical neighbour is Bristol with 22.90 homelessness preventions per 1,000 households (latest published). Brighton & Hove was 2nd with 20.34 preventions per 1,000 households, a 20% reduction on the B&H 2013/14 result. Some of this was due to a numerical reduction in prevention cases (a 15% decrease in preventions from 2,984 in 2013/14 to 2,538 households in 2014/15) and the remainder due to the number of households used in the base population calculation being increased by 6% from 118,000 to 125,000 between 2013/14 and 2014/15.

To be the top performing statistical neighbour and exceed Bristol's 2014/15 performance, Brighton & Hove will need to achieve 715 preventions per quarter which is 22.92 per 1,000 households. This is a 13% increase on 2014/15's actual performance and considered extremely challenging in light of expected welfare reform and Universal Credit changes and the continuing ripple effect from reductions in Legal Aid support to advice agencies.

Prevention figures for previous years: 2011/12 - 2452, 2012/13 - 2981, 2013/14 2984 and 2014/15 - 2538

Commentary

There has been a substantial reduction in the figures and some of this relates to the reduced activity of Brighton Housing Trust (BHT) and cuts to legal aid. This is also in the context of a toughening climate to try and prevent homelessness, mainly due to welfare reform. There is ongoing good work taking place in preventing significant numbers of households becoming homeless, but this also demonstrates high levels of pressure in the city for households to maintain their housing. It is envisaged that the situation will worsen with further welfare benefit cuts and also the introduction of Universal Credit in this area later in the year.

Actions

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1. Working jointly with partners in children's services and adult social care and health to identify people who may potentially become homeless at a much earlier stage with a view to prevention – (Head of Temporary Accommodation & Allocation, ongoing) 2. Explore possibilities for obtaining affordable accommodation in other locations around the country as an option for people who may prefer to move. We have now subscribed to Homefinder UK which will facilitate people moving to other areas. Staff training completed and system is now up and running. Take up will be monitored within the performance indicators - (Head of Temporary Accommodation & Allocation and Head of Income Involvement & Improvement)				

Number of affordable homes delivered by all providers across the city per year - projection of new build and conversions for the year end [Corporate]	No.	236.00	71.00	 RED Declining

Position

This is the number of affordable homes delivered in 2015/16.

The aim remains to increase the number of affordable homes delivered. The annual target of 236 per year uses the City Plan target of 30% of new supply being affordable over 2015-2030 projected supply. In 2014/15, the target was exceeded with 244 affordable homes delivered. No national or neighbourhood comparable information is available.

Number of affordable homes delivered in previous years - 2011/12 - 58, 2012/13 - 46, 2013/14 - 164, 2014/15 - 244

Commentary

The low number of units completed in 2015/16 is due to an overall adjustment in the housing market, a lull in RP schemes following a period of high delivery and the way that RP schemes are funded / pre-funded (the programme was previously set over a three year period – now it is assessed year on year with schemes brought forward as available) as well of slippage of schemes totalling 80 homes. Brooke Mead and Marine Outer harbour completion have moved back to subsequent years. The original development of 20 bedspaces in Western Road under Empty Property funding was replaced by the development of 5 units (bedspaces) at Rugby Place / Preston Road.

By scheme, the 71 new homes consist of : Preston Road = 2 units ; One Manor Road = 18 units; Norway Street = 8 units ; St James's Street = 29 units, Robert Lodge = 9 units, Rugby Place / Preston Road = 5 units .

Quarterly delivery was: 5 units completed in Q1 2015/16, 2 units completed during Q2 2015/16, 8 units completed during Q3 2015/16 and the remaining 56 completed in Q4 – this year end bias is quite common with affordable housing delivery .

Of the 71 units: 26 have been provided for affordable rent (including 6 wheelchair accessible) and 45 for shared ownership sale (including 3 wheelchair accessible).

60 properties were provided through RP partners and 11 through the council's regeneration programme . 66 of the 71 are new build with 5 (bedspaces) refurbished in existing property.

The three year programme (2015 – 18) currently lists total delivery of 263 homes (71 in 2015-16; 81 in 2016-17 and 111 in 2017-18) with a further pipeline forecast of 143 properties with or close to achieving planning approval. Some of these pipeline properties will move forward within the three years programme and additional units will come forward through CME (Continuous Market Engagement).

The regular monitoring of Affordable Housing Development Programme is reviewed at the Affordable Housing Partnership (bi monthly) and monthly Homes and Communities Agency liaison meetings. The New Homes for Neighbourhoods programme and other Council programmes are subject to monitoring and review through the Estate Regeneration Board, which meets every 6 weeks.

City Plan Part 1 adopted March 2016 outlines projects 655 new units per year until 2019 with an average 30% share as affordable. This equates to 196 affordable housing units per year. The Housing and Planning Bill is currently in parliament which proposes some changes to affordable housing (e.g.Starter Homes) which may affect the numbers outlined above.

Actions

1. In order to further increase the supply of new affordable homes additional funding options are being actively investigated including buying new homes off plan and other Special Purpose Vehicle / Joint Venture options. (Head of Housing Strategy) - ongoing
2. Housing continues to work closely with Planning to maximise the amount of affordable homes delivered on new developments . Affordable Housing Brief to be updated in line with adopted City Plan Part 1 and any relevant legislation agreed through Housing & Planning Act, and then published on the council's website. (Head of Housing Strategy, ongoing)
3. Both Council and Registered Providers are currently reviewing implications of the budget on ability to borrow to build affordable rented homes, with significant risks arising to current means of delivery and new models of provision under review. (Head of Housing Strategy, March 2016)

Percentage of new affordable housing that meets the wheelchair standard [Corporate] (projection for the year end)	%	10.00	13.00	 GREEN Improving

Position

This is the percentage of new affordable housing that meets the wheelchair standard delivered in 2015/16. The aim is to increase the number/percentage of new affordable housing that meets the wheelchair standard delivered .

The annual target is 10% of all new affordable housing per year (new builds but not refurbishments) is a City Plan target of Affordable Housing Brief requirement for new development.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Due to how affordable homes are delivered there are no quarterly targets but last year (2014/15) the target was met with 10% affordable homes delivered meeting the standard (25 of 239 – 11x 1-bed and 14x 2-bed).

No national or neighbourhood comparator information is available.

Commentary

At the end of Q4 2015/16, 13% of the new homes completed in 2015/16 met the wheelchair standard; 9 of the 71 new homes (for rent – 3x 1-bed, 1x 2-bed and 4x 3-bed and for shared ownership 1x 2-bed).

This figure has changed from previous quarters when 11% (7 of 66 units) were projected.

We continue to work with RPs, HCA and in particular the Estate Regeneration Team to maximise commissioning of new build fully wheelchair adapted homes to meet rising demand as people with more complex needs are supported at home for longer.

This includes new wheelchair adapted homes at Preston Road.

Actions

1. Ongoing monitoring and review via Affordable Housing Partnership, HCA monthly meetings and Estate Regeneration Board. (Head of Housing Strategy Development & Private Sector Housing)

Percentage of households that experience fuel poverty [Corporate]

%

11.40

11.90



Declining

Position:

This figure is the 2013 result published in June 2015. The 2014 result is due in June 2016. Result is based on latest DECC figures available, 2013 due to time lag. The figures use the Low Income High Costs (LIHC) definition. The latest result is higher than the 2013 South East Region average of 8.1% and higher than the national average of 10.4% across all English households. It shows a slight increase from 2012 measure of fuel poverty which was 10.7% for Brighton & Hove.

Commentary:

Figures for 2013 were released by Department of Energy and Climate Change (DECC) on the 28th May 2015.

Households are considered to be fuel poor where:

- They have required fuel costs that are above average (the national median level).
- Were they to spend that amount, they would be left with a residual income below the official fuel poverty line.

Actions:

Improving Housing Quality - Decent Warm & Healthy Homes is a Housing Strategy 2015 priority against which we will develop actions including; continuing to invest in the energy efficiency of Council homes, review of District heating options, taking forward Affiliate Membership of Your Energy Sussex partnership (for private sector housing) and building upon our joint work with Public Health. We continue to work with Your Energy Sussex on an ECO funded boiler replacement and heating scheme for vulnerable householders, however the funding does not cover the full cost of installations in most cases. We continue to explore other funding streams to top up the difference.

The annual Warm Homes Healthy People programme continues to offer support and advice to vulnerable householders, including emergency grants, through the Autumn and Winter of each year.

Funding application in progress for:

- EU Interreg 2 seas fund to offer energy advice, home assessments and small energy saving measures to council tenants building on the significant energy efficiency improvements to our own housing stock, funded through the agreed HRA capital programme

We have signed a Memorandum of Understanding with Public Health and are working toward a joint Fuel Poverty and Affordable Warmth Strategy for Brighton & Hove, to be agreed via SHP, Housing & New Homes Committee and Health & Wellbeing Board and completed by March 2016. We have supported a successful bid to the British Gas Energy Trust (led by Brighton & Hove Citizens Advice Bureau) to support the delivery of actions aligned to the strategy.

Private sector vacant dwellings returned into occupation or demolished [Corporate]

No.

153.00

157.00



Declining

Position

Projected outturn: 107% of target

The aim is to increase number of private sector vacant dwelling returned into occupation or demolished.

This is the initial figure for Q4 2015/16 for the number of private sector vacant dwelling returned into occupation or demolished.

28 dwellings were returned into occupation through advice and 1 through Private Sector Leasing (PSL) / management agreements. The outturn number is likely to increase as further properties are verified back in use by the Council Tax Team.

The empty property team are in constructive dialogue with the owners of 290 properties.

The target is 153 per year which is an average of 38 per quarter. However performance is rarely equal across the quarters. The direction of the target is to increase number of private sector vacant dwelling returned into occupation or demolished. Q4 2015/16 shows a declining trend when compared to Q4 2014/15, 31, and Q4 2013/14, 33. The combined total of the figures reported for Q1, Q2, Q3 and 2015/16 of 157, shows a steady trend compared to Q1/2/3/4 result 2014/15 of 158.

The figures will change across the year as further properties are verified back in use by the Council Tax Team. Q1 2015/16 has increased from the initial figure reported of 31 properties to an amended total of 39, Q2 figure from 33 to 46 and Q3 figure from

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

33 to 43. So the present initial end of year position is 157 / 107% of annual target. This end of year total will be adjusted as before when properties are verified back into use by the Council Tax Team.

Commentary

Empty property performance remains steady with around 150+ properties a year being returned to use on average. Although reported quarterly the figures should be looked at across the year as there can be seasonal fluctuations. A well-established and systematic approach has led to this sustained year on year performance. Figures are monitored monthly as part of standard processes. A refreshed enforcement protocol (in development) as a disincentive for owners will assist in improving performance. Lack of funding for incentive offers to owners is an ongoing challenge. Business case exploring cost benefits of both enforcement and incentives being explored. Successful New Homes Bonus campaign with council tax colleagues lowering number of empties significantly at time of count impacting positively on eventual overall reward.

Actions

1. Business case exploring recyclable funding pot for enforcement action (Empty Property Officers) - ongoing
2. Empty Property Enforcement Group re-launch in line with revised Empty Property Strategy (Empty Property Officers. April 2016)
3. Business case exploring cost benefits of funding for owners (Empty Property Officers) - ongoing

Housing Tenants: Rent collected as proportion of rent due [Corporate]

%

98.40

98.77



Improving

Position:

The target of 98.40% by end 2015/16 is locally set by the Housing Leadership Team. The target is set to maintain upon the improvement seen during the previous financial year, when the collection rate improved by 0.08% to reach 98.39%, whilst minimising the risk of increased arrears as a result of upcoming welfare reforms. In particular, the Government's decision to lower the Benefit Cap to £20k (for families outside London) and the first stage of the introduction of Universal Credit in the City, which began in December 2015. The reduction in Housing Benefit for under-occupying households continues to impact rent collection, although the arrears of the 711 affected households have reduced: as of March 2016 these arrears stand at £64k, which is lower than they were when this policy was introduced in April 2013. A further eight households are affected by the Benefit Cap and 23 are Universal Credit claimants.

We benchmark this indicator against data from the Rent Income Excellence Network (RIEN), and our end-year 2014/15 performance (98.39%) compares favourably with the average result for other participating local authorities (97.54%). The published analysis by RIEN does not break down by quartile. We also benchmark rent arrears and collection data using Housemark, and the results from their 2014/15 Core benchmarking indicate that we are in the top quartile for all of their rent arrears and collection indicators, when compared with all participating upper tier local authorities with stock of 10,000 units or more. The Housemark indicators do not include this exact indicator for rent collection, which is a former statutory one for local authorities (BVPI 66a), as theirs cover all range of social landlords and are therefore more generic.

Commentary:

At 98.77%, end-year performance against target is very good. Not only has the 98.40% target been exceeded, but the collection rate has continued to improve since the end of the previous financial year. The collection rate is also higher than for the 2012/13 financial year (98.66%), prior to the introduction of welfare reforms such as reduction in Housing Benefit for under-occupying households.

A number of actions have been taken to reduce arrears, which are detailed below. Please note that these points were included in the commentary for the previous quarter.

1. Increasing analysis and profiling of tenants in arrears to help guide future actions e.g. communications to new tenants.
2. Reworking our arrears recovery letters to encourage action from our tenants.
3. Directly supporting tenants by providing benefits advice, advocacy and debt counselling services through our Housing Money Advice Worker.
4. Having in place our MAP contract which provides independent money, debt and benefits advice to council tenants.
5. Providing direct support to tenants through our Financial Inclusion officers in areas such as fuel switching advice /support.
6. Providing tenants with holistic support in order to overcome barriers to employment through our Housing Employment Support Project.
7. Reducing the overall number of under occupiers.
8. Supporting under occupiers and other tenants to apply for Discretionary Housing Payments.
9. Encouraging under-occupying tenants to move by holding mutual exchange events and providing practical and financial support for moves.

Actions:

In order to keep performance on target, a number of actions are being considered, which are detailed below:

1. Identifying tenants who are paying in arrears so we can encourage them to pay in advance.
2. Introducing paperless direct debit with a wider choice of monthly dates for tenants.
3. Attending benchmarking type clubs e.g. officers are regular participants at RIEN meetings.
4. Carrying out further analysis to get a better understanding of the impact of wider welfare reforms (e.g. Employment and

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Support Allowance (ESA)/Job Seekers Allowance (JSA) benefits sanctions, delays in Disability Living Allowance (DLA)/Personal Independence Payment (PIP).				
5. Meeting with social landlords in the city regarding preparations for the introduction of Universal Credit and sharing learning and/or relevant practices				
6. Considering rent payment and direct debit incentives.				
7. Looking at behavioural science techniques that encourage responsible actions around rent payment and actions to minimise personal debt.				
8. Keeping under review the practices within the team to encourage innovation and improvement.				
9. Ensuring staff continue to receive comprehensive training on all aspects of Welfare Reform .				
10. Looking at how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities.				

The percentage of the council's homes that do not meet the government's Decent Homes Standard [Corporate]	%	0.00	0.00	 GREEN No change

Position

At the end of March 2016, 100% of HRA owned and managed dwellings met the governments Decent Homes Standard . This has been maintained at 100% since September 2015. The target is to maintain 100% decency (or 0% non-decent) throughout the year.

Commentary

The decent homes 100% standard was first achieved in December 2013. Currently 100% of our 11,683 Council Housing Stock maintains the Decent Homes Standard. Properties drop out of the Decent Homes Standard on the 1st of January each year.

Action

1. Ongoing monitoring of properties that meet the decent homes standard. Properties drop out of the Decent Homes Standard on the 1st of January each year. (Acting Head of Housing Property & Investment)

Finance and Resources

Percentage of invoices for commercial goods and services that were paid within 30 days [Corporate]	%	95.00	94.63	 AMBER Declining

Position:

This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes . The council receives thousands of invoices from over 7,000 suppliers through a wide range of routes and addresses and has set a target of 95% for 2015/16 to pay its invoices within 30 days. This target is considered achievable when compared to CIPFA comparative information which shows the 2014 performance for invoices paid within 30 days as an average of 94% for unitary authorities and 93% for the council's comparator authorities. Key to meeting the target of 95% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Performance from April to March 2016 is 94.63% which is 0.37% below the 95% target. During quarter 4, 93.61% of invoices were paid within 30 days. This is down 1.32% from quarter 3 performance of 94.92%.

Commentary:

As at quarter 4 of 2015/16 42,607 of 45,517 invoices received (93.61%) were paid within 30 days which is below the target of 95%. Quarter 4 has seen a decrease in performance of 1.32%; this decrease was anticipated last quarter. Whilst the level of performance still remains very high and the creditors team continue to demonstrate an ongoing excellent effort to ensure the previous actions highlighted continue to have a positive impact, this quarter's performance has been adversely affected by the financial controls imposed across the council with the team being unable to fill vacancies that have arisen in the quarter. These unfilled vacancies have restricted the creditors' team ability to undertake targeted communication with individual services where they are delays in the processing of invoices and progress other improvements at the pace that was originally anticipated. It was anticipated that this downward trend in performance may continue for the remainder of the financial year to further unfilled vacancies. The council was not charged any late payment interest by any of its creditors during this period.

Over the year to date period (April to March 2016) 176,476 of 186,491 invoices were processed within 30 days equating to 94.63% which is 0.37% below the target of 95%.

The challenges facing the creditors' service are two-fold:

1. continuing to maintain the level of performance despite reducing staff resources due to the current financial controls in place across the council and future efficiency savings;
2. invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the control of the creditors service.

Action:

Further improvement at this high level of compliance would be costly for only a marginal improvement and no financial gain to the authority. However, the creditors' team continue to work on improvements through:

1. Continually working with individual services to increase compliance with the Purchase Ordering process which is

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
steadily improving year-on-year and introduce regular reporting to service management and CMT on compliance / non-compliance;				
2. Continuing to develop automation in processing through for example the extension of intelligent scanning and emailing transactions;				
3. Continuing to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number;				
4. Dealing proactively with any supplier who contacts us and alerts us that the council is causing them a cash flow problem through slow or non-payment.				
All actions are the responsibility of the Principal Accountant (Income, VAT & Payments).				

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools)	No.	9.70	11.06	 RED
[Corporate] Commentary to include long and short term sickness				

Position:

From Q1 2015/16, the target was changed to benchmark it against the CIPFA HR Benchmarking Club. The target was strengthened from 10 days to 9.7 days. The quarterly target is 2.43 days.

The final sickness outturn and cumulative days lost during the year 2015/16 is 11.06 days which is above last years outturn result of 10.91 days, and above the council target of 9.7 days.

In Q4, the average days lost was above the quarterly target of 2.43 days at 3.10 days. This result is higher than in Q4 last year, where the result was 2.89 days.

For the previous 2 years, sickness rates have risen from Q1-Q3 and dropped in Q4. This year, sickness rates have risen steadily each quarter and once more detailed data is available HR will be conducting further analysis to understand the cause of this.

The Q4 figure of 3.10 days is made up of 1.30 days (42%) due to short term sickness and 1.80 days (58%) due to long term absence – which is the same percentage split as it was in quarters 2 and 3.

When compared to Quarter 4 last year, this shows short term absence has decreased by 3% and long term absence has increased by 16%. This is a continuation of the pattern found in the last quarter (Q3) where short term absence had decreased by 10% and long term absence had increased by 2%. Once more detailed data is available HR will be conducting further analysis to understand the cause of this.

Commentary

- Stress continues to be the biggest cause of days lost with 27% of the days lost in Q4 attributed to stress, this is the same as Q3 (27%) and similar to Q4 last year (25%). Infections (17%) and Musculo-skeletal conditions (15%) were also significant contributors to the number of days lost during this quarter.
- In addition, the category of 'Stress' has been renamed Stress / Mental Health to more accurately describe the absences that fall under this category.
- The category of Stress / Mental Health will now show in the pie charts on the quarterly OPD reports, even if it is not one of the top 5 reasons for absence. This will help managers keep a track on absence rates due to stress / mental health issues.
- A staff wellbeing page has been set up and launched on The Wave, which brings together support available and promotes health and wellbeing. Staff are signposted to this page during periods of change.
- In terms of actual days lost for short term sickness: In Q4 2014/15 1.34 days lost were due to short term sickness, compared to 1.30 days in Q4 2015/16. This is a reduction of 0.04 days (3%).
- In terms of actual days lost for long term sickness: In Q4 2014/15 1.55 days lost were due to long term sickness, compared to 1.8 days in Q4 2015/16. This is an increase of 0.25 days (16%).

Actions for Improvement: -

1. Guidance on The Wave is being reviewed to help managers spot potential stress related absences and to support managers manage absence due to stress / mental health. Action Lead: Wellbeing Manager. Action date: 30th June 2016
2. The automated emails managers receive from PIER once employees have been absent for more than 7 days are being reviewed to ensure they contain all the necessary information and guidance for managers. Action Lead: Wellbeing Manager. Action date: 30th June 2016
3. HR are working with Finance and the Performance Team to develop a data set focussing on performance management, absence data will be included in this which will further raise the profile of the importance of managing absence and enable managers to be accountable for improving sickness rates in their teams. Action lead: Head of HR Business Partnering. Action date: June 2016.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

4. HR will undertake research across the region to further understand if the upward trend in absence, particularly long term absence, is an issue local to BHCC or a wider national issue. This research will include a review of how other Local Authorities manage absence and a report will be produced for ELT on future options. Action lead: Head of HR Advisory Services. Action date: August 2016.

Formal Complaints per 10,000 population [Corporate]

No.

5.50

4.70



GREEN
Improving

Position:

The following information relates to complaints from members of the public about all services delivered by the Council including statutory Adult Social Care, Children Social Care and Corporate Complaints.

The target for 2015/16 was to drive continued improvement with a 10% reduction on the result of the preceding twelve months.

The target was 5.5, the result was 4.7 and so has a Green rating. The result equates to an average of 134 complaints per month.

The total number of complaints received in 2014/15 compared to 2015/16 has reduced from 1955 to 1588, a 20% reduction.

Few other local authorities provide their annual complaints data and where they do the corporate complaints processes used often differ so that direct comparisons are not easily made.

The average time taken to respond to the complaints in 2015/16 was 11 working days compared to 16 working days in 2014/15.

The number of complaints received by each directorate based on the old organisational structure with number of complaints and average reply time are:

Adult Services (105 with average reply time 26 days, there is no target timescales for adults services), Assistant Chief Executive (43/8 days), Children's Services (117/20 days), Environmental Development & Housing (1053/12 days), Finance & Resources (201/9 days), Legal and Democratic Service (15/9 days), Public Health (25/8 days).

Within Environmental Development Housing directorate: City clean (273/14 days), Housing Needs (113/19 days), Housing Services (117/12 days), Repairs/Maintenance (216/8 days), Highways (82/10days), Parking (173/7 days), Development Control (39/19 days)

Commentary:

This positive result is largely due to services focusing on customer needs, understanding the reasons of complaint and seeking to resolve dissatisfaction before it escalates to formal complaint.

Children's Services complaints have reduced consistently; this is mainly as a result of the introduction of a new delivery model.

City Clean have seen significant reduction in complaints in relation to missed collections because they are paying close attention to checking, reminding and communicating with the crews. Parking saw slight increase due to reduction in the availability of pay and display machines because 50% of transactions are now online. This is being addressed via improved communication.

Repairs and maintenance have seen increase during the winter and wettest months.

Actions:

1. The Modernisation Project will enable refuse crews to give live information to the Contact Centre and customers about missed collections which will enable quicker responses and fewer complaints. Action Date: September 2016. Action Lead: Tracy Phipps.
2. Web information improved to give information about signing up to Pay by Phone and location of Pay and Display meters. Action Date: Ongoing. Action Lead: Charles Field.
3. An improved communication strategy is being developed by the Repairs and Maintenance Team. Action Date: October 2016. Action Lead: Martin Reid
4. Sport & Leisure require that organisers undertake extensive communications ahead of events to mitigate the impact. Action Date: Ongoing. Action Lead: Ian Shurrock
5. All overdue complaints are made known to senior managers in a weekly publicised list. Action Date: Ongoing. Action Lead: Brian Foley
6. Quarterly meetings with heads of service to review complaints performance. Action Date: Ongoing. Action Lead: Brian Foley.

% of Stage 1 Organisational Complaints upheld or partially upheld [Corporate]

%

30.00

29.98



GREEN
Improving

Position

For 2015/16 the target figure 30% represents a 10% improvement in performance.

There were 468 upheld or partially upheld complaints from a total of 1561 cases which is 30%; this result has a Green rating.

There is no comparator information available from other authorities.

Commentary

We have complaints data about all service teams but more closely monitor and report on the activity of a group of services who have higher levels of complaint. Services with higher than the target level of upheld or partially upheld complaints at the end of the year (that is above 30%) are as follow:

- Children's Social Care For 2015/16 there were 39 upheld or partially upheld complaints from a total of 117 cases which is 33%. A new 'Relationship Management' method of working was introduced in quarter 3. New managers are being far more pro-active to prevent complaints arising and there is now greater use of mediation to resolve issues.
- City Clean For 2015/16 there were 133 upheld or partially upheld complaints from a total of 273 cases which is 49%.The

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

main causes have been: some specific temporary issues such as agency workers being unfamiliar with assisted collections; very high demand for replacement bins; overflowing or non-collection of recycling at communal bins in specific locations. These issues are being resolved. The main issue of complaint is missed collections coupled with a failure to keep to the promise to return; this is in part being addressed through the modernisation programme.

- Housing Repairs and Maintenance For 2015/16 there were 95 upheld or partially upheld complaints from a total of 219 cases which is 43%. Repairs and Maintenance are working on an improved communication strategy so that customers are kept clearly informed of what is happening with regard to response repairs on their homes.

- Revenues and Benefits For 2015/16 there were 52 upheld or partially upheld complaints from a total of 152 cases which is 34%. The council and its agents have been rigorous in ensuring old debts are recovered. To try to resolve dissatisfaction and reduce upheld complaints Council Tax and Benefits staff who used to sit separately are now co-located in the telephone contact centre. This enables cross service issues to be dealt with immediately. Call waiting times have significantly improved over the last year and online forms are becoming available.

- Life Events For 2015/16 there were 13 upheld or partially upheld complaints from a total of 23 cases which is 57%. Life Events have very few actual numbers of complaints and so a small increase in the number upheld will have a large effect on the percentage figure. Life Events are currently working on the communication of Terms and Conditions for cemeteries to customers. The Terms and Conditions will be streamlined and customers will be made aware of them at the time of applying so they will be aware of exactly what they can expect.

Actions:

- Childrens Services: The continued use of mediation at an early stage in complaints process to resolve matters so that fewer cases are upheld. (Action Date: Ongoing. Action Lead: Helen Gulvin)
- City Clean: Double yellow lines to be placed so that cars should not be parked in locations which block access to communal containers. (Action Date: September 16. Action Lead: Tracy Phipps)
- Housing Repairs and Maintenance: Developing an improved communication strategy so that customers are given a more responsive personal service and are kept clearly informed of what is happening with regard to response repairs. (Action Date: October 16. Action Lead: Martin Reid)
- Revenues and Benefits: On line moving forms and direct debits are now available, and bills will become available in 2016/17. (Action Date: Ongoing. Action Lead: Graham Bourne)
- Life Events : The Terms and Conditions for cemeteries will be streamlined and customers will be made aware of them at the time of applying so they will be aware of exactly what they can expect, this will reduce numbers of complaints upheld. (Action Date: September 2016. Action Lead: Paul Holloway)

% of Stage 2 Organisational Complaints upheld or partially upheld [Corporate]

%

15.00

20.61



Declining

Position

For 2015/16 a target of 15% was set as a challenge for further improvement in performance.

There were 34 upheld or partially upheld complaints from a total of 165 cases which is just under 21%; this result has an amber rating.

There is a lag in this result because there are 6 Stage Two complaints still under investigation.

There is no comparator information available from other authorities about the percentage of Stage 2 complaints upheld.

Commentary

The results are telling us that for the year 2015/16 service managers reached a fair and reasonable decision in four out of five (79%) Stage One investigations.

Heads of Service tell us that greater effort is being placed on resolving customer dissatisfaction before they become complaints. This is apparent from the overall reduction in Stage One complaints. This allows them more time to focus on the cases that have not been resolved.

The Stage Two investigations are carried out by Customer Feedback Managers (CFM) who are corporately based and independent of services look at the quality and reasoning used in a Stage One response to determine if a comprehensive and satisfactory response has been given and decide if the outcome reached is fair, reasonable and proportionate. If the Stage One response does not fully address the issues raised the service team will be asked to revisit the complaint. Where there has been a full response the CFM will consider the points raised by the complainant and determine what action if any should be taken to remedy the complaint and this may include making recommendations to the service.

The Customer Feedback Team offer training in developing investigations skills and identifying service improvement as part of the Council wide learning programme. Feedback received from delegates who have attended is that it is very informative and useful. This appears to be having a positive effect on the quality of Stage 1 complaints.

The challenge for the future will be to continue to improve the skills of all managers and their teams who investigate and respond to customer feedback so that people expressing dissatisfaction can recognise that their issue has been fairly and openly investigated and that they have been treated with empathy and respect.

To identify teams who may benefit from this learning activity CFMs are holding quarterly review meetings with key services and will take account of the level of Stage Two complaints upheld.

Actions:

- The Customer Feedback Team will continue to provide support, advice and training to enable service managers to give high quality response to complaints which focus on either resolving matters or giving clear explanations why service have to be delivered as they are. (Action Date: Ongoing. Action Lead: Brian Foley)
- The Customer Feedback Managers will continue to meet with service managers to identify service improvements and to improve the quality of Stage One replies. (Action Date: Ongoing. Action Lead: Brian Foley)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Number of compliments received [Corporate]

No.

700.00

778.00



New in 2015/16

Position:

For 2015/16 the target figure of 700 compliments represents a 10% improvement in performance.

The result for 2015/16 was 778 compliments; this result has a Green rating.

There is no comparator information with other local authorities.

Commentary:

We record compliments received from members of the public and from professionals. Under 'professionals' we include internal colleagues and external professionals.

In 2015/16 we recorded 778 compliments. Out of these 655 are from members of the public, and 123 are from professionals.

Compliments received by each directorate over the course of 2015/16 were:

Adult Services = 226

ACE = 61

Children's Services = 54

Environment, Development, & Housing = 320

Finance & Resources = 74

Legal & Democratic = 18

Public Health = 25

Our recording shows there is a different emphasis in the types of compliments from members of the public and professionals.

Members of the public mostly frequently give us compliments for our:

Customer Focus =33%, Personal Qualities=21%, Good Processes =17%, Quality of Outcome =16%,
Quality of Input 13%

Professionals, which can include colleagues, partners or other agencies mostly frequently recognise the:

Quality of Input =30%, Good Processes = 25%, Personal Qualities=23%, Customer Focus = 14%,
Quality of Outcome =8%

Actions:

1. The Customer Feedback Team will continue to encourage and remind teams to tell the team about the compliments they receive so that we can build a picture of what customers find valuable. (Action date: Ongoing. Action Lead: Brian Foley)

2. The value of Compliments is promoted in the Complaints Investigation and Service Improvement workshops. (Action date: Ongoing. Action Lead: Brian Foley)

Number of comments received [Corporate]

No.

32.00

Trend

New in 2015/16

Position:

In Quarter 4 there has been 1 comment recorded on how members of the public have suggested we might improve services compared to 8 in Quarter 1 and 13 in Quarter 2 and 10 in Quarter 3. The target is to receive and record 20 comments per quarter.

Comment:

Teams are encouraged to inform the Customer Feedback when they deal with a matter as a comment but this rarely happens. Comments provide us with a way of identifying potential improvements without having to deal with the matter as a formal complaint.

Actions:

1. The Customer Feedback team will be encouraging services to tell us about the suggestions, requests, and ideas customers have about how services could be improved and what they would appreciate the most. (ongoing- Customer Feedback Team)

P&D PI 5: Greenhouse Gas Footprint: % change in the total CO2 emissions for all corporate activities [Corporate]

%

-4.00

-4.90



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

This result (relating to 2014-15) is calculated annually in arrears each August when our statutory Greenhouse Gas Footprint (GHG) report is submitted to Central Government. The GHG report presents emissions in carbon dioxide equivalent (CO2e), i.e. carbon plus other greenhouse gas emissions providing a full picture of organisational emissions including electricity, gas and oil use in corporate buildings, schools and housing as well as street lighting electricity and council fleet fuel usage. The structure of the report follows Government guidance and is published on the BHCC website and also returned to the Department for Energy and Climate Change.

Position Statement

The annual target is set locally and has been set after agreement with Bio Regional as part of the One Planet Living action plan and is a Corporate Plan target. Property & Design is unable to adjust this target and many of the included areas such as housing, fleet and street lighting fall outside of P&D's influence. The majority of the change in our emissions this year is due to the removal of the Freedom Leisure sites from our portfolio as they are now responsible for energy management. Our result is Degree Day adjusted and an explanation of Degree Day analysis is provided in the commentary below.

Trend

2012-13: -5.01% (Degree Day adjusted)
2013-14: +2.32% (Degree Day adjusted)

Commentary

Note that this result relates to 2014-15 as the last full year we have data for. Our annual result is adjusted using a national 'Degree Day' formula to allow like for like comparisons with our results for previous years. Degree Day analysis compares the average temperature during the reporting year with the long term average temperature. If the average temperature for the reporting year is lower than the long term average due perhaps to a severe winter, any reported increase in our gas and oil consumption may be simply due to an increased heating load because of the colder conditions (which are outside of our control) rather than due to a poorer performance in the council's programme of energy efficiencies (which is within our control). In this example the Degree Day analysis will apply a corresponding reduction to our annual gas and oil consumption to 'smooth' out the variation in annual temperature so it can more accurately be compared with our results for previous years and allow us to better understand why our annual result differs from the preceding year. Similarly if the average annual temperature is above the long term average, the Degree Day analysis will apply a corresponding increase to our actual oil and gas consumption. Degree Day analysis can only be applied to gas and oil used for heating and cannot be applied to electricity consumption as this would be used for power as well as a heating load.

Actions

1. To continue with the programme of identifying and disposing of surplus assets in the operational portfolio to reduce overall emissions.
2. To continue to seek opportunities for solar PV where appropriate and where the business case is positive.

P&D PI 6 - Capital Receipts: Annual level of capital receipts secured from under-performing assets [Corporate]

£

2.00

10.62



Improving

Position Statement

This result is calculated from information received from finance. The target is set locally, through the council's Asset Management Plan (AMP) and Medium Term Financial Strategy (MTFS). Our 2015-16 target is set at £2m to align with the MTFS. Our performance against target is influenced by a number of external factors outside of our control including the economic climate and the local property market which is performing well currently especially residential.

Trend

2010-11: £ 898,220
2011-12: £ 792,000
2012-13: £ 2,913,562
2013-14: £ 10,071,588
2014-15: £ 3,754,598

Commentary

Capital receipts contribute towards the MTFS and are used to support corporate priorities, service delivery and the annual Capital programme as well as funding for the Strategic Investment Fund, the ICT Fund the Asset Management Fund. The capital receipt disposal programme is informed by the asset management process looking at condition and suitability performance and identifying buildings surplus to requirement. Performance is dependent on global external economic conditions. The improving general economic and property market conditions have been reflected in capital receipts exceeding targets over the past few years due to increasing property and land values and increased demand particularly for residential sites in the City.

Actions

1. Continue to identify assets for disposal in accordance with the Corporate Property Strategy & Asset Management Plan
2. Negotiate sale agreements and obtain capital receipts within agreed timescales.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare that they have a disability as a percentage of the total workforce who declare whether they have a disability (not including schools) [Corporate]	%	7.50	7.82	 GREEN Declining

Position:

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2015/16 target is 7.5%.

As at the end of Q4 2015/16, the percentage of staff who stated they had a disability as a percentage of the workforce who declared their disability status was 7.82%, which is above target and has a Green RAG rating.

This result is slightly lower than last year, when the result was 8.01%, but is an improvement on the year before where it was 7.21%.

Commentary:

- Disabled staff continue the trend of the last two years of being better represented at lower grades (scale 6 and below) and under-represented at the most senior levels (Grade M8 and above). At the end of Dec 2015, the figures were 8.32% and 6.25% respectively.
- The only way to increase the diversity of the workforce is by attracting and recruiting more applicants with a disability. Over the last couple of years, the percentage of disabled applicants has remained fairly static at between 5 and 6% and this has continued this year, with the % of disabled applicants in Q1-Q3 at 5.8%. The percentage of applicants who declared they had a disability and were successful in obtaining a job offer has remained at approximately 5% (5.37% Q1-Q3 this year).

The Year 3 of the Workforce Equalities Action Plan structured the ongoing work, which included the following:

- Two pilot equality and diversity skills workshops ("Equality & Diversity in the Workplace" and "The Confidence to Challenge") have been commissioned and delivered and the feedback from these is in the process of being evaluated.
- Analysis of the recruitment data and the findings of the engagement exercise informed work to reduce potential barriers to recruitment. The engagement work was focussed on barriers to the BME community, however the issues identified and the resulting actions taken could have a positive impact for other protected groups.
- The Council's job application form has been redesigned which will enable the council to identify internal applicants more easily and, for the first time, those already working in the council on an agency basis.
- A dedicated page for the Workforce Equalities Group has been created for the Wave to promote interest and activity.
- Staff Survey results are being analysed by equality group, including the reasons for staff preferring not to disclose their equality data.
- A number of changes to our recruitment and selection practices have been introduced in an attempt to remove the potential barriers to employment that have been identified.
- HR staff have received training in recruitment and selection, particularly in relation to value-based recruitment, and they will be sitting on recruitment panels for senior positions.
- The council's recruitment and selection policy has been reviewed and changes made which aim to ensure council vacancies are made available to as wide and diverse a range of potentially suitable applicants as practicable. Feedback on the draft policy has been sought from recruiting managers, the Workers' Forums, the trade unions and members of the WEG, and this will be presented to P&R in July 2016.
- The 2016/17 target has been increased to 8%

Actions for Improvement:

- Work will continue to improve diversity messaging on the council's website, particularly the jobs site, and the effectiveness of positive action recruitment initiatives will be assessed. Action Lead: Policy and Projects Manager. Action date: December 2016.
- Positive action recruitment initiatives are being undertaken with the aim of increasing the diversity of applicants and new recruits. HR will analyse recruitment campaigns that contain these statements to understand the impact they make and further inform future campaigns. Action deadline: Q2 2016/17. Action lead: Policy and Projects Manager.
- Year 4 action plan is being developed and will be monitored through the F&R 2016/17 Directorate Plan via the WEG. Action Lead: Head of HROD. Action date: July 2016.
- The development of a new competency framework for council managers that places as much emphasis on how managers go about their work as on what they achieve aims to deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential. Action Lead: Head of workforce development. Action date: August 2016

Staff who declare themselves as BME (excludes White Irish and White Other) as a percentage of the total workforce who declare their ethnicity (not including schools) [Corporate]	%	9.10	6.22	 RED Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position:

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2015/16 target is 9.1%.

As at the end of Q4 2015/16, the percentage of staff who identified themselves to be BME as a percentage of the workforce who declared their ethnicity was 6.22%.

This result is has increased over the last two years' (5.76% in 2013/14 and 5.98 in 2014/15). However, it still remains below target and so continues to have a Red RAG rating.

Commentary:

- Following last years trend, levels of representation continue to be much more consistent across all grade bands, with the highest proportion again being seen at Grade M8 and above (6.5%). This is an improvement on the distribution in Q4 2013/14, where the highest levels of BME staff were at the lower grades.
- The only way to increase the diversity of the workforce is by attracting and recruiting more applicants who identify themselves to be BME. During Q1-Q3 this year, the percentage of BME applicants was 14.7% which is encouraging. However, the percentage of BME applicants who were successful in obtaining a job offer was 5.91% which is disappointing, and also lower than the success rate of White Other, White British and White Irish applicants. As part of the Workforce Equalities Action Plan, work will continue to understand why BME applicants fare less well at securing offers of employment.

The Year 3 of the Workforce Equalities Action Plan structured the ongoing work, which included the following:

- Findings from the engagement exercise with BME communities has been reviewed and this feedback has been used to inform changes to the council's recruitment and selection policy and practices
- The action the council has taken following the engagement exercise last year has been fed back to members of BME communities at a recent event hosted by the Trust for Developing Communities.
- Discussions have been held with the BME Workers' Forum about including testimonials from staff on our jobs site – these discussions are continuing
- Analysis of the recruitment data and the findings of the engagement exercise informed work to reduce potential barriers to recruitment.
- The Council's job application form has been redesigned which will enable the council to identify internal applicants more easily and, for the first time, those already working in the council on an agency basis.
- A dedicated page for the Workforce Equalities Group has been created for the Wave to promote interest and activity.
- Staff Survey results are being analysed by equality group, including the reasons for staff preferring not to disclose their equality data.
- A number of changes to our recruitment and selection practices have been introduced in an attempt to remove the potential barriers to employment that have been identified.
- HR staff have received training in recruitment and selection, particularly in relation to value-based recruitment, and they will be sitting on recruitment panels for senior positions.
- The council's recruitment and selection policy has been reviewed and changes made which aim to ensure council vacancies are made available to as wide and diverse a range of potentially suitable applicants as practicable. Feedback on the draft policy has been sought from recruiting managers, the Workers' Forums, the trade unions and members of the WEG, and this will be presented to P&R in July 2016.

Actions for Improvement:

1. Work will continue to improve diversity messaging on the council's website, particularly the jobs site, and the effectiveness of positive action recruitment initiatives will be assessed. Action Lead: Policy and Projects Manager. Action date: December 2016.
2. Positive action recruitment initiatives are being undertaken with the aim of increasing the diversity of applicants and new recruits. HR will analyse recruitment campaigns that contain these statements to understand the impact they make and further inform future campaigns. Action deadline: Q2 2016/17. Action lead: Policy and Projects Manager.
3. Year 4 action plan is being developed and will be monitored through the F&R 2016/17 Directorate Plan via the WEG. Action Lead: Head of HROD. Action date: July 2016.
4. The development of a new competency framework for council managers that places as much emphasis on how managers go about their work as on what they achieve aims to deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential. Action Lead: Head of workforce development. Action date: August 2016

Staff who declare themselves as white other as a percentage of the total workforce who declare their ethnicity (not including schools) [Corporate]

%

8.80

6.02



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position:

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Councils 2015/16 target is 8.8%.

As at the end of Q4 2015/16, the percentage of staff who identified themselves as being from a White Other background as a percentage of the workforce who declared their ethnicity was 6.02%.

This result has risen slightly over the past two years (5.27 in 2013/14 and 5.75 in 2014/15) however, it still remains below target and so continues to have a Red RAG rating.

Commentary:

- The distribution of White Other employees is uneven, with those on lower grade (1-6) having higher levels of representation than in the higher grades.
- The only way to increase the diversity of the workforce is by attracting and recruiting more applicants who identify as being from a White Other background. During Q1-Q3 this year, the percentage of White Other applicants was 13.15% and the percentage of White Other applicants who were successful in obtaining a job offer was 10.32% which is encouraging.

The Year 3 of the Workforce Equalities Action Plan structured the ongoing work, which included the following:

- Analysis of the recruitment data and the findings of the engagement exercise informed work to reduce potential barriers to recruitment. The engagement work was focussed on barriers to the BME community, however the issues identified and the resulting actions taken could have a positive impact for other protected groups.
- The Council's job application form has been redesigned which will enable the council to identify internal applicants more easily and, for the first time, those already working in the council on an agency basis.
- A dedicated page for the Workforce Equalities Group has been created for the Wave to promote interest and activity.
- Staff Survey results are being analysed by equality group, including the reasons for staff preferring not to disclose their equality data.
- A number of changes to our recruitment and selection practices have been introduced in an attempt to remove the potential barriers to employment that have been identified.
- HR staff have received training in recruitment and selection, particularly in relation to value-based recruitment, and they will be sitting on recruitment panels for senior positions.
- The council's recruitment and selection policy has been reviewed and changes made which aim to ensure council vacancies are made available to as wide and diverse a range of potentially suitable applicants as practicable. Feedback on the draft policy has been sought from recruiting managers, the Workers' Forums, the trade unions and members of the WEG, and this will be presented to P&R in July 2016.

Actions for Improvement:

1. Work will continue to improve diversity messaging on the council's website, particularly the jobs site, and the effectiveness of positive action recruitment initiatives will be assessed. Action Lead: Policy and Projects Manager. Action date: December 2016.
2. Positive action recruitment initiatives are being undertaken with the aim of increasing the diversity of applicants and new recruits. HR will analyse recruitment campaigns that contain these statements to understand the impact they make and further inform future campaigns. Action deadline: Q2 2016/17. Action lead: Policy and Projects Manager.
3. Year 4 action plan is being developed and will be monitored through the F&R 2016/17 Directorate Plan via the WEG. Action Lead: Head of HROD. Action date: July 2016.
4. The development of a new competency framework for council managers that places as much emphasis on how managers go about their work as on what they achieve aims to deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential. Action Lead: Head of workforce development. Action date: August 2016

Staff who declare themselves as White Irish as a percentage of the total workforce who declare their ethnicity (not including schools) [Corporate]

%

1.60

2.08



Declining

Position:

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2015/16 target is 1.6%.

As at the end of Q4 2015/16, the percentage of staff who identified themselves as being from a White Irish background as a percentage of the workforce who declared their ethnicity was 2.08%.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

This figure has reduced over the last two years (2.22% in 2013/14 2.0% in 2014/15) and continues to have a Green RAG rating.

Commentary

- The White Irish group is an ethnic group in its own right but, unlike other minority ethnic groups that the council monitors, its level of representation within the council's workforce is higher than might be expected given this group's level of representation within the economically active community locally.

The Year 3 of the Workforce Equalities Action Plan structured the ongoing work, which included the following:

- The council's first Workforce Equalities Report which provided a comprehensive analysis of a range of workforce and recruitment data was considered by P&R in January. The report was shared with the WEG and wider membership of the Workers' Forums and published on the council's website to meet our Public Sector Equality Duty
- Staff Survey results are being analysed by equality group, including the reasons for staff preferring not to disclose their equality data.
- HR staff have received training in recruitment and selection, particularly in relation to value-based recruitment, and they will be sitting on recruitment panels for senior positions.
- Two pilot equality and diversity skills workshops ("Equality & Diversity in the Workplace" and "The Confidence to Challenge") have been commissioned and delivered and the feedback from these is in the process of being evaluated.

Actions for Improvement:

1. Analysis of 2015/16 recruitment and workforce data will be timetabled and any adverse trends identified will be used to develop the forthcoming action plan. Action deadline: Q2 2016/17. Action lead: Policy and Projects Manager.
2. Year 4 action plan is being developed and will be monitored through the F&R 2016/17 Directorate Plan. Action lead: Policy and Projects Manager
3. The development of a new competency framework for council managers that places as much emphasis on how managers go about their work as on what they achieve aims to deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential. Action Lead: Head of workforce development. Action date: August 2016

Percentage of employees whose Ethnicity is not known [Corporate]

%

12.50

10.76



Declining

Position:

The Council's 2015/16 target of 12.5%, was kept the same as per last year to enable effective monitoring of actions for improvement.

As at the end of Q4 2015/16, the percentage of employees whose ethnicity is not known is 10.76% and has therefore exceeded the target of 12.5%, which means the RAG rating is Green.

Commentary

- This positive result is largely due to the continuation of work undertaken during the year to reduce the level of unknown data.
- All candidates applying for jobs are required to complete a mandatory equalities monitoring form.
- HR continued to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed.
- HR continued their work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER).
- The staff survey results have been analysed to further understand the reasons people don't disclose their status, which will help inform future work to improve levels of unknowns.
- The target for 2016/17 has been reduced to 10%.

Actions for Improvement:

1. All candidates applying for jobs are required to complete a mandatory equalities monitoring form. The Council has implemented a new recruitment system that went live in early April 2015, and work is underway with the Systems Team to build an automated upload report that will transfer the equalities data captured at the time of application, into the Council's HR system (PIER). This will be an improvement on the current system that relies upon the manual transfer of data between systems and should therefore improve the quality of the council's workforce by further reducing the level of unknowns. Action date: March 2017. Action lead: Head of Hr Strategy, Policy and Projects.
2. HR will continue the work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER). Action date: Ongoing. Action lead: Policy and Projects Manager

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
3. HR will continue to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed. Action date: Ongoing. Action lead: Policy and Projects Manager				
4. Feedback from the staff survey will help to develop an approach to lower the rates of unknowns . Action date: September 2016. Action lead: Policy and Projects Manager.				

Percentage of employees whose disability status is not known [Corporate]

%

14.90

13.70



Declining

Position:

The Council's 2015/16 target of 14.9%, was kept the same as per last year to enable effective monitoring of actions for improvement.

As at the end of Q4 2015/16, the percentage of employees whose disability is not known is 13.7% and has therefore exceeded the target of 14.9%.

Commentary

- This positive result is largely due to the continuation of work undertaken during the year to reduce the level of unknown data.
- All candidates applying for jobs are required to complete a mandatory equalities monitoring form.
- HR continued to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed.
- HR continued their work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER).
- The staff survey results have been analysed to further understand the reasons people don't disclose their status , which will help inform future work to improve levels of unknowns.
- The target for 2016/17 has been reduced to 13%.

Actions for Improvement:

1. All candidates applying for jobs are required to complete a mandatory equalities monitoring form. The Council has implemented a new recruitment system that went live in early April 2015, and work is underway with the Systems Team to build an automated upload report that will transfer the equalities data captured at the time of application, into the Council's HR system (PIER). This will be an improvement on the current system that relies upon the manual transfer of data between systems and should therefore improve the quality of the council's workforce by further reducing the level of unknowns . Action date: March 2017. Action lead: Head of Hr Strategy, Policy and Projects.
2. HR will continue the work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER). Action date: Ongoing. Action lead: Policy and Projects Manager
3. HR will continue to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed. Action date: Ongoing. Action lead: Policy and Projects Manager
4. Feedback from the staff survey will help to develop an approach to lower the rates of unknowns . Action date: September 2016. Action lead: Policy and Projects Manager.

Percentage of employees whose sexual orientation is not known [Corporate]

%

22.30

16.98



Improving

Position:

The Council's 2015/16 target of 22.3%, was kept the same as per last year to enable effective monitoring of actions for improvement.

As at the end of Q4 2015/16, the percentage of employees whose sexual orientation is not known is 16.98% and has therefore exceeded the target of 22.3%, which means the RAG rating is Green.

Commentary

- This positive result is largely due to the continuation of work undertaken during the year to reduce the level of unknown data.
- All candidates applying for jobs are required to complete a mandatory equalities monitoring form.
- HR continued to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed.
- HR continued their work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

- The staff survey results have been analysed to further understand the reasons people don't disclose their status , which will help inform future work to improve levels of unknowns.
- The target for 2016/17 has been reduced to 16.25%.

Actions for Improvement:

1. All candidates applying for jobs are required to complete a mandatory equalities monitoring form. The Council has implemented a new recruitment system that went live in early April 2015, and work is underway with the Systems Team to build an automated upload report that will transfer the equalities data captured at the time of application, into the Council's HR system (PIER). This will be an improvement on the current system that relies upon the manual transfer of data between systems and should therefore improve the quality of the council's workforce by further reducing the level of unknowns . Action date: March 2017. Action lead: Head of Hr Strategy, Policy and Projects.
2. HR will continue the work focussing on areas and teams where declaration rates are lower – working with managers to encourage staff to input their details on the HR system (PIER). Action date: Ongoing. Action lead: Policy and Projects Manager
3. HR will continue to work with teams who do not have online access to the HR system, providing paper monitoring forms to be completed. Action date: Ongoing. Action lead: Policy and Projects Manager
4. Feedback from the staff survey will help to develop an approach to lower the rates of unknowns . Action date: September 2016. Action lead: Policy and Projects Manager.

Staff who declare themselves to be LGBT as a percentage of the total workforce who declare their sexuality (not including schools) [Corporate]

%

13.00

11.98



Improving

Position:

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2015/16 target is 13%.

As at the end of Q4 2015/16, the percentage of staff who identified themselves as LGBT as a percentage of the workforce who declared their sexual orientation was 11.98%, which is slightly below target and has an Amber RAG rating.

This has increased steadily over the last two years (11.53% in 2013/14 and 11.6% in 2014/15).

Commentary:

- The only way to increase the diversity of the workforce is by attracting and recruiting more applicants who identify as LGBT. Since 2012/13 there has been a slight increase year-by year in the percentage of applications from those identifying as LGBT. The percentage of applicants in the first three quarters of 2015/16 was 14.82%.
- The percentage of LGBT applicants being offered jobs with the council had remained fairly static since 2012/13 at just over 14%, however, this figure has increased to 15.63% in the first three quarters of 2015/16.

The Year 3 of the Workforce Equalities Action Plan structured the ongoing work , which included the following:

- The Council's job application form has been redesigned which will enable the council to identify internal applicants more easily and, for the first time, those already working in the council on an agency basis.
- A dedicated page for the Workforce Equalities Group has been created for the Wave to promote interest and activity .
- Two new equalities courses have been piloted and revised with input from delegates including unions and workers fora
- The council's first Workforce Equalities Report which provided a comprehensive analysis of a range of workforce and recruitment data was considered by P&R in January. The report was shared with the WEG and wider membership of the Workers' Forums and published on the council's website to meet our Public Sector Equality Duty
- Positive action recruitment initiatives are being undertaken with the aim of increasing the diversity of applicants and new recruits.
- Staff Survey results are being analysed by equality group , including the reasons for staff preferring not to disclose their equality data.
- HR staff have received training in recruitment and selection , particularly in relation to value-based recruitment, and they will be sitting on recruitment panels for senior positions.
- Two pilot equality and diversity skills workshops ("Equality & Diversity in the Workplace" and "The Confidence to Challenge") have been commissioned and delivered and the feedback from these is in the process of being evaluated.
- In collaboration with the LGBT forum and trans staff, the new trans toolkit has been finalised following positive feedback from the WEG and an external critical friend. As a result of this work, links with trans staff have been built upon to gain a better understanding of the issues faced, in order to develop actions to resolve them.
- As a result of feedback on the draft policy, the trans policy was expanded to cover people who identify as non-binary.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
- The introduction of a new online recruitment system last April now enables us to analyse recruitment data for trans applicants for the first time. - Trans awareness training courses have been held, with future dates planned.				

Actions for Improvement:

1. Work will continue to improve diversity messaging on the council's website, particularly the jobs site, and the effectiveness of positive action recruitment initiatives will be assessed. Action Lead: Policy and Projects Manager. Action date: December 2016.
2. Analysis of 2015/16 recruitment and workforce data will be timetabled and any adverse trends identified will be used to develop the forthcoming action plan. Action deadline: Q2 2016/17. Action lead: Policy and Projects Manager.
3. Year 4 action plan is being developed and will be monitored through the F&R 2016/17 Directorate Plan via the WEG. Action Lead: Head of HROD. Action date: July 2016.
4. The development of a new competency framework for council managers that places as much emphasis on how managers go about their work as on what they achieve aims to deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential. Action Lead: Head of workforce development. Action date: August 2016.

Percentage of employees responding that they have experienced discrimination or harassment or bullying in the last 12 months [Corporate]	%	15.00	14.00	 GREEN
				New in 2015/16

Position:

This Performance Indicator was introduced in 2015/16. The target was set having regard to the 2014 Staff Survey result which indicated that 17% of those who responded to the relevant question in the survey, said that they had been discriminated against, harassed or bullied at work in the preceding 12 months. The council target for 2015/16 is 15%.

Commentary:

- The questions in the Staff Survey relating to discrimination, bullying and harassment in the workplace were re-designed for the 2015 survey with the aim of improving the quality of the data captured. This included providing staff with definitions and examples of discrimination, bullying and harassment to help them when responding to the questions.
- The results of the 2015 Staff Survey indicated that the council had made good progress towards embedding a workplace culture based on the council's Values, including the one of respect, across the organisation and this is reflected in the fact that the percentage of staff who indicated that they had been discriminated against, harassed or bullied at work in the preceding 12 months had dropped by 3% on the previous year.
- Encouragingly, the percentage of respondents who believed the council takes these issues seriously increased from 61% in 2014 to 64% in 2015.
- As part of its workforce equality monitoring, the council continues to analyse cases of alleged bullying, harassment or discrimination by protected group with the aim of identifying patterns and trends that need addressing
- An Equality Impact Assessment is currently being carried out on the council's Dignity at Work Policy which is designed to support a working environment and culture in which there is a zero tolerance of bullying and harassment. The results of this impact assessment will inform action planning to address any issues identified.

Action:

- In direct response to the improvement in the 2015 result for this performance indicator, the council has revised the target for 2016/17 to 12%.
- To further support the transition to a more inclusive workplace culture, the council will be developing a new competency framework for managers. This framework will place as much emphasis on how managers go about their work as on what they achieve is essential to achieve lasting cultural change. Being able to hold managers accountable through this competency framework should deliver a truly inclusive workplace culture in which everyone is treated with respect and can flourish to realise their full potential.

Disciplinary cases including dismissals - includes conduct, capability/performance, ill-health capability (including ill-health retirements) non schools only [Corporate]	No.	20.00	68.20	 RED
				New in 2015/16

Position

The data gathered regarding disciplinary activity (excludes schools) and shows we are undertaking 68.2 cases per 1000 fte employees.

Commentary

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Our data captures all casework activity related to disciplinary's (including bullying and harassment), sickness, and performance capability that HR are involved in and being undertaken in line with our procedures not just cases which have resulted in formal action. The outcome of such casework may range from no formal action being required to action up to and including dismissal. The actual result is significantly higher than the target of 20 cases per 1000 fte employees which was based on CIPFA benchmarking data across other Unitary Authorities for 13/14 relating to cases where formal action was required. Whilst the number of fte staff at BHCC has reduced by 318 fte since that time and we have improved the collection of our casework data, the figure is reflective of the culture within the Council.

Actions

- 1) A more relevant target for BHCC taking into account our casework figures and culture has been proposed for 2016/17 (55%) rather than CIPFA benchmarking targets (Head of HR Advisory Services)
- 2) Undertaking a more detailed analysis of our casework data to identify key issues in these areas and required actions.(Head of HR Advisory Services, July 2016)

Grievance [Corporate]

No.

6.60

11.30



New in 2015/16

Position

Our data captures all grievance activity (excludes schools) and shows we are undertaking 11.3 cases per 1000 fte employees.

Commentary

Our data captures all individual grievance casework activity being undertaken in line with our Grievance Procedure that HR are involved in. This includes casework up to and including Stage 3 Personnel Appeal Panels which are heard by Members. Many cases are related to workplace relationship issues. Bullying and harassment cases are dealt with through our Disciplinary Procedure so are not included within this figure. The result for 15/16 is higher than the target of 6.6 cases per 1000 fte employees which was based on CIPFA benchmarking data across other Unitary Authorities for 13/14. Whilst the number of fte staff at BHCC has reduced by 318 fte since that time and we have improved the collection of our casework data, this discrepancy in the target and actual figure, again reflects the different culture within the Council.

Action

- 1) A more indepth analysis of casework data is being undertaken to identify key actions required to encourage earlier resolution of grievances including using less formal routes. (Head of HR Advisory Services, July 2016)
- 2) Actions to include targeted management training and encouraging greater use of mediation.(Head of HR Advisory Services)
- 3) A review of our current mediation offer is being undertaken to identify relevant actions which can help embed the use of mediation (Head of HR Advisory Services, July 2016)
- 4) A more relevant target of 9 reflecting our culture and casework data has been proposed for 2016/17 (Head of HR Advisory Services)

IA 8 Implementation of agreed management action to recommendations made [Corporate]

%

85.00

88.00



Improving

The overall target is for 85% of recommendations to be implemented and for this to be higher for high priority recommendations. The PI is an important corporate indicator of whether services implement the audit recommendations they have agreed.

Commentary

The final year end percentages will not be available until mid May 2016.

The combined figure as is 88% (95% high priority and 87% medium priority).

Actions

- 1) All recommendations are tracked by SharePoint (Head of Internal Audit)
- 2) Update is now self-service by recommendation owners. (Head of Internal Audit)
- 3) IA track, monitor and chase update of the SharePoint responses (Head of Internal Audit)
- 4) Implementation rates to be recorded and monitored for each directorate as part of routine performance management (ie on Interplan). (Head of Internal Audit)

Assistant Chief Executive

Residents very or fairly satisfied with Brighton & Hove City Council (City Tracker)[Corporate]

%

41.00

61.00



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Position

Six in ten residents (61%) are satisfied with Brighton & Hove City Council, including 14% who are very satisfied. This represents a significant increase compared to 2014 when only 41% were satisfied.

Commentary

Last year, many residents' attitudes to life in the city were coloured by industrial action in the council's refuse and recycling service; this was reflected in all measures, not just those that referred to services provided by the council.

Satisfaction with the City Council overall has improved dramatically on 2014 and has returned to the levels reported in 2013, though still below the LGA national comparator – 71% and not returned to the more positive results of 61% in 2013 and 70% in 2012.

Action

Recent council initiatives, such as the Customer First in a Digital Age programme, are inherently resident focused and have their roots in the organisation understanding in what manner services can be delivered to better meet residents needs, to an increased level of satisfaction with those services and increased efficiency in delivering those services.

Cityclean are also undergoing an intensive programme of modernisation, supported by the Customer First in a Digital Age programme, initially focused specifically on the collection of refuse and recycling.

Residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker)[Corporate]

%

64.00

55.00



Improving

Position

More than half (55%) of residents feel very or fairly well informed about services and benefits. This represents a slight improvement compared with 2014 when the figure stood at 51%.

According to the latest LGA figures, 61% of residents nationally feel very or fairly well informed. This has dropped slightly since 2014; the target of 64% was set at the previous year's LGA figure.

Commentary

This is a positive trend which the communications service redesign, when fully in place, should continue. The service redesign refocuses communications to a digital first approach allowing the council's messages to be distributed directly residents.

Actions

Complete service redesign and upskill staff in Communications team (Head of Communications, Sept 2016)

Residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker) [Corporate]

%

76.00

70.00



Declining

Position

Seven in ten residents feel they belong to their immediate neighbourhood. This down slightly compared to 2014 (71%). However, comparison with 2013 (75%) and 2012 (76%) indicates a slight decline in the sense of belonging over time.

Commentary:

Commissioned community development providers continue to work with residents in several neighbourhoods on their priorities and issues this includes community cohesion and intergenerational issues. One Voice Partnership continues to meet to enable dialogue between residents from different faiths and ethnicities and public sector organisations. Local Action Team development work continues drawing residents together to on community safety issues in their areas. Annual grants funded a wide range of neighbourhood and community of interest events that enabled the learning, value and celebration of diversity in the city.

Actions:

Phase 2 of the review and support to Local Action Teams will be implemented. (Peter Castleton)

Community development will continue in the key neighbourhoods with the city. (Sam Warren)

One Voice Partnership continues to meet. (Peter Castleton)

Annual grants - community festival and grants to small organisations available three rounds in 2016/17. (Jonathan Best)

Residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together? (City Tracker) [Corporate]

%

88.00

91.00



Improving

Position

More than nine in ten residents (91%) believe their local area is one where people from different backgrounds get on well together. The figure is up from 88% last year, Historically, scores have always been high on this measure (92% in 2013 and 90% in 2012). For England as a whole, 86% think their

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

area is one where people from different backgrounds get on well together

Commentary:

Commissioned community development providers continue to work with residents in several neighbourhoods on their priorities and issues this includes community cohesion and intergenerational issues. One Voice Partnership continues to meet to enable dialogue between residents from different faiths and ethnicities and public sector organisations. Local Action Team development work continues drawing residents together to on community safety issues in their areas. Annual grants funded a wide range of neighbourhood and community of interest events that enabled the learning, value and celebration of diversity in the city.

Actions:

- 1) Phase 2 of the review and support to Local Action Teams will be implemented. (Head of Community Safety)
- 2) Community development will continue in the key neighbourhoods with the city. (City Neighbourhood Co-ordinator, ongoing)
- 3) One Voice Partnership continues to meet. (Head of Community Safety, ongoing)
- 4) Annual grants - community festival and grants to small organisations available three rounds in 2016/17. (Discretionary Grants Programme Manager)

Residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker) [Corporate]

%

61.00

61.00



No change

Position

The proportion of local residents attending at least one cultural performance event in the previous year has held steady at 61% for the second consecutive residents survey. In 2013, 54% said they had attended this kind of event while the figure stood at 52% in 2012.

Commentary:

This indicator is not within our control. It is part of the City Tracker survey and asks residents if they have attended any creative, artistic, theatrical event in the past 12 months. There is nothing to specify where they may have attended such events and, while there is a good chance that they would have done so in Brighton & Hove with the extensive local cultural offer, it could have been anywhere. We aimed to maintain last year's level of 61% which was a significant increase from the results in 2012 and 2013.

Actions:

- 1) BHCC makes a fixed annual grant of £1,599,210 to Brighton Dome & Brighton Festival to support cultural events within the city and the annual arts festival. During 16/17 this will continue as will BHCC current support for the capital redevelopment of the Corn Exchange and Studio theatre to provide improved performance space within the city. (Ongoing, Head of Enterprise and Business)

Number of visitors to Brighton and Hove [Corporate]

No.

500,000.00 11,400,000.00



Improving

Position

- The 10,500,000 target relates to visitor figures for Brighton & Hove from 1 Jan - 31 Dec 2014.
- The previous annual report in 2013 recorded 10.9m trips (staying and day trips).
- The Economic Impact Assessment of Tourism 2014 reported 11.4m trips (staying and day trips) made to Brighton in 2014.

Undertaken by Tourism South East the overall aim of the research is to provide indicative estimates for the volume, value and resultant economic impact of tourism on the destination. The research involves the application of the Cambridge Tourism Economic Impact Model or 'Cambridge Model'; a computer-based model developed which collates statistical data from 2014 and estimates of the overall volume of visitors coming into an area in one particular year, expenditure in the local economy and the number of jobs that are dependent upon tourism.

Commentary

- Overall, an estimated 1,434,000 staying trips were spent in Brighton & Hove in 2013, of which around 1,047,000 were made by domestic visitors (73%) and 387,000 by overseas visitors (27%). Compared to 2013, total trip volume dropped by 3.2%. The drop in trip volume was driven entirely by a 6.4% reduction in the number of trips made by domestic overnight visitors. On the other hand, trips by overseas visitors showed strong growth. The volume of trips spent in Brighton & Hove by visitors from overseas increased by 6.6% in 2014 compared to 2013.
- Overnight trips resulted in an estimated 4,926,000 visitor nights spent in Brighton & Hove in 2014, up by 2.1% compared to 2013. Despite a drop in the number of trips made by domestic overnight visitors, average trip length increased in duration from 2.35 nights in 2013 to 2.58 nights in 2014 leading to an increase in total domestic trip nights by 2.7%. The number of nights spent by overseas visitors increased by 1.5%.

Actions

- 1) Commission follow up study for Jan – Dec 2016 (Convention Bureau Manager)

Legal and Democratic Services

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Whistleblowing Allegations received (trend) [Corporate]	No.		21.00	Trend Increasing trend

Position:

4 whistleblowing allegations were received between January and March making a total of 21 during 2015/16. This indicator is set up to measure the trend of the numbers of whistleblowing allegations received and as such has no target set for the year. It is a local measure and there is no comparator information available.

The latest result represents a significant increase. In previous years the council has received low numbers of whistleblowing allegations, with an average of 2.7 for the period 2011-14. A total of seven whistleblowing allegations were received in 2014/15.

Commentary:

All whistleblowing allegations received have been or are being investigated. A report was submitted to Audit & Standards Committee with proposals to improve operation of system. A publicity campaign was undertaken over May, June and July 2015 as part of an initiative led by Internal Audit. The way we deal with whistleblowing in the council is now more robust and continues to be improved; we have more reliable data, better monitoring, better publicity and greater numbers of allegations received. Whistleblowers provide managers with valuable information about potential areas of concern and a high level of whistleblowing activity generally indicates a strong control environment in that staff and contractors have confidence that concerns will be addressed. The increase in the number of allegations received since 2014/15 shows a consistent rising trend compared to previous years. This can be interpreted as an encouraging response to the revised whistleblowing policy and staff feeling more confident that management will act upon concerns.

Actions:

- 1) Further publicity and monitoring of the new system will take place during the year; this will be an ongoing process through ELT briefing, messages on the website, payslips etc. (ongoing, Head of Law)
- 2) Annual report to Audit & Standards Committee; the most recent was in July 2015, with the next in July 2016. (Head of Law)

Subject:	Madeira Terraces – Coastal Communities Funding Bid		
Date of Meeting:	14 July 2016		
Report of:	Acting Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Katharine Pearce	Tel: 29-2553
	Email:	katharine.pearce@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The condition of the Grade II Listed Madeira Terraces is one of the most challenging infrastructure issues currently facing the city council. Brighton & Hove's seafront is a key economic driver and "shop window" for the city, and yet on-going maintenance of the structure is no longer possible as further sections are closed to the public to address safety concerns.
- 1.2 The council has separately procured estimates for the repair and restoration of Madeira Terraces and it is known that this will certainly require very significant public and private funding to be deliverable. It is within this context that this report is brought forward, as an opportunity to seek capital funding to support future renovation of the Terraces from Round 4 of the Coastal Communities Fund.
- 1.3 This project aims to regenerate Brighton's Madeira Terrace to facilitate commercial uses, whilst maintaining its heritage aspects. It will generate an estimated 170 jobs, and contribute £5 million per annum to the local economy.

2. RECOMMENDATIONS:

- 2.1 That the Committee note and endorse the Stage 1 funding application, attached as Appendix 1, submitted to the Coastal Communities Fund on 30th June 2016.
- 2.2 That the Committee agree that officers continue to develop proposals for the restoration and redevelopment of Madeira Terraces with a view to proceeding to a Stage 2 bid, should the Stage 1 application be successful, subject to a further report to this Committee setting out the financial and funding implications.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Madeira Terraces, built between 1890 and 1900 by the borough surveyor, Philip C Lockwood, were created as a covered promenade to attract tourists from London and create a protected walkway for the town's residents. They run 860

metres along the seafront from the eastern side of the Pier to the Dukes Mound junction and create a stunning visual display viewed from the south, from out to sea and from the Pier. The structure consists of an in-situ concrete and steel beam jack arch deck and cast iron edge beams supported by cast iron columns and delicate latticed arches adorned with alternate figurines of Neptune and Aphrodite. The sheltered promenade below is known as Madeira Walk. The Madeira Lift and Shelter Hall (now Concorde 2) were constructed at the same time as the terrace.

- 3.2 Madeira Terraces is unique in that the structure is nearly a kilometre long, with 151 separate arches. It is a set piece that is seen as a signature of Brighton, but one that has had no real function over the last 100 years other than to facilitate the act of promenading and viewing for events. Madeira Terraces has provided a perfect 'grandstand' for the regular events that take place in or end at Madeira Drive. They also provide a colourful and attractive backdrop for publicity shots and TV coverage, which in turn showcases the city nationally and internationally.
- 3.3 Whilst the entire structure remains standing and is materially intact, much of the structure is reported to have corrosive damage causing loss of sections, failed members and connection, and the separation of elements.

Coastal Revival Fund and development of Madeira Drive Regeneration Strategy

- 3.4 In April 2016, the city Council was successful in bidding for £50,000 from the Coastal Revival Fund to support the development of a Madeira Drive Regeneration Strategy with the aim of developing a strategic and comprehensive approach to the regeneration of the whole of the Madeira Drive, including Madeira Terraces and other regeneration projects such as Sea Lanes, Brighton Waterfront, and the Zip wire. The draft Strategy will be presented to October 2016 Policy, Resources & Growth Committee.
- 3.5 A Seafront Investment Plan, covering the wider seafront is also under development and will also be reported to October 2016 Policy, Resources & Growth Committee.

Coastal Communities Fund Bid

- 3.6 An opportunity has arisen to bid for some public funding to support the restoration and redevelopment of the Madeira Terraces.
- 3.7 The Coastal Community Fund, delivered by the Big Lottery Fund on behalf of the UK Government, exists to help preserve and maintain the UK's coastal areas and therefore fits well with the need to restore and protect the Madeira Terraces.
- 3.8 The approach to restoration developed to date by the Project Team has highlighted the need for a phased redevelopment of the structure. The bid to the CCF Round 4 has therefore focused on using capital monies, if successful, to match fund with other sources, to address:
 - (i) restoration, rebuild and some elements of replacement of a proportion of the Terraces to enable them to host new commercial uses such as business space, café/restaurants, or hotel apartments;

- (ii) wider restoration and repair of the remainder of the Terraces and the associated ramps, including exploration of creating greater permeability;
 - (iii) potential extension of the Madeira Drive Shelter Hall through building on the middle tier (above the existing Concorde 2 Building).
- 3.9 The proposed refurbishment works for the terraces are intended to repair the deck and supporting structure such that it is capable of withstanding pedestrian loading at the upper levels. The works aim to refurbish the structure, prevent further decay, give the structure an agreed design life subject to ongoing maintenance and allow for premises to be inserted into bays, beneath the terraces, at a later date. The repair works are based on the assumption the structure will be dismantled and refurbished offsite.
- 3.10 For the purposes of the bid, proposed uses have been assumed, but these will need to be tested and agreed as part of the Phase 2 bid, which will be worked up over the next 12 months, if the Phase 1 bid proves successful.
- 3.11 The strategy has been discussed with Historic England, and is judged to be in keeping with Historic England's view on the heritage features of the Madeira Terraces. To this end, a Statement of Significance is currently being finalised that will seek to crystallize the views of Historic England and other key heritage organisations who have an interest in the Terraces, in order to help guide the restoration process.
- 3.12 The full Coastal Communities Fund bid is attached at Appendix 1.

Working with Historic England and other stakeholders

- 3.13 In order to adequately address the points made by heritage stakeholders and complete the Coastal Communities Fund application, the Project Team have been working on the following tasks:
- Developing a full and current Statement of Significance for Madeira Terraces. This document will serve to capture the various elements of the Terraces (engineering, social significance and value, architectural significance etc) and create the platform against which any future restoration or refurbishment proposals can be judged.
 - Developing a "base case" restoration strategy based on a review of existing surveys and an up to date conservation structural assessment provided by Mott MacDonald's structural engineers. This will address the comments recently made by the Victorian Society who have expressed reservations about some of the cost estimates previously produced.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 A full analysis of the various options is ongoing and the work being undertaken by the professional team in conjunction with the council team will inform the final options available and these will be worked through as the project progresses.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The key engagement tool to date has been via the 'Coastal Communities Team' Seafront Stakeholder Group which has now met twice and it is anticipated that this group will act as the core consultative group for the project going forward.

6. CONCLUSION

- 6.1 As one of the most challenging issues to face the Council at the current time, the future of the Madeira Terraces will continue to be a cause for concern until a full funding package can be created to provide a long term and economically sustainable solution.
- 6.2 The current proposal for Coastal Communities Funding of £4M offers an exciting opportunity to begin building this financial package and therefore deliver a long term solution for the Terraces.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The preparation costs for the submission of the Stage 1 bid including the recommendations and costing forecasts for the Madeira Terraces as set out in the report commissioned from Mott MacDonald have been funded by a combination of part of the successful Coastal Revival Fund bid of £50,000 and allocations from the Strategic Investment Fund. Should the Stage 1 bid prove successful further preparatory work will be needed for the Stage 2 bid including working up a detailed business case and designs to RIBA Stage 4. A further report will therefore be prepared for this Committee once the outcome of the Stage 1 bid is known. The table below sets out the indicative funding sources for the refurbishment and redevelopment of the Madeira Terraces based upon the work undertaken to date.

Redevelopment of Madeira Terraces		
Potential Funder	Indicative source of funding	Amount £ million
Government	Grant from the Coastal Communities Fund	4.0
B&HCC	Council borrowing supported by increased business rate income	6.0
Private / B&HCC	Council borrowing supported by commercial rent income from new businesses set up in the arches	13.6
Current estimated cost of redeveloped structure		23.6

Finance Officer Consulted: Sue Chapman Date: 5/7/16

Legal Implications:

- 7.2 There are no immediate legal implications arising from this report. However when sufficient funding is available to implement specific proposals there will be a need

to comply with requirements relating to Listed Building Consent, Planning Permission and procurement. These and other issues will be addressed in the further report referred to in the recommendations.

Lawyer Consulted: Bob Bruce 07.07.16

Equalities Implications:

- 7.3 There are no direct Equalities implications arising from this report at this time.

Sustainability Implications:

- 7.4 The Green Wall which occupies a significant section of the Terraces will need to be protected as the wider restoration proposal progresses. The wall is judged to be the longest green wall in the UK and was planted by the Victorians. It is estimated to contain over 90 different plant species. The council will work with ecologists with the appropriate skills set to explore methods to protect the wall during the restoration work.

Crime & Disorder Implications:

- 7.5 There are not considered to be any direct impacts at this time but future reports will comment upon this aspect.

Risk and Opportunity Management Implications:

- 7.6 The risks of doing nothing significant to the Madeira Terraces at this point in time are clear to see from the continuing deterioration of the structure. The opportunity is to create a vastly improved, vibrant and attractive seafront location that helps to maintain the visitor economy year round. The full risk and opportunities for the actual restoration project will be carefully managed as part of the final proposals which will be procured according to the council's procurement rules.

Public Health Implications:

- 7.7 The re-introduction of the Terraces walkway and the improvements to the public realm will be accessible to residents and visitors alike and continue to encourage walking and cycling and the "promenading" that the structure is designed to promote.

Corporate / Citywide Implications:

- 7.8 Madeira Terraces as part of the Seafront Infrastructure is an item on the Council's Strategic Risk Register.

Any Other Significant Implications

- 7.9 None.

SUPPORTING DOCUMENTATION

Appendices:

1. Coastal Communities Fund Bid Round 4

Documents in Members' Rooms

- 1.

Background Documents

- 1.

Round four - England

Stage one application form



Delivered by Big Lottery Fund on behalf of UK Government and the Devolved Administrations in Northern Ireland, Scotland and Wales

About this form

This application form is for organisations wishing to apply to the Coastal Communities Fund (CCF) in England. Please read the Round four guidance notes on the CCF website before completing this form.

Please complete this form in **full**. If you don't complete all of the questions, your application will not be considered for funding from CCF.

Filling in the form

Make sure you've saved the form to your own computer before you start to fill it in. Type directly into the form. Don't copy and paste from another document as it may cause formatting problems. For example, a bullet point list could cause you to go over the character limit for a question without realising it.

Sending us your stage one application

You can only submit your completed application form by email. Please do not send attachments with your application, unless we have specifically asked for them (see the checklist at the end of this form) as these will not be considered as part of your application.

Please send your application by email to:

ccfengland@biglotteryfund.org.uk (for projects in England)

Include 'Coastal Communities Fund application - England' and the name of your organisation in the email subject header. Please keep a copy of everything you send us.

Deadline for applications

For Round four of CCF in England we will not consider applications received after **midday 30 June 2016**.

Contacting us

If you are not sure how to answer any questions in this form, we will be happy to help. Please email us at ccf@biglotteryfund.org.uk or call us on 0345 4 10 20 30. Please refer first to the Round four guidance notes on the [CCF website](#).

Part one: What will your project do?

1.1 What would you like to call your project?

Give your project a short title, something we can use in publicity. You can write up to 70 characters (including spaces).

Brighton and Hove Madeira Terrace "Lockwood" Regeneration Project

1.2 What is the aim of your project?

The aim is a brief statement of the overall purpose of your project. Try to keep your answer to one or two sentences. The aim should help focus everything that you plan to do and explain the changes your project will bring about to deliver the economic outcomes (i.e. job opportunities) you have identified.

Example: "We aim to improve a coastal path through upgrading, re-routing and improving signage. The project will benefit 20 local businesses and create 32 jobs."

This project will regenerate Brighton's Madeira Terrace to facilitate commercial uses, whilst maintaining its heritage aspects. It will generate 170 jobs, and grow the local economy by £5 million pa.

1.3 What does your project involve?

Summarise what you plan to do and the activities CCF funding will pay for. You can write up to 2,000 characters (about 300 words).

This project involves the renovation of Brighton's iconic Madeira Terrace, an 800 metre-long seafront arcade with raised walkway and associated buildings that runs along the stretch of Brighton's seafront east of the Palace Pier. Madeira Terrace was developed by the borough surveyor Philip C Lockwood as a covered promenade to attract tourists in the late nineteenth century.

The Grade II Listed Madeira Terrace is the principal attraction of Brighton's eastern seafront, however in recent years it has had to be closed to the public due to major structural issues and safety concerns. This detracts from this part of the seafront, reducing visitor numbers despite the world-class heritage architecture of Kemp Town and the eastern seafront's wider attractions.

This project proposes to renew the Madeira Terrace through a reconstruction that will introduce innovative commercial and leisure uses to the structure in order to breathe life back into Brighton's eastern seafront. This redevelopment is part of a wider planned regeneration programme that includes a major new arena at the City's Black Rock seafront site, a major seafront swimming pool development, and associated works to improve the public realm of the area.

Images showing Madeira Terrace and associated planned regeneration projects are set out in Attachment A.

The redevelopment will be sensitive to the Madeira Terrace's heritage by using historic materials and structural solutions. By attracting commercial occupants it will also help ensure that the structure has a sustainable funding stream over the longer-term to prevent future decay.

The estimated cost of redeveloping the Madeira Terrace is £24 million. In order to realise this ambition, a capital contribution is sought from the Coastal Communities Fund of £4 million, which will support co-funding provided by Brighton & Hove City Council of £6 million and identified commercial funding of £14 million.

1.4 When are you planning to start and finish your project?

Make sure your dates fit with CCF timescales detailed in Part seven of the guidance notes and that your start date is after the date when we'll confirm our decision. The start date for revenue projects should be when the first member of staff starts work on the project. The start date for capital projects should be when the contractor commences site set-up. The finish date should be the date when you finish spending the CCF funding. Please note that all CCF funding must be spent by 31 December 2019.

Start date (dd/mm/yyyy) Finish date (dd/mm/yyyy)

01/01/2017

31/12/2019

1.5 Where will your project take place?

Give the location of the places where your project will happen.

- If your project will take place at (or be run from) a single location, enter its postcode, put 100 per cent and select it as the main location.
- If your project will take place at (or be run from) a number of locations, list the main five and estimate a percentage for each one.
- If the location doesn't have a postcode, use one for a nearby building.

Please make sure you have selected a main location for this project and that totals add up to 100 per cent. You can enter up to five locations in the table. If there are more than this select the top five.

Building name (or number) and street	Postcode	% per location	Main location
Madeira Drive	BN2 1	100	☒
			☐
			☐
			☐
			☐

1.6 In which local authority ward(s) will your project activities take place?

Queen's Park, East Brighton and Rottingdean Coastal wards

1.7 In which local authority area is your coastal community?

Brighton and Hove

1.8 In which region will your project be delivered?

Please tick the relevant box(es).

☐ East Midlands	☐ East of England	☐ London
☐ North East	☐ North West	☒ South East
☐ South West	☐ West Midlands	☐ Yorkshire and Humber

1.9 Are you applying as a Coastal Community Team (CCT)?

Yes ☒ No ☐

If yes, please give the name of your CCT.

Brighton and Hove Seafront Coastal Community Team

1.10 If you are a Coastal Community Team, please provide the name of an appropriate and constituted accountable body that has agreed to take responsibility for the funding and project delivery if your application is successful.

Brighton and Hove City Council

Please provide the details of this organisation when completing Part six of the application form.

1.11 If you answered no to question 1.9, is your project located in a Coastal Community Team area? Please see the [Coastal Communities Alliance](#) website for details of Coastal Community Teams (CCTs).

Yes ☐ No ☐

If yes, please give the name of the CCT and enclose a letter of support for your project from the CCT, or tell us why this is not appropriate for your bid.

Part two: Why do you want to do this?

2.1 Tell us how you know that your project will deliver job and economic growth opportunities.

Tell us:

- How and where you have identified a market opportunity and how your project will address this.
- What planning, preparation consultation or research you have done to support your findings, including with the local community. You can write up to 3,000 characters (about 450 words).

In recent years, the closure of Madeira Terrace has led to the removal of local businesses hosted in these structures, the loss of the terraces as a public amenity and the necessary installation of visually intrusive safety measures to prevent access.

Limited public funding at a time of constrained local authority finances means any redevelopment solution needs to be largely commercially led. This commercially driven approach will support economic and jobs growth in the South East region by building upon Brighton and Hove's unmatched visitor economy strengths, while also harnessing its creative, dynamic local workforce, activating this stretch of the seafront.

Market assessment undertaken in developing this regeneration proposal highlights:

- Ten million visitors to the City per annum, including five million overnight stays
- The City's high rate of population growth and low unemployment rate
- High commercial occupancy rates for the region, particularly for commercial space along the seafront (as seen through a near 0% vacancy rate along the existing seafront arches)

Stakeholder engagement has also indicated support for the proposed redevelopment of Madeira Terrace supported by commercial use. A visualisation of the proposed approach, developed by Brighton & Hove City Council's architect, Wilkinson Eyre, was published in June 2016 (refer Attachment B), to predominantly favourable local comment. The Council has also held a seminar to discuss its proposals with its Seafront Investment Panel, comprising local traders, businesses and community stakeholders, as well as wider one-to-one stakeholder engagement. Again, the sentiment was highly positive providing the commercial uses were genuinely innovative, tailored to the seafront's needs, and in keeping with the area's heritage.

Consistent with this market assessment and stakeholder engagement, the proposal is for a mixture of sympathetic retail, commercial, entertainment and accommodation uses to be developed within the terraces, with development to be organic and phased. These uses could potentially include:

- An iconic seafront hotel development;
- A youth hostel;
- An arts centre and gallery space, an area where Brighton has traditionally been underserved;
- Cafes and restaurants, with a signature facility planned for the Madeira tea rooms;
- Boutique retail; and
- Incubator space for creative and digital industry.

These proposed developments seek to enhance the seafront offering for visitors and locals alike rather than duplicate commercial uses elsewhere around the Brighton and Hove seafront, such as in the arches west of the Palace Pier or Lanes. They seek to build

upon the City's wider regeneration strategy for the eastern seafront, in particular the development of a world-class arena facility at Black Rock.

2.2 Tell us how your project will help to deliver local economic plans and contribute to the CCF England priorities.

Tell us:

- How your project links to and addresses local economic plans or strategies such as those delivered by Coastal Community Teams (CCTs), or Local Enterprise Partnership (LEPs)/ Local Authorities in areas where there are no CCTs.
- How your project will contribute to the CCF England priorities.
- How your project is connected to other work in your community.

You can read about the CCF England priorities in Part three of the guidance notes where there are also links to CCT and LEP plans and contact details. You can write up to 3,500 characters (about 600 words).

Brighton & Hove City Council leads the Brighton & Hove Seafront Coastal Community Team, and is currently finalising a Seafront Investment Plan for the entire stretch of the coast that we manage.

Investment in the City's seafront sits alongside broader strategic work from the Council in brokering a City Deal for the Greater Brighton City Region with Central Government, which is set to unlock around £1 billion private and £100 million public sector investment in key infrastructure, skills and business projects to generate significant productivity, GVA and employment gains in the region.

In the Coast to Capital Local Economic Partnership's 2014 Strategic Economic Plan the seafront is identified as the first of only four key development areas for the region. Development around the associated sites of Brighton Marina and the Black Rock Arena is specifically referred to, indicating the importance of the eastern seafront regeneration efforts. Rejuvenating the terraces is crucial to ensure the collective regeneration of the eastern seafront area.

The Brighton and Hove City Plan (adopted in March 2016) makes specific reference to the regeneration efforts required at the eastern seafront area; identified as a particular priority within the seafront Special Area policy SA1.

The Madeira Terrace project supports the following CCF Round Four objectives. Firstly, the redevelopment of the terraces structures into usable hostel/hotel, entertainment and office space provides additional employment opportunities in additional sectors beyond the visitor retail and leisure activities that already populate the City's seafront. The intention of the Council to maintain an eclectic mix of commercial activities in order to diversify the offer to businesses, residents and visitors, will help support Brighton and Hove's vibrant SME sector also, while supporting economic diversification and innovation.

Secondly, one of the challenges with seafront attractions is their seasonality. By adapting the currently vacant and closed promenade infrastructure into usable commercial space, with improved public realm and accessibility, the structures can be

restored and their usability extended year round, increasing the business rate yield for the Council, as well as helping to activate Brighton's surrounding eastern seafront overall.

Thirdly, unparalleled levels of investment are currently planned for the City's seafront, including the redevelopment of Brighton Marina, King Alfred Leisure Centre and Shoreham Harbour, construction of the i360 observation tower, building new state-of-the-art conference and entertainment facilities and expanding the Churchill Square shopping centre to the seafront. Regenerating Madeira Terrace, with associated public realm and transport improvements, will be part of this wider investment programme to regenerate Brighton's wider seafront through extending the visitor footprint westwards and eastwards.

2.3 Tell us about your organisation, any partners you plan to work with and your proposed approach.

Tell us:

- The skills and expertise of your organisation, and that of any partners, in delivering projects of a similar nature and scale.
- Tell us how this is likely to lead to a successfully delivered project.

You can write up to 3,000 characters (about 450 words).

Brighton & Hove City Council leads the Coastal Communities Team (CCT), alongside representatives from Brighton and Hove's vibrant visitor economy. Brighton & Hove City Council is a unitary authority which provides a full range of governmental services to the 300,000 residents and within its remit.

The Council is a progressive authority which has commissioned and overseen considerable infrastructure and development projects in recent years, including over £80m of residential development at the neighbouring Brighton Marina, as well as the British Airways i360 project which reaches completion in 2016. The Council has a dedicated major projects team which is charged with leading the development and delivery of major investment projects, as well as a dedicated seafront development team responsible for the City's coastal infrastructure, built environment and commercial activity. These teams would be expected to lead the redevelopment of Madeira Terrace.

The Council works closely with its CCT and wider stakeholders such as local business and residential groups in developing its seafront investment programme. A dedicated Seafront Investment Plan is being finalised, which has widespread stakeholder support, to guide the development of Brighton and Hove's 13km long seafront over the next decade. The proposed regeneration of Madeira Terrace will be guided by a wider Eastern Seafront Regeneration Strategy that is in the process of being developed.

In developing the Madeira Terrace project, the Council has worked with Wilkinson Eyre, one of the UK's leading architects and Mott MacDonald, an international engineering and development consultancy. Working with these advisors, the Council has developed outline designs and structural engineering solutions for how the terraces could be redeveloped and populated with commercial activities. These outline designs and plans are set out in Attachment C.

At this stage, it is assumed that the Madeira Terrace can be rebuilt using the same materials and structural solution that currently exists. For example, this would include fabrication in cast iron of replacement components to the original design specification that would be used for the reconstruction.

Central to the planned redevelopment is the proposed "pod" structures, that Wilkinson Eyre has designed to populate the individual terraces. These lightweight, durable structures would be largely prefabricated and inserted into the rebuilt terraces to allow them to be let to commercial tenants.

To progress the project, Brighton & Hove City Council intends to rapidly progress the project to RIBA Stage 4, including through developing detailed designs, and a planning, procurement, phasing and delivery strategy. The Council expects to appoint a dedicated project manager who would lead the project day-to-day, working with external partners and reporting back to a steering committee comprising CCF members and other appropriate stakeholders and, as required, Council Members. This approach has a proven track record of success for Brighton & Hove City Council major projects.

2.4 How are local people, businesses and community organisations involved in your project?

Tell us:

- How your project is connected to other work or projects within your community.
- How the project will build on the strengths of people, businesses and other assets in the area and how you will ensure that your project is embedded within the local community.

You can write up to 3,000 characters (about 450 words).

Brighton and Hove owes its establishment, growth and popularity to its seafront location. Acting as the city's 'shop window', it is one of the main reasons why people choose to live, visit, work, invest and study here.

As mentioned above, Madeira Drive has played a very important role in both the City's events and tourism industries, and given the huge scale of investment planned on sites along Brighton's eastern seafront, this role will be even more important as Brighton's seafront continues to modernise and evolve. The Council and the Brighton and Hove Coastal Community Team view Madeira Terrace as a missing piece in the jigsaw of planned investment in the City's seafront, and this view is shared by the wider business and other community organisations of Brighton and Hove.

In the past few months there have been a number of newspaper articles, television and radio interviews and reports as well as written correspondence from residents. The City's main local newspaper (The Argus) launched a Seafront 2020 campaign in April 2016 to draw more public attention about the plight of seafront sites and infrastructure in Brighton and Hove as well as wider East and West Sussex. As noted above, the Council has also issued a visualisation of the proposed Eastern Seafront regeneration, with the redeveloped Madeira Terraces as the centrepiece of this (refer Attachment B). All local Members of Parliament have been vocal in their support for the revival of Madeira Terrace, while the Council has made the regeneration of the whole of the eastern seafront area a priority.

The Council has also begun discussions with Historic England to ensure that heritage considerations are taken into account in the proposed Madeira Terrace regeneration project. Historic England has indicated initial support for the proposed redevelopment concepts subject to the retention of certain identified heritage features. The Council, with its partners, has issued a draft Heritage Assessment to Historic England to guide discussions as it progresses this project.

There is huge political, business and community will to act now and prevent this treasured part of Brighton and Hove's seafront falling into further disrepair as well as to activate this important part of Brighton and Hove's seafront.

Part three: What difference will your project make?

3.1 How will your coastal community benefit from your project?

Describe the difference you expect your project to make to the people, communities or organisations who will benefit from it and how your project demonstrates environmental sustainability in its approach to delivering its intended outcomes. See Part three of the guidance notes for links to further information on environmental best practice. You can write up to 2,000 characters (about 300 words).

The project aims to encourage more widespread use of the seafront for a greater period of the year. This will help improve local quality of life, generate employment and help to address localised social deprivation.

Visitors to Brighton and Hove will benefit from the enhanced offering provided by the rejuvenated eastern seafront. Cafes, retail, office and accommodation housed in Madeira Terrace as well as the area's improved public realm will provide an extended visitor attraction.

The local economy will benefit both, in the short term, from construction activity to redevelop Madeira Terrace and, over the longer-term, from employment and associated activity in and around the terraces. Mott MacDonald has estimated of these economic impacts using its Total Economic Assessment Model, refer Section 3.1.

Local residents will benefit from this project in several ways. The revitalised Madeira Terrace will complement the world famous heritage architecture of Kemp Town and East Cliff, providing a spectacular vista from the Brighton foreshore. Planned transport improvements along Madeira Drive, such as through enhancement to cycling facilities and upgrades to the steps and lift that connect the Marine Parade to the seafront, will improve accessibility and tackle severance.

Finally, local residents will benefit from employment opportunities in Madeira Terrace and surrounding areas. These opportunities will be important to helping address social deprivation in some of the wards around the eastern seafront. As part of this, construction work on the project would be expected to be referred to the Council's Local Employment Scheme, which provides construction training and work placements to local residents.

The Madeira Terrace has an important environmental function in Brighton and Hove. The terraces are built onto the country's longest "green wall", which was planted in the Victorian era when the terraces were built. This green wall features over 90 species and is a designated local wildlife site. The project team is considering options to retain and enhance the green wall through the regeneration of the terraces.

3.2 Tell us how your project will directly or indirectly create new jobs or safeguard existing jobs.

Tell us also about the types, timing and sustainability of the jobs.

How will the economic benefits be sustained after the funding has finished?

Please see the **CCF guidance on measuring economic outcomes** on the [CCF website](#) for definitions of direct and indirect jobs. You can write up to 2,000 characters (about 300 words).

Preliminary designs of the Terraces reveal expected floorspace and units that can house accommodation, leisure, retail and office spaces once the project is complete.

The assessment of the economic impacts of redeveloping commercial units within the Terraces has been estimated using Mott MacDonald's Transparent Economic Assessment Model (TEAM), which is a versatile tool designed to calculate the impact of proposed infrastructure intervention and policy measures. Using high level assumptions to run the preliminary data on floor space and expected land use of the Terraces units through TEAM, estimates can be made regards the number of net additional jobs facilitated within the Terraces and economic impact in terms of contribution to Gross Value Added (GVA).

It should be noted that this model applies government recommended methodologies to calculate the level of net employment. It therefore takes account of the neighbouring employment and subsequent risk of displacement, leakage of economic benefits to other economic areas, and deadweight in terms of the level of activity already ongoing at this site. High level findings are displayed below.

A more detailed methodology and underpinning assumptions, as well as an estimation of jobs generated by each sector is set out in Attachment D.

As a commercial redevelopment, it is assumed that these jobs will be self-sustaining over the longer-term. The ongoing commercial success of Brighton's arches to the west of the Palace Pier, which have been populated with commercial uses for many years, suggests this model will be durable, providing the attractions offered are sufficient to draw visitors and locals down to the eastern seafront. Planned wider investment around this part of Brighton, such as the Black Rock arena, will support the regeneration of Madeira Terrace and help to provide an activity hub, supporting economic development of the area.

3.3 How many full time equivalent (FTE) jobs will be created or safeguarded as a result of this project?

Please see the **CCF guidance on measuring economic outcomes** on the [CCF website](#) for an explanation of what we mean by direct, indirect and safeguarded jobs.

145	direct jobs (FTE)
22	indirect jobs (FTE)
0	safeguarded jobs (FTE)

Please quantify any other employment outcomes such as apprenticeships, training places or construction jobs.

Part four: Capital projects involving land/buildings/construction only

Only complete this section if your project involves land, buildings or construction-related work with capital costs of over £100,000.

How developed is your capital project?

Please note that we would expect projects that can be delivered within CCF programme timescales to have secured all consents and title prior to the stage two application deadline. We expect that projects should have submitted a planning application before applying at stage one, in order to be able to meet CCF timescales and requirements at stage two. See Part six of the guidance notes for further information.

4.1 Planning approval

Does your capital project require planning permission (including any Listed Building and/or Conservation Area consents)?

If yes, tick the relevant box below:

- ☐ You have obtained planning permission (if so please attach a copy to your stage one application)
- ☐ You have applied for planning permission but are yet to have it granted
- ☒ You are yet to apply for planning permission but you have consulted with your local planning authority
- ☐ You are yet to consult your local planning authority

What is the name of your local planning authority?

Brighton & Hove City Council

What is the date of the planning committee that will consider your application?

n/a

What is your planning application number?

n/a

4.2 Does your project require any other consents (e.g. Marine Licence, Crown Estate Consent, Harbour Authority Permissions, etc)?

☐ Yes ☒ No

If yes, please provide evidence of your negotiations in securing these consents and state the timetable for decision making, below. You can write up to 1,000 characters (about 150 words).

4.3 Do elements of your project involve works to improve protection against flooding, coastal erosion or to improve bathing water quality?

☒ Yes ☐ No

If yes, does the relevant Flood Risk/Coastal Erosion Risk Management Authority (such as the Environment Agency or Coastal Protection Authority) support the proposal?

Please provide a brief description to support your response. You can write up to 1,000 characters (about 150 words).

The Madeira Terrace "Lockwood Project" Regeneration Project forms part of a wider regeneration strategy for the Eastern Seafront (currently being developed) which will involve the integration of other strategic priorities in the area by the Authority, in this instance acting as the Coastal Protection Authority and accessing funding from the Environment Agency. A specific proposal to develop "pocket parks" along this section of seafront is also currently being bid for. The bid focus is on developing a clear and concise business case for local authorities in England and Wales to deliver 'Nature Smart LIFE Cities' that promote the importance of nature as a means of enabling urban areas to adapt to a changing climate and enhance the volume of green and blue infrastructure.

4.4 Does your project require the acquisition or lease of land/property?

☐ Yes ☒ No

If yes, please provide evidence of your negotiations and state the timetable for securing title, below. Please note that projects are required to have secured a valid title prior to the stage two application deadline (or have a legally-binding contract that the purchase/lease will be completed within one month if an offer of CCF funding is made). Please see CCF capital grant terms and conditions on [our website](#) for the duration of lease required. You can write up to 1,000 characters (about 150 words).

4.5 Does your project require building regulations full plans approval?

☒ Yes ☐ No If you are in receipt of this please enclose a copy.

4.6 Does your project have a programme/timetable showing key activities and dates, for example: gaining statutory consents, tendering, appointing contractors, start on site and construction completion dates.

☐ Yes ☒ No If this is available, please enclose a copy.

4.7 Do you have a cash flow for your project showing when you would draw down a CCF award if successful? (Note that capital grant is paid monthly on evidence of expenditure.)

☐ Yes ☒ No If this is available, please enclose a copy.

4.8 Tell us if there are any other constraints that would prevent your project starting on site within six months of an offer of funding, and completing CCF spend by December 2019.

You can write up to 1,000 characters (about 150 words).

Brighton & Hove City Council is in the process of developing a detailed project timetable and financial analysis for the project. This will be ready for the Stage Two application.

Part five: How much will your project cost?

5.1 How much will your project cost and how much would you like from CCF?

You can apply for funding of over £50,000. There is no upper limit. See the guidance notes on the [CCF website](#) for details of the funding available in England.

Funding is only available for projects where CCF funding can be fully spent by 31 December 2019.

See Part four of the guidance notes for more information on what we may or may not fund.

- In total project cost, include the cost of everything you'll need for your project, even if you're not asking us to fund it.
- Only include VAT if you can't recover it from HM Revenue and Customs.
- **Revenue costs** include things like salaries, training, travel, venue hire, volunteer expenses, monitoring and evaluation. Include any overheads you want us to fund in your revenue costs. Guidance on how to calculate your organisation's overheads can be found in the [full cost recovery](#) section of our website.
- **Capital costs** include things like purchase or lease of land, buildings, equipment or vehicles, construction, refurbishment, survey costs and related professional and statutory fees.

If you're asking us for all the costs make sure the total project cost and amount from CCF are the same.

	Total project cost (£)	Amount from CCF (£)
Revenue	£0.00	£0.00
Capital	£23,617,000.00	£4,000,000.00
Total	£23,617,000.00	£4,000,000.00

5.2 Annual project spending

We need to know when you expect to spend funding from CCF and funding from other sources. Once we agree the spend profile for your grant, there is no guarantee that any slippage from one financial year to another can be accommodated and you may lose any grant which you have not spent within the relevant financial year. Any project spending falling beyond the CCF spend deadline 31 December 2019 will need to be funded from other sources.

Please show the proposed project spending by financial year in the table below. Financial years run from 1 April to 31 March.

	2017/18	2018/19	2019/20 (to 31 Dec 2019)	Spend from January 2020	Total
CCF revenue	£250,000.00	£0.00	£0.00	£0.00	£250,000.00
CCF capital	£0.00	£1,750,000.00	£2,000,000.00	£0.00	£3,750,000.00
Other funding	£0.00	£2,000,000.00	£2,000,000.00	£15,617,000.00	£19,617,000.00
Total	£250,000.00	£3,750,000.00	£4,000,000.00	£15,617,000.00	

5.3 Are the total project costs more than the amount you'd like from CCF?

Yes ☒ No ☐

If yes, where will you get the other funding from and have you secured it yet? For any funding not yet secured, please state the expected decision dates. Please note that where these dates fall beyond the stage two application deadline (see Part seven of the guidance notes) we cannot consider your project for CCF.

Tell us here if the other funding will be used for project activity beyond 31 December 2019. If so, what is the completion date for the overall project? You can write up to 1,000 characters (about 150 words).

The project is intended to proceed in a three phase approach. The first phase will complete in 2019/20. Brighton & Hove City Council is looking for match-funding from CCF to enable this to happen, supported by Council-backed financing (via PWLB, subject to approval). This "pump priming" will allow the first phase of the project to be completed and attract commercial occupants. This approach has been used successfully on previous Council projects, such as the British Airways i360 project.

A cost estimate for regenerating the Madeira Terrace is in Attachment E.

The project team have identified potential indicative occupants for each phase of the project. An estimate of commercial revenues that the Council would receive has been developed based on this analysis.

It is then expected that the other parts of Madeira Terrace will be developed on a primarily commercial basis post-31 December 2019. The exact procurement structure of this is to be determined. It is expected the redevelopment of the entire Madeira Terrace structure will be complete by 2023.

5.4 We need to know whether funding your organisation would be classed as State Aid.

State Aid is a specific legal term arising from the European Union treaty which constitutes financial aid to organisations carrying out economic activity (whether or not for profit) which could distort competition. See Part four of the guidance notes for more information.

Please give details of:

- any specialist legal advice you've received about how State Aid legislation impacts on your

project

- how our funding would affect your competitive or financial position in relation to other organisations providing similar goods or services
- the amount of funding you've received in the last three years that was classed as State Aid.

For more information about State Aid visit www.gov.uk/state-aid

Applicants must complete this question. Failure to comply with State Aid rules may mean we cannot award funding. If a project is in breach of State Aid rules then the funded organisation may be required to repay the funding.

Please note that we may require you to provide specialist legal advice if invited to make a stage two application.

You can write up to 1,000 characters (about 150 words).

Brighton & Hove City Council is in the process of obtaining legal advice on state aid considerations for the project. On the basis that the units planned for the redeveloped Madeira Terraces are to be let solely on commercial terms, it is not judged that there are likely to be any state aid implications with this project.

Part six: About your organisation

For applications from Coastal Community Teams, questions 6.1 to 6.8 and 6.10 should be completed with the details of the organisation that has agreed to act as accountable body for any funding awarded (as answered in question 1.10). Question 6.9 should be completed with the details of the Coastal Community Team contact for your application.

6.1 What is the full legal name of your organisation, as shown on your governing document?

Brighton and Hove Seafront Coastal Community Team

6.2 If your organisation uses a different name in your day to day work, what is it?

6.3 What is the main or registered address for your organisation?

If you are successful, this is where we'll send our decision letter to. So make sure you can safely receive post at this address. We recommend this is your organisation's office address, but if you don't have an office, this may be a home address.

Address	Kings House Grand Avenue Hove East Sussex	
	BN3 2LS	
Phone number one	01273 293020	
Phone number two or text phone	07795336114	
Website	www.brighton-hove.gov.uk	

6.4 What is the main email address for your organisation?

This should be the email address people use to contact your organisation. It can be a personal email address if your organisation doesn't have an email address.

nick.hibberd@brighton-hove.gov.uk

6.5 What type of organisation are you?

Select all options that are relevant to you.

Charity	☐
Company or mutual society	☐
Public sector	☒
Other	☐

Give any reference or registration numbers you have:

Charity Commission	
Companies House	
Other reference or registration numbers	

Please send us a copy of your governing document if you are:

- an unincorporated association;
- not a registered charity; or
- a private sector business.

6.6 Is your organisation independent, or a branch or department of a larger organisation?

- ☒ Independent
- ☐ Branch or department

If you are a branch or department, what is the name and address of the larger organisation?

6.7 How many people are on the board or committee that runs your organisation?

6.8 Please provide figures from your latest approved accounts.

Select one option and fill in the amounts from your accounts or projection.

- ☐ Information from the latest accounts approved by your organisation.
- ☐ 12 month projection because you've been running less than 15 months. This should give your expected income and expenditure for the 12 months from the date your organisation was set up.

Accounting year ending (dd/mm/yyyy):	
Total income for the year:	

Total expenditure for the year:	
Surplus or deficit at the year-end:	
Total savings or reserves at the year-end:	

Your contacts

We need some personal details for **two different people** involved in your application - a **main contact** (the person we'll usually deal with) and a **senior contact** (who must be an office bearer of your organisation).

6.9 Please provide a main contact for your application.

They must be someone who works or volunteers for your organisation.

Title	Mr	
Forenames	Nick	
Surname	Hibberd	
Date of birth	(DD/MM/YYYY)	
Organisation	Brighton and Hove City Council	
Job title or position	Executive Director Environment Development & Housing, Brighton and Hove City Council	

Home address	
	Postcode

Daytime phone	
Evening phone	
Mobile number	
Email	nick.hibberd@brighton-hove.gov.uk

The email address should be one they use in your organisation.

If they have lived at the above address for less than three years please give their previous address.

Address	
	Postcode

Please tell us if your main contact has any communication needs.

- ☐ We'd like to send you information about Big Lottery Fund and other Lottery good causes. Tick this box if you don't want to receive this information.

6.10 Please provide details of a senior contact for your application.

This needs to be a different person and they must be over 18 years old. This person is responsible for ensuring that this application is supported by the organisation applying, the funded activity is delivered, and that the organisation keeps us updated on progress. For Coastal Community Team applications, the **senior contact** should work in the organisation that will act as accountable body for any funding awarded.

Title	Mrs
Forenames	Katharine
Surname	Pearce
Date of birth	(DD/MM/YYYY)
Organisation	Brighton & Hove City Council
Job title or position	Major Projects Project Manager

Home address	
	Postcode

Daytime phone	+44 (0) 1273 29 2553
Evening phone	
Mobile number	
Email	katharine.pearce@brighton-hove.gov.uk

If they have lived at the above address for less than three years please give their previous address.

Address	
	Postcode

Please tell us if your senior contact has any communication needs.

Part seven: Final steps before you send your application

Please check you have answered all questions as we can't assess your application if it is incomplete.

By submitting this application you confirm that:

- ☒ the senior contact named in this application and the board or committee that runs the organisation have authorised this application
- ☒ your organisation is formally constituted
- ☒ your governing body, management committee or board of directors includes a minimum of three unrelated members
- ☐ if your activity will involve working with children, young people or vulnerable adults you have relevant policies and processes in place
- ☒ you will be able to meet our Standard Terms and Conditions of Grant, and our Additional Terms and Conditions for Capital Grants if your project includes capital works over £100,000 involving land, buildings or other construction-related works, which are available on the [CCF website](#)
- ☒ you agree we may use the information you have provided for the purposes described under our [Data Protection and Sharing Policy](#)
- ☒ you accept that if information about this application is requested under the Freedom of Information Act we will release it in line with our [Freedom of Information Policy](#)

Checklist

Where relevant, please ensure you have enclosed the supporting documents requested in the question numbers below:

- ☐ 1.11 a letter of support from your local Coastal Community Team (CCT) - if your project will be delivered in a CCT area
- ☐ 4.1 confirmation of secured planning permission
- ☐ 4.5 building regulations full plans approval
- ☐ 4.6 capital project programme/timetable
- ☐ 4.7 capital project cash flow
- ☐ 6.5 your governing document - if you are an unincorporated association, not a registered charity, or a private sector business

Data protection

We hold and store your information in line with the Data Protection legislation currently in force. There are circumstances where we will share the information you have provided to us in this application in line with the limitations of legislation. We may share information with organisations and individuals with a legitimate interest in Lottery applications and grants or specific funding programmes. We will use the information you give us during assessment and during the life of your grant (if awarded) to administer and analyse grants and for research purposes. More detail on our protection and sharing approach can be found on the [Big Lottery Fund website](#).

Freedom of Information Act

The Freedom of Information Act 2000 gives members of the public the right to request any information that we hold. This includes information received from third parties, such as, although not limited to grant applicants, grant holders, contractors and people making a complaint.

If information is requested under the Freedom of Information Act we will release it, subject to exemptions; although we may choose to consult with you first. If you think that information you are providing may be exempt from release if requested, you should let us know when you apply.

Our approach to fraud

We value our applicants and grant holders. We know the vast majority of the many thousands who seek and use our funding are genuine people seeking to make a difference to those most in need. However, if you provide false or inaccurate information in your application or at any point in the life of any funding we award you and fraud is identified, we will provide details to fraud prevention agencies to prevent fraud and money laundering. If you are a company this will include the names of the Company Directors at the time of the fraud. You must undertake to inform all Directors, Trustees and Committee members of this notice. You can obtain further details explaining how the information held by fraud prevention agencies may be used by emailing dataprotection@biglotteryfund.org.uk, by phoning our advice line on 0345 4 10 20 30, or by writing to: Customer services, Big Lottery Fund, 2 St James' Gate, Newcastle upon Tyne, NE1 4BE.

If you are unable to view the information on Data Protection and Freedom of Information and need a copy of our policies please contact us at 0345 4 10 20 30.

Attachment A – Contextual photos and maps

Figure 1 – The Madeira Terraces in relation to the seafront and the city centre.

The Terraces link the Marina and the eastern seafront through to the Palace Pier, one of the most prominent landmarks on the Brighton and Hove Seafront and a central footfall site close to the city centre.



Figure 2 – The Arches today

The Terraces extend for approximately 865m along the seafront. An event venue called Concorde 2 still operates in the centre of the stretch of the Terraces (see below).



Figure 3 – Typical arch section and elevation

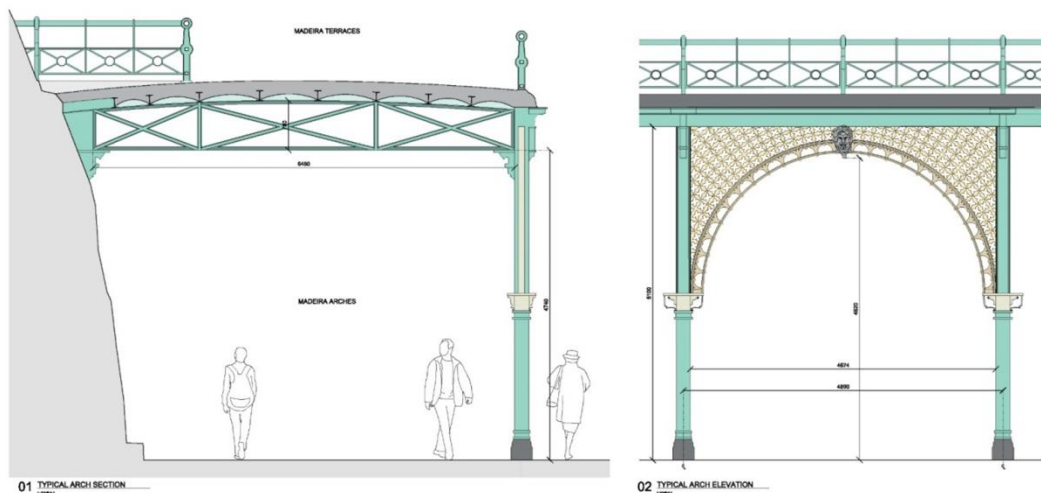


Figure 4 – examples of deterioration

The images below provide some illustration of the weaknesses present throughout the Terraces contributing to their closure.



Attachment B – Visualisations of how the Terraces can be redeveloped

The figures below illustrate how Wilkinson Eyre, the architectural firm, envisage the Terraces could be redeveloped to accommodate commercial use whilst maintaining the heritage nature of the asset.



Attachment C – Recommendations for Remedial Work to the Madeira Terraces



Brighton Madeira Terraces

Recommendations for Remedial Work to the Terrace Structure

Report No. 368587-BNI-BCL-ST01-A

June 2016
Brighton & Hove City Council

Brighton Madeira Terraces

Recommendations for Remedial Work to the Terrace Structure

June 2016

Brighton & Hove City Council

Issue and revision record

Revision	Date	Originator	Checker	MM Approver	Description
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1. Introduction

1.1 Scope of Report

The scope of this report is to discuss the feasibility of the structural remedial options for the Madeira Terraces in Brighton. This report forms part of a master plan study, commissioned by Brighton & Hove City Council (BHCC), to review existing asset condition reports and identify options for regeneration of the Madeira Terraces as part of the Eastern Seafront Regeneration Strategy.

Previous inspections by others of the structure have reported on the deterioration of elements and structural defects that have resulted in partial closure of the structure to the public. Mott MacDonald representatives have visited the site but no condition survey or inspection was undertaken. This report is based solely on the available information produced by others.

It looks at the form of the existing structure as described in the inspection reports, discusses the proposed works and provides recommendations for steps to take moving forward, based on the intention to refurbish the Grade II Listed structure and fit out the space beneath the arches for commercial use. Studies have been carried out by Mott MacDonald and Wilkinson Eyre Architects to look into the potential use of the terraces as part of a regeneration appraisal. Consideration was made to renew and enhance the terraces as part of the public realm of the eastern seafront, taking account of its historical context and character.

1.2 Limitations

The sole purpose of this report and the associated services performed by Mott MacDonald is to inform and advise Brighton & Hove City Council (BHCC) in their development of the structural remedial options for the Madeira Terraces in Brighton.

In preparing this report, Mott MacDonald has relied upon, and presumed accurate, information included within the inspection reports prepared by Amey on behalf of Brighton & Hove City Council (BHCC). Except as otherwise stated in the report, Mott MacDonald has not attempted to verify the accuracy or completeness of any such information. If the information is subsequently determined to be false, inaccurate or incomplete then it is possible that our observations and conclusions as expressed in this report may change.

Mott MacDonald derived the data in this report from information sourced from the Client and/or available in the public domain at the time or times outlined in this report. The passage of time, manifestation of latent conditions or impacts of future events may require further examination of the project and subsequent data analysis, and re-evaluation of the data, findings, observation and conclusions expressed in this report. Mott MacDonald has prepared this report in accordance with the usual care and thoroughness of the consulting profession, for the sole purpose described above and by reference to applicable standards, guidelines, procedures and practices at the date of issue of this report. For the reasons outlined above, however, no other warranty or guarantee, whether expressed or implied, is made as to the data, observations and findings expressed in this report, to the extent permitted by law.

This report should be read in full and no excerpts are to be taken as representative of the findings. No responsibility is accepted by Mott MacDonald for use of any part of this report in any other context.

The design described herein is limited by the stage of the project and the designs of other consultants employed by the Client.

This report has been prepared on behalf of, and for the exclusive use of, Brighton & Hove City Council (BHCC), and is subject to, and issued in accordance with, the provisions of the contract between Mott MacDonald and Brighton & Hove City Council (BHCC). Mott MacDonald accepts no liability or responsibility whatsoever for, or in respect of, any use of, or reliance upon this report by any third party.

1.3 Status of Design

The advice provided in this report on the refurbishment/repair options for the existing structures of the Madeira Terraces represents an initial appraisal only of the information provided by the Client. Due to the limitations of the available information, the lack of intrusive investigations and of the scope of work of this study, this advice is indicative only at this stage. The a greater understanding of extent of the works required to refurbish the structure will only be known following more a more detailed evaluation and intrusive investigations, including trial works. The full scope of works will only be known when the works are complete on site.

The advice provided on the structure of premises to be constructed beneath the terraces is developed to an early RIBA Stage 1, Preparation, level of detail in conjunction with the Architecture design. There are multiple options available for this structure and the commentary in this report assesses feasibility only at this stage. No reliance should be placed on this advice other than is appropriate for this stage of the design, irrespective of the level of development suggested or implied by the information provided. Any plans, programmes or costing made on the basis of this advice should take full consideration of its stage of development and make appropriate contingencies for risks, further development and change as appropriate.

1.4 Exclusions

The following aspects and issues are excluded from consideration by this report:

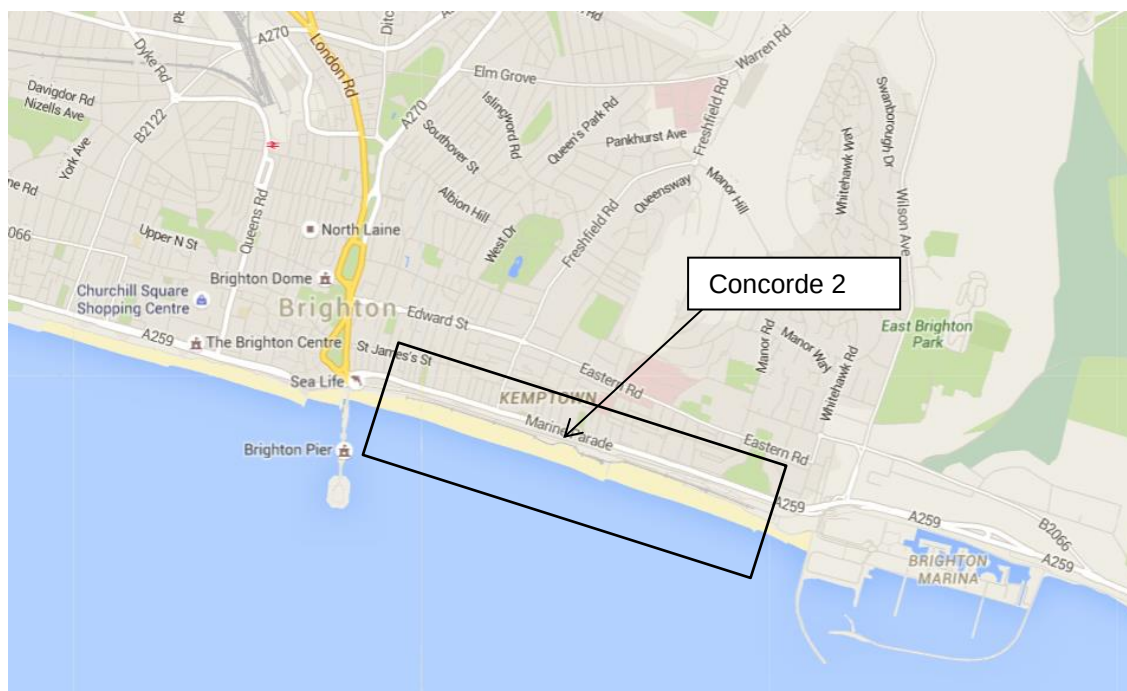
- The cliff wall
- Staircases/steps
- Cast iron seating structures and concrete planters
- External works and finishes
- Building services
- Below ground services
- Geotechnical and geo-environmental issues
- Asbestos
- Ecology, landscape and vegetation.

2. Existing Structure

2.1 General

The Madeira Terraces cover a length of approximately 865m beside Madeira Drive along the seafront at Brighton, from the Aquarium Colonnade in the East to the Volks Railway maintenance building in the West, Figure 2.1. The structure is typically a decorative Grade II listed insitu concrete jack arch and steel I-beam deck with cast iron edge beams, lattice beams, columns and spandrels. It is a maximum of 8m wide and located immediately adjacent to a tall, assumed mass concrete retaining wall, behind which is the A259, Marine Parade. There are steps from Marine Parade to the terraces at approximately 125m intervals and a ramp is located at the west end that links the lower and upper levels of the terraces.

Figure 2.1 - Location plan of the terraces



The structure is used by pedestrians at upper and lower levels and it is understood that it has been subject to crowd loading in the past. No vehicle access is permitted on the structure; however vehicular impact to columns is possible due to the area adjacent to the structure currently being used for parking and previously car race events along the seafront.

There is a single storey, Victorian building approximately 750m along the promenade from the West side, which is currently being used as a night-time club and live music venue (Concorde 2). The venue provides a working lift, also Grade II listed, which can be accessed at the road level on Marine Parade. The building features cast iron works similar to the terraces and is operational at present.

The decorative cast iron elements of the structures have particular historic relevance and require conservation. However, due to the marine environment, much of the structure is reported to have corrosive damage causing loss of sections, failed members and connections and the separation of elements.

Several structural inspections of the site have been undertaken by Amey plc on behalf of Brighton & Hove City Council (BHCC) which document the condition and provide recommendation for repair. The assessment reports in Table 2.1 have been referred to during this study.

Table 2.1 – Previously issued inspection reports

Revision	Issue Date	Company	Title	Document Reference
01	January 2013	Amey	Management Report	CO262903/MR
00	October 2013	Amey	Special Inspection 2013	262940/SI01
00	July 2014	Amey	Special Inspection 2014	262941/SI01
01	February 2015	Amey	Special Inspection October 2014	262941/SI02

The most recently issued report reports the closure of bays 13 to 83 due to concern about the condition of the structure. Commencing May 2016, trial works were carried out to bays 22 and 23. The council have advised that the works were intended to replace the deck of these bays to provide a usable section of the terrace however once the deck was removed they found the supporting elements and connections to be in need of repair.

2.2 Structural System

The structural components appear to be simple in nature with clear load paths and functions. The structural load path passes from the concrete jack arch decking to the steel I-beams which are supported on cast iron lattice beams within bracketed connections. The lattice beams span from cast iron columns on the South side to an assumed mass concrete wall or masonry pier on the North depending on the location. The span of each bay is approximately 4.9m and the width varies between approximately 4 – 8m.

Figure 2.2 – Approximate dimensions of a typical bay

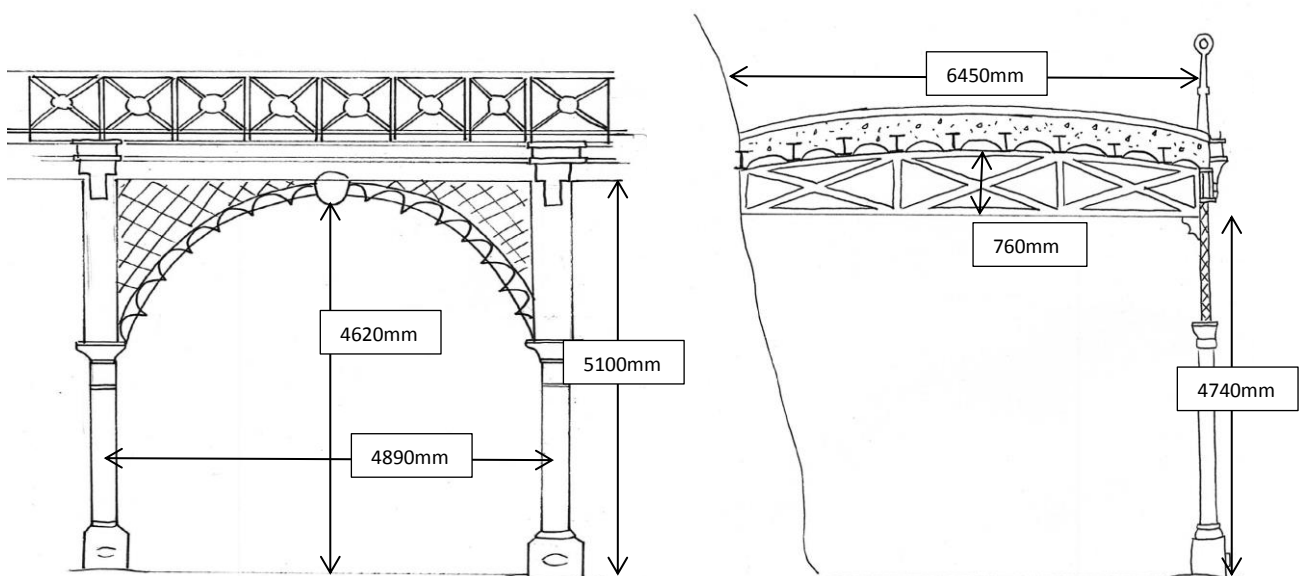


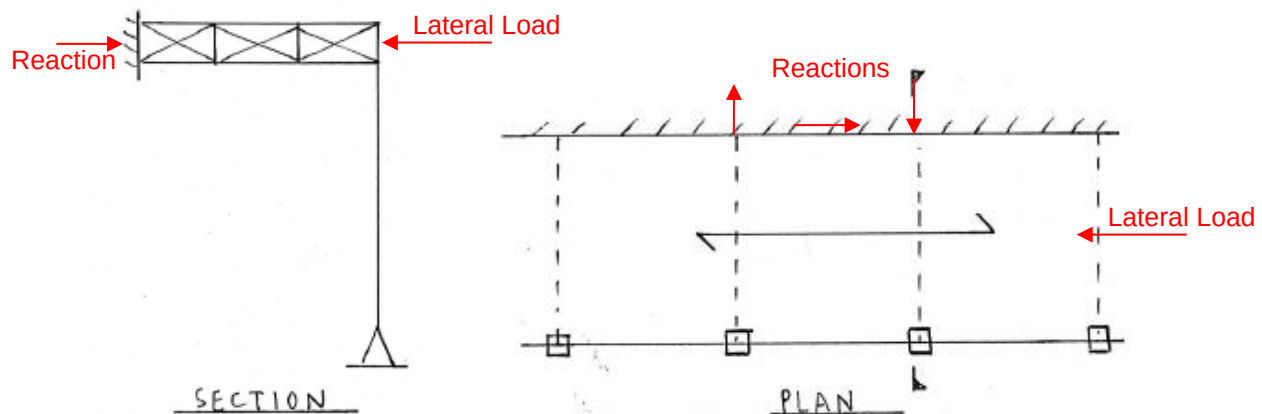
Figure 2.2 shows a typical section where the lattice beam spans from the cast iron column to the mass concrete wall.

Where there are stair cases to Marine Parade, the width of the decking is reduced and the lattice beams typically span onto masonry piers.

The decking system is set with a camber that allows water to drain to both the front and back of the terrace. Water draining to the back (North edge) of the structure flows onto the retaining wall. The retaining wall is covered with vegetation growth that appears in the photographs within the inspection reports to be overgrown and rooting into cracks within the wall. To the front, a cast iron gutter runs along the outside of the edge beam, into a hopper and down through the columns which are hollow with a spout at their base.

Lateral stability to the system is assumed to be provided by the diaphragm action of the decking system against the retaining wall as shown in Figure 2.3. In section, the North-South stability is assumed to be provided by the propping action against the mass retaining wall/masonry pier. The connections to the columns are assumed to be pinned.

Figure 2.3 – Structural stability systems



2.3 Structural Defects

The structural defects described in the four reports referred to in Table 2.1 have been compiled into a summary table, included in Appendix A. It lists the particular defects which are reported by Amey to be present in the various members for the 151 bays and severity of these as described in the reports.

It should be noted that the number of bays inspected was different for each of the Amey reports and there were a number of limitations associated with the inspections. They were non-invasive and mostly based on visuals from ground level without removal of the multiple layers of paint. It is assumed that a number of latent defects will present as the works begin onsite, particularly as the paint is removed.

As for the current reported defects, the following general conclusions have been drawn:

- The structure is heavily corroded, visible in almost all elements, but most severely in the steel I-beams and bolted connections.
- The concrete jack arch deck is insufficient in preventing water penetration through the structure. It is also experiencing cracking, spalling and crazing in most bays.
- A small number of the cast iron lattice beams appear to have fractures that are considered to be severe. Additionally, a few of the cast iron edge beams appear to have various cracks and fractures. A few parapet posts and plates appear to have fractured and the majority of plates are moderately corroded at the surface. The cast iron spandrels appear to have a few fractures and are seen to be separating at the edge plates along the sides against the column and along the top against the edge beam bottom flanges. There are also missing decorative mask elements from the spandrels.
- Most cast iron elements exhibit corrosion, rust staining and bulging to various degrees.
- The drainage system is generally blocked with sections missing, broken and/or mis-aligned, preventing water run-off from of the structure.

- The masonry piers feature a number of cracks to both the brickwork and mortar which have become covered in moss and vegetation. There are also several displacements of brick courses that have led to loose bricks that pose risk of falling.
- No information is provided regarding the stepped access to the upper level of the terrace and to road level.
- The green wall is overgrown and rooting into the cracks of the retaining wall. No information on the structural integrity of the wall is provided.
- No information on the state of Concorde 2 has been provided in the inspection reports; however the structure is currently occupied and hence assumed to be in a condition adequate for its use.

Note that these conclusions are limited by the available information and , as previously stated, additional latent defects are likely to be found following further investigations.

3. Proposed Refurbishment Works

The proposed refurbishment works for the terraces are intended to repair the deck and supporting structure such that is capable of withstanding pedestrian loading at the upper and lower levels. The works aim to refurbish the structure, prevent further decay, give the structure an agreed design life subject to ongoing maintenance and allow for premises to be inserted into bays, beneath the terraces at a later date. The repair works are based on the assumption the structure will be dismantled and refurbished offsite.

The option for preventing further decay and then providing a temporary works solution for the deck has been discussed with the client. However, it was considered to be an expensive solution considering the number of bays needing to be propped and the effectiveness of the repairs was questioned. This solution wouldn't allow for premises to be installed beneath due to the temporary structures occupying the lower level.

The option for carrying out in-situ repairs was also considered but an off-site repair route was favoured due to the environmental, health and safety and access limitations associated with in-situ repairs. In-situ repairs would not allow a full refurbishment and potentially would not reveal hidden defects under paint layers and within connections. The quality of the repair and the working conditions are improved by taking elements off-site.

Premises modules are to be built within the void space under the arches. There are several options for the construction of these modules however the assumed adopted method for pricing purposes is to use a 'flat pack' construction type, made of prefabricated timber SIPs, precast elements or similar. A full design of the modules is to be produced at a later stage. Ground level will be excavated and a raft foundation constructed, such that finish floor level within the units is flush with pavement level when they are installed. It is envisaged that the floor, walls and ceiling, complete with cladding and waterproofing layers, are lifted into place from inside the arch, allowing a gap around the pod for ventilation. Units may be connected to create double, triple etc. module spaces.

The unit spaces will tie in with the proposed redevelopment of the Victorian structure between grid lines 117a and 117n currently occupied as Concorde 2, Figure 3.1.

3.1 Concorde 2

There is no condition report for the building however anticipated repairs might include:

- To refurbish or replace windows.
- Refurbishment and strengthening works to the roof and roof leadwork.
- New building services such as the lift, basic lighting and fire safety services.
- Refurbish/replacement of rainwater goods.
- Refurbish/replace timber fascias/soffits etc.
- Structural repairs to the iron work.
- Internal and external decorations.

This list is not exhaustive but indicates the types of work that might be required to refurbish the outside shell and core of the structure such that the external space can be fitted out by tenants as desired. The scope of these works is to be confirmed following a full condition survey, assessment of the structure and the development of proposals for its intended use.

Figure 3.1 – Victorian building currently occupied as Concorde 2



3.2 External Seating

There is currently external seating provided at locations along the upper level. There is no condition survey for the seating and the extent of the works involved is unknown. It is assumed at this stage that the seating will be removed, repaired and reinstated and as such a provisional sum has been included for these works.

Figure 3.2 – Seating areas provided at the upper promenade level



4. Remedial Options

4.1 Steel I-beams and Concrete Jack Arch Decking

The steel I-beam and concrete jack arch system in its current condition is considered in the Amey reports to be not fit for purpose and proposing a risk of safety in terms of the utilisation of the steel beams in bending. Capacity has been assessed by Amey to be far less than the 5kN/m^2 associated with crowd loading however assumptions of loss of section of the steel beams would have been made as beams are not accessible.

Figure 4.1 – Steel I-beams with concrete jack arches removed



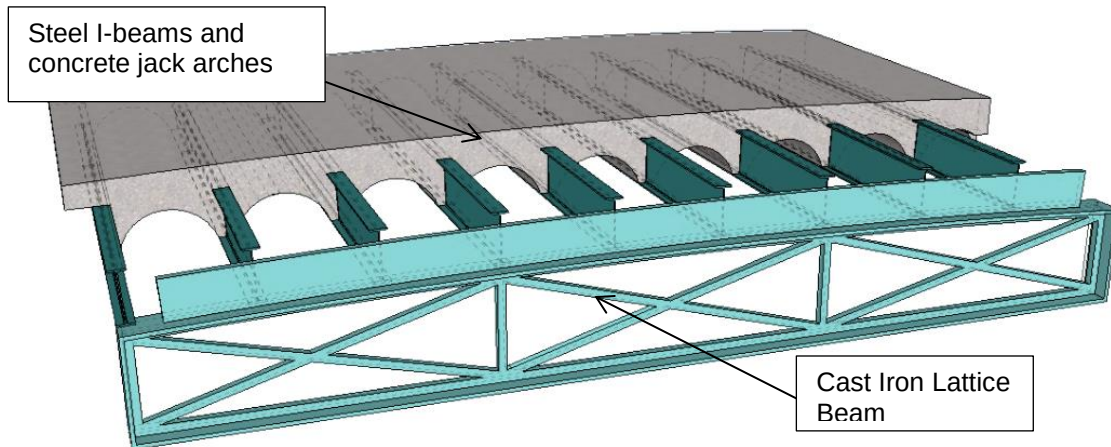
The described deteriorated nature suggests that the unreinforced concrete is carbonated and chlorinated causing spalling and rusting of the steelwork. There is a need to remove the decking from the structure in order to further inspect the supporting elements, replace the steel I-beams and install a new waterproofing system without locking in moisture already contained within the slabs.

As such, it is recommended that the concrete jack arch system should be removed and then both the steel I-beams and concrete arches replaced as new. The considered options for replacement of the decking system include a like-for-like replacement of the steel I-beams and concrete jack arches or a modern replacement option that uses a vaulted precast concrete system, spanning without the need for the steel beams.

The like-for-like replacement would use steel beams that have a 100mm maximum flange width in order to slot into the cast iron lattice beam connection brackets. The time period of the original construction, 1890's, would lead to the assumption that the beams are early steel of low grade and quality. Use of S355 steel grade is recommended to obtain an increase in capacity whilst using the same approximate dimensions. A

protective paint system of a high quality specification, further discussed in Section 4.9, is applied to the beams prior to being brought to site. The concrete jack arches are then to be cast in-situ. Appropriate admixtures may be introduced to increase the concrete durability and resistance to the marine environment.

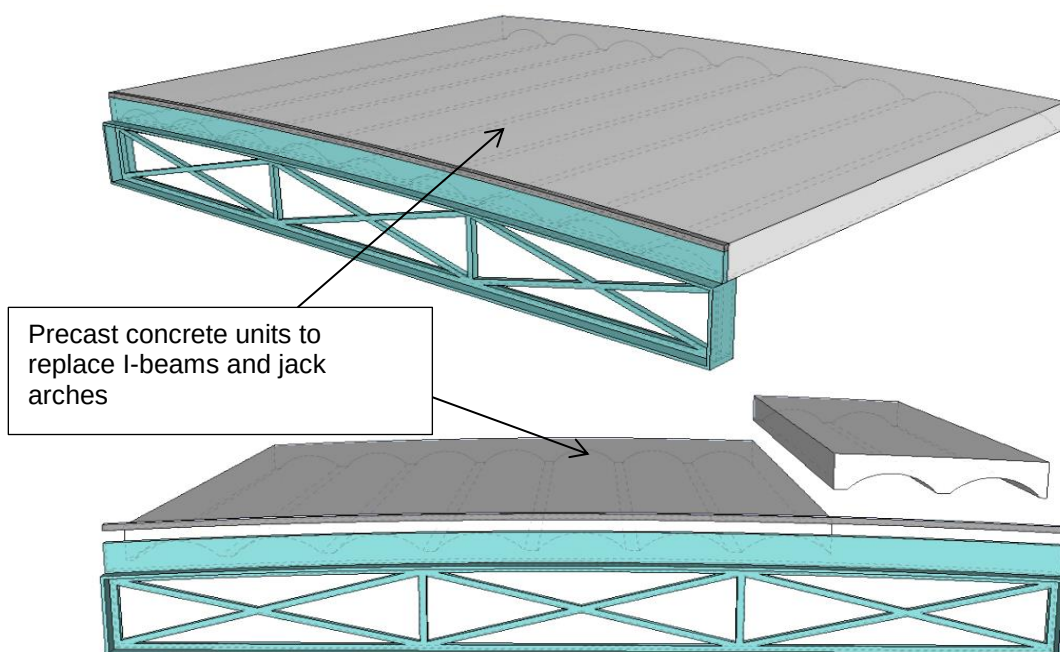
Figure 4.2 - Steel I-beam and in-situ jack arch replacement



Alternatively, a modern replacement option could adopt a vaulted precast system, cast in sections of 2-3 arches, such that the number of units can be adjusted to suit the various bay widths possible.

A typical maximum depth of 300mm at the 'beam' section of the vault, will achieve the span-to-depth requirements whilst reducing the overall thickness and weight of the decking system compared to the current system. This may ultimately reduce the load on the cast-iron support system.

Figure 4.3 - Precast concrete vaulted arch deck replacement



Consideration should be made to the thermal expansion and shrinkage effects of the decking system selected.

4.2 Waterproofing and Surfacing

Following the reinstatement of the deck, a protective sheet membrane or similar should be installed to provide sufficient waterproofing to protect the structure.

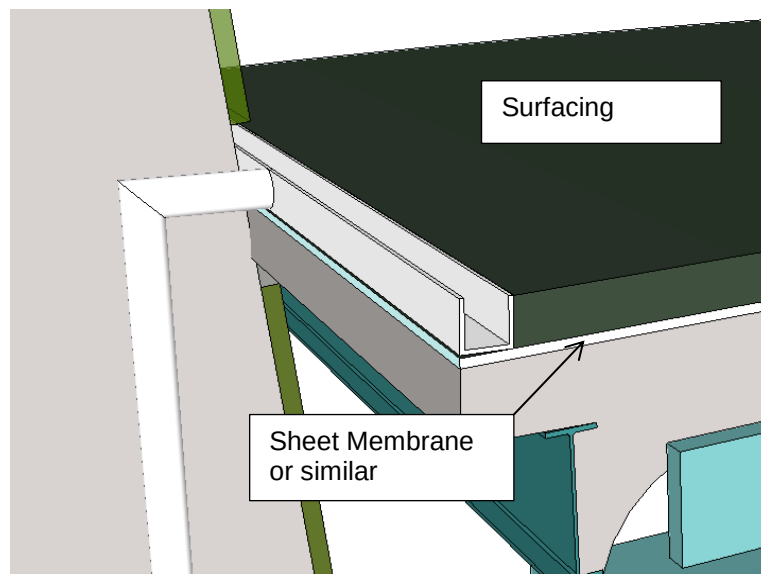
The Amey investigations show that the corrosion is most prevalent immediately adjacent to the lattice beams where the construction joints allow water penetration. The detail at these joints should be considered to ensure continuity of the waterproofing system across the joints.

The dead weight of the deck slab could be reduced by the adoption of an epoxy waterproofing & surfacing system such as Cicol ET or similar, rather than the bituminous surfacing currently in place. Laying of such surfacing would avoid the potential need for vibrating rollers on the deck which could induce and propagate any cracks in the cast iron. Also, the reduced thickness could benefit the parapet height which is currently not deemed to be compliant modern standards. The use of thinner surfacing may well result in level complications at the access locations and suitability of laying on high falls should be considered.

The cambered deck encourages water run off to the front and back of the terrace. At present there is no guttering provided at the back and water is allowed to run off onto the retaining wall and it's covering vegetation. A proposed solution is to provide a gutter along the back of the terrace that fits within the tarmac/surfacing layer and includes down pipes that are cast in to the concrete retaining wall.

This would prevent water flowing down onto the wall, improve water management around the cast iron structure and accommodate for any inserted modules in the future. The drainage system, including the front side, is further discussed in Section 4.8.

Figure 4.4 - Waterproofing and surfacing



4.3 Cast Iron Lattice Beams

The Amey inspection assessments highlight that 3 of the main cast iron lattice beams which were surveyed are known to have fractures that compromise the structural integrity of the members. 1 additional beam has a less severe fracture.

It is anticipated however that latent defects will be uncovered during the works since the inspections were done visually where members are coated in multiple layers of paint and the member is in a stressed state, possibly preventing cracks from opening. An allowance should therefore be made for additional replacements and/or major repair works.

Figure 4.5 – Cast iron lattice beams



The beams will require grit blast cleaning, repair works, salt washing and painting with a proprietary protective system as described in Section 4.8. The repairs are assumed to be carried out offsite in a controlled environment. This has the benefits of allowing heat control during welding, health and safety control and increased precision. There is however a risk of unlocking stresses during the disassembly that causes cracking.

The following repair options may be feasible and might be preferable to re-casting and replacement:

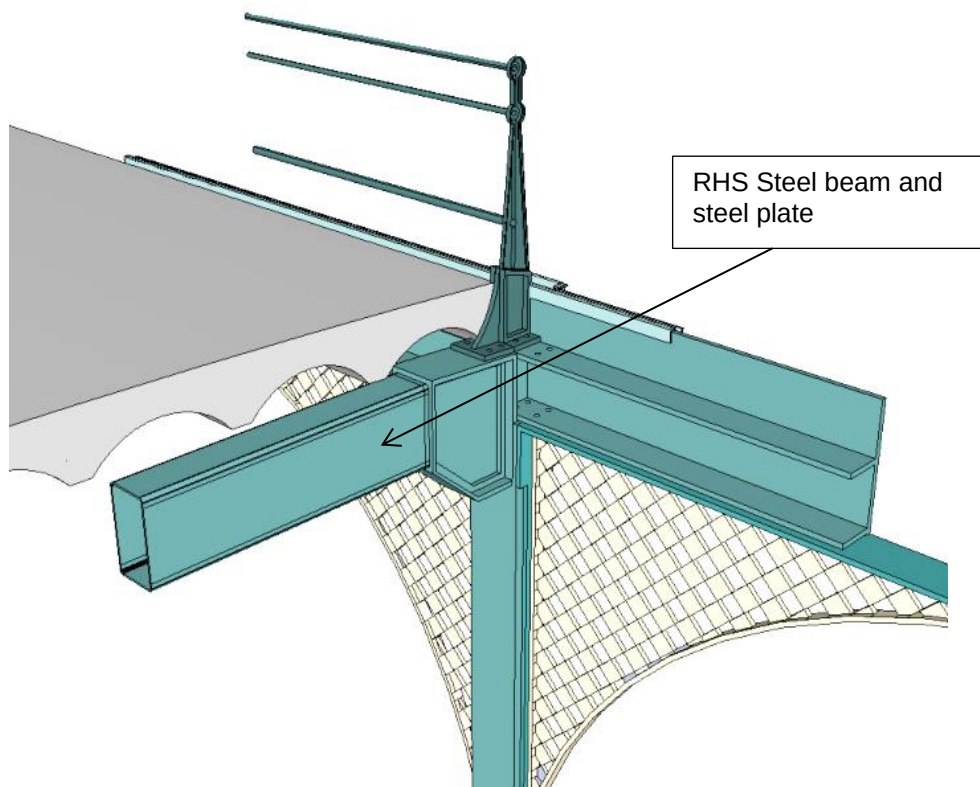
- Metallock mechanical stitching of cracks.
- Steel / Carbon fibre plate bonding of cracks.
- Metal welding by a specialist subcontractor under a controlled environment, subject to check of metallurgy and weld procedure trials.

There are again two suggested options for the replacement of the lattice beams. A like-for-like replacement would recast the lattice beam in its entirety. This involves making a pattern and a mould for the beam type that can be used to make subsequent beams of the same span.

The load capacity of the lattice beam and the metallurgy of the cast iron is unknown. It is assumed, based on the historic loading to the structure that the existing beams will have the capacity, once in its repaired state, to withstand the desired pedestrian load requirements. However this requires further study.

A modern replacement option could be to span using an RHS steel beam approximately 450mm deep with a fabricated steel plate end that fits into the cast iron connection arrangement along the southern edge. The beam would be coated with a high quality proprietary paint system. Although the modern replacement would look different to the remaining bays, the increased headroom would make the bay more suitable for a two bay module unit with mezzanine floor. In this case, the beam would not be seen externally with the other lattice beams and the difference would be disguised.

Figure 4.6 - Modern lattice beam replacement RHS beam and steel plates



In order to take down the lattice beams, the connection into the mass concrete retaining wall or brickwork piers will have to be broken out. The repair works in the vicinity of these connections and the connection detail is further discussed in Section 4.11. On reinstatement the lattice beam should be protected from water at this connection.

4.4 Cast Iron Edge Beams

The Amey inspection reports suggest that the condition of the cast iron edge beams is generally good structurally however various cracks have been highlighted. It is anticipated that these cracks can be repaired using, for example, plate bonding; however a contingency for beam replacements should also be made for any serious defects discovered during the works. The beams are to be disassembled, grit blasted, salt washed, repaired and painted as per the lattice beams. Minor and major latent defects are likely to be found which should be repaired accordingly. Similarly to the lattice beams, the load capacity of the edge beam is unknown.

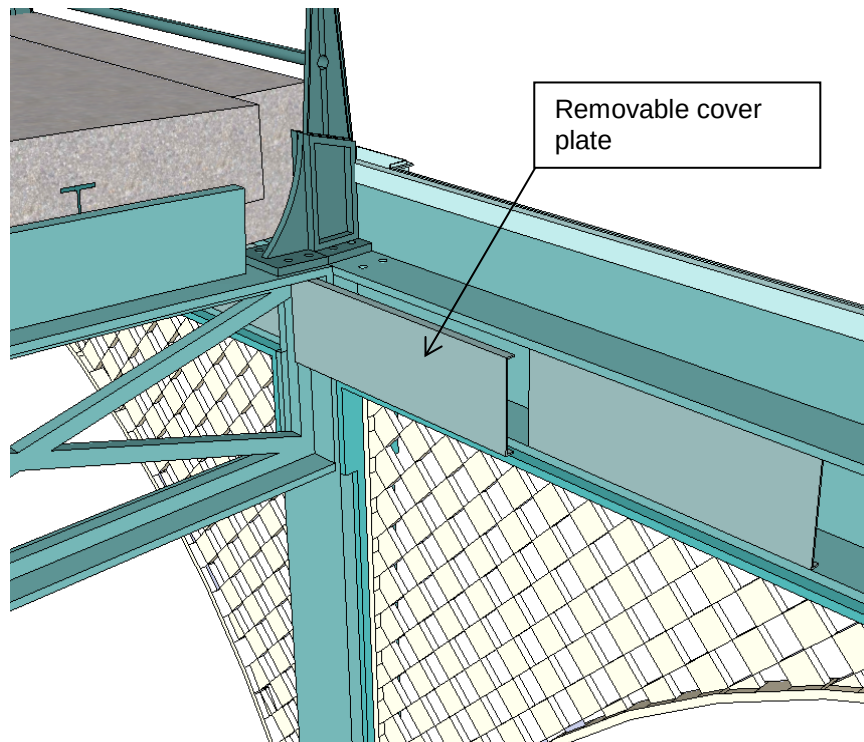
Figure 4.7 – Cast iron edge beam



Bolting of strengthening plates is not recommended due to stress concentrations in the cast iron due to drilled holes and torqueing of bolts. Future rust forcing of the mild steel elements is also a risk. Plate bonding using either steel plates or carbon fibre plates is preferred. Plate bonding can be utilised both for shear and tension bending. Metalock cold stitching would be appropriate for repair of shear cracks if appropriately specified.

The current edge beam plate on the inside of the terrace provided a problem for access during the inspections. A number of plates have reportedly fallen off or had been taken down. Amey have suggested that all are removed to allow the access and future maintenance, however within these voids pigeons had been found to be nesting. It is hence suggested to install a removable plate, made from a non-corrosive material, into the back of the edge beam.

Figure 4.8 - Removable cover plate for edge beams

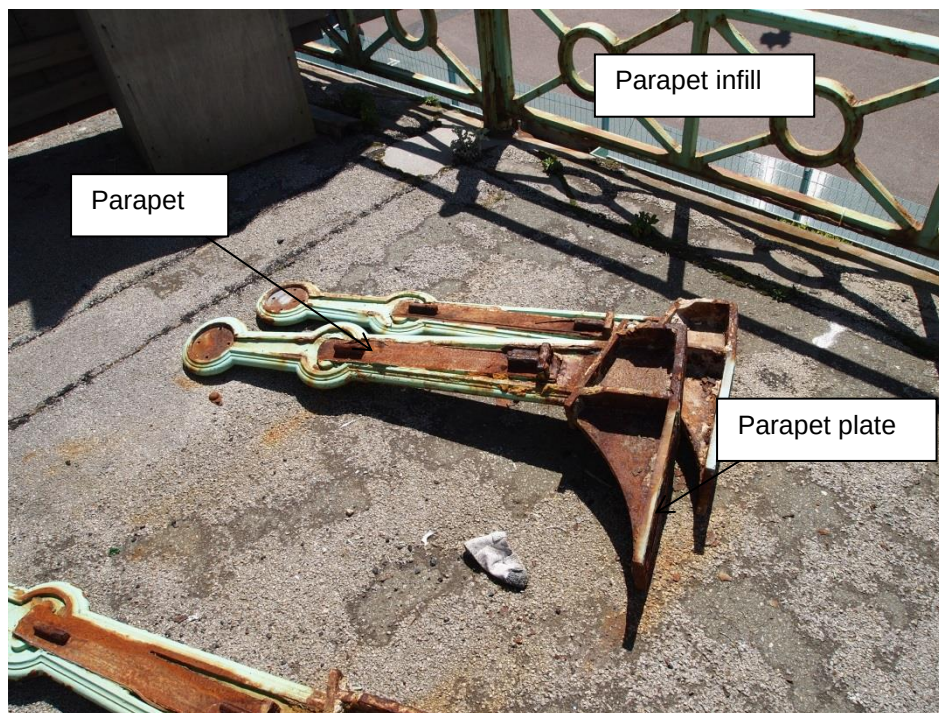


4.5 Cast Iron Parapets and Parapet Plates

The Amey inspections found that the majority of the parapet base plates are moderately corroded at the surface. There are also a number of known fractures in the plates, at least 1 per bay recorded in approximately 18% of the bays surveyed. It appears that cracking has occurred to the base plate at the final pair of connecting bolts. The bolts appear to be corroding which may have induced cracking due to rust forcing which should be confirmed following closer inspections.

It also appears that the base plate provides a secondary function of splicing the top flanges of the cast iron truss to the top flange of the edge beams which in turn are bolted to the top of the column.

Figure 4.9 – Cast iron parapets, parapet plates and infills



It is worth undertaking a local assessment of this connection as it may perform satisfactorily as is. However at present, no analysis has been performed on the parapet plates and posts and therefore these cracks within the parapet base plates are assumed to compromise the bending capacity of the plates. It is suggested these plates are repaired or replaced.

Replacement in steel would not be preferable as it would eventually corrode and damage the cast iron. If the final pair of bolts are found to be necessary, the following options may be appropriate:

1. Enhancing strength of connection by bonding the base plate to the top flange of the cast iron truss using structural adhesive.
2. Repair of the base plate by welding may be possible under a controlled environment by a specialist subcontractor, subject to checking the metallurgy and weld procedure trials.

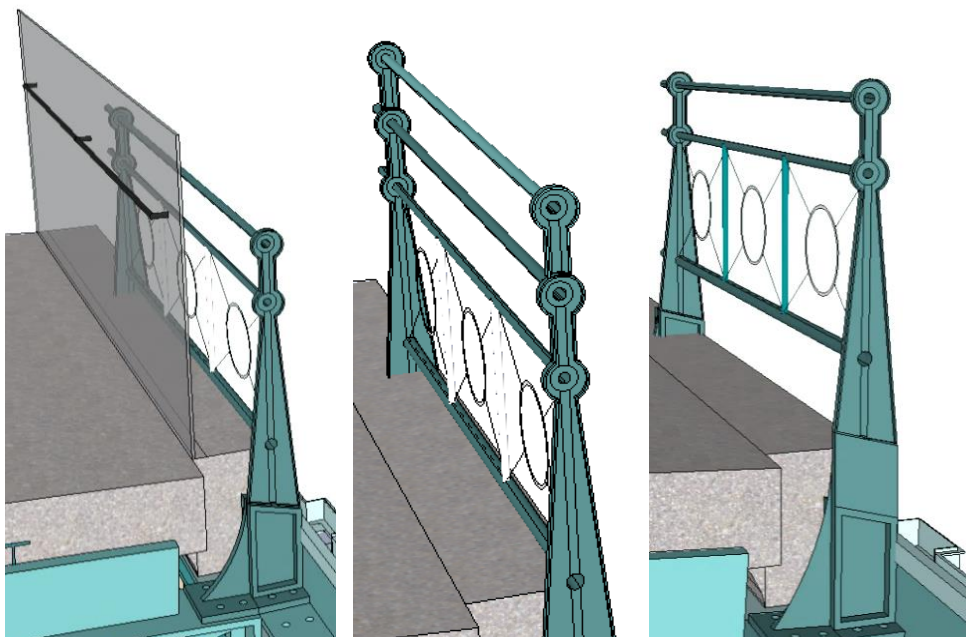
At present, the height of the current parapet posts handrail system is not considered adequate to current statutory requirements. Should the system be required to resist crowd loading and provide pedestrian containment, then it may not be adequate and the entire system may need to be recast.

There are several possible solutions for parapets that include:

1. Refurbish and replace where necessary the parapet posts and parapet base plates and undertake an analysis that can provide justification for the height of the handrails. This may incorporate the history of the structure and its safety record.
2. Refurbish and replace where necessary the parapet and parapet base plates and provide a secondary system that complies with statutory requirements on the inside of the existing parapet.
3. Refurbish and replace where necessary the parapet and parapet base plates, undertake an analysis that can provide justification for the proposed loads and then fabricate a 'bolt on' handrail piece to increase the height to statutory requirements.
4. Refurbish and replace where necessary the parapet base plates and replace all parapets with additional in-built upstand height to achieve the statutory requirements. An analysis should be performed for the design of this system to withstand the proposed loads.

These solutions assume that the openings in the parapet infill between the posts are satisfactory to suit statutory requirements. No information has been provided on the parapet infills and their condition is unknown. This scope of works assumes no replacements are required however a detailed survey should be carried out to better understand to works involved.

Figure 4.10 - Parapet handrail options 2 – 4 (Left –Right)



4.6 Cast Iron Spandrels

As discussed in Section 2.2, it is assumed that the cast iron spandrels are not structural although they may provide lateral stiffening to the portal formed by the columns and edge beams.

Figure 4.11 – Cast iron spandrels



The current view is that fractures in the spandrels shall be repaired however from previous experience it is possible that on release from its stressed state the spandrel may fracture and/or fall apart. The primary objective of any repairs would be to safeguard against whole sections or small parts of the spandrels falling and causing injury or damage to third parties.

Various options exist to contain, restrain or repair and this might be preferable to wholesale re-casting and replacement.

The types of repairs might include:

- Metallock mechanical stitching of cracks.
- Metal welding by a specialist subcontractor under a controlled environment, subject to check of metallurgy and weld procedure trials.

There appear to be hidden connections into the hollow columns which would be challenging to reinstate. Cast iron elements are often built up in a defined sequence and often have to be fully dismantled in the reverse order to gain access to certain connections.

Many of the spandrels inspected by Amey are experiencing separation between the top plate and the bottom flange of the edge beam or between the side plate and the column. It is expected that cleaning the connecting elements, cutting back corroded metal to reach sound material and providing new bolts and

washers will achieve a flush connection without gaps. Should gaps remain, filling them with a waterproof sealant could help to prevent water ingress.

For both the columns and the spandrels several missing sections were recorded, namely the shoulder plate sections and the decorative mask at the meet point of the spandrel arches. Since these elements are described as decorative only, they are not to be replaced as part of the structural works considerations. Nevertheless, decorative masks would be feasible to re-cast and reinstate should it be required.

4.7 Cast Iron Columns

The recorded defects in the columns are not described as severe or to be affecting their structural capacity. It is assumed for now therefore that no columns are to be recast and that should defects be found during the works they will be repairable. However there is a risk that more severe defects may be found. The casting of hollow columns is difficult and might well now be a lost trade. The use of Metalock cold stitching could be used to repair any fractures.

It is advised that columns are inspected using an endoscope through the hollow section onsite to check the condition of the columns. Offsite, once in the factory, the columns can be cleaned both inside and out before being lined for continued use as a drainpipe.

Figure 4.12 – Cast iron columns



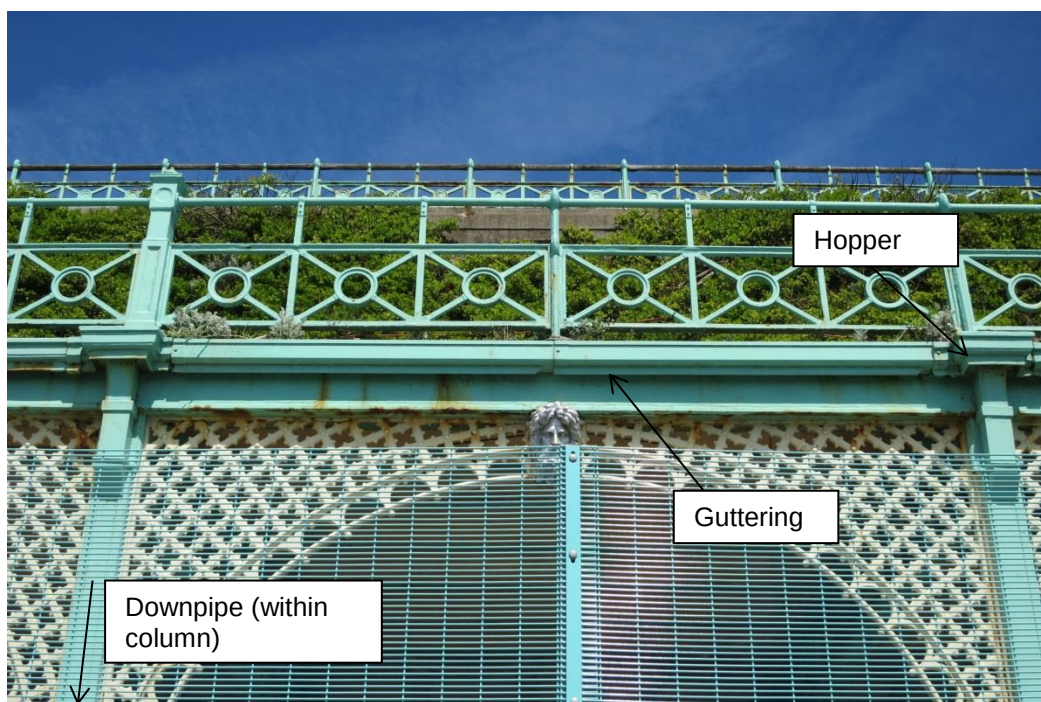
The load capacity of the column should also be tested for the desired use of the structure.

4.8 Drainage

It can be concluded from the Amey inspection reports that the existing rainwater drainage system is damaged, blocked or non-existent in many areas. This is a primary cause of the water retention on the structure, encouraging the corrosive mechanisms.

The precamber of the deck allows water run off both the front and rear of the structure. Much of the front gutter is described as poorly aligned and not watertight between sections. A full removal and reinstatement is recommended by Amey, using watertight seals between sections and corrosion protected fixings. Where sections of the guttering, mainly the hopper, are reportedly missing, a functional replacement in a more durable material is suggested to keep the continuity of the drain. It is anticipated that approximately 50% of the guttering, hoppers and downpipes will need to be replaced for a like-for-like design. The remaining will need to be cleaned and repaired as per the other cast iron elements.

Figure 4.13 – Rainwater drainage system along front face



The front downpipe is proposed to continue to be positioned inside the column but the column may be lined to protect the inside surface.

As described previously, it is proposed that the rear of the structure is to be fitted with a new drainage channel with down pipes cast in to the retaining wall. The drain pipes should be located at the midspan of the decks, away from the lattice beams supports. At the supports a flashing detail around the drainage channel should provide a waterproof seal between the gutter and lattice beams.

The rear drainage should consider the potential for modules to be inserted beneath the terrace and allow for water to be drained away.

4.9 Paintwork

A full protective proprietary system is required for all steel and cast iron elements, designed to protect in an aggressive environment, C5M environment as per ISO 12944.

On consultation with Akzo Nobel a preliminary specification has been prepared for the cast iron elements, included in Appendix B. The steel elements will have a similar specification to achieve the required protection.

A maintenance scheme should be prepared for the upkeep of the painting system.

4.10 Bolted Connections

The reports recommend replacement of all bolts as a high priority. Being cast iron, the structural components have clear 'joinery' and the functions of many of the bolts should be assessed to consider how critical they are. Corroding bolts do however have the potential for cracking the cast iron due to rust forcing, particularly where steel replacement bolts have been used. Care must be taken not to specify higher grade bolts and the tensioning thereof as these have the potential of cracking the cast iron. This might have been the case for some of the historical repairs. If cracking has not already been highlighted it might be exposed when paint is removed.

4.11 Retaining Wall

The assessment of the retaining wall is outside the scope of the Amey works. However, the typical works involved are indicated in the inspection reports to be the removal of vegetation growth, attention to the stability and movement of the wall and its waterproofing.

The retaining wall will need to be opened up in order to disassemble and install a new support for the lattice beams. The durability of the connection for the lattice beam is reliant on the integrity of the cliff wall and also its water absorption properties. Consideration will need to be made to the detail of the support as to prevent further corrosion within the wall, such as applying a bitumen coating and then backfilling the void with concrete.

4.12 Masonry Piers

The masonry piers will also need to be opened up to disassemble the lattice beams. The bricks will be taken down to remove the lattice beams and the piers then repaired as necessary. The repairs might include stitch repairs to cracks and repointing of the mortar and also the replacement of any loose bricks. There is a risk with the masonry piers that opening them to extract the lattice beams may cause further damage and more bricks to come loose/fall away. Any replacement brickwork is to be keyed into the existing to ensure adequate load transfer.

4.13 Foundations

No information is provided for the type or condition of the foundations. The works required are to be confirmed following ground investigation works. The foundation system should tie in with the proposed raft foundations for the module units.

4.14 Stairs

Stairs are located at approximately 125m intervals along the terraces. No information is provided with regards to the condition of the stairwells and their assessment is beyond the scope of these works.

4.15 Collision Protection

Should the adjacent area be continued to be used by vehicles then a collision protection system should be installed. Cast iron is not suited to withstand impact loading and the lack of redundancy within the framing system could result in local collapse of the slab above. Mitigating measures could include trief kerbs, heavy planters, bollards or full vehicle restraint systems. A suggested option would be to use 2 no. 1000mm tall bollards at 1500mm spacings at each column.

5. Risks and Assumptions

Area of Work	Risk / Assumption	Consequences	Risk Control Measures / Actions to Mitigate	Owner
DESIGN	Prescribed project works are dependent on the quality and quantity of information available regarding condition/strength of the terraces as detailed within the Amey inspection reports. Limitations associated with these reports are transferred and only the defects highlighted in these reports are known and dealt with in this design.	Additional project work involved if defects are uncovered following a new assessment/during site works. More elements may need repairs or replacing, creating additional costs and adding to the programme.	Take a comprehensive record of all defects described in the four currently available reports. State assumptions regarding existing information and the type of works involved. Include a contingency for anticipated additional repairs and/or replacements. Carry out a trial implementation of the proposed methodology on a section of the structure to determine potential issues/strategised costs.	BHCC/MM
DESIGN	The disassembly and repair/replace works to each bay assume that the adjacent structure will remain stable during the works.	Works may cause further damages and deterioration to adjacent bays. Stability of the terraces may be compromised requiring emergency propping works.	State assumptions as part of proposal/scope such that the contractor can provide adequate stabilising temporary structures during the works.	BHCC
DESIGN	The lateral stability of the system is assumed to be provided by the diaphragm action of the decking system against the retaining wall. Spandrels are assumed to be decorative elements only.	Spandrels may fracture due to lateral stresses.	Ensure the design of the terraces utilises the diaphragm action of the decking, making the deck sufficiently stiff to provide restraint.	BHCC
DESIGN	The works are based on the assumption that the members will be disassembled and taken to a factory for the refurbishment.	Any works performed onsite require additional control measures in terms of the environment, health and safety and precision of work. The finish at edges and connections may be of lesser quality than if taken offsite due to accessibility.	State assumptions as part of proposal/scope and agree an offsite suite of works with client and contractor.	BHCC/MM
DESIGN - LATTICE BEAMS	The lattice beam support condition within the concrete wall / masonry piers is unknown.	The support may be in poor condition, unable to support the lattice beams and protect it from future corrosion.	It has been assumed that all padstone are to be broken out and replaced as new when the lattice beams are reinstated. A protective infill will be included to retain the watertightness of the support. Contingency required for works.	BHCC
DESIGN-DECKING	Expansion and contraction due to temperature effects	Temperature effects may be contributing to the deterioration of the structure.	Study required to assess temperature effects and any remedial measures required.	BHCC
DESIGN -	It is assumed based on the	The supporting elements	Strength tests should be	BHCC

LATTICE BEAMS, EDGE BEAMS, COLUMNS	historic loading to the structure that the existing cast iron lattice beams, edge beams and columns will have the desired capacity following the refurbishment works.	may require strengthening works to support the desired loading.	performed on the cast iron elements. Details of the metallurgy and a full inspection of each element will help to provide an understanding of strength. Strengthening works may be required or limitations are given for the use of the structure.	
DESIGN - PARAPET	Suggested solutions for the parapet and parapet posts are assuming that the bending strength of the parapet post, the plate and infill material are sufficient for current standard parapet loading. Also that the gaps in the parapet fence are satisfactory to statutory requirements.	May require additional works to upgrade parapet to current statutory requirements.	State assumptions as part of the proposed works and include solutions that satisfy the requirements. Contingency required.	BHCC
DESIGN - DRAINAGE	Missing sections of guttering considered decorative will not be replaced with like-for-like cast iron pieces. Cast Iron decorative mask sections will also not to be replaced.	Aesthetics are not the exact same as original terraces construction.	State intentions within report. Consult and agree with Historic England.	BHCC
DESIGN - MASONRY PIERS	Masonry bricks may become loose or fall away during the works.	Masonry piers may require more repair works than immediately present.	Highlight risk to contractor.	BHCC
EXISTING PAINTWORK	Existing paintwork may contain lead.	Risk to health of workers. Working with lead regulations apply.	In-situ paint testing. Off-site refurbishment.	BHCC
EXISTING FOUNDATIONS	Unknown type and condition of foundations.	May require demolition to remove columns.	Allow contingency for new foundations in pricing.	MM
DAMAGE FROM VEHICLES	Vehicle impact could cause significant structural failure.	Risk to health and safety of users, plus risk of disproportionate collapse.	Protection measures required.	BHCC
CLIFF WALL	Cliff wall in poor structural condition.	Wall requires repairs.	BHCC to commission survey and investigation. Any works required should be implemented before or during terrace works.	BHCC
CLIFF WALL VEGETATION	Damage by planting to cliff wall and terrace structure. Damage to planting from new works.	Further deterioration of wall and structure following the refurbishment works. Planting may be incompatible with reinstatement of terraces and installation of useable internal space beneath.	BHCC to commission study to determine appropriate plan for the future of the green wall which is compatible with the future of the Madeira terraces.	BHCC
FUTURE MAINTENANCE	Refurbished structure is not properly maintained.	Structure will deteriorate again without a properly implemented maintenance strategy.	Design decisions that affect the durability and maintenance to include a strategy, developed with BHCC, to ensure maintenance obligations are understood, achievable and budgeted for.	BHCC
STAIRCASES	Not considered as part of this study.	Possible defects which may need rectifying.	BHCC to commission surveys and investigations to determine the works required.	BHCC
CONCORDE 2	Potential defects in the fabric and structure.	Repair and refurbishment required.	BHCC to commission surveys and investigations to determine the works required.	BHCC

6. Recommendations for Future Work

It is recommended that the next steps for this project are as follows:

1. Carry out a detailed structural survey, bay-by-bay, of the entire structure to complement existing information.
2. Carry out a detailed survey of Concorde 2 and prepare a scope of works for its refurbishment and development.
3. Paint samples should be taken to determine the lead content. At this stage it should be assumed that working with lead regulations will apply. The Amey reports make reference to unknown fillers which may well be white lead paste.
4. Carry out trial pits for foundations and existing services survey for the terraces and Concorde 2.
5. Develop the concept design for the refurbishment. Issues to address regarding the deck design include:
 - Providing lateral restraint to the top flange of the cast iron whilst avoiding concrete adhesion to the cast iron.
 - Details for the joints at the lattice beam should be developed to ensure watertightness.
 - A practical and maintainable solution of the surface water drainage should be developed.
 - Consideration of temperature expansion and contraction.
 - Consideration to the durability of reinforcement and/or pre-stressed tendons should be made.
6. The components not already assessed should be subject to a structural analysis for load capacity. The analysis would also help to determine the repair types required.
7. Undertake a further trial for the disassembly, repair and replacement of a minimum of 2 bays but preferably a sample of 5% of the bays that includes the 'worst', 'average' and 'good' areas. The paint from the cast iron elements should be removed to base metal and a touching distance survey carried out. Defects should be logged and assessed where necessary and generic repairs developed, costed and implemented. This study will aim to determine the presence of latent defects, determine typical costs for the works and ultimately assist with pricing of the whole scheme.
8. Material testing and strength testing during this trial will improve understanding of the cast iron properties.
9. Paint trials should be undertaken to validate the suitability of any proposed paint system prior to wholesale application.

Appendix A - Defects Summary Table

Information

This information is based on the recorded defects as described in the Amey inspection and management reports. The key for the urgency of the repairs is based on the recommendations within the Amey reports in terms of timescales for commencing work and the described severity of the defect.

Urgency of Repair

- Short Term for Structural Function
- Short Term for Safety of Public
- Immediately for Safety of Public
- Works required generally across all bays for particular element

		Steel Deck Beams	Concrete Jack Arches	Cast Iron Lattice Beams			Parapet & Parapet Base Plates	Masonry Piers			Cast Iron Edge Beams	Columns			Spandrels	Guttering	Hopper	Down Pipe	Paintwork	Waterproofing & Resurfacing
Grid Line/ Bay Number		Corrosion Exceedance of Capacity	Minor Cracking Major Cracking Spalling Water leakage through deck Crazing Moss Present	Corroded Previous Splice Connection Cracking/Fracture Corroded Sections Corroded Bolted Connections Pitting Pigeon Nesting Displacements/Gaps to Spandrels Member Bulging	Corroded Bolted Connections to Lattice Beams Corroded Base Plates Fracture in Plate Recessed Shanks Separation of Parapet Base Plate from Lattice Beams	Minor Cracking Major Cracking Displacements Moss and Vegetation Missing Mortar Joints Spalling	Corroded Bolted Connections Cover Plate Removed - Beneficial Member Bulging Pigeon Nesting Fractures/Cracks Displacement / Gaps	Corroded Bolted Connections Fractures/Cracks Loss of Section Skewed Bolts Displacements/Gaps to Spandrels No Collision Protection	Missing Elements Fractures/Cracks Corrosion Rust Staining	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Damaged Drainage Blocked Drainage Non-Existent Poor alignment/fitting	Multiple Layers of Inappropriate Paint System Water Entrapment Behind Paint Fully Protective System Not Present	Water Borne Chloride Concentration Leakage Ponding
ALL																				
	1																			
	2																			
	3																			
	4																			
	5		No details																	
	6																			
	7																			
	8																			
	9																			
	10																			
	11																			
	12																			
Closed Off	13																			
Closed Off	14																			
Closed Off	15																			
Closed Off	16																			
Closed Off	17																			
Closed Off	18																			
Closed Off	19																			
Closed Off	20																			
Closed Off	21		No details																	
Trial Bay	22																			
Trial Bay	23																			
Closed Off	24																			
Closed Off	25																			
Closed Off	26																			
Closed Off	27																			
Closed Off	28																			
Closed Off	29																			
Closed Off	30																			
Closed Off	31																			
Closed Off	32																			
Closed Off	33																			
Closed Off	34		No details																	
Closed Off	35																			
Closed Off	36																			
Closed Off	37																			
Closed Off	38																			
Closed Off	39																			
Closed Off	40																			
Closed Off	41																			

Grid Line/ Bay Number	
	COMMENTS FOR BAY
ALL	Typically all spandrels have rust staining to varying degrees. Most edge beam cover plates have been removed, considered beneficial to allow inspections. Typically edge to edge beam connections have suffered severe corrosion, with coning and over 50% section loss to the nuts and 50 – 80% section loss to bolt heads. Top bolts connecting to the parapet base plate varied in condition from minor corrosion to complete failure. No collision protection is provided to the columns. Pigeon nesting can be found generally within the voids in the edge beams. Parapet plates are considered moderately corroded at the surface of the majority.
1	Fractures present in lattice work and top plates. The top plate is rotated out of alignment. Diagonal fractures up to 10mm wide are present in edge beams causing a 20mm displacement at connection. 4 tie bars fixed to edge beams to prevent displacements. Hopper has fractured at the web and is rotated out of alignment.
2	Fractures and subsequent missing shoulder plate sections. Vertical gaps from spandrel to column and/or main beam viewed from outside at ground level at the east edge & along 75% height adjacent to column. 4 tie bars fixed to edge beams. Suspected fracture at spandrel bracket to column.
3	Suspected fracture to the column-spandrel connecting bracket of column 3 which supports spandrel.
4	
5	
6	
7	
8	
9	Fractures and subsequent missing shoulder plate sections.
10	
11	
12	Fractures and subsequent missing shoulder plate sections. Rust staining from corrosion. Suspected fracture in lattice work.
13	
14	
15	Fracture in parapet base plate.
16	Fracture in parapet base plate.
17	Decorative mask missing. Fractures and subsequent missing shoulder plate sections. Suspected fracture in parapet base plate. Separation between spandrel and edge beam.
18	
19	Decorative mask missing
20	
21	
22	
23	Severe fracture at column to edge beam to spandrel connection.
24	Concrete spalling 25 - 83mm deep.
25	Concrete spalling 25 - 83mm deep. 1mm wide fracture in parapet base plate.
26	Concrete spalling 25 - 83mm deep. Separation at the bottom flange of the edge beam. Fracture in parapet base plate.
27	Concrete spalling 25 - 83mm deep.
28	Concrete spalling 25 - 83mm deep. Separation between spandrel and edge beam at centre of both east and west lattices - 5 mm max displacements. 20mm wide fracture in parapet base plate both sides.
29	Concrete spalling 25 - 83mm deep. 5mm gap at base plate between parapet and lattice beam. Fractured parapet plate.
30	Separation between spandrel and edge beam at inner half of east lattice, 5 mm max displacements. 2.5mm wide fracture in parapet base plate.
31	1mm wide fracture to bottom flange resulting in 4mm displacements of edge beam, downwards and outwards. Separation between spandrel and edge beam of 7mm. Suspected fracture in spandrel.
32	3.5mm wide fracture in parapet base plate.
33	Fractures and subsequent missing shoulder plate sections.
34	
35	Fractures and subsequent missing shoulder plate sections. 0.5mm wide fracture in parapet base plate.
36	Hairline fracture in parapet base plate.
37	3mm wide fracture in parapet base plate. Suspected fracture in spandrel.
38	Separation between spandrel and edge beam at centre half of west lattice, 7 mm max displacements.
39	
40	Vertical gaps at east edge, adjacent to main beam - 8mm. 2.5mm wide fracture in parapet base plate. Crack in edge beam cover plate.
41	Lattice beam needs to be propped immediately. Diagonal crack 5mm wide and vertical crack 1mm wide in main lattice beam.
42	Two diagonal cracks of max width 0.4mm in parapet base plate.
43	Decorative mask missing. Separation between spandrel and edge beam at outer half of east lattice, 8 mm max displacements.
44	Separation between spandrel and edge beam along 75% of east lattice,- 3 mm max displacements.
45	
46	Diagonal crack 0.9mm in arch H. Hairline cracking on all other arches, 2mm width. Corroded edge-to-edge beam bolt heads.
47	A number of cracks in more than 50% of the arches. Longitudinal hair line and small diagonal cracks. Suggested differential movement of supporting beams. Corroded edge-to-edge beam bolt nuts.
48	13.5mm separation at parapet base plate.
49	Separation between spandrel and edge beam at inner half of east lattice, 8 mm max displacements. Corrosion to the eastern half of the spandrel. 15% section loss to spandrel top plate.
50	Vertical gaps, 6mm, at east edge between spandrel and main beam.
51	Large area (640mm x 540mm x 79mm deep previously) 710mm x 570mm x 80mm deep of spalling. 19mm displacement in brick course. Mortar loss/cracking also present of max width 7.5mm.
52	Vertical gaps, 10mm, at spandrel along east edge 60-70% height adjacent to column.
53	Vertical gaps, 10mm, at spandrel along east edge 60-70% height adjacent to column.
54	Severe spalling in arch B, measuring 350x300mm x 42mm deep. Separation between spandrel and edge beam, 20mm max displacement to full extent of east lattice, 20 mm at west end & 7 mm adjacent to column.
55	Gaps between spandrel and edge beam at outer half of east lattice, 7 mm max displacements. Vertical gaps, 5mm, at east edge 50% height adjacent to column and main beam.
56	Vertical gaps, 7mm, at east edge, adjacent to main beam. Fractured parapet base plate.
57	5mm wide fracture west and a hairline fracture east side in parapet base plate.
58	Central third of west lattice, 4 mm max displacements. Vertical gaps, 5mm, at east edge, adjacent to main beam.
59	Spandrel to edge beam separation along >75% of west lattice, 7 mm max displacements.
60	Spandrel to edge beam separation at centre of west lattice, 6 mm max displacements. Fractured parapet base plate.
61	Hairline wide fracture in parapet base plate.
62	Fractured parapet base plate.
63	Decorative mask missing. Severe double fracture in line with bolts in parapet base plate.
64	Spandrel to edge beam separation isolated throughout, 5 mm max displacements to edge beam.
65	Tear measuring 100 x 20mm to diagonal chord of main lattice beam. Separation of 20mm. Not considered a significant defect.
66	
67	
68	4mm wide fracture in parapet base plate both sides.
69	
70	

71	
72	
73	Southern arch contains approx. 25% spalling (from 30-45mm previously) up to 50mm deep. Need to be propped immediately. Fractures in the bottom chord of the main lattice beam measuring approximately 5.5 mm in width and 10mm in depth, with localised displacement of between 2.6 and 4 mm . Evidence of corrosion observed to the East face to the upper diagonal chord, in the vicinity of the edge beam and rear jack arches; and to the West face where faces were welded.
74	Spandrel to edge beam separation to full extent both lattices. Filler previously applied, 15 mm max displacements.
75	Corrosion to the east end of the top plate in the vicinity of the fixing bolt. Large crack in pier continues seven courses down with a width (ranging between 4.4 and 13.8mm) up to 16mm, and a 3.1 mm crack through a brick directly above this crack. Spalling of 25.8mm. Cracking and spalling in padstone. Mortar joints missing resulting in a gap of 7mm. Supporting bracket to lattice has displaced by 12.5mm. Spandrel top plate corroded with up to 15% section loss.
76	Fractures and subsequent missing shoulder plate sections.
77	1mm wide fracture in parapet base plate.
78	14mm wide fracture in parapet base plate.
79	
80	
81	
82	
83	
84	Vertical gaps at west edge, approx. 25% adjacent to column - 6mm. Diagonal crack in brickwork up to 1.6mm wide. Spalling up to 26.3mm deep. Displacements outwards and vertically.
85	
86	Vertical gaps at west edge, adjacent to main beam - 10mm.
87	
88	Spandrel to edge beam separation to full extent east lattice, 47 mm max displacements. 25mm separation at main beam and parapet base plate.
89	
90	Vertical gaps between column and spandrel at east edge north-south separation adjacent to main beam, max displacement 30mm. Multiple fractures to spandrel.
91	5mm wide fracture in parapet base plate.
92	Vertical gaps at east edge, adjacent to main beam - 8mm.
93	
94	
95	Multiple fractures to spandrel.
96	Spandrel to column separation along west edge, adjacent to main beam: expansion deformation due to corrosion.
97	
98	
99	Vertical displacement at west edge, top 50% adjacent to column and main beam - 8mm.
100	
101	
102	
103	Vertical displacement at east edge north-south separation adjacent to main beam - 5mm.
104	4.5mm wide west and 2mm east fractures in parapet base plates.
105	
106	
107	
108	
109	
110	
111	Vertical displacement at west edge, adjacent to main beam - 5mm.
112	Vertical displacement at east edge, adjacent to column at mid-height - 9mm.
113	
114	Fractures and subsequent missing shoulder plate sections.
115	
116	
117	Spandrel to edge beam separation along full extent of edge beam, partially infilled, 20 mm max displacements.
118	
119	Should be repaired within the next two years (now is permanently propped with over its full length by a good condition UB). Fracture in the bottom chord of the main lattice beam measuring 4.5 mm in width. Displacement to east lattice (infilled) 30mm max. Up to 15 mm gap to west lattice. Partially infilled gap of max 20mm at parapet to edge beam connection. 2 piers in conjunction with a UB provides propping to cracked lattice beam. Piers showing mortar loss up to 10mm deep.
120	
121	
122	
123	
124	
125	
126	Vertical displacement at west edge, adjacent to main beam - 7mm.
127	Vertical displacement at east edge, adjacent to main beam. 1:24 approx. outward lean of spandrel.
128	
129	
130	Vertical displacement at west edge, adjacent to main beam - 5mm.
131	Spandrel to edge beam separation at centre of west lattice, 6 mm max displacements. Vertical displacements to east edge, adjacent to column full height (5 mm to both edges adjacent to main beams).
132	
133	
134	Vertical displacement at east edge, top 50% adjacent to column and main beam - 10mm.
135	
136	Vertical displacement at west edge, adjacent to main beam - 3mm.
137	
138	
139	Vertical displacement at west edge, adjacent to main beam - 9mm.
140	
141	
142	Vertical displacement at west edge, adjacent to main beam - 6mm.
143	Vertical displacement at west edge, adjacent to main beam - 5mm.
144	Vertical displacement at west edge, adjacent to main beam - 5mm.
145	Vertical displacement at west edge, adjacent to main beam - 6mm.
146	Fracture causing displacement of top plate of approximately 10 mm. Previously filled with unknown material. Spandrel to edge beam vertical separation at west edge, adjacent to main beam - 3mm.Fracture in spandrel.

147	
148	
149	Vertical displacement at west edge, adjacent to main beam - 13mm. Jack arch repair in good condition.
150	Jack arch repair in good condition. Fracture to top of column and top plate at column to spandrel bracket. Considered cosmetic only.
151	Outside face of the column missing. Jack arch repair in good condition. Recently repaired pier in good condition.
152	Jack arch repair in good condition.

Appendix B – Paint Specification

High Performance Coatings for Cast Iron Structure Brighton Madeira Terraces

Prepared for Mr Nick Ling of Mott MacDonald.



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Contents

PROTECTIVE COATING SYSTEM

643 Two pack fast curing epoxy zinc phosphate/mio, epoxy mio, acrylic polysiloxane compliant coating

• Use/Location	All external exposed cast iron steelwork.(C5 Environment as per ISO 12944 Classification – To provide 25 years Life to First Major Maintenance)
• Paint Manufacturer	International® Paint Ltd
• Shop Preparation	High Power water wash to remove any salts. Gritblast to Preparation Grade Sa2½. Check for soluble salts. Readings <75gms/ m² of soluble salts allowed prior to application of the coating system. If readings >75gms/m² of soluble salts then above process to be repeated until salt levels are an acceptable level.
• Shop Primer	Intercure 200
• Dry Film Thickness	75 microns nominal
• Colour	Red, Buff
• Special Requirements	VOC: 200 gms/kg Volume Solids: 67%
• Shop Undercoat(s)	Intercure® 384
• Dry Film Thickness	125 microns nominal per coat.(Apply two coats).
• Colour	Silver, Natural
• Special Requirements	VOC: 169 gms/kg Volume Solids: 72%
• Shop Top Coat	Interfine® 979
• Dry Film Thickness	100 microns nominal
• Colour	As required
• Special Requirements	VOC: 162 gms/kg Volume Solids: 76% Epoxy Polysiloxanes and Polyurethanes are explicitly not approved

Refer to International Protective Coatings' Interfine® 979 Recommended Working Procedures to be read in conjunction with the Interfine® 979 technical data sheet and material safety data sheet (MSDS). Provided information is to be strictly adhered to. Any painted areas damaged in transit or following erection to be touched up in accordance with International Protective Coatings recommendation.

Attachment D - Economic impact assessment assumptions

The economic impact assessment focuses on the number of net jobs and net additional level of Gross Value Added realised as a result of the space within Madeira Terraces becoming utilised as commercial units. The economic impact assessment has been completed using Mott MacDonald's Transparent Economic Assessment Model (TEAM), which is a versatile tool designed to calculate the economic impact of proposed infrastructure intervention and policy measures.

Using preliminary data on land use within the renovated Terraces as well as high level assumptions based on governmental guidance and best practice to run the input data through TEAM, estimates can be made regards the impact of creating commercial space within the Terraces in terms of number of net additional jobs and contribution to GVA.

What is GVA?

GVA is most commonly understood as the value of the output (i.e. sales, turnover) minus the cost of bought-in goods and services used in the production of that output (intermediate consumption). Intermediate consumption relates to costs used in the production process (these could relate to raw materials, rental costs, utilities, transport, legal and business costs etc.). When jobs are facilitated in the local economy their salaries and associated investment from their employer contribute positively to local GVA. The ONS calculate regional estimates for GVA per filled job in each region.

GVA is used to calculate Gross Domestic Product (GDP) for national accounting purposes. GDP cannot be calculated at the level of the individual business, which renders it an infeasible metric for measuring economic activity at sub-national or industry level. Therefore, as is standard practice, we estimate economic impact of interventions through contribution to the local/regional economy in terms of GVA.

The potential economic benefits of those development units and sites identified within the Phase 3 improvement works areas have been calculated through the following steps:

- Inputting of key site details into TEAM including the site of sizes and proposed land uses (by land use classification) and the key assumptions. These are based on preliminary plans for each of the commercial units emerging from the Wilkinson Eyre-Mott MacDonald architectural and structural engineering team. Due to the preliminary nature of this study most assumptions around employment densities and economic multipliers are based on governmental recommended best practice, but where possible given the presence of local data, these have been adjusted to increase accuracy.
- Calculation of direct economic impacts through feeding the proposed uses by size through TEAM to calculate:
 - Direct effects of the units/sites in terms of employment and economic output (measured by GVA) of the sites being fully occupied/developed.
 - Indirect and induced effects of the units/sites being occupied/developed from those supported further down the supply chain and employment and activity supported by the incomes of those directly or indirectly employed (through consumption multiplier effects).
 - The economic impacts have been presented at both a gross and net level throughout the analysis. The net position adjusts the gross impacts for additionality and deadweight by considering what levels of employment are already present within the development areas.

Land use assumptions within TEAM relate to type of use, land utilisation and occupancy levels and employment densities of the potential development areas. These assumptions are fully listed in this section of the report and the tables below and have been undertaken on a site by site basis using information about the development proposed. It is important to note that:

- An occupancy rate of 100% has been used for all potential development areas as we are presenting the total economic benefit that could be realised from these vacant premises being developed and becoming occupied. As the site is currently vacant, it has been modelled that development brought forward at these units would boost the occupancy rate to 100%.
- In cases where Net Internal Area is not yet estimated, a building footprint of 80% has been used; as the units will not include large spaces such as car parks or gardens that would lead to a lower proportion (from best practice assumption of 50%), it is likely that the full net internal area of the properties will be used for the appropriate land use. A floorspace footprint of 90% to convert gross external areas to net internal areas (where applicable) has been used.
- Estimates for employment in hostels and hotels are based on estimates of the number of rooms/beds within the allocated development space. For the hostel employment space, the lower range estimate for average room size for a budget hotel has been used (16m²). For the hotel it is understood that a boutique hotel would occupy this space; for which an average room size of 60m².
- Given the nature of the development, it has been assumed that all development will be one storey.
- Employment densities are sourced from the HCA Employment Density Guide.

- GVA per worker estimates are based on Average GVA per worker for the South East 2015, using NUTS 1 GVA workplace data and Workforce Jobs (both ONS).

Additionality assumptions

The impacts have been adjusted for additionality to provide estimates of the potential net additional impact that the developments will bring to Brighton and Hove (the target area). It is useful to think of additionality in the following terms:

‘the success of government intervention in terms of increasing output or employment in a target area is usually assessed in terms of its ‘additionality’. This is its net, rather than its gross, impact after making allowances for what would have happened in the absence of the intervention. Additionality can also be referred to as a ‘supply side’ or ‘structural’ impact, which operates by altering the productive capacity of the economy’ (Source: HM Treasury, The Green Book, p.52) .

The economic impacts and assumptions developed (particularly around additionality) have been assessed using best practice guidelines, the latest employment densities from the HCA, the latest GVA and other relevant economic data. The level of additionality for each of the sites has been assessed based on adjusting for the following to determine the net additional impacts:

- Degree of leakage - the level of benefits that are likely to go to residents outside of Brighton and Hove. This is set at 31% based on 2011 census travel to work flow data.
- Degree of displacement - the proportion of economic benefits that are displaced from elsewhere (e.g. through the relocation of business activities). This is set at 25%, following guidance from the 2014 Additionality Guide which provides ready reckoners for displacement. Low displacement (assumed given the nature of retail and travel to work within the city of Brighton and Hove) is set at 25%.
- The knock-on multiplier effects within the economy from:
 - Supply linkages due to purchases made as result of the intervention and further purchases associated with linked firms along the supply chain (indirect effects).
 - Income or induced effects associated with local expenditure as a result of those who derive incomes from the direct and supply linkage impacts of the intervention.
 - For simplicity and given the lack of survey data or knowledge about which specific sectors indirect spending will relate to (which would facilitate the use of input output modelling) this study assumes a composite multiplier value of 1.3 for the benefits associated with the key developments based on the guidance within the Additionality Guide (HCA, Additionality Guide 2014, p. 25).
- Deadweight associated with the developments - the level of economic activity that would have occurred without the project. In this case, an estimate of 0% is used to recognise the risk of further deterioration at the Terraces deterring future development going forward.

Economic impact estimates

The table below sets out preliminary potential economic impacts of the Madeira Terrace units once fully occupied.

Gross and net economic impacts, all potential development sites within the Madeira Terraces development sites

Commercial uses	Jobs			GVA, £000 pa		
	Gross direct	Indirect	Total net direct, indirect and induced jobs	Gross	Indirect GVA	Total net direct, indirect and induced GVA
Retail units	16	2	11	£0.7	£0.1	£0.5
Museum/gallery space	1	0	1	£0.1	£0.0	£0.0
Bar/restaurant units	47	7	32	£1.9	£0.4	£1.4
Office space	13	2	9	£1.0	£0.1	£0.6
Event venue	2	0	1	£0.1	£0.0	£0.1
Hostel	3	0	2	£0.2	£0.0	£0.1
Hotel space	60	9	41	£3.1	£0.5	£2.1
Spa space	1	0	1	£0.0	£0.0	£0.0
Cinema space	1	0	1	0.04	0.01	0.03
Total	145	22	97	£7.1	£1.1	£4.8

Source: Mott MacDonald

Attachment E – Brighton Madeira Terrace Budget Estimate

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY

Revision: 0

Issued: 27th June 2016

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Revision: 0

Issue date: 27th June 2016

Base date: 2Q 2016

Project No. 368587

Issue and Revision Record

Rev	Status	Originator	Checker	Approver	Date	Reason For Issue
-	Estimate	T Woodbury	L Pannu	T Woodbury	24.06.16	Draft for comment
-	Estimate	T Woodbury	L Pannu	G Sims	27.06.16	Final Issue following review with NL / JH

Disclaimer

This document is issued for the party which commissioned it and for specific purposes connected with the captioned project only. It should not be relied upon by any other party or used for any other purpose. We accept no responsibility for the consequences of this document being relied upon by any other party, or being used for any other purpose, or containing any error or omission which is due to an error or omission in data supplied to us by other parties.

OVERVIEW

Brief description of the works

Client :	Brighton & Hove City Council
Location :	Madeira Terraces, Brighton
Nature of the works :	Structural repairs, refurbishment and development of existing structures.
Description :	Feasibility Study to determine the future strategy for repairs of the existing structures and to investigate development opportunities to inform future business plan.

Summary - By Phase**Cost**

2019 Works	£ 8,025,000
2021 Works	£ 7,703,000
2023 Works	£ 7,889,000

Total	<u>£ 23,617,000</u>

Please refer to detailed Basis of Cost information.

ADDITIONAL COST INFORMATION

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- 3 The following costs are excluded from the estimated cost, unless specifically stated within the detailed build-up, and provision should be made in the overall budget as necessary:-

VAT

Surveys

Land purchase, legal fees and finance charges

Finance charges

Development taxes, levies or other 'planning gain' items

Section 106 / 278 agreements

Landfill tax higher levy for Active Waste

Allowance for out of hours working

On site renewables / 'Zero Net Carbon' requirements etc.

4 Specific Exclusions

Repairs / maintenance to existing facilities except where specifically stated

Abnormal ground conditions or buried objects

Decontamination works

Asbestos removal

Diversion of existing services except where specifically stated

Contributions to Statutory Authorities

FF+E and ICT costs

Loose furniture and equipment

Removals / move management costs

Temporary accommodation

Fit out of 'Pod' units - constructed to shell and core specification only.

BASIS OF ESTIMATE

1 Generally

1.1 It is anticipated the works will be tendered competitively and procured on a traditional basis using a standard lump sum contract.

1.2 We have produced the estimate using the following information:

Mott MacDonald - Summary of Amey Management Report and Structural Inspections (not dated)
Mott MacDonald - Potential Refurbishment Works (not dated)
Wilkinson Eyre - Arch Module Design Concept 26.05.16
Wilkinson Eyre - Typical Elevation & Section
Mott MacDonald Indicative Phasing Schedule

1.3 We are assuming that the project will be phased in accordance with the phasing schedule provided by Mott MacDonald within the main report. For clarity, the following dates are assumed:

2019 Completion Works - Start on site Jan 2018
2021 Completion Works - Start on site Jan 2020
2023 Completion Works - Start on site Jan 2022

The costs assume that the works will be delivered as separate works packages for:

- 1 - Restoration of deck
- 2 - Restoration of terraces
- 2 - Restoration and refurbishment of Concorde 2
- 3 - Construction of retail 'pod' units to shell and core specification for tenant fit-out.

However it is likely that some of these works packages will be grouped together for programme efficiency and buildability reasons. The programming and phasing of all works requires further discussion.

1.4 No allowance has been made for asbestos removal works. It is recommended surveys are undertaken ASAP in order to assess the cost risks of such works.

1.5 No improvement works have been assumed to existing hard/soft landscaping unless specifically identified within the estimate.

1.6 Costs for restoration of terraces are generally based upon budget costs provided by Shepley Engineering, a specialist restoration contractor. At this stage of development it has not been possible to fully define the exact repair requirements. We have therefore assumed that repairs will be carried out on the following basis:

CAST IRON LATTICE BEAMS

Removal from site and off site shot blasting / cleaning / recoating
Replacement of complete member to 20% of existing
Major Repairs - e.g. new angles, plates, fixings to 20% of existing

CAST IRON EDGE BEAMS

Removal from site and off site shot blasting / cleaning / recoating
Replacement of complete member to 10% of existing
Major Repairs - e.g. building up edges, welding, plates, splicing, overplate repair to 20% of existing

CAST IRON COLUMNS

Removal from site and off site shot blasting / cleaning / recoating
Replacement of complete member to 10% of existing
Major Repairs - e.g. building up edges, welding, plates to 50% of existing
Line column with new cast iron downpipe

BASIS OF ESTIMATE

CAST IRON SPANDRELS (each 1/2 arch)

Removal from site and off site shot blasting / cleaning / recoating

Replacement of complete member to 10% of existing

Major Repairs - typically one-off localised repairs to 20% of existing

BRACKETS

Removal from site and off site shot blasting / cleaning / recoating

Replacement of complete member to 10% of existing

Major Repairs - e.g. building up edges, welding, plates to 20% of existing

GUTTERING, HOPPER & DOWNPIPE

Removal from site and off site shot blasting / cleaning / recoating

Replacement of complete member to 20% of existing

Major Repairs - e.g. brazing welds, plate repairs etc. to 20% of existing

BALUSTRADES

Removal from site and off site shot blasting / cleaning / recoating

Replacement of complete balustrade and panel to 10% of existing

Major Repairs - e.g. building up edges, small plate repair to 20% of existing

RETAINING WALL / MASONRY PIER

Replacement Padstones/Connection Detail

FOUNDATIONS

Allowance for new column bases

SEATING

Allowance for refurbishment of components, re-roofing and replacement of seating slats

- 1.7 No allowance has been made for the following in our arch refurbishment costs for the following:

Lighting to arches

Lighting to protection bollards

CCTV

Signage

Fire protection works

- 1.8 We have assumed that the replacement of the deck will be on a like-for-like basis with a steel structure infilled with concrete and topped in a tarmac finish. We have also allowed for the existing concrete jack arch interface with the retaining wall to be replaced by breaking out and recasting in situ concrete to the wall.
- 1.9 It is noted that the existing balustrading to the edge of the deck is not currently compliant with Building Regulations and there may be a requirement to either increase the height of the balustrade, or install a 'secondary' structure to achieve compliance. This requires further investigation, and is currently excluded from the estimate.
- 2.0 We have assumed that all excavated material will be removed from site.
- 2.1 Where areas under arches have been indicated as 'open event space' on the indicative phasing programme, we have allowed only for the area to be resurfaced with no allowance for further construction / upgrading.
- 2.2 We have assumed that the retail 'pods' will be constructed in a SIPS modular building system and will have no interfaces with the existing structure. The design of same is at a very early concept stage and requires further development.
- 2.3 We have approached two specialist building contractors who have provided costs for constructing the SIPS pods using Kingspan's TEK system. We have used these costs to inform our inclusion in the estimate for same.

BASIS OF ESTIMATE

- 2.4 The servicing strategy for the 'pod' installations is currently unclear. At present we have included an allowance in each phase for statutory authorities to provide incoming mains services to a convenient position near the site. We have not allowed for major new services infrastructure other than for a new substation to serve the pod units. It is advisable that this be investigated further by specialists as soon as possible.
- 2.5 Wilkinson Eyre have shown a mezzanine floor within the retail pod. We have assumed that this will be provided to 25% of the units in total.
- 2.6 We have assumed that the pods will be finished to shell and core level only, with the fit-out works to be undertaken by tenants. Shell and core specification is deemed to include:
Installation of floor slab, SIPS structure
Provision of capped electrical and water services to each unit
Task lighting and life safety
Glazing and external doors
- 2.7 No allowance has been made in the units for sprinklers, fire suppression systems or smoke extract.
- 2.8 No allowance has been made for any construction works to any area other than the pods under the terrace (i.e. any developments at deck level.
- 2.9 No scope of works is available for Concorde 2. We have assumed that the building will be subject to some dilapidations works, restoration of windows, internal strip out and refurbishment to shell and core specification for fit-out by tenant.
- 3.0 Design and construction contingency has been included at 15%
- 3.1 Professional fees have been included at 15%

2019 Completion Works

(Assume 2018 Start on Site)

Summary of Works Programme:

1. Arch Refurbishment

52 arches total

Arch	Potential Use	Arch	Potential Use	Arch	Potential Use	Arch	Potential Use
73	Event space (Open)	113	Spa	126	Bar	139	Cinema
74	Event space (Open)	114	Spa	127	Bar	140	Cinema
75	Event space (Open)	115	Spa	128	Café	141	Café
76	Event space (Open)	116	Spa	129	Café	142	Bar
77	Event space (Open)	117	Spa	130	Bar	143	Open
78	Event space (Open)	118	Art gallery	131	Bar	144	Open
79	Event space (Open)	119	Art gallery	132	Café	145	Open
80	Event space (Open)	120	Art gallery	133	Café	146	Open
81	Event space (Open)	121	Art gallery	134	Bar	147	Open
82	Event space (Open)	122	Art gallery	135	Bar	148	Open
83	Event space (Open)	123	Art gallery	136	Bar	149	Support Services
84	Event space (Open)	124	Art gallery	137	Cinema	150	Support Services
85	Event space (Open)	125	Art gallery	138	Cinema	151	Support Services

2. Replacement of deck

GIFA **1,677** m2

3. Concorde 2 Refurbishment

GIFA **600** m2Enabling

removal of safety fencing; breaking out posts, making good areas disturbed etc.
 Allowance for temporary works, establishing site access, compounds etc.
 Allowance for breaking out existing column bases
 Civils and infrastructure works related to services for pods; ducts etc. - excluded

quant	unit	rate	£/p
260	m	100.00	26,000
1	item	10,000.00	10,000
52	nr	250.00	13,000
Enabling total			49,000

Restoration of terrace structure**Preliminaries:**

Management and Supervision	1	Item	133,120.00	133,120
Overnight accommodation	1	Item	8,632.00	8,632
Logistics, HSE and Environmental Management	1	Item	23,296.00	23,296
Site temporary services	1	Item	988.00	988
On site plant / tool hire	1	Item	4,108.00	4,108
Transport	1	Item	4,368.00	4,368

Measured Works:

On Site Measured Works	52	Nr	5,770.83	300,083
Off site Restoration	52	Nr	6,046.13	314,399
Repairs - allowance per bay to include repair works to:	52	Nr	2,483.75	129,155
Columns				
Edge beams				
Gutters / hoppers				
Downpipes				
Spandrels				
Brackets				
Balustrades				
I-Section beams				
Lattice plates				
Re-casting - pattern and cast / fabrication; allowance per bay	52	Nr	3,800.00	197,600
Structural Engineer Design Fees	1	Item	5,500.00	5,500

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY



Allowance for replacing existing column bases;	52	nr	350.00	18,200
Allowance for works to existing staircases - making good, compliant handrails etc.	1	nr	10,000.00	10,000
Allowance to replace foundations as may be partially damaged during the works	1	nr	10,000.00	10,000
Replacement Padstones / Connection Detail to retaining wall / masonry pier	52	nr	1,100.00	57,200
New bollards	104	nr	350.00	36,400

Restoration total 1,253,048

Construction - Replacement of deck **Approximate area to be replaced = 1,677 m2**

Like-for-like replacement of the steel I-beams using S355 galvanised steel approximate size 305x102x33UB and in-situ concrete jack arches

Form temporary access, scaffold, netting etc.	1	Item	10,000.00	10,000
Strip off existing, deposit in skips	1,677	m2	8.00	13,416
Disposal costs - allowance	82	t	250.00	20,592
Replacement steel beams	82	t	2,100.00	172,973
Replacement concrete edge beam to jack arch	624	m	200.00	124,800
Precast concrete curved panels forming substrate	1,677	m2	90.00	150,930
Concrete topping 300mm	503	m3	135.00	67,919
Reinforcement 125kg/m3	63	t	1,250.00	78,609
Tarmacadam topping	1,677	m2	24.00	40,248
Waterproofing	1,677	m2	18.00	30,186
Drainage - cast iron gutters to retaining wall edge	260	m	300.00	78,000
Drainage - cast iron downpipes to the above	260	m	300.00	78,000
Allowance for restoration of existing seats / shelters	1	item	20,000	20,000
Allowance for secondary balustrade to meet current regs - excluded				
Allowance for breaking out existing planters	1	Item	50,000.00	50,000
Main Contractors Preliminaries	15%	Item	885,672.68	132,851
Main Contractors Overheads and Profit	5%	Item	1,068,523.58	53,426

Construction - Replacement of deck total 1,121,950

Construction - Pod installation

Note: 13 nr arches left open for event space

Substructure

Site preparation works	1,170	m2	1.50	1,755
Reduce level dig for GB slab 6 x 5.00 x 39	351	m3	12.00	4,212
Disposal of excavated material off site	351	m3	38.00	13,338
300mm GB slab	351	m3	140.00	49,140
Reinforcement say 100kg/m3	35	t	1,250.00	43,875
DPM	1,170	m2	3.00	3,510
e.o waterproofing to slab edges	402	m	18.00	7,236
Form upstands to slab along line of GF curtain wall / windows	195	m	55.00	10,725
Allowance for slab penetrations for underslung drainage	39	nr	75.00	2,925

Superstructure

SIPS system to form retail pods - Kingspan TEK system, to include transport to site and erection	39	nr	15,000.00	585,000
Shopfront doors / glazing	780	m2	500.00	390,000
Mezzanine structure - allowance to provide to 25% of units	10	nr	5,000.00	48,750
Balustrade to mezzanine where installed	10	nr	2,300.00	22,425
Staircase to mezzanine where installed	10	nr	2,700.00	26,325
Internal finishes - dust seal slab only	1,170	m2	5.00	5,850
Waterproofing rear wall - vertical	1,170	m2	12.00	14,040
Waterproofing 'roof' panel- horizontal	1,170	m2	12.00	14,040

Mechanical and Electrical Services

Allowance for shell and core level fit-out, to include:	39	nr	7,500.00	292,500
Installation of incoming building MEP services to a capped point on each unit				
Fire alarm installation				
Intruder alarm installation				
Task lighting				
Installation of below ground drainage with capped connection points				

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY



BWIC; services penetrations, patresses etc.						3%	Item	292,500.00	8,775
Allowance for works to open event areas	6	x	5.00	x	13	390	m2	90.00	35,100
Main Contractors Preliminaries						15%	Item	1,544,421.00	231,663
Main Contractors Overheads and Profit						5%	Item	1,811,184.15	90,559
<u>Site Incoming Services</u>									
Allowance for services connections to serve 52 nr pods						1	Item	100,000.00	100,000
Allowance for construction of new substation						1	Item	100,000.00	100,000
Construction - Pod installation total								2,101,743	

Construction - Concorde 2 refurbishment	Approximate GIFA = 600		m2						
Allowance for dilapidations works	600	m2	500.00	300,000					
Restoration of windows	36	nr	1,500.00	54,000					
New roofing and rainwater goods - allowance	600	m2	145.00	87,000					
Internal strip out works	600	m2	45.00	27,000					
Internal refurbishment - allowance £/m2	600	m	900.00	540,000					
Extra for stage etc.	1	Item	30,000.00	30,000					
Allowance for landscaping works to area around new site	1	Item	20,000.00	20,000					
Construction - Concorde 2 refurbishment total				1,058,000					

Abnormals									
Removal of asbestos - excluded	1	item		Excl.					
Abnormals total				-					
Sub total				5,583,741					

Contingency and Inflation									
Contingency	15.0%		5,583,741.25	837,561					
Tender price escalation - from current day (2Q16) to 3Q18 (construction midpoint)	8.66%		6,421,302.44	556,358					
Contingency and Inflation total				1,393,920					
Sub total				6,977,661					

Professional fees									
Generally	15.0%		6,977,660.77	1,046,649					
Professional fees total				1,046,649					
Total				8,024,310					

Summary									
Enabling				49,000.00					
Restoration of terrace structure				1,253,048.14					
Construction - Pod installation				2,101,743.36					
Construction - Concorde 2 refurbishment				1,058,000.00					
Construction - Replacement of deck				1,121,949.76					
Abnormals				0.00					
Contingency and Inflation				1,393,919.52					
Professional fees				1,046,649.12					
2019 Completion Works total				8,024,309.89					

2021 Completion Works (Assume 2020 Start on Site)

Summary of Works Programme:

1. Arch Refurbishment 52 arches total

Arch	Potential Use	Arch	Potential Use	Arch	Potential Use	Arch	Potential Use
1	Retail	14	Café	87	Hotel	100	Hotel
2	Retail	15	Open	88	Hotel	101	Hotel
3	Mod Museum	16	Open	89	Hotel	102	Hotel
4	Mod Museum	17	Open	90	Hotel	103	Hotel
5	Mod Museum	18	Open	91	Hotel	104	Hotel
6	Mod Museum	19	Open	92	Hotel	105	Hotel
7	Bar	20	Open	93	Hotel	106	Hotel
8	Bar	21	Open	94	Hotel	107	Hotel
9	Retail	22	Open	95	Hotel	108	Hotel
10	Retail	23	Open	96	Hotel	109	Hotel
11	Retail	24	Retail	97	Hotel	110	Hotel
12	Café	25	Retail	98	Hotel	111	Hotel
13	Café	86	Hotel	99	Hotel	112	Hotel

2. Replacement of deck

GIFA 1,560 m2 stair 1.00

quant unit rate £/p

Enabling

removal of safety fencing; breaking out posts, making good areas disturbed etc.
 Allowance for temporary works, establishing site access, compounds etc.
 Allowance for breaking out existing column bases
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Enabling total 49,000

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BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY



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New bollards	104	nr	350.00	36,400
			Restoration total	1,253,048

Construction - Replacement of deck Approximate area to be replaced = 1,677 m2

Like-for-like replacement of the steel I-beams using S355 galvanised steel approximate size 305x102x33UB and in-situ concrete jack arches

Form temporary access, scaffold, netting etc.	1	Item	10,000.00	10,000
Strip off existing, deposit in skips	1,677	m2	8.00	13,416
Disposal costs - allowance	82	t	250.00	20,592
Replacement steel beams	82	t	2,100.00	172,973
Replacement concrete edge beam to jack arch	624	m	200.00	124,800
Precast concrete curved panels forming substrate	1,677	m2	90.00	150,930
Concrete topping 300mm	503	m3	135.00	67,919
Reinforcement 125kg/m3	63	t	1,250.00	78,609
Tarmacadam topping	1,677	m2	24.00	40,248
Waterproofing	1,677	m2	18.00	30,186
Drainage - cast iron gutters to retaining wall edge	260	m	300.00	78,000
Drainage - cast iron downpipes to the above	260	m	300.00	78,000
Allowance for restoration of existing seats / shelters	1	item	20,000	20,000
Allowance for secondary balustrade to meet current regs - excluded				
Allowance for breaking out existing planters	1	Item	50,000.00	50,000
Main Contractors Preliminaries	15%	Item	885,672.68	132,851
Main Contractors Overheads and Profit	5%	Item	1,068,523.58	53,426

Construction - Replacement of deck total **1,121,950**

Construction - Pod installation

Substructure

Site preparation works	1,560	m2	1.50	2,340
Reduce level dig for GB slab 6 x 5.00 x 52	468	m3	12.00	5,616
Disposal of excavated material off site	468	m3	38.00	17,784
300mm GB slab	468	m3	140.00	65,520
Reinforcement say 100kg/m3	47	t	1,250.00	58,500
DPM	1,560	m2	3.00	4,680
e.o waterproofing to slab edges	532	m	18.00	9,576
Form upstands to slab along line of GF curtain wall / windows	260	m	55.00	14,300
Allowance for slab penetrations for underslung drainage	52	nr	75.00	3,900

Superstructure

SIPS system to form retail pods - Kingspan TEK system, to include transport to site and erection	52	nr	15,000.00	780,000
Shopfront doors / glazing	1,040	m2	500.00	520,000
Mezzanine structure - allowance to provide to 25% of units	13	nr	5,000.00	65,000
Balustrade to mezzanine where installed	13	nr	2,300.00	29,900
Staircase to mezzanine where installed	13	nr	2,700.00	35,100
Internal finishes - dust seal slab only	1,560	m2	5.00	7,800
Waterproofing rear wall - vertical	1,560	m2	12.00	18,720
Waterproofing 'roof' panel- horizontal	1,560	m2	12.00	18,720

Mechanical and Electrical Services

Allowance for shell and core level fit-out, to include:	52	nr	7,500.00	390,000
Installation of incoming building MEP services to a capped point on each unit				
Fire alarm installation				
Intruder alarm installation				
Task lighting				
Installation of below ground drainage with capped connection points				

BWIC; services penetrations, patresses etc. 3% Item 390,000.00 11,700

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY



Main Contractors Preliminaries	15%	Item	2,059,156.00	308,873
Main Contractors Overheads and Profit	5%	Item	2,368,029.40	118,401
Site Incoming Services				
Allowance for services connections to serve 52 nr pods	1	Item	100,000.00	100,000
Construction - Pod installation total				2,586,431
Abnormals				
Removal of asbestos - excluded	1	item		Excl.
Abnormals total				-
Sub total				5,010,429
Contingency and Inflation				
Contingency	15.0%		5,010,428.77	751,564
Tender price escalation - from current day (2Q16) to 3Q20 (construction midpoint)	16.25%		5,761,993.08	936,064
Contingency and Inflation total				1,687,628
Sub total				6,698,057
Professional fees				
Generally	15.0%		6,698,056.94	1,004,709
Professional fees total				1,004,709
Total				7,702,765
Summary				
Enabling			49,000.00	
Restoration of terrace structure			1,253,048.14	
Construction - Pod installation			2,586,430.87	
Construction - Replacement of deck			1,121,949.76	
Abnormals			0.00	
Contingency and Inflation			1,687,628.17	
Professional fees			1,004,708.54	
REDEVELOPMENT OPTIONS - FEASIBILITY STUDY total			7,702,765.48	

1,

1,

1,

2023 Completion Works (Assume 2022 Start on Site)

Summary of Works Programme:

1. Arch Refurbishment 47 arches total

Arch	Potential Use	Arch	Potential Use	Arch	Potential Use	Arch	Potential Use
26	Retail	39	Retail	52	Retail	65	Hostel
27	Retail	40	Retail	53	Café	66	Hostel
28	Co-work Office	41	Retail	54	Café	67	Hostel
29	Co-work Office	42	Retail	55	Exhibition / Event	68	Hostel
30	Co-work Office	43	Retail	56	Exhibition / Event	69	Hostel
31	Co-work Office	44	Retail	57	Exhibition / Event	70	Hostel
32	Co-work Office	45	Retail	58	Exhibition / Event	71	Hostel
33	Co-work Office	46	Retail	59	Exhibition / Event	72	Hostel
34	Co-work Office	47	Retail	60	Exhibition / Event		
35	Co-work Office	48	Retail	61	Exhibition / Event		
36	Co-work Office	49	Retail	62	Restaurant		
37	Café	50	Retail	63	Restaurant		
38	Café	51	Retail	64	Restaurant		

2. Replacement of deck

GIFA 1,516 m2 stair 2.00

quant unit rate £/p

Enabling

removal of safety fencing; breaking out posts, making good areas disturbed etc.
 Allowance for temporary works, establishing site access, compounds etc.
 Allowance for breaking out existing column bases
 Civils and infrastructure works related to services for pods; ducts etc. - excluded

235	m	100.00	23,500
1	item	10,000.00	10,000
47	nr	250.00	11,750

Enabling total 45,250

Restoration of terrace structure**Preliminaries:**

Management and Supervision	1	Item	120,320.00	120,320
Overnight accommodation	1	Item	7,802.00	7,802
Logistics, HSE and Environmental Management	1	Item	21,056.00	21,056
Site temporary services	1	Item	893.00	893
On site plant / tool hire	1	Item	3,713.00	3,713
Transport	1	Item	3,948.00	3,948

Measured Works:

On Site Measured Works	47	Nr	5,770.83	271,229
Off site Restoration	47	Nr	6,046.13	284,168
Repairs - allowance per bay to include repair works to:	47	Nr	2,483.75	116,736
Columns				
Edge beams				
Gutters / hoppers				
Downpipes				
Spandrels				
Brackets				
Balustrades				
I-Section beams				
Lattice plates				
Re-casting - pattern and cast / fabrication; allowance per bay	47	Nr	3,800.00	178,600
Structural Engineer Design Fees	1	Item	5,500.00	5,500

Allowance for replacing existing column bases;	47	nr	350.00	16,450
Allowance for works to existing staircases - making good, compliant handrails etc.	1	nr	10,000.00	10,000
Allowance to replace foundations as may be partially damaged during the works	1	nr	10,000.00	10,000
Replacement Padstones / Connection Detail to retaining wall / masonry pier	52	nr	1,100.00	57,200
New bollards	94	nr	350.00	32,900

Restoration total 1,140,515

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY



Construction - Replacement of deck Approximate area to be replaced = **1,516** m2

Like-for-like replacement of the steel I-beams using S355 galvanised steel approximate size 305x102x33UB and in-situ concrete jack arches

Form temporary access, scaffold, netting etc.	1	Item	10,000.00	10,000
Strip off existing, deposit in skips	1,516	m2	8.00	12,126
Disposal costs - allowance	74	t	250.00	18,612
Replacement steel beams	74	t	2,100.00	156,341
Replacement concrete edge beam to jack arch	624	m	200.00	124,800
Precast concrete curved panels forming substrate	1,516	m2	90.00	136,418
Concrete topping 300mm	455	m3	135.00	61,388
Reinforcement 125kg/m3	57	t	1,250.00	71,051
Tarmacadam topping	1,516	m2	24.00	36,378
Waterproofing	1,516	m2	18.00	27,284
Drainage - cast iron gutters to retaining wall edge	235	m	300.00	70,500
Drainage - cast iron downpipes to the above	235	m	300.00	70,500
Allowance for restoration of existing seats / shelters	1	item	20,000	20,000
Allowance for secondary balustrade to meet current regs - excluded				
Allowance for breaking out existing planters	1	Item	50,000.00	50,000
Main Contractors Preliminaries	15%	Item	815,396.46	122,309
Main Contractors Overheads and Profit	5%	Item	987,705.92	49,385

Construction - Replacement of deck total **1,037,091**

Construction - Pod installation

Substructure

Site preparation works	1,410	m2	1.50	2,115
Reduce level dig for GB slab 6 x 5.00 x 47	423	m3	12.00	5,076
Disposal of excavated material off site	423	m3	38.00	16,074
300mm GB slab	423	m3	140.00	59,220
Reinforcement say 100kg/m3	42	t	1,250.00	52,875
DPM	1,410	m2	3.00	4,230
e.o waterproofing to slab edges	482	m	18.00	8,676
Form upstands to slab along line of GF curtain wall / windows	235	m	55.00	12,925
Allowance for slab penetrations for underslung drainage	47	nr	75.00	3,525

Superstructure

SIPS system to form retail pods - Kingspan TEK system, to include transport to site and erection	47	nr	15,000.00	705,000
Shopfront doors / glazing	940	m2	500.00	470,000
Mezzanine structure - allowance to provide to 25% of units	12	nr	5,000.00	58,750
Balustrade to mezzanine where installed	12	nr	2,300.00	27,025
Staircase to mezzanine where installed	12	nr	2,700.00	31,725
Internal finishes - dust seal slab only	1,410	m2	5.00	7,050
Waterproofing rear wall - vertical	1,410	m2	12.00	16,920
Waterproofing 'roof' panel- horizontal	1,410	m2	12.00	16,920

Mechanical and Electrical Services

Allowance for shell and core level fit-out, to include:	47	nr	7,500.00	352,500
Installation of incoming building MEP services to a capped point on each unit				
Fire alarm installation				
Intruder alarm installation				
Task lighting				
Installation of below ground drainage with capped connection points				
BWIC; services penetrations, patresses etc.	3%	Item	352,500.00	10,575
Main Contractors Preliminaries	15%	Item	1,861,181.00	279,177
Main Contractors Overheads and Profit	5%	Item	2,140,358.15	107,018

Site Incoming Services

Allowance for services connections to serve 47 nr pods	1	Item	80,000.00	80,000

Construction - Pod installation total **2,327,376**

Abnormals

Removal of asbestos - excluded	1	item		Excl.

BRIGHTON & HOVE CITY COUNCIL

MADEIRA TERRACES

REDEVELOPMENT OPTIONS - FEASIBILITY STUDY

M
M
MOTT
MACDONALD

Abnormals total -

Sub total 4,550,232

Contingency and Inflation

Contingency

15.0% 4,550,231.94 682,535

Tender price escalation - from current day (2Q16) to 3Q22 (construction midpoint)

31.09% 5,232,766.73 1,626,624

Contingency and Inflation total 2,309,159

Sub total 6,859,391

Professional fees

Generally

15.0% 6,859,390.76 1,028,909

Professional fees total 1,028,909

Total 7,888,299

Summary

Enabling	45,250.00
Restoration of terrace structure	1,140,514.67
Construction - Pod installation	2,327,376.06
Construction - Replacement of deck	1,037,091.22
Abnormals	0.00
Contingency and Inflation	2,309,158.82
Professional fees	1,028,908.61

total **7,888,299.37**

Subject:	Stanmer Estate, Parks for People Approval of Grant Application - Extract from the proceedings of the Environment, Transport & Sustainability Committee Meeting held on the 28 June 2016		
Date of Meeting:	14 July 2016		
Report of:	Executive Lead for Strategy, Governance & Law		
Contact Officer:	Name:	John Peel	Tel: 29-1058
	E-mail:	john.peel@brighton-hove.gov.uk	
Wards Affected:	Hollingdean & Stanmer		

FOR GENERAL RELEASE

Action Required of the Policy, Resources & Growth Committee:

To receive the item referred from the Environment, Transport & Sustainability Committee for decision:

Recommendation:

That the Policy, Resources & Growth Committee approve the submission of the HLF application for the Stanmer Project due to be made in August 2016.

BRIGHTON & HOVE CITY COUNCIL
ENVIRONMENT, TRANSPORT & SUSTAINABILITY COMMITTEE

4.00pm 28 JUNE 2016

THE RONUK HALL, PORTSLADE TOWN HALL

MINUTES

Present: Councillors Mitchell (Chair) Atkinson, Deane, Greenbaum (Group Spokesperson), Janio (Opposition Spokesperson), Miller, Moonan, Robins, G Theobald and Wares

PART ONE

10 STANMER ESTATE, PARKS FOR PEOPLE APPROVAL OF GRANT APPLICATION

- 10.1 The Committee considered a report of the Acting Executive Director of Economy, Environment & Culture that provided information on progress made on the Heritage Lottery Fund (HLF) grant application for Stanmer Park and requested the Committee recommend to Policy, Resources & Growth Committee to approve the submission of the HLF application for the Stanmer Project to be made in August 2016.
- 10.2 Councillor Janio thanked officers for their hard work on the Stanmer Project thus far and noted his support for the report recommendations. Councillor Janio requested that Members be kept informed of the Stanmer Project as it progressed and that the Stanmer Project Board be retained as a method of retaining openness and Member input. Councillor Janio asked if officers had met with the new tenant of Stanmer House and representatives from Plumpton College.
- 10.3 The Parks Projects & Strategy Manager confirmed that officers had met with the new tenant and discussions had found their aspirations to be parallel with the council's position. A memorandum of understanding is being developed with Plumpton College to confirm their commitment to the project. The college would be sending a letter of intent to support to the application.
- 10.4 Councillor Greenbaum stated that whilst she was supportive of the plans in principle, she had reservations with regard to the provision of parking. Under the plans, parking spaces would be increasing substantially and that was a serious issue that had not been detailed thoroughly in the report.
- 10.5 The Chair stated that a decision on parking provision had not yet been reached and requested officers to elaborate further.
- 10.6 The Parks Projects & Strategy Manager stated that the Sustainable Travel Plan is still a draft and not a document that is an actual requirement of the HLF bid submission. It is

intended to bring a report on a Traffic Regulation Order for parking in Stanmer Park to committee in October.

- 10.7 Councillor Janio noted that sustainable transport options from his ward and western areas of Hove were very poor so whilst he supported an increase in parking provision to enable people to travel to the Stanmer Estate, he acknowledged the finer details of the plans were yet to be decided and a position of compromise could be reached as the project progressed.
- 10.8 Councillor Theobald stated that he understood there would be an increase in events and hospitality at Stanmer House and it appeared logical that would necessitate an increase in parking provision.
- 10.9 Councillor Greenbaum stated that in her view, the question of parking provision was important to the project and she felt the committee should be discussing the matter in more depth.
- 10.10 **RESOLVED-** That the Environment, Transport & Sustainability Committee notes the progress made on the HLF bid outlined in this report and recommends that Policy, Resources & Growth Committee approve the submission of the HLF application for the Stanmer Project due to be made in August 2016.

Subject:	Stanmer Estate, Parks for People Approval of Grant Application		
Date of Meeting:	28 June 20169 - Environment, Transport & Sustainability Committee 14 July 2016 – Policy, Resources & Growth Committee		
Report of:	Acting Executive Director of Economy, Environment & Culture		
Contact Officers:	Name:	Ian Shurrock Paul Campbell Rob Dumbrill	Tel: 29-3007
	Email:	ian.shurrock@brighton-hove.gov.uk paul.campbell@brighton-hove.gov.uk rob.dumbrill@brighton-hove.gov.uk	
Ward(s) affected:	Hollingdean and Stanmer		

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

- 1.1. Stanmer Estate and Country Park is an important 18th century landscape with many historical features and buildings. The Park is used for recreation, sport and leisure space as well as land for food growing. In addition, the Park is home to residents in Stanmer Village and also an operational base for a number of businesses and organisations including Cityparks. Stanmer Park lies within the South Downs National Park (SDNP), has significant conservation value and is home to four Scheduled Ancient Monuments, ten Archaeologically Sensitive Areas and twenty-nine listed structures. See Appendix 3 “Heritage designations”.
- 1.2. The land was purchased by the Brighton Corporation (now BHCC) in 1947 principally to protect the aquifer water supply.
- 1.3. Stanmer Park is on the Historic England (HE) “At Risk” Register and in need of significant investment together with more coherent management arrangements. The council was successful in securing a development or Stage 1 grant of £291,400 from Heritage Lottery Fund (HLF) Big Lottery in December 2015. Since then the council has been working with Plumpton College and the SDNPA (as well as other stakeholders including Historic England) on the future of the Park. This is to prioritise restoration and improvement works and to develop a long term vision for the estate over the next 10 years.

- 1.4. It is proposed to submit the Heritage Lottery Fund (HLF) Big Lottery fund Stage 2 grant application in August 2016. The area of the Park to be improved from this grant is limited to 20 hectares of the 485 hectare estate. This includes the main entrance, formal parkland and walled garden areas. This report summarises the progress made to date on the project and seeks approval for grant submission of the HLF bid. The bid is supported by a range of documents placed in the Members' room and by Property & Design in progressing work on the regeneration of the Traditional Agricultural Buildings.
- 1.5. A previous Environment, Transport and Sustainability Committee (ETS) in January 2014 approved consultation and development of bids to the HLF for Stanmer Park.
- 1.6. Policy and Resources Committee (July 2014) approved:
 - Submission of stage 1 bid to HLF
 - The funding package required to deliver the proposals set out in the bid, including re-location of the Cityparks depot
 - Research into alternative governance arrangements to manage the estate.
 - The process to re-examine development opportunities for the Traditional Agricultural Buildings in Stanmer (Home Farm)
- 1.7. To support the Masterplan and Conservation Plan (protecting the heart of the conservation area and improve access to the Park and its facilities) it is intended to put in place a Traffic Regulation Order (TRO). This will allow charges for parking to be implemented at an appropriate point during the delivery stage. This is proposed to fund parking management, overcome current obstruction issues, provide additional income to implement the business plan associated with the PfP bid and for the ongoing improvement of the estate. The request to consult for the TRO will be brought to the October 2016 ETS committee.

2. RECOMMENDATIONS:

That the Environment, Transport & Sustainability Committee:

- 2.1 Notes the progress made on the HLF bid outlined in this report and recommends that Policy, Resources & Growth Committee approve the submission of the HLF application for the Stanmer Project due to be made in August 2016.

That the Policy, Resources & Growth Committee:

- 2.2 Agrees the approach outlined in this report to apply for grant funding for the Stanmer Project to Heritage Lottery Fund/Big Lottery Fund Parks for People in August 2016.
- 2.3 Delegates authority to the Acting Executive Director of Environment, Development & Housing and the Executive Director of Finance & Resources to oversee the completion of the Stage 2 funding bid and to sign off the final documents prior to submission to HLF.

2. CONTEXT/ BACKGROUND INFORMATION

- 2.1. Stanmer Park is a popular, historic country park. It is a significant gateway to the South Downs National Park and has potential to encourage more tourism, promote sustainable growth and create new jobs linking in closely with the City's Vision and Values and those of the UNESCO Biosphere.
- 2.2. There is no Conservation Plan for the estate and historically important features of the park landscape and the Conservation Area are on Historic England's "At Risk Register". The SDNPA (planning authority) has reviewed all listed buildings and designated the Well House as "At Risk" and the Long Barn as "vulnerable to risk". The Estate contains 29 listed buildings or structures and four scheduled monuments.
- 2.3. In April 2012 Cabinet approved proposals to carry out a development appraisal for the council managed traditional agricultural buildings, and the report also confirmed work had commenced on a Masterplan to ensure a holistic approach to any development proposals. The development appraisal was jointly funded with the SDNPA.
- 2.4. In January 2014 ETS Committee agreed governance arrangements for the project and granted permission to consult on a Masterplan in preparation for submission of a funding bid to the Heritage Lottery Fund. The project is being managed by Cityparks Project Team. In July 2014 Policy & Resources Committee agreed the match funding requirement for the HLF bid project from a number of identified non-core surplus agricultural buildings.
- 2.5. In October 2014 Policy and Resources agreed submission of the stage 1 PfP Bid
- 2.6. In August 2015 the council submitted a successful development or Stage 1 grant bid to Parks for People (PfP) funding Heritage Lottery Fund (HLF) Big Lottery. Since January 2016 the following progress has been made:
 - A Masterplan developed with the key elements summarised below.
 - The Masterplan has been costed and grant funding identified along with BHCC funding. Partnership agreements are being negotiated with Plumpton College and SDNPA.
 - Public consultation on the Masterplan has been completed and supported.
 - Engagement with key stakeholders has continued, in particular with Stanmer residents and businesses, Stanmer Organics, The Platform (formerly the Care Co-ops) and Plumpton College.
 - Draft documents produced to support the HLF application, including business plan, interpretation plan, activity plan outline and detailed designs together with further supporting evidence from surveys, consultation and development of a sustainable travel plan.
 - Plumpton College have agreed in principle to manage and maintain the walled Garden on a lease from BHCC delivering HLF outcomes including public access, high quality horticultural displays and education.

- 2.7. The Policy & Resources Report of February 2016 agreed the detailed PfP match funding requirements, following the worked up business case details and reviews of the identified surplus properties previously agreed for disposal in July 2014 based on revised valuations. The March 2016 ETS committee agreed the next steps in the “The Big Conversation” – An Open Spaces Strategy for Brighton & Hove. This included the commitment to review a wide range of management arrangements for open spaces including those for Stanmer Park.
- 2.8. Management options for the estate are currently being considered with internal teams and external partners to ensure that the estate is better managed and less reliant on BHCC budgets. Legal, procurement and finance colleagues are part of the delivery team working on this. In the short term, in order to support the bid and re-assure HLF and HE that BHCC are committed to improving the management of the estate, an interim arrangement will be in place. There is currently a management group comprising Property and Design Estates and Cityparks along with the managing agent Savills. This group meets monthly and will be expanded on a quarterly information sharing basis to include our partner organisations i.e. SDNPA and Plumpton College, this will be in place until the delivery phase is complete.
- 2.9. The PfP project will deliver aspects of the Masterplan across key areas of the estate encompassing 20 hectares including the 18th century parkland and approach to Stanmer House; the Walled Garden including Nursery and adjacent depot area.

The aims of the Masterplan are to:

- Restore the designed landscape and its assets and restore heritage features. Not all of this work is covered in the PfP bid due to the scale of the estate and limits on funding.
- Address traffic and parking issues and improve access to the park, including improved sustainable transport links to and within the park.
- Relocate the Cityparks depot and other structures or uses which are not in keeping with the historic context of the park and restore the landscape.
- Restore the walled garden nursery and surrounding area.
- Deliver horticultural and heritage gardening training and food production.
- Engage people in the understanding of the historic landscape and in volunteering and training.
- Provide interpretation and learning facilities for the heritage of the estate and South Downs.
- Deliver a financially sustainable park management plan and a new coherent management structure including additional staff funded by the business plan and HLF to ensure future maintenance to a high standard.
- Outside of the bid and to support the aims of the Conservation Plan and Masterplan a woodland management plan is being developed.

2.10. Alongside the proposals within the Parks for People bid Property & Design are working towards additional aims of the Masterplan relating to Traditional Agricultural Buildings. Following authority from February 2016 Policy & Resources Committee, Property & Design have been reviewing the development appraisal of the Traditional Agricultural Buildings. Redevelopment options and associated funding proposals have been explored for these council owned buildings (which are “at risk”) to look at potential viable uses including office space for SDNPA, visitor/interpretation centre, appropriate retail, small business and community use. A separate report on this matter will also be considered at the Policy, Resources and Growth Committee at the July 2016 meeting.

2.11. Traffic & Parking

There are no parking controls in Stanmer Park. This is resulting in displacement from other areas, particularly the university students during weekdays with Sussex University operating a pay and display system within its own car parks. During the weekends the high number of cars results in access problems for bus and emergency vehicles. On a number of occasions the bus service has been suspended. Locations for car parks have been developed balancing the need to protect the main conservation area of the park, (as advised by Historic England and SDNPA planners). The access needs for residents, visitors and organisations based in the Park have also needed to be taken into account. Further information on the proposals is included in the draft Sustainable Travel Plan.

The PfP business plan includes using income derived from parking operations to pay for improved management and maintenance of the estate and further improvements over time in line with the conservation plan.

The intention is to bring a report to the ETS committee in October 2016 for permission to consult on a Traffic Regulation Order, once the grant application has been submitted.

2.12. Masterplan costs and funding strategy

The PfP project has been costed in detail by the project consultants and quantity surveyor. The total estimated cost to deliver the PfP Project is £5,833,804 with a match funding requirement from BHCC and partners of £2,047,324. The costs include:

- £4,111,447 capital repair and conservation costs and fees to manage this.
- £604,035 for the delivery of activities, interpretation and staff costs to deliver the management plan once the works have been completed.
- £652,853 allowance for contingency, inflation and management costs.
- £300,000 increase in maintenance costs covered by the business plan, (based on 5years @£60,000 p.a.)
- £165,469 volunteering and in kind costs and benefits

The balance of figures in the cost plan may change slightly as the project progresses but the overall figures and match funding will stay the same. Sufficient contingency and inflation has been built in to the costs such that they are not expected to increase.

The revised match funding for the PfP Project, along with the review of the development appraisal of the Traditional Agricultural Buildings and in principle capital funding proposals for their redevelopment, was approved by Policy and Resources Committee in February 2016. The review of the development appraisal of the Traditional Agricultural Buildings and resultant options explored will inform the capital requirements to be provided, identify the non-core surplus agricultural assets to be disposed of and any potential development sites within Stanmer.

The value of the grant application and the match funding requirement is set out in the table below, volunteer and in kind support is shown as a cost and income.

	Parks for People Grant 65% grant 35% Match
	Landscape, roads, car parking, walled garden
Potential HLF Grant	£3,786,480
Match Funding Requirement from BHCC	£1,419,580
Capital Match Funding Sought From Other Partners (inc £100k secured from Plumpton College)	£192,244
Revenue Match funding to be delivered by new income sources as part of business plan, to cover increased maintenance costs and volunteer costs and in kind contributions	£435,500
Grand Total	£5,833,804

2.13. Alternative Options

The proposed Masterplan requires significant investment and a holistic approach to managing the park is proposed. The alternative options, Do Nothing or Fund Essential Works Only have been considered below.

Do Nothing

- Stanmer Park including Home Farm is on the Historic England “At Risk Register”. As a minimum the council is required to prevent further deterioration to the Park and the buildings and it can be subject to enforcement action from the SDNPA as the planning authority.
 - Some of the offices in the Park, accommodating the SDNP, animal welfare and pest control need to be replaced as they are no longer fit for purpose. If no new offices are provided it is likely that the SDNPA will relocate elsewhere.
 - Traffic and parking is having a detrimental impact on the heritage, access to the Park and its infrastructure.

- Unmanaged car parking has also impacted access for the 78 bus causing withdrawal of service on occasion and potential problems for emergency vehicles on weekends.
- The access road, car parks and walled garden are in a poor state of repair.
- Public expectation is that Stanmer Park will be improved.
- This may impact plans to improve Traditional Agricultural Buildings and find new uses by restricting access.
- HLF lose confidence in BHCC potentially jeopardising future bids across the city.

Fund Essential Works Only

- The authority could fund essential works to address the immediate conservation concerns from the funding identified and fund some improvements to parking through the implementation of parking controls.
- The access road will need to be resurfaced properly in the medium term with an estimated cost of £660,000.
- HLF lose confidence in BHCC potentially jeopardising future bids across the city
- Public and partner disappointment and subsequent media attention.

3. COMMUNITY ENGAGEMENT & CONSULTATION

Three stages of consultation have been carried out to inform the Masterplan.

- 2013 – Consultation: found out how residents use the park, what is important to them and what would improve visits. Over 1500 people responded to the consultation.
- 2014 – Consultation: respondents were asked their views on proposed physical improvements to the parkland, uses for Home Farm, restoration of the Walled Garden and activities they would like to see in the park. Over 1,100 people responded to the consultation.
- 2016 – Consultation: consultation took place on the developed Masterplan and activity plan with over 500 responses.

The consultations have shown that there is overwhelming support for the high level proposals and significant interest in some of the proposed uses and activities in the park.

Throughout the project engagement has taken place with key stakeholders and numerous workshops and meetings have been held on specific aspects of the project, including parking, Stanmer Church, Stanmer Nurseries and Home Far

4. NEXT STEPS

- 4.1. Subject to the decision by this Committee, the next steps in the project are summarised in the table below.

Date	Milestone
July 2016	P, R & G report - Traditional Agricultural Buildings development review
August 2016	Submission of Stage 2 Parks for People Bid (Final date 1 st Sept 2016)
October 2016	Report to E,T,S requesting to consult on Traffic Regulation Order
January 2017	HLF decision on Stage 2 bid
Spring 2017	Detailed design and development of specification procurement for contractors
Jan 2018- Jan 2019	Site works

5. CONCLUSION

- 5.1. Submitting a bid for delivery of the Masterplan will create a one-off opportunity to receive nearly £4m of external funding to invest in the City's largest park. This will help to create new employment and enjoyment opportunities for residents and visitors. It will also contribute to raising the profile of the City as a visitor attraction, celebrate the City's location as a gateway to the South Downs and raise the profile of the Brighton and Lewes Downs Biosphere.

6. FINANCIAL & OTHER IMPLICATIONS:

- 6.1. Financial Implications:

Stage 1 HLF of £291,400 was received in December 2015 to support the development of the project and the application for £3,786,480 Stage 2 grant will provide approximately 65% of the funding toward the total project cost estimated at £5,833,000. The remaining match funding will be met through a combination of contributions from Brighton and Hove Council, external partners, volunteer contributions and in kind contributions. The Council has identified their proportion of the match funding to come from the disposal of a number of surplus assets and these were detailed to Policy & Resources Committee on 11 February 2016.

Finance Officer Consulted: Rob Allen

Date: 27/05/16

Legal Implications:

- 6.2. At the stage when it is proposed to proceed with a TRO, further Committee authority will be required prior to public consultation. If objections are received, ETS Committee will be required to consider such objections. Where it is proposed to proceed with the procurement of works or services, the Council's Contract Standing Orders will need to be followed.

Lawyer Consulted: Elizabeth Culbert

Date: 15/06/16

Equalities Implications

- 6.3. The overall Masterplan for the PFP project area will be subject to an Equalities Impact Assessment during the delivery phase if the grant funding is approved.

6.4. Sustainability Implications

Saving Energy: Conversion of buildings within the project area to provide suitable spaces for a small café and converting offices to classrooms will be carried out to ensure energy use is kept to a minimum.

Reducing Waste: A waste reduction plan will be produced as part of the process to develop and restore the site.

Sustainable Transport: A sustainable travel plan will be produced to encourage users to consider all means of transport when accessing the park, support the bid to HLF and to support the planning application.

Sustainable Materials: Wherever possible construction materials and methods will be sourced with low embodied energy and sourced locally.

Local and Sustainable Food: One of the aims of the project is to develop a food growing operation as part of the ongoing legacy.

Sustainable Water: Part of this project aims to manage surface water catchment within the estate using sustainable drainage and illustrate the importance of water in the heritage of the estate.

Land Use and Wildlife: The wider project has produced a Conservation Plan looking at ecological, archaeological and heritage significances across the estate. Setting out policies which include measures to protect, manage and enhance wildlife habitats and create new space for biodiversity.

Culture & Community: The project aims to nurture a culture of sustainability, community and a sense of place which builds on local heritage (physical and cultural) by engaging with a range of audiences and developing interest in Stanmer, particularly in groups of people under represented on site at present.

Equity & Local Economy: New employment will be developed as part of the project both in the core project and through partner organisations on site, trading opportunities will also be developed for local artisans and producers through retail opportunities.

Health & Happiness: The project and associated activity plan will encourage active, sociable, meaningful engagement and will promote good health and wellbeing.

Any Other Significant Implications:

- 6.5. The intention is for the management of the Estate to be improved with proposed new staff on site and a strong set of guidelines to steer future development and investment.

Public Health Implications:

- 6.6. Improvements to the area of the PfP project along with a full activity schedule and improved marketing and presence will encourage more people to take advantage of this important heritage site. Offering fresh air, beautiful scenery and gardens, the chance to relax and to volunteer with likeminded people are known to have positive health benefits. Incorporation of improvements for walking and cycling within the project will also encourage more people to become physically active.

Corporate / Citywide Implications:

- 6.7. Stanmer Park represents approximately one third by area of the whole City's parks assets and as such is a citywide and regional resource that has been recognised corporately as requiring a step change in management and investment to secure its long term future. The investment would enhance the Park's role as a major destination for visitors and residents to the City.

SUPPORTING DOCUMENTATION

Appendices:

1. Plan showing area under direct influence of Parks for People bid
- 2 Stanmer Heritage Designations

Documents in Members' Rooms

1. Landscape Masterplan and Proposals report (draft)
2. Activity Plan (draft)
3. Activity Action Plan (draft)
4. Business Plan (draft)
5. Interpretation Plan(draft)
6. Conservation Plan (summary and policies, draft)
7. Sustainable Travel Plan (draft)

Background Documents

1. Policy and Resources Committee Report February 2016
2. Policy and Resources Committee Report July 2014
3. Environment, Transport and Sustainability Committee Report January 2014

AREA WITHIN AUC EDOKE PSP AREA



Legend

	Park boundary		Listed Building / Structure		Archaeological feature
	H.F. boundary		House		Conservation Area
	Woodland & trees		Barn / Office / Greenhouse		Surveyed Tree: A-Grade
	General Grassland		Pond		Surveyed Tree: B-Grade
	Mown grass		Road (Tarmac)		Surveyed Tree: C-Grade
	Gardens		Track / Path		Surveyed Tree: U-Grade
	Nursery / Vegetable Plots				

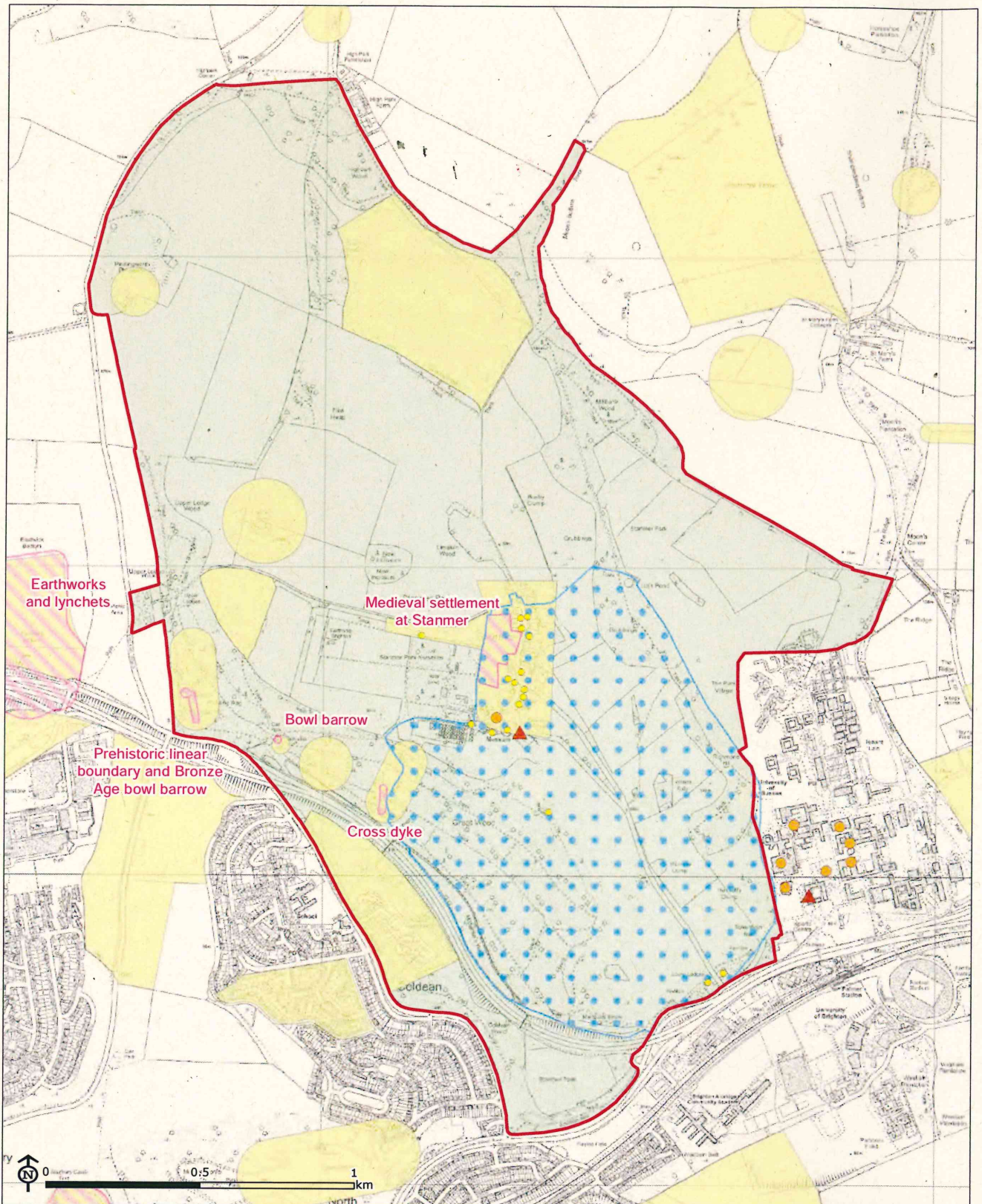
0 50 100 150m

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www.landuse.co.uk

Project:
Stammer Park
Stage II H.F. Parks for People Grant
Client:
Brighton & Hove City Council

Task:
Existing Layout
Code Area

Scale:
1:25000 A1
Date:
12/06/2016
Author:
JAY HAY
Drawing No:
0025
Status:
A



- Stanmer Park boundary
- Stanmer Conservation Area
- Scheduled Monument
- Archaeological Notification Areas
- Stanmer Park Grade II Registered Park and Garden of Special Historic Interest in England

Listed Building

- ▲ Grade I
- Grade II*
- Grade II

NB. See Site Features Plan for further details of listed buildings and structures

Stanmer Park

Figure 3.2: Heritage Designations

Source: Brighton and Hove City Council



Map Scale @ A4: 1:17,500

Subject:	Prince Regent Swimming Complex – mechanical and electrical replacement works		
Date of Meeting:	14 July 2016		
Report of:	Acting Executive Director of Economy, Environment and Culture		
Contact Officer:	Name:	Ian Shurrock Kerry Taylor	Tel: 29-2084
	Email:	ian.shurrock@brighton-hove.gov.uk kerry.taylor@brighton-hove.gov.uk	
Ward(s) affected:	St Peter’s & North Laine		

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

- 1.1 The air handling system (AHS) at the Prince Regent Swimming Complex (PRSC) is reaching the end of its operational life and requires complete replacement. If not replaced soon there is a real danger of the existing plant failing. If the existing plant fails then the pools would have to close, as it would be a serious health and safety risk to run the pools without the appropriate ventilation.
- 1.2 This report requests committee approval for a tender exercise to be undertaken (supported by the Corporate Procurement team) for the works required. A budget estimate for the works is £0.728m and therefore Policy, Resources & Growth Committee approval is required to progress the works.
- 1.3 With the prospect of the King Alfred Leisure Centre closing for redevelopment, it is even more important that the operation of the PRSC is not affected, in order that a further loss of pool provision does not take place during the redevelopment project.

2. RECOMMENDATIONS:

That Policy, Resources & Growth Committee:

- 2.1 Approve the procurement of a contract for works to replace the air-handling system and associated works as listed in 3.10 at the Prince Regent Swimming Complex.
- 2.2 Grants delegated authority to the Executive Director for Economy, Environment & Culture (Acting or otherwise), in consultation with the Executive Director, Finance & Resources to carry out the procurement and award of the contract referred to in 2.1 above.
- 2.3 Approve a capital budget of £0.728m for this project which will be funded as detailed in paragraph 3.11.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Prince Regent Swimming Complex is one of the City's most popular and well-used sports facilities, with over 327,000 visits each year. The complex consists of a 25m competition pool, shallow pool, teaching pool, 'flexi' pool with a movable floor and a 35-station fitness suite.
- 3.2 The complex was built in 1981 and contains the originally installed air handling system, which provides heating, ventilation and air conditioning (HVAC) to all areas, including the swimming pool halls and changing rooms. This has now come to the end of its useful life.
- 3.3 An independent condition survey has shown that the system is beyond economical repair. Replacement is needed to ensure the required heating and ventilation for the swimming pool halls is provided.
- 3.4 During cold spells the required air temperature is not reached, which impacts negatively upon swimmers. In addition, without the right control over the air temperature and circulation, there is a danger that there could be damage to the fabric of the building. Currently, the existing system is vulnerable to a complete failure, which would lead to a closure of the facility.

Feasibility study – Mechanical and Electrical Systems

- 3.5 Leisure Energy (a company specialising in energy saving solutions in leisure facilities) were appointed by the council to undertake a feasibility study. They were instructed to provide an estimate of the likely capital costs for replacement of the air handling system, together with the potential benefits of a new efficient system.
- 3.6 The feasibility study also looked at other options to improve the site's energy efficiency and the ability of the building to meet the required environmental conditions. These included an upgrade to the Building Management System (BMS), new primary heating pumps, new pool water controls and new lighting to the pool halls and changing rooms.
- 3.7 The report has been discussed with Freedom Leisure and the council's Mechanical and Electrical Team and although some elements (such as upgrading of lighting to the changing rooms) do not need to be actioned straight away – the works listed in 3.10 are critical to the heating and ventilation for the building and need to be undertaken.
- 3.8 It is anticipated that the works will take a number of months to complete due to the bespoke and complex nature of the project. It is hoped that the contract will be awarded and works will commence before the end of 2016 with completion anticipated for spring 2017.

3.9 It is proposed that the new AHS is created and constructed on a new mezzanine location externally to the building, which will have a number of advantages for the operation:

- The existing pool AHS will be able to remain operational and provide continued ventilation throughout the installation process.
- While some closures will be inevitable to undertake the works, this will be minimised as much as possible.
- It can be designed to be as energy efficient as possible without being constrained by an existing limited space.
- It can be re-designed completely from the current installation to ensure it meets the standards required and enables better access for maintenance, inspections and cleaning.

3.10 A breakdown of the proposed works is as follows:

- Replacement of existing AHS for wet side and dry side.
- Installation of new support structure, which will be able to house the new units, ductwork and controls.
- New supply and extract ducting.
- New BMS panel for AHS and associated electrics.
- New heating coils and associated pipework as required.
- Replacement of primary heating pumps.
- Removal of all redundant controls and ductwork from the current upper plant room.

This list is not exhaustive but gives an indication of the scale of works required.

Funding for the project

3.11 A budget cost for the works is estimated to be £0.728m and the proposed funding for the works is as follows:

Planned Maintenance Budget	£0.200m
Existing Sport & Leisure Facility Budget	£0.310m
Sports Facilities Contract – income share reserve	£0.218m

	£0.728m

Management of the project

3.12 Due to the specialist nature and complexity of the project, Waterfield Odam & Associates (WOA) (building services consulting engineers) have been appointed to design and manage the AHS project. Their services involve:

- Taking full design responsibility and developing a detailed specification of works and drawings for inclusion in the invitation to tender.
- Being the key contact throughout the tender process. The tender itself will be supported by the Corporate Procurement Team and run through the council's electronic tendering system.
- Tender analysis (in conjunction with the internal client and the council's Mechanical and Electrical team).
- Full project management of the works including site meetings, inspections, issue of payment certificates, snagging of the works, review of health and safety file/operation and maintenance manuals and record drawings.
- Acting as Principal Designer for the works, including responsibility for putting into action the duties under the Construction (Design and Management) (CDM) Regulations 2015.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 The feasibility study undertaken sets out the most appropriate way for the project to be undertaken and the Client consulted with the Corporate Procurement team on this project.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Consultation has been on-going with Brighton Swimming Club with regard to the poor environmental conditions of the existing facility and the measures proposed to rectify the situation.

6. CONCLUSION

6.1 As identified in the report there is a clear need for mechanical and electrical replacement works to be undertaken at the Prince Regent Swimming Complex. The existing system is vulnerable to failure, which would cause a closure of the facility.

7. FINANCIAL & OTHER IMPLICATIONS

Financial Implications:

The capital costs of the project are estimated at £0.728m which will be funded from existing revenue budgets (Planned Maintenance £0.200m, Sports Facilities

£0.310m) and the balance (estimated at £0.218m) from the Sports Facilities Contract income share reserve.

Any significant variances to the approved capital programme budget would be reported through the council's Targeted Budget Monitoring (TBM) process to Policy, Resources & Growth Committee in accordance with the council's standard financial procedures

The proposed procurement process is subject to compliance with the council's Contract Standing Orders and Financial Regulations. It is essential that all Chief Officers follow Contract Standing Orders as well as Financial Regulations in the procurement and control of contracts. The achievement of value for money when procuring goods and services is a key task to ensure that public money is well spent. The council's Contract Standing Orders states that contracts above the value of £0.500m require approval from Policy, Resources & Growth Committee.

Finance Officer Consulted: Name Sue Chapman Date: 22/06/16

Legal Implications:

- 7.1 The Policy, Resources & Growth Committee is the appropriate decision-making body in respect of the recommendations at paragraph 2 above, given that the value of the proposed contract is likely to have corporate financial implications.
- 7.2 Further, the Council's Contract Standing Orders (CSOs) require that before expressions of interest can be invited from potential bidders for a contract valued at £500,000 or more, approval must be sought from the relevant Committee, which in this instance is the Policy, Resources & Growth Committee.
- 7.3 The procurement must comply with all relevant European and UK public procurement legislation as well as the council's CSOs. Although the value of the proposed contract is below the relevant financial threshold for works contracts under the Public Contracts Regulations 2015, those Regulations will still apply in part, notably the general principles of procurement and the rules relating to below-threshold procurements.

Lawyer Consulted: Name Isabella Sidoli Date: 17/06/16

Equalities Implications:

- 7.4 The swimming pool programme delivers a wide range of opportunities to a broad cross section of the community and it is important that the service is maintained.

Sustainability Implications:

- 7.5 A key advantage of the project will be to significantly improve the energy management of the facility. This will be achieved by:
 - New controls and an upgraded BMS allow for more effective control and monitoring of the internal conditions. This will enable the AHUs to react accordingly by automatic controls adjusting speeds as actual demand within the pool halls change.

- Programming the system at night when the pools are closed to slow down, therefore maintaining optimum conditions with minimal energy consumption.
- Having new mechanical plant that will be more efficient and sized appropriately to the areas served. This will comply with current EU directives on energy efficiency by design.
- New heat reclaim/recovery systems ensuring waste heat transfer is operating correctly. This will ensure that heat that would otherwise be lost from the building is utilised effectively.
- Zonal controls to operate individual areas.

Any Other Significant Implications:

7.5 None

SUPPORTING DOCUMENTATION

Appendices:

1. None

Documents in Members' Rooms

1. None

Subject:		Disposal of 11 Little East Street	
Date of Meeting:		14 July 2016	
Report of:		Acting Executive Director Economy, Environment & Culture	
Contact Officer:	Name:	Angela Dymott	Tel: 291450 291461
		Jessica Hamilton	
	Email:	Angela.dymott@brighton-hove.gov.uk Jessica.hamilton@brighton-hove.gov.uk	
Ward(s) affected:		Regency	

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

- 1.1 To seek agreement for the disposal of 11 Little East Street to provide capital funding for reinvestment to generate additional revenue funding streams to support the council's Corporate Property Strategy & Asset Management Plan 2014-18, Corporate Plan and Medium Term Financial Strategy.

2. RECOMMENDATIONS:

- 2.1 That Committee authorises the freehold disposal of 11 Little East Street by auction on the open market by the agents appointed.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Brighton & Hove City Council has a substantial investment portfolio producing a rental income in the region of £10m per annum, which helps fund the provision of services. The Council's Corporate Property Strategy & Asset Management Plan 2014-18 sets out the property context for the city and the council's property holdings and functions linking these to the corporate plan, priorities and strategic goals. It outlines the agreed rebalancing strategy for the council's urban portfolio as only a small proportion of the portfolio is primary investment stock with most of it consisting of ageing secondary and tertiary properties with a limited ability to continue to achieve increasing rents and income for the council.
- 3.2 The strategy aims to rebalance the portfolio by identifying under-performing assets for disposal and ring fencing receipts for reinvestment, focusing on the disposal of secondary and tertiary properties to improve returns medium and long term and reduce liabilities and risk for the council.
- 3.3 The council is in the process of accumulating a fund for re-investment to enable the council to act in time with the market when investment opportunities present themselves and take advantage of current buoyant market conditions. The council is working to identify further assets that are underperforming to contribute

towards this fund and working on an investment strategy for the identification and reinvestment of funds.

- 3.4 The Capital Investment Strategy detailed within the Medium Term Financial Strategy states that all capital resources, including capital receipts, are available to the council for investment in assets. Capital receipts play an important role in helping to achieve the council's Corporate Plan priorities. The council's Capital Strategy outlines the process for the prioritisation and evaluation of capital investment projects.

The strategy aims to generate capital receipts from the disposal of surplus or under-performing assets and to deploy the proceeds from the sale of capital assets:

- i) for reinvestment in the capital investment programme, or;
- ii) for repayment of debt or for investment, for example, to offset any loss of rental income in the revenue budget, or;
- iii) for reinvestment from under-performing assets back into more commercially viable assets as part of the rationalisation of the property portfolio.

- 3.6 The property comprises a four storey building at the southern end of Little East Street held within the Council's commercial investment portfolio and is managed by the council's agents Cluttons.
- 3.7 Prior to 2010 the property was operated as a restaurant with residential upper parts by a succession of lessees. All the businesses failed which is attributable to the premises' location in a thoroughfare having no pedestrian flow, being some distance from The Lanes and not visible from the seafront. All attempts to re-market and re-let the property under an occupational tenancy since 2010 have proved unsuccessful with little interest from prospective tenants.
- 3.8 In 2012 essential repairs were carried out and increased security measures put in place following occupation by squatters. This included the construction of hoarding around the forecourt in addition to steel shutters on the windows and the completion of remedial repairs following a flood caused by the removal of copper pipes by the squatters.
- 3.9 At the end of 2012 a further extensive marketing campaign was commenced and in 2013 terms were agreed to dispose of the property by way of a long lease. An Agreement for Lease was completed with an obligation for the purchaser to carry out a comprehensive scheme of repairs in advance of the long lease being granted. However the purchaser defaulted and abandoned the building in November 2015. A subsequent structural survey of the building confirmed that some of the unfinished works had a detrimental effect on the structural integrity of the building, and immediate action, including demolition of part, was required to ensure a section of the wall and roof did not collapse. These works to make the building safe were undertaken by the council.
- 3.10 The purchaser is a company limited by guarantee and, so far as the council is aware, has no assets other than the rescinded contract to purchase the property. Our agents consider it likely that the company is a shell company and,

this being the case, Legal Services have advised that any attempts to recover debts owed by the council would be unsuccessful and therefore not an effective use of the council's resources.

- 3.11 The Council faces a continuing financial liability in respect of maintenance, repairs and security for as long as the premises are vacant and within its ownership.
- 3.12 The character of the area has become less commercial with the conversion of Priory House into flats. Accordingly the Council's agents advise there is no reasonable prospect of re-letting the premises on financially viable terms and recommend a sale of the freehold interest. Our agents recommend the conversion of the building to wholly residential use including the ground floor. However this is in conflict with planning policy which supports the retention of a commercial use on the ground floor. Given the failure of all previous restaurant businesses in this location and the further change in the character of the area to residential, a prospective developer may wish to make a case for a policy exception.
- 3.13 Given the condition of the property and investment needed, the property will attract developers with market knowledge, seeking unconventional projects, such as this, at auction. In addition an auction will ensure speed and certainty of the transaction and will result in best consideration being achieved. The proposed auctioneer recommends the property is marketed with a published guide in the region of £240,000 - £250,000.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Option 1 Do nothing

Retaining the property will leave the Council with a continued maintenance and security liability.

4.2 Option 2 Lease the property on a commercial lease

The property requires significant refurbishment and/or redevelopment to allow occupation and a developer would not be willing to invest the capital sums required whilst holding a relatively short term interest.

4.3 Option 3 Council to refurbish the property

The significant cost of bringing the property into good repair would be disproportionately high to the anticipated rental return in view of the poor trading location. The return on the residential parts would be less than for a private developer as rental income would be below market rents. If the council was to seek to dispose of the property, post refurbishment, the council is unlikely to see any return over the capital invested. If the council retained the property post-refurbishment, the council would have to manage separate tenancies and retain responsibility for the structural and external repairs which would be managed through a service charge. In addition any residential tenancy would obtain security. Planning policies seek to retain commercial use on the ground floor.

4.4 Option 4 Joint Venture

If the council was to seek to partner with an RSL or other development partner it is unlikely that the project would be financially viable owing to the capital

requirements and likely returns. The size of the project is also unlikely to make the site attractive to partners who are likely to be put off by the risks associated with such a small site.

4.5 Option 5 Council to dispose of the property in current form

This is the recommended option, likely to give a modest receipt for reinvestment whilst removing a current liability from the current investment portfolio. This will enable the council to realise capital in a timely manner and is recommended by officers in the pro-active management of an investment portfolio. Disposal by auction will ensure a capital receipt representing market value and therefore best consideration is achieved from the disposal.

4.6 Option 6 Council to dispose of the property in current form with the benefit of planning permission for a change of use to residential

The possibility of selling the premises with the benefit of planning permission for residential use throughout, which would enhance value, has been explored with planning officers but discounted in view of current planning policies seeking to retain commercial use on the ground floor.

5 COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Advice has been sought from our agents and local auctioneers.

6. CONCLUSION

6.1 The recommendation is to dispose of the freehold interest in the site by auction, exposing the property widely to the market to ensure best consideration.

6.2 The capital receipt of the disposal to be used for reinvestment in line with the council's rebalancing strategy providing an ongoing income stream to support the council's Corporate Plan and Medium Term Financial Strategy investing in new income streams with better growth potential.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The disposal of the site will generate a capital receipt less any disposal costs. The net receipt is to be reinvested back into the property portfolio to assist with the council's revenue budget as identified within the Integrated Service and Financial Plans. The proposed reinvestment will need to achieve at least a level of rental income (£16,000per annum) that is lost through the disposal of this property.

Finance Officer Consulted: Rob Allen

Date: 08/06/2016

Legal Implications:

7.2 Section 123 of the Local Government Act 1972 ("the Act") enables a local authority to dispose of land held by them provided it achieves the best consideration reasonably obtainable.

Paragraphs 3.10 and 4.5 of the report confirm that a sale by auction would enable the Council to achieve best consideration as required by the Act.

It is not considered that any individual Human rights Act rights would be adversely affected by the recommendation in this report.

Lawyer Consulted:

Name Joanne Dougnaglo

Date: 08/06/2016

Equalities Implications:

- 7.3 An Equalities Impact Assessment has not been carried out.

Sustainability Implications:

- 7.4 Any future refurbishment of the building or redevelopment of the site will be required to comply with minimum sustainability standards set by planning policy.

Any Other Significant Implications:

- 7.5 The building is secured at a cost to the council and its appearance is unsightly. Sale of the property will eliminate the holding costs for the council and facilitate its future development.

SUPPORTING DOCUMENTATION

Appendices:

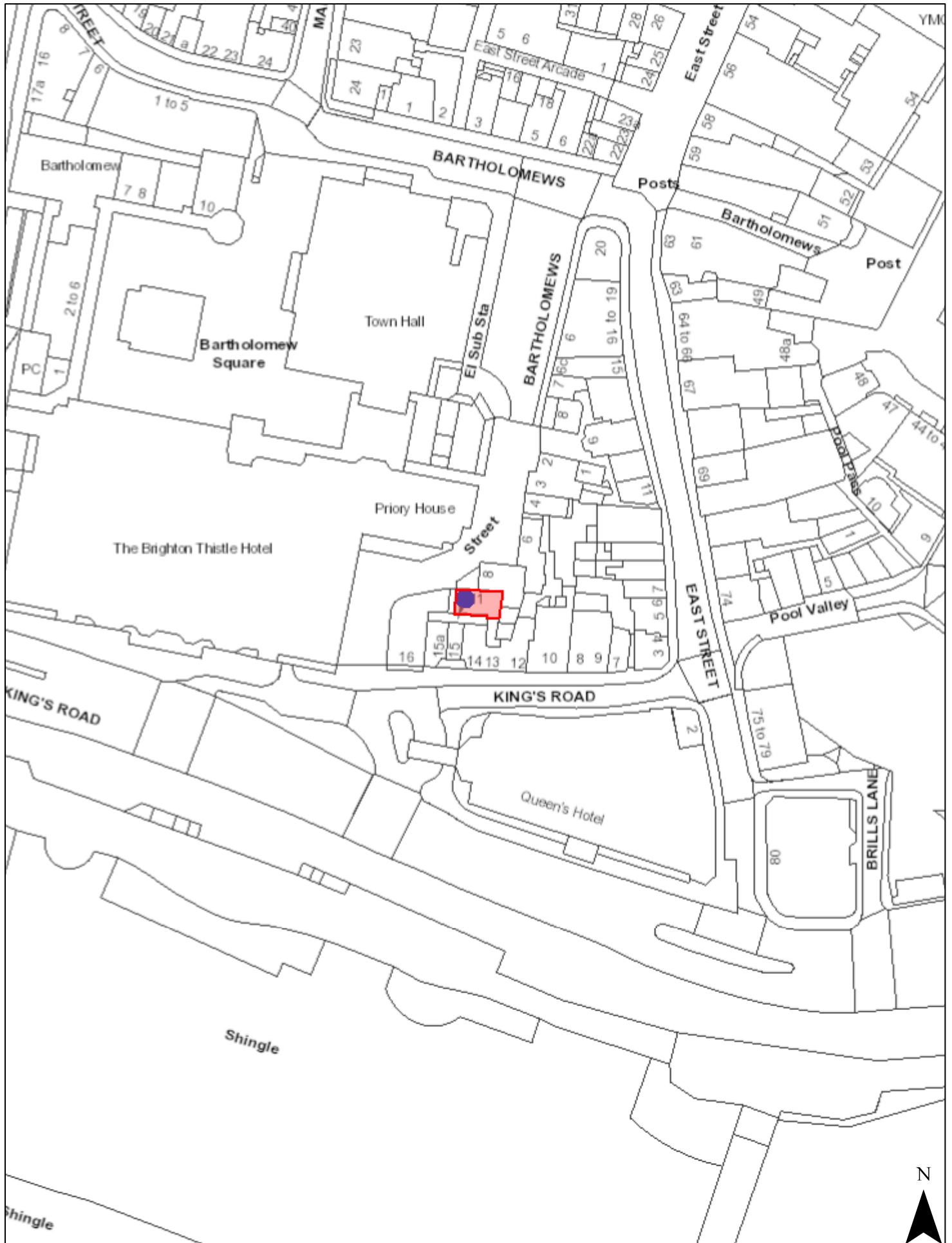
Location Plan & photograph

Documents in Members' Rooms

None

Background Documents

None





Subject:	Stanmer Park – Redevelopment of Traditional Agricultural Buildings		
Date of Meeting:	14 July 2016		
Report of:	Acting Executive Director Economy, Environment & Culture		
Contact Officer:	Name:	Angela Dymott Jessica Hamilton	Tel: 291450 291461
	Email:	Angela.dymott@brighton-hove.gov.uk Jessica.hamilton@brighton-hove.gov.uk	
Ward(s) affected:	Hollingdean & Stanmer		

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

- 1.1 As part of the Stanmer masterplan it is an objective to restore and develop the long barn and associated Traditional Agricultural Buildings in Stanmer to provide a mixed use scheme that will act as a gateway to the South Downs National Park. (A location plan and site plan of the buildings are attached at Appendices 1 and 2).
- 1.2 July 2014 Policy & Resources approved the applications for grant funding for the Stanmer Parks for People and the Heritage Grant for the Traditional Agricultural Building's as well as a match funding package for both bids. Following the failure of the Heritage Grant to support the restoration of the Traditional Agricultural Buildings, a report was presented to Policy & Resources Committee on 11 February 2016 recommending that a revised Development Appraisal be commissioned to re-evaluate the cost and viability of developing the buildings to meet the council's objectives, as the previous Development Appraisal, prepared in 2013, required updating. In addition, since 2013 the council has had the benefit of further heritage advice that needs to be considered when formulating proposals for the buildings and included in the revised Development Appraisal.
- 1.3 The same February 2016 Policy & Resources Committee report also recommended the disposal of some non-core surplus assets from the council's Agricultural Estate to finance the Stanmer Project including the restoration and development of the Traditional Agricultural Buildings and supporting funding proposals for the Parks for People bid and the Traditional Agricultural Buildings, which the Committee agreed to in principle.
- 1.4 The same Committee requested that a revised proposal and recommendation for the development of the Traditional Agricultural Buildings be presented at a later date for Policy, Resources & Growth Committee to consider following completion of the revised Development Appraisal. That report to also provide further details of the non-core agricultural assets to be disposed of and the associated funding proposal.

- 1.5 This report sets out the further detail requested and is timetabled to ensure the decision can be included in the Stage 2 Parks for People bid, which also forms part of the Stanmer project, and is due to be submitted in September 2016 and is complemented by a separate part two report.

2. RECOMMENDATIONS:

- 2.1 That Committee approves the redevelopment of the Stanmer Traditional Agricultural Buildings in accordance with the conclusion - Option 4, as this option produces the best income return on the estimated capital expenditure and will deliver all of the council's wider objectives including:
- Gateway to National Park
 - SDNPA area office
 - Visitor Information, education and Interpretation spaces
 - Community and event space
 - Recreation areas and vibrant working hubs
 - Improved access to local Heritage, the Countryside, Agriculture and Food Production
 - Craft workshops and Artisan retail outlets
 - Delivery of a sustainable management plan for the wider Park and village
- 2.2 That Committee authorises the Acting Executive Director Economy, Environment and Culture, Assistant Director Property & Design and Head of Legal Services to approve terms for the disposal of 16 non-core assets from the council's Agricultural Estate as set out in the part two report.
- 2.3 From the disposal of these non-core assets and the disposal of non-core assets previously approved for disposal on 11 July 2014 of which 50% is to support the council's capital investment strategy, the total net capital receipt to be used to provide match funding for the Parks for People bid and funding for the development of the traditional agricultural buildings.
- 2.4 That Committee authorises the Acting Executive Director Economy, Environment and Culture, Assistant Director Property & Design and Head of Legal Services to approve terms for the disposal of 2 potential residential enabling development sites within Stanmer, subject to consultation.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Development Appraisal

Savills were the successful tenderer and have been instructed to complete the Development Appraisal, to consider: -

- The objectives of the Stanmer Park Masterplan (set out in Appendix 3).
- Council policy context, including the Downland Estate Policy and the Brighton and Lewes Down Biosphere Reserve.
- Planning policy.
- The heritage information and documentation including reports undertaken subsequent to the previous Development Appraisal completed in 2013 and the unsuccessful Stage 1 HLF bid submitted in 2014.
- The original objectives of the council and the SDNPA for the buildings.

- The results of the various consultations that have previously been completed.
- The potential enabling development sites, previously identified.
- The Parks for People (PfP) Stage 2 bid and documents prepared to support it, including the emerging Stanmer Park Sustainable Travel Plan.
- Proposals for the long term governance of Stanmer Park and the desire to create income streams to be ringfenced and reinvested into Stanmer to ensure its financial sustainability.

3.2 In summary the Development Appraisal is seeking to: -

- Identify potential uses for the buildings which are sympathetic to the heritage of the buildings, compliment the PfP proposals, are compliant with planning policy and meet the council's objectives.
- Provide a realistic outline of the costs to repair and adapt the buildings.
- Submit development proposals for the enabling development plots.
- Identify realistic opportunities for grant funding.
- Provide income projections.
- Provide an assessment of viability taking into the account: -
 - capital funding provided by the council from the disposal of non-core assets from the Agricultural Estate,
 - potential capital receipts from the enabling development plots identified,
 - potential grant funding,
 - borrowing based on potential income streams from the scheme.

3.3 Assessment of Heritage Significance

In addition to providing a critical analysis of the heritage information and reporting provided, Savills completed a Heritage Scoping Survey to support the Development Appraisal and demonstrate that any consideration of options has been arrived at following rigorous assessment of the heritage importance and significance of the site. Individual buildings have been assessed in detail and the key constraints have been identified and taken into account when considering potential uses to ensure adaptations are sympathetic to the buildings' structure, fabric and sense of space and scale, whilst retaining the agricultural authenticity of the buildings and the wider site. Savills have considered key views within the village to be preserved and enhanced.

3.4 The dovecote (identified on the plan at Appendix 2) has been identified as a key structure to be preserved and therefore this property in addition to the long barn are key components when considering the heritage of the whole site. In addition the several buildings on the periphery of the site provide heritage value as a cluster but contain limited intrinsic heritage value if considered in isolation. All of the buildings are capable of conversion except the dovecote which due to its small footprint and location does not lend itself to alternative use. The dairy (unit 13 on the plan at Appendix 2) is of 1950's construction and whilst it plays a part in the history of the site it could be argued that its structure jars within the more historic buildings in the vicinity and that lessens their heritage value. The dairy hinders a key view into the yard from the north creating a negative impact upon the main group of structures within the yard.

3.5 Planning Policy

The conclusion drawn from the SDNPA and B&HCC planning policy review was that the proposed uses (including SDNPA offices, workshops, interpretation centre) are considered to be consistent with relevant planning policies and are likely to be supported in principle, subject to mitigating various constraints such as the heritage elements of any proposed scheme. In addition it was considered that small scale offices and/or retail – to create a small commercial hub – would be supported by policies to facilitate sustainable rural economic growth. Transport and parking is a key issue for Stanmer which is being addressed through the Stanmer Park Sustainable Travel Plan being prepared to support the Parks for People Stage 2 submission. In addition, the key planning issues to be addressed include a sensitive approach to the conversion of the longbarn and refurbishment of the dovecote in particular, and the need to maximise flexibility of use. Planning contributions will also be required through CIL or s106.

3.6 Potential Uses

The council in partnership with SDNPA has previously identified potential uses for the buildings (attached at Appendix 3) all of which are potentially acceptable in planning policy terms, without significant detriment to the heritage and conservation value of the buildings. When considering the future financial sustainability of the buildings and Stanmer Park some of the lower value uses will not contribute to the revenue streams needed to support the future maintenance and repairs and the long term survival and conservation of the buildings.

3.7 Savills have identified *Conservation Zones* within the long barn to employ a clear strategy for subdivision to enable new uses to be reasonably contained within them, lowering the impact of any change on the historic fabric. Each individual zone has been considered along with the impact of potential uses. The challenge is to ensure the uses do not interfere with the historic fabric of the barn and that services (kitchen's, WC's, heating, lighting etc.) are minimised.

3.8 Despite the dairy being cited for removal it is suggested that making use of the structure will assist the protection of the long barn and can be used to house toilets and services for the long barn. It could also house public toilets or services allowing removal of the existing WCs. Removal of the return to the east would improve a key view into the yard from the north.

3.9 The heritage value of the cattle sheds (units 15 and 16 on the plan attached at Appendix 2) is minimal which allows a greater degree of flexibility when considering new uses however, removal of these is favoured to open up the long barn courtyard exposing views of the east façade. The north east corner of the yard could provide a natural location for a café as it has an existing courtyard (for external seating) and benefits from superior views.

3.10 The western buildings including the dovecote are interconnected and in safeguarding the dovecote consideration has been given to how the adjacent buildings can be best used. It is proposed to improve and repair the buildings to include public access to the dovecot and farm buildings which could deliver visitor information, educational and interpretation space and provide meeting room, function space and class room space. It is proposed the forge remains as is with some improvements.

3.11 The requirement for livestock uses within the buildings is considered to be contrary to the need to preserve the heritage features and is incompatible with other uses proposed. Savills have recommended that the use of the modern farm buildings to the north of the village for this purpose would connect these buildings and the open countryside 'gateway' to the traditional agricultural buildings. This would enable the 'clean' uses to be accommodated within the traditional agricultural buildings with the livestock use to be linked back through the interpretation.

3.12 Costings

A baseline assessment has been provided to identify the minimum works required to safeguard these heritage assets, to keep them wind and watertight, leaving them mothballed for the foreseeable future and to provide a repair benchmark cost against which to compare the proposed development options

3.13 Four development options have been prepared, which in summary are as follows:-

- Option 1 –Long barn scheme
(See drawings attached at Appendix 4). This considered the conversion and refurbishment of the long barn, repair of all other buildings, site levelling and installation of drainage.
- Option 2 –Long barn conversion and low grade workshops scheme
(See drawings attached at Appendices 5 and 6). This is based on proposals for the conversion of the long barn, repair of northern and eastern perimeter buildings and conversion to low grade workshops or storage, repair of the existing public WC's, part demolition of dairy (the eastern return) and demolition of the covered cow yard and calf sheds, as well as demolition of buildings 14, 17 and 18, installation of concrete paving to external areas, installation of drainage, mains services and external lighting.
- Option 3 –Long barn conversion, café and high grade workshop/retail/ office units and new build
(See drawing attached at Appendices 5 and 7). This is based on conversion of the long barn, with a higher specification of refurbishment given to the northern and eastern perimeter buildings, a higher level of repair to the western buildings, demolition of the existing public WC's and re-provision within the northern cattle sheds, part demolition of dairy (the eastern return) and demolition of the covered cow yard and calf sheds, as well as demolition of buildings 14, 17 and 18, erection of a café kitchen extension in the northeast corner of the yard, erection of a new building on the footprint of part of the cow yard, demolition and rebuild of part of the eastern sheds (unit 4) and an allowance for visitor interpretation.
- Option 4 – Long barn conversion and high grade workshop/retail/office units
(See drawing attached at Appendices 5 and 8). This option is a hybrid of options 2 and 3 and includes the long barn conversion and higher specification of refurbishment to the perimeter and western buildings. It also includes the demolition of the cow yard and calf shed and ancillary

buildings but excludes the new build and rebuild included in Option 3. It includes an allowance for visitor interpretation.

3.14 Funding – Enabling development

Savills have completed residual valuations for the two potential residential enabling development sites. Subject to approval, the council will need to consult with the relevant leaseholder and agree terms to secure vacant possession and achieve a positive planning consent as part of the wider scheme, to secure this capital receipt.

3.15 Funding – Disposal of non-core assets

Savills have completed additional due diligence and valuation work to provide an accurate assessment of the council's non-core agricultural assets identified, which can be disposed of to support the funding of the Stanmer project, including the redevelopment of the buildings. Given the revised development costs for the Stanmer traditional buildings, the contribution of this net capital receipt is being reconsidered to ensure funding levels are sufficient. Due to the potential risks and long timetable associated with grant funding, the approach recommended is to maximise the use of the council's capital receipts and direct 100% of this capital receipt to support the Stanmer project and the proposed redevelopment of the traditional agricultural building.

3.16 July 2014 Policy & Resources authorised disposals, from which 50% of the net capital receipt is used to support investment in the corporate capital investment strategy and 50% is to be used to support the Stanmer project. The estimated value of these disposals was refined in February 2016 Policy & Resources following up to date valuations and has been further refined, of which 50% is to support the Stanmer Project.

3.17 Funding - Borrowing

The level of borrowing for each option has been calculated assuming up to 75% of the projected income is available to repay borrowing over 15 years.

3.18 Funding – Grant funding

A number of grants have been identified that may be available and the ability for the council to qualify will need to be established. Those that have been identified include: -

- Countryside Stewardship HE2: Historic building restoration
- LEADER – Coasts to Capital
- Heritage Enterprise – Heritage Lottery Fund
- Town Heritage – Heritage Lottery Fund

3.19 Savills advise the Heritage Enterprise scheme is a good fit and the council should not be discouraged by the previous failed attempt, particularly as additional Heritage advice received subsequent to the previous application may well bolster any future application. Heritage Enterprise is designed to bridge the funding gap that prevents a historic asset in need of repair from being returned to a beneficial and commercial use. The case for grant funding will depend on there being a *Conservation Deficit*, where the existing value of the heritage asset plus the cost of bringing them back into use is greater than the value of the asset after development has been completed. It is preferred not to go for grant funding due

to resource requirements, uncertainty and timing implications of the process. The application process is a 2 stage one, which can take up to 3 years or more.

3.20 Timeframe

Consideration has been given to the timing of delivery of the various options. All of the options except for the Repair scheme involve liaison with stakeholders and statutory consultees as part of the planning process. Options 1, 2, 3 and 4 are likely to be eligible for submission of a grant application to assist the funding though such a process will lengthen the timeframe by 3 years or more. It is these external factors that may delay progress as the council is not in control of the timing of the planning or grant application process.

4 **ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

4.1 Repair proposal

The repair proposal has considered the costs of the minimum works required to put the buildings into good repair and make the buildings wind and watertight.

Benefits

- Can be wholly funded from the proposed disposal of the non-core assets identified from the council's Agricultural Portfolio.
- Planning permission not needed.

Disbenefits

- Would not improve the buildings to allow increased occupation. The buildings that are currently vacant would remain so. This option merely puts the buildings into sufficient repair to allow them to be mothballed.
- The council would have a continued liability for security and maintenance.
- There would be no potential for achieving further income.
- Does not achieve the objectives.
- Cow barn and calf shed remain in situ.

Risks

- Is not financially sustainable in the long term. The buildings will require further investment or disposal.
- Does not support the Parks for People bid.
- Does not provide financial support for Stanmer Park.

4.2 Option 1–Long barn scheme

This proposal would bring the long barn only up to a level of refurbishment to allow its occupation, to include occupation and co-location of the council and SDNPA.

Benefits

- Puts the long barn into beneficial use to provide Area Office for SDNPA and office space for B&HCC allowing co-location.
- Relocation of SDNPA from current portacabin location and B&HCC from Stanmer Nursery allows Parks for People proposals to progress.
- Meets some of the higher priority objectives of the Stanmer project including provision of a visitor's centre and interpretation facilities and function room/community space.

- Can be wholly funded from the proposed disposal of the non-core assets identified from the council's Agricultural Portfolio.

Disbenefits

- The remaining perimeter buildings which are currently vacant would remain so.
- The liability for the security and maintenance of the perimeter buildings would remain with the council.
- A number of the objectives are not achieved.

Risks

- Due to the limitations of this scheme it may not achieve planning consent or grant funding on heritage grounds.
- Does not provide a significant income to support the sustainability of Stanmer Park.

4.3 Option 2 –Long barn low grade workshop scheme

This would allow the occupation of Long Barn and all other buildings.

Benefits

- All buildings would be occupied.
- The income would contribute to the financial sustainability of the park.
- A service charge would remove the repair and maintenance liability from the council to the occupiers.
- The level of proposed development would improve the quality of the heritage offer by removing some of the buildings which do not contribute.
- Public access would be provided to the dovecote in conjunction with improved access for interpretation and educational use of the buildings.
- Meets all objectives.

Disbenefits

- Potential income not maximised.
- Low specification of perimeter buildings does not allow flexibility of use.
- Borrowing required.

Risk

- Conversion may not meet market requirements.
- Planning and listed building consent required.

4.4 Option 3 – Savills long barn conversion scheme with café and high grade workshop/retail/office units including new build elements

This option assumes maximum development.

Benefits

- Flexible accommodation which will improve marketability in the long term and therefore maximise occupation rates and income.
- New build optimises potential for commercial space.
- High income uses, including a café included.
- Significant income to support sustainability of Stanmer.
- Service charge would remove the repair and maintenance liability from the council to the occupiers.

- Quality of the heritage offer would be improved by removing some of the buildings which do not contribute and providing public access to the dovecote.
- The demolition of the public WC's and inclusion of visitor centre and interpretation would further support and improve the heritage value for visitors.

Disbenefits

- Significant capital expenditure which will, in addition to the capital funding recommended require borrowing and grant funding.
- Grant funding will lengthen time frame for development.

Risk

- Grant Funding may not be approved.
- Greater risk associated with planning, in relation to new build.

4.5 Option 4 - Long barn scheme and high grade workshop/retail/office units

This option provides for a higher specification in the refurbishment of the perimeter buildings to maximise the flexibility of these units whilst excluding most of the new build proposed in Option 3.

Benefits

- Meets all objectives.
- Flexible accommodation which will improve marketability in the long term and therefore maximise occupation rates and income.
- High income uses included.
- Significant income to support sustainability of Stanmer.
- Service charge would remove the repair and maintenance liability from the council to the occupiers.
- Quality of the heritage offer would be improved by removing some of the buildings which do not contribute and providing public access to the dovecote.
- The demolition of the public WC's and inclusion of larger visitor centre and interpretation would further support and improve the heritage value for visitors.

Disbenefits

- Borrowing required.

Risks

- Planning and listed building consent required.

4.6 Main Risk

In the absence of a commitment to further invest in the buildings to support the Stanmer project and meet the council's objectives, disposal of the buildings to an organisation entrusted to maintain them in the long term would remove the ongoing maintenance and security liability from the council. Prior to any transfer the council may be required as a minimum to put the buildings into an agreed state of repair and may also be required to provide additional ongoing financial support to ensure the financial sustainability in the short term. Depending on the terms of the transfer this would remove control of the buildings from the council

and their future use may not therefore meet the council's objectives or those of the Stanmer project. This may be a threat to the success of the PfP bid.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council has worked in partnership with SDNPA on the proposals for Stanmer and that partnership has more recently been extended to include Plumpton College. Partnership meetings for the Stanmer project, which includes the Parks for People bid include our partners as well as representatives from Historic England.
- 5.2 Extensive public consultation on the buildings was completed in 2011, the results of which were documented in the report presented to Cabinet on 19 April 2012.
- 5.3 Council officers have attended the Stanmer Stakeholder meeting and have provided updates to the meeting on progress being made.

6. CONCLUSION

- 6.1 In considering the financial viability of the development of the buildings a detailed analysis of the heritage value of the buildings and the planning policy has been undertaken. Potential uses have been considered and 4 development options have been developed as well as a repair option, and costings estimated. The evaluation has identified Option 4 as the recommended development proposal.
- 6.2 Funding sources have been identified including the disposal of non-core assets from the agricultural portfolio, enabling development sites within Stanmer, borrowing and grant funding, in addition to 50% of the net capital receipt from disposals approved in July 2014. In order to remove the reliance on grant funding which has associated risks of uncertainty and timing it is proposed that the total net capital receipt from the disposals recommended in this report be used to support the Stanmer project. The financial viability of each option scheme has been considered on this basis. Options 2 & 4 will rely on borrowing in addition to capital funding. Option 3 will also require grant funding in order to be viable.
- 6.3 In identifying the benefits, disbenefits and risks of each option, in addition to financial viability, consideration has also been given to the income potential to support Stanmer Park in the long term, the ability to meet the objectives of the Stanmer project and support the Parks for People bid and the heritage value of the development proposals. The review recommends option 4 as the preferred proposal with supporting funding as detailed in the part two report.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 Four development options have been identified within this report each with varying degrees of capital investment requirements which are set out in the Part 2 report. The preferred option 4 will require a combination of capital unding from the disposal of assets identified in the report to Policy & Resources in July 2014 (50% of the net disposal value), plus additional assets identified in the Part 2 of this report included on this agenda (up to 100% of the net disposal value) plus

potential contributions from two potential residential enabling development sites. Council borrowing will be required to meet the funding shortfall with the financing costs associated with the borrowing being met from the income streams generated from the Long Barn and high grade units within Stanmer. The remaining income stream will be used to support the investment and maintenance of the Stanmer site. Further work will be undertaken to explore the possibility of grant funding to support the ongoing development of the site.

Finance Officer Consulted: Rob Allen

Date: 24/06/16

Legal Implications:

- 7.2 With reference to recommendation 2.2 and 2.4 that non-core agricultural assets be disposed of; the Council has general powers to dispose of land under section 123 of the Local Government Act 1972 and provided it does so for the best price reasonably obtainable then no special consents are needed. Planning permission will be required for various proposals referred to in this report.

Lawyer Consulted:

Name Joanne Dougnaglo

Date: 27/06/16

Equalities Implications:

- 7.3 An Equality impact Assessment has not been carried out.

Sustainability Implications:

- 7.4 Sustainability implications will be considered in detail as the development proposals for the buildings are further refined.

Crime & Disorder Implications:

- 7.5 The retention of the buildings unoccupied places a liability on the council to secure and maintain them and protect them from vandalism and damage.

Corporate / Citywide Implications:

- 7.6 The redevelopment of the buildings supports the Parks for People bid as part of the Stanmer masterplan.

SUPPORTING DOCUMENTATION

Appendices:

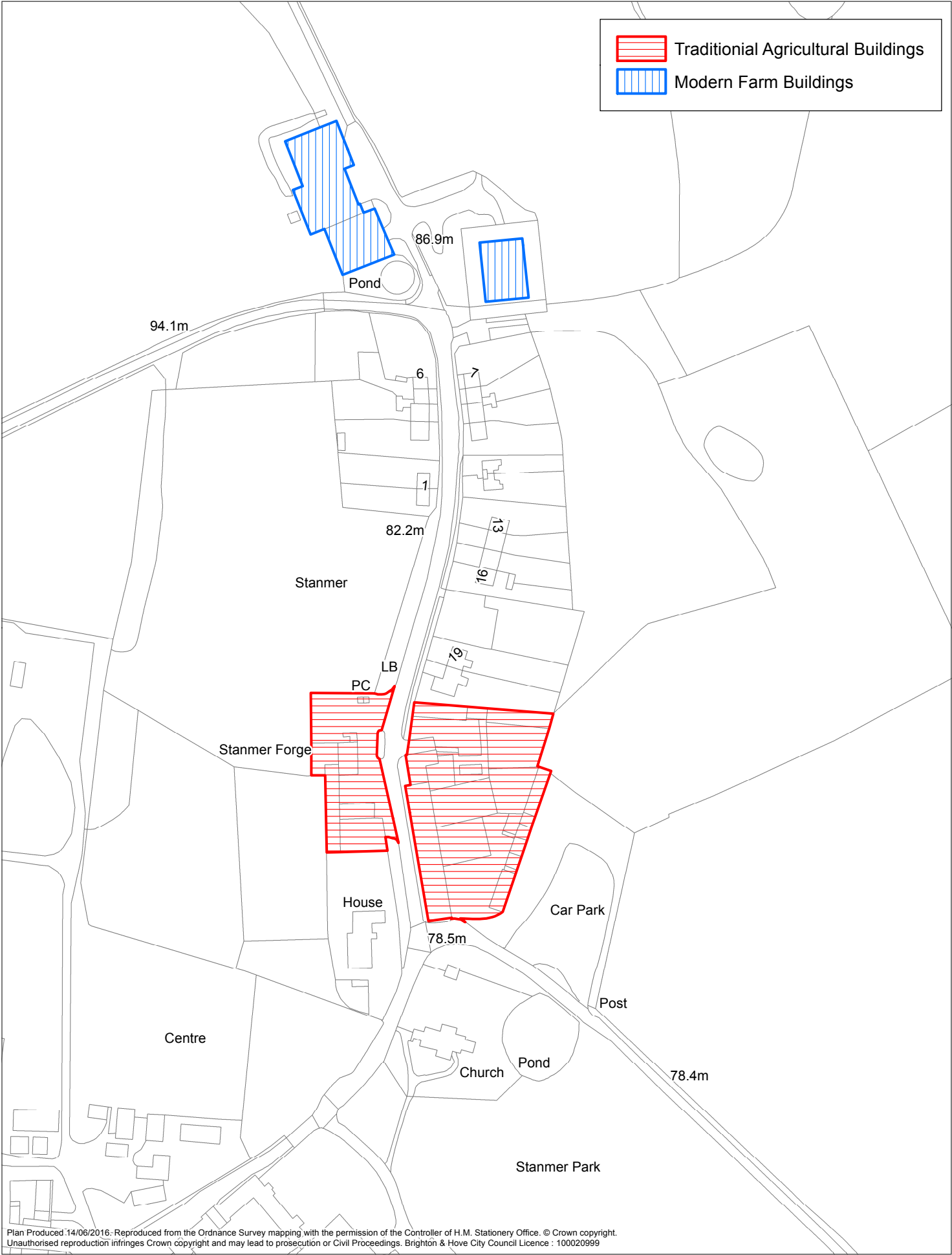
1. Location Plan
2. Site Plan
3. Stanmer Park Masterplan Objectives and Potential uses for the buildings
4. A. Option 1 long barn
B. Option 1 site
5. A. Option 2, 3, 4 long barn GF
B. Option 2, 3, 4 long barn FF
6. Option 2 site
7. Option 3 site
8. Option 4 site

Documents in Members' Rooms

None

Background Documents

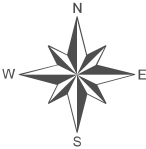
1. Cabinet report Stanmer Park – Traditional Agricultural Buildings Update 19 April 2012
2. Policy and Resources Committee report Stanmer Park Master Plan & Application for HLF Grant Funding 11 July 2014
3. Policy and Resources Committee report Stanmer Park Programme: Update and Next Steps in Relation to Funding, Home Farm Redevelopment and Management Structure 11 February 2016



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Appendix 1 **Location Plan**

Scale 1:2,000
577



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Site Area = 6947.8 m²

DEVELOPMENT SCHEDULE				
UNIT	NAME	G.E.A (m ²)	G.I.A (m ²)	NOTES
1	North Cattle Shelter	136.6	120.0	
2	Bull House	40.5	34.8	
3	East Cattle Shelter	169.0	149.4	
4	East Stable & Shelter	118.5	101.3	
5	East Bull House	30.1	23.8	
6	East Stables	92.3	79.2	
7	THE LONG BARN	553.5		
8	Cart Shed	68.1	60.6	
9	Storehouse	82.8	75.1	
10	West Stable/Dovecote	66.6	59.6	
11	West Garage / Storage	130.9	114.6	
12	Forge 0 North Garage	154.0	141.8	
13	Dairy	141.1	129.1	
14	Central Small Building	37.2	32.2	
15	Covered Cattleyard	393.9		
16	Calf House	347.2	332.3	
17	Shed	2.3		
18	Shed	3.3		
19	WC	14.7		
20	WC	10.6		

EXISTING

Rev Description By Date
Drawing Status
FEASIBILITY



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Savills (UK) Limited
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West Sussex. GU28 0BF

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www.savills.co.uk

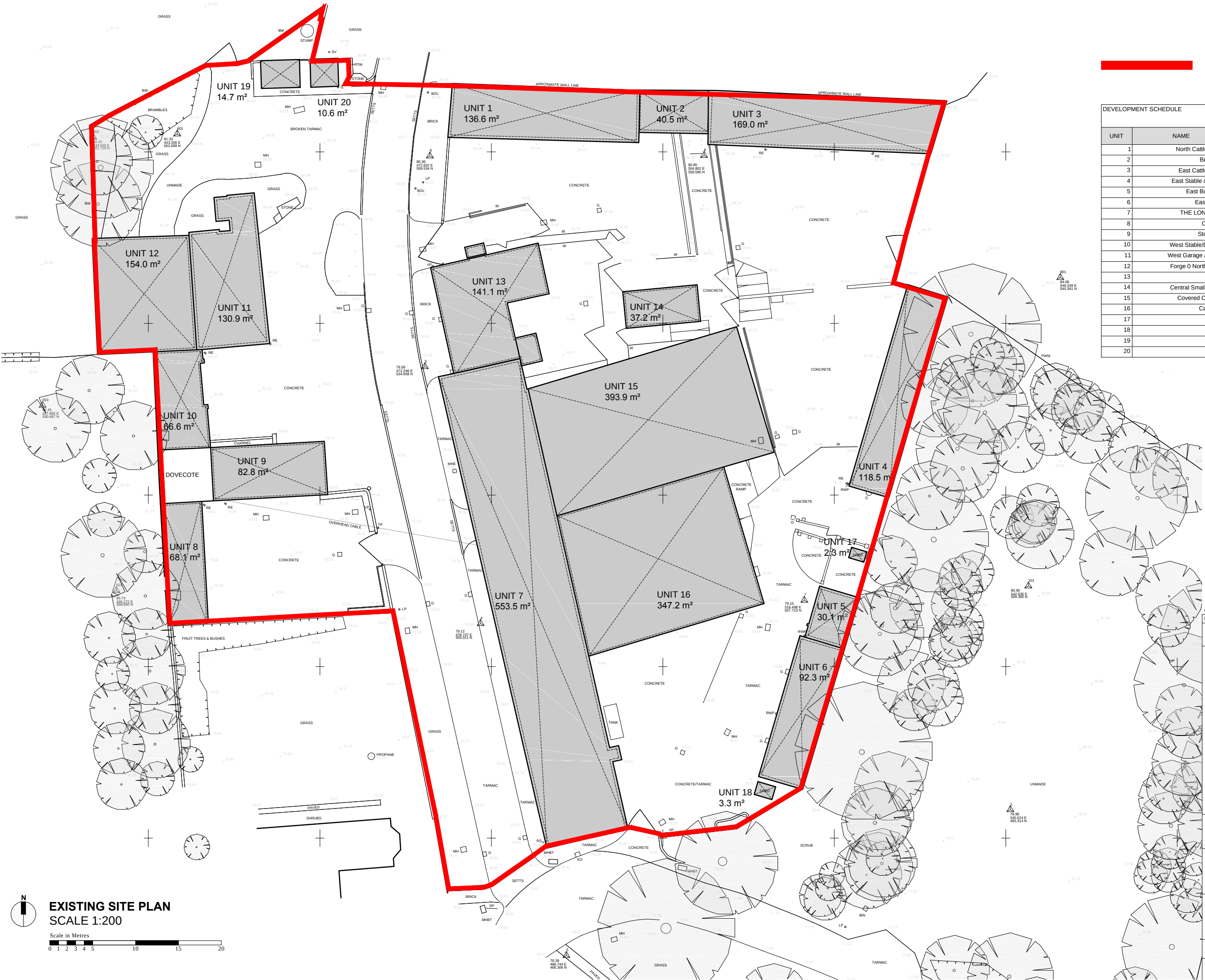


Client
BRIGHTON & HOVE CITY COUNCIL

Project
STANMER PARK

Drawing Title
SITE PLAN
EXISTING

Scale 1:200 @ A1	Date MAY 16	Drawn MJ Z	Checked ND
Drawing Number 010	Rev. /	Project Number PWRU1056777	



EXISTING SITE PLAN
SCALE 1:200

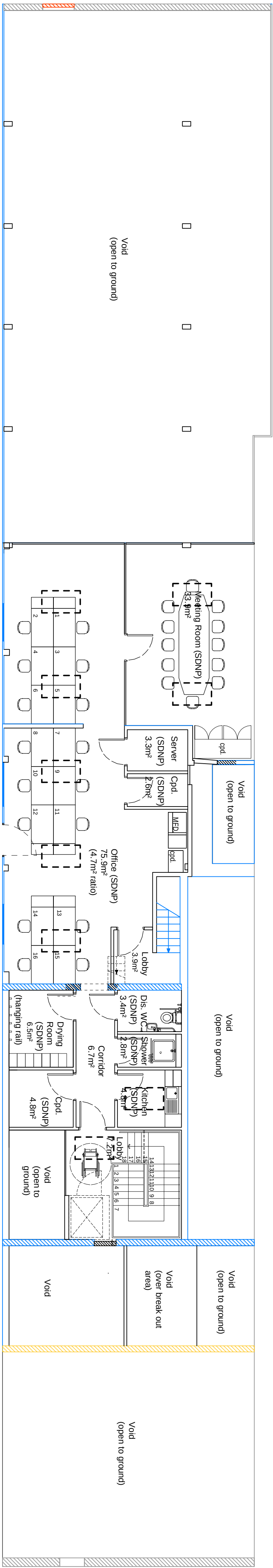
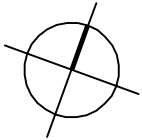
Scale in Metres
0 1 2 3 4 5 10 15 20

Stanmer Park Masterplan Objectives

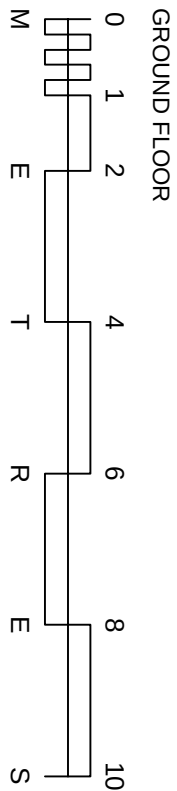
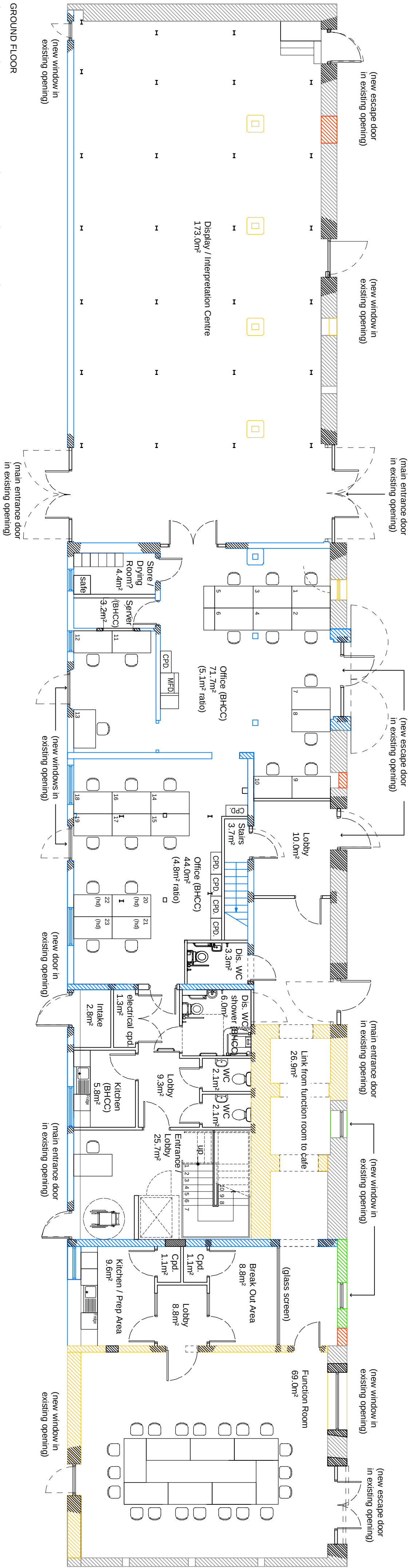
- Repair and restore the council owned agricultural Home Farm buildings and return them to viable uses that enhance their contribution to the village and park landscape, including office space for SDNPA, Visitor/Interpretation Centre, appropriate retail and small businesses and community use.
- Restore the designed landscape and its assets and restore key heritage features.
- Address traffic and parking issues and improve access to the park, including improved sustainable transport links to and within the park.
- Relocate the City Parks depot and other modern structures which are not in keeping with the remainder of the park.
- Restore the walled garden nursery and surrounding area.
- Deliver horticultural and heritage gardening training and food production.
- Engage people in the understanding of the landscape and in volunteering and training.
- Provide interpretation and learning facilities for the heritage of the estate and South Downs.
- Deliver a financially sustainable park management plan and a new coherent management structure to ensure future maintenance to a high standard.

Potential Uses Identified

- A Visitor Centre with museum / interpretation facilities/ a centre from which we can communicate our message with the SDNPA to visitors of an integrated and holistic suite of ecosystem services being provided by the downs and Biosphere/ a public interface for local community and not for profit organisations who provide services in the fields of natural history, conservation and recreation e.g. Sussex Wildlife.
- A function room to be used by visiting schools, community groups, exhibitions etc.
- Retail facilities (associated with the use and enjoyment of the park and wider countryside).
- A farm shop, including links with local food production and producers.
- Flexible workshops for creative makers.
- Office space (potentially an Area Office for the SDNPA).
- Food outlet / café, including links with local food producers.
- Public WCs.
- Farm animal enclosures – urban public / rural farm link and education.
- Family friendly outdoor space / activities.
- Outdoor and/or partially covered space for farmers markets, exhibitions, visitor information.



FIRST FLOOR



GROUND FLOOR

NOTE:
All existing structural openings to be retained.
No new structural openings to be created.
Feasibility design subject to further detailed building survey (plan & sections).
Feasibility design subject to consultation with SDNP Planning Department & BHCC Planning & Conservation Officers.
Feasibility assumes new structural members by Structural Engineer (not shown).
ALL areas approximate.
G/A:
Ground Floor = 5117m² (approximate)*
First Floor = 173m² (approximate)*
All areas are approximate. For cost estimates etc, accurate / detailed drawings should be used.

1766

Late 18th C
to Early-mid 19th C

Late 19th C

1948

Late 20th C

Conservation roof window
(exact sizes to be confirmed)

A 29.03.16

Alterations to internal layout following client meeting on 4/3/2016 with N.McCutcheon, J.Hamilton, S.Roberts (all BHCC), D.Boyson (SDNP Planning), & A.Howell (Historic England).

REV DATE DESCRIPTION

Drawn By JAB Checked By NM Date December 2015

Project Stanmer Depot & Office Relocation
Long Barn Feasibility
Title Ground Floor / First Floor
As Proposed

Project No. GEN 237
Drawing No. SK 001
Scale 1:100
Revision A



BRIGHTON & HOVE CITY COUNCIL
PROPERTY & DESIGN
KINGS HOUSE, GRAND AVENUE,
HOVE, EAST SUSSEX, BN3 2LS
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15	Covered Cattleyard	393.9		Removed
16	Calf House	347.2	328.7	Removed
17	Shed	2.3		Removed
18	Shed	3.3		Removed
19	WC	14.7		
20	WC	10.6		

OPTION 1

LEGEND	
	RETAIL / OFFICE SPACE
	WORKSHOP - WEATHER TIGHT ONLY
	WCS
	STRUCTURE REMOVED

References amended		APB	26.05.1
Rev	Description	By	Date
Drawing Status			
FEASIBILITY			

RURAL CONSULTANCY SERVICES
Savills (UK) Limited
Exchange House, Petworth
West Sussex. GU28 0BF

Telephone: + 44 (0)1798 345 980
Fax: + 44 (0)1798 345 998
www.savills.co.uk

Client
BRIGHTON & HOVE CITY COUNCIL

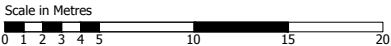
Project
STANMER PARK

Drawing Title
**SITE PLAN
OPTION 1**

Scale 1:200 @ A1	Date MAY 16	Drawn MJ Z	Checked ND
Drawing Number 020	Rev. /	Project Number PWRU1056777	



OPTION 1 SITE PLAN
SCALE 1:200



NOTES

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LEGEND

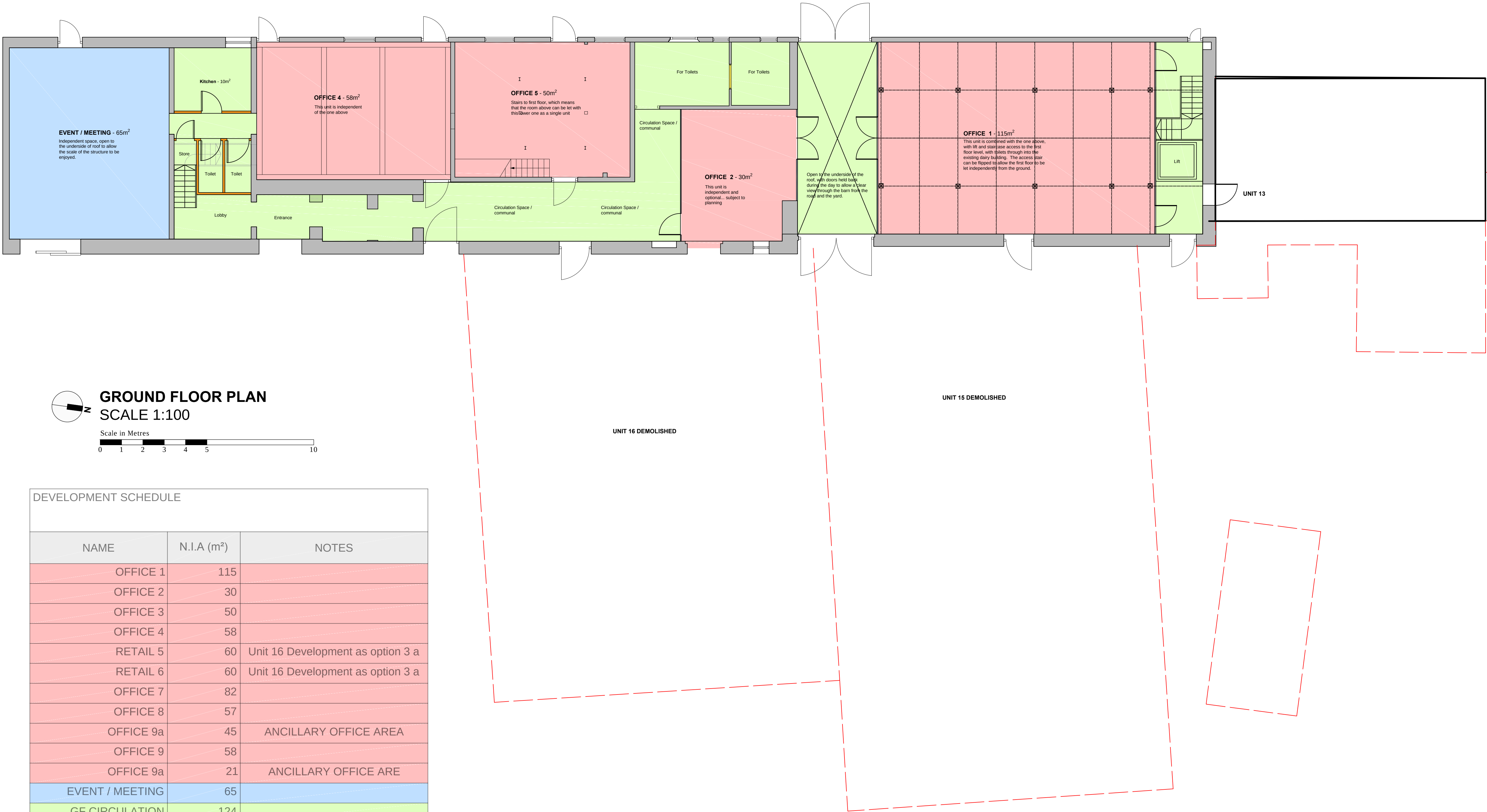
RETAIL / OFFICE SPACE

CIRCULATION/SERVICES

MEETING SPACE

STRUCTURE REMOVED

OPTION 2,3 & 4



GROUND FLOOR PLAN
SCALE 1:100

Scale in Metres

0

1

2

3

4

5

10

DEVELOPMENT SCHEDULE		
NAME	N.I.A (m²)	NOTES
OFFICE 1	115	
OFFICE 2	30	
OFFICE 3	50	
OFFICE 4	58	
RETAIL 5	60	Unit 16 Development as option 3 a
RETAIL 6	60	Unit 16 Development as option 3 a
OFFICE 7	82	
OFFICE 8	57	
OFFICE 9a	45	ANCILLARY OFFICE AREA
OFFICE 9	58	
OFFICE 9a	21	ANCILLARY OFFICE ARE
EVENT / MEETING	65	
GF CIRCULATION	124	
GF WC'S/STORAGE	30	
GF KITCHEN	11	

A

Scheme updated

APB

24.06.16

Rev	Description	By	Date
Drawing Status			
FEASIBILITY			
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Client			
BRIGHTON & HOVE CITY COUNCIL			
Project			
STANMER PARK			
Drawing Title			
LONG BARN PROPOSED GROUND FLOOR PLAN OPTION 2, 3 & 4			
Scale 1:100 @ A1	Date MAY 16	Drawn /	Checked ND
Drawing Number 110	Rev. A	Project Number PWRU1056777	

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LEGEND

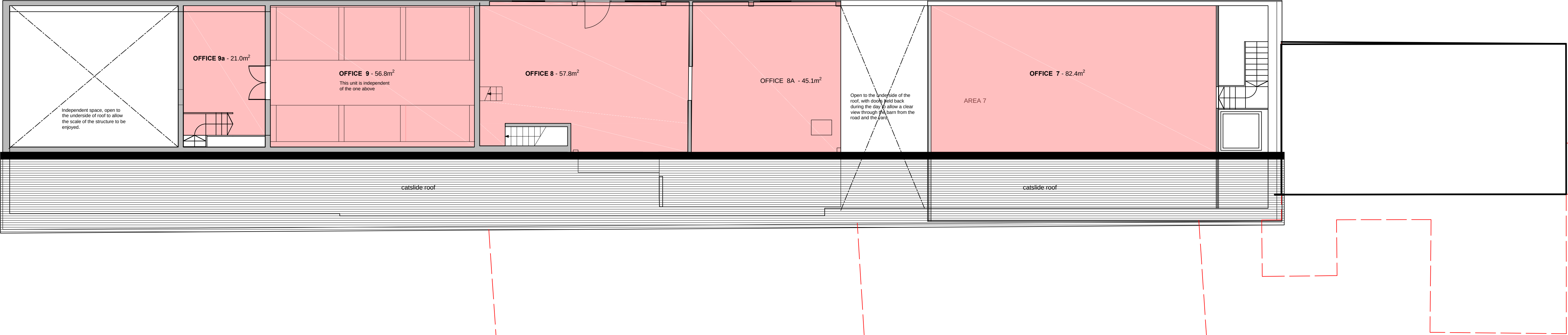
RETAIL / OFFICE SPACE

CIRCULATION/SERVICES

MEETING SPACE

STRUCTURE REMOVED

OPTION 2,3 & 4



FIRST FLOOR PLAN
SCALE 1:100

Scale in Metres

0 1 2 3 4 5 10

DEVELOPMENT SCHEDULE		
NAME	N.I.A (m²)	NOTES
OFFICE 1	115	
OFFICE 2	30	
OFFICE 3	50	
OFFICE 4	58	
RETAIL 5	60	Unit 16 Development as option 3 a
RETAIL 6	60	Unit 16 Development as option 3 a
OFFICE 7	82	
OFFICE 8	57	
OFFICE 9a	45	ANCILLARY OFFICE AREA
OFFICE 9	58	
OFFICE 9a	21	ANCILLARY OFFICE ARE
EVENT / MEETING	65	
GF CIRCULATION	124	
GF WC'S/STORAGE	30	
GF KITCHEN	11	

RevDescriptionByDate

Drawing Status

FEASIBILITY

savills

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RIBA
Chartered Practice

Client
BRIGHTON & HOVE CITY COUNCIL

Project
STANMER PARK

Drawing Title
LONG BARN
PROPOSED FIRST FLOOR PLAN
OPTION 2, 3 & 4

Scale
1:100 @ A1

Date
MAY 16

Drawn
/

Checked
ND

Drawing Number
111

Rev.
/

Project Number
PWRU1056777

NOTES
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4. Site Location Plans are prepared from the Ordnance Survey Map with the sanction of the Controller of H.M. Stationery Office. Crown Copyright Reserved.

Site Area = 6947.8 m²

DEVELOPMENT SCHEDULE				
UNIT	NAME	G.E.A (m²)	G.I.A (m²)	NOTES
1	North Cattle Shelter	136.6	120.0	Repair
2	Bull House	40.5	34.8	Convert to WCs
3	East Cattle Shelter	169.0	149.4	Repair
4	East Stable & Shelter	118.5	101.3	Repair
5	East Bull House	30.1	23.8	Convert to WC's
6	East Stables	92.3	79.2	Repair
7*	Long Barn	553.5	873.5	Savills Scheme
8	Cart Shed	68.1	60.6	Wind & weather tight
9	Storehouse	82.8	75.1	Wind & weather tight
10	West Stable/Dovecote	66.6	59.6	Wind & weather tight
11	West Garage/Store	130.9	114.6	Wind & weather tight
12	Forge - North Garage	154.0	141.8	Wind & weather tight
13	Dairy	84.4	75.6	Partial Demolition with Repair
14	Central Small Building	37.2	32.2	Removed
15	Covered Cattleyard	393.9		Removed
16	Calf House	347.2	328.7	Removed
17	Shed	2.3		Removed
18	Shed	3.3		Removed
19	WC	14.7		Repair
20	WC	10.6		Repair

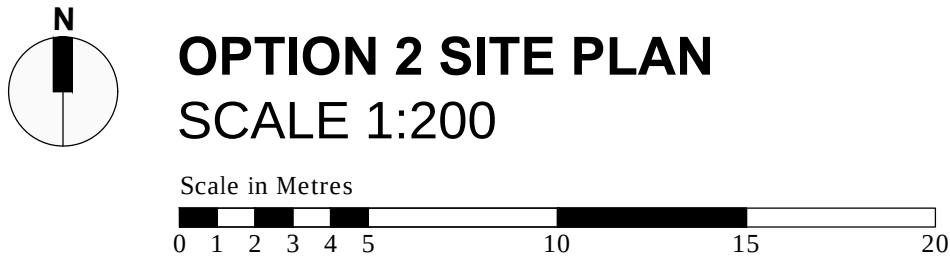
OPTION 2

- LEGEND
- RETAIL / OFFICE SPACE
 - WORKSHOP - WEATHER TIGHT ONLY
 - WORKSHOP - CONSOLIDATE AND REPAIR
 - CIRCULATION / SERVICES
 - EDUCATION / INTERPRETATION
 - STRUCTURE REMOVED

References amended

APB26.05.16

Rev	Description	By	Date
Drawing Status			
FEASIBILITY			
savills RURAL CONSULTANCY SERVICES Savills (UK) Limited Exchange House, Petworth West Sussex. GU28 0BF Telephone: + 44 (0)1798 345 980 Fax: + 44 (0)1798 345 998 www.savills.co.uk RIBA Chartered Practice			
Client			
BRIGHTON & HOVE CITY COUNCIL			
Project			
STANMER PARK			
Drawing Title			
SITE PLAN OPTION 2			
Scale	Date	Drawn	Checked
1:200 @ A1	MAY 16	MJ Z	ND
Drawing Number	Rev.	Project Number	
020	A	PWRU1056777	



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* UNIT 7&16 SUBDIVIDED AS PER SEPARATE DRAWINGS REF 110 and 111

LEGEND

-
- RETAIL / OFFICE SPACE
- WORKSHOP -
CONSOLIDATE AND REPAIR
- CAFE/ FUNCTION
- CIRCULATION / SERVICES
- EDUCATION / INTERPRETATION
- STRUCTURE REMOVED

Drawing Status
FEASIBILITY

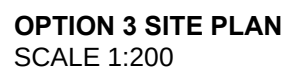


Client
BRIGHTON & HOVE CITY COUNCIL

Project
STANMER PARK

Drawing Title
**SITE PLAN
OPTION 3**

Scale 1:200 @ A1	Date MAY 16	Drawn MJ Z	Checked ND
Drawing Number 020		Rev. /	Project Number PWRU1056777



Scale in Metres

0 1 2 3 4 5 10 15 20

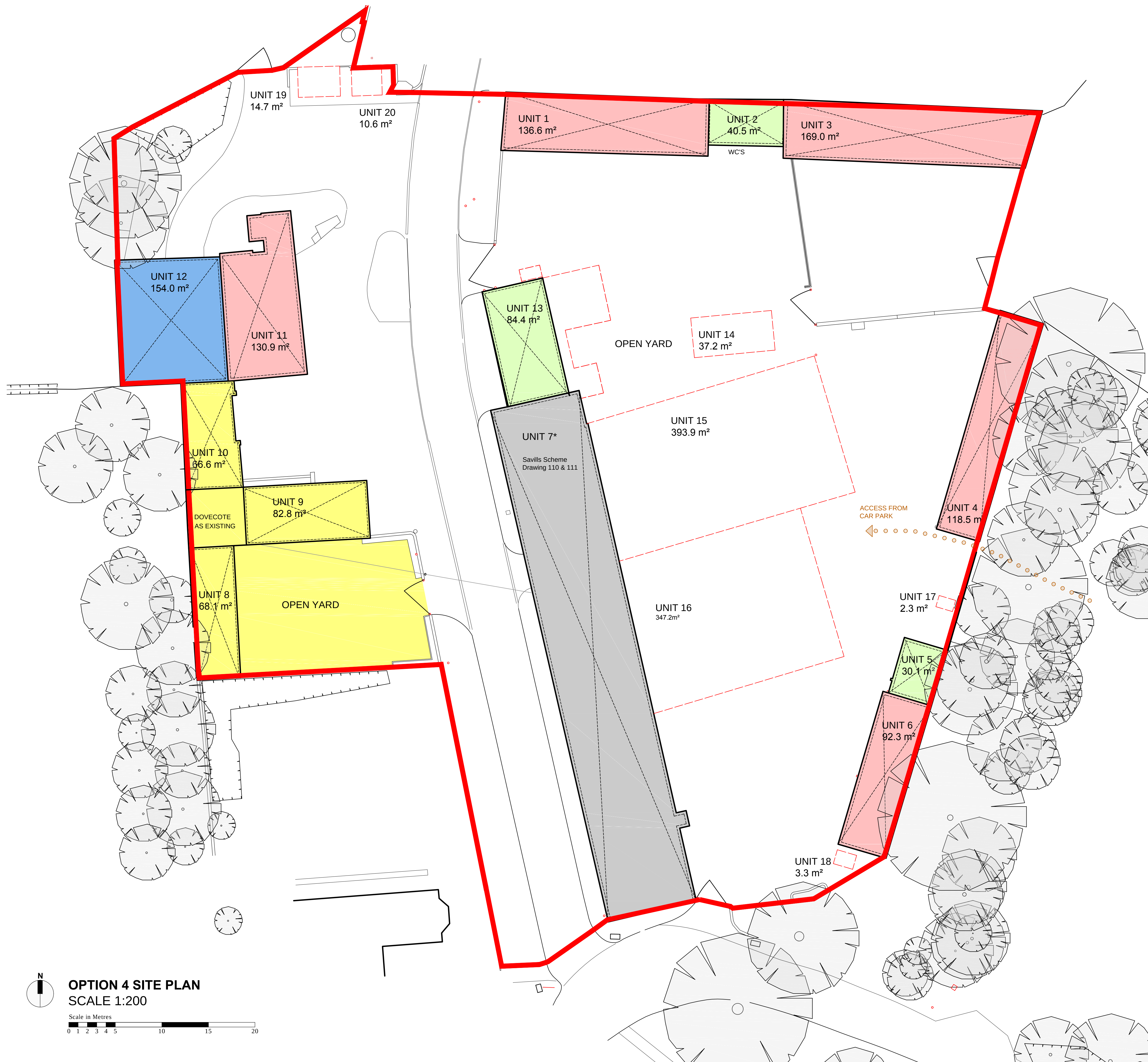
DEVELOPMENT SCHEDULE				
UNIT	NAME	G.E.A (m²)	G.I.A (m²)	NOTES
1	North Cattle Shelter	136.6	120.0	
2	Bull House	40.5	34.8	Convert to WCs
3	East Cattle Shelter	169.0	149.4	
4	East Stable & Shelter	118.5	101.3	New build on existing footprint
5	East Bull House	30.1	23.8	Convert to WCs
6	East Stables	92.3	79.2	
7*	Long Barn	*	*	*Savills Scheme (dwgs 110 & 111)
8	Cart Shed	68.1	60.6	Repair
9	Storehouse	82.8	75.1	Repair
10	West Stable/Dovecote	66.6	59.6	Repair
11	West Garage/Store	130.9	114.6	Wind & weather tight
12	Forge - North Garage	154.0	141.8	Repair
13	Dairy	84.4	75.6	Part demolition with repair
14	Central Small Building	37.2	32.2	Removed
15	Covered Cattleyard	393.9		Removed
16	Calf House	347.2	332.3	Removed
17	Shed	2.3		Removed
18	Shed	3.3		Removed
19	WC	14.7		Removed
20	WC	10.6		Removed

* UNIT 7&16 SUBDIVIDED AS PER SEPARATE DRAWINGS REF 110 and 111

OPTION 4

	RETAIL / OFFICE SPACE
	WORKSHOP - CONSOLIDATE AND REPAIR
	CIRCULATION / SERVICES
	EDUCATION / INTERPRETATION
	STRUCTURE REMOVED

Rev	Description	By	Date
Drawing Status			
FEASIBILITY			
			
RURAL CONSULTANCY SERVICES			
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West Sussex. GU28 0BF			
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Fax: + 44 (0)1798 345 998		Chartered Practic	
www.savills.co.uk			
Client			
BRIGHTON & HOVE CITY COUNCIL			
Project			
STANMER PARK			
Drawing Title			
SITE PLAN			
OPTION 4			
Scale	Date	Drawing	Checked
1:200 @ A1	MAY 16	MJ Z	ND
Drawing Number	Rev.	Project Number	
020	/	PWRU1056777	



OPTION 4 SITE PLAN
SCALE 1:200



Subject:	Disposal of Land in Falmer		
Date of Meeting:	14 July 2016		
Report of:	Acting Executive Director for Economy, Environment & Culture		
Contact Officer:	Name:	Angela Dymott	Tel: 291450
		Jessica Hamilton	291461
	Email:	Angela.dymott@brighton-hove.gov.uk Jessica.hamilton@brighton-hove.gov.uk	
Ward(s) affected:	None		

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

- 1.1 Following the death of the tenant farmer of Park Wall Farm, the council served Notice to Quit and obtained vacant possession. Options were considered to lease or dispose of the vacant land and following a marketing exercise completed by our agents an offer has been made to purchase the land which is recommended for acceptance. The capital receipt will support the council's corporate Capital Investment Strategy and Medium Term Financial Strategy. This report is supplemented by a separate part two report.

2. RECOMMENDATION

- 2.1 That Committee authorises the freehold disposal of Park Wall Farm to the preferred bidder identified and recommended as part of the marketing exercise and tender evaluation completed by the council's agents Savills.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Park Wall Farm is a 9.92 acre smallholding in 2 fields with 2 barns, water and electricity connection located on the edge of Falmer Village, outside the Brighton & Hove City Council boundary, within the South Downs National Park (see plan attached as Appendix 1). The tenant, Henry McDavitt, died on 7th July 2013 with an Agricultural Holdings Act (AHA) tenancy over the holding and a second holding, Land at Ridge Road. Mr McDavitt's daughter and son, Sharon and Kevin, applied to the HM Courts and Tribunal Service to succeed both tenancies which Brighton & Hove City Council opposed to and agreed a settlement. This brought the AHA to an end and provided vacant possession of Park Wall Farm for the Council to explore alternative uses to meet corporate objectives. A Farm Business Tenancy was granted to Sharon and Kevin McDavitt on the Land at Ridge Road.
- 3.2 At an early stage the land was identified as suitable for local food production and a planning appraisal was commissioned. In July 2015 the council invited growers

to take part in a consultation event, which included a site visit and a listening event facilitated by Food Matters, to offer growers the opportunity to see the land and for the council to learn from the experience of growers. From the event the council identified the opportunities and barriers growers face when trying to deliver a food growing enterprise, as well as obtaining a better understanding of what could be delivered on the site. A summary from the consultation exercise was prepared setting out recommendations to support local food production.

3.3 The proposal has been reviewed looking into income generation and capital receipt benefits and priorities and further options are set out below : -

- Option 1 Equine paddocks
Let the land for equine paddocks (consistent with the previous use) would produce an income in the region of £3500pa to £4000pa, which would generate a gross yield of 2.5%.
- Option 2 Local food production
Let the land for local food production would produce a rental income equivalent to Option 1. The potential to satisfy the council and SDNP policy on job creation, local food production, and environmental management is high. This would produce an income in the region of £3500pa to £4000pa, which would generate a gross yield of 2.5%.
- Option 3 Local food production (with lower rent during start up)
As Option 2 but taking a flexible approach to rental values to assist a food growing enterprise becoming established on the site. Lower initial rental rates could subsidise the enterprise during the expensive establishment phase over the first few years.
- Option 4 Glamping/camping
The land and buildings may be of interest to a glamping/campsite operator and a number of the council's existing farm tenants operate sites. The income is likely to be similar to that of letting for equine use or food growing and offers for the site would be subject to the prospective tenant obtaining planning permission for the specified use.
- Option 5 Disposal
The land is classified Non Core under the council's Asset Management Plan and Agricultural Strategy. It does not form part of the key land holding and could be disposed of without damaging the integrity of the Estate. The land could be sold for food production or as equine paddocks to produce a capital receipt for the council contributing to the Capital Investment Strategy and Medium Term Financial Strategy. Disposal would include a covenant restricting future use to enable the council to negotiate a share of any future uplift in value if development takes place.

3.4 Following the decision to dispose of the land the council's agents Savills marketed the farm on the open market widely with a guide price of £175,000. The site was advertised in The Argus and South East Farmer, with 2 well attended viewing days. There was a high level of interest and all interested parties were invited to provide best and final offers and to complete a response form providing specific information on both their offer (to include price and

overage) as well details on use, planning, social and environmental benefits and proposed sustainability actions. All offers were evaluated with a weighting of 70% for the offer including overage and 30% for planning compliance, and social, environmental and sustainable impact. Details of the council's evaluation criteria were provided to all interested parties prior to the submission of their offer.

- 3.5 Fourteen offers were received and evaluated against the criteria and the agents Savills made a recommendation in their tender evaluation report based on the highest scoring bid

The highest scoring bid identified included: -

- Overage provision of 20% for 80 years of any uplift in value if a change of use is achieved.
- Use for horse stabling, grazing and exercising with potentially some non-commercial horticulture and small-scale animal husbandry.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The alternative options are set out in paragraph 3.3 and were considered prior to the marketing of the site for disposal. Consideration was given to whether the priority is to raise capital or generate maximum revenue and it was determined that as the properties were non-core it was a priority for the council to dispose of the site for a capital receipt in line with the Corporate Property Strategy & Asset Management Plan (AMP) agricultural portfolio strategy.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 A consultation event was carried out in July 2015 as detailed in paragraph 3.2.

6. CONCLUSION

- 6.1 The site was initially considered for local food production but following the consideration of further options it was agreed that the site would be disposed of to raise a capital receipt contributing to the Medium Term Financial Strategy. A marketing exercise has been completed and a preferred bid identified that achieves best consideration.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The disposal of the land will generate a capital receipt less any disposal costs and loss of rent. The net receipt will be used to support the council's corporate capital strategy as part of the Medium Term Financial Strategy.

Finance Officer Consulted: Rob Allen

Date: 08/06/2016

Legal Implications:

The Council has general powers to dispose of land under Section 123 of the Local Government Act 1972 ("the Act") provided it does so for the best price/consideration reasonably obtainable.

Paragraph 3.4 and 3.5 of the report confirms that appropriate steps have been taken by the Council to achieve best consideration as required by the Act.

It is not considered that any individual Human rights Act rights would be adversely affected by the recommendation in this report.

Lawyer Consulted:

Joanne Dougnaglo

Date: 09/06/2016

Sustainability Implications:

- 7.3 As part of the marketing exercise, tenderers were asked to confirm as part of their submission whether their proposed use included the adoption of sustainable principles and to detail what actions would be taken to support this. This part of the submission was scored and fed into the evaluation criteria to determine the preferred bid.

SUPPORTING DOCUMENTATION

Appendices:

Location Plan

Documents in Members' Rooms

None

Background Documents

None

The Land at Park Wall Farm



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