





**Brighton & Hove
City Council**

Cabinet Meeting

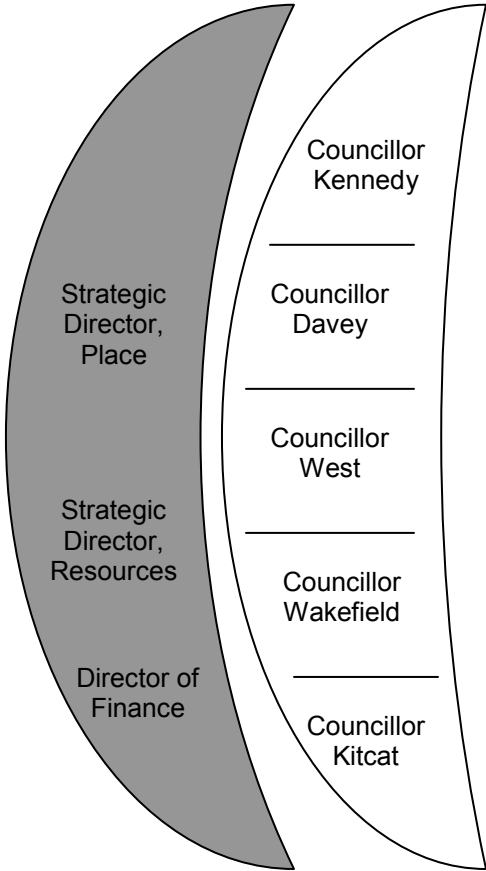
Title:	Cabinet
Date:	13 October 2011
Time:	4.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Randall (Chair) Bowden, Davey, Duncan, Jarrett, Kennedy, J Kitcat, Shanks, Wakefield and West
Contact:	Tanya Davies Acting Democratic Services Manager 01273 291227 tanya.davies@brighton-hove.gov.uk

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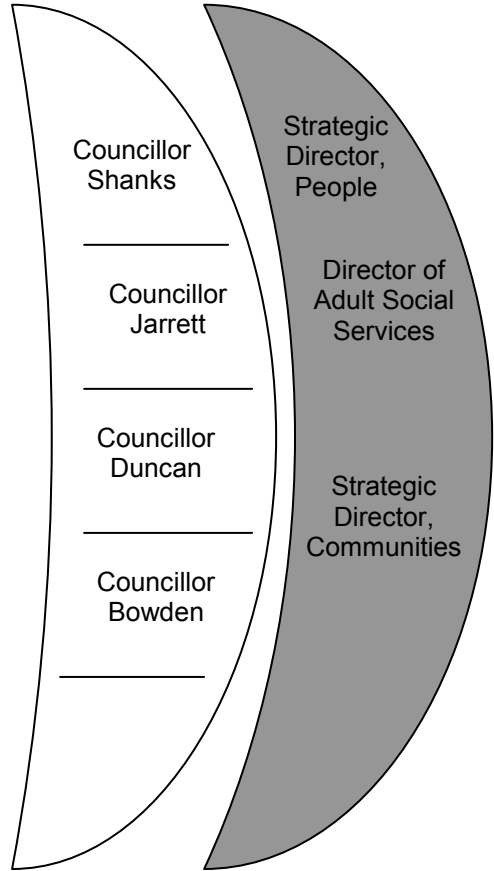
Democratic Services: Meeting Layout

Monitoring Officer Councillor Randall Chief Executive Democratic Services Officer

OFFICERS



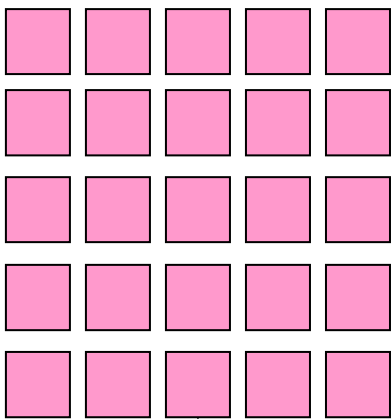
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OFFICERS

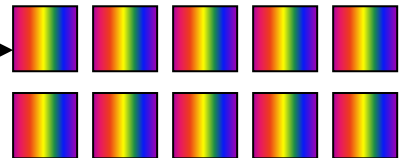
OFFICERS

Speaker Leader of the Conservative Group Leader of the Labour & Co-operative Group



Public Seating

Members in Attendance



Press



AGENDA

83. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (b) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or 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 categories of exempt information is available for public inspection at Brighton and Hove Town Halls.

84. MINUTES OF THE PREVIOUS MEETING**1 - 20**

Minutes of the Meeting held on 22 September 2011 (copy attached).

85. MINUTES OF THE SPECIAL MEETING, 16 SEPTEMBER 2011**21 - 26**

Minutes of the Special meeting held on 16 September 2011 (copy attached).

86. CHAIR'S COMMUNICATIONS**87. ITEMS RESERVED FOR DISCUSSION**

- (a) Items reserved by the Cabinet Members
- (b) Items reserved by the Opposition Spokespeople
- (c) Items reserved by Members, with the agreement of the Chair.

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

88. PETITIONS

No petitions received by date of publication.

CABINET

89. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 6 October 2011)

No public questions received by date of publication.

90. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 6 October 2011)

No deputations received by date of publication.

91. LETTERS FROM COUNCILLORS

27 - 30

(The closing date for receipt of letters from Councillors is 10.00am on 3 October 2011)

(a) **Agency Workers Directive.** Letter from Councillor G Theobald (copy attached).

(b) **Beacon Hill woods.** Letter from Councillor Hyde (copy attached).

92. WRITTEN QUESTIONS FROM COUNCILLORS

(The closing date for receipt of written questions from Councillors is 10.00am on 3 October 2011)

No written questions have been received.

93. NOTICES OF MOTION

No Notices of Motion have been referred.

FINANCIAL MATTERS

94. Local Government Resource Review: Proposals for Business Rates Retention and Government Consultation Paper

31 - 46

Report of the Director of Finance (copy attached).

Contact Officer: Mark Ireland *Tel:* 29-1240

Ward Affected: All Wards

95. Waivers of Contract Standing Orders

47 - 52

Report of the Director of Finance (copy attached).

Contact Officer: Claire Jones *Tel:* 291480

Ward Affected: All Wards

CABINET

STRATEGIC & POLICY MATTERS

- 96. Consultation on Policy Options Papers for the new City Plan** **53 - 128**
Report of the Strategic Director, Place (copy attached).
Contact Officer: Helen Gregory Tel: 29-2293
Ward Affected: All Wards
- 97. East Sussex, South Downs and Brighton & Hove Waste and Minerals Plan (Core Strategy)** **129 - 206**
Report of the Strategic Director, Place (copy attached).
Contact Officer: Mike Holford Tel: 29-2501
Ward Affected: All Wards
- 98. Report of the Secondary School Commission** **207 - 216**
Report of the Strategic Director, People (copy attached).
Contact Officer: Terry Parkin Tel: 29-0446
Ward Affected: All Wards
- 99. Local Government Boundary Review at Saltdean** **217 - 226**
Report of the Strategic Director, Resources (copy attached).
Contact Officer: Oliver Dixon Tel: 29-1512
Ward Affected: Rottingdean Coastal
- 100. An Armed Forces Community Covenant for Brighton & Hove City**
Report of the Strategic Director, Communities (copy to follow).
Contact Officer: Mary Evans Tel: 29-1577
Ward Affected: All Wards
- 101. Resilience Plan - Major Incident and Corporate Business Continuity Plan 2011 and Policy Document** **227 - 262**
Report of the Strategic Director, Resources (copy attached).
Contact Officer: Robin Humphries Tel: 29-1313
Ward Affected: All Wards
- 102. ICT Strategy 2011-2016** **263 - 306**
Report of the Strategic Director, Resources (copy attached).
Contact Officer: Paul Colbran Tel: 29-0283
Ward Affected: All Wards

CABINET

CONTRACTUAL MATTERS

103. Wide Area Network Procurement

307 - 310

Report of the Strategic Director, Resources (copy attached).

Contact Officer: Paul Colbran

Tel: 29-0283

Ward Affected: All Wards

Part Two

Page

104. PART TWO MINUTES OF THE SPECIAL MEETING, 16 SEPTEMBER 2011

311 - 314

Part Two minutes of the Special meeting held on 16 September 2011 (copy circulated to Members only).

105. PART TWO ITEMS

To consider whether or not any of the above items and the decisions thereon should remain exempt from disclosure to the press and public.

CABINET

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

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

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

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For further details and general enquiries about this meeting contact Tanya Davies, (01273 291227, email tanya.davies@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk.

Date of Publication - Wednesday, 5 October 2011

BRIGHTON & HOVE CITY COUNCIL**CABINET****4.00PM 22 SEPTEMBER 2011****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

Present: Councillors Randall (Chair), Davey, Duncan, Jarrett, Kennedy, J Kitcat, Shanks, Wakefield and West

Also in attendance: Councillors G Theobald (Opposition Spokesperson) and Mitchell (Opposition Spokesperson)

Other Members present: Councillors Barnett, Cobb, Hamilton, Gilbey (The Labour Party), Janio, MacCafferty (Green Party), Morgan, A Norman, Pissaridou (The Labour Party), Simson, Summers (Green Party) and Wealls (Conservative Party)

PART ONE**56. PROCEDURAL BUSINESS****56a Declarations of Interest**

56a.1 There were none.

56b Exclusion of Press and Public

56b.1 In accordance with section 100A of the Local Government Act 1972 ('the Act'), it was considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press or public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

56b.2 **RESOLVED** – That the press and public be excluded from the meeting during consideration of Item 80 onwards.

57. MINUTES OF THE PREVIOUS MEETING

57.1 **RESOLVED** - That the minutes of the meeting held on 14 July 2011 be approved as a correct record.

58. MINUTES OF THE SPECIAL MEETING, 1 SEPTEMBER 2011

58.1 **RESOLVED** - That the minutes of the meeting held on 14 July 2011 be approved as a correct record.

59. CHAIR'S COMMUNICATIONS

59.1 The Chair noted that the meeting would be webcast.

59.2 The Chair congratulated Councillor Mary Mears on winning Local Government Personality of the year and Caroline Lucas MP who was awarded MP of the Year at the recent Women in Public Life Awards ceremony.

59.3 The Chair reported that the World Wildlife Fund would celebrate it's 50th anniversary this year and that Greepeace and Friends of the Earth would celebrate their 40th anniversaries.

59.4 The Chair advised that Bisexual Visibility Day would take place on 23 September.

59.5 The Chair reported that the Living Wage Commission would hold its inaugural meeting on 3 October, which would be attended by a number of organisations in the city, including Brighton & Hove Chamber of Commerce, Brighton & Hove Albion Football Club, Sussex Police, Brighton University, Trade Unions and political parties. The initiative was supported by the Living Wage Foundation.

59.6 The Chair advised that he had opened the new Whitehawk Library on 19 September 2011. He acknowledged the work of the previous Administration and local ward councillors on the project, which had provided Whitehawk with an excellent facility and useful community space.

59.7 The Chair stated that work with residents and stakeholders on Neighbourhood Councils would begin shortly. Pilot projects would begin in April 2012 and a public meeting would take place at the end of 2011. The council wanted to hear from residents about what defined neighbourhoods and which areas were interested in taking part in a pilot. Neighbourhood Councils would not be imposed on areas where they were not wanted, but a certain amount of interest was expected.

59.8 The Chair reported that he had spoken at a meeting of the Food Partnership on 21 September 2011, which was a leading organisation in the city in relation to sustainability. He praised former Councillor Joyce Edmond-Smith for her role in establishing the Food Partnership and the Harvest project for setting up over 100 food growing initiatives in the city. He acknowledged that Brighton & Hove was a national leader in such work and that the council would continue to support the work of the Food Partnership. He congratulated Planning Officers for the introduction of a Planning Advice Note (PAN) on food growing and noted that it had received significant national media attention.

60. ITEMS RESERVED FOR DISCUSSION

60.1 The Chair advised that he proposed to take Item 66, Written Questions from Councillors prior to considering petitions.

60.2 **RESOLVED** – That all the items be reserved for discussion.

61. PETITIONS

61.1 There were none.

62. PETITIONS DEBATED AT COUNCIL**62A Gypsies & Travellers in Brighton & Hove**

62a.1 The Chair explained that a petition and notice of motion concerning Gypsies and Travellers in the city that had previously been debated at the Council meeting on 21 July had been referred to the Cabinet for consideration. The Cabinet also considered a report of the Strategic Director, Place concerning Gypsy, Roma and Traveller matters and outlining the timetable and approach to the review of the current Traveller Strategy.

62a.2 Councillor Simson stated that her petition represented the views of many of the city's residents who were dissatisfied with the disruption and caused by unauthorised encampments and that she had received a further 400 signatures, bringing the total to over 2,700. The petition called for action to be taken more quickly to direct Travellers to the council's transit site or another short-term tolerated site to prevent increased damage caused by growing encampments and to improve relations between residents and Travellers.

Councillor Simson agreed that a permanent site was required, but advised that it would not tackle the issue of annual transient Travellers. She contended that steps must be taken to prevent encampments on the city's open spaces, but where they do occur, the council should request the Police to use their powers to move Travellers on to the transit site. She stated that the petition was not about victimisation; it was intended to seek a fair, reasonable and equitable solution for the city's residents, and she hoped the petition would be taken into account during the development of the new Travellers Strategy.

62a.3 Councillor G Theobald concurred that Travellers were not being moved on from the city's open spaces quickly enough causing encampments to increase in size and that residents wanted to see action from the council and Police.

62a.4 Councillor West advised that he was satisfied that officers were taking the right decisions with regard to unauthorised encampments and working effectively with the Police to take a firm, but fair approach. He stated that the council took its duty of care to Travellers seriously, including the tackling of discrimination and that the focus of the strategic review of the Traveller Strategy would be to improve community cohesion, with work to identify a permanent site continuing. He explained that the council had a Code of Conduct with the Police on how to deal with unauthorised encampments and that Police were making daily visits to sites; the number of unauthorised encampments had

increased because protection measures had been installed at many of the usual sites in response to the wishes of residents.

Councillor West explained that consultation of the strategy would be wide-ranging and that the involvement of Overview & Scrutiny was welcomed. He thanked officers and the Police for their ongoing work and called on Members to maintain a constructive and calm approach.

62a.5 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:

- (1) That Cabinet approves the timetable for the review of the Traveller Strategy as set out in Appendix 1.
- (2) That Cabinet notes the petition and motion in relation to Traveller matters that have been referred to Cabinet following 21 July Full Council and agrees to consider them as part of the work on the development of the Strategy.

63. PUBLIC QUESTIONS

63.1 There were none.

64. DEPUTATIONS

64.1 There were none.

65. LETTERS FROM COUNCILLORS

65.1 There were none.

66. WRITTEN QUESTIONS FROM COUNCILLORS

66.1 The Chair reported that one written question had been received from a Councillor.

66.2 Councillor Hamilton had submitted the following question:

“Local authorities have a duty of care to attain a satisfactory level of fire safety in communal buildings, such as blocks of flats. The code of practice was produced in 2005 supported by the DTI. Towards the end of 2010 a well known national paint provider was asked by the city council to provide painting specifications that would upgrade all walls and ceilings in communal areas and fire escapes to Class “O” fire rating which provides 30 minutes of fire resistance. To date no fire resistant paint has been purchased from this supplier even though communal areas have been painted.

A local resident has informed me that the communal areas at Parker Court in the South Portslade ward have been painted with an acrylic non fire resistant paint. Please can you tell me if that is correct?”

66.3 The Chair had circulated the following response from Councillor Wakefield:

“As part of the Council’s obligations to fire safety, all blocks with communal ways have been risk assessed by the Corporate Health & Safety team.

If any escape route is identified as high fire risk, our contractor will use ‘O’ rated emulsion paint. Standard paint will be used in all other areas. All gloss paint used by our contractor is ‘O’ rated.

The communal walls at Parker Court have been painted with a standard paint, in accordance with the fire risk assessment for this block. This ‘risk based’ approach is in line with the Regulatory Reform (Fire Safety) Order 2005.

The Council is committed to reducing the risk of fire in all of its properties and housing chair a Fire Safety Working group that meets with the East Sussex Fire & Rescue Service and the corporate Health & Safety team to deliver improvements to fire safety across the housing stock.”

66.4 Councillor Hamilton asked the following supplementary question:

“The well known paint provider produced a report indicating that the communal ways at Parker Court in some parts needed Class O paint to provide 30 minutes of fire resistance. Do you accept that leaseholders are unhappy that they are probably going to be asked to buy at some expense new fire resistant doors when the council is not providing Class O fire resistant paint in the communal ways?”

66.5 Councillor Wakefield acknowledged that she had been contacted by some leaseholders regarding their responsibility for paying for fire doors.

66.6 At the request of Councillor Wakefield the Head of Housing Management & Social Inclusion gave the following response.

“We undertake risk assessments of our common ways and the risk assessment that has been undertaken by our corporate health and safety team has identified that O-rated paint is not required for the common ways. If there is any alternative information that suggests that this should be reviewed then we would be happy to do so. I will provide you with a written response in terms of the specific risk assessment that we have for Parker Court.”

Note: This item was taken after Item 60.

67. NOTICES OF MOTION

67A Legal Aid

67a.1 The Cabinet considered the following Notice of Motion proposed by Councillor MacCafferty:

“This council notes with deep concern the Coalition Government’s plans to cut the national legal aid budget by £350 million depriving many Brighton & Hove residents from free legal advice. [1]

It is concerned that claimants – including vulnerable residents needing help in cases of medical negligence, divorce, employment and welfare – will no longer be entitled to legal aid. These people will be denied justice, as their cases will go unheard without the support of a legal aid lawyer.

Furthermore, the council is concerned the cuts will devastate the inspiring work of the local Citizen's Advice Bureau and Brighton Housing Trust, among others. If Legal Aid Funding is withdrawn, Brighton and Hove Citizens Advice Bureau estimates it will no longer be able to help 220 local residents needing specialist welfare benefits advice and 381 needing specialist debt advice each year.

The work of the Brighton Housing Trust helps clients in more than 1,400 housing cases each year. The proposed legal aid cuts will mean 900 of those cases will go unsolved. Long-term problem solving will also be lost. The Legal Action Group estimates legal aid in East Sussex will be cut by 64% with a total loss of funding to legal aid providers of £407,266.40. [2]

This Council believes legal aid cuts in addition to the Coalition Government cuts to public services are a further blow to those communities in Brighton & Hove already enduring poverty and discrimination. Many older people, unemployed, families and the infirm will be left with little or no access to justice. The erosion of legal aid is likely to exclude even more people from enforcing their rights to fair treatment at work, decent housing and quality education and health.

This Council further believes cutting legal aid is a false economy and will bring additional costs to Brighton & Hove City Council as more hardship problems are relinquished by central Government. Indeed, in the opinion of the Law Society "The suggested cuts will cost the government and the tax payer more than they will save and will have a severe impact on society."

Furthermore, in a period of economic depression, these cuts are likely to reduce social cohesion, increase criminality and silence the vulnerable.

This Council believes that fundamentally the legal aid cuts abandon the principle established by the *Magna Carta* of 1215 that everyone is equal in the eyes of the law.

This Council resolves to:

1. Express its support for the Sound off for Justice Campaign that has brought together the Law Society and non-government organisations as varied as the Women's Institute, Netmums and Shelter to campaign against the changes;
2. Ask the Cabinet to work with solicitors and barristers in the city with clients receiving legal aid to lobby the Government to reverse the cuts;
3. Ask the Cabinet to work with Citizens Advice Bureau, Brighton Housing Trust and other NGOs and to lobby Government to axe the cuts;
4. Ask the Cabinet to meet with the bodies affected by the cut in legal aid funding to examine what proposals can be drawn out to help them navigate the changes; and

5. Request the Chief Executive to write to the city's three MPs urging them to lobby for the withdrawal of the government proposals."

62a.2 Councillor Duncan stated that the Cabinet supported the Notice of Motion and shared the concerns expressed by Members at the Council meeting. The scale of the financial changes meant that the council could not offset the challenges brought by the government's proposals; however, work had begun with voluntary sector advice providers to ensure that the consequences of the cuts were fully understood and then to take practical steps to optimise delivery of critical services, with service users at the forefront.

He thanked officers and partner organisations for working collaboratively and advised the outcomes would form part of the financial inclusion strand of a new Equality & Inclusion Policy and that a report on this would be brought to a future meeting of the Cabinet.

62a.3 **RESOLVED** – That the Notice of Motion be noted and a report be brought to a future meeting of the Cabinet concerning the Equality & Inclusion Policy.

67B Community Covenant

67b.1 The Cabinet considered the following Notice of Motion proposed by Councillor G Theobald:

"This Council recognises the huge contribution made by the UK's armed forces in protecting the basic and fundamental freedoms which we all take for granted. As a result of their duties they sacrifice civilian freedoms, face constant danger and sometimes suffer serious injury or even death. At the very least, they deserve our respect and support and should face no disadvantage compared to other citizens in the provision of services.

This Council warmly welcomes recent initiatives in Brighton & Hove which have sought to recognise the unique contribution of the armed forces such as the 'Heroes Welcome' campaign, Armed Forces Day celebrations, the Freedom Parade and the awarding of Freedom of the City to Henry Allingham and Flight Lieutenant Marc Heal.

However, this Council recognises that both nationally and locally, the Armed Forces community (including veterans, reservists and their families) face many unique social and economic problems and distinct challenges in accessing services provided by public authorities.

Therefore, this Council welcomes the recent commitment by the Government to enshrine the national Armed Forces Covenant into law. This will bring about tangible benefits to the Armed Forces Community including increasing council tax relief to 50%, a pupil premium for service children, a new veterans' information service, a Veterans' Card and a Troops to Teachers scheme.

This Council wishes to further show its moral and practical support to the local armed forces, veterans, reservists and their families by committing to sign a Community Covenant. The aims of the Community Covenant include:

- Encouraging local communities to support the Armed Forces in their areas and vice versa;
- Promoting understanding and awareness amongst the public of issues affecting the Armed Forces community;
- Recognising and remembering the sacrifices made by the Armed Forces community; and
- Encouraging activities which help to integrate the Armed Forces Community into local life.

Therefore, this Council requests that the Cabinet considers signing a Brighton & Hove Community Covenant and asks for a report to be brought to a future meeting on how such a Covenant could be implemented, with a view to launching the Covenant on Remembrance Day 2011; and such report should be drawn up in close consultation with the Armed Forces Community and their representative organisations in Brighton and Hove.”

67b.2 Councillor Duncan advised that many of the issues raised by the Notice of Motion were at the forefront of the Administration’s priorities and that a report would be brought before the Cabinet in October to review work already underway and determine, prior to Remembrance Day, whether it could fit in with the signing of a Community Covenant.

67b.3 Councillor G Theobald welcomed the commitment to bring a report back to Cabinet. He advised that the Local Government Association (LGA) were playing a leading role in the initiative and were holding a free conference on 1 November 2011, and also that the government had set up a £30m grant fund to support local projects, to which he hoped the council would submit a bid.

67b.4 **RESOLVED** – That the Notice of Motion be noted and a report be brought back to the Cabinet meeting on 13 October 2011.

68. TARGETED BUDGET MANAGEMENT (TBM) 2011/12 MONTH 4

68.1 The Cabinet considered a report of the Director of Finance concerning the council’s revenue and capital forecast outturn position for 2011/12 as at Month 4.

68.2 Councillor A Norman welcomed the underspend in home to school transport and the work undertaken in relation to adults assessment, but raised concerns about lost income from the delay in the car park improvement programme. She highlighted specific overspends in the Communications and Human Resources budgets and concerns around proposals to dim street lights.

68.3 In response to questions from Councillor A Norman the following comments were made:

- Councillor J Kitcat explained that timescales were tight for installing solar PV panels on council homes in order to benefit from the Feed-in Tariff scheme due to the complexities involved, but that the council was confident that it could be achieved.
- Councillor J Kitcat shared concerns about the Communications and Human Resources budgets, but explained that both services were already making savings and had action plans in place.
- Councillor Shanks advised that officers were confident that the projected overspend in relation to vulnerable children would reduce over the course of the year.
- In relation to funding allocated for improvements for Dyke Road/Dyke Road Avenue, Councillor Davey advised that a small amount of money had been set aside, but that no scheme was ever developed; the money would be added to the Sustrans funding obtained for a cycle route scheme at Old Shoreham Road, which would provide a greater benefit to cyclists.
- Councillor West explained that new technology would provide brighter, more efficient street lighting in identified areas and that proposals to dim lights in other areas would be considered carefully with safety in mind.

68.4 Councillor Hamilton welcomed proposals for new primary schools to be created, but advised that more junior schools places were required in the Portslade area. He raised concerns about the impact of the deficit on the collection fund and the changes to customer access at Bartholomew House.

68.5 In response to questions from Councillor Hamilton the following comments were made:

- Councillor J Kitcat reported that the collection fund deficit was largely due to the number of student exemptions and that this was being investigated using inspections.
- Councillor Shanks confirmed that she had met with Councillor Robins regarding school places in Portslade and that she had asked officers to make progress before February 2012.
- The Head of Housing & Social Inclusion confirmed that housing management staff had been moved to offices in Moulsecomb, but that Bartholomew House remained the access point for tenants making enquiries about their rent.
- In relation to day burning street lights in Portslade, the Lead Commissioner, City Regulation & Infrastructure explained that the cable network would require significant capital investment in order to upgrade it and that it would be placed on a priority list.

68.6 Councillor G Theobald noted the overspend on the General Fund and underachievement of targets in the Value for Money (VfM) Programme. He highlighted concerns over the impact of the review of clients in adults assessment and the loss of income from hire charges at the Hove and Brighton Centres.

68.7 In response to questions from Councillor G Theobald the following comments were made:

- Councillor J Kitcat stated that VfM targets set in February 2011 were more ambitious than in previous years and that results for some may be seen in the next financial year; the Administration was fully committed to delivering the on the targets.
- Prices at the Hove and Brighton Centres were under review.

- The post within the Communications team being recruited to was not an additional post, it was a vacant post that had been unfrozen.
- Councillor Shanks explained that officers from the Fostering team would be moved into the Learning & Development Centre to enable the council to dispose of their existing premises on Preston Road.
- The Head of Adults Assessment advised that the review of clients was intended to give greater independence to those who could be moved back into the community.

68.8 Councillor Mitchell warned that public support for dimming would be required and that changes must not result in increased levels of shadow, negatively affecting perceptions of safety. She echoed concerns over the decision to recruit to the vacant post within the Communications team.

68.9 In response to a question from Councillor Mitchell concerning Community and Voluntary Sector (CVS) mental health contracts, the Head of Adults Assessment confirmed that a meeting with the CVS would take place to determine how services would be provided in the future.

68.10 Councillor West advised that Members would be briefed with regard to the two issues relating to street lighting; proposals for changing light fittings and proposals for dimming lights.

68.11 The Chair confirmed that full consultation would be undertaken on any proposals to dim street lights in the city and that safety would be at the forefront of the plans.

68.12 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:

- (1) That Cabinet notes the provisional outturn position for the General Fund, which is an overspend of £1.308m.
- (2) That Cabinet notes the forecast outturn for the Section 75 Partnerships and Housing Revenue Account (HRA) for 2011/12.
- (3) That Cabinet notes the provisional outturn position on the capital programme.
- (4) That Cabinet approves the following changes to the capital programme:
 - (i) The new schemes and variations as set out in Appendices 1 & 2.

69. BRIGHTON & HOVE CITY COUNCIL CORPORATE PLAN 2011-15

69.1 The Cabinet considered a report of the Strategic Director, Resources concerning the draft Corporate Plan.

69.2 The Chair explained that the Corporate Plan served to formalise the council's priorities and set out its short and long-term commitments for tackling the city's challenges. The Corporate Plan would remain a living document and the annual commitments would be brought back to the full Council every year for revision. The priority delivery areas were:

1. Tackling Inequality
2. Creating a More Sustainable City
3. Engaging People Who Live and Work in the City

The priorities for the council itself were:

1. To be a Responsible and Empowering Employer
2. To deliver A Council the City Deserves

The new Medium Term Financial Strategy (MTFS) would be published alongside the Corporate Plan, and would align resources to the council's priorities, recognising the financial pressures placed on services in the current climate.

- 69.3 Councillor Theobald noted that there was little time for consultation prior to seeking full Council approval in October. He welcomed proposed investments in car parks and providing greater choice in relation to transport and questioned what impact proposals for food waste recycling would have on the collection of other waste. He asked whether the Administration was committed to raising Council Tax by 3.5% each year for the next three years.
- 69.4 The Chair explained that the Corporate Plan was a framework document and that consultation would take place on detailed elements; however, there had been an ongoing dialogue with communities about the Administration's priorities since before the Local Elections in May 2011. He advised that the recycling of food waste was necessary in order to meeting the city's recycling targets and that consultation would take place.
- 69.5 Councillor J Kitcat confirmed that it was the Administration's intention to increase Council Tax by 3.5% in 2012/13 in order to protect frontline services, and the MTFS assumed the same in subsequent years; however, it was not possible to predict what would happen in the future and the final decision would be made by the full Council.
- 69.6 Councillor Mitchell stated that she welcomed many of the proposals, but was concerned that they were underpinned by a difficult financial situation caused by government imposed cuts and that the MTFS contained a number of risks.
- 69.7 The Chair noted that there were some common objectives amongst the political groups. He stated that there was uncertainty around the government's proposals in a number of areas, but that the council remained committed to protecting frontline services for vulnerable people and that raising Council Tax would ensure objectives could be achieved.
- 69.8 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet recommend the Corporate Plan, as set out in appendix 1, to Full Council for approval.
70. **HOME ENERGY EFFICIENCY INVESTMENT OPTIONS - INSTALLATION OF SOLAR PANELS TO COUNCIL OWNED HOMES**

- 70.1 The Cabinet considered a report of the Strategic Director, Place concerning proposals to install solar PV panels onto council-owned residential properties to take advantage of the government's Feed-in Tariff and work towards meeting the council's strategic housing goals, including reducing fuel poverty, minimising CO2 emissions and improving tenants' homes to ensure that they are of high quality and well maintained.
- 70.2 Councillor G Theobald welcomed the progress being made on the project, which was initiated by the previous Administration. He questioned whether the fully-funded approach was the most desirable and whether all tenants would see the benefit, or only those in properties where solar PV panels were installed.
- 70.3 Councillor Mitchell welcomed the proposals and highlighted the importance of explaining the process clearly to tenants.
- 70.4 The Chair confirmed that some tenants would benefit more at the beginning of the project, but that others would benefit as it was rolled out. He stated that the council had chosen the most prudent funding route with the greatest benefit to the city. He noted that jobs would be provided as a result of the project.
- 70.5 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet approves a capital programme budget up to a maximum of £15.0 million for Solar Photovoltaic Panels on council housing stock to be financed through unsupported borrowing in the Housing Revenue Account, which will only be drawn against subject to the approval of the Strategic Director for Place and the Director of Finance, in consultation with the Cabinet Member for Housing to proceed with the scheme.
 - (2) That authority be delegated to the Strategic Director for Place, in consultation with the Cabinet Member for Housing to approve the planning, supply, installation and maintenance of the panels via an approved framework agreement and a call off contract or contracts under an approved framework agreement.
 - (3) That Cabinet notes the outcome of the initial options appraisal undertaken by Climate Energy, indicating that there is an outline business case to support delivery of a solar photovoltaic scheme across the council housing stock and to meet strategic housing and other council priorities, including private sector housing renewal, reducing fuel poverty and reducing carbon emissions.
 - (4) That Cabinet notes the procurement exercise to establish the Solar Bourne framework agreement undertaken by Eastbourne Borough Council with involvement from partners in the BEST consortium, and that the costs identified through the above procurement further support an outline business case as indicated by the initial options appraisal work.

71. EQUALITY IMPACT ASSESSMENT

- 71.1 The Cabinet considered a report of the Strategic Director, Communities outlining the council's ongoing approach to equality impact assessment (EIA) as a key process in tackling discrimination and inequality.

- 71.2 Councillor Mitchell welcomed the reference to the ‘cumulative impact’ of decisions on specific communities. She reported that EIAs were considered thoroughly by Overview & Scrutiny Members and asked that they be linked clearly to decisions.
- 71.3 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet agrees the proposed approach to equality impact assessment and ensure that they are taken into account in all decision making across the Council, including issues related to “cumulative impact” on specific communities.
- 72. REVISED LOCAL DEVELOPMENT SCHEME FOR THE LOCAL DEVELOPMENT FRAMEWORK 2011-2014**
- 72.1 The Cabinet considered a report of the Strategic Director, Place seeking approval of the updated Local Development Scheme (LDS), which was the three year work programme for the Local Development Framework (LDF) covering the period from 2011 to 2014.
- 72.2 Councillor Mitchell highlighted concerns about the transfer of increased waste and housing targets to local authorities and the requirement for Neighbourhood Plans (NPs) to accord to with the council’s City Plan, which had not been fully communicated to communities. She also raised concerns about the impact of the National Planning Policy Framework (NPPF) on production of evidence for the strategic flood risk assessment. She was supportive of the Community Infrastructure Levy and welcomed the associated consultation.
- 72.3 In response to comments from Councillor Mitchell, Councillor Kennedy advised that the impact of government proposals could not be fully realised until the enactment of the Localism Bill and the NPPF, but that she shared concerns about many elements of the draft NPPF. Under current guidance the council was still required to submit the LDS to the Secretary of State and flood protection work would continue until further information was received. She agreed with concerns about public understanding of neighbourhood planning and the need for greater clarity from the government.
- 72.4 Councillor G Theobald stated that it had always been the government’s intention for NPs to accord with the City Plan.
- 72.5 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet approves the revised Local Development Scheme for submission to the Secretary of State subject to any minor grammatical alterations that may be made by the Strategic Director, Place.
 - (2) That Cabinet agrees that the revised Local Development Scheme should be brought into effect following approval by the Secretary of State.

73. TERMS OF REFERENCE FOR THE CROSS-PARTY WORKING GROUP ON THE CORE STRATEGY: EXTRACT FROM THE PROCEEDINGS OF THE COUNCIL MEETING ON 21 JULY 2011

- 73.1 The Cabinet considered a draft extract from the proceedings of the Council meeting on 21 July 2011 concerning the terms of reference for the Cross-Party Working Group on the Core Strategy and calling for paragraph four to be deleted, removing the Chair's casting vote.
- 73.2 Councillor Kennedy advised that she had no objection to the proposed amendment.
- 73.3 **RESOLVED** – That paragraph 4 of the Terms of Reference of the Cross Party Working Group on the Core Strategy be deleted.

74. NATIONAL ILLEGAL MONEY LENDING TEAM: DELEGATION OF POWERS TO BIRMINGHAM CITY COUNCIL

- 74.1 The Cabinet considered a report of the Strategic Director, Communities concerning proposals to delegate functions to Birmingham City Council to take enforcement action against illegal money lenders in Brighton and Hove following the establishment of a national team in Birmingham.
- 74.2 Councillor Duncan highlighted the importance of tackling illegal money lending in the city and working to prevent other bad practices by unscrupulous lenders. He commended membership of the East Sussex Credit Union as an alternative to using such lenders.
- 74.3 Councillor Mitchell welcomed the opportunity to tap into expert knowledge and noted that fitted with the council's approach to financial inclusion.
- 74.4 Councillor G Theobald welcomed government funding in relation to this work and highlighted the importance of resisting any plans to centralise Trading Standards services.
- 74.5 The Chair reported that a drive for new members of the Credit Union would soon be launched within the council.
- 74.6 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Birmingham City Council be given delegated power to discharge the enforcement of Part III of the Consumer Credit Act 1974 in Brighton & Hove (pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (England) Regulations 2000 and Section 13 and 19 of the Local Government Act 2000).
 - (2) That the "Protocol for Illegal Money Lending Section Investigations" attached at Annex One be approved and that the Head of Planning and Public Protection be authorised to enter into the agreement and to approve any minor technical or typographical alterations if required.

75. OPEN GOVERNMENT LICENCE

- 75.1 The Cabinet considered a report of the Strategic Director, Resources concerning the authorisation of data and content, including that on the council's public website, to be made available for re-use under the terms of the Open Government Licence.
- 75.2 Councillor J Kitcat highlighted a minor amendment to Recommendation 2 regarding the reference to criteria for assessing exemptions to publication of data.
- 75.3 Councillor Mitchell welcomed the proposal and stated that it could result in opportunities for the council in years to come.
- 75.4 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet authorises data and content including that on the council's public website to be made available for re-use under the terms of the Open Government Licence.
 - (2) That Cabinet authorises the Strategic Director, Resources, to assess against the criteria specified in paragraph 3.10 (i)—~~and~~, (ii) **and** (iii) any exceptional circumstances which may support an exemption to publish data and content under the Open Government Licence and apply the exemption.

76. SURVEILLANCE POLICY

- 76.1 The Cabinet considered a report of the Director of Finance detailing activities undertaken utilising powers under the Regulation of Investigatory Powers Act 2000 (RIPA) since the last report to Cabinet in June 2011 and confirming that the activities were authorised in line with the necessity and proportionality rules.
- 76.2 The Chair reported an increase in surveillance activity from work undertaken to tackle fly tipping in the city and noted that residents had been supportive of the action taken.
- 76.3 Councillor West advised that the council had been successful in catching and prosecuting fly tippers and that such work would continue.
- 76.4 Councillor G Theobald stated that he hoped that the Protection of Freedoms Bill would not prevent such essential surveillance activity from continuing.
- 76.5 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That Cabinet approves the continued use of covert surveillance and the accessing of communications data as an enforcement tool to prevent and detect all crime and disorder investigated by its officers, providing the necessity and proportionality rules are stringently applied.

- (2) That Cabinet notes the surveillance activity undertaken by the authority since the last report to Cabinet in June 2011 compared to the same quarter in 2010 as set out in Appendix 1.

77. CONSULTATION ON PROPOSED MERGER OF WEST AND EAST SUSSEX FIRE AND RESCUE SERVICES

- 77.1 The Cabinet considered a draft extract from the proceedings of the Overview & Scrutiny Commission meeting on 13 September concerning a consultation on the proposed merger of West and East Sussex Fire and Rescue Services.
- 77.2 Councillor G Theobald stated that he supported the proposed merger as it would result in an enhanced service and reduced costs, but advised that there must be a clear requirement for all three affected local authorities to agree to any changes to the governance arrangements of the new Fire Authority.
- 77.3 Councillor Mitchell reported that OSC had thoroughly considered the proposed merger and were satisfied that it represented the best way forward.
- 77.4 In response to a question from Councillor Jarrett concerning the specific fire risks in the city, Diana Williams, Assistant Chief Officer (Corporate Services) for East Sussex Fire and Rescue Service explained that the proposed merger would not affect frontline services and that services would continue to be tailored to meet specific needs.
- 77.5 The Chair thanked Ms Williams and Borough Commander Mark Rist for attending the meeting and offered his thanks to retiring Borough Commander, Keith Ring. He stated that the Cabinet agreed with the views expressed opposition Members and by OSC.
- 77.6 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That, subject to the number of Members of the merged Fire Authority being set at 24, with Brighton & Hove being allocated 4 Members and the agreement of all three local authorities being required to change the governance arrangements, the proposed merger of Fire and Rescue Services be recommended for approval.

Note: This item was taken after Item 71.

78. INVESTMENT IN CITY INFRASTRUCTURE - CAR PARK IMPROVEMENTS – PHASE II

- 78.1 The Cabinet considered a report of the Strategic Director, Resources concerning investment requirements to upgrade four car parks in the city centre - Regency Square, Trafalgar Street, Carlton Hill and Oxford Court – by enhancing their access and internal environments to increase public safety and maintain levels of income.
- 78.2 Councillor G Theobald welcomed the investment, but highlighted concerns about potential lost income during the works. He noted the proposed increase in charges at Regency Square Car Park and the likely impact on traders in Preston Street.

- 78.3 Councillor J Kitcat advised that charges at The Lanes Car Park also increased follow its refurbishment and that traders felt business had improved as a result of the improvements made; work on the Regency Square Car Park would add to the positive impact on businesses.
- 78.4 Councillor Mitchell welcomed the proposals, which would prove improve safety in the car parks as well as benefiting surrounding businesses.
- 78.5 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:
- (1) That £4.298m of funding be invested in the improvement, in line with the scope of works set out in Appendix B, of Regency Square, Trafalgar Street, Carlton Hill and Oxford Court car parks, with the borrowings to be repaid over a minimum of 10 years.
 - (2) That Cabinet grant approval for Council officers to undertake an approved process in accordance with the Council's Contract Standing Orders and Procurement legislation and under the guidance of officers from Procurement and Legal Services for the sustainable and legally compliant procurement of relevant works and services.
 - (3) That Cabinet grant delegated authority to the Strategic Director, Place to approve and award contract(s) following the procurement process referred to above.

79. RESPONSE TO THE REQUEST FOR AN URGENT REVIEW OF THE SALE OF COUNCIL LAND, WHITEHAWK

- 79.1 The Cabinet received a verbal update from the Chair in response to a letter to the Cabinet on 9 June from ward councillors for East Brighton ward requesting an urgent review of the sale of council land in Whitehawk.
- 79.2 The Chair thanked Councillors Mitchell, Morgan and Turton for raising the important issues associated with Whitehawk, and thanked Councillor Mitchell further for joining a recent discussion that helped enabled some outcomes to be determined. He advised that he would provide a written response to the East Brighton Councillors and made the following comments about the key pieces of work that was underway:
- The former library and youth club, and the land immediately outside the new hub would be marketed afresh, providing an opportunity to work with the community, and obtain a result that delivered the best financial deal for the council and development that would benefit the community.
 - The existing library and youth buildings would shortly be demolished and the council would begin to work with the local community to look at temporary uses of the site to keep things safe and perhaps fill an existing gap.
 - Future investment was planned for Westham, Tilsmore and Holbrook blocks in 2013-14, including improvements to kitchens & bathrooms; wiring; central heating; flat doors and general external & internal communal repairs, building on work done recently.

- The council had begun conversations with the bus companies to look at how a new bus service to the Hub might be piloted to ensure people could get there.
- Work would be undertaken to consider how to involve the community in a piece of work around community landscaping as part of a bigger look at the master-plan for the site.
- The council would facilitate discussions with the local school, Crew Club, the nursery and others about the facilities for children and young people around the new Hub.

79.3 The Chair highlighted the importance of involving the local community and the need to take bold decisions with partners in order to deliver results that would make a difference.

79.4 Councillor Mitchell welcomed the possibility to revisit provision of a bus service and encouraged people to visit the new Hub. She advised that there was still work to do in order to link residents up with to new services and suggested that consideration be given to the establishment of a co-operative model over the Hub to involve community organisations and promote resident engagement.

79.5 **RESOLVED** – That the update be noted.

80. PROCUREMENT OF THE CORPORATE SECURITY CONTRACT

80.1 The Cabinet considered a report of the Strategic Director, Resources seeking delegated authority for the proposed re-tendering and subsequent award of the council's corporate security contract for alarm response, static guarding and security key holding services under European Regulations.

80.2 **RESOLVED** – That, having considered the information and the reasons set out in the report, the following recommendations be accepted:

- (1) That Cabinet gives approval for a tendering exercise to be undertaken in compliance with relevant Public Procurement legislation for the procurement of the corporate security contract for alarm response, static guarding and security key holding services. The tendering process will lead to the award of a 4 year contract, with the council having the option to extend for up to a further 2 years. The new contract will start on the termination of the existing contract.
- (2) That Cabinet grants delegated authority to the Strategic Director, Resources to award the contract and take all steps necessary towards the implementation of the proposals.

PART TWO

81. PART TWO MINUTES OF THE PREVIOUS MEETING

81.1 **RESOLVED** - That the Part Two minutes of the meeting held on 14 July 2011 be approved as a correct record.

82. PART TWO ITEMS

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

82.2 **RESOLVED** – That item 81, contained in Part Two of the agenda, remains exempt from disclosure to the press and public.

The meeting concluded at 6.30pm

Signed

Chair

Dated this

day of

BRIGHTON & HOVE CITY COUNCIL**CABINET****3.00PM 16 SEPTEMBER 2011****COUNCIL CHAMBER, HOVE TOWN HALL****MINUTES**

Present: Councillors Kennedy (Chair), Bowden, Duncan, J Kitcat, Wakefield and West

Also in attendance: Councillors G Theobald (Opposition Spokesperson) and Mitchell (Opposition Spokesperson)

Other Members present: Councillor Peltzer Dunn

PART ONE**53. PROCEDURAL BUSINESS****53a Declarations of Interest**

53a.1 Councillor Mitchell stated that she did not wish to declare an interest as she did not have one, but she wished to confirm that, contrary to comments made on social networking site Twitter, she was not a member of the board of Brighton & Hove Seaside Community Homes Limited (the LDV) and never had been.

53a.2 The Chair confirmed that LDV board members were not permitted to be present during the meeting.

53b Exclusion of Press and Public

53b.1 In accordance with section 100A of the Local Government Act 1972 ('the Act'), it was considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press or public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

53b.2 **RESOLVED** – That the press and public be excluded from the meeting during consideration of item 56.

54. CHAIR'S COMMUNICATIONS

54.1 The Chairman noted that the meeting would be webcast.

54.2 The Chair apologised to Members for the late issuing of the papers for the meeting.

55. PROPOSED LEASES TO BRIGHTON & HOVE SEASIDE COMMUNITY HOMES LTD (SEASIDE).

55.1 The Cabinet considered a report of the Strategic Director, Place concerning the proposed final contractual and financial arrangements necessary for the Council to lease 499 properties to the Local Delivery Vehicle (LDV) in order to generate a significant capital receipt to contribute towards meeting the Council's decent home standards.

55.2 Councillor Wakefield explained that the council had worked closely with tenants in relation to the LDV and that tenants would continue to play an important role in the progress of the project.

55.3 Councillor J Kitcat apologised to Councillor Mitchell for mistakenly stating that she had been a member of the LDV board.

55.4 The Strategic Director, Place reiterated the apology for the late issuing of papers and stated that urgency had been required following the recent issuing of a consultation paper by the Department for Communities and Local Government designed to streamline council housing asset management, which had raised significant risks to the council, the LDV and the funders. The issues had been investigated thoroughly over the preceding 10 days and the report before the Cabinet had been compiled. The report recommended proceeding with the original proposal to lease 499 properties to the LDV on the terms detailed in the report, and it was hoped that for the council could proceed to financial close by 23 September 2011.

55.5 The Director of Finance confirmed that the fundamental business model proposed had not changed, but that the outcome of further negotiations had affected some of the cost and income assumptions; however the council was confident that it could mitigate the risks in relation to the income guarantee and deliver on the costs.

55.6 Councillor Theobald stated that he understood the need for urgency in this matter and thanked officers for providing him with a thorough briefing; he was satisfied that officers had, as far as was possible, planned for every eventuality. He advised that he supported the proposals if they were the vital to achieving the necessary investment in the council's housing stock.

55.7 The Chair thanked Councillor Theobald for his support and stated that, while the council was very mindful of the associated risks, it was necessary to move forward to achieve the best outcome for council tenants.

55.8 Councillor Mitchell stated that she appreciated the demand on the city's housing stock and acknowledged the funding shortfall. She noted the cross-party support for the LDV and stated that previous Administrations had made efforts to tackle the problem. She

raised concerns about some of the risks and the potential for the programme of work to slip.

55.9 In response to questions from Councillor Mitchell the following comments were made:

- The Head of Housing Management & Social Inclusion explained that the proposal was to lease properties from the Housing Revenue Account (HRA) in batches of up to 50 at a time; Recommendation (4) was intended to offer flexibility within the HRA capital programme to enable the council to refurbish properties prior to leasing to reduce the length of time that properties were left empty prior to being leased; benefit to the FRA could be maximised by letting those properties as temporary accommodation prior to leasing them as part of a batch.
- In relation to the payment by the LDV of the management fee for the maintenance costs, the Head of Housing Management & Social Inclusion advised that the financial modelling had been undertaken by analysing existing costs incurred on the properties in terms of both the cyclical maintenance and the capital investment costs over a period of time.
- The Lead Commissioner, Housing explained that should a tenant achieve employment, they would immediately be given a higher priority under the banding system under the working households policy.
- The Strategic Director, Place confirmed that the bank required the council to underwrite the revenue stream and that the council would also underwrite the costs of refurbishment and the potential shortfall in rental. However he noted the intention to collect 91% of the gross rent due after allowing for bad debts and void periods and stated that this represented a fairly generous proportion. He also confirmed that an adjudicator for the purposes of dispute resolution had not yet been appointed.
- In relation to costs, the Strategic Director, Place explained that as negotiations had continued additional costs of £600,000 had been incurred; it was expected that half would be repaid at an early stage, with the balance repaid at a later date.
- The Director of Finance advised that the original proposed cost of £1.3m had already been included in budget plans and that, when repaid, the additional £600,000 would replenish reserves, but that the additional funding of £150,000 to complete the project would be offset against it. She stated that assumptions about getting the remainder of the costs back had not yet been factored in, as this would happen much later in the life of the LDV.
- The Director Finance explained that the annual budget of the operational costs of the LDV were included in the business model, but that this would be kept under review.
- The Lead Commissioner, Housing explained that flats in sheltered schemes along with bedsits and one bedroom properties in the two highest areas of multiple deprivation were excluded from being let to the LDV to avoid compounding existing inequalities by moving those with high levels of need to temporary accommodation in areas with high levels of deprivation.

55.10 The Chair explained that before the Cabinet could make a decision on the recommendations within the Part 1 report, Members would need to have a full understanding of the issues contained within the Part Two confidential report. She asked the press and public to leave the meeting and confirmed that they would be invited to return once the confidential session was complete.

The Cabinet moved into Part Two confidential session at 3.35pm (see Item 56 for a summary).

The Cabinet reconvened in open session at 4.12pm.

55.11 The Chair advised that the paragraph reference in recommendation 6 was incorrect and should be amended to make reference to paragraph 7 of the report.

55.12 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:

- (1) To note the risk matrix and the impact on the General Fund of those risks held by the Council (detailed in appendix 1)
- (2) To note the best consideration valuations and the methodology used in leasing the 499 properties over a 5 year leasing period.
- (3) To approve the use of receipts from the leasing of HRA assets to Brighton & Hove Seaside Community Homes for affordable housing and in particular for the carrying out of improvements to the Council's retained HRA stock under the Council's decent homes programme during the period from October 2011 to October 2018
- (4) To agree that the HRA capital programme over the five year leasing period be increased as required to refurbish properties before leasing to Brighton & Hove Seaside Community Homes where appropriate in order to efficiently manage empty properties identified for leasing and maximise the benefits to the HRA
- (5) To agree additional funding of up to £150,000 to complete the project as set out in para 10.17
- (6) To agree the overall principles of the proposed deal as set out in this and the part II report and, subject to paragraph ~~2(8)~~ 7 below, agree to enter into agreement with Brighton & Hove Seaside Community Homes Ltd and the funders.
- (7) To, without prejudice to any authorisation previously granted to Officers, authorise the Strategic Director of Place, the Chief Executive and the Director of Finance, after consulting the Deputy Leader (Executive) and Cabinet Members for Housing and Finance to:
 - settle any outstanding or new issues that may arise during negotiations:
 - settle the terms of the required suite of documents with Brighton & Hove Seaside Community Homes Limited and the Funders;
 - decide on the properties to be leased to the company; and
 - take all steps necessary or incidental to completion and/or implementation of the overall transaction.
- (8) To authorise the Head of Law to draft, finalise and execute all documents necessary to completion and/or implementation of the overall transaction.

PART TWO SUMMARY

56. PROPOSED LEASES TO BRIGHTON & HOVE SEASIDE COMMUNITY HOMES LTD (SEASIDE).

56.1 The Cabinet considered a report of the Strategic Director, Place concerning the proposed final contractual and financial arrangements necessary for the Council to lease 499 properties to the Local Delivery Vehicle in order to generate a significant capital receipt to contribute towards meeting the Council's decent home standards.

56.2 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the recommendations as detailed in the Part 2 confidential report.

57. PART TWO ITEMS

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

57.2 **RESOLVED** – That item 56, contained in Part Two of the agenda, remains exempt from disclosure to the press and public.

The meeting concluded at 4.15pm

Signed

Chair

Dated this

day of

Councillor Geoffrey Theobald, OBE

Trevan House
44 Dyke Road Avenue
Brighton
BN1 5LE

Mr John Barradell – Chief Executive
Brighton & Hove City Council
King's House

Date: 29 September 2011
Our Ref: GT/
Your Ref:

Dear John,

Agency Workers Directive

I would be grateful if you could include this letter on the agenda of the 13th October Cabinet meeting under Council Procedure Rule 23.3.

I am writing to seek reassurances around the implications, for both Brighton & Hove City Council and other employers in the City, of the new Agency Workers' Directive which comes into force on 1st October.

As I am sure that you are aware, this EU Directive, which was passed into law by the previous Labour Government, entitles temporary staff to the same pay and benefits as permanent staff after just 12 weeks in a job. The Government has estimated that it will cost employers in the UK around £1.8 billion to comply with and there are fears that, rather than strengthening their rights, this may actually make the position of agency workers much more uncertain

The Local Government Association has described the implementation of the Directive as having "major implications on the costs and use of agency workers for local authorities". The key questions that the LGA suggests local authorities need to answer are (i) how many agency workers are likely to meet the 12 week qualifying period?; (ii) how will the meaning of 'equal treatment' be established?; and (iii) how much will this cost councils? I think it would be useful if officers could provide members with answers to these questions at the Cabinet meeting.

Telephone: (01273) 556665 Fax: (01273) 501346
Email: geoffrey.theobald@brighton-hove.gov.uk

Conservative Member for Patcham Ward

I understand that agency staff are currently supplied to Brighton & Hove City Council under a 5 year contract with Carlisle Managed Solutions which is worth between £5-6 million per annum. Can you confirm whether any additional costs due to the Agency Workers' Directive will be borne directly by the Council or alternatively, if they fall upon Carlisle, how this affects the contract we have with them?

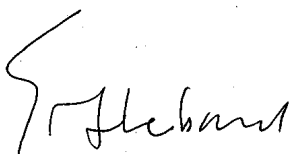
I also have concerns about the wider impacts on businesses, the voluntary sector and other employers in the city who will also fall under the remit of the new Directive, not to mention the effects on agency workers themselves.

For example, a recent report by law firm Allen & Overy, warned that a third of employers are planning to avoid the new rules by ending agency workers' contracts in their eleventh week – just before the 12-week qualifying period takes over. As the regulations come into force on October 1, they calculated that some 462,000 of the UK's 1.4m eligible temporary staff stand to be made redundant just weeks before Christmas.

For those employers who do not (or for practical reasons, cannot) stop using agency workers, has any local assessment been made of the additional costs they will bear and what the impact will be on the continued effective functioning of their organisation? At a time when many businesses are finding life extremely tough, we can ill afford to be placing extra costs and burdens upon them nor putting agency workers' jobs in jeopardy.

I, therefore, propose that Cabinet asks for a report to be brought to the next Cabinet or Governance Committee meeting, as appropriate, setting out the issues at stake, the costs involved and the steps the Council is taking, or proposes to take, to minimise any negative impacts of the changes across Brighton & Hove.

With all good wishes



Councillor Geoffrey Theobald OBE
Leader of the Official Opposition and Conservative Group

Councillor Lynda Hyde

Brighton & Hove City Council
King's House
Grand Avenue
Hove BN3 2LS

Date: 30 September 2011

Our Ref: LH/

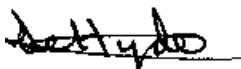
Your Ref:

Dear Cabinet Members

Residents in Rottingdean wish to have a small wood named. The wood is on the East side of Beacon Hill. This request comes with the view to protect the wood. When sheep grazing was proposed on Beacon Hill two years ago an employee of the Council referred to the woods as scrubland and thought it would be beneficial to remove some of it. Naturally, residents and myself were very much against to removal of any of the wood. Beacon Hill is a Nature Reserve and part of the Southdown's National Park. There is a Beacon Hill Nature Reserve working group and I have consulted with them. The working group have the whole of Beacon Hill mapped out into areas and refer to the woods concerned as South Wood and North Wood. All concerned are content with these names.

The woods are in great use for walkers and also for pupils in North Rottingdean as a safe route to walk to the local primary schools in the village. Likewise, older pupils living in the south part of Rottingdean use the route to walk to Longhill High School. Please give every consideration to my request.

Yours sincerely



Councillor Lynda Hyde

Telephone/Fax: (01273) 291187 Email: lynda.hyde@brighton-hove.gov.uk

Conservative Member for Rottingdean Coastal Ward

Subject:	Local Government Resource Review: Proposals for Business Rates Retention and Government Consultation Paper		
Date of Meeting:	13 October 2011		
Report of:	Director of Finance		
Lead Cabinet Member:	Cabinet Member for Finance & Central Services		
Contact Officer:	Name:	Mark Ireland	Tel: 29-1240
	Email:	mark.ireland@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB 23935	
Ward(s) affected:	All		

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

- 1.1 The Department for Communities & Local Government (CLG) published in July a consultation paper setting out proposals for local authorities to retain locally collected business rates and provide financial incentives for authorities to improve their local economy. The deadline for responding to the consultation paper is 24 October 2011. In late August a further 8 technical consultation papers were published covering detailed aspects of how the new system of local authority funding might operate.
- 1.2 This report sets out the main proposals covered in the consultation paper and the key technical issues for the council. The proposals make fundamental changes to the future funding of all local authorities and to the risks to resource levels faced by each authority from 1 April 2013. For Brighton & Hove the proposals have significant implications for about £100m per annum future funding. The consultation paper and associated technical papers pose 96 separate questions many of a purely technical nature and there is not time to go through each question in detail. Cabinet are therefore asked to agree that a technical response to the consultation is prepared by the Director of Finance based on the key issues identified in the body of this report.
- 1.3 In summary it is considered that the proposals should be opposed in principle by the council for the following reasons:
- they transfer too much financial risk to Brighton & Hove City Council relative to the levers available at a local level to influence business rates growth;
 - the likelihood of Brighton & Hove not exceeding national growth targets is high meaning that the council will lose further funding under this scheme and have to reduce spending as a result;
 - the scheme is complex to understand and financial planning will be difficult given uncertainty over a number of key variables within in the system (for example levels of inflation, growth forecasts and the scope for Ministerial discretion);

- Brighton & Hove City Council would need to increase the levels of reserves held to cope with the level of risk being transferred and the financial planning uncertainties;
- there is the potential for significant adverse consequences from the behaviours that this will drive for individual local authorities.

1.4 It is recognised that CLG is highly likely to proceed with these reforms and therefore as well as providing an overarching response the council will make specific representations on key elements of the proposals to ensure that if implemented, the council has attempted to safeguard its financial position as much as possible.

2. RECOMMENDATIONS:

2.1 That Cabinet notes the proposals set out in the consultation paper and the potential implications for the council as known at this time.

2.2 That Cabinet agrees that the Director of Finance responds to the consultation document opposing the proposals in principle and providing technical responses to the questions raised in the consultation paper based on the key issues set out in paragraphs 3.10, 3.12, 3.15, 3.17, 3.19, 3.21, 3.23 and 3.24 in the body of the report.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 The last fundamental change to local government finance occurred on the 1 April 1993 when the council tax system was introduced. Since that time many changes have been made to the way Government revenue support grants are calculated and distributed between local authorities. Currently the council receives £112m Formula Grant to help fund General Fund services in 2011/12 but this is forecast to reduce to £87m by 2014/15 based on the Spending Review undertaken by the Government last year. The council is forecast to receive £11m funding protection from the adverse changes to the way in which grant has been calculated in recent years through floor damping grant in 2012/13. In 2012/13 floor damping grant is due to be received by 49 councils with education and social care responsibilities and will be paid for by the other councils with the same responsibilities. What happens to floor damping grant in the new system will be of critical importance to the council.

- 3.2 Currently, councils in England collect some £19 billion of business rates each year. This cash is paid over to the national Treasury and redistributed to councils according to a complex formula. There is absolutely no link between the amount of business rates collected locally and the amount received locally through the formula. The Government is determined to repatriate business rates so local councils can share in the benefit of a growing local economy and are incentivised to support local growth. However they will only be able to keep a share of additional income over and above nationally set growth targets which are not yet specified. Business rate income is much more volatile than council tax income and can be strongly influenced by national and international economic conditions. This means that councils also take the risk of business rate income falling below the nationally set growth targets which would result in less funding and less money available to spend on local services. There will be new safety net mechanisms and councils will be allowed to spread the volatility risk by pooling with other local authorities should they wish to do so.
- 3.3 The Government does not propose to allow local councils to generate additional resources by increasing the business rate poundage beyond inflation. However, councils will be given powers to set a lower rate if they can afford to do so. The setting of individual business rateable values and the determination of appeals is undertaken by the Valuation Office (VO) and is completely outside the control of local councils. The business rates paid by an individual business are calculated by multiplying the property's rateable value by the national uniform rate poundage set by the Government. Legislation restricts the maximum annual increase to inflation as measured by the retail price index (RPI). For small businesses the rate poundage is set at a lower level. Not all businesses pay the full business rate as they can qualify for rate reliefs such as charities who receive 80% mandatory relief. The VO carry out a national revaluation every 5 years and the next revaluation is in 2015. Transitional arrangements are put in place to smooth out any big increases or decreases in rates caused by the revaluation. How to cope with the impact of revaluations fairly within the new system adds greatly to its complexity.
- 3.4 The Government has promised to establish a fair starting point for all local authorities to ensure no-one loses out at the outset of the system. Effectively this means that the new system will have to initially mirror resource distribution under the current system also adding considerable layers of complexity.

Issues guiding the response to the consultation

- 3.5 The response will be guided by the potential impact of the proposals on the resources of the council and the new risks faced by the council. In the first year it will be important that the starting point of the new system is as beneficial to the council as possible i.e. the business rates baseline is set as low as possible to maximise future gains and the baseline funding set as high as possible to protect existing funding levels.

- 3.6 Making judgements about what would be most beneficial to the council once the system is operational is much more difficult as it would require, amongst other things, forecasts to be made about future levels of inflation and growth in the local economy.

Components of the business rates retention scheme

- 3.7 The following paragraphs very briefly set out the 7 proposed components of the business rate retention scheme and the key issues for the council. The components are:

- Component 1 – Setting the baseline.
- Component 2 – Setting tariffs and top ups.
- Component 3 – The incentive effect.
- Component 4 – A levy recouping a share of disproportionate benefit.
- Component 5 – Adjusting for revaluation.
- Component 6 – Resetting the system.
- Component 7 – Pooling.

- 3.8 Appendix 1 sets out the money flows between the Government, the council and potentially the Police and Fire authorities under the current and proposed systems. The proposed system will increase the number of individual transactions but it is impossible at this stage to assess whether there will be an overall positive or negative impact on the cash flow of the council.

Component 1 – Setting the baseline

- 3.9 A business rates baseline needs to be set from which future changes in business rates income can be measured. It will be critically important that this baseline is set at a fair level for the council.

- 3.10 Key issues:

- The Government proposes to set the baseline taking into account their forecasts of future business rate growth over and above inflation. Thus the Treasury could keep some growth although the amount will not be known until this time next year. It is recommended that the response should point out that a fair new system should allow local government to retain the full proceeds of business rate growth above inflation.
- The last national revaluation took effect from 1 April 2010 and by the time the baseline is set it is likely that many appeals by local businesses will not have been processed by the VO. Any successful appeals processed after the baseline has been set will reduce the level of resources available to the council. It is therefore recommended that the response should propose that appropriate adjustments are made for successful rating appeals to ensure that the council is not unfairly penalised for decisions that are completely outside its control.

Component 2 – Setting tariffs and top ups

3.11 The funding baseline will be closely aligned to the amount of grant each council receives through Formula Grant. In simple terms if the amount of business rates collected locally exceeds the funding baseline then the council will pay a tariff to the Government and if it is less then the council will receive a top up. On the basis of current figures it is likely the council will receive a small top up. Once set the tariffs or top ups will remain fixed for a period of time until the system is reset.

3.12 Key issues:

- Although the proposals indicate that floor damping grant will form part of the funding baseline this will be strongly opposed by the majority of councils who are not at the floor. The resource implications for the council are hugely significant as the indicative floor damping grant for 2012/13 is over £11m. A list of the 49 authorities with education and social care responsibilities due to receive floor damping grant in 2011/12 is given in appendix 2. It is therefore recommended that lobbying is undertaken with these authorities for the inclusion of floor damping grant within the funding baseline.
- There are options within the proposals to make some further data and methodology changes to the grant formulae that could be reflected in the funding baseline. Specifically mentioned are possible changes to the concessionary travel formulae. It is impossible to quantify what impact any changes might have on the council but any gains will be offset by an equal and opposite reduction in floor damping grant. In previous responses the council has set out many fundamental reservations about the way in which the current grant formula operates and these cannot be overcome by the sorts of changes proposed and in any case cannot reflect the 2011 Census data which will not be available in time. It is therefore recommended that the response opposes any further updating of the grant formula.
- There are options to increase the top up and tariff payments annually by inflation as measured by the Retail Price Index (RPI) or to leave them fixed. As the council is likely to receive a top up payment it is recommended that support is given to annual inflation uplifts.

Component 3 – The incentive effect

3.13 The proposals allow individual councils to keep a proportion of any increase in business rates above the forecast increase made by the Government. The higher the proportion the greater the incentive to generate more businesses within the local economy but the higher the financial risk to the council if increases are not achieved. There are many options within the consultation proposals which impact on the level of the incentive.

3.14 The Local Government Association (LGA) has undertaken an analysis of returns on business rate collection covering the period 2005/06 to 2009/10 for each local authority to estimate the underlying growth excluding the impact of revaluations. The following table shows that the underlying growth figures for Brighton & Hove are well below the national average although part of the explanation may be high numbers of successful rating appeals. Therefore on a historical basis the council has potentially less to gain from the retention of business rates. Officers will continue to research and collect other data in time for the response submission that could support the point that business growth does not necessarily equate to business rates growth.

Year	Brighton & Hove	East Sussex	West Sussex	England
2006/07	-0.05%	+2.70%	+3.57%	+3.75%
2007/08	+0.56%	+1.22%	-0.56%	-0.70%
2008/09	+8.10%	+6.11%	+9.16%	+10.18%
2009/10	-0.15%	+1.80%	+2.06%	+1.41%
Average	+2.06%	+2.98%	+3.53%	+3.60%

3.15 Key issue:

- On the basis that historically business rate growth rates have been well below the national average and there is limited scope for the city to expand, it is recommended that the response to the consultation favours options which limit the incentive effect. This will reduce the exposure of the council to risk if growth rates are lower.

Component 4 – A levy recouping a share of disproportionate benefit

3.16 The consultation papers sets out proposals to charge a levy on councils that would otherwise receive a disproportionate benefit from an increase in local business rates. This levy is likely to impact upon councils whose business rate income is very large where a relatively small increase in rates creates a big increase in resources for that council or where the growth in business rate income is exceptional. It is proposed that the levy will be used to provide protection for councils with falling business rates income in the short term.

3.17 Key issues:

- It seems fair to design a levy to protect councils with high spending needs but with a low business rates baseline. The council may also need protection on occasion from the levy pool having had falling income in both 2006/07 and 2009/10. It is therefore recommended that strong support is given in the response to the principle of a levy.
- It is completely unclear from the consultation how the timing of payments to and from the levy pool will work in practice. It will be essential to have reasonable certainty over resource levels in time for the budget setting process but it appears from the proposals that payments to and support from the levy pool will only be know up to 6 months after the financial year has ended when the business rate returns have been independently audited. CLG should be asked to clarify this timetable.

Component 5 – Adjusting for revaluation

3.18 The rateable values of all businesses in England are reviewed by the VO every 5 years. The overall financial impact of the revaluation is neutral so if the national rateable value goes up then the national rate poundage goes down proportionately and vice versa. However, the picture for individual businesses can be very different depending on the area in which they are located and the type of business they operate. There are very complex transitional arrangements for individual businesses that phase in both increases and reductions in rates payments over a 5 year period. The next revaluation is in 2015 and the proposals try to exclude the impact of revaluations on the retention scheme by complicated adjustments.

3.19 Key issues:

- Under previous revaluations improving economic conditions in Brighton & Hove have resulted in local rateable values rising by more than the national average so local businesses have on average ended up paying more in business rates. Under the proposed system all this additional income will be discounted so the council will not receive any of it. Although adjusting the system so that the council could benefit from some of this income would be hard to do it is recommended that CLG be asked to develop an option to allow councils to keep some of this income.
- Increases in rating valuations inevitably lead to higher numbers of appeals and potentially higher numbers of successful appeals which under the proposed system become a financial risk for the council even though it can do nothing to influence the process. It is therefore recommended that the response asks CLG to discount successful rating appeals from the retention calculations.

Component 6 – Resetting the system

3.20 The Government proposes to reset the system periodically to reflect changes in the relative needs of different authorities. The more frequently this happens the greater uncertainty there is in future resource levels and the lower the incentive to grow the local economy. However, infrequent resets would particularly penalise those authorities with rapidly growing spending needs.

3.21 Key issues:

- The council has previously lobbied on the serious short-comings of the current models for assessing needs and therefore it is recommended that the response should support the development of a completely new model of needs assessment by an independent body.
- On the basis that the council probably has less to lose in a reset it is recommended that the response should favour more frequent resets to enable resource distribution to more closely reflect needs. CLG should also be asked to set out more clearly the trigger points for a reset so it is not left purely to ministerial discretion.

- Any reset could result in significant changes to resource distribution between authorities. Therefore the response should also ask CLG to set out what protection mechanisms might be put in place to help those authorities to plan for a significant loss of resources.

Component 7 – Pooling

3.22 Business rates income is much harder to predict and much more volatile than council tax income as it can go down as well as up. The council is forecast to receive about £95m in business rates in 2011/12 but the actual amount may vary by several million. The proposals allow councils to spread their business rate income risk by pooling income with other authorities. This will need formal arrangements to be put in place to determine the shares of any gains or losses between the authorities within the pool. A view on how business rates income will change in other potential pooling authorities is therefore critical. The table below draws again on the LGA analysis and compares the average change in business rates income over the period 2005/06 to 2009/10 for neighbouring district councils.

Council	2005/06 to 2009/10 growth	National Ranking
Brighton & Hove	+2.06%	299
Adur	+2.02%	302
Arun	+2.75%	253
Chichester	+3.11%	215
Crawley	+4.05%	110
Eastbourne	+3.02%	224
Hastings	+2.42%	272
Horsham	+2.94%	234
Lewes	+1.97%	305
Mid-Sussex	+3.31%	192
Rother	+2.48%	268
Wealden	+4.34%	83
Worthing	+3.72%	137

3.23 Key issue:

- The Government is thinking about giving additional incentives for authorities to work together in pooling arrangements. On the basis that there should be a level playing field for all authorities it is recommended that the response should support the same incentives being applied to all possible working arrangements.

Other issues raised by the business rate retention proposals

3.24 There are a number of other issues raised by the consultation that do not fall directly within the components of the new system. These are:

- Business growth and job and wealth creation does not always equate to growth in business rates which is driven by rents payable on space occupied. Growth in service sector businesses or knowledge/technology based industries will have a much lower impact on business rates growth than, for example, a new supermarket.
- The response should also point out that the proposals provide greater incentives to develop “Greenfield” sites over the redevelopment of existing sites that are already generating business rates.
- The incentives that it places on individual authorities to compete for businesses in their area may have adverse consequences.
- The interaction between Tax Incremental Financing (TIF – the use of future additional business rate income streams generated by a new project to fund some of the debt financing costs associated with the project capital investment costs) and the business rates retention proposals have not been well developed. The business rate retention proposals provide far too little certainty about future income streams to justify any significant new borrowing particularly because some or all of this income may be lost at a reset. It is therefore recommended that the response should support the treatment of TIF schemes outside the retention proposals and that changes to the business rates within the defined boundary of a TIF project should be ring-fenced – this will mean that Government approval will be needed before any TIF scheme can proceed.
- Although CLG have provided an interactive calculator as part of the technical papers it is very difficult to work out how to populate it with meaningful data. The response should therefore ask for CLG to provide exemplifications of key data for each local authority.
- The proposals consider various options for the treatment of Police and Fire authorities. On the basis that these services have no impact on local business rates growth and their inclusion adds to the complexity of the system it is recommended that these authorities are funded entirely from Government grant.
- There are potentially alternative mechanisms for incentivising local authorities to support business growth which are less complex and transfer less financial risk, for example a model based on similar principles to the former Local Authority Business Growth Incentive Scheme (LABGI) or the New Homes Bonus

3.25 In the light of the proposals officers will need to review the current Business Rate Collection System to see whether it is “fit for new purpose” and what changes and improvements could be made. Although business rates collection rates for Brighton & Hove are currently comparable to authorities with similar characteristics, for 2013/14 and beyond the way the council collects business rates also needs to be reviewed to see whether changes and new investment might generate higher collection rates.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

4.1 Presentations on the proposals and the consultation have been made to the cross political party Budget Review Group who will also see the final response before it is sent to CLG.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The business rate retention proposals will have implications for the level of resources received by the council from 2013/14 onwards. Possible implications arising from the proposals are contained within the body of the report and these will become clearer as the proposals are developed by the Government. However, firm figures will not be known until November / December 2012 when the provisional Government Settlement is due that. In addition officers will have to develop new models to forecast local business rates income over the medium term. All significant developments will be reported to Members through the regular budget reports.

Finance Officer Consulted: Mark Ireland Date: 29/09/11

Legal Implications:

- 5.2 Cabinet have the requisite authority to agree the recommendations at paragraph 2 of this report, as the body responsible for formulating and implementing the council's budget.
- 5.3 Any changes which the Government propose to make to the system of non-domestic rate collection will require fresh legislation to revoke or amend the existing statutory scheme set out in Part III of the Local Government Finance Act 1998.

Lawyer Consulted: Oliver Dixon Date: 29/09/11

Equalities Implications:

- 5.4 There are no direct equalities implications arising from the report.

Sustainability Implications:

- 5.5 There are no direct sustainability implications arising from the report.

Crime & Disorder Implications:

- 5.6 There are no direct crime and disorder implications arising from the report.

Risk and Opportunity Management Implications:

- 5.7 The proposals set out in the consultation paper pose significant additional financial risks to the council as set out in the body of the report.

Public Health Implications:

- 5.8 There are no direct public health implications arising from the report.

Corporate / Citywide Implications:

- 5.9 The funding of Police and Fire services across the city will also be affected by the proposals set out in the consultation and those authorities have the opportunity to respond separately to the consultation.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The report sets out the key issues and explains the reasoning why certain responses are proposed to be made in keeping with the overall objective to protect and minimise risk to future funding sources of the council.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The consultation requires responses to be received by 24 October 2011 and given the potential significance of the proposals to the future finances of the council the recommendations ask Cabinet to give a clear steer to the response from the council so that the response deadline can be achieved.

SUPPORTING DOCUMENTATION

Appendices:

1. Cash-flows under the current and proposed systems
2. List of authorities with Education and Social Care responsibilities due to receive floor damping grant in 2012/13

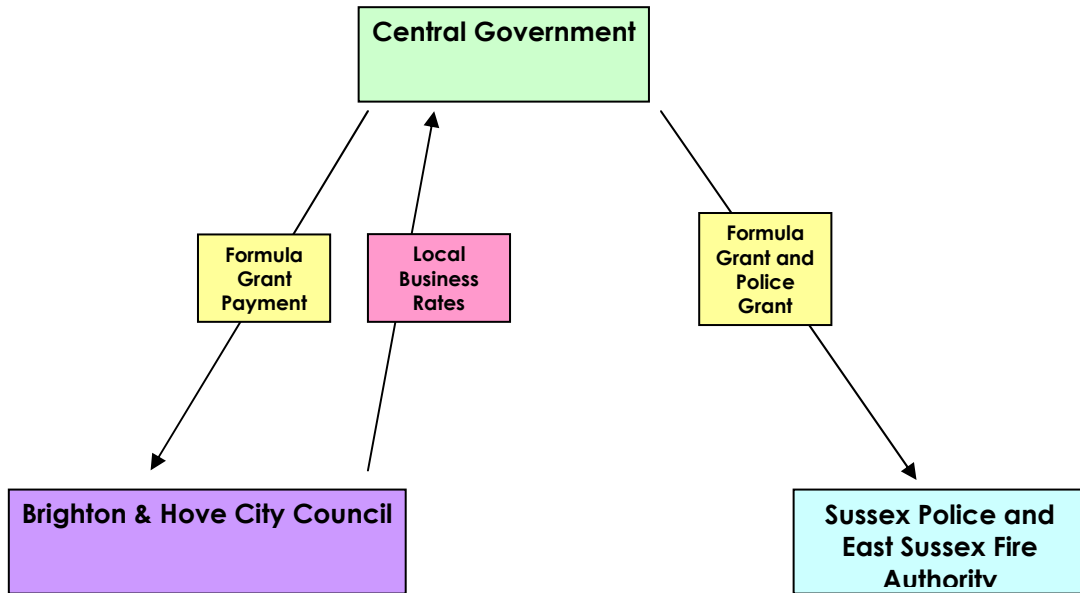
Documents in Members' Rooms

None.

Background Documents

1. The Government consultation document can be found on the CLG website at:
<http://www.communities.gov.uk/publications/localgovernment/resourcereviewbusinessrates>

Money flows under current system



Money flows under the proposed system

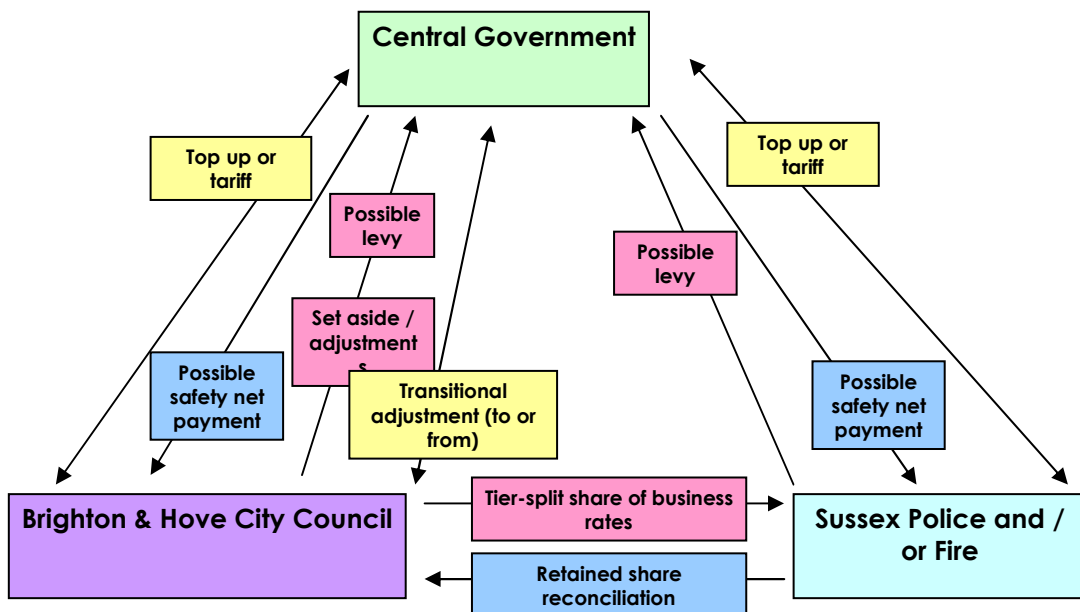


Table of floor damping from 2012/13 provisional settlement for councils with Education & Social Care responsibilities

	Councils with Education & Social Care responsibilities	£m
1	Surrey	43.932
2	Wandsworth	42.702
3	Islington	29.747
4	Hammersmith and Fulham	29.093
5	Camden	28.013
6	Hackney	27.498
7	Lambeth	27.135
8	Southwark	19.313
9	Brent	18.078
10	Kensington and Chelsea	15.813
11	Tower Hamlets	15.695
12	Hertfordshire	15.688
13	Liverpool	14.878
14	Bradford	13.302
15	Buckinghamshire	13.141
16	Brighton & Hove	11.058
17	Richmond upon Thames	10.964
18	Newcastle upon Tyne	10.612
19	Newham	10.331
20	Haringey	9.468
21	Oxfordshire	9.338
22	Wokingham	8.279
23	Bromley	6.339
24	Knowsley	6.105
25	West Berkshire	5.457

	Councils with Education & Social Care responsibilities	£m
26	Windsor and Maidenhead	5.279
27	Bournemouth	4.798
28	Greenwich	3.911
29	Ealing	3.351
30	Doncaster	3.264
31	Hampshire	3.204
32	Halton	2.649
33	Bracknell Forest	2.612
34	Bedford	2.319
35	Manchester	2.217
36	Rochdale	2.195
37	Lewisham	2.056
38	Wirral	2.000
39	Westminster	1.993
40	Sefton	1.439
41	Sunderland	1.149
42	Sutton	1.052
43	York	0.779
44	City of London - Non-Police	0.727
45	Reading	0.547
46	Salford	0.439
47	North Tyneside	0.237
48	Merton	0.234
49	Blackburn with Darwen	0.178

Subject:	Waivers of Contract Standing Orders		
Date of Meeting:	13 October 2011		
Report of:	Director of Finance		
Lead Cabinet Member:	Cabinet Member for Finance and Central Services		
Contact Officer:	Name:	Claire Jones	Tel: 29-1408
	Email:	claire.t.jones@brighton-hove.gov.uk	
Key Decision:	No		
Ward(s) affected:	All		

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

- 1.1 Contract Standing Orders (CSOs) requires reports to be presented to Cabinet, setting out all waivers authorised under CSO 18.2 & 18.3 compared to previous financial years. This report relates to financial year 2010/11

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes the number of waivers authorised under Contract Standing Orders 18.2 & 18.3 during financial year 2010/11.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Under CSO 18, Strategic 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 relevant Cabinet Member and the Procurement Strategy Manager. Prior to the organisation restructure, Chief Officers (Assistant Directors and Heads of Services) were able to approve waivers with an estimated contract value of less than £75k. To reinforce CSO governance and align with the new organisational structure, the approval process was changed so that only Strategic Directors could approve waivers for contracts less than £75k. CSO 18.6 states that a register of all waivers will be jointly maintained by Corporate Procurement and Property & Design and kept available for inspection by Councillors or members of the public during working hours
- 3.2 On 1st November 2010 the organisation was restructured to deliver services through a commissioning model. For the purposes of this report waivers will be shown by the five key areas – Communities, Finance, People, Place and Resources. As a result of this organisational change, the report is not able to show direct comparisons by service area (previously Directorates) within the statistical analysis outlined in Appendix A & B. However comparisons can be shown for value and number of waivers sought.

- 3.3 A summary of the number and value of waivers under and over £75,000 for years 2009/10 to 2010/11 is shown in table 1 below. The table shows a reduction in both higher and lower value waivers. There are a number of reasons and factors behind this: the waiver authorisation and notification processes have been streamlined and reinforced, greater use has been made of consortium contracts and frameworks. This is enhanced by greater collaboration with neighbouring authorities and an increased awareness of contract standing orders by contract officers. This can be attributed to the increasing profile of the Corporate Procurement team due to initiatives within the team and the wider Value for Money programme. These actions have all helped to reduce the number of waivers and this reduction will have improved the value for money obtained by the council through greater competition

Table 1				
Year	Number of Waivers		Value of Waivers	
	2009/10	2010/11	2009/10 £ million	2010/11 £ million
Under £75,000	25	23	1.0	1.0
Over £75,000	6	5	0.7	1.0
Total	31	29	1.7	2.0

- 3.4 The statistical analysis of the waivers in 2009/10 and 2010/11 is included within Appendix A and B to this report. Although the number of waivers received in 2010/11 decreased (by 3) compared to 2009/10 there was an increase in value of £344k. The majority of this increase can be accounted for by one waiver for a design and build contract for a new playground at a city primary school. The tender was awarded to a contractor already in operation on a neighbouring site which therefore presented economies of scale with regards to access, staff already deployed in the area and knowledge of the schools operating hours and geographical issues (narrow steep roads and access points, residential housing close by).
- 3.5 The information set out in Appendix A & B does not appear to demonstrate any noticeable trend apart from an overall reduction in waiver numbers.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 The Head of Property and Design, and the Head of Strategic Finance & Procurement have been consulted over the contents of this report.
- 4.2 Community Engagement has not been sought as it is not required for this report however waivers are open for viewing by members of the public during standard council operating hours.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The use of the waiver function allows the council to achieve the best value on its contract standing orders and therefore supports providing value for money. This report is for information purposes and does not have any direct financial implications, although it should be noted that financial implications would be required within each report supporting a waiver.

Finance Officer Consulted: Mike Bentley Date: 14/09/11

Legal Implications:

- 5.2 There are no direct legal implications arising from this report. Full legal implications would be required within each report supporting a waiver in respect of a contract estimated to be over £75,000.

Lawyer Consulted: Sonia Likhari Date: 14/09/11

Equalities Implications:

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

Sustainability Implications:

- 5.4 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 in respect of a contract estimated to be over £75,000.

Crime & Disorder Implications:

- 5.5 There are no direct implications in this report.

Risk and Opportunity Management Implications:

- 5.6 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.

Public Health Implications:

- 5.7 There are no public health implications in this report.

Corporate / Citywide Implications:

- 5.8 These are included in section 7 below.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 Not applicable to this report.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 The analysis does not suggest any failure to comply with CSOs. The decrease in the numbers of waivers is consistent with the streamlining of the waivers authorisation and notification processes. Additional methods have been introduced to monitor any occurrences of unauthorised purchases/contracts by council officers who would have required a waiver. Overall the report demonstrates the increasing awareness and achievement of value for money and reflects the changing nature of procurement, including the move to greater use of partnership working and collaboration.

7.2 Corporate Procurement continues to increase the profile of procurement with officers seeking advice about tendering and the use of more innovative approaches to procurement, which are allowed for within CSOs without the need for a waiver for e.g. the increase in collaboration with neighbouring councils and the use of consortium contracts and frameworks.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix A - Analysis by Reason and Key Area - For Period 1/4/10 to 31/3/11
2. Appendix B - Analysis by Reason and Directorate - For Period 1/4/09 to 31/3/10

Documents in Members' Rooms

None

Background Documents

None

Waivers of Contract Standing Orders

APPENDIX A

Analysis by Reason and Area* - for period 01/04/10 to 31/03/11

* Due to the organisational restructure the Directorates outlined reported in 09/10 have been changed to Areas

Reason	Area					Total Waivers	Totals			
	Communities	Finance	People	Place	Resources		Waivers under £75K	Waivers over £75K	Total Value of Waivers	% Waivers by Reason
Appointment of tenderer										
1. Insufficient no. of tenders/did not accept lowest	0	0	1	0	0	1	£0	£301,675	£301,675	15.12%
Sub totals						1			£301,675	15.12%
Award with no tender process										
2. Award no tender process - consultant	0	0	1	2	0	3	£98,610	£0	£98,610	4.94%
3. Award no tender process - contractor	0	0	0	0	2	2	£99,595	£0	£99,595	4.99%
4. Award no tender process - supplier	1	0	1	0	0	2	£143,450	£0	£143,450	7.19%
Sub totals						7			£341,655	17.12%
Specialist Works										
5. Specialist	5	0	0	5	0	10	£333,441	£407,000	£740,441	37.11%
Sub totals						10			£740,441	37.11%
Urgent Award										
6. Urgent award - consultant	2	0	0	0	0	2	£42,000	£0	£42,000	2.10%
7. Urgent Award - contractor	0	0	0	4	1	5	£152,900	£84,580	£237,480	11.90%
8. Urgent award - supplier	0	0	0	1	1	2	£65,000	£0	£65,000	3.26%
Sub totals						9			£344,480	17.26%
Other										
9. Other	0	0	0	1	1	2	£17,037	£250,000	£267,037	13.38%
Sub totals						2			£267,037	13.38%
Total Number of Waivers by Dept	8	0	3	13	5	29	£952,032	£1,043,255	£1,995,287	100%
Total % Waivers in each Dept	27.59%	0.00%	10.34%	44.83%	17.24%					

29 Waivers were recorded to the total value of £1,995,287.34

48% of waivers recorded were for contracts under £75K at a total value of £952,032

52% of waivers recorded were for contracts over £75K at a total value of £1,043,255

Waivers of Contract Standing Orders
Analysis by Reason and Directorate - for period 01/04/09 to
31/03/10

APPENDIX B

Reason	Directorate						Totals			
	Childrens Trust	Finance & Resources	Cultural Services	Environment	Adult Social Care & Housing	Strategy & Governance	Total Waivers	Waivers under £75K	Waivers over £75K	Total Value of Waivers
Appointment of tenderer										
1. Insufficient no. of tenders/did not accept lowest	0	1	0	2	1	0	4	£86,000	£184,612	£270,612
Sub totals							4			£270,612
Award with no tender process										
2. Award no tender process - consultant	2	1	0	3	1	0	7	£237,033	£0	£237,033
3. Award no tender process - contractor	1	1	0	0	1	0	3	£117,000	£0	£117,000
4. Award no tender process - supplier	4	1	0	0	1	2	8	£254,385	£103,000	£357,385
Sub totals							18			£711,418
Specialist Works										
5. Specialist	1	1	0	1	1	0	4	£98,370	£86,000	£184,370
Sub totals							4			£184,370
Urgent Award										
6. Urgent award - consultant	0	0	0	0	0	1	1	£44,600	£0	£44,600
7. Urgent Award - contractor	0	0	0	1	0	0	1	£0	£75,000	£75,000
8. Urgent award - supplier	1	0	0	0	0	1	2	£115,650	£0	£115,650
Sub totals							4			£235,250
Other										
9. Other	0	0	0	0	1	0	1	£0	£250,000	£250,000
Sub totals							1			£250,000
Total Number of Waivers by Dept	9	5	0	7	6	4	31	£953,038	£698,612	£1,651,650
Total % Waivers in each Dept	29.03%	16.13%	0.00%	22.58%	19.35%	12.90%				

31 Waivers were recorded to the total value of £1,651,650
58% of waivers recorded were for contracts under £75K at a total value of £953,038
42% of waivers recorded were for contracts over £75K at a total value of £698,612

Subject:	Consultation on Policy Options Papers for the new City Plan		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Place		
Lead Member:	Cabinet Member for Planning, Employment, Economy & Regeneration		
Contact Officer:	Name:	Helen Gregory	Tel: 29-2293
	Email:	helen.gregory@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB23385	
Ward(s) affected:	All		

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

- 1.1 To seek approval for consultation on Policy Options Papers to inform the preparation of the new City Plan. In July 2011, Council agreed to withdraw the Core Strategy to allow it to be updated and amended. This has been agreed by the Secretary of State and the Core Strategy has been withdrawn. In September 2011, Cabinet agreed a new work programme to prepare the City Plan.
- 1.2 As part of preparing the draft City Plan it is considered necessary to undertake a period of consultation to start in October 2011. The consultation will focus on four specific policy areas where important changes are proposed. These policy areas are: Housing targets and housing delivery, Park and Ride Transport policy, Employment Policy and Student housing policy. This will be followed by consultation on the draft City Plan (to replace the Core Strategy) early next year (March and April 2012).

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the Policy Options Papers and preferred options set out in the appendices.
- 2.2 That Cabinet approves the publication of the Policy Options Papers and associated Sustainability Appraisal document for a period of focussed consultation to inform the preparation of a draft City Plan subject to minor grammatical or editorial alterations approved by the Strategic Director, Place.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 In July 2011, Council agreed to withdraw the Core Strategy to allow it to be updated and amended. This has been agreed by the Secretary of State and the Core Strategy has been withdrawn. The need to amend the document arose from soundness issues raised at an Exploratory Meeting with the appointed Planning

Inspector in May 2010. This concerned the housing delivery strategy in the submitted document and the government's subsequent proposed removal of regional housing targets.

- 3.2 The need to update the document also arises from the number of significant changes that have happened since the document was submitted to the Secretary of State a year ago. These include proposed changes to national legislation and guidance (Localism Bill and draft National Planning Policy Framework), reduced availability of government funding for capital projects and the completion of an updated housing capacity study (Strategic Housing Land Availability Assessment). Reflecting these changes will help to secure an effective, up to date and sound document.
- 3.3 The need to amend the Core Strategy presents a real opportunity to prepare a City Plan with greater potential (than the previously submitted Core Strategy) to plan for the future of the city. The City Plan will be an important tool for attracting and directing investment in the city. It will provide an imperative for delivering much needed affordable homes and for encouraging the most sustainable forms of development with the highest quality of design. The City Plan will provide the strategic planning framework to guide the preparation of neighbourhood plans and will allow issues of local importance to be addressed appropriately and innovatively.
- 3.4 There will be consultation on a full version of the draft City Plan early next year. As part of preparing the draft Plan it is considered necessary to undertake a period of consultation to start in October 2011 on four specific policy areas where important changes are proposed. These four policy areas are: housing targets and housing delivery, park and ride transport policy, employment policy and student housing policy. The reasons why these policy areas are considered in need of a separate consultation are set out below along with the council's preferred approach. The Options Papers have been subject to a Sustainability Appraisal (SA), a separate independent document, which critically examines the issues and options and tests them against the principles of sustainable development. As a result, the SA has informed the preferred options. The full Policy Options Papers are attached as appendices with this report.

Housing Targets and Housing Delivery

- 3.5 The Housing targets and housing delivery Option Paper outlines the changing policy context for local authorities regarding the setting of future housing targets. The proposed removal of regionally set housing targets (as in the South East Plan) provides a welcome opportunity for local targets to be set. Nevertheless the emerging National Planning Policy Framework sets an unprecedented new requirement on local authorities to assess and plan to meet the full range of current and future housing requirements (in terms of needs/ demands) in the context of a presumption in favour of sustainable development.
- 3.6 Two studies have informed the development of a number of housing target options and the delivery scenarios that would be required to achieve those targets. These are the Strategic Housing Land Availability Assessment (SHLAA), which examined the capacity of the city to absorb additional new housing provision, and a draft Local Housing Requirements Study, an assessment of

local housing requirements for the City based on demographic and economic performance factors, The studies indicate that the demand/need for housing over the 2010-2030 plan period falls within the range of 16,000-19,000 new homes. The SHLAA identifies sites within the urban area with a capacity for 8,000 dwellings and points to additional sources of housing supply which could be further considered to enable the provision of more housing over the plan period.

- 3.7 Given the shortfall between the assessed housing requirements for the city and the existing identified site capacity, potential additional sources of supply will need to be considered to present a robust and defensible housing target when the plan is examined by an independent planning inspector. Therefore, the preferred housing target for 2010-2030 of 11,200 new dwellings will secure a similar amount of housing development to that set out in the submission version of Core Strategy.
- 3.8 The preferred housing delivery scenario maximises development opportunities within the built up area, retains a strong base of employment sites within the city and affords greater protection for urban open space. It also relies on the strategic allocation of a large, privately owned greenfield site at Toad's Hole Valley on the northern edge of the city for a mixed use development including a significant amount of new housing (750 units). Toad's Hole Valley provides an opportunity to plan positively for more family sized and affordable housing, new open space provision, enhanced site of nature conservation importance and opportunities for links with the South Downs National Park.

Park and Ride Transport Policy

- 3.9 Park and ride was one of a package of measures proposed in the submitted version of the Core Strategy to promote modal shift from cars to sustainable transport modes. It was considered and tested through the Transport Assessment that underpinned the Core Strategy. The approach in the submission Core Strategy sought to provide three to five smaller park and ride sites as part of a wider package of measures to manage parking in the city centre. The Park and Ride Transport Policy Options Paper sets out the reasons for reviewing the approach to park and ride to be taken in the City Plan, that include financial context, a new Transport Strategy for the city and objections made to the earlier policy approach.
- 3.10 The Park and Ride Transport Options Paper sets out three options for park and ride policy including an option to remove proposals for park and ride from the City Plan and an option to retain proposals for park and ride facilities in the form of a revised criteria- based policy incorporated into a city wide sustainable transport policy. The preferred option is to remove Park and Ride from the transport policy in conjunction with increasing alternative measures to mitigate the impact of traffic entering the city.

Employment Policy

- 3.11 The Employment Policy Option Paper sets out the opportunity to clarify and strengthen the council's preferred approach towards supporting sustainable economic growth in the city. This responds to consultation responses received during the last consultation on the Core Strategy. It also reflects the current

financial difficulties in securing finance for office developments, potential changes to the national planning policy framework and the need to consider the role some sites can play in delivering additional housing supply. Maintaining a portfolio of employment sites provides the opportunity for the targeting and support of growth sectors such as environmental technologies to support a low carbon economy.

The preferred options propose to:

- Specifically identify and safeguard Central Brighton as the city's primary office area to accord with the council's aspirations for central Brighton to be a vibrant employment location and respond to the need to safeguard commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area.
- Identify and allocate a ranges of sites to accommodate the forecast need for an additional 20,000 sq m of office floorspace within the New England Quarter and London Road Development Area as a more flexible and viable way of bringing forward new office floorspace.
- Allocating strategic employment sites and identify their proposed role within the Development Areas to clarify and provide certainty to landowners and developers on the council's preferred approach to securing regeneration, inward investment and high quality modern employment floorspace and, where appropriate employment-led mixed use development.
- Identify a hierarchy of industrial estates/ premises by allocating those sites which will continue to be safeguarded for business, manufacturing and warehouse use and where refurbishment and improvement will be encouraged and also allocating those assessed as suitable for employment-led mixed use development where the twin benefits of high quality of modern business floorspace and additional housing requirements can be achieved.

Student Housing Policy

3.12 The Student Housing Option Paper outlines the need for the City Plan to help to address the aims of the council's Student Housing Strategy 2006-2014 by addressing a new policy area; planning for student accommodation in the city. The study identified various issues related to student housing which the paper addresses:

- Firstly the emergence of concentrations of students in Houses in Multiple Occupation (HMOs) particularly close to existing university campuses in the city which has brought about rapid changes to the local populations, housing markets and residential environments.
- Secondly, the increased interest by the development industry in building 'speculative' purpose-built student housing at a time when the viability of building market/ affordable housing has declined. This is putting pressure on sites the council wants to see developed for needed market/ affordable housing.

3.13 The proposed preferred approach to addressing these issues is firstly to reduce the over-concentration of HMOs in certain neighbourhoods by promoting and enabling the development of appropriate purpose-built student accommodation at suitable locations in the city (specific sites have been proposed in consultation with the Universities). Secondly, the proposed approach to controlling the spread of HMO's in specific areas of the city is through introducing a policy in the City Plan. This policy would allow for an Article 4 direction to be used to remove permitted development rights for family houses to change to HMOs without the

need for planning permission. The proposed preferred approach is to include within this policy a threshold above which no further HMOs would be permitted within a particular area.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 A 'two-stage' consultation approach is proposed in order to focus attention on new and significantly changed policy issues as part of the first consultation, and then to provide consultees with an opportunity to comment on the preferred approach (and detailed wording) of the draft City Plan through the second consultation period in March and April next year. Both these stages fall within Regulation 25 (pre-submission consultation) of the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended). Under Regulation 25 the requirement to consult the public includes specific and general bodies, as well as consulting those residents and/or businesses the local authority considers appropriate.
- 4.2 The benefit of consulting on Policy Options Papers is that it allows the full consideration of new and changed issues (that must be addressed in the City Plan) to be set in the context of new evidence and the changing national policy framework and the need for a sound plan. Planning Policy Statement 12 advises that the community should be involved in the process of refining and improving the options in order to help demonstrate the justification of the development plan document. Through the Policy Options Paper consultation the opportunity remains open for consultees to express a preference for any option. These responses will then inform the preparation of the draft City Plan. It is considered that the Policy Options Papers along with the Sustainability Appraisal of the Policy Options Papers will provide consultees with sufficient information about the various options for them to state their preference.
- 4.3 The consultation will start week beginning 17 October and the technical papers will be accompanied by a leaflet and questionnaire which will be made available at the council's main deposit points and on the council's website. A press release will be prepared and Local Development Framework consultees will be notified. The technical papers will be discussed with the relevant city partnerships that sit below the local strategic partnership.
- 4.4 The Cross-Party Working Group on the City Plan has been advised of the two stage approach to consultation and the need for option papers for policy areas requiring significant change. The city's Strategic Partnership has been made aware of the forthcoming consultation.
- 4.5 Consultation on the Policy Option Papers will accord with the approach and standards set out in the council's adopted Statement of Community Involvement (the city council's policy for involving people, communities and stakeholders in preparing plans).

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no Capital Expenditure implications. The costs of preparation and consultation for the preparation of the City Plan will be met from within the existing Planning Strategy and Projects revenue budget.

Finance Officer Consulted: Karen Brookshaw Date: 08/09/11

Legal Implications:

- 5.2 The draft City Plan will update and amend the withdrawn Core Strategy which is one of a series planning documents introduced under the Planning and Compulsory Purchase Act 2004. Once adopted the City Plan will be the development plan for the city against which planning applications will be assessed. Procedural requirements for drafting and adopting such documents are contained in the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended) and, as stated in this Report, the consultation proposed will be carried out under Regulation 25 of the aforesaid Regulations..
- 5.3 No human rights implications arise from the Report.

Lawyer Consulted: Hilary Woodward Date: 08/09/11

Equalities Implications:

- 5.4 Equalities issues have been and will continue to be relevant to a number of issues within the development plan document, particularly in relation to reducing inequalities, providing community facilities and providing housing for all, including gypsies and travellers. Previous community involvement specifically attempted to reach the various communities of interest and a previous version of the Core Strategy was subject to an Equality and Health Impact Assessment.

Sustainability Implications:

- 5.5 The planning system has a clear purpose to contribute towards the achievement of sustainable development. All planning documents will be appraised for their economic, social and environmental impacts. The Policy Options Papers have been subject to a Sustainability Appraisal.

Crime & Disorder Implications:

- 5.6 The City Plan will address crime and disorder through development areas, special area policies and a number of citywide policies.

Risk and Opportunity Management Implications:

- 5.7 The risks within this project are regularly reviewed through quarterly highlight reports. Consulting on the council's preferred approach to policies requiring significant change will help ensure a sound development plan document can be justified and should ensure that there are fewer objections to the plan, or issues arising at a late stage. A Cross Party Working Group has been established to

enable these policy options to be discussed at an early stage therefore reducing uncertainty when key decisions are made.

Public Health Implications:

- 5.8 The City Plan will address the healthy planning agenda through a city wide healthy city policy. A previous version of the Core Strategy was subject to an Equality and Health Impact Assessment.

Corporate / Citywide Implications:

- 5.9 The City Plan will be a significant factor in steering development in the city for the next 20 years. It will contribute to delivering plans and strategies across the city council directorates, along with the Sustainable Community Strategy. It will also help to deliver city-wide strategies of public and voluntary sector partners.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The process of preparing a development plan document is to test alternative policy options. This testing includes consultation, a robust evidence base and a Sustainability Appraisal. Given the significance of change proposed to four policy areas it was considered necessary for these to be fully tested through an additional 'issues and options' stage.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To progress the preparation of the City Plan to ensure the council has an up to date strategic planning framework for the city to replace the current Local Plan.
- 7.2 To ensure that there is effective consultation on four key policy areas that are subject to significant change in accordance with the statement of community involvement and planning regulations.

SUPPORTING DOCUMENTATION

Appendices:

1. Policy Option Paper - Housing Targets and Housing Delivery
2. Policy Option Paper – Park and Ride Transport Policy
3. Policy Option Paper - Employment Policy
4. Policy Option Paper - Student housing Policy

Documents in Members' Rooms

1. Sustainability Appraisal of Policy Options Paper

Background Documents

1. July Council Withdrawal of Core Strategy
2. 22 September Cabinet Revised Local Development Scheme 2011-2014
3. Submitted Brighton & Hove Core Strategy
4. PPS 12 Local Spatial Planning

Brighton and Hove City Plan Housing Delivery Options Paper

1. Introduction

1.1 The City Plan will set the framework for future development in Brighton & Hove up to the year 2030. Housing the population of the city in good accommodation is one of the council's priorities.

1.2 The planned provision of new housing is often viewed as a key driver behind a plan and its spatial strategy. As a result, a sound housing delivery strategy is essential to achieving a sound Plan for the City.

1.3 Currently, the housing target set in the South East Plan is to build 570 new homes each year. Over the last 9 years we have built on average 576 new homes per year although completions over the last 2 years have been significantly lower than this due to the impacts of economic recession¹.

1.4 Regional Spatial Strategies (like the South East Plan) will be abolished through the enactment of the Localism Bill which is progressing through Parliament. The Coalition government wants local councils together with their local community to set their own housing targets. There are a range of factors which must be taken into account, including the needs of future households, the needs of the local economy and the physical capacity of the city to accommodate development.

1.5 A range of housing target options have been drawn up, each of which has advantages and disadvantages, as set out later in this paper. We are seeking views on the options and particularly whether the preferred option can be supported.

2. Background and Context

2.1 In April 2010 the council submitted its Core Strategy Development Plan Document for the city and an Examination was planned for Summer 2010. However, at an Exploratory Meeting for the Core Strategy (held May 2010), the council's appointed Planning Inspector was not satisfied that the Council had made sufficient attempts to identify specific housing sites to meet its housing target as set by the South East Plan.

2.2 At the Exploratory Meeting, the council was criticised for relying too heavily upon future housing provision coming from 'windfall'² development to make up the outstanding plan requirement and the Inspector felt the council

¹ Residential Completions 2009/10 were 380 and for 2010/11 just 283 units.

² Previously developed sites that come forward unexpectedly and have not been identified through the plan process. Small windfalls frequently arise through a residential conversion or new flat over a shop. Larger windfalls arise through factory closure, changes of use.

had not met the specific tests set out in government planning guidance *Planning Policy Statement 3: Housing (PPS3)*.

2.3 In particular, the Inspector suggested the council had not sufficiently considered the scope for identifying additional housing gains from:

- a review of the city's employment sites;
- a review of the city's open space resource; and
- a serious consideration of opportunities within the urban fringe.

2.4 The Inspector's view at the time was that the Core Strategy was an opportunity to review policy (if and where necessary) where it constrained housing development. As a result of the Inspector's concerns, the Core Strategy Examination was suspended.

2.5 The council has now formally withdrawn the submission version of the Core Strategy and decided to redraft certain elements of the Plan to reflect new studies and new planning guidance emerging at the national level.

Future housing requirements for the City

2.6 As indicated above, the Coalition Government has made clear its intention to abolish Regional Spatial Strategies including the South East Plan through enactment of the Localism Bill.

2.7 This means the City Plan will now need to address some of the issues previously dealt with by the South East Plan. One of the most fundamental of these is setting the future housing requirement for the city³.

2.8 Once the South East Plan is abolished it will be for local authorities to determine their own local housing targets and to demonstrate how those targets will be met in their Plans.

2.9 Local housing targets will still be subject to an Inspector's scrutiny and the evidence used to derive the local housing target will be thoroughly tested at the Plan Examination. The government is already indicating that it expects housing supply to increase significantly and that local planning authorities should plan to meet the full requirements for market and affordable housing within their housing market areas⁴.

National policy guidance

2.10 The government has not yet published any 'best practice' guidance on how local authorities should determine their local housing targets. However, the draft National Planning Policy Framework sets an unprecedented new requirement on local authorities to assess and plan to meet the full range of

³ Until final enactment, the South East Plan remains part of the statutory Development Plan and emerging Plan policies will still need to be in conformity with it. This is the current legal position.

⁴ Draft National Planning Policy Framework published for consultation end July 2011.

current and future housing needs and demands in the context of a presumption in favour of sustainable development.

2.11 Current planning guidance in *Planning Policy Statement 3 – Housing* (PPS3) sets out a range of issues that must be taken into account in determining a housing target:

- >**Evidence of current and future levels of need and demand** for housing based on:
 - Local and sub-regional evidence of need and demand, set out in Strategic Housing Market Assessments and other market information such as long term house prices;
 - The government's latest published household projections and the needs of the regional economy, having regard to economic growth forecasts;

- >**Evidence of the availability of suitable land for housing** using a Strategic Housing Land availability Assessment;

- >**Government ambitions** including the need to improve affordability and increase the supply of housing;

- >**A Sustainability Appraisal** of the environmental, social and economic implications of development;

- >An assessment of the **impact of development upon existing or planned infrastructure and any new infrastructure required.**

2.12 It is clear from PPS3 and the emerging National Planning Policy Framework that the evidence base for a local housing target must consider both:

- **Demand-based** issues - demographics, household formation, housing affordability and the link between housing and the economy; and

- **Supply- side** issues - such as the availability and capacity of land.

3. Evidence Base

a) Evidence Base: GL Hearn Report on Local Housing Requirements (Draft Report, July 2011)

3.1 Brighton and Hove City Council commissioned consultants GL Hearn to provide an assessment of local housing requirements for the City based on demographic and economic performance factors.

3.2 A demographic based assessment of demand, based on ONS⁵ migration assumptions (which indicate a slight net out migration of population) would result in a local housing requirement for 19,400 homes over the 2010-2030 period (970 pa)⁶.

3.3 Scenarios based on economic performance come out slightly lower. Taking account of the city's existing commuting (travel to work) dynamics and recognising the role the City plays within the wider labour market, in terms of the labour demand for housing the study identifies a requirement for 15,800 homes (790pa) for the 2010-2030⁷.

3.4 The local housing requirements study therefore concludes that a realistic assessment of housing need/demand for Brighton and Hove would fall within the following range:

**790 to 970 homes per annum range; equating to
15,800 to 19,400 new homes in the 2010 – 2030 period⁸.**

b) Demand for Affordable Housing

3.5 Housing affordability is a major issue for the city, particularly for newly forming households and for many families. In the period 1997 – 2007, average house prices in Brighton and Hove almost tripled. Although there has been some decrease in house prices in recent times since their peak in 2007, prices remain relatively high in relation to local incomes. Affordability continues therefore to be a significant problem for many households.

3.6 Recent data for house prices and average household incomes⁹ in the City indicates that a household income of £40,000 is now required to purchase an average priced one-bedroom flat in the city and a household income of £72,000 is required to purchase an average priced three-bedroom house¹⁰. Households would also now be required to find a much higher deposit than was the case several years ago (deposits of 25% are now the norm rather than 5% required in recent years).

3.7 Although the city has a very good track record for the delivery of affordable housing (rented and intermediate), demand for such housing still significantly exceeds supply. As at 1 July 2011, there were almost 11,000 households on the council's Housing Register seeking a home with an additional 2000 households already in housing seeking a transfer to more suitable accommodation.

⁵ Office of National Statistics, 2008 based migration assumptions.

⁶ This level of housing would result in population growth of 11.5% and economic growth of 15% over the 20 year plan period.

⁷ This scenario implies population growth of 9% and employment growth of 13%.

⁸ Paragraph 8.8, GL Hearn Local Housing Requirements Study, Draft Report July 2011.

⁹ Housing Costs Update, 2011 Quarter 2: April to June 2011, BHCC.

¹⁰ Average price 1- bed flat £172,000 and average 3-bed house £314,000, Housing Costs Update, 2011 Q2.

c) Evidence Base – 2010 Strategic Housing Land Availability Assessment (SHLAA) Update (by GVA Grimley)

3.8 The SHLAA assesses sites with potential for housing development and gives an indication of the 'capacity' of the City to absorb additional new housing provision.

3.9 The Updated 2010 SHLAA (Strategic Housing Land Availability) undertakes a comprehensive assessment of sites (6+ units) within the existing built up urban area. The density assumptions for sites are ambitious and, where relevant, take account of taller building opportunities in appropriate locations¹¹.

3.10 The assessment also includes what is considered to be a balanced assessment of some of the city's allocated (EM1, EM2 and EM9) employment sites for mixed use development with housing and also includes many of the city's secondary employment sites on a mixed use re-development basis.

3.11 In terms of assessing sites for housing suitability, the SHLAA is 'policy' constrained. This means that where sites have a current 'high-level' policy constraint (such as sites in open space use, sites within the urban fringe and many of the strategic employment sites) then the assessment concludes these are not currently suitable. This does not necessarily mean there is no capacity on such sites; but before they could be considered for housing a policy change would be required.

3.12 The updated 2010 SHLAA¹² identifies specific sites within the existing built up area capable of providing around:

- **8,000 dwellings over the Plan's 20 year timeframe 2010 – 2030**
- **Of this, it was estimated only 1000 units are likely to be delivered in the early years 2010 – 2013, reflecting the current housing market downturn; and**
- **7000 units estimated as likely to be delivered over the 2013 – 2030 timeframe (from 2013; the anticipated adoption date of City Plan).**

3.13 It also anticipates that development from small scale 'windfall' sites will continue to make a valid contribution to the city's overall supply of new housing. However, current national policy guidance in PPS3 and that

¹¹ The consultants undertaking the study did not recommend increasing density assumptions

¹² NB: The SHLAA is not a 'static' document and will continue to be updated at regular intervals. Some updates and amendments to the published study have already been made. It is anticipated a full update and roll forward will take place Autumn 2011 to accommodate the results of the latest annual residential monitoring data 2010/11.

proposed in the draft National Planning Policy Framework only allows windfall to be 'counted' towards supply after the first ten years of the Plan.

3.14 The 2010 updated study suggests that, to boost housing supply, the following could be considered as potential additional sources of supply:

- Review the potential from currently safeguarded employment sites;
- Review the potential from the re-use of Private Open Space sites;
- Consider the potential from Urban Fringe sites;
- Review the potential from longer term regeneration opportunities associated with the council's HRA¹³ Estates Renewal Strategy;
- Housing development within the Brighton & Hove part of Shoreham Harbour could count towards meeting the city's housing requirements if development is not 'ring-fenced'.

4. Housing target and delivery options

4.1 Historically, housing targets set for Brighton & Hove have not been strongly influenced by levels of the demand and/or need for housing. Planning Inspectors (at former Structure Plan and South East Plan Public Examinations) have accepted that there are significant constraints on the capacity of the city to physically accommodate new dwellings particularly in terms of environmental characteristics such as the sea to the south and the South Downs (now a National Park) to the north.

4.2 The South East Plan examination and approval process accepted that in a tightly constrained urban area like Brighton & Hove, it would not be possible to accommodate the full extent of demographically driven housing demand and there needed to remain a balance between opportunities for housing and employment provision and a recognition of the environmental constraints to further expansion. As a result, the South East Plan housing target for the City was essentially 'capacity' driven and was based on estimates of future housing potential to be achieved through (then) existing planning consents, planned allocations and a significant proportion of projected 'windfall' development.

4.3 The housing target options presented here, for consultation purposes, have been derived by taking account of the evidence base summarised above, the current and emerging national planning policy guidance, and a consideration of the wider planning impacts associated with exploring the potential from additional sources of housing supply.

Note on Shoreham Harbour and housing targets

4.4 The South East Plan designated Shoreham Harbour a 'Strategic Development Area' and looked at the potential for providing up to 10,000 new homes in the harbour and surrounding area. Due to the complexity of the

¹³ Housing Revenue Account

development and the significant infrastructure requirements, development was 'ring-fenced' to the harbour development area itself. The city's housing target did not make any allowance for the new housing envisaged for the Shoreham Harbour Development Area. Studies have now concluded that such scenarios, which would have involved the need for significant land reclamation and the relocation of port activities, are not deliverable particularly given the current economic climate.

4.5 Brighton & Hove, Adur and West Sussex County Councils are now working together with the Shoreham Port Authority to draw up revised plans for major new development at Shoreham Harbour. Development will be taken forward on a jointly planned basis. It is now anticipated that future development could provide up to 2,000 new homes and 2,400 new jobs for local people and businesses over the next 20 years. Within the Brighton & Hove part of the regeneration area, it is anticipated that up to 400 units of housing could be achieved. Given the reduced amount of development, there is now scope to review the need for 'ring-fencing' development, particularly given the fact that within the Brighton & Hove part of the regeneration area, housing development is much reduced from earlier plan scenarios.

4.6 The following housing targets and delivery options for 2010 – 2023 are put forward for consultation. Target options are summarised at Appendix A.

Housing Target Option 1 - 9,800 new homes (490 per annum)
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4.7 This housing target option represents a 'base' line level of housing provision. It is comprised of the identified sites assessed in the SHLAA (6+ units); small sites (up to 5 units) which already have planning permission; an allowance for windfall site development after the first ten years of the Plan period and the inclusion of HRA Estates Masterplan opportunities for regeneration and additional housing gains in the longer term.

4.8 This amount of housing development assumes that all new housing will come forward from within the existing built up area of the City.

4.9 As noted above, a significant amount of development is identified through the 2010 SHLAA exercise. The SHLAA assumes mixed use development on many of the development sites within the city including many of the city's employment sites. It sets ambitious densities and allows for taller buildings in appropriate locations.

4.10 Longer term regeneration and housing gains are also envisaged from some of the council's own housing land (through the Housing Revenue Account Estates Masterplan). As noted above, a further allowance is made for some windfall development after the first ten years of the plan (in accordance with national planning policy guidance) and for housing development from

small sites with planning permission. This base line scenario assumes that housing development at Shoreham Harbour is 'ring-fenced' and will not count towards meeting the city's requirements (the approach taken in the South East Plan).

Advantages of this scenario:

- All new housing would be developed within the existing built up urban area.
- The scenario provides for the retention of a strong base of employment sites.
- The scenario provides for the protection of open space.

Disadvantages of this scenario:

- Target provision is well below the assessed level of local housing requirements although it will still support some population and employment growth in the City.
- This level of housing provision will offer fewer opportunities to secure a range of housing types including family sized and affordable housing.
- New housing development at Shoreham Harbour will not count towards meeting the city's housing requirements under this scenario.
- There is a 'soundness' risk because the other target options demonstrate it would be possible to develop more housing for the city if a different policy stance was assumed.
- Development opportunities within the urban fringe may still be required to serve as 'contingency' provision should sites within the urban area not come forward.

Housing Target Option 2 - 11,200 new homes (560 per annum)

4.11 This level of provision maximises housing provision from exploring potential additional sources of supply whilst maintaining a balanced spatial strategy that considers housing alongside the city's other development requirements.

4.12 It is comprised of the base level of provision as outlined in Option 1 together with:

- the inclusion of housing development from the regeneration opportunities at Shoreham Harbour (instead of 'ring-fencing' development at Shoreham);
- by intensifying the housing element of mixed use development at some of the city's employment sites identified in the SHLAA for mixed use; and;
- the inclusion of a strategic allocation for mixed use development at Toads Hole Valley within the city's urban fringe.

Advantages:

- The majority (93%) of all new housing development will still come forward from within the existing built up area of the City.
- This target provision enables more housing need/demand than Housing Target Option 1 but does not meet local housing requirements in full.
- This approach demonstrates that the council has looked at the potential from additional sources of housing supply as recommended by its appointed Planning Inspector.
- The target is similar to the South East Plan target for the City (11,400) which was tested at a Public Examination (2006). It was accepted that in Brighton & Hove local housing requirements could not be met in full and there was a need to balance planned growth of housing provision with opportunities for employment provision. Significant environmental constraints to further growth were also recognised.
- The infrastructure requirements associated with this amount of development are generally considered deliverable; the demand for school places will require further investigation.
- This approach allows for the retention of a strong base of employment sites within the City and supports policy to continue investment in, and the protection of, the city's allocated employment sites.
- Carefully managed mixed-use development can yield more intensive use of under-utilised sites; this is already assumed for many of the employment sites identified in the SHLAA.
- A strategic allocation at Toads Hole Valley would provide an appropriate framework to guide development in terms of the protection and enhancement of the Site of Nature Conservation Interest; the mix of uses; the proportion of family and affordable housing; sustainable building standards; the quality of design and ability to achieve new open space and links to the South Downs National Park.
- The rest of the urban fringe which is largely in open space use will be protected and the urban fringe contingency position (as set out in the Submission Core Strategy) dropped.
- The approach affords greater protection for urban open space in the City.
- This housing target and delivery scenario is realistic and deliverable.

Disadvantages:

- This option does not meet assessed local housing requirements in full.
- This option includes the strategic allocation of a greenfield site within the urban fringe of the City.
- Given the draft National Planning Policy Framework, there may be a risk around a Planning Inspector accepting the need for a balanced approach between housing provision and the city's other development needs.

Housing Target Option 3 – 13,500 new homes (675 per annum)

4.13 This target level of provision represents the 'mid point' between Option 2 and the higher Option 4 which represents the lower end of the assessed range of full housing requirements (see paragraph 3.4 above).

4.14 It has been derived, in part, as set out for Option 2. However, to reach the higher target level of provision (an additional 2300 units) would require the release of either employment land or land in open space use or a mixture of both. An alternative delivery scenario might also include significantly higher residential densities on sites across the city with a consequent significant change in townscape form involving many more very tall buildings.

4.15 On the basis of a 50:50 split between the loss of employment land and the loss of open space land to achieve the additional amount of housing, this would mean:

- the need to release of approx 12 ha employment land; which equates to approximately 8-14 employment sites depending upon size; and the
- the need to release of 23 ha Open Space¹⁴

Advantages

- This option will meet more of the assessed level of local housing requirement than either Target Option 1 or Target Option 2.
- A higher housing target offers more opportunities to secure affordable housing for the City.

Disadvantages

- To achieve this amount of new housing development there will need to be significant losses of employment land and/or significant losses of Open Space. This is contrary to the evidence base which indicates the City has a requirement to achieve more of both over the course of the plan period to 2030.
- Such a scenario would result in an imbalance between housing and employment provision together with significant negative impacts in terms of the loss of the City's open space and biodiversity resource. This could not form part of a sustainable strategy to take forward.
- There would be significant physical, social and environmental infrastructure requirements to support such a level of housing development.

¹⁴ On the basis of a 50:50 split between losses of Employment Sites and losses of Open Space sites to achieve an additional 2300 units. Using 100 dph for Employment Land and 50dph for Open Space. 1150 divided by 100dph = 12 ha requirement for Employment land. 1150 divided by 50dph = 23 ha requirement for Open Space.

- This is not a 'deliverable' strategy. Much of the additional land which would be required for release to housing is in active operational use and is not available for development in the short to medium term. Loss of employment land would mean firms needing to re-locate and find alternative sites and premises which could mean losing them from the City. The city also has a requirement for additional open space over the course of the Plan period (an additional 170 ha is required to maintain recommended standards) and the loss of open space would have detrimental consequences for the population of the city.

Housing Target Option 4 – 15,800 new homes (790 per annum)

4.16 This target level of provision will meet the lower end of the assessed range of full housing requirements for the City.

4.17 It is derived in the same way as outlined for Option 3. However, to reach the even higher target level of provision (an additional 4,600 units compared to Option 2 and an additional 2300 units compared to Option 3) and based on the same assumptions regarding a split of land requirement between employment land and open space land would mean:

- > the release of approximately 23 ha employment land; which is equivalent to 16 - 28 sites depending upon size; and
- > the release of 46 ha Open Space

4.18 An alternative delivery scenario might also include significantly higher residential densities across the city and a consequent significant change in townscape form involving many more very tall buildings.

Advantages

- This option will meet the lower end of the assessed range of full housing requirements for the City to 2030.
- A higher housing target offers more opportunities to secure affordable housing for the City.

Disadvantages

- To achieve this amount of new housing development there will need to be significant losses of employment land and/or significant losses of Open Space. This is contrary to the evidence base which indicates the City has a requirement to achieve more of both over the plan period up to 2030.
- Such a scenario would result in an imbalance between housing and employment provision together with significant negative impacts in terms of the loss of the City's open space and biodiversity resource. This could not form part of a sustainable strategy to take forward.

- There would be significant physical, social and environmental infrastructure requirements to support such a level of housing development.
- This is not a 'deliverable' strategy. Much of the additional land which would be required for release to housing is in active operational use and is not available for development in the short to medium term. Loss of employment land would mean firms needing to re-locate and find alternative premises which could mean losing them from the City. The city has a requirement for additional open space over the course of the Plan period (an additional 170 ha is required to maintain recommended standards) and the loss of open space would have detrimental consequences for the population of the city.

5. Sustainability Appraisal of options

5.1 A full Sustainability Appraisal (SA) has been undertaken of the housing target and delivery options presented above and is available on the council's website.

5.2 The SA found Option 1 to result in the least positive gains for housing and was therefore not recommended. The SA found Options 3 and 4 to result in the most positive gains for housing but that this would be at significant environmental, economic and social cost and therefore neither option was recommended.

5.3 The SA identifies housing Option 2 as the preferred option. The SA concludes that although this option has potential for negative impacts, it has more potential overall for more positive impacts than the other options and is therefore the recommended option for Housing Delivery. The SA notes that this option would require further investigation to clarify potential impacts and also to identify and secure necessary mitigation measures, particularly in relation to the release of the greenfield site Toads Hole Valley.

5.4 The SA notes the following recommendations:

SA Recommendations for the preferred option:

- All housing should incorporate features to benefit biodiversity whether situated on brownfield, greenfield or existing employment sites.
- Where feasible, housing should incorporate features to reduce car ownership, e.g. a number of car-free units, provision of car-club membership, increased number of car-club vehicles.
- All housing, but particularly high density tall buildings, should have regard to the local characteristics of the surrounding neighbourhood and should consider the setting of the historic, built and natural environment.
- All housing should incorporate the provision of appropriate open space

to accommodate the needs of the future population.

- All housing should incorporate SUDS to minimise the risk of surface water flooding and pollution to groundwater.
- All housing should meet the required standards of Supplementary Planning Document 08 Sustainable Building Design (SPD08), particularly in terms of water and energy consumption.
- Construction job opportunities should be provided for local people, particularly where sites are situated within areas of deprivation.
- All housing should incorporate features to help adaptation to climate change.
- All housing should ensure construction and demolition waste is minimised and that appropriate waste management features are maximised in development.
- Where feasible, mixed use development on employment sites should aim to maintain the former amount of employment floorspace by intensifying development on the site to accommodate housing.

SA Recommendations for housing delivered on an urban fringe site (Toads Hole Valley):

- An ecological survey should be undertaken to assess the biodiversity value of the site and the biodiversity value of the site should be improved through mitigation measures.
- Development should secure enhancements to SNCI to facilitate improvements.
- An Impact assessment on the setting of the SDNP should be undertaken to ensure that any development does not compromise the designation.
- Options to link the site to the adjacent SDNP should be investigated.
- Screening of the development should take place to reduce noise and visual impact on surrounding communities.
- Open space should be provided, particularly of the typologies which are deficient in this area.
- Investment in public transport is required to link the site to existing local services.
- Housing should include a high proportion of traditional family type housing.
- Development of the site would need to incorporate substantial SUDS to mimic the role the sites plays in terms of absorbing surface water.
- Opportunities for district heating throughout the site should be maximised.
- Development should be complemented with essential services for the local community, including health services and local shops, including access to food.
- The site should be assessed for any potential mineral deposits and any useful top-soils and sub-soils stored and re-used on site where possible and other excavation wastes re-used.

6. Preferred Option and summary justification

6.1 Housing Target Option 2 is the preferred housing target and delivery option. This option will secure a similar amount of new housing development to that required of the City by the South East Plan which recognised the need to balance housing provision with opportunities for employment growth and recognised the significant physical and environmental constraints upon the city. This amount of housing is also similar to that which has been achieved in the City over the last 9 years; a period which covers both a housing peak and economic downturn. It is therefore considered a realistic, sustainable and deliverable amount of housing.

6.2 The planned development of one urban fringe site offers many benefits to the City in terms of opportunities to secure more family sized and affordable housing and improvements to the site itself in terms of biodiversity improvements through an enhanced SNCI, new open space provision and opportunities for links with the South Downs National Park. Under this target and delivery scenario the rest of the city's open space resource remains protected.

6.3 In addition, this target and delivery option provides for the retention of a mixed portfolio of employment sites across the City and the retention of the city's open space resource. **Appendix A: Housing Target and Delivery Options 2010 - 2030**

Sources of Supply	Option 1 9,800 (490)	Option 2 11, 200 (560)	Option 3 13, 500 (675)	Option 4 15,800 (790)
1. SHLAA - capacity on identified sites of 6+ units within the built up area.	•	•	•	•
2. Small sites with planning permission (up to 5 units)	•	•	•	•
3. Windfall allowance after first ten years (sites up to 5 units)	•	•	•	•
4. HRA Estates Masterplan Regeneration and Redevelopment Opportunities.	•	•	•	•
5. Shoreham Harbour Regeneration Opportunities		•	•	•
6. Increased Mixed use on Employment Sites (partial loss of employment to housing) .		•	•	•
7. Urban Fringe Development Opportunity (strategic		•	•	•

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allocation of Toads Hole Valley).				
8. Loss of Employment Sites to housing (for Option 3, 1150 dwellings/ 100dpa = 11.5 ha) (for Option 4, 2300 dwellings/ 100dph = 23 ha)			<ul style="list-style-type: none"> Requires losses equivalent to 11.5 ha Employment Land¹⁵ (8-14 sites) 	<ul style="list-style-type: none"> Requires losses equivalent to 23 ha Employment Land¹⁶ (16 – 28 sites)
9. Loss of Open Space /Recreation/Sports Facilities – within urban area and on urban fringe. (for Option 3, 1150 dwellings/ 50 dph = 23 ha) (for Option 4, 2300 dwellings/ 50 dph = 46 ha)			<ul style="list-style-type: none"> Requires losses equivalent to 23 ha of Open Space¹⁷ 	<ul style="list-style-type: none"> Requires losses equivalent to 46 ha of Open space¹⁸

¹⁵ On the basis of a 50:50 split between losses of Employment Sites and Open Space Sites to achieve an 2300 additional new homes in total . Using 100 dph for Employment Land and 50 dph for Open Space.

¹⁶ As footnote above

¹⁷ As for footnote 1 but on the basis of achieving an additional 4600 new homes through losses of Employment Sites and Open Space Sites.

¹⁸ As footnote above.

Brighton & Hove City Plan Draft Park and Ride Transport Options Paper (September 2011)

1. Introduction

1.1 The overarching spatial strategy for the city is based on accommodating the majority of development within the built-up area in locations with good sustainable transport access. The seven development areas (Lewes Road, London Road, Brighton Centre, Brighton Marina, Eastern Road/Edward Street, Hove Station and Shoreham Harbour) are therefore either located on key transport corridors or in areas with potential for improved access.

1.2 The main priority of the sustainable transport policy has been to create a safer, cleaner and quieter city whilst building more homes, creating more jobs and continuing to attract visitors to the city. This is to be achieved through reducing the need to travel, improving accessibility and improving sustainable transport measures including promoting walking, cycling and use of public transport. Together these measures aim to encourage greater use of sustainable transport, partly through a transfer of journeys away from the car, and therefore address the pressure for increased car movements during the life of the plan.

1.3 This was set out in Policy CP8 in the February 2010 Core Strategy submission (now withdrawn) that also seeks to address the city's relationship with the wider sub-region to ensure the associated increase in travel that results from the spatial strategy can be accommodated sustainably in the city beyond 2026. This approach is integrated into the plan with the development areas and special policy areas. A Transport Assessment (TA), undertaken in 2009 indicated that the strategy would provide effective travel management into and around the city 2026 and the policy was supported also by the Highways Agency, which is responsible for A23 and A27 Trunk Roads.

1.4 Part 3 of the policy sets out the package of measures proposed to promote modal shift. These are:

- **Strategic capital schemes** – two main schemes are outlined, park and ride and the bus-based coastal transport system.
- **Fiscal measures** – this would include car parking charges.
- **Technological improvements** – this would include measures to enable moves to cleaner and more sustainable forms of travel, for example charging points for electric vehicles.
- **Travel management initiatives** – often referred to as 'smarter choices'. This includes school and employer travel plans.

1.5 Park and Ride falls would be a strategic capital scheme. The adopted Local Plan has a policy that sets out criteria by which proposals for Park and Ride would be considered. The last version of policy CP8 (in the withdrawn

Core Strategy submission) stated a commitment to a strategy of providing three to five park and ride sites in conjunction with measures to manage parking in the city centre.

1.6 A number of studies and reviews of Park and Ride have been carried out in recent years, without any firm conclusions or decisions. It is now considered an appropriate time to review the principle of including Park and Ride as part of the city's spatial strategy for the reasons set out below:

- **New Transport Strategy** – a 15 year strategy was adopted in May 2011 as part of Local Transport Plan 3 [LTP3]. The strategic transport objectives aim to help deliver wider policy goals which include supporting economic growth, reducing carbon emissions, promoting equality and opportunity, contributing to safety, security and health; and improving quality of life.
- **Financial Context** – in the context of public sector budgets and available finance and the current financial climate it is important to review major projects in terms of value for money, weighing up the benefits individual projects could bring to the city against their impact and cost. Park and ride would be subject to these considerations. The estimated (2004) capital costs of constructing a number of potential sites in Brighton & Hove with up to 1500 spaces ranged from approximately £3 million to £14.5 million. If Park and Ride is progressed, it is important it is taken forward in a way that maximises benefits to the city in terms of reducing car movements, improving the environment and benefiting the economy. Funding would need to be secured and a commercial operation would avoid the need for any public subsidy.
- **Political priorities** – the priorities of the city council's new administration are to promote a shift from car use to more sustainable transport. This can be achieved in a number of ways. By improving the network of cycle routes and increasing cycle parking; working closely with bus and rail companies to make public transport more attractive and cost effective, and increasing services to support planned growth such as a rapid transport system; and improving the public realm to make walking a more attractive option. Other priorities include, promoting shared space, creating safer residential areas e.g , introducing 20mph zones, more travel planning and promoting alternatively-fuelled vehicles.
- **Objections were raised** to the soundness of the proposed park and ride strategy at the Core Strategy publication stage. The Economic Partnership and B&H Bus Company raised concerns that the small sites Park and Ride strategy would not be viable or deliverable. An objection was made by B&H Friends of the Earth raising concerns that Park and Ride will not be effective in reducing car traffic in the city centre unless it is accompanied by the closure of city centre car parking.

2. Evidence Base

2.1 2009 Transport Assessment [TA] – The government required a TA as part of the evidence base underpinning the Core Strategy. Its purpose is to assess the transport-related impacts of adopting the proposed spatial strategy for new development and land uses over the life of the plan. The TA was undertaken using the city council's original transport model and looked at the likely impact of future development on travel movements in the city with and without the proposed spatial strategy, in two future years (2016 and 2026). It also tested a range of different proposed measures (including the Park and Ride strategy) to assess how well they could offset the impact of additional journeys. The principle of Park and Ride was therefore tested as the 'Level 2' scenario. The current TA was re-run in 2009 in order to assess the transport impact with and without the then proposed development levels at Shoreham Harbour.

2.2 In summary, the findings indicated that proposals for three to five park and ride sites, would have a minor overall impact on reducing congestion /delay on the city's road network. The impact would not be significant in 2016 with only a small reduction in congestion by 2026. Park and Ride would be expected to be more effective at reducing congestion levels when accompanied by a like for like reduction in parking provision in the city centre, although the opportunities to do so are limited and also have potentially wider cost and budget implications.

2.3 B&H Park and Ride Site Search Study 2004 – over 100 possible sites were assessed and the study recommended a number of preferred sites for Park and Ride. The two sites that were identified and taken forward were Braypool Playing Fields and Patcham Court Farm. Additional study work was undertaken but no preferred site was agreed.

A further desktop review of sites was undertaken between 2008 and 2010 in to take account of changed circumstances (e.g. designation of the National Park and new council strategies). There were no firm conclusions arising from this work.

2.4 Other background studies - Over a number of years there has been a considerable amount of background research on the effectiveness of Park and Ride. This includes work by the (English) Historic Towns Forum [HTF], the Campaign for the Protection of Rural England [CPRE], and academic research e.g. Dr Graham Parkhurst. More recent research has also been undertaken, such as work in 2009 by both Jacobs Consultants and RPS Consultants.

Conclusions or opinions on the benefits and disbenefits of Park and Ride have been divided in terms of impacts such as abstracting passengers from other public transport services, or generating additional or longer trips by car. However, this is highly dependent on local circumstances and a wide range of different parameters. A general conclusion drawn by RPS is that Park and

Ride schemes appear to not be fully delivering expected reductions in traffic and congestion, and that a high proportion of authorities subsidise Park and Ride operations. However, economic benefits are considered to be an indication of success in the form of increased patronage and attracting more visitors,

3. Issue: Should the provision of Park and Ride sites remain a priority for Brighton & Hove?

3.1 In reviewing the approach to delivering Park and Ride as part of the city's spatial strategy, a number of options have been identified for further consideration. These are explained below.

Options

Option 1: Remove Park and Ride from the sustainable transport policy (CP8)

This option would also require alternative measures to mitigate the impact of increased car movements entering the city (especially as a result of planned development) would need to be developed and implemented. These measures would include, working with rail and bus companies to increase patronage for longer distance journeys, improve affordability and better integrate services. A further element would be to increase the use of travel management measures and employment policies e.g at schools and for employers, to reduce the need to travel and/or dependence on the car, and to consider fiscal measures to influence travel decisions and manage car use in the city centre (e.g. increases to car park charging)

Advantages

- Developing and delivering a Park and Ride strategy and facilities have significant cost implications.
- Removes challenges to the soundness of the Core Strategy on the grounds that sites for Park and Ride have not been identified and the proposal is not deliverable.
- Alternative measures to mitigate the impact of increased car movements entering the city could build on the use of existing sustainable transport infrastructure and travel behaviour change.

Disadvantages

- Loss of a well-supported and recognised means of intercepting traffic from outside the area that provides greater choice to drivers that would deliver greater benefits if implemented in conjunction with effective management of city centre parking provision, such as a reduction in parking spaces.
- Removal of the future option of increasing the effectiveness of any future proposals for a rapid transport system to serve the city centre.

Option 2: Retain proposal for Park and Ride in the form of a revised criteria-based policy incorporated into the Sustainable Transport policy.

This option would remove part 4 of the Sustainable Transport CP8 Policy (relating to Park and Ride) and introduce a new part B to the Sustainable Transport CP8 Policy that will set out the criteria by which Park and Ride facilities will be sought and provided as part of a package of measures to manage car parking in the city centre. The proposed policy is set out below and has been amended in line with recommendations arising from the Sustainability Appraisal.

Draft policy CP8 Sustainable Transport
Part B

Provision will be made for Park and Ride facilities that will form part of a wider package of measures to control and manage parking in the city centre and improve public transport.

In assessing the suitability of sites for Park and Ride, the Local Planning Authority will have regard to issues of viability and deliverability and the following planning considerations and need to be satisfied that:

1. there will be a sequential approach to a site search where it should be demonstrated that existing major car parks in the outer built-up area cannot be secured for Park and Ride use as part of their current or proposed use, followed then by other sites within the outer built-up area before looking beyond the built-up area boundary;
2. there will be safe and easy access to the site from the main road network;
3. sites will be in locations that will support or help extend the existing public transport network;
4. there will be no significant adverse effects on residential amenity and the built and natural environment in the area.
5. sites will be subject to an environmental impact assessment and measures will be taken to ensure that any adverse impacts are minimised to an acceptable level; and
6. Park and Ride locations will not have a significant adverse impact on the South Downs National Park, sites of European Nature Conservation Importance and other national and local designations.

Advantages

- Allows for a future Park and Ride scheme that could also help support a rapid transport system and other measures to intercept traffic and mitigate the impact of car movements in the city centre.

- Provides a positive and flexible approach to providing Park and Ride facilities whilst allowing delivery within the plan period, but at a point when greater opportunities to secure funding could be available.
- Improved soundness as greater weight is given to site assessment criteria which are included in the wording of the policy.
- This approach addresses soundness challenges in terms of viability and therefore deliverability.

Disadvantages

- Possible criticism that a site has not yet been identified in the 20 year strategy for the city.
- Concern that the disadvantages of providing Park and Ride (in terms of cost, impact, and identifying, agreeing and securing appropriate and available sites in the city) outweigh the benefits in terms of reducing car use (reduced congestion, improved air quality and safer streets) in city.

Option 3: No change - retain part 4 of Sustainable Transport policy CP8

Part 4 of the CP8 policy stated:

‘Providing three to five Park and ride sites adjacent to key strategic corridors that will be identified in the Development Policies and Site Allocations DPD/Part 2 of the City Wide Plan.’ The criteria for assessing future Park and Ride sites are set out in the supporting text of the policy.

Advantages

- There will be reduced localised impact as the small site approach could have less impact on nearby residents and the environment by dispersing traffic movements.
- Having a number of smaller park and ride sites provides more choice and would be a more effective way to intercept traffic on a number of routes into the city.

Disadvantages

- Issues and challenges around viability and deliverability. This approach is more costly in terms of the laying out of facilities and provision of public transport services to each site.
- Difficulties in identifying a number of sites as land in the city is limited and/or highly constrained.
- There has been criticism that the sites have not been identified.
- Insufficient weight given to the site assessment criteria which are set out in the supporting text under this option.
- Concern that the disadvantages of providing Park and Ride (in terms of cost, impact, and identifying, agreeing and securing appropriate and available sites in the city) outweigh the benefits in terms of reducing car use (reduced congestion, improved air quality and safer streets) in city.

4. Sustainability Appraisal of Options

4.1 The overall summary and comparison of options states that overall, Option 1 has more potential for positive impact than negative impact, although

some of the impacts are still fairly uncertain. The option now sets out some of the alternative measures to mitigate the impact of increased car movements and these should have positive impacts on improving air quality, reducing car journeys and therefore bring about improvements to health. However, there is some uncertainty on the impact of these measures without a formal assessment.

4.2 By not having Park and Ride, Option 1 has the potential to avoid a range of adverse impacts, particularly site-based adverse impacts such as on biodiversity, the SDNP, the built environment and pollution to water resources. However, not having park and ride could also have a negative impact on employment and the economy.

4.3 The results for options 2 and 3 are fairly similar, both having negative and positive impacts against the same objectives, although Option 3 appears to have more potential for more significant negative impacts against some objectives when compared with Option 2. This is due to the strength of the policy wording associated with Option 2, where the sequential approach and site selection criteria is contained within the policy text and therefore carries more weight. Both options are considered to have the potential to reduce car journeys made in the city and therefore improve air quality and health, based on the findings of the Transport Assessment 2009, although the SA considers that this will take place only if an equivalent number of city centre car parking spaces are removed. The SA also notes that the reduction in congestion index associated with the delivery of Park and Ride is minimal and questions whether the anticipated reduction in traffic achieved is a worthwhile investment when considering the costs of implementing Park and Ride.

4.4 Both Options 2 and 3 have more potential for negative impact than Option 1, particularly against the site-based objectives. In addition, there are concerns over the viability and deliverability of park and ride, both in terms of the cost to implement and sites to be developed. Overall, the SA finds Option 1 to be the preferred option, as this option has more potential for positive or no impact than negative impact and is also the more viable option. The SA recognises that Option 1 may have an indirect negative impact on the economic development and employment objectives and that this can only be fully understood if a study to compare the environmental costs of having Park and Ride to the economic costs of not having Park and Ride is undertaken. The SA also recognises that the potential gains in terms of reduction in car journeys are uncertain and the impact of these measures should be assessed.

5. Preferred Option

5.1 Option 1 to remove Park and Ride from the Sustainable Transport policy is the preferred option. The costs of providing Park and Ride facilities and linked bus services outweigh the benefits derived in terms of reducing traffic and congestion in the city. It is considered that more significant benefits could be achieved at less cost through alternative measures that are more

deliverable. These suggested alternatives are outlined in the Options Paper. The findings of the Sustainability Appraisal support this approach.

Brighton & Hove City Plan Employment Policy Options Paper

1.0 Introduction

1.1 Evidence suggests that Brighton & Hove's economy may be more resilient than during the previous economic slow down. In a study produced by the HSBC (Future of Business Report 2011) Brighton has been recognised as one of 5 'Supercities' that will lead the country's economic recovery. The city has become an alternative business location due to its close proximity and easy access links with London (and Gatwick airport) together with more affordable rental levels for high quality space and it is considered seriously as a business location building on the business sectors that are located here. The key sectors that have been identified for growth are digital media, creative industries, finance, health and environmental technologies, all of which have a growing presence in the city.

1.2 There are 263,300 people living in Brighton & Hove in 2011 according to latest ONS data and current projections suggest that the city's population could increase by 4.8% or 12,650 over the next ten years. If these projections prove accurate, the city may need to find work for an additional 6,000 residents by 2014 just to keep the employment rate at the current level of 71.1%. However these need to be quality jobs that allow people to progress and to earn incomes that will enable them to live successfully and sustainably.

1.3 The City Plan will set the framework for future development in Brighton & Hove up to the year 2030. Therefore both the protection of employment sites and premises and the development of new high grade employment space are fundamental to the economic wellbeing of the city to allow businesses to prosper and grow and are key issues for the City Plan to address.

2.0 Evidence Base

2.1 A number of studies have been produced in the past 5 years looking at the need for commercial space in the city including the City Employment and Skills Plan 2011-14, the Business Retention and Inward Investment Strategy (2009), The Employment Land Study (2006 and revised 2009) and the Creative Industries Workspace Study (2007). All these studies identified the need for commercial space to meet the needs of the city, businesses currently located here and businesses considering Brighton as a business location to allow the city to grow as an economic base for the wider economic area.

2.2 In particular there is the need for high quality office floorspace (Grade 'A' floorspace) and flexible and affordable business floorspace. Developments with floorplates of 500 sqm (c.5,000 sq ft) are considered the optimum size floorplates for the city as they have the ability for single occupancy or easy sub-division to meet demand. Recent evidence shows encouraging number of requirements for office space in excess of 1,000 sq m from a variety of different sectors (e.g. finance, insurance, IT, professionals and healthcare). Whilst many companies would still prefer to own rather than rent, they are finding it much more difficult to obtain finance.

2.3 Looking at the forecast scenarios for employment growth in the city, there is also the need to accommodate an additional 20,000 sq m of B1a office floorspace in the city post 2016 (Employment Land Study 2006). The strong environmental constraints that make Brighton & Hove such an attractive place to live, mean that most new employment floorspace will have to be found by recycling existing employment sites and premises and other redundant sites. The supply of employment land and premises has been maintained by redevelopment and the more effective and efficient use of existing sites or by the refurbishment and modernisation of existing buildings. However there has been in recent years an increasing pressure for non-employment uses, particularly residential on some sites and in vacant offices and the council is concerned with the erosion of employment sites and premises.

2.4 Through the City Plan the council's preferred approach will be still to identify development areas where particular opportunities for growth, regeneration and/ or inward investment will be directed. These development areas will specify the amount and type of development that is anticipated to come forward during the plan period (2010-2030) and how the council will support and encourage this development to come forward.

2.5 However through the withdrawal of the Core Strategy there is the opportunity to clarify and strengthen the City Plan with regards to the following issues:

- Issue 1 - Recognition and support of the city's primary office area
- Issue 2 - Accommodating the need for 20,000 sq m additional office floorspace
- Issue 3 - Maintaining an adequate supply of appropriate, affordable office accommodation
- Issue 4 - More specific mention of strategic employment sites and their roles within Development Areas.
- Issue 5 - An appropriate hierarchy and protection of industrial estates and premises that encourages their refurbishment and upgrade
- Issue 6 – Maintaining an adequate supply of appropriate, affordable business, manufacturing and warehouse accommodation

Each is considered in more detail below.

3.0 Issue 1 Recognition and support of the city's primary office area

3.1 The city's office market is principally focused on central Brighton, although there are several well established office locations within Hove, such as, City Park and Preston Road. However, more generally, the core office areas are located on the east and southern side of Brighton Station, within the New England Quarter, interspersed within the city centre. Much of the existing office stock is within older purpose built buildings or converted period buildings. Apart from the new Amex House, due to be completed in December 2011, the City Park development adjacent to Hove Park, in 2005/06, and Trafalgar Place adjacent to Brighton station, completed in 1991/92 were the last major office developments in the city. This lack of substantial new stock, especially in the central area, has resulted in Trafalgar Place continuing to be regarded as the city's prime office development some

20 years later. More recently there has been a small amount of new build as part of the New England Quarter redevelopment. Refurbishment and upgrading of older buildings, such as at Queensbury House in Queens Road has occurred.

3.2 The City Plan will continue to recognise central Brighton¹ as a vibrant employment location attractive to businesses, employees and visitors to the City and an area where a coordinated policy approach will be taken (as previously set out in the withdrawn Core Strategy as SA2 Central Brighton). Over the timeframe of the Plan, central Brighton will continue to remain a location where high quality offices will be demanded. It is therefore felt appropriate that a more positive, proactive approach to meeting the development needs of businesses looking to locate in central Brighton is set out in the City Plan.

Option 1:

Identify within the central Brighton special area policy, central Brighton as the city's primary office location and protect existing office accommodation and encourage their refurbishment and upgrade. In recognition of the variety of type and quality of accommodation within central Brighton the policy would include flexibility around changes of use and redundancy. The policy would also set out the proposals to encourage the delivery of outstanding development opportunities that would secure additional office floorspace in the area.

Advantages:

- Provides a clearer indication of the role central Brighton plays as the city's prime office location.
- Accords with the council's aspirations for central Brighton to be vibrant employment location attractive to businesses, employees and visitors to the City.
- Responds to the need to safeguard commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area.
- Responds to the need for high quality commercial space in the city.
- Would enable an article 4 direction to be applied to central Brighton if potential changes to the planning system that the Government has consulted on are implemented to allow for change of use from office to residential use without the need for planning permission.

Disadvantages:

- May be seen as prescribing to the market where office developments should be located.
- Could be seen as contrary to potential changes to the planning system that the Government has consulted on that might allow for change of

¹ Central Brighton extends from Brighton Station in the north to the seafront in the south; with North Laine, The Lanes, The Royal Pavilion Estate and Old Steine to the east and the major seafront hotels, conference centres, Churchill Square shopping centre and major high street retailers along Western Road to the west.

use from office to residential use without the need for planning permission.

- If the Government relaxes planning rules to allow for change of use from office to residential without the need for planning permission there would be a cost implication for adopting an Article 4 Direction for central Brighton.

Option 2:

Not to identify within the Central Brighton special area policy the areas role as the city's primary office location and leave the protection of the office accommodation to be dealt with a generic employment protection policy.

Advantages:

- Would be more flexible if the market changes its preferred location for office developments.

Disadvantages:

- Weakens the Plan's ability to safeguard needed office accommodation and encourage the refurbishment and upgrade of office accommodation.
- Does not reflect the role central Brighton plays as the city's prime office location.

4.0 Issue 2 - Accommodating the need for additional office floorspace

4.1 The previous version of the Plan identified the New England Quarter and London Road Development Area as the preferred location to secure the additional 20,000 sq m new office floorspace required to meet the identified forecast need post 2016 (Employment Land Study 2006). This was in recognition of its proximity to the city centre with excellent transportation links, the successful redevelopment of Brighton Station site, the existing creative industries hub in this location, and significant opportunities for more effective and efficient use of existing employment sites in the area (London Road Central SPD).

4.2 The council is not changing the preferred approach set out in the withdrawn Core Strategy that the additional office need is directed to the New England Quarter and London Road Development Area. However, it is reconsidering the options for how that additional office need is delivered.

4.3 Concerns were expressed with the withdrawn Core Strategy over the deliverability and viability of the proposed approach to bringing forward large scale office developments in the city (set out in DA4 New England Quarter and London Road Development Area). Taking into account the current difficulties of securing finance for office developments and the need to ensure that this policy delivers the type and size of office floorspace of greatest demand in the city a revised approach to accommodating the forecast need for a further 20,000 sq m office floorspace post 2016 is considered necessary.

4.4 It is essential that the sites identified to accommodate the additional office floorspace can be developed within the timeframe of the City Plan Part 1 (2010-2030) and are appropriate. As a consequence potential sites have been assessed against the following criteria:

- Availability - whether the site is available now, or likely to be available for development within the timeframe of the City Plan Part 1.
- Suitability - whether the site is in an appropriate and sustainable location (such as whether it offers easy access to public transport and whether the development would adversely affect the character of the area)
- Viability - whether office development is considered economically viable on the site. **See appendix 1 for assessments.**

Option 1

Through redevelopment and more intensive use of a number of employment sites accommodate a proportion of the 20,000 sq m of office floorspace in the New England Road, New England Street and Providence Place area. The specific site opportunities identified include:

- **Vantage Point, Elder Place (including Circus Parade)**
- **Trade Warehousing (Longley Industrial Estate) 4-6 New England Street**
- **Richardson's Scrapyard and Brewers, New England Street**

The remainder of the 20,000 sq m will be achieved through outstanding opportunities/ existing permissions for B1a office floorspace to be delivered at:

- **Block J and K Brighton Station Site**
- **Cheapside (south between Blackman Street and Whitecross Street)**
- **Blackman Street Site (land adjacent to Britannia House)**
- **GB Liners site, Blackman Street**
- **City College site, Pelham Street**

Advantages:

- A specific policy which identifies a range of site to meet the forecast requirements will address the issues of deliverability by indicating where and how the additional floorspace will be brought forward.
- Provides flexibility to accommodate change should some of the sites fail to deliver.
- A more sites specific policy could also indicate an appropriate mix of uses considered acceptable to ensure the viability of bringing forward the office floorspace.
- Spreading the need across a number of sites would also ensure the delivery of the needed floorspace rather than relying on one/ two sites.
- Spreading the need across a number of sites would also reflect that that new office floorspace would not all come onto the market at once.
- A more specific policy can clarify the type of business space required and amounts of development that the sites could deliver.
- A strengthened policy gives the opportunity to emphasise the proactive, positive role council will play in improving quality of public realm and transport to improve the attractiveness of the area as an office location.

Disadvantages:

- May be seen as too detailed/ prescriptive.
- Accommodating the 20,000 sq m is reliant on implementation of a number of outstanding planning permissions.
- Would need clarity on minimum amounts of office floorspace expected to come forward on sites to ensure that the new office provision is deliverable and viable.

Option 2

Through the identification of New England Road and London Road Area as the broad location suitable for accommodating 20,000 sq m of additional office floorspace with allocation of sites to be taken forward in the City Plan Part 2.

Advantages:

- Provides flexibility as to how the office accommodation is brought forward.
- Accords with PPS12 guidance around the role and content of Core Strategies.

Disadvantages:

- Criticism of this approach (set out in the last version of the plan) was that it didn't provide sufficient certainty over how the 20,000sq m was to be delivered; respondents felt that sites should be identified in detail and actions put in place to bring sites forward for development.

Option 3

Strategic allocation of two sites within the New England Quarter and London Road Development Area to accommodate the additional 20,000 sq m additional office floorspace.

Advantages:

- Clearer identification of sites anticipated to accommodate additional office floorspace.
- Would provide the city with high quality large scale office accommodation suitable for significant inward investment opportunity

Disadvantages:

- Given the difficulty of financing office development in the short to medium term it is considered unlikely that offices of these scales would be brought forward speculatively.
- Does not match the greatest volume of demand in terms of office floorspace requirements.

5.0 Issue 3 – Maintaining an adequate supply of appropriate, affordable office accommodation

5.1 Between 1998 and 2008 the private sector employment base of the city grew by 24.8%. In 2008 there were 13,422 businesses in the city. The city of Brighton & Hove has the third highest business stocks per head in England &

Wales. Brighton & Hove has a strong entrepreneurial culture, reflected by high levels of start-ups compared with other cities. In 2008 Brighton & Hove had the 6th highest levels of start-up business activity in the country and more recent data suggest the city continues to have a higher than average level of business start up compared with the average for England (BankSearch survey, July 2011).

5.2 Overall, Brighton & Hove has a larger proportion of small and micro businesses employing less than 10 people, and lower proportions of all other sized businesses 86.4% of businesses employ less than 10 people. With the predominance of businesses in the city employing less than 10 people there is continued demand for smaller floorplate office space and this will continue.

5.3 Alongside the specific proposals for Development Areas and the proposed preferred approach set out earlier under Issue 1 to identify central Brighton as the primary office location where existing office accommodation would be protected there is a need to consider the approach to secondary office accommodation. Alternative office accommodation can be found in clusters elsewhere in the city (such as City Park and Preston Road) and scattered across the city. Secondary office accommodation can be found within older purpose built buildings or converted period buildings, upper floor accommodation above shops small workshop style/ mews or modern flexible managed office space/ business centres. The council considers that a good supply of appropriate employment land should continue to be safeguarded to allow for a broad range of business types to serve the city's needs. However the Housing Delivery Options Paper does include some secondary office sites as a potential source of additional supply of housing sites.

Option 1

General policy of protection of secondary office accommodation unless redundancy proven with no preference given to alternative uses.

Advantages:

- Provides landowners/developers with the flexibility for future changes of use from employment land.
- Smaller office spaces more easily adapted to residential use and this would provide a supply of 'windfall' residential sites where redundancy is proven.

Disadvantages:

- Without protection these sites/ premises will be lost to the office market making it harder for small businesses to find space, inflating the rental values of the office space that is left making it less affordable to businesses in the city to remain.
- Housing land often has a higher land value, and this has led to developers looking at employment land to provide new housing. The Council's Employment Land Study highlights the importance of protecting land currently in employment use.
- General policy may not be possible without city wide Article 4 Direction if government policy goes through as was consulted upon in April 2011

(the potential relaxation of the planning rules for change of use from business to residential).

Option 2

Set out a general policy of protection for secondary office accommodation unless redundancy proven but require reuse for alternative employment generating uses and/or affordable housing only (the proportion to be determined following an update of the Affordable Housing Viability Study).

Advantages

- the city still needs to deliver a greater quantity of higher value of economic activity for both its resident population and for the wider South East economy, these opportunities will in the main come from the existing portfolio of employment sites.
- Housing need is a pressing issue in the city and seeking a viable proportion of affordable housing on redundant employment sites will meet the council's priorities to bring forward affordable housing.

Disadvantages

- Too prescriptive and does not provides sufficient flexibility for future changes of use from employment land.
- General policy may not be possible without city wide Article 4 Direction if government policy goes through as was consulted upon in April 2011 (the potential relaxation of the planning rules for change of use from business to residential).

Option 3

No general protection of secondary office accommodation.

Advantages

- Provides landowners/developers with the flexibility for future changes of use from employment land.
- Secondary office space easily adapted to residential use and this would provide an additional source of housing supply.

Disadvantages:

- With the predominance of businesses in the city employing less than 10 people there is a continued demand for smaller floorplate office space and this will continue.
- Would affect the city's ability to meet its employment target of 6,000 new jobs by 2014 as the business base will stagnate due to the lack of available space.
- With potential less commercial space to meet demand available rental levels would increase, reducing the availability of affordable business space which could unduly city's growth sectors such as the digital sector.
- Does not address the need for more commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area

- This further flexibility could lead to an uncoordinated and sizeable loss of valuable and accessibly located employment land.

6.0 Issue 4 More specific mention of strategic employment sites and their roles within Development Areas.

6.1 Through the City Plan the council's preferred approach will be still to identify development areas where particular opportunities for growth, regeneration, inward investment will be directed. These development areas will specify the amount and type of development that is anticipated to come forward during the plan period and how the council will support and encourage this development to come forward. Whilst strategic allocations and some mention of key sites were set out in the development proposals, previous planning rules (PPS12 Local Spatial Planning) advised against site allocations in the previous version of the document. However there is now more flexibility for the council to decide what type of policies can be contained in the City Plan including appropriate site allocations. The council considers that more specific mention of strategic employment sites (those sites previously safeguarded through Local Plan policies) and their proposed role could be made within the Development Area proposals and this option paper would allow the merits of the individual sites to be considered.

6.2 It is essential that any sites identified within the Development Area can come forward for redevelopment within the timeframe of the City Plan and are appropriate sites. As a consequence sites have been assessed against the following criteria:

- Availability - whether the site is available now, or likely to be available for development within the timeframe of the City Plan Part 1.
- Suitability - if the site is in an appropriate and sustainable location (such as whether it offers easy access to public transport, is the site in an area of flood risk, and would development adversely affect the character of the area or an area of ecological importance)
- Viability - if redevelopment is likely to be viable.

See appendix 2.

Option 1

No specific allocation of strategic employment sites within Development Area proposals and leave site allocations to City Plan Part 2.

Advantages:

- Accords with PPS12 guidance around the role and content of Core Strategies.
- All site allocations to be considered in the City Plan part 2.

Disadvantages:

- Would not provide certainty to developers and the business community on the council's proposed approach to currently allocated employment sites.
- Would not help clarify how some of the priorities and aspirations for development areas will be delivered.

- Would not reflect the priorities for economic development and growth in the City Plan Part 1.

Option 2

The specific allocation of strategic employment sites and their roles within Development Areas. See Appendix 2 for potential sites and opportunities.

Advantages

- This would provide certainty to developers and the business community on the council's approach to employment sites.
- Will provide more clarity on how some of the priorities and aspirations for development areas will be delivered.
- Reflects the priorities for economic development and growth in the City Plan.

Disadvantages

- Potential for confusion between broad development area aspirations, strategic allocation and employment site allocations unless carefully explained.

7.0 Issue 5 Appropriate hierarchy and protection of strategic industrial estates and premises

7.1 The city's Industrial /Warehousing (B1b, B1c, B2 and B8) stock of circa 300,000 sq m is primarily located on the 21 industrial estates / business parks around the city. They are all relatively small in size and located close to residential areas. Many others are clustered around the Old Shoreham Road, which was traditionally the main east-west route into the city. The vast majority were constructed in the late 1950s early 1960s when car ownership was low and people travelled to work locally wherever possible. These are now becoming dated and are also not best located for modern business requirements; however they still provide valuable employment for the residents of the city. Together with these industrial estates / business parks there are smaller units dispersed throughout the city. The council has always encouraged developers to bring redundant commercial space back into operational use and with the aid of SRB/AIF programmes in the late 1990s early 2000s there was considerable success in the city in revitalising industrial estates and buildings on them to bring them up to modern day business requirements. Through the Local Plan policy, office floorspace (B1a) has also been allowed on these sites.

7.2 The Employment Land Study (ELS) 2006 and 2009 update assessed these industrial estates/ business parks for their suitability for continued protection for employment use and their ability to accommodate further floorspace. The study found that these established areas remain popular and there were few that could be said to be entirely unsuitable for their current purposes, as demonstrated by local vacancy levels. Comparing the existing stock of employment sites and premises against the current demand, the

study suggests there is no significant excess of industrial and warehouse sites/ premises that needed to be released to other uses.

7.3 It is therefore important to continue to protect these employment sites whilst encouraging new business investment and opportunities in order to facilitate renewal and growth. Safeguarding employment land maintains the capacity for a diverse economic base in the city and provides jobs locally, reducing the need to travel.

7.4 The withdrawn Core Strategy sought to introduce more flexibility into the allocation and use of these employment sites. The council recognises that it is necessary to:

- positively encourage refurbishment and upgrade where it modernises the employment floorspace and makes more efficient and effective use of the site/ premises.
- to improve the quality of the employment offer in terms of the types of employment and density of jobs
- to identify a limited number of employment sites for mixed use development where the twin benefits of high quality modern business floorspace and additional housing units can be achieved.

The previous version of the Plan also set out the requirements to be met for enabling development on employment sites.

7.5 The council now considers that an opportunity exists to further clarify this hierarchy of approach to industrial estates/ premises through the allocation or safeguarding of primary employment sites within the City Plan Part 1. The suitability of sites for mixed use have been assessed on the following criteria:

- The site is vacant or in need of investment and a new scheme would secure good quality modern, flexible employment floorspace;
- The type of employment uses on the site are compatible with residential use; and
- The locality is suitable for residential use.

7.6 The assessment was informed by the ELS2006 qualitative and quantitative assessment and its 2009 update. Through the 2010 SHLAA update further consideration has been given to the role that employment sites can play in meeting housing need and this has informed the identification of opportunities for mixed use development.

Option 1

Clarify a hierarchy through:

a) Identify and protect primary industrial estates and business parks where business, manufacturing and warehouse (B1, B2 and B8) development will be promoted and loss will be resisted. On the basis of the findings of the ELS 2006 and 2009 update, this would include:

**Centenary Industrial Estate
English Close Industrial Area
Home Farm Industrial Area
Hove Technology Park**

**Moulsecoomb & Fairways
Sussex House (including BT depot)
Woodingdean Business Park
Hyde Business Park
Bell Tower Industrial Estate
Hollingbury Industrial Estate
Hollingdean Industrial Estate
Victoria Road Industrial Estate**

b) Alongside the strategic employment allocations within Development Area proposals (see Issue 3), identify and allocate other sites where employment-led (residential and employment) mixed use development will be permitted in order to secure good quality modern, flexible employment floorspace. The starting point would be that the existing quantity of employment floorspace should be replaced. On basis of findings of ELS2006 Study and 2009 update:

**Franklin Road Industrial Estate
School Road, Hove
Melbourne Street Industrial Area
Portland Road Trading Estate (including EDF and Martello House)**

See Appendix 3 for site assessments.

Advantages:

- More clarity of the intent of the policy through the identification of sites proposed to be protected are clearly set out in the policy and informed by site assessments
- More clarity on the intent of the policy through the identification of sites where employment-led mixed use developments will be allowed, informed by site assessments
- This would provide certainty to developers and the business community on the council's approach to allocation of employment sites and where flexibility has been introduced.
- Accords with the council's aspirations for the city to be an attractive business location.
- Responds to the need to safeguard commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area.
- Clarifies the role some employment sites will play in delivering the council's preferred approach to delivering a local housing target.

Disadvantages:

- Potential for confusion between broad development area aspirations, strategic allocation and primary employment site allocations unless carefully explained.
- Viability of securing replacement of a similar quantity of employment floorspace on some sites.

Option 2

Not to alter the overall proposed approach set out in the previous version of the plan to protecting industrial sites and premises but leave the actual employment site allocations until the City Plan Part 2.

Advantages:

- Accords with PPS12 guidance around the role and content of Core Strategies.
- Would allow more detailed consideration of the approach to allocating sites and the merits of all individual site allocations (not just employment sites) to be considered through the preparation of Part 2 of the document.

Disadvantages:

- Concern that as this option does not identify the actual sites the policy does not provide sufficient clarity and certainty as to the approach to employment land to guide development management.
- Provides a more rapid response to development pressures and changes in situation.
- Would not provide clarity on sites where mixed use development would be allowed.

Option 3

Consider whether further flexibility regarding employment generating permitted uses should be allowed on those estates/ premises outlined in Option 1a).

Advantages:

- Greater flexibility to allow for other employment generating uses (to be defined) other than B1, B2 and B8 could encourage new business investments and opportunities on these sites.
- Approach could recognise a wider definition of appropriate employment uses than covered by traditional land use classifications
- Would be more flexible to respond to changes in the economy/ the emergence of new business sectors.

Disadvantages:

- There is a continued need to safeguard the existing businesses and jobs that are found in the city and provide space for them to grow and remain in the city.
- Unless appropriately defined could allow unsuitable uses on employment sites which could compromise the operation of existing employment uses.

8.0 Issue 6 Maintaining an adequate supply of appropriate, affordable business, manufacturing and warehouse accommodation

8.1 Together with the industrial estates / business parks identified in issue 5, there are smaller industrial units/ workshops dispersed throughout the city which provide affordable accommodation for local businesses. There is often pressure to redevelop these sites/ premises for other uses, particularly

residential. This has especially been the case with many older poorer quality industrial buildings in predominantly residential areas. There has also been pressure on these sites for warehousing and trade counter uses to support the local economy's service sector.

8.2 The council considers that a good supply of appropriate employment land should continue to be safeguarded to allow for a broad range of business types to serve the city's needs. However the Housing Delivery Options Paper does include some secondary business, manufacturing and warehouse sites as a potential source of additional supply of housing sites.

Option 1

For all other 'secondary' business, manufacturing and warehouse (B1 b, B1 c, B2 and B8) sites/ premises accommodation will be protected unless redundancy proven.

Advantages:

- Provides landowners/developers with the flexibility for future changes of use from employment land.
- Smaller business/ industrial and warehousing units/ workshops likely to be redeveloped more easily to residential use and this would provide a supply of 'windfall' residential sites.

Disadvantages:

- Without protection these sites/ premises will be lost to the market making it harder for small businesses to find space, inflating the rental values of space that is left making it less affordable to businesses in the city to remain.
- Housing land often has a higher land value, and this has led to developers looking at employment land to provide new housing. The Council's Employment Land Study highlights the importance of protecting land currently in employment use.
- General policy may not be possible without city wide Article 4 Direction if government policy goes through as is consulted upon in April 2011 (the potential relaxation of the planning rules for change of use from business to residential).

Option 2

General policy of protection of secondary business, manufacturing and warehouse (B1 b, B1 c, B2 and B8) sites and premises unless redundancy proven but require reuse for alternative employment generating uses or affordable housing (the proportion to be determined following an update of the Affordable Housing Viability Study).

Advantages

- the city still needs to deliver a greater quantity of higher value of activity for both its resident population and for the wider South East economy, these opportunities will in the main come from the existing portfolio of employment sites.

- Housing need is a pressing issue in the city and seeking a viable proportion of affordable housing on redundant employment sites will meet the council's priorities to bring forward affordable housing.

Disadvantages

- Too prescriptive and does not provide sufficient flexibility for future changes of use from employment land.
- General policy may not be possible without city wide Article 4 Direction if government policy goes through as is consulted upon in April 2011 (the potential relaxation of the planning rules for change of use from business to residential).

Option 3

No general protection of secondary business, manufacturing and warehouse (B1 b, B1 c, B2 and B8) sites and premises.

Advantages

- Provides landowners/developers with the flexibility for future changes of use from employment land.
- Secondary industrial sites/ premises/ workshops easily adapted to residential use and this would provide an additional source of housing supply.
- Would accord with the Government's potential changes to planning rules to allow change of use from business to residential without the need for planning permission.

Disadvantages:

- With the predominance of businesses in the city employing less than 10 people there is a continued demand for smaller floorplate employment floorspace and this will continue.
- Would affect the city's ability to meet its employment target of 6,000 new jobs by 2014 as the business base will stagnate due to the lack of available space.
- With potential less commercial space to meet demand available rental levels would increase, reducing the availability of affordable business space.
- Does not address the need for more commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area
- This further flexibility could lead to an uncoordinated and sizeable loss of valuable and accessibly located employment land.

9.0 Sustainability Appraisal of Options

9.1 A full Sustainability Appraisal (SA) has been undertaken of the employment policy options presented above and is available on the council's website. A summary of the findings and recommendations by issues is provided below:

- Issue 1 - Recognition and support of the city's primary office area; the Sustainability Appraisal found that Option 1 to identify and protect central Brighton as the primary office area had the potential for positive impacts and more certainty than Option 2 and was recommended as the preferred option. The recommendation to secure improved environmental performance of refurbished and upgraded office accommodation could be addressed by links to a city wide sustainable building policy.
- Issue 2 - Accommodating the need for 20,000 sq m additional office floorspace; Option 1 was considered as having more certainty than the other options put forward as the specific sites are named and the relative constraints of sites can be assessed and addressed. There was more potential for positive impacts, the option seemed to be more viable in the current economic climate and may meet local needs by offering a range of premises over a range of sites.
- Issue 3 - Maintaining an adequate supply of appropriate, affordable office accommodation; Option 2 was found to have the potential for stronger positive impacts than the other option in relation to housing, employment, education, health and access objectives. The SA recommended clarity around tests for redundancy which could be addressed through policy wording.
- Issue 4 - More specific mention of strategic employment sites and their roles within Development Areas; Option 2 identifying strategic employment sites within Development Area proposals was found to have the potential for an overall positive impact on a number of SA objectives. The overarching Development Area proposals can address the issues raised in the SA relating to air quality, local priorities including air quality, public realm and townscape improvements and where appropriate coastal flooding risk.
- Issue 5 - An appropriate hierarchy and protection of industrial estates and premises that encourages their refurbishment and upgrade and whether further flexibility should be considered. The SA found there to be more certainty of impacts with Option 1 than Option 2 as sites were named and was found to have more significant positive impacts on employment and education objectives. Option 3 to allow more flexibility of employment uses on safeguarded sites was considered to have positive impacts on SA objectives relating to employment and economic development.
- Issue 6 – Maintaining an adequate supply of appropriate, affordable business, manufacturing and warehouse accommodation; Option 2 was found to have the potential for stronger positive impacts than the other option in relation to housing, employment, education, health and accessibility objectives. The SA recommended clarity around tests for redundancy which could be addressed through policy wording.

The SA recommended mitigation measures for all options which can inform the policy wording.

10.0 Preferred options and summary justification

The Council's preferred approach is to:

- Specifically identify and safeguard Central Brighton as the city's primary office area to accord with the council's aspirations for central Brighton to be a vibrant employment location and respond to the need to safeguard commercial space in suitable locations to allow the city to grow as an economic base for the wider economic area (**Issue 1, Option 1**).
- Identify and allocate a ranges of sites to accommodate the forecast need for an additional 20,000 sq m of office floorspace within the New England Quarter and London Road Development Area as a more flexible and viable way of bringing forward new office floorspace (**Issue 2 Option 1**)
- Allocate strategic employment sites within the City Plan and identify their proposed role within the Development Areas to clarify and provide certainty to landowners and developers on the council's preferred approach to securing regeneration, inward investment and high quality modern employment floorspace and, where appropriate employment-led mixed use development (**Issue 4 Option 2**) .
- Identify a hierarchy of industrial estates/ premises by allocating in the City Plan those sites which will continue to be safeguarded for business, manufacturing and warehouse use and where refurbishment and improvement will be encouraged and also allocating those assessed as suitable for employment-led mixed use development where the twin benefits of high quality of modern business floorspace and additional housing requirements can be achieved (**Issue 5 option 1 and 3**).
- Safeguard secondary employment sites to ensure a good supply of appropriate employment land available for a broad range of business types to serve the city's needs (**Issue 3 option 2 and Issue 6 option 2**).

Appendix 1 - Accommodating the need for the 20,000 sq m additional office floorspace - Site Assessments

Redevelopment Opportunities

Site	Vantage Point, Elder Place (including Circus Parade)
Site Area and Description	0.37 Ha 1960s office block with c. 7 stories and basement with retail units at ground floor; Circus Parade retail units and residential above, small public square and small car park to rear. Ownership: Spen Hill Developments
Current Planning policy	Not allocated in Local Plan.
Current Status	Pre-application discussions
Site Assessment	Available – vacant office block, developer in pre-application discussions. Suitable - Good location - fringe of city centre, good public transport Viable - may require mix of uses to enable redevelopment to provide office floorspace
Opportunities	Development opportunities identified through London Road Central SPD: either site on own or wide comprehensive regeneration with adjacent site. 2010 SHLAA indicates potential for housing – 90 units.

Site	Trade Warehousing (Longley Industrial Estate), 4-6 New England Street
Site Area and Description	0.22 Ha. Terrace of low rise light industrial/ trade warehousing in mixed use. Ownership: Spen Hill Developments have long lease on site. BHCC own freehold.
Current Planning policy	Allocated in Local Plan
Current Status	Pre-application discussions
Site Assessment	Available - Relatively modern units each of which around 500 sq m no vacancies; Suitable - Good location - fringe of city centre, good public transport Viable - may require mix of uses to enable redevelopment to provide office floorspace
Opportunities	Development opportunities identified through London Road Central SPD: Part of wider comprehensive redevelopment with Vantage Point above or redevelopment with business units 2010 SHLAA Category 5 site.

Site	Richardson's Scrapyard and Brewers Paint Merchants site, New England Street
Site Area and	0.26 Ha Builders merchant and scrap yard

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Description	Ownership: part owned by BHCC
Current Planning policy	Not allocated in Local Plan
Current Status	
Site Assessment	Available - multiple uses Suitable - Good location - fringe of city centre, good public transport Viable - may require mix of uses to enable redevelopment to provide office floorspace
Opportunities	London Road Central SPD; Employment uses including business floorspace and affordable workspace for creative industries. Residential may be allowed as enabling development. 2010 SHLAA update indicates potential for housing - 65 units and more intensive use of site

Outstanding Planning Commitments, other opportunities

Site	Block J, Brighton Station
Site Area and Description	0.86 Ha. Outstanding development opportunity within New England Quarter Ownership: Square Bay Properties
Current Planning policy	Allocated in Local Plan
Current Status	BH2010/03999 - application for mixed use scheme, 3-4 star hotel, 148 residential units and 2973sqm commercial office space (Class B1), m of office under consideration.
Site Assessment	Available - cleared site Suitable - Good location - city centre, excellent public transport links Viable – viability of office use may require mix of suitable uses and pre-let
Opportunities	Council aspiration for further office development and a mix of suitable uses including residential. Brighton Station Masterplan. 2010 SHLAA indicates potential for 100 units

Site	Block K Brighton Station
Site Area and Description	1.127 Ha Outstanding development opportunity within New England Quarter Ownership: McAleer & Rushie Group Ltd, development for NEQ-QED Ltd
Current Planning policy	Allocated in Local Plan
Current Status	BH2008/01148 five storey office development c. 3,428 sq m, public open space and landscaping scheme was approved April 2009 and s.106 Agreement signed and decision notice issued July 2010.
Site Assessment	Available – cleared site

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	Suitable - Good location - city centre, excellent public transport links Viable – pre-let secured
Opportunities	Appropriate for office development. Agents in advanced negotiations with a local occupier to secure a pre-let for entire building

Site	Blackman Street site (land adjacent to Britannia House)
Site Area and Description	0.11 Ha. Cleared site, (was temporary used as sales office for developers of City Point). Ownership: private (CSMA)
Current Planning policy	Allocated in Local Plan
Current Status	BH2007/02443 retrospective planning permission used for temporary sales office
Site Assessment	Available - Privately owned and ready for development. Being Marketed Suitable - Good location - city centre, excellent public transport links Viable - considered appropriate location for office development.
Opportunities	2010 SHLAA 'call for site' submission indicated being marketed for office and the consideration should be given to mixed use which would not prejudice office development. 2010 SHLAA update – 11 units

Site	Cheapside (south between Blackman Street and Whitecross Street)
Site Area and Description	0.16 Ha. AutoCentre and warehouse units with office and parking. Ownership: BHCC freehold
Current Planning policy	New allocation.
Current Status	
Site Assessment	Available - multiple uses Suitable - Good location - city centre, excellent public transport links Viable – considered appropriate location for office development
Opportunities	Potential for mixed housing and office development. Potential for housing assessed in 2010 SHLAA update - 32 dwelling yield (Category 2 site).

Site	GB Liners Site, Blackman Street
Site Area and Description	0.08ha 1970s metal clad depot warehouse building Ownership: BHCC freehold leased to GB Liners
Current Planning policy	New allocation
Current Status	BH2009/00087: Planning permission was granted

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	in April 2009 for the demolition of the existing B8 depot building on the site and redevelopment to provide a building of 3,327m ² (gross) of flexibly designed B1 floorspace set over five floors.
Site Assessment	Available - requires relocation of current business Suitable - Good location - city centre, excellent public transport links Viable – subject to relocation of current business
Opportunities	Redevelopment of the site to provide uses more appropriate to the city centre employment location to assist with the relocation of GB Liners to a more suitable site to accommodate business retention and expansion.

Site	City College, Pelham Street
Site Area and Description	1.33 Ha Education use - current City College Pelham Street Campus Ownership: City College
Current Planning policy	New allocation
Current Status	BH2008/02376: City College, Pelham Street Campus. Outline planning permission was granted in April 2009 for the redevelopment of the site for a mixed use scheme based around a replacement further education campus.
Site Assessment	Available - current City College Pelham Street Campus would require phased redevelopment Suitable - Good location - city centre, excellent public transport links Viable - funding over commitments nationally by the Learning & Skills Council, further consideration of funding the development required
Opportunities	Further Education “Knowledge Quarter” (as in Pelham Street Knowledge Quarter Planning Brief). However, following funding over commitments nationally by the Learning & Skills Council, further consideration of funding of the development is required.

Appendix 2 More specific mention of strategic employment sites and their roles within Development Areas. Site Assessments

DA2 Brighton Marina
Vision – facilitate the creation of the Brighton Marina and the wider area as a sustainable mixed use district of the city through the generation of a high quality marina environment
Previously Proposed Strategic Allocations
Brighton Marina Inner Harbour
Change Required - revisit amount of development, status of retail shopping centre.
Proposed Additional Employment Site Allocations
Gasholder Site
<p>Area and description: 2 Ha site located on the western side of Marina Way. Consists of cleared southern half, small industrial units (approx. 2,412 sq m) some currently vacant as well as a motor repair shop and gas holders</p> <p>Current use: northern part of the site is currently occupied by the gas holders. Ownership National Grid, northern tip of site by BHCC; southern half of site vacant</p> <p>Planning Status: currently a split allocation in Local Plan (EM1) (southern part of site identified for housing HO1)</p>
<p>Site Assessment: The ELS 2006 identified potential location for the development of light industrial units for small and start-up businesses on the basis of freehold or long leasehold sales. Owner has indicated that removing the infrastructure (gas holders) and remediating the contaminated ground (plus provision of appropriate replacement facilities elsewhere) on northern part of the site is likely to be millions of pounds.</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Represents a significant development opportunity, in close proximity to Brighton Marina and Black Rock (Brighton Marina PAN 04) • It is appreciated that due to the decommissioning and remediation costs, a comprehensive approach to the redevelopment of both parts of the site may be required • Opportunity for c. 4,000 sq m industrial (B1-B2) industrial floorspace • Allocation should reflect concerns around deliverability given contamination costs and consider an appropriate mix of uses including residential • 2010 SHLAA indicates category 3 site 84 units southern part of site.

DA3 Lewes Road
Vision - Further develop and enhance the role of Lewes Road as the city's academic corridor (a neighbourhood of knowledge and enterprise focused around the Universities).
Previously Proposed Strategic Allocations
Preston Barracks
Change Required - update policy wording and amounts of development to

reflect 2011 Planning Brief and inclusion of university campus sites (Watts and Mithras House sites).
Community Stadium
<u>Change Required</u> – removal of site as strategic allocation and revise amounts of development as development now successfully implemented.
Proposed Additional Employment Site Allocations
Woollards Field, Lewes Road
Area and description: 2.88 Ha site located south-west of the Southern Water offices on the A270 at Falmer. Owned by ESCC. Current use: vacant former overflow sport pitches associated with schools in Brighton, declared surplus to use in 1990s has not been used for sporting or recreational purposes since that time. It is privately owned and is not accessible to members of the public. Planning Status: Allocated in the Local Plan (EM2) BH2010/03259 permission approved January 2011 for the construction of a 1-3 storey archive centre comprising lecture and educational facilities, reading room, conservation laboratories, archivist study areas, offices, cleaning and repair facilities for archives, repository block and refreshment area. Associated energy centre, car, coach and cycle parking, waste and recycling storage, landscaping including public open space and access on part of site (1.98 ha).
Site Assessment: the BH2010/03539 application demonstrates that a substantial part of Woollards Field south (0.9 ha site) could be potentially developed in the future for B1 employment use.
Opportunity: <ul style="list-style-type: none"> • Reflect the outstanding commitment of a new historical resource centre - The Keep (BH2010/03259) • Importance of bringing forward the outstanding opportunity on the remaining part of site for c. 5,000 sq m of office floorspace.
DA4 New England Quarter and London Road
Vision – Proposed location for a new business quarter for the city recognising its fringe location to city centre with excellent transportation link, the successful redevelopment of Brighton Station, the existing creative industries hub, and significant redevelopment opportunities to secure additional new office floorspace to meet identified needs.
Previously Proposed Strategic Allocations
125- 163 Preston Road
<u>Change Required</u> -. Update amounts of development to reflect the increased role certain sites will play in delivering housing numbers to reflect 2010 SHLAA and emerging Viability Study.
Proposed Additional Strategic Allocation
Identification of sites to accommodate 20,000 sq m of additional office floorspace through redevelopment opportunities and reflecting outstanding commitments for office floorspace
See Appendix 1 for further details
Proposed New Employment Site Allocations

New England House
Site Area and description: 0.34 Ha. Early 1960s industrial building with over 12,000 sq m of lettable space over eight floors. Owned by BHCC
Current use: multitude of small local businesses
Planning Status: allocated in Local Plan (EM1)
Site Assessment: Although some of the floorspace is currently un-let due to its condition and size, the building has recently seen a significant proportion of its space occupied by businesses within the digital media and creative industries sector. This is due to the competitive rates, flexible terms and the location close to North Laine and the train station. The Council's Cabinet in October 2010 agreed to pursue an option for the refurbishment of the building with shared network, Research & Design and innovation space, with the building continuing to provide affordable and flexible managed space.
Opportunities: <ul style="list-style-type: none"> • Deliver its upgrade and refurbishment; • Reflect importance of premise as a creative industry and digital media hub; • To ensure workspace remains affordable, appropriate and available for use.

DA5 Edward Street and Eastern Road Area
Vision - Recognises the concentration of major employers in the area both private sector (Amex) and public sector including RSCH and the need to improve the public realm, townscape and sustainable transport corridor.
Previously Proposed Strategic Allocations
Royal Sussex County Hospital
<u>Change Required</u> – update amounts of development and need for transport feasibility study
Edward Street Quarter
<u>Change Required</u> – update amounts of additional office development to reflect SHLAA updates and emerging viability study.
Proposed New Employment Site Allocations
Circus Street site
Site Area and description: 0.75 ha dilapidated former municipal market building, located close to the heart of the city centre within an existing mixed use area. Current use: vacant (building is used for limited short-term uses) Planning Status: currently allocated in Local Plan
Site Assessment: The city council and the University of Brighton have been working in partnership towards the regeneration of the former Circus Street Municipal Market site. The city council is looking to achieve its economic development objectives of providing more employment floorspace, and housing objectives of increasing the supply of affordable units, as well as ensuring that the site is developed to the very highest standards of urban design and sustainability. Circus Street Supplementary Planning Document (SPD) March 2006.
Opportunities: <ul style="list-style-type: none"> • Potential of site to deliver education uses, creative industries and student housing

<ul style="list-style-type: none"> • Ensuring that the site is developed to the very highest standards of urban design and sustainability • Financially viable and deliverable redevelopment which secures regeneration benefits to the local community.
Freshfield Road Business Park
<p>Site Area and description: 3.13 Ha two storey buildings dates from the early 1980s, although a number of units have been extensively re-furbished recently. Estates provide a mix of trade counter and industrial premises, although the proportion of trade counter now dominates. Freehold BHCC long lease to Hargreaves.</p> <p>Current use: Jewson, Royal Mail and local businesses</p> <p>Planning Status: allocated in Local Plan</p>
<p>Site Assessment: long leaseholder (Hargreaves Property Investments Ltd) entered into a rolling programme of refurbishment and re-development, estate is economically viable although most of the upgrading has been to provide trade counter unit.</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Potential to consider the long-term comprehensive redevelopment of the site in a relatively central and accessible location which is regarded as inefficient in its current employment density and quality • May need to consider whether there is potential for part of this site to be released for housing. 2010 SHLAA indicated Category 4 site potential 117 units.

DA6 Hove Station Area
<p>Vision - recognises the longer-term regeneration opportunities for Hove Station area to create a sustainable, high quality employment-led mixed use area. The priority is to continue to protect and enhance the existing employment floorspace provision in the area in order to help maintain and strengthen the local economy. Opportunities for the area to deliver significant growth in relation to employment, although these are likely to be in the latter part of the plan period (post 2016).</p>
Previously Proposed Strategic Allocations
n/a
<u>Change Required</u> -update amount of development to reflect 2010 SHLAA
Proposed Employment Site Allocations
Conway Street Industrial Area
<p>Area and Description: 3.44 Ha with the exception of the refurbished Agora office building, poor quality buildings and bus depot. Mixed ownership.</p> <p>Current use: Custom Pharmaceuticals, Bus Company. Various in Agora including training uses.</p> <p>Planning Status: currently allocated in Local Plan</p>
<p>Site Assessment: ELS 2006: Buildings offer economical accommodation for local companies however a number of buildings are nearing the end of their functional lives, and the site as a whole offers scope for employment space redevelopment.</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Comprehensive, employment led redevelopment, may require some relocation of uses

<ul style="list-style-type: none"> • Residential. 2010 SHLAA suggested category 3 site 125 units. • Higher density higher value job opportunities • Townscape and public realm improvements
<p>Newtown Road Industrial Area</p>
<p>Area and Description: 2.6 Ha 14 mainly industrial buildings, majority relatively modern and fit for purpose. Current use: variety of local businesses and variety of owners Planning status: currently allocated in Local Plan (EM1) BH2010/03937- Temporary part change of use for a period of 10 years from General Industrial (B2) to Climbing Wall Centre (D2) approved March 2011.</p>
<p>Site Assessment ELS2006 and update 2009 - Southern side of Newtown Road relatively modern estate well suited to local business. No potential in short-medium term. Redevelopment opportunity on site at junction with Goldstone Lane (56 Newtown Road). However 2008 DV Report indicated previous permission for 3,300 sq m office redevelopment (BH2004/02582/FP) not viable. A reduced office scheme relying on enabling residential development (24 units) was considered viable.</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Comprehensive, employment led redevelopment • Higher density, higher value job opportunities • Townscape and public realm improvements
<p>Proposed New Site Allocations</p>
<p>Goldstone Road Retail Park</p>
<p>Area and description: 2.17 ha former Goldstone Ground, out of town retail units with large area of car parking fronting the site. Private ownership. Current use: Retail warehouses (JJB Sports, Toys R Us, Comet, DFS) Planning Status:</p>
<p>Site Assessment: under-utilised site, single storey retail sheds, excessive parking. Poor public realm and lack of street frontage.</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Comprehensive redevelopment of site with residential above retail and some employment use • Attractive location opposite Hove Park close to City Park. • Like for like retention only of retail floorspace
<p>Sackville Trading Estate</p>
<p>Area and description: 1.8 Ha 1980s purpose built industrial estate east side of Sackville Road which contains a number of small scale buildings, which comprise a mix of employment, trade counter and restricted retail uses. Ownership: Parkridge Developments Current use: mixed including Halfords and Rayners Planning Status: Planning permission granted March 2010 (BH2009/00761) for a comprehensive development providing a mix of uses including: A1, A2-A5 (8,131 sq m), residential apartments (92), offices (5,287sq m).</p>
<p>Site Assessment: The site currently contains a number of small scale buildings; 1980s purpose built industrial units, good occupancy and currently approximately c. 5,400 sq m of B use class space accommodated on the site with a mix of light industrial, trade counter and warehousing. Could make more efficient use of the site and improved public realm and public transport improvements.</p>

<p>Opportunities:</p> <ul style="list-style-type: none"> • Redevelopment opportunity could increase the development capacity of under-utilised site. • Like for like retention only of retail floorspace • Townscape and public realm improvements • Residential uses as part of employment-led mixed use development
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DA7 Shoreham Harbour

<p>Vision - support the long term regeneration of Shoreham Harbour and immediately surrounding areas. The plans for the Harbour will deliver the regeneration objectives of addressing housing need, improving the quality, variety and availability of employment and training opportunities as well as raising the quality of the waterfront environment for the benefit of local communities and visitors. The plans will also help to implement the adopted Shoreham Port Masterplan, supporting a thriving, modern, consolidated Port.</p>

Previously Proposed Strategic Allocations
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n/a

<p><u>Change Required:</u> reflect the findings of Capacity and Viability Studies and Shoreham Port Masterplan.</p>

Proposed Employment Site Allocations

South Portslade Industrial Area
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<p>Area and Description: 5.4 ha. A large area of relatively secondary offices, workshops, light industrial and non B uses north of Shoreham Harbour.</p>

<p>Current use: a wide range of occupiers with no one dominant employer and a wide range of freehold owners ranging from owner occupiers, small investors and property companies</p>

<p>Planning Status: various</p>
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<p>Site Assessment: ELS 2006 and 2009 update: poorly located, remains suitable for small and local businesses requiring economical premises. Unless wholesale redevelopment was envisaged and difficult due to fragmented ownership, any scheme would be limited to small workshops and industrial units. Rental levels and yields unlikely to be particularly strong.</p>

Opportunities:

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| <ul style="list-style-type: none"> • Within the identified North Quayside / South Portslade character area, there is an opportunity for employment-led redevelopment of existing lower grade employment areas • Potential for additional new employment floorspace (focussing on sectors which will provide higher wages and improved career prospects for local people) and to improve the business environment and support the needs of existing employers. • Townscape and public realm improvements |
|--|

Appendix 3 Appropriate hierarchy and protection of industrial estates and premises. Site Assessments

Site	Centenary Industrial Estate
Site Area and Description	1.14 Ha Relatively modern estate to north of city centre comprising a small industrial development with unit sizes ranging from 300 sq m to 1,000 sq m. Remaining opportunity former Securicor premises. Variety of local businesses in mixed ownership
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	English Close Industrial Area, Old Shoreham Road
Site Area and Description	1.57 Ha Western part of estate recently redeveloped. Mix of trade counter operations and industrial units in remainder perfectly adequate for their uses. Mix of local businesses in mixed ownerships
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Home Farm Industrial Estate
Site Area and Description	2.5 ha Five substantial two-storey modern business units constructed 1990s. No development opportunities as a modern fully developed business estate. BHCC freehold. Occupiers: Covers Timber and Builders Merchants, EDOMVM and Forfars Bakery
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Hove Technology Park, St Joseph Close, Old Shoreham Road
Site Area and Description	4.6 ha St Josephs Close scheme completed to provide a number of modern industrial and business units and Hove Technology Centre. Potential for redevelopment of the northern end and the west

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	which should be economically feasible. Occupier demand should be good. Southern end of site owned by BHCC but subject to long lease over part. Key occupiers: British Red Cross, SL Group
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Moulsecomb & Fairways Industrial Estate
Site Area and Description	3.5 ha Reasonably good location, Fairway Trading Estate is modern fully occupied estate that does not require redevelopment. Site split by church. Potential for redevelopment of the western side of Westergate House for small business users. Mixed ownership including BHCC. Key occupiers: Kingspan, Allen West Electrical
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use.

Site	Sussex House Industrial Area (including BT depot)
Site Area and Description	1.86 ha Estate comprises a mix of modern and 20 year old buildings, suitable for employment uses. Fragmented ownership. Key occupiers include BT
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Woodingdean Business Park
Site Area and Description	3.9 Ha Programme of redevelopment since 2000. 3 phases now completed providing mix of employment uses. Planning consent for Phase 4 comprising 6 B1 light industrial units granted August 2008. Remainder of site being developed when end users identified. BHCC long leasehold interest St Modwen Developments. Key Occupiers: various local businesses
Current Planning policy	Allocated site (EM1)

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Current Status	BH2010/01454 - development of 3,479 sq m industrial and storage buildings with associated offices and a wind turbine together with provision for access, servicing, parking and landscaping approved August 2010.
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	The Hyde Business Park
Site Area and Description	1960s industrial estate on the fringe of the eastern side of Bevendean residential area, poor road access; appearance improved through SRB; largely let. Ownership: BHCC freehold, long ground leases.
Current Planning policy	Allocated Site (EM1)
Current Status	
Site Assessment	Although long term suitability (age and location) for employment uses raised in ELS 2006 and 2009 update council consider estate continues to offer local job opportunities as indicated by low vacancy levels.

Site	Bell Tower Industrial Estate
Site Area and Description	1.5 Ha 11 small industrial units offer good modern, small industrial and business units which are eminently suitable for local business. Ownership: various leaseholds.
Current Planning policy	Allocated Site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Hollingbury Industrial Estate
Site Area and Description	9.93 Ha One of city's premier industrial locations due to proximity to A27. Estate has been subject to on-going redevelopment and refurbishment (e.g. Crowhurst Corner, Exion 27) Ownership: BHCC freehold. Let on long ground-leases. Key occupiers: Sussex police, Newsquest Sussex Ltd
Current Planning policy	Allocated Site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Hollingdean Industrial Estate
Site Area and Description	3.9 Ha Reasonable proximity to A270 but access is poor. Waste transfer station now completed, remaining redevelopment opportunity is former meat market units. Ageing accommodation housing City Depot. Ownership: BHCC, Key occupiers: City Clean depot, Veolia MRF/transfer station
Current Planning policy	Allocated Site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Site	Victoria Road Industrial Estate
Site Area and Description	3.31 Ha Good access, area bisected by Victoria Road; land to the north is dominated by Chandlers BMW; redevelopment opportunity to the south to improve access/ public realm. Ownership: Endeavour Group
Current Planning policy	Allocated site (EM1)
Current Status	
Site Assessment	The Council's Employment Land Study concludes that the site is suitable for continued employment use

Those sites assessed as suitable for employment-led mixed use development:

Site	Franklin Road Industrial Estate, Norway Street
Site Area and Description	0.56 Ha 4 ageing industrial units within a residential area; with constrained access. Majority of site (0.52 ha) freehold owned by Infinity Food Cooperative Ltd but operate a split site. Occupiers: BB Printing (Palmer & Harvey McLane Ltd) at 67a Norway Street.
Current Planning policy	Allocated site (EM1)
Current Status	BH2010/00637 Application to extend time limit for implementation of previous approval (BH2007/01655) for a replacement warehouse on southern part of site including mezzanine floor and covered loading bay approved May 2010
Site Assessment	Currently in use and potential for local business to refurbish units but their long term expansion on site is constrained. In the event of the current businesses relocating, the ELS2006 considered the units would not be re-lettable and considered the

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	site not suitable for employment use and site more suited to residential use, poor access and surrounded by residential. SHLAA 2010 Category 5 site.
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Site	School Road Industrial Area, Hove
Site Area and Description	1.22 Ha Estate comprises a mix of office and light industrial /workshop units and non B uses, the majority of which are more than 30 years old. Lack of parking for larger units but 1970s Rayford House refurbished to provide reasonably good office accommodation. Cross Stone Urban Regeneration (except Rayford House) Occupiers: Westows soft play area, Tyre Express, Neils Steels Ltd, Cliffords, Written Word, Rayford House Offices
Current Planning policy	Allocated in Local Plan (EM1)
Current Status	
Site Assessment	Given the high site coverage on most of the site, any redevelopment would be likely to mean a reduction on floor space to allow for modern parking and loading requirements. 2010 SHLAA Category 3 site 46 units.

Site	Melbourne Street Industrial Area
Site Area and Description	0.56 Ha. Estate is dominated by Enterprise Point, a multi storey building but also includes strip of ageing workshops. Enterprise Point owned by Cross Stone Urban Regeneration. Occupiers:
Current Planning policy	Allocated in Local Plan (EM1)
Current Status	
Site Assessment	Melbourne Street off Lewes Road is within a largely residential area with poor access to site although local public transport links along Lewes Road are good. Enterprise Point is an ageing multi-storey building let to a multitude of users including non B use class users. Would not be economically viable to redevelop for existing uses; building may have potential for redevelopment but only if high density and possibly mixed use. Remainder of site – small aged workshops with limited parking. Future redevelopment of these workshops would not be feasible for modern workshop/ light industrial uses. Alternative uses (affordable housing) might be more appropriate. 2010 SHLAA Category 5 residential site

Site	EDF/ Portland Trading Estate
Site Area and Description	3.2 Ha Estate parallel to Old Shoreham Road, 15 units including a terrace of modern units, Martello House and a large three storey office occupied by EDF energy on western half of site.
Current Planning policy	Allocated in Local Plan (EM1)
Current Status	
Site Assessment	Redevelopment opportunity for more effective use of site on western half of site if no longer required for medium sized industrial and business units opportunity. SHLAA 2010 category 3 site potential 151 units.

Brighton & Hove City Plan Student Housing Policy Options Paper

1. Introduction

1.1 The council is considering a new approach to planning for student accommodation in the city. There is currently no planning policy within the adopted Local Plan to address the development of new student accommodation. Given the proportion of students in the city the council wishes to remedy this void. There has been increased interest recently by the development industry in building 'speculative' purpose-built student housing at a time when the viability of building market/affordable housing has declined. This is putting pressure on sites the council wants to see developed for needed market or affordable housing.

1.2 The emergence of concentrations of students in Houses in Multiple Occupation (HMOs) particularly close to existing university campuses in the city has brought about rapid changes to the local populations, housing markets and residential environments in these areas.

1.3 The council wants to make sure that local communities are balanced in terms of the type of housing available and the people that live there. The council wants to take a positive and proactive approach to new student accommodation to ensure that they are located in the most suitable places in terms of accessibility and impacts on the amenity of surrounding areas.

2. Issue

2.1 Both Sussex University and the University of Brighton and their students make an important contribution to the economy of the city estimated at £65m annually. There are approximately 37,000 students at Brighton and Sussex Universities, which includes 5,200 international students from 150 countries.

2.2 The recruitment of new full time students is expected to increase gradually over the coming years and as a result there is expected to be a continuous significant shortfall of bed spaces in purpose built student accommodation despite recent developments in the city.

2.3 The supply of purpose-built student accommodation by universities has not matched the expansion of the student population. The private sector has responded to the increasing demand for student housing and there has been conversion of family housing to student HMOs in many neighbourhoods. During 2006/07 9,726 students resided in private rented housing within Brighton and Hove.

3. Background Evidence

3.1 The city has the highest number of HMOs in the UK (15,000 in 2007). In some areas of Brighton & Hove high concentrations of HMO's have led to neighbourhoods dominated by the student population. This process has been

called 'studentification'. A recent council study (The Student Housing Strategy 2006-2014) identifies these neighbourhoods as being:

- Moulsecoomb and Bevendean
- Coombe Road
- Hartington Road and Triangle
- Hanover
- Hollingdean

3.2 The strategy concluded that there was a need to:

- Support and enhance the quality and management of housing and residential environments within HMO dominated 'studentified' neighbourhoods.
- Continue to support private sector landlords to supply high quality student accommodation.
- Promote and enable the appropriate development of purpose built student accommodation at suitable locations within the city.
- Ensure that new developments of student housing are well managed and do not impact on existing residential communities in negative ways.
- To continue to monitor the changing geographic patterns of student housing in the city

3.3 Other Local Planning Authorities have adopted planning policies that seek to restrict the proportion of HMOs permitted in any one area. Manchester, for example, has proposed a limit of 10% of households within 100 metres of an application site where a change of use to an HMO is proposed.

3.4 The council has already started looking at levels of student housing and HMO's on a street by street basis in its Draft 'Student Housing and HMO Concentration Assessment 2011'.

3.5 Options set out in this paper should also be considered in conjunction with the measures proposed by the Council's Private Sector Housing to implement additional HMO licensing in studentified areas of the city.

3.6 Additional licensing would cover smaller HMOs of two or more storeys and three or more occupiers in the studentified wards of Brighton & Hove and include accommodation privately let to students. It would require landlords and managers to meet appropriate personal and professional standards of conduct; the upgrading of poorer buildings to minimum health and safety standards including fire safety; and the sufficient day-to-day management and supervision of the buildings to help reduce anti-social behaviour

4. Issues

Issue A) Addressing over-concentrations of HMOs

4.1 The council's believes there is a need to reduce the over-concentration of HMO's in certain neighbourhoods by promoting and enabling the appropriate development of purpose-built student accommodation at suitable locations within the city that will appeal to preferences of students in terms of location and accommodation.

4.2 In October 2010 the Government made changes to planning rules which allows family homes (Class C3) to change to a small house in multiple occupation (HMO) with up to 6 people (Class C4) without the need for a planning application (this change is called 'permitted development').

4.3 However where Local Authorities consider that there is a local need to control the spread of HMO's in specific areas they can use existing powers to remove this form of permitted development and thereby require the submission of a planning application for such a change between a family dwelling house and small HMO (this is called an Article 4 Direction).

A guide to planning use classes

Class C3 – dwelling houses covers:

- Use by a single person, couple or family
- Up to six people living as a single household and receiving care such as a supported housing scheme
- Groups of up to six people living together that do not fall into the C4 use class such as a homeowner and lodger.

Class C4 – houses in multiple occupation are:

- Shared dwelling houses occupied by between three and six unrelated people who share basic amenities such as a kitchen and / or bathroom

Some uses do not fall into any class. These are known as sui generis uses. Shared houses occupied by seven or more unrelated people that do not fall into class C4 are considered Sui Generis.

4.4 An Article 4 Direction would need to be accompanied by an adopted planning policy which would set out how the Council would deal with resultant planning applications.

Issue B) Managing Proposals for new student accommodation

4.5 There has been increased interest recently by the development industry in building 'speculative' purpose-built student housing. The council currently has no planning policy in place to address the development of new student housing outside of university or college premises and this is putting pressure

on sites the council wants to see developed for needed market or affordable housing.

4.6 There is also the need to ensure that proposals bring forward genuine student accommodation which are of high quality and meet the needs of students with the full support of the universities, in order to avoid the accommodation becoming private sector HMO's.

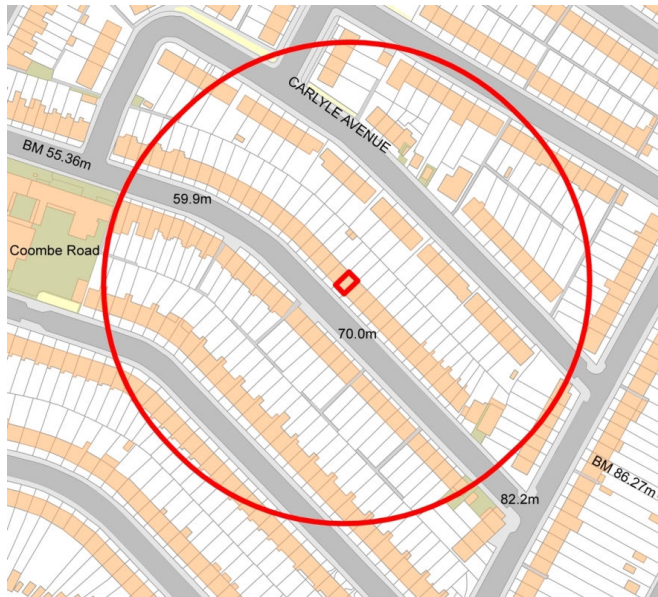
4.7 The council wants to take a positive and proactive approach to new student accommodation to ensure that they are in the most suitable location in terms of accessibility and amenity impacts on the surrounding area; that they well managed; meet the needs of the universities; and that they offer appropriate accommodation.

5. Options

Issue A) Over Concentration of HMO's

Option 1) Adopt an Article 4 Direction and produce a policy framework for managing HMO accommodation in the City Plan.

The policy would set limits for the proportion of properties within an area that could be occupied as Houses in Multiple Occupation. For example applications for HMOs would not be permitted where there are more than 10% of residences within 100 metres of the application site already authorised as Class C4, or other types of HMO in a sui generis use.



Illustrative map above shows an approximate 100 metre radius in relation to an application site

Advantages

- Addresses the findings and recommendations of the Council's Student Housing Strategy

- Stops new HMOs from being permitted where there is already a high concentration of such accommodation (concern amongst residents in the city where concentrations are high)
- Family accommodation retained in areas where concentrations of HMO's are high.

Disadvantages

- Requires the adoption of an Article 4 Direction to require development involving a change of use from a dwelling house to a house in multiple occupation to be the subject of a planning application. The Article 4 Direction will remove the permitted development rights for this type of development from the date when it comes into force, and is likely to be implemented within the current studentified wards of the city.
- May result in spread of HMOs into surrounding areas currently dominated by family housing and will not reduce concentrations in areas where problems have already been highlighted.
- Baseline data of the current distribution of HMO's would need to be kept up to date (records provided by Council tax team and mapped by Planning Policy).
- Additional workload and cost to the planning service as no fee is payable for planning applications arising from an Article 4 Direction.
- Financial compensation may be payable if an Article 4 Direction is introduced with less than one year's notice.

Option 2) Do not adopt an Article 4 Direction or produce a policy framework for managing HMO accommodation the City Plan

Advantages

- No additional workload for the planning service e.g. assessing applications, gathering evidence, enforcement
- Allows the market to determine the location of student accommodation

Disadvantages

- Will not stop new HMO's from being created (currently permitted development)
- Intensification of students may result in an increase of HMO's (as permitted development)
- Policy Void - at present there are no specific planning policies in the Adopted Local Plan 2005 that relate to student accommodation.
- Residents in areas of studentification may be adversely affected
- Increased depletion of family accommodation to students – increased pressure on the city to develop more family housing.
- Further depletion of identified housing sites to student accommodation
- This option does not address the recommendations of the Student Housing Strategy

Issue B) - New Student Accommodation (new build)

Option 1) No policy framework to manage the creation of new student accommodation in the City Plan

Advantages

- No additional workload for the planning service e.g. assessing applications, gathering evidence, enforcement
- Market will determine location of student accommodation

Disadvantages

- Policy void - at present there are no specific policies in the Local Plan that relate to building student accommodation.
- Intensification of students as HMO's increase (as permitted development)
- Further depletion of identified housing sites to student accommodation
- This option does not address the recommendations of the Student Housing Strategy

Option 2) Criteria based policy with no preferred sites identified

Advantages

- Clearly defines an approach for assessing applications for new student housing
- Provides confidence for universities and providers
- Allows the market to identify the most viable sites

Disadvantages

- Does not clarify upfront which sites are preferred for Student Housing by the universities and the city council. Site may be identified in the council's housing land supply for C3 use.
- Could be costly for developers who are refused consent on speculative sites

Option 3) Pro-active policy with appropriate student sites identified as Strategic Allocations, recognising that the most appropriate locations for student accommodation are located close to university campuses and in central locations within DA3, DA4 and DA5 Preferred sites identified by the universities are as follows;

- i. **Varley Halls, Coldean Lane, Brighton (DA3 Lewes Road Area)**
- ii. **Preston Barracks, Lewes Road, Brighton (DA3 Lewes Road Area)**
- iii. **Pelham Street, Brighton (See DA4 New England Quarter and London Road Area)**

iv. Circus Street, Brighton (See DA5 New England Quarter and London Road Area)

Advantages

- Clearly defines an approach for assessing applications for new student housing
- Clarifies upfront which sites are preferred for student housing by the universities and thus takes these sites out of the council's housing supply pipeline for market/affordable housing. Clearer picture gained for housing land supply.
- Assists development of sites
- Addresses the recommendations of the Student Housing Strategy

Disadvantages

- None identified

Sustainability Appraisal (SA) of Options

Overall Summary - Option A1 and A2

Although both Options may result in positive as well as negative impacts, the development of a policy framework, as described by Option A1 presents a greater opportunity for more positive impact than Option A2 and is the preferred option for this issue. The SA suggests that various recommendations are considered to improve the potential for positive impact.

Overall Summary - Options B1, B2 and B3

Option B1 is likely to result in more negative impacts overall than positive impacts, although these are fairly uncertain, and is the least preferable Option compared to Options B2 and B3.

Option B2 may also result in negative impacts, mainly due to the unknown location of sites that may be developed. However the fact that this option would result in a policy framework presents a greater opportunity than Option B1 for these impacts to be addressed, and is considered to be less negative, although still uncertain.

Although Option B3 may result in some negative impacts, the potential for positive impacts is far greater. This option provides clear direction for developers, and provides more certainty over potential impacts that developments as sites are identified. Option B3 is the preferred option for this issue. The SA suggests that the recommendations outlined above are considered to improve the potential for positive impact.

Preferred Option and Summary Justification

The Preferred Option would be to Combine Issue A) Option 1 and Issue B) Option 3 into a single policy to address HMO accommodation and new student accommodation.

Subject:	East Sussex, South Downs and Brighton & Hove Waste and Minerals Plan (Core Strategy)		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Place		
Lead Member:	Cabinet Member for Planning, Employment, Economic Development and Regeneration		
Contact Officer:	Name:	Mike Holford	Tel: 29-2501
	Email:	mike.Holford@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB23471	
Ward(s) affected:	All		

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

- 1.1 Following proposed changes in legislation the Waste and Minerals Core Strategy has been re-named the Waste and Minerals Plan (WMP) in anticipation of those changes being adopted. The WMP is being produced with East Sussex County Council (ESCC) and the South Downs National Park Authority (SDNPA) and will eventually replace much of the Councils' Waste Local Plan and Minerals Local Plan. The WMP will cover that part of the South Downs National Park within East Sussex and Brighton & Hove.
- 1.2 The WMP will provide a land-use planning strategy and policies for the management of all wastes and production of minerals to 2026. No sites are identified in Brighton & Hove. Cabinet is being asked to agree that the WMP be published for public consultation. The ESCC Cabinet and SDNPA Planning Committee are also to be asked to agree the draft WMP for consultation at relevant meetings.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the recommendation to publish the Draft Waste and Minerals Plan for a six week period of public consultation between 27 October and 8 December 2011, subject to any minor grammatical or editorial alterations that may be made by the Strategic Director, Place and in agreement with East Sussex County Council and the South Downs National Park Authority.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The shortened version of the draft Waste and Minerals Plan (WMP) of the draft Plan is attached as an appendix) includes a vision, objectives, draft planning policies and a draft implementation framework covering the following key areas:

- Providing support for the prevention of waste generation and preparation for re-use;
- The need for facilities to increase recycling and divert waste away from landfill including Areas of Focus for strategic waste recovery facilities. The whole of Brighton & Hove, as a major urban area, is identified as an Area of Focus;
- Setting minimum targets for recycling. Targets for recovery are higher than the Preferred Strategy;
- Minimising the transport of waste and minerals and promoting sustainable modes of transport;
- Safeguarding of wharves for the import of marine-dredged sand and gravel and other minerals at Shoreham Harbour (and Newhaven and Rye Harbours).

3.2 The revised Plan does not have any Areas of Search for landraise or landfill, nor does it make provision provision for any new land disposal sites or retain the Waste Local Plan allocation at Ashdown Brickworks in East Sussex. Existing landfill capacity at Pebsham will be safeguarded. The draft Plan has been informed by the following:

- Comments made on the Preferred Strategy;
- A robust evidence base (the various technical studies informing the draft WMP are listed at the end of this report);
- Further discussions with key organisations including the waste and minerals industry, district and borough councils (in East Sussex) and statutory environmental bodies;
- National and regional policy, taking into account the Coalition Government's review of waste policies published in June 2011 and its intention, as included in the Localism Bill, to revoke the South East Plan;
- Sustainability Appraisal and other environmental assessments (Appropriate Assessment and Strategic Flood Risk Assessment).

3.5 As part of the approach to providing increased built facilities, site specific policies in the Waste Local Plan covering existing allocations for treatment facilities will be saved until more detailed work is undertaken following adoption of the Plan.

3.6 It is recommended that the draft WMP be published for public consultation for six weeks between 27th October and 8th December 2011. A pro-active programme of awareness raising and engagement is proposed with a further newsletter, workshops, and offers to attend meetings. All documentation will be on the councils' consultation portal. Comments received during this time will inform the content of the Councils' final WMP that, following consideration by Cabinet and full Council will be submitted to Government for examination by the Planning Inspectorate. Consultation on the submission draft WMP is a statutory requirement will take place prior to the public examination which is programmed for autumn 2012.

3.7 Detailed site assessment will be undertaken as part of the production of two site allocation documents (one for waste sites and one for minerals sites).

4. COMMUNITY ENGAGEMENT AND CONSULTATION

4.1 East Sussex County Council and the South Downs National Park Authority have been consulted on a draft of this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The Waste and Minerals Plan is being prepared with East Sussex County Council and the South Downs National Park Authority and costs are being shared proportionally. The council's costs will be met from within the existing Waste Planning revenue budget.

Finance Officer Consulted: Karen Brookshaw Date: 16/09/11

Legal Implications:

- 5.2 The Planning and Compulsory Purchase Act 2004 introduced a series of documents to be produced by local planning authorities and which would form the development plan for the purposes of determining planning applications. One of these documents is the "core strategy". Further detail as to the production of the documents is contained in the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended) ("the 2004 Regulations"). The Government now proposes to simplify the 2004 Regulations and has carried out a consultation exercise, ending 7 October. The proposals include the adoption of a more simple definition of "development plan document" which definition would not refer to terminology such as "core strategy". It is not proposed to change the current public participation procedure. However, unless and until revoked the 2004 Regulations contain the procedure for publicising and adopting development plan documents, such as the draft Waste and Minerals Plan. The recommendation contained in this Report complies with those legislative requirements.
- 5.3 It is not considered that any adverse human rights implications arise from the Report.

Lawyer Consulted: Hilary Woodward Date: 16/09/11

Equalities Implications:

- 5.4 An Equalities Impact Assessment has been carried out on the draft WMP. No specific equalities issues have been identified.

Sustainability Implications:

- 5.5 A statutory Sustainability Appraisal has been produced to inform production of the WMP.

Crime & Disorder Implications:

- 5.6 None arising from this report.

Risk and Opportunity Management Implications:

- 5.7 The City Council as waste planning authority has responsibility for ensuring that planning polices allow for all waste (and not just municipal waste for which it has a responsibility to collect) to be managed in a sustainable manner.

Public Health Implications:

- 5.8 None directly arising from the report

Corporate / Citywide Implications:

- 5.9 The WMP once adopted will ensure that waste is managed in a sustainable manner and give certainty to the waste management industry as to the Council's approach.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 There are no practical alternative options.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 Cabinet approval is needed to publish a revised Plan for consultation.

SUPPORTING DOCUMENTATION

Appendices:

1. Short version of the draft Waste and Minerals Plan

Documents in Members' Rooms

Information Papers

1. The Future Need for Waste Management
2. The Future Need for Minerals Production and Management
3. Sustainable Waste Management
4. Waste Management Methods and Technologies
5. Land Disposal
6. Spatial Portrait of East Sussex, South Downs and Brighton & Hove
7. Hazardous and Radioactive Waste
8. Transportation of Waste and Minerals
9. Climate Change and Waste and Minerals
10. Wastewater and Sewage Sludge Treatment

Studies and Assessments

Land Disposal Report
Sustainable Locations for Waste – report
Review of Future Waste Management Capacity Requirements
Combined Heat and Power Study
Defining Strategic Waste Management Facilities - report
Hazardous Waste Study
Radioactive Waste Study
Residual Waste from London Study

Equalities Impact Assessment

Responses to the consultation on the Preferred Strategy document

Sustainability Appraisal – full report

Sustainability Appraisal – non-technical summary

Background Documents

None

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Introduction

What is this document?

This document is a short version of the full Draft Waste and Minerals Plan. It sets out the key information contained in the main document. In the full draft Waste and Minerals Plan you can also find extra supporting information and more detail about the policies and background studies that have informed the approaches.

PLEASE NOTE: THE TEXT OF THIS DOCUMENT IS CURRENTLY SUBJECT TO AGREEMENT WITH BRIGHTON & HOVE CITY COUNCIL AND THE SOUTH DOWNS NATIONAL PARK AUTHORITY AND MINOR CHANGES TO THE TEXT ARE THEREFORE POSSIBLE BEFORE FINAL PUBLICATION.

Copies of all the main documents will be available online and at your local council office. Copies of the consultation document will be available at main libraries across East Sussex and Brighton and Hove.

A separate factsheet is also available which further explains the purpose and content of this document.

What is the Waste and Minerals Plan?

The Waste and Minerals Plan will set out the strategic policy decisions for waste and minerals in the Plan Area.

Existing waste and minerals planning policy is contained in the adopted East Sussex and Brighton & Hove Waste Local Plan (2006), and Minerals Local Plan (1999). The policies from both have been 'saved' which means they will remain in force until replaced by policies in the new Waste and Minerals Development Framework.

The Waste and Minerals Development Framework will be made up of:

- The Plan;
- A waste sites document; and
- A minerals sites document.

Document Guide

Section	Content	Page
Context	Background information, with links to further information	7
Overarching Strategy	What we want to achieve	10
Providing for Waste	Policies to deliver waste management for the plan period	21
Providing for Minerals	Policies to deliver mineral resource for the plan period	33

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Overarching policies	Policies that apply to waste and minerals development as well as development determined by other planning authorities	38
Development Management policies	Detailed policies for determining planning applications	42
Key Diagram	Minerals Key Diagram. Waste Key Diagram.	
Glossary	Technical words used in the document	

Key dates for the Waste & Minerals Plan

The table below summarises the current timetable for key stages of the Plan. The sites documents will be prepared once the Plan has been adopted.

Key dates for the Waste & Minerals Plan

Stage	Date
Preferred Strategy consultation	21 October 2009 to 25 January 2010
Draft Plan consultation	27 October 2011 to 8 December 2011
Formal consultation on the soundness of the Plan	Winter/Spring 2012
Submission of the Plan to Government	Summer 2012
Public Examination	Autumn 2012
Adoption	January 2013

After this consultation, all comments will be considered in the preparation of the final document (known as the Submission Document) that will be sent to Government for examination. The examination is an independent assessment to ensure that the Plan satisfies the requirements of regulations and legislation, and is 'sound'. There will be a chance to comment on the 'soundness' of the Submission document, due to be published in Winter 2011/Spring 2012, and those comments will be taken into account by the independent Planning Inspector as part of the Examination which is anticipated to be held in Autumn 2012.

Information Papers

The Plan is supported by ten Information Papers which provide explanatory information related to the key issues addressed, and are signposted at appropriate point in this document. These are:

- Information Paper 1 - The Future Need for Waste Management
- Information Paper 2 - The Future Need for Minerals Production and Management

Introduction

Information Paper 3 -	Sustainable Waste Management
Information Paper 4 -	Waste Management Methods and Technologies
Information Paper 5 -	Land Disposal
Information Paper 6 -	Spatial Portrait of East Sussex, Brighton & Hove and the South Downs
Information Paper 7 -	Hazardous and Radioactive Waste
Information Paper 8 -	Transportation of Waste and Minerals
Information Paper 9 -	Climate Change and Waste and Minerals
Information Paper 10 -	Waste Water and Sewage Sludge

Introduction

How do I comment on the Plan?

This is your chance to let us know what you think about the draft Plan.

All comments must be received by 8 December 2011 to ensure that they can be taken into account. Your comments may be made available to view, so please do not include any information that you consider to be confidential. We will hold your name, address and contact details for use in future waste and minerals consultations.

On-line Consultation

We strongly encourage you to view the document and send in your comments online, via the website <http://consult.eastsussex.gov.uk>, as this will help make significant savings of resources and paper.

Anyone can view the documents online, but to submit comments you will need to register at <http://consult.eastsussex.gov.uk>. Please contact us if you have any difficulty with the website.

Other ways to send us your comments:

By email	wasteandmineralsdf@eastsussex.gov.uk
By post	Transport & Environment, East Sussex County Council, C4 Waste and Minerals Policy (AP), FREEPOST (LW43), Lewes, BN7 1BR

For general queries you can contact:

East Sussex County Council	Tel: 01273 481846
Brighton & Hove City Council	Tel: 01273 292505

Waste & Minerals Context

Waste and Minerals: What are they?

1.1 **Waste** or 'rubbish' is generally defined as materials and goods we discard because we no longer want or need them. Many different types of solid and liquid waste are produced in the Plan Area and the Plan applies to them all.

1.2 **Minerals** are natural substances including metals, rocks, and hydrocarbons (solid and liquid) that are extracted from the earth by mining, quarrying and pumping. They are used in a wide range of applications related to construction, manufacturing, agriculture and energy supply. The main minerals relating to the Plan Area are sand and gravel, gypsum, chalk, clay, oil and gas.

Waste in the Plan Area

1.3 Around 1.75 million tonnes of solid waste are handled in the Plan Area each year. The main types are:

- **Municipal Solid Waste (MSW)** is taken in this Plan to mean waste that is collected by local authorities. Generally it is from households (from doorstep collections and Household Waste Recycling Sites), from street cleansing, and from public parks and gardens.⁽¹⁾ The current production of over 360,000 tonnes makes up about 21% of all wastes in the Plan Area.
- **Commercial and Industrial Waste (C&I)** from shops, food outlets, businesses, and manufacturing activities makes up about 27% of wastes in the Plan Area. It is difficult to get an accurate picture of how much C&I waste is produced because there are no requirements on producers of this waste to submit data for statistical purposes. It is estimated that around 475,000 tonnes of C&I waste was produced in 2008/9.
- **Construction, Demolition and Excavation Waste (CDEW)** is produced from building activity. The amount that arises fluctuates considerably due to economic and social factors, with increases during periods of high development and construction. An accurate figure for arisings is difficult to obtain and best estimates suggest that around 906,000 tonnes was produced in 2008/9.
- **Other wastes** include hazardous waste (around 19,000 tonnes per year), low level radioactive waste, liquid waste (other than wastewater), and wastes arising from the agricultural sector. Hazardous waste makes up approximately 1% of the total waste stream and altogether these wastes make up only a small proportion of the wastes generated in the Plan Area, although they still need to be planned for and usually require specialist treatment facilities with even tighter environmental controls.

1.4 As well as solid waste, the Plan is concerned with the management of wastewater, which comprises the water and solids that flow to a sewage treatment plant operated by a water company. There are 32 waste water treatment works within the Plan Area treating 60 million cubic metres of waste water each year.

1 Due to the wider EU Waste Framework Directive definition of MSW, a new definition has been brought into use in England which relates to the waste previously recorded as Municipal Solid Waste and this is 'Local Authority Collected Municipal Waste'. However for reasons of comparability and consistency with previous documents the term Municipal Solid Waste will continue to be used in this Plan.

1 Context

Existing Waste Management in the Plan Area

1.5 Although progress has been made towards more sustainable management of waste, in particular with the recent development of new facilities for managing MSW by recycling, composting and energy recovery, a significant proportion of solid waste produced by households, businesses and industry is still landfilled. This is unsustainable. Landfilling waste prevents it from being used as a resource (e.g. as a raw material produced from a recycling process); it is the least environmentally acceptable waste management option and landfill costs are rising steeply.

Minerals in the Plan Area

Aggregates

1.6 Aggregates (sand, gravel, and crushed rock) are important for the improvement of infrastructure and buildings.

1.7 Historically there has been low levels of extraction of 'land-won' sand and gravel in East Sussex, and imports of aggregates dredged from the seabed (known as marine aggregates) and crushed rock have been important in meeting local construction needs. Whilst there are several permitted sites for land-won aggregates, there is currently only one site producing building sand and it is located in an area now within the South Downs National Park⁽²⁾.

Chalk

1.8 There are no active chalk quarries in East Sussex. Chalk for agricultural use has recently been supplied by imports.

Clay

1.9 Clay is extracted in East Sussex for brick and tile manufacture, and also more recently for flood defences. There are currently four active sites, at Aldershaw Farm, Seddlescombe/Battle; Chailey Brickworks; Hastings Brickworks; and Ashdown Brickworks. There is also an existing planning permission for a new brick works and clay pit at Horam, as well as several inactive sites in East Sussex.

Gypsum

1.10 Gypsum is an important raw material for the construction industry, and is used in plaster and plasterboard, cement and other industrial processes. The resource near Robertsbridge in East Sussex is the largest deposit in the UK. Desulphurgypsum (DSG), a by-product from coal fired power stations, can be used as an alternative to gypsum and has been used at the plasterboard plant.

Oil and gas

1.11 Exploration for oil and gas took place in East Sussex in the 1980s although no commercially viable resources were found. There is currently no exploitation of oil or gas in the Plan Area although there are several licences for exploration.

2 See Information Paper 2

Context 1

Recycled and Secondary Aggregates

1.12 Supplies of land-won aggregates in the Plan Area are augmented by secondary aggregates and recycled materials alongside marine imports. In 2007 there were thirteen sites in the Plan Area which recycled aggregates, producing about 370,000 tonnes of recycled aggregates. It is anticipated that this pattern will continue to increase in accordance with national policies to increase their use.

Wharves and Railheads

1.13 Marine aggregates are imported through the ports of Newhaven, Rye and Shoreham. The capacity for receiving and processing marine-dredged and other aggregates through the three ports is over 3 million tonnes per annum (mtpa)⁽³⁾ but actual throughput has been much lower.

1.14 The only rail movement of minerals is desulphurgypsum to the mine at Robertsbridge.

Further information in the full consultation document

1.15 In the full draft Waste and Minerals Plan you can also find further detail about the policy context, overview of waste and minerals in the Plan Area, and of the characteristics of the Plan Area.

3 [SEERA Aggregates Monitoring Report 2005](#)

2 Overarching Strategy

Vision

Vision for the Plan Area to 2030

By 2030 the environmental footprint, in particular greenhouse gas emissions, associated with the production and management of waste and minerals in the Plan Area will have been significantly reduced.

The annual growth in waste will have stopped and the efficient production and use of materials will have been maximised. Most waste will be reused, recycled to provide goods or raw materials, or processed to provide energy (heat or power), with as little as possible being disposed of because it is the least sustainable option and because the environmental characteristics of the Plan Area mean that opportunities for disposal to land are severely restricted.

Facilities needed to manage waste and produce minerals will be designed, located, and operated to ensure that the area's built and natural heritage are preserved and even enhanced - from its exceptional countryside, which includes part of the South Downs National Park, a Heritage Coastline, and Ashdown Forest and the Weald, to its distinctive and varied built environment which includes seaside towns and a city with grand Regency architecture as well as scattered Weald and downland villages.

The production of secondary materials will be maximised but where primary minerals are essential to meet the need for new development, both locally and the needs of the wider South-East region, the extraction and use of aggregates, clay, chalk, and gypsum, will take place in an efficient manner that protects the environment and local communities.

New planning applications for waste or minerals development will take into account concerns and interests of host communities, and seek to capture benefits for the local community.

Overarching Strategy 2

Objectives

Strategic Objectives

SO1: To achieve declining rates of growth of all wastes, to reduce the amount of waste produced, and to drive the management of waste up the hierarchy by reusing and recycling waste material into new products and recovering energy from materials that cannot effectively be recycled.

Relevant policies and delivery strategy: 2, 2a, 2b, 2c, 2d, 3, 4a, 4b, 5, 6a, 6b

SO2: To achieve prudent and efficient use of minerals, having regard to the market demand and supply restrictions in the Plan Area, and to recognise waste as a resource in order to reduce local demands on water, energy, land, and primary raw materials including soil and minerals.

Relevant policies and delivery strategy: 1, 2c, 2d, 3, 10, 11, 12, 13, 14, 15, 18, 22a, 22b, 23a, 23b, 25, 26, 27b

SO3: To make timely provision for sufficient facilities for the sustainable management of waste (including waste water) and production of minerals to meet forecast requirements for the Plan Area, in order to contribute as far as practicable to regional and national requirements for waste management and support the production of nationally and regionally important minerals.

Relevant policies and delivery strategy: 2, 2a, 2b, 3, 8a, 8b, 9, 10, 11, 12, 13, 14, 15, 20, 21

SO4: To protect and enhance the environment, communities and human health through minimising harmful emissions to air (including greenhouse gases), water and land; minimising the use of natural resources (including greenfield sites); minimising impacts on protected habitats, landscapes, geological sites and heritage sites; and areas which have landscape character and quality which is sensitive to development including the South Downs National Park; and through ensuring high quality mitigation, compensation and restoration to appropriate after-uses.

Relevant policies and delivery strategy: 1, 6a, 6b, 16, 17, 18, 19, 22a, 22b, 24, 25, 26, 27a, 27b

SO5: To manage waste and minerals at an appropriate scale, taking account of the distribution of waste sources and the limitations on the availability of suitable land in the Plan Area, as close to the sources as practicable in order to encourage communities to take more responsibility for the waste they create and to minimise the transport of waste and minerals *whilst still moving up the waste hierarchy*. Use the most sustainable and practicable mode where it is necessary to transport waste or minerals.

Relevant policies and delivery strategy: 2e, 4a, 4b, 7, 17, 18, 20, 21, 25

2 Overarching Strategy

SO6: To ensure that sustainable waste management objectives are considered in all plans, strategies and proposals in the Plan Area, and that the design, construction and operation of all new development promotes sustainable waste management.

Relevant policies and delivery strategy: 2a, 2d, 20

SO7: In recognition of limited capacity for disposal to land in the Plan Area, to dispose of waste to land as a last resort and seek appropriate after-use of land disposal sites to achieve conservation and enhancement of the environment.

Relevant policies and delivery strategy: 2, 2b, 4a, 4b, 7, 7a, 7b, 7c, 16

SO8: To ensure facilities are designed, located and operated in a manner that takes the implications of climate change, and in particular rising sea levels, into account.

Relevant policies and delivery strategy: 6a, 6b, 23a, 27a

Overarching Strategy 2

Local Strategy Statement- Approach to Key 'Larger than Local' Matters

2.1 Waste and mineral planning authorities in preparing their plans are very conscious of the need to address the implications of their proposals on their neighbours in the wider area. Waste and mineral planning authorities are also further motivated to address these issues in order to have a coherent approach if the current regional plan framework were to be removed.

2.2 Additionally, the trend in waste management and the production of minerals is to cater for markets that cross administrative boundaries, and in the case of certain waste activities deal with waste over considerable distances.

2.3 The Local Strategy Statement is intended to give guidance on how the Authorities have approached 'larger than local' issues. There is an intention to gain consensus with our neighbouring authorities on the Statement.

2.4 The key matters to be considered have been identified as follows:

Waste

1. Provision of waste management capacity requirements;
2. MSW recycling targets;
3. Sub-regional self-sufficiency - land disposal outside the Plan Area
4. London's waste;
5. Strategic management of hazardous waste.

Minerals

1. Provision and use of aggregates (sharp sand and gravel, and soft sand).

2.5 The proposed actions to address these matters are set out in the full draft Waste and Minerals Plan.

2 Overarching Strategy

Minerals and waste development affecting the South Downs National Park

Purpose of Policy WMP 1

To ensure development is sustainable and appropriate to the purposes and duties of the South Downs National Park Authority.

Policy WMP 1

Minerals and waste development affecting the South Downs National Park

- a) Minerals and waste development in the South Downs National Park should demonstrate that it contributes to the sustainable development of the area.
- b) Major minerals and waste development in the South Downs National Park should not take place except in exceptional circumstances, where it can be demonstrated to be in the public interest. In this respect, consideration will be given to:
 - i. the need for the development, including in terms of any national considerations; and
 - ii. the impact of permitting or refusing the development upon the local economy; and
 - iii. the cost of and scope for developing outside the designated area or meeting the need in another way; and
 - iv. any detrimental effect on the environment, landscape and/or recreational opportunities and the extent to which it could be satisfactorily mitigated.

Development will only be in the public interest if the outcomes of i-iv above gives sufficient reason/s to override the potential damage to the natural beauty, cultural heritage, wildlife or quiet enjoyment of the National Park.

- c) Extensions to existing soft sand quarries or new quarry proposals in the National Park need to conform with (b) above and additionally demonstrate that the need could not be practically achieved by extraction in adjoining Counties.
- d) Small-scale waste management facilities for local needs should not be precluded from the National Park and should meet the requirements of Policy 6a.
- e) Proposals for the backfilling of redundant quarries within the National Park need to conform with (b) above and additionally demonstrate net long term benefits to the National Park and that they meet Policy 7b criteria (a) to (e).

Overarching Strategy 2

Implementing the Waste Hierarchy

2.6 This draft Plan proposes that the waste hierarchy is implemented in a number of key ways which are set out in policies below and summarised as follows:

1. Providing support for strategies and activities which seek to minimise waste or prevent it from occurring (Policies 2a and 2d);
2. providing overarching support for businesses and activities which involve the re-use of materials or utilise materials which have been derived from waste (Policy 2a);
3. setting minimum targets for recycling and recovering waste (Policy 2b);
4. quantifying the need for the development of additional recycling and recovery infrastructure (Policy 4);
5. encouraging the inclusion of recycling infrastructure in new developments (Policy 2e);
6. promoting the capture and use of waste as a resource in the form of materials and energy (Policies 2b and 2d); and,
7. keeping the requirements for the disposal of waste to a minimum and placing strict constraints on the development of new land disposal capacity (Policies 2b, 7a and 7b).

Purpose of Policy WMP 2a

To prevent waste occurring in order to reduce the amount of waste treatment capacity needed. To provide commitment to contributing to wider strategies about waste awareness and sustainable resource use.

To facilitate movement to the upper tiers in the waste hierarchy, and particularly to increase preparation for re-use, which will involve industries and developments beyond waste management facilities.

For development management authorities, this policy provides a clear framework for ensuring that sustainable waste management is taken into account in planning decisions about non-waste developments.

Policy WMP 2a

Promoting Waste Prevention, Re-use and Waste Awareness

To maximise waste prevention and re-use, the authorities will work with stakeholders and delivery partners to:

- a. promote strategies for waste prevention, re-use and waste awareness
- b. develop more detailed action plans and policies;
- c. encourage developments that involve the preparation of materials for re-use.

Support will be given to non-waste management developments which involve the utilisation of materials, or energy, derived from waste as a resource.

2 Overarching Strategy

Purpose of Policy WMP 2b

To encourage the development of new waste recycling and recovery infrastructure which ensures waste which has been produced is managed as far up the waste hierarchy as possible and in a manner which minimises the production of greenhouse gases.

Policy WMP 2b

Turning Waste into a Resource

Proposed development should demonstrate that it has contributed to the implementation of the waste hierarchy by indicating how the waste could be managed in the priority order of the hierarchy.

Proposals for the management of waste shall be permitted which are able to demonstrate the following:

1. That when compared to other options:
 - the waste to be managed cannot reasonably be managed by a process which is further up the waste hierarchy; and,
 - the proposed process is an option which delivers the best overall environmental outcome;

And,
2. The operation of the facility will:
 - Contribute to meeting or exceeding the targets set out in Tables 1, 2 and 3; and,
 - not displace the management of waste which is already being managed, or likely to be managed, by a process which is further up the waste hierarchy than that being proposed, unless the proposal would result in fewer greenhouse gas emissions overall;

All proposals shall be considered in the context of the generic development management policies of this Plan and the wider Development Plan for the Plan Area.

(Consideration will be given to preparing guidance for developers which sets out how this policy will be implemented)

2.7 Municipal Solid Waste Targets⁽⁴⁾

⁴ Taken to mean waste that is collected by, or on behalf of, a local authority, from households, public parks and gardens and street cleansing; or waste delivered by households to household waste sites.

Overarching Strategy 2

Table 1 Targets for the Management of Household Waste in the Plan Area

<i>Year</i> ⁽⁵⁾	<i>Recycling</i> ⁽⁶⁾	<i>Overall Recovery</i> ⁽⁷⁾
2015/16	45%	98%
2020/21	50%	98%
2025/26	55%	98%

2.8 Commercial and Industrial Waste Targets⁽⁸⁾

Table 2 Targets for the Management of C&I Waste in the Plan Area

<i>Year</i>	<i>Recycling</i>	<i>Overall Recovery</i>
2015/16	70%	95%
2020/21	70%	98%
2025/26	70%	98%

2.9 Construction, Demolition and Excavation Waste Targets

Table 3 Targets for the Management of CDEW in the Plan Area

<i>Year</i>	<i>Recycling</i>	<i>Overall Recovery</i>
2015/16	50%	98%
2020/21	50%	98%
2025/26	50%	98%

Purpose of Policy WMP 2c

To recognise that energy recovery is lower in the waste hierarchy than other processes so proposals will need to be justified accordingly, and ensure that where energy recovery does take place, the capture of heat and/or energy from those processes should be in the most sustainable and efficient manner possible. This includes taking into account Government policy about increasing use of renewable energy and decentralised power sources, and more broadly about mitigating against climate change.

7 Overall recovery target is the total percentage of waste diverted away from land disposal and includes re-use, recycling and composting.

6 Recycling includes composting.

5 Targets shall apply to the average achieved during the target year.

8 Commercial and Industrial waste is waste collected from businesses and establishments and includes that collected from businesses and establishments by local authorities.

2 Overarching Strategy

Policy WMP 2c

Production of Energy from Waste

Proposals for waste management facilities primarily intended to recover energy from waste will only be permitted if it can be demonstrated that the most efficient capture of energy will take place and, where possible, will generate and recover heat and power for local use.

Proposals should set out how they contribute to the supply of renewable, decentralised, or low carbon energy sources, and the Government objectives of contributing to the EU2020 renewable energy target.

Purpose of Policy WMP 2d

To ensure that the waste hierarchy is taken into account during construction and demolition activities associated with all new development which require planning permission (not just those that involve the management of waste).

To encourage architects, project funders, and contractors to minimise waste through the life-cycle of a project by 'designing out waste'.

It is envisaged that this policy will be implemented by all planning authorities in the Plan Area.

Policy WMP 2d

Minimising and Managing Waste During Construction, Demolition and Excavation

When assessing development proposals, planning authorities will consider how the applicant proposes to minimise the waste arising from construction, demolition and excavation works in order to maximise the sustainable management of waste and in particular, to minimise the need for landfill capacity.

Development proposals will be expected to:

- a. minimise the waste arising from construction, demolition and excavation, activities;
- b. move the management of CDEW waste as far up the waste hierarchy as practicable;
- c. take account of relevant legislation, the guidance within the Construction & Demolition Waste SPD (including any subsequent updates); and
- d. demonstrate how they will monitor progress within the lifetime of the construction phase of the development.

Overarching Strategy 2

Purpose of Policy WMP 2e

To ensure that new developments take place in a manner which allows for the convenient sustainable management of waste. For example the policy will ensure that, where appropriate, space is made available for the storage and collection of separated recyclable materials e.g. bring banks.

It is envisaged that this policy will be implemented by all planning authorities in the Plan Area.

Policy WMP 2e

Waste Management in New Development

Proposals for new developments (housing, retail, commercial and industrial uses) should also consider the location and provision of waste facilities within the overall site plan. This includes provision for waste collection and separation as well as provision for manoeuvring of waste collection vehicles and community facilities.

All new development proposals should facilitate the convenient separation and collection of household and business waste, as appropriate; as well as ensuring ease of access for waste collection.

Sustainable Provision and Use of Minerals

Purpose of Policy WMP 3

To deliver the sustainable use and production of minerals using the minerals hierarchy, for example by promoting secondary and recycled materials.

Policy WMP 3

Sustainable Provision and Use of Minerals in the Plan Area

Proposals for minerals development shall be assessed against the following overarching principles in terms of the contribution they make to sustainable provision and use of minerals in the Plan Area:

- a. To make provision for a steady supply of minerals in accordance with national policies;

2 Overarching Strategy

- b. Supporting mineral related development that produces or utilises reused or recycled materials as an alternative to primary materials;
- c. Allowing primary mineral production only where it is demonstrated the need cannot be met by sources of alternative materials, and that there is evidence of viable resources;
- d. Only allocating further mineral resources if needed to meet our agreed share of national requirements unless material considerations indicate otherwise.

Providing for Waste 3

Provision of Built Waste Facilities

Purpose of Policy WMP 4

To identify the future need for recycling and recovery facilities, and avoid any adverse effects over-provision of capacity could bring.

To provide flexibility in the Plan to demonstrate 'net self sufficiency' by allowing for contingency recovery capacity for imported waste within the Plan Area for an amount of waste equivalent to that exported for disposal to land.

Table 4 Estimated Quantity of Waste to be Managed in the Plan Area (tonnes)

	2015/16		2020/21		2025/26	
	<i>Min</i>	<i>Max</i>	<i>Min</i>	<i>Max</i>	<i>Min</i>	<i>Max</i>
MSW	361,000	392,000	356,000	414,000	351,000	437,000
C&I	429,000	478,000	420,000	481,000	412,000	483,000
CDEW	853,000	879,000	832,000	924,000	811,000	971,000

3.1 Similar figures are anticipated in the years immediately after 2025/26.

3.2 The capacity gap estimate suggests:

- There is currently sufficient capacity for bulk metal recycling and CDEW recycling during the Plan period;
- It is projected that there will be sufficient recycling capacity (excluding bulk metals) based on the minimum expected requirement, however at the maximum pressure there could be an additional 90,000 tonnes per annum capacity requirement by 2026/27.
- Demand for recovery capacity is in excess of existing capacity and this is likely to continue throughout the Plan period. The recovery capacity demand will reduce once the Newhaven ERF becomes fully operational, however a capacity deficit will still exist.

Policy WMP 4a

Provision of Built Waste Facilities

Provision will be made for an expansion of the existing network of built waste facilities sufficient to meet the following indicative waste management capacities:

3 Providing for Waste

Year	Recycling and Composting capacity (tonnes per annum)		Recovery capacity (tonnes per annum)	
	Minimum	Maximum	Minimum	Maximum
2015/16	0	10,000	35,000	130,000
2020/21	0	50,000	50,000	150,000
2026/27	0	100,000	30,000	150,000

Potential Number of Facilities

Table 5 Potential Number of Facilities⁽⁹⁾

	Recycling and Composting		Recovery	
	Small	Large	Small	Large
2015/16	0/1	0/0	1/2	0/1
2020/21	0/3	0/1	1/3	0/1
2026/27	0/6	0/2	1/3	0/1

Policy WMP 4b

Provision of Built Waste Facilities with Additional Provision to Cover Flexibility

Provision will be made for a sustainable network of waste recovery facilities in the Plan Area sufficient to meet the indicative waste management capacities set out in the following table, which includes an amount equivalent to the requirement for land disposal capacity beyond the Plan Area.

Year	Recycling and composting capacity (tonnes per annum)		Recovery capacity (tonnes per annum)	
	Minimum	Maximum	Minimum	Maximum
2016/17	0	80,000	60,000	200,000
2021/22	0	120,000	80,000	220,000
2026/27	30,000	170,000	60,000	220,000

⁹ Assumes small recycling is 15,000 tonnes per annum, and large 50,000 tpa; small recovery 50,000 tpa, large 100,000 to 150,000 tpa

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Potential Number of Facilities

Table 6 Potential Number of Facilities⁽¹⁰⁾

	Recycling and composting		Recovery	
	Small	Large	Small	Large
2015/16	0/5	0/1	1/4	1/2
2020/21	0/8	0/2	2/4	1/2
2026/27	2/11	1/3	1/4	1/2

Overarching Strategy for Built Waste Facilities

The proposed overarching strategy for provision of built waste facilities in the Plan Area is as follows:

1. Safeguard capacity at existing waste facilities as appropriate (see Policy 5)
 2. Allow for appropriate expansion and alteration of existing facilities (see Policy 21)
 3. Identify broad areas of focus for recycling and recovery facilities within which a network of sites will be identified in the Waste Sites DPD. The areas of focus reflect proximity to waste arisings, accessibility to A class roads and railways, and exclude flood risk areas and valued environments (see Sustainable Locations for Waste Development and Policies 6a and 6b and the Waste Key Diagram)
2. Continue to save the following Waste Local Plan policies (and the issues and constraints included on the associated inset plans):
- WLP7 Site Specific Allocation for Road to Rail Transfers, which identifies Sackville Coalyard, Hove;
 - WLP8 Site Specific Allocations for Material Recovery Facilities/Waste Transfer Stations, which identifies sites at:
 - Hangleton Bottom
 - Hollingdean Depot (this area has been partially developed for a MRF and WTS)
 - Bellbrook Industrial Estate
 - Land at Tutts Barm
 - Pebsham WDF
 - WLP9 Site Specific Allocation for Energy from Waste and Materials Recovery Facilities, which identifies North Quay (this area has been partially developed for an Energy Recovery Facility)

10 Assumes small recycling is 15,000 tonnes per annum, and large 50,000 tpa; small recovery 50,000 tpa, large 100,000 to 150,000 tpa

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Safeguarding Waste Sites

Purpose of Policy WMP 5

To safeguard existing waste management facilities as appropriate.

To safeguard certain areas in order to support the delivery of waste management facilities in the most appropriate locations.

To safeguard Waste Local Plan site-specific allocations for waste management facilities.

Policy WMP 5

Safeguarding Waste Sites

To ensure waste management capacity in the Plan Area is maintained and enhanced, waste management sites as described below will be safeguarded unless it is demonstrated that alternative capacity is permitted and delivered elsewhere within the Plan Area, or unless it is demonstrated that the waste management provision is no longer needed to meet either local or strategic needs:

- a. Existing waste management sites (waste facilities plus supporting infrastructure) with permanent planning permission;
- b. Sites that have planning permission for waste management use but have not yet been developed for that purpose;
- c. Sites allocated for waste uses in any development plan document except as indicated in section 9;

Development proposals which would prevent or prejudice those sites for waste management uses will be resisted.

Waste Consultation Areas⁽¹¹⁾ will be identified in the Waste Sites DPD to help ensure that existing and allocated sites for strategic waste management facilities are protected from development that would prejudice an existing or future waste management use.

11 Waste Consultation Areas are intended to be a tool for use by Planning Authorities in considering development proposals that could prejudice an existing or allocated waste management site. WCAs will normally include a distance of 250 metres (TBC) around any such site.

Providing for Waste 3

Sustainable Locations for Waste Development

Purpose of Policy WMP 6

To identify broad areas (Areas of Focus) within the Plan Area within which the best opportunities for locating waste recycling and recovery facilities are more likely to be found.

The Areas of Focus identified in this policy, and shown on the Waste Key Diagram, will guide preparation of the Waste Sites DPD.

Policy WMP 6a

Sustainable Locations for Waste Development (excluding land disposal)

Sites for additional waste recycling and recovery facilities, whether new developments or extensions to operations on existing sites, should be sought within the broad Areas of Focus indicated on the Key Diagram inset plan. The sites identified in the Waste Sites DPD will also conform to the strategy set out here.

Proposals should demonstrate how they will balance the need to be located close to waste arisings, moving waste management up the waste hierarchy, and minimising adverse impacts on communities and the environment.

Proposals for development will only be considered outside of the Areas of Focus if it can be demonstrated that:

- a. There are no suitable sites available within the Areas of Focus to meet identified needs, or they are small-scale facilities predominantly to meet smaller, more localised needs only⁽¹²⁾; and
- b. The development will contribute to moving waste management up the waste hierarchy and minimising greenhouse gas emissions; and
- c. They are well related to the relevant main treatment facilities within the Plan Area.

The South Downs National Park and the Areas of Outstanding Natural Beauty

Small-scale facilities should not be precluded from the SDNP and Areas of Outstanding Natural Beauty where the development is for local needs⁽¹³⁾ and where it would not compromise the objectives of the designation.

12 Smaller, localised facilities can be essential in helping to provide local solutions for collecting, sorting, bulking, and transferring and treating wastes in complementing the waste treatment provided at more strategic larger-scale facilities.

13 Smaller, localised, facilities are generally considered to include: local recycling facilities e.g. businesses collecting, storing, sorting and bulking waste materials prior to their transfer to waste processing sites; local scale materials recycling facilities which collect, sort, and bulk recyclable materials prior to transfer; waste transfer stations where

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In addition to the criteria above, proposals for development within the SDNP will need to demonstrate that their impacts on landscape, recreation and wildlife do not compromise the purposes of the designation.

Policy WMP 6b

More Detailed Criteria for Waste Development

In addition to the preferences for locations for waste development indicated in Policy 6a, preference will be given to proposals for development on land meeting one or more of the following criteria:

- a. General industrial land including general industrial estates;
- b. Employment land (B2/B8 uses);
- c. Previously-developed land;
- d. Land already in waste management uses.

Sites at mineral workings or landfill sites may also be acceptable but will usually be restricted to temporary permissions reflecting the lifespan of the minerals operation or landfill site.

Land Disposal

Purpose of Policy WMP 7

To identify the need for land disposal of non-inert and inert waste. To provide a policy approach if such applications are submitted and to ensure that landfill gas produced by land disposal facilities is captured and used as a fuel.

Table 1 Forecast Requirements for Non-Inert Land Disposal

	Year							
	2011/12		2015/16		2020/21		2025/26	
	Min	Max	Min	Max	Min	Max	Min	Max
Forecast annual requirements (tonnes)	284,000	342,000	41,000	159,000	28,000	113,000	28,000	107,000

was is bulked up and transferred in larger loads to a waste recovery or disposal facility; scrap yards and inert waste and aggregates recycling facilities serving the needs of a particular local area; Local scale composting e.g. on farms or small waste management sites receiving inputs from limited sources; or Household Waste Recycling Sites

Providing for Waste 3

Forecast total cumulative volume requirements from 2011/12 (cubic metres)	284,000	342,000	680,000	1,128,000	846,000	1,787,000	986,000	2,335,000
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London's waste

The South East Plan Policies W3 and W4, expect that capacity for the final disposal of residual waste⁽¹⁴⁾ from London should, where appropriate, be provided in counties in the South East. The apportionment for East Sussex and Brighton & Hove is 1.06 million tonnes from 2006-2016 and 0.59 million tonnes from 2016 to 2025.

The County Council and City Council have consistently contested these policies considering that the approach was not justified and the disposal of London's waste in the area was unlikely to happen.

A detailed local study has been undertaken⁽¹⁵⁾. This has concluded on the basis of current infrastructure, there is no real prospect of waste travelling to East Sussex and there is no realistic expectation that appropriate land disposal capacity would be available.

Given these constraints and the poor proximity to London, it is not considered appropriate for the Authorities to provide for the landfill provision for waste from London as per policy W4 of the South East Plan, which negates the need to allocate the apportionment.

3.3 The Authorities have reviewed the initial appraisal of the Areas of Search for land raise and the overall conclusion is that there is no real prospect for a land raise site in the Low Weald and therefore no Areas of Search will be put forward in the Plan.

Ashdown Brickworks

Ashdown Brickworks is a large clay void located to the north-west of Bexhill which is allocated in the Waste Local Plan for non-inert landfill (Policy WLP10b). Although this site had been identified as offering potential for the development as a landfill for some time, no proposals have come forward. This situation has continued into the current period during which considerable quantities of waste are being transported to existing landfill sites beyond the Plan Area and the closure of Pebsham Landfill has become imminent. In any event, infill of the site at a rate that would be economically viable is dependent on the development of the 'Bexhill Hastings Link Road' (BHLR) and a separate 'Country Avenue'. The funding of the BHLR is dependent on a government decision which is expected around the end of 2011 and, even if funding is provided, it is therefore highly

14 Residual waste is the waste remaining after materials have been recovered from a waste stream by re-use, recycling, composting or some other recovery process

15 Residual Waste from London Study, 2009

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unlikely that the whole connection to the A269 would be constructed before at least the mid 2020s. In these circumstances it is therefore considered that landfill at this site could not be delivered during the period of this Plan.

As demand for landfill will be at a very low ebb by the 2020s, it is not proposed to save the site specific allocation in the Waste Local Plan at Ashdown Brickworks.

Overarching Strategy for Land Disposal

Taking the above matters into account, the Authorities' strategy for non-inert land disposal is as follows:

- 1) Reduce the need for land disposal by reducing the amount of waste produced in the first place (Policies 2a and 2d).
- 2) Making provision for increased recovery of waste (Policy 2b).
- 3) Safeguarding existing permitted land disposal capacity at Pebsham Landfill (Policy 5).
- 4) Recognising that an amount of non-inert waste will still need to be disposed of to land and that this will be achieved utilising existing planning permissions outside the Plan Area (see Local Strategy Statement in Section 2).
- 5) Planning for flexibility in the provision of capacity for recycling and recovery equivalent to the amount of waste that could be potentially exported out of the Plan Area for land disposal (Policy 4b).

3.4 Whilst not proposing any new provision for land disposal, the following policy would be used if such an application is submitted.

Policy WMP 7a

Land Disposal of Non-Inert Waste

Proposals for the disposal of non-inert waste to land will only be considered as a last resort where it is demonstrated that:

- a. the waste to be disposed of cannot be managed in a manner which is defined further up the waste hierarchy; and,
- b. there is a clearly established need for the additional waste disposal to land capacity which cannot be met at existing permitted sites either within, or at a reasonable distance beyond, the Plan Area; and
- c. It does not pose an unacceptable risk to the environment, landscape and groundwater conditions; and

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- d. It can be demonstrated that it will not give rise to unacceptable implications for communities through adverse impacts on amenity or highway infrastructure; and,
- e. the proposals form part of an engineering operation such as the restoration and/or stabilisation of a mineral void; and,
- f. the resulting final landform, landscape and after-use enhances the environment and is sympathetic to the land uses, landscape, nature conservation and amenity interests of the surrounding area.

In the case of landraise proposals for non-inert waste on greenfield sites, in addition to the requirements (a) to (f) above, permission will only be granted if all existing permitted land disposal and mineral working sites and appropriate previously developed sites within, and at a reasonable distance beyond the Plan Area, have been investigated and eliminated as unsuitable for non-inert waste disposal.

Policy WMP 7b

Deposit of Inert Waste on Land for Beneficial Uses

Proposals for the deposit of only inert waste on land will be permitted, subject to other policies of the Development Plan for the area, where relevant, where it is demonstrated that:

- a. the proposal conforms with Policy 7a (a, c, d, e); and
- b. the proposal forms part of a comprehensive scheme for restoration of suitable previously developed land; or
- c. the proposal significantly enhances other permitted development or its setting; or
- d. the proposal would result in identifiable improvement to the use or operation of agricultural and/or forestry land; and
- e. the resulting final landform, landscape and afteruse enhances the environment and is sympathetic to the land uses, landscape and nature conservation interests of the site and the surrounding area including its landscape character; and the minimum volume of inert material to achieve necessary improvements is used; and
- f. where appropriate, the proposal includes on-site facilities for the recovery of the waste which can be managed by methods further upw the waste hierarchy.

Policy WMP 7c

Management of Landfill Gas

Subject to other polices in the Plan, proposals for the disposal of non-inert waste and for the development of closed landfills generally, will only be permitted where it is demonstrated that:

3 Providing for Waste

- a. the development includes measures to prevent the release of landfill gas that is produced by deposited waste; and,
- b. any landfill gas that is produced is captured and used to produce the maximum amount of useful energy in the form of heat and/or electricity; and,
- c. in the case of proposals associated with planned or existing land disposal, they are planned in such a way as to minimise conflict with the restoration and after-use proposed for the site.

The Councils will control emissions of landfill gas from those closed land disposal sites that they are responsible for managing in order to minimise any explosion risk or fires and will seek to control emissions in order to minimise any climate change impacts.

Hazardous and Low Level Radioactive Waste

Purpose of Policy WMP 8a

This policy is intended to ensure that:

- a. capacity for the management of hazardous waste which make a locally, regionally or nationally significant contribution will be safeguarded;
- b. the established important contribution made by the Plan Area to national and regional requirements for the management of certain hazardous wastes can continue;
- c. the proportion of hazardous waste imports to the Plan Area, relative to exports, does not increase beyond the existing level; and
- d. additional capacity can be developed, where required, for the management of certain types of hazardous waste arising from within the Plan Area.

Policy WMP 8a

Hazardous Waste

Existing capacity for the management of hazardous waste will be safeguarded, where this capacity makes a local, regional or nationally significant contribution to the management of specific hazardous waste streams.

Permission will be granted for proposals for the development of additional hazardous waste management capacity where it can be demonstrated that:

- a. any proposal for the development of capacity for managing imported hazardous waste will not result in the overall hazardous waste management capacity utilised for

Providing for Waste 3

imports, exceeding the quantity of hazardous waste exported from the Plan Area; and

- b. subject to any reassessment of the need for certain types of management capacity which has been undertaken and published, or in some other way approved, by the Authorities, the proposal provides additional capacity for the management of hazardous waste in the following ways:
 - Treatment or incineration capacity (including thermal treatment technologies) for healthcare wastes⁽¹⁶⁾;
 - Expansion of existing treatment facilities or the introduction of novel treatment technologies for oil wastes;
 - Treatment capacity for contaminated soils arising from construction, demolition and excavation where this is delivered via mobile treatment plant which can be moved close to the source of production.

Purpose of Policy WMP 8b

This policy is intended to ensure that:

- a. where viable, Low Level Radioactive Waste (LLW) management capacity is provided in the Plan Area such that LLW can be managed close to its source of production;
- b. in particular, the development of LLW incineration capacity, if incorporated as part of a wider scheme for the Plan Area, can be supported;
- c. additional capacity could be provided to manage LLW from beyond the Plan Area but only where this would help achieve 'net self-sufficiency'; and
- d. where additional capacity is developed for the management of LLW from beyond the Plan Area, that this capacity makes a significant contribution to the management of LLW arising within the Area.

Policy WMP 8b

Low Level Radioactive Waste

Subject to other policies of this Plan, permission will be granted for proposals for the development of additional LLW waste management capacity where it can be demonstrated that:

- a. the proposal will be make a significant contribution to the management of LLW produced in the Plan Area; and,
- b. the proposal would contribute to the achievement of net self sufficiency in the management of LLW in the Plan Area.

16 The need for this additional capacity in future is dependent on the outcome of a planning application for such a facility in Eastbourne

3 Providing for Waste

Subject to any reassessment of the need for certain types of management capacity which has been undertaken and published by the Authorities.

Management of Waste Water and Sewage Sludge

Purpose of Policy WMP 9

To allow for new wastewater treatment capacity to be developed as appropriate

To provide additional waste water treatment works capacity in the Hailsham area and additional sewage sludge treatment capacity in the period up to 2026, in accordance with identified needs.

Appropriate sites for both types of facilities will be considered in more detail in the Waste Sites DPD.

Policy WMP 9

Management of Waste Water and Sewage Sludge

Proposals for the provision of new wastewater management, treatment and disposal facilities will be supported, including where the development is a necessary extension or replacement of existing infrastructure, and where it is demonstrated that development is required to:

- a. meet the relevant environmental standards;
- b. improve the operational efficiency of wastewater and sewage sludge management principally to serve the needs of the Plan Area; or
- c. enable planned development to be taken forward.

Providing for Minerals 4

Provision of Aggregates

Purpose of Policy WMP 10

To account for the proposed government apportionment for aggregates in order to assess the need for any further allocations of primary aggregates production.

Landbank/Reserve Requirement for Aggregates

Annual Allocation/reserve	Total allocation
0.1 mtpa , minimum 7 year equivalent landbank	0.8 million tonnes to 2017 1.7 million tonnes to 2026 (2.1 million tonnes to 2030)

Estimated Reserves 2011

Site	Dates of extraction (estimated)	Estimated Reserve (tonnes)
Stanton's Farm (Building Sand)	Up to 2017 ⁽¹⁾	120,000
Scotney Court	2011 - 2014 ⁽²⁾	935,000
Scotney Court extension and Wall Farm	2014 - 2026 ⁽³⁾	3,230,000
Total Coarse Aggregates		4,285,000

1. Current permission expires in 2015.
2. Extraction commenced in 2011 not 2014 as previously expected.
3. Subject to further HRA. Assumes annual average extraction of 270,000 tonnes.

4.1 The extracted mineral at Lydd Quarry (Scotney Court, Scotney Court Extension and Wall Farm) is expected to serve the Kent market as well as the market in East Sussex, and the split is calculated to be 50%.

Policy WMP 10

Provision of Aggregates

The Authorities will maintain provision for the production of land won aggregates at a rate of 0.10mtpa throughout the Plan period.

The Mineral Planning Authorities will maintain a landbank of at least 7 years of planning permission for the extraction of sand and gravel.

4 Providing for Minerals

Provision of Gypsum

Purpose of Policy WMP 11

To safeguard and maintain supplies to and from the British Gypsum works throughout the Plan period.

Policy WMP 11

Provision of Gypsum

Reserves of at least 20 years of current production rates for mined gypsum will be maintained through the plan period. The use of DSG and other alternative sources of gypsum will be supported to increase supply for the plasterboard factory and to safeguard and extend the lifetime of reserves of mined gypsum.

Provision of Clay

Purpose of Policy WMP 12

To safeguard and maintain sufficient supplies of clay for brick and tile manufacture.

Policy WMP 12

Provision of Clay

Recycling of clay products, and stockpiling of clay waste materials on site for re-use in brick and tile manufacture will be supported. The export of brick-making clay for other uses is not supported.

In order to sustain brick and tile manufacture in the Plan Area, continued production at existing brickworks will be supported, subject to other policies of the plan.

Proposals for clay working will be supported, subject to other policies of the plan, where it can be shown that the levels of permitted reserve is insufficient to maintain brick and tile production for up to 25 years.

Providing for Minerals 4

Safeguarding Resources

Purpose of Policy WMP 13

To set out how mineral resources will be safeguarded by identifying Mineral Safeguarding Areas (areas of known resources) and Mineral Consultation Areas (areas where the district or borough council should notify the Authorities of any alternative development proposals). Identifying Consultation Areas does not necessarily imply that the resource will be worked.

Policy WMP 13

Safeguarding Mineral Resources

The Authorities will safeguard sites for land-won reserves to ensure viable resources are not sterilised.

As mineral resources in the Plan Area are particularly constrained, the Authorities have identified mineral consultation areas around the following permitted sites, and expect to be consulted on any proposal for major development that would have a significant impact on current or future operations.

Mineral Safeguarding Areas and Mineral Consultation Areas for land-won minerals resources within the Plan Area:

Gypsum:

- Brightling Mine/Robertsbridge Works, Mountfield

Sand and Gravel:

- Stanton's Farm
- Scotney Court Farm (Lydd Quarry)
- Scotney Court Extension and Wall Farm

Clay:

- Ashdown Brickworks, Bexhill
- Little Standard Hill Farm
- Chailey Brickworks
- Hastings Brickworks, Guestling
- Aldershaw Farm
- Horam Brickworks

4 Providing for Minerals

In addition, other non-strategic mineral resources that might need protection will be identified through the Plan review process and in the Minerals Sites DPD. This will allow a viability assessment to be made around additional resource need over the plan period.⁽¹⁷⁾

Safeguarding Wharves and Railheads

Purpose of Policy WMP 14

To safeguard railheads, wharves and rail sidings for existing and future mineral imports and processing. In particular to safeguard overall mineral wharf capacity in ports subject to no net loss of capacity, and to encourage co-location with processing capacity.

Policy WMP 14

Safeguarding Railheads and Wharves

Existing railhead and minerals wharf facilities (including rail sidings) and their consequential capacity will be safeguarded in order to contribute towards meeting local and regional supply for aggregates and other minerals as well as supporting modal shift in the transport of minerals. The need for railheads and minerals wharves will be monitored.

Capacity for landing, processing and handling of minerals at wharves in Shoreham, Newhaven and Rye Ports will be safeguarded. Alternative use proposals would need to demonstrate that there is no net loss of capacity for handling minerals within a port.

Local Planning Authorities will be expected to consult the minerals planning authorities on proposals for non-minerals development.

The Authorities will support the co-location of railheads and minerals wharves with processing capacity subject to it being demonstrated that this does not adversely affect space requirements for operational use.

¹⁷ This is likely to include potential resources identified in the previous Minerals Local Plan, such as those at Broomhill North, the Folkestone Beds (east of Ditchling), the gypsum mining area at Brightling and appropriate land in the vicinity of Chailey Brickworks.

Providing for Minerals 4

Oil and Gas

Purpose of Policy WMP 15

To provide a policy framework for any potential oil and gas exploration and extraction.

Policy WMP 15

Exploration for Oil and Gas

The Authorities will support proposals for the exploration for oil and gas where it can be demonstrated that there is no less sensitive location that could be utilised and that there is no unacceptable adverse impact on the environment or local amenity.

Extraction

Proposals for the extraction of oil or gas should meet the requirements of the policy framework of the Plan, having demonstrated the following sequence:

- a. an area of search, with alternative sites, indicating consideration of sites outside sensitive areas or features including the High Weald AONB and South Downs National Park;
- b. avoidance of environmental harm;
- c. mitigation and compensation of environmental harm;

When considering the merits of any proposal, the Authorities will assess how the oil and gas will be transported from site, site restoration and the potential for community benefit, as set out in other policies in the Plan.

5 Overarching Policies

Restoration

Purpose of Policy WMP 16

To secure appropriate restoration of mineral workings and waste sites. Restoration should seek environmental and amenity benefits reflecting local circumstances and relevant landscape and biodiversity objectives. Proposed afteruses are likely to require ongoing management.

Policy WMP 16

Restoration

Proposals for minerals extraction, land disposal and minerals and waste processing should include a scheme for progressive restoration and aftercare to the highest standard which is appropriate to the agreed after-use and which can be achieved in an acceptable timescale. Restoration, after-use and aftercare arrangements should maximise the potential benefits, enhancements and opportunities, particularly for landscape and biodiversity. Where it is considered likely that an unacceptable adverse impact would result, inactive and dormant mineral sites will be reviewed to prevent reopening. All proposals should:

- a. be sensitive to and in keeping with local landscape character and distinctiveness;
- b. demonstrate how proposed habitat restoration and creation plans can assist in achieving Biodiversity Action Plan targets;
- c. include details of ongoing aftercare arrangements which aim to support and achieve the proposed after-use; and
- d. meet the requirements of policies 27a on flooding, 27b groundwater and water quality, 23a climate change, 24 amenity, and 26 on the environment and environmental enhancements.

Restoration obligations will be secured where required.

Transport - Road, Rail and Water

Purpose of Policy WMP 17

To minimise the environmental and amenity effects of the transport of waste and minerals by promoting rail and water transport as an alternative to road transport.

Detailed, site-specific, transport impacts are covered by Policy 28.

Overarching Policies 5

Policy WMP 17

Transport - Road, Rail and Water

Waste and minerals development should seek to minimise transport movements and prefer non-road modes of transport subject to the practicalities pertaining to individual cases.

Proposals for waste and minerals development should demonstrate:

- a. how movements relate to waste and minerals sources;
- b. how opportunities for alternative methods of transport have been evaluated;
- c. how access to the strategic highway network is suitable and how impacts on road safety and congestion have been addressed; and
- d. what measures have been incorporated to avoid unacceptable harm to the environment and local communities.

Co-location of Complementary Facilities

Purpose of Policy WMP 18

To encourage co-location of complementary waste or minerals processing facilities and associated industries, where this would offer either operational or cost efficiencies or transport benefits.

Policy WMP 18

Co-location of Complementary Facilities

The Authorities will encourage opportunities to co-locate facilities provided this does not cause unacceptable impacts on the environment or communities.

Any proposal involving co-location must:

- a. address the likely cumulative impacts of the proposal to ensure that overall effects on communities and the environment are within acceptable limits including noise, transport movements, and emissions to air;
- b. set out the sustainability benefits of the co-location; and
- c. take into account the locational strategies and Areas of Focus identified elsewhere in the Plan.

Proposals for co-locating ancillary uses at landfill sites should be tied to the life of time-limited operations of the landfill site.

5 Overarching Policies

Community Involvement and Benefits

Purpose of Policy WMP 19

To encourage developers to take a more proactive approach and engage with local communities as early as possible to help avoid misunderstandings and reduce anxiety related to waste or minerals-related developments, and also to ensure that where there are potential benefits for the community, that those benefits are realised by people living or working close by.

The policy aims to readdress a perceived lack of engagement between host communities and developers/the waste and minerals industry in the submission of planning applications for waste or minerals developments. It seeks not only to reduce negative experiences of communities but actually to secure positive benefits for host communities.

Policy WMP 19

Community Involvement and Benefits

Applications should demonstrate how host communities have been involved in the development of the proposal taking into account best practice. As appropriate this policy may not apply to some proposals involving minor extensions or alterations to existing facilities.

Proposals should take into account concerns of those communities including providing information about any perceived risks held by the communities.

For communities hosting strategic waste or minerals developments which serve a much wider area, the proposal should set out the tangible benefits to the local host community.

Opportunities for Sustainable Waste Management and Minerals Production in Other Developments

Purpose of Policy WMP 20

To ensure that objectives of sustainable waste management and minerals production are considered in the preparation and determination of non-waste and minerals applications, where appropriate.

This policy is concerned with maximising opportunities for improving the sustainable management and transport of waste that has already been produced - prevention of waste is dealt with elsewhere in this Plan.

Overarching Policies 5

This policy is not intended to address the management of waste arising from construction and demolition which is dealt with separately by Policy 2d.

It is envisaged that this policy will be implemented by all planning authorities in the Plan Area.

Policy WMP 20

Opportunities for Sustainable Waste Management and Minerals Production in Other Developments

In all proposals for major development:

- a. applications for non-waste and minerals development should, where appropriate, show how opportunities for accommodating strategic sustainable waste management and minerals production as described in this Plan have been considered; and,
- b. in determining such proposals, Local Planning Authorities should pursue opportunities for meeting the objectives of sustainable waste management and minerals production as set out in this Plan.

Expansion and Alterations to Waste Facilities

Purpose of Policy WMP 21

To enable expansions of capacity or alterations to operations within existing waste management facilities.

Policy WMP 21

Expansions and Alterations within Existing Waste Facilities

Proposals for expansions or alterations within existing waste management facilities will be supported in principle where it is demonstrated that:

- a. the development is required to meet current environmental standards including improving energy efficiency; or
- b. the development is required to improve the operational efficiency of the facility, including the efficiency with which the facility uses or generates energy; and
- c. the development would contribute towards meeting the Objectives of the Plan.

6 Development Management Policies

Design and Operation of Waste and Minerals Developments

Purpose of Policy WMP 22

To provide guidance about more detailed design and operational aspects for built waste facilities, and to support the spatial policies regarding waste facilities. It focuses on non-functional components of waste facilities and does not seek to address issues associated with technical design, but recognises the interface between the two is important.

The policy also links with the Community Involvement policy, about involving host communities in the design of facilities, with the Climate Change policy which seeks design aspects which contribute to minimising greenhouse gas emissions; and with the Resource and Energy policy.

Policy WMP 22a

Design Principles for Built Waste Facilities

All permanent buildings associated with waste and minerals developments should be of a scale, form and character appropriate to its location and incorporate innovative design, where appropriate, and allow sufficient space for the effective sorting, recycling and recovery of waste.

Urban locations:

- a. design should complement the existing or planned scale and built form of the local area; and
- b. opportunities should be taken to provide efficient separation to more sensitive land uses and where possible mitigation measures should integrate existing environmental assets and maximise opportunities for appropriate habitat creation.

Urban fringe/new development sites:

- a. waste management should be considered in the initial masterplan;
- b. design should complement the planned scale and built form of the local area and new development area; and
- c. masterplans should consider separation to more sensitive land uses.

Rural locations:

- a. buildings should reflect the nearby built form or reuse redundant farm buildings;
- b. design should take account of local landscape character and distinctiveness;
- c. site locations should allow sufficient space for quality landscape treatment; and
- d. site design should minimise views to operational areas, particularly external storage and parking and other elements that present a more 'industrial' appearance.

Development Management Policies 6

Temporary facilities:

Major construction sites or development areas (such as housing developments) should provide temporary waste management facilities to separate and recycle CDEW.

Where space on site allows, development should be phased to encourage re-use of recycled material and also to minimise the transport of waste materials from the site and the import of new materials. Temporary screening banks may be needed around any onsite processing facility to minimise the impacts on adjoining areas and on completed parts of the development.

Policy WMP 22b

Operation of Sites

Proposals for waste management, mineral extraction / processing, and associated activities should be accompanied by a working programme for the proposed operation which includes arrangements as applicable for the scale and nature of the operation, for:

- a. site preparation;
- b. phasing of workings / construction;
- c. plant and machinery to be used;
- d. location of site roads, material storage areas, buildings and provision of screening of working areas and cleaning of vehicles;
- e. a mitigation/compensation scheme for any other environmental impacts; and
- f. a landscaping scheme for the operational life of the site to include: means of screening the proposed development; and suitable planting including native species; and a management plan.

Proposals for mineral extraction should additionally set out the arrangements for:

- a. stripping, storage and re-spreading of soils;
- b. appropriate stockpiling;
- c. the order and direction of workings and methods of extraction; and
- d. a scheme for progressive restoration and aftercare to the highest standard which is appropriate to the agreed after-use and which can be achieved in an acceptable timescale.

6 Development Management Policies

Climate Change

Purpose of Policy WMP 23

To set out how waste and minerals developments should seek to mitigate and adapt to climate change.

It supplements the guidance about climate change set out in national policy (PPS1) because a) the plan area is coastal so climate change is a particular concern, and b) national policy about design is not specific to waste or minerals developments.

Proposals should set out how they will achieve a reduction in greenhouse gas emissions, either through design, construction or operations. Diversion of waste from landfill and movement up the waste hierarchy also contributes to mitigating climate change - this is covered in Policy 1 Sustainable Waste Management. This policy deals with the more detailed aspects of how waste or minerals operations themselves can take measures to mitigate and adapt to the impacts of climate change.

Policy WMP 23a

Climate Change

Proposals for minerals or waste management, including restoration proposals, must take account of climate change for the lifetime of the development from construction through to operation and decommissioning.

Measures should be incorporated to minimise greenhouse gas emissions ('mitigation') and to allow flexibility for future adaptation to the impacts of climate change ('adaptation'), which may include some or all of the following:

- a. locating and designing the facility, and designing transport related to the development, in ways that seek to minimise greenhouse gas emissions;
- b. incorporating carbon off-setting measures;
- c. Use of renewable, decentralised, or low carbon energy sources to power the facility;
- d. incorporating measures to minimise flood risk associated with the development; and
- e. measures to minimise waste materials generated from operational processes.

The information supplied and the measures to be incorporated into the design should be appropriate to the scale and nature of the proposals. It is likely therefore that larger scale proposals may be expected to show more detailed mitigation and adaptation measures and provide more information than smaller-scale permissions or proposals for temporary waste facilities.

Development Management Policies 6

Policy WMP 23b

Resource and Energy Use

Proposals should incorporate carbon offset measures and should be designed in such a way as to minimise greenhouse gas emissions. Applicants should demonstrate that during operation of any facility:

- a. energy (including heat) will be obtained from renewable sources where possible (although on-site generation of energy should not prejudice the movement of waste up the waste hierarchy).
- b. measures will be taken to minimise waste from operational processes and maximise energy efficiency

Amenity

Purpose of Policy 24

To protect local communities from the potential negative impacts of waste and minerals development such as those resulting from noise, dust, fumes, windblown litter, and visual intrusion.

Policy WMP 24

General Amenity

All proposals shall satisfy the following criteria:

- a. there is no unacceptable effect on the standard of amenity appropriate to the established, permitted or allocated land uses likely to be affected by the development including transport links;
- b. adequate means of controlling noise, dust, litter, odours and other emissions, including those arising from traffic generated by the development, are secured;
- c. there is no unacceptable effect on the recreational or tourist use of an area, or the use of existing public access or rights of way; and
- d. there will be no unacceptable adverse impact on human health*

6 Development Management Policies

Traffic Impacts

Purpose of Policy WMP 25

To ensure that proposals fully address the site-specific issues related to road transport and traffic of waste or minerals developments.

Links with Policy 17 which sets out the Strategy for Transport.

Policy WMP 25

Traffic Impacts

Proposals will be permitted where:

- a. access arrangements are appropriate or could be made suitable for the volume and nature of traffic generated by the proposal;
- b. no unacceptable safety hazards for other road users, cyclists and pedestrians would be generated;
- c. the level of traffic generated would not exceed the capacity of the local road network;
- d. no unacceptable adverse impact upon existing highway conditions in terms of traffic congestion and parking would arise;
- e. there are suitable arrangements for on site vehicle manoeuvring, parking and loading/unloading areas; and
- f. adverse traffic impacts that would arise from the proposal can be satisfactorily mitigate by routeing controls or other highway improvements.

Environment and Heritage

Purpose of Policy WMP 26

To protect and enhance the built and natural environment including:

- Natural assets;
- Biodiversity;
- Landscapes;
- Historic environments;
- Heritage assets;
- Biodiversity; and
- Landscape character.

This policy also links with the policy about design of built facilities.

Development Management Policies 6

Policy WMP 26

Environment and Environmental Enhancement

6.1 a) To conserve and enhance the local character and environment of the Plan Area, permission will not be granted where the development would have a significant adverse impact on the following sites of international and national importance:

- South Downs National Park (see Policy 1);
- High Weald AONB;
- Listed Buildings and their settings;
- Scheduled Ancient Monuments;
- Conservation areas;
- Historic Parks and Gardens;
- Areas of Archaeological Importance;
- National Nature Reserves;
- Significant Heritage Assets
- other sites recognised for their local or regional built heritage significance.

6.2 These assets should be protected and where possible enhanced.

6.3 b) Environmental enhancement - Local Sites, biodiversity and habitat creation

6.4 To conserve the local natural environment, the Authorities will maximise opportunities for increasing biodiversity and habitat creation to support the aims of local biodiversity action plans. Proposal will not be granted where the development would have significant adverse impact on sites of value for nature conservation including:

- Special Areas of Conservation, Special Protection Areas and Ramsar sites;
- Sites of Special Scientific Interest (SSSIs);
- Local sites, identified for their biodiversity interest;
- Areas of significance for geodiversity and geomorphology, including local sites and RIGS;
- High quality agricultural land.

Flooding and Groundwater

Purpose of Policy WMP 27

To ensure that flood risk and potential impacts on groundwater and water quality are taken into consideration in determining waste and minerals development.

6 Development Management Policies

Policy WMP 27a

Flood Risk

Waste and minerals development will only be permitted if it can be demonstrated that a proposal:

- a. adequately provides for the implications of flood risk;
- b. is not detrimental to the integrity of sea, tide or fluvial flood defences or river channels;
- c. would not impede access for future maintenance or improvements;
- d. has no significant adverse impact on the nature conservation and amenity value of rivers, wetlands or the marine environment; and
- e. has appropriate measures in place to reduce surface water run-off, including the provision of sustainable drainage systems (SUDS).

Development proposed in areas of flood risk (flood zones 2, 3a, or 3b) must apply the Sequential Test and where applicable the Exceptions Tests, as set out in national policy and carry out a site level Flood Risk Assessment. Proposals should also take into account recommendations in the Strategic Flood Risk Assessment for East Sussex and Brighton & Hove, or for the district/borough council, whichever is more recent.

Policy WMP 27b

Groundwater and Water Quality

To protect the quality of groundwater in the natural environment of the Plan Area, including abstraction areas within the chalk of the South Downs, the Authorities will not grant permission for proposals which:

- a. cause unacceptable risk to the quality of surface and groundwater (including reservoirs);
- b. cause changes to groundwater levels which would result in unacceptable adverse impacts on
 - i. adjoining land;
 - ii. the quality of groundwater resources or potential groundwater resources; and
 - iii. the potential yield of groundwater resources, river flows or natural habitats.

Work beneath the water-table will not be permitted unless there is a comprehensive groundwater management scheme agreed for the construction, operation and restoration of the proposal.

Implementation & Monitoring 7

Implementation and Monitoring

7.1 How will we implement and monitor the effectiveness of the Plan

7.2 Monitoring and reporting on the implementation of the policies in the Plan is important to establish whether they are being successful in achieving their aims. Monitoring also allows corrective action to be taken if the aims of the Plan are not being met.

7.3 The Plan is founded on a vision and objectives (see section 2) that need to be met to ensure that the vision is realised. The delivery strategy for meeting objectives is based on a framework of strategic policies which are linked to implementation plans.

7.4 The Plan policies and associated implementation plans include 'SMART' (Specific, Measurable, Achievable, Relevant and Time bound) targets, which can be monitored. Performance against these targets will be evaluated and reported on annually in the Annual Monitoring Report (AMR). The AMR will also consider the monitoring requirements of the sustainability appraisal report.

7.5 Dialogue with key delivery partners, including District and Borough Councils, the waste and minerals industry, community groups and the Environment Agency will take place on an annual basis, to review progress against the Plan Implementation Strategy.

7.6 A report on the AMR will be taken to the relevant Members for their consideration, will include recommendations for necessary corrective actions to address missed targets.

8 Saved Policies

8.1 The following policies will **not** be replaced by the new Waste and Minerals Plan and are therefore still saved until replaced by subsequent development plan documents, including the Waste Sites DPD.

Waste Local Plan:

8.2 WLP7 Site Specific Allocation for Road to Rail Transfers, which identifies Sackville Coalyard, Hove;

8.3 WLP8 Site Specific Allocations for Material Recovery Facilities/Waste Transfer Stations, which identifies sites at:

- Hangleton Bottom
- Hollingdean Depot (this area has been partially developed for a MRF and WTS)
- Bellbrook Industrial Estate
- Land at Tutts Barm
- Pebsham WDF

8.4 WLP9 Site Specific Allocation for Energy from Waste and Materials Recovery Facilities, which identifies North Quay (this area has been partially developed for an Energy Recovery Facility);

8.5 These policies will be reviewed through the process of preparing the Site Allocations document, work on which is due to commence after the Waste & Minerals Plan has been adopted.

Minerals Local Plan:

8.6 Subject to ongoing reviews of mineral sites under the Habitats Regulations, the following sites policies are still saved until replaced by subsequent development plan documents, including the Mineral Sites DPD.

8.7 Policy 3 and Policy 4.⁽¹⁸⁾

8.8 Policy 32 Safeguarding

8.9 Policy 36 Review of Sites

8.10 All the sites that benefit from planning consent will be reviewed between 2012 and 2017 under the Environment Act 1990. There will be a separate Review of Consents under the Habitats Regulations (consolidated), once the proposed Dungeness to Pett Level SPA and Ramsar site is designated by the Secretary of State (as recommended by Defra).

18 There is no further access to resource at Sovereign Harbour, and Scotney Court Extension and Wall Farm have planning permission.

Replaced Policies 9

9.1 It is proposed that the following policies will be replaced by the Waste and Minerals Plan

Replacement of policies in the Waste Local Plan

Waste Local Plan policy		Waste & Minerals Plan policy/ies	
WLP1	The Plan's Strategy	2	Implementing the Waste Hierarchy
		2a	Promoting waste prevention, re-use and waste awareness
		4a	Provision of built waste facilities
		4b	Provision of built waste facilities with additional provision to cover flexibility
		6a	Sustainable locations for waste development
		6b	Detailed criteria
WLP2		17	Transport
		18	Co-location
	Transport Strategy	17	Transport
		25	Traffic impacts
		23a	Climate Change
WLP3	Areas of Outstanding Natural Beauty	1	South Downs National Park
		6a	Sustainable locations for waste development
		26	Environment and heritage
WLP4	Road to rail or water transfer	5	Safeguarding waste sites
		14	Safeguarding wharves and railheads

9 Replaced Policies

Waste Local Plan policy		Waste & Minerals Plan policy/ies	
		17	Transport
WLP5	Safeguarding sites	5	Safeguarding waste sites
WLP6	Expansions or alterations to existing facilities	21	Expansion and alterations to waste facilities
WLP10 a,b	Site specific allocations for waste disposal to land	7a	Land disposal of non-inert waste
WLP11	Reduction, re-use and recycling during demolition and design, and construction of new developments	2d	Minimising and managing waste during construction, demolition and excavation
		22a	Design of waste and minerals development: design principles
		22b	Operation of sites
		23a	Climate change
WLP12	Recycling as part of major development	20	Opportunities for waste management and minerals production in other development
WLP13	Recycling, transfer and materials recovery facilities	6a	Sustainable locations for waste development
		6b	Detailed criteria
WLP14	Recycling and recovery facilities for construction and demolition waste	6a	Sustainable locations for waste development
		6b	Detailed criteria
WLP15	Small Scale recycling / bring banks	2b	Turning waste into a resource
		2e	Provision for waste in new development

Replaced Policies 9

Waste Local Plan policy		Waste & Minerals Plan policy/ies	
WLP16	household waste sites	2e	Provision for waste in new development
		6a	Sustainable locations for waste development
WLP17	Reprocessing industries	2	Implementing the waste hierarchy
		2b	Turning waste into a resource
WLP18	Composting facilities	6a	Sustainable locations for waste development
		6b	Detailed criteria
		22a	Design of waste and minerals development: design principles
WLP19	Energy from waste facilities	2c	Production of energy from waste
		6a	Sustainable locations for waste development
		6b	Detailed criteria
		22a	Design of waste and minerals development: design principles
		23a	Climate change
WLP20	Landfilling - non-inert waste	7	Land disposal
WLP21	Landraising - non-inert waste	7	Land disposal
WLP22	Landfill gas	7c	Management of landfill gas
WLP23	Landfilling - inert waste	7b	Deposit of inert waste for beneficial uses
WLP24	Landraising/improvement with inert waste	7b	Deposit of inert waste for beneficial uses
WLP25	Landfill mining	2	Implementing the waste hierarchy

9 Replaced Policies

Waste Local Plan policy	Waste & Minerals Plan policy/ies
	26 Environment and heritage
	27b Groundwater
WLP26 Mineral waste	2d Minimising and managing waste during construction, demolition and excavation
	3 Sustainable provision and use of minerals
	18 Co-location of complementary facilities
WLP27 Special and difficult wastes	6a Sustainable locations for waste development
	6b Detailed criteria
	8a Hazardous waste
	8b Low level radioactive waste
WLP28 Onsite clinical waste facilities	6a Sustainable locations for waste development
	6b Detailed criteria
	8a Hazardous waste
	8b Low level radioactive waste
WLP29 Independent clinical waste facilities	6a Sustainable locations for waste development
	6b Detailed criteria
	8a Hazardous waste
	8b Low level radioactive waste
WLP30 Wastewater and sewage sludge	9 Management of waste water and sewage sludge

Replaced Policies 9

Waste Local Plan policy		Waste & Minerals Plan policy/ies	
WLP30A	Wastewater and sewage sludge (Brighton & Hove/Peacehaven catchment)	Facility is under development. Policy not to be replaced	
WLP31	Disposal of liquid waste and dredgings on land for its improvement	7	Land disposal
WLP32	Liquid Waste facilities	8	Hazardous waste
WLP33	Agricultural and stable wastes	2	Implementing the waste hierarchy
WLP34	Animal carcass waste	2	Implementing the waste hierarchy
WLP35	General amenity considerations	22a	Design of waste and minerals development: design principles
		24	Amenity
		26	Environment and heritage
WLP36	Transport considerations	17	Transport
		25	Traffic impacts
WLP37	Flood defences, flood plains and surface water runoff	27a	Flood risk
WLP38	Surface and groundwater	27b	Groundwater
WLP39	Design considerations	22a	Design of waste and minerals development: design principles
		24	Amenity
		26	Environment and heritage
WLP40	Environmental improvements and other benefits	2c	Production of energy from waste

9 Replaced Policies

Waste Local Plan policy		Waste & Minerals Plan policy/ies	
		19	Community involvement and benefits
		23a	Climate change

Replacement of policies in the Minerals Local Plan

Minerals Local Plan policy		Waste & Minerals Plan policy/ies	
1	General Approach	Sustainable Provision and Use of Minerals	
2	Future Provision of Aggregates	Provision of Aggregates	
3	Sites for the provision of sand and gravel extraction	Not replaced	
4	Preferred Areas and Areas of Search	Not replaced	
5	Outside the Areas of Search and Preferred Areas	Sustainable Provision and Use of Minerals Provision of Aggregates Provision of Clay Provision of Gypsum Overarching policies DM policies	
6	Extraction of aggregates	Sustainable Provision and Use of Minerals	
		Provision of Aggregates	
		DM policies	

Replaced Policies 9

Minerals Local Plan policy		Waste & Minerals Plan policy/ies
7	Rye Harbour	Not replaced
8	Shoreham	Safeguarding wharves and Railheads
9	Newhaven	Safeguarding wharves and Railheads
10	Rail transport from Newhaven	Safeguarding wharves and Railheads
11	Rye	Transport - Road, Rail and Water
12	Mountfield Coated Roadstone Plant	Safeguarding wharves and Railheads
		Provision of Gypsum
		Transport - Road, Rail and Water
13	Rail Depots	Transport - Road, Rail and Water
14	Recycling Material	Implementing the waste hierarchy
		Overarching Policies
		DM policies
15	Existing Clay Sites	Provision for Clay
16	New Clay sites	Provision for Clay
		Overarching Policies
		DM policies
17	Future Clay Reserves	Sustainable Provision and Use of Minerals
		Provision for Clay

9 Replaced Policies

Minerals Local Plan policy		Waste & Minerals Plan policy/ies
18	Clay working in the AONB	Provision for Clay Overarching Policies DM policies
19	Ashdown Brickworks (clay extraction)	Provision for Clay Transport- Road, Rail and Water Overarching Policies DM policies
20	Chalk	Sustainable Provision and Use of Minerals DM policies
21	Tarring Neville	Sustainable Provision and Use of Minerals DM policies
22	Filching Quarry restoration	Restoration Overarching Policies DM policies Waste policies
23	Meeching Quarry	Not replaced, not saved

Replaced Policies 9

Minerals Local Plan policy		Waste & Minerals Plan policy/ies	
24	Cement Manufacture	Sustainable Provision and Use of Minerals South Downs National Park Overarching Policies DM policies	
25	Chalk for construction fill	Sustainable Provision and Use of Minerals DM policies	
26	Gypsum	Provision of Gypsum	
27	Restoration and management around Robertsbridge and the Brightling Mine	Restoration Overarching Policies DM policies	
28	Retention of rail link at Robertsbridge	Transport- Road, Rail and Water	
29	Plasterboard Manufacturing and recycling	Provision of Gypsum Waste recycling policies	
30	Hydrocarbons	Oil and Gas Overarching Policies DM policies	

9 Replaced Policies

Minerals Local Plan policy		Waste & Minerals Plan policy/ies
31	Development Management - Environmental Assessment	Overarching Policies DM policies
32	Safeguarding	Safeguarding resources Plans not replaced
33	Breaches of planning control	Not replaced
34	Restoration	Restoration Overarching policies DM policies
35	After-use	Restoration Overarching policies DM policies
36	Review of Sites	Not replaced

Glossary

Glossary

Aggregates - sand, gravel, crushed rock that is used in the construction industry to make things like concrete, mortar, drainage, and asphalt. For secondary or recycled aggregates, see below.

Agricultural waste - waste from a farm or market garden such as pesticide containers, tyres, and old machinery.

Annual Monitoring Report (AMR) - document which monitors the implementation of planning policies in the Waste Local Plan and Minerals Local Plan and will monitor the implementation policies in the Core Strategy, once adopted. It also monitors progress in meeting the milestones in the Minerals and Waste Development Scheme.

Apportionment - the allocation between minerals and waste authorities of the regional amount of required mineral production or quantities of waste to be managed, for a particular period of time. These requirements are set out in the South East Plan.

Area of Outstanding Natural Beauty (AONB) - area with a statutory national landscape designation, the primary purpose of which is to conserve and enhance natural beauty.

Area of search - a broad geographic area within which a site, on which a waste management facility could be developed, could be found which is more likely to be acceptable than a site which is identified outside of the area.

Biodegradable - materials that can be broken down by naturally-occurring micro-organisms. Examples include food, garden waste and paper.

Biodiversity Action Plan (BAP) - strategy prepared by the Local Planning Authority together with nature conservation organisations to aimed at protecting and enhancing the biological diversity.

Biological Diversity / Biodiversity - The variety of life including plants, animals and micro-organisms, ecosystems and ecological processes.

Commercial and Industrial waste (C&I) - waste produced by business and commerce, and includes waste from restaurants, offices, retail and wholesale businesses, and manufacturing industries.

Composting - the breaking down of organic matter aerobically (in presence of oxygen) into a stable material that can be used as a fertiliser or soil conditioner.

Construction, Demolition and Excavation waste (CDEW) - Waste arising from the construction and demolition of buildings and infrastructure. Materials arising in each of the three streams (i.e. Construction; Demolition; Excavation) are substantially different: construction waste being composed of mixed non inert materials e.g. timber off cuts, plasterboard, metal banding, plastic packaging; demolition waste being primarily hard materials with some non inert content e.g. bricks, mortar, reinforced concrete; and excavation waste being almost solely soft inert material e.g. soil and stones.

Core Strategy - Former name of the Waste & Minerals Plan DPD.

Glossary

Development Plan Documents (DPDs) - Spatial planning documents that are subject to independent examination. They will have 'development plan' status. A Core Strategy DPD and a Site Allocations DPD are key parts of any Local Development Framework or Waste and Minerals Development Framework.

Energy recovery - covers a number of established and emerging technologies, though most energy recovery is through incineration technologies. Many wastes are combustible, with relatively high calorific values - this energy can be recovered through processes such as incineration with electricity generation, gasification or pyrolysis.

Environment Agency (EA) - Government agency that aims to protect and improve the environment.

Environmental Impact Assessment (EIA) - study to evaluate the likely environmental impacts of a development, together with an assessment of how the severity of the impacts could be reduced. The EIA is prepared by and is the responsibility of the applicant and the resulting documentation is termed an 'Environmental Statement'.

Greenfield site - site previously unaffected by built development.

Greenhouse gases - gases such as methane and carbon dioxide that contribute to climate change.

Groundwater - water held in water-bearing rocks, in pores and fissures underground.

Hazardous waste - waste that may be hazardous to humans and that requires specific and separate provision for dealing with it.

Incineration - burning of waste at high temperatures under controlled conditions. This results in a reduction bulk and may involve energy reclamation. Produces a burnt residue or 'bottom ash' whilst the chemical treatment of emissions from the burning of the waste produces smaller amounts of 'fly ash'.

Inert waste - waste that does not normally undergo any significant physical, chemical or biological change when deposited at a landfill site. It may include materials such as rock, concrete, brick, sand, soil or certain arisings from road building or maintenance.

Issues and Options - the first formal stage in preparing a Development Plan Document. Identifies and gathers information on key issues, and considers various options for addressing those issues.

Land disposal - Collective term for landfill and landraise.

Landbank - the reserve of unworked minerals, which may be identified or for which planning permission has been granted. Can include dormant sites or currently non-working sites and can be expressed in weight, time or area e.g. 'the operator has a landbank of only 5 years for gravel extraction'.

Landfill- permanent disposal of waste into the ground by the filling of man-made voids or similar features.

Glossary

Landfill gas - gas generated by the breakdown of biodegradable waste within landfill sites. Consists mainly of methane and carbon dioxide.

Landfill tax - tax charged per tonne of waste disposed of at land disposal sites.

Landraise - disposal of waste material on greenfield sites, resulting in the raising of the ground level.

Local Development Framework (LDF) - suite of Development Plan Documents and other items prepared by district councils and unitary authorities, that together form the spatial planning strategy for the local area.

Local Development Scheme - the programme for the preparation of a planning authority's Development Plan Documents.

Local Plan - part of the statutory development plan that sets out detailed development policies prepared by district and unitary planning authorities. The Planning and Compulsory Purchase Act 2004 requires that this form of plan is replaced by Local Development Frameworks.

Localism Bill - Introduced to Parliament on 13 December 2010. The Government intends that this Bill will shift power from central government back into the hands of individuals, communities and councils. The Bill proposes changes to the planning system.

Marine aggregates - aggregates sourced by dredging from the sea bed.

Marine borne material - minerals imported by sea from other areas.

Mineral Consultation Areas - areas of potential mineral resource where district and borough planning authorities should notify the County Council if applications for development come forward. This should prevent mineral resource being lost ('sterilised').

Mineral Safeguarding Areas - areas of known mineral resource that are of sufficient economic or conservation value (such as building stones) to warrant protection for the future.

Mineral Local Plan - a statutory development plan that sets out the policies in relation to minerals within the minerals planning authority (unitary or county council). The Planning and Compulsory Purchase Act 2004 requires that this form of plan is replaced by Local Development Frameworks.

Minerals Planning Authority - the planning authority responsible for planning control of minerals development.

Mitigation measures - actions to prevent, avoid, or minimise the actual or potential adverse affects of a development, plan, or policy.

Municipal Solid Waste (MSW) - waste that is collected by a waste collection authority. The majority is household waste, but also includes waste from municipal parks and gardens, beach cleansing, cleared fly-tipped materials and some commercial waste.

Glossary

National Park - A protected area designated by Natural England, under the National Parks and Access to the Countryside Act 1949 (as amended). The statutory purposes of National Parks are conservation of the natural beauty of the countryside and promotion of its public enjoyment.

Natural England - independent public body whose purpose is to protect and improve England's natural environment.

Non-inert waste - Waste that is potentially biodegradable or may undergo any significant physical, chemical or biological change when deposited at a landfill site. Sometimes referred to as 'non-hazardous waste'.

Oil/gas exploration - Following identification by survey of a sub-surface geological feature of interest, the drilling of a borehole to determine firstly whether or not oil and/or gas are present and secondly the likely size of any resources discovered. Drilling is the only known method of determining the presence of oil or gas.

Options Testing Dialogue (OTD) - The process through which the Councils discussed and 'tested' revised waste and minerals issues and options with key stakeholders between September and December 2008.

Plan Area - The geographical area covered by this Plan.

Planning permission - formal consent given by the local planning authority to develop and use land.

Primary aggregates - naturally-occurring mineral deposits that are used for the first time.

Ramsar site - wetlands of international importance, designated under the Ramsar Convention, an international agreement signed in Ramsar, Iran, in 1971.

Recovery - obtain value from wastes through one of the following means recycling, composting or energy recovery.

Recycled aggregates - are derived from reprocessing waste arisings from construction and demolition activities (concrete, bricks, tiles), highway maintenance (asphalt plantings), excavation and utility operations. Examples include recycled concrete from construction and demolition waste material, spent rail ballast, and recycled asphalt.

Recycling - the processing of waste materials into new products to prevent waste of potentially useful resources.

Residual waste - refers to the material that remains after the process of waste treatment has taken place, that cannot practicably be recycled, composted or recovered any further.

Restoration - methods by which the land is returned to a condition suitable for an agreed after-use following the completion of waste or minerals operations.

Glossary

Secondary aggregates - recycled material that can be used in place of primary aggregates. Usually a by-product of other industrial processes. Examples include blast furnace slag, steel slag, pulverised-fuel ash (PFA), incinerator bottom ash, furnace bottom ash, recycled glass, slate aggregate, china clay sand, colliery spoil.

Sewage sludge - the semi-solid or liquid residue removed during the treatment of waste water.

Soundness - in accordance with national planning policy, local development documents must be 'soundly' based in terms of their content and the process by which they were produced. They must also be based upon a robust, credible evidence base. There are nine tests of soundness which must be passed in order for a document to be found 'sound'.

South East Plan - the Regional Spatial Strategy for the South East region, published in 2009. The Government has indicated its intention to abolish Regional Spatial Strategies through the Localism Bill

Special Area of Conservation (SAC) - designation made under the Habitats Directive to ensure the restoration or maintenance of certain natural habitats or species.

Special Protection Area (SPA) - designation made under the Birds Directive to conserve the habitats of certain threatened species of birds.

Statutory consultee - Organisations with which the local planning authority must consult with on the preparation of plans or in determining a planning application. Include the Environment Agency, Natural England and English Heritage.

Sustainability Appraisal - a tool for appraising policies to ensure they reflect sustainable development objectives. The Planning and Compulsory Purchase Act requires a sustainability appraisal to be undertaken for all development plan documents.

Sustainable Community Strategy - statutory strategy for promoting the economic, social and environmental well-being of the area. Prepared through partnership working between statutory sector providers, the community and voluntary sector, businesses, residents and the local authority.

Sustainable development - various definitions, but in its broadest sense it is about ensuring well-being and quality of life for everyone, now and for generations to come, by meeting social and environmental as well as economic needs

Transfer station - facility where waste is bulked up before being transported to another facility for further processing.

Waste and Minerals Development Framework (W MDF) - suite of Development Plan Documents and other items prepared by Waste and Minerals Planning Authorities, that outline the planning strategy for waste and minerals for the local area.

Waste & Minerals Plan - the DPD that sets out the long-term spatial vision for the area and the strategic policies to deliver that vision.

Glossary

Waste Collection Authority - district or unitary authority that has a duty to collect household waste.

Waste Disposal Authority - local county or unitary authority responsible for managing the waste collected by the collection authorities, and the provision of household waste recycling centres.

Waste Planning Authority - county or unitary council planning authority responsible for planning control of waste management facilities.

Waste Local Plan - a statutory document that sets out the land-use policies in relation to the management and disposal of waste within the plan area. Local Plans are being replaced by the Development Frameworks introduced through the Planning and Compulsory Purchase Act 2004.

Waste water - the water and solids from a community that flow to a sewage treatment plant operated by a water company.

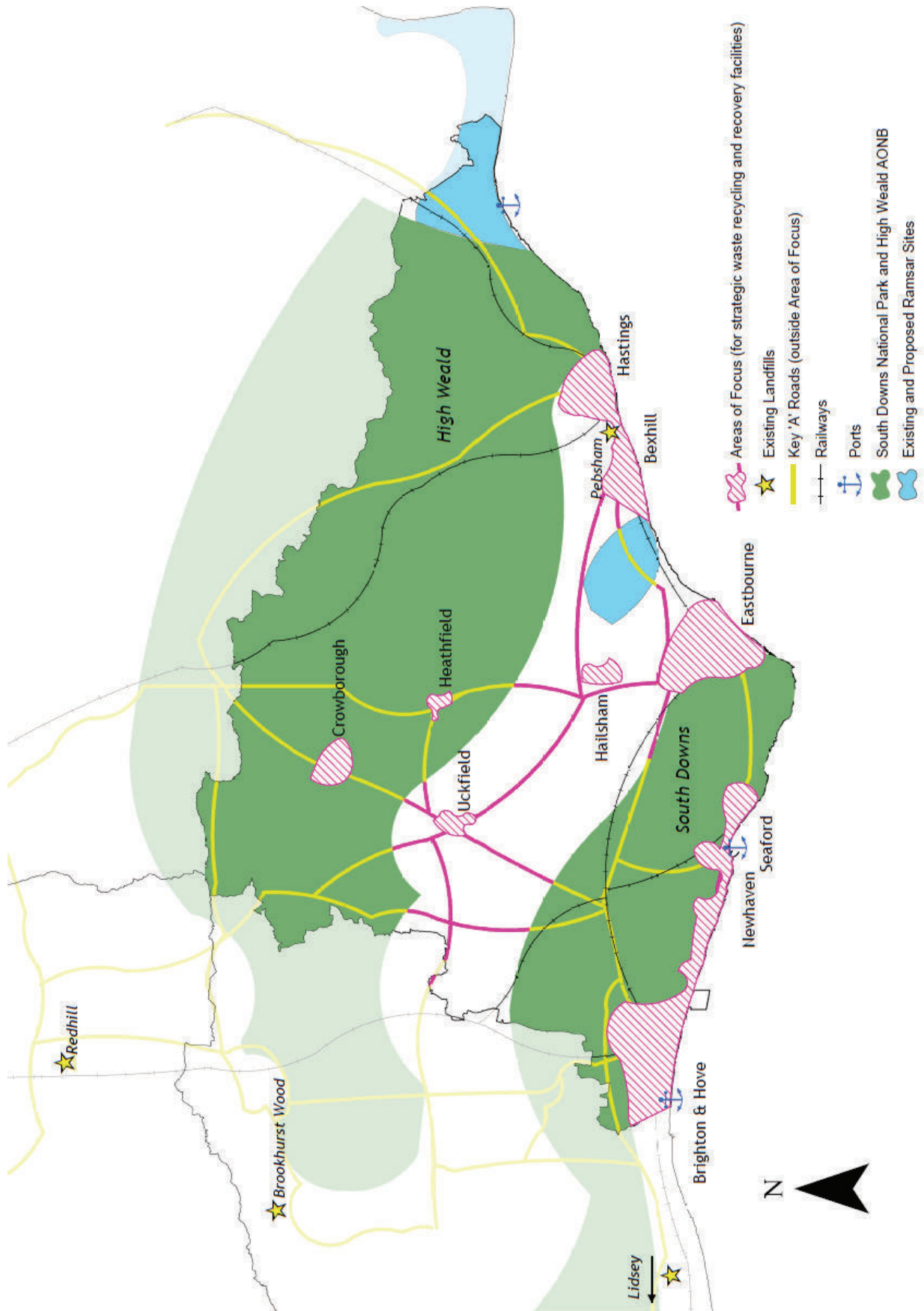
Abbreviations

AMR	Annual Monitoring Report
AONB	Area of Outstanding Natural Beauty
BAP	Biodiversity Action Plan
CDEW	Construction, Demolition and Excavation waste
C&I	Commercial & Industrial waste
DPD	Development Plan Document
DSG	Desulphurgypsum
EA	Environment Agency
EfW	Energy from Waste
EIA	Environmental Impact Assessment
HWRS	Household Waste Recycling Site
LDF	Local Development Framework
LEP	Local Enterprise Partnership
LNR	Local Nature Reserve
LTP	Local Transport Plan
MPA	Minerals Planning Authority
MPS	Minerals Policy Statement
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
MWDS	Minerals and Waste Development Scheme
NNR	National Nature Reserve
OTD	Options Testing Dialogue
PPG	Planning Policy Guidance
PPS	Planning Policy Statement
RSS	Regional Spatial Strategy
SA	Sustainability Appraisal
SAC	Special Area of Conservation
SDNP	South Downs National Park
SSSI	Site of Special Scientific Interest

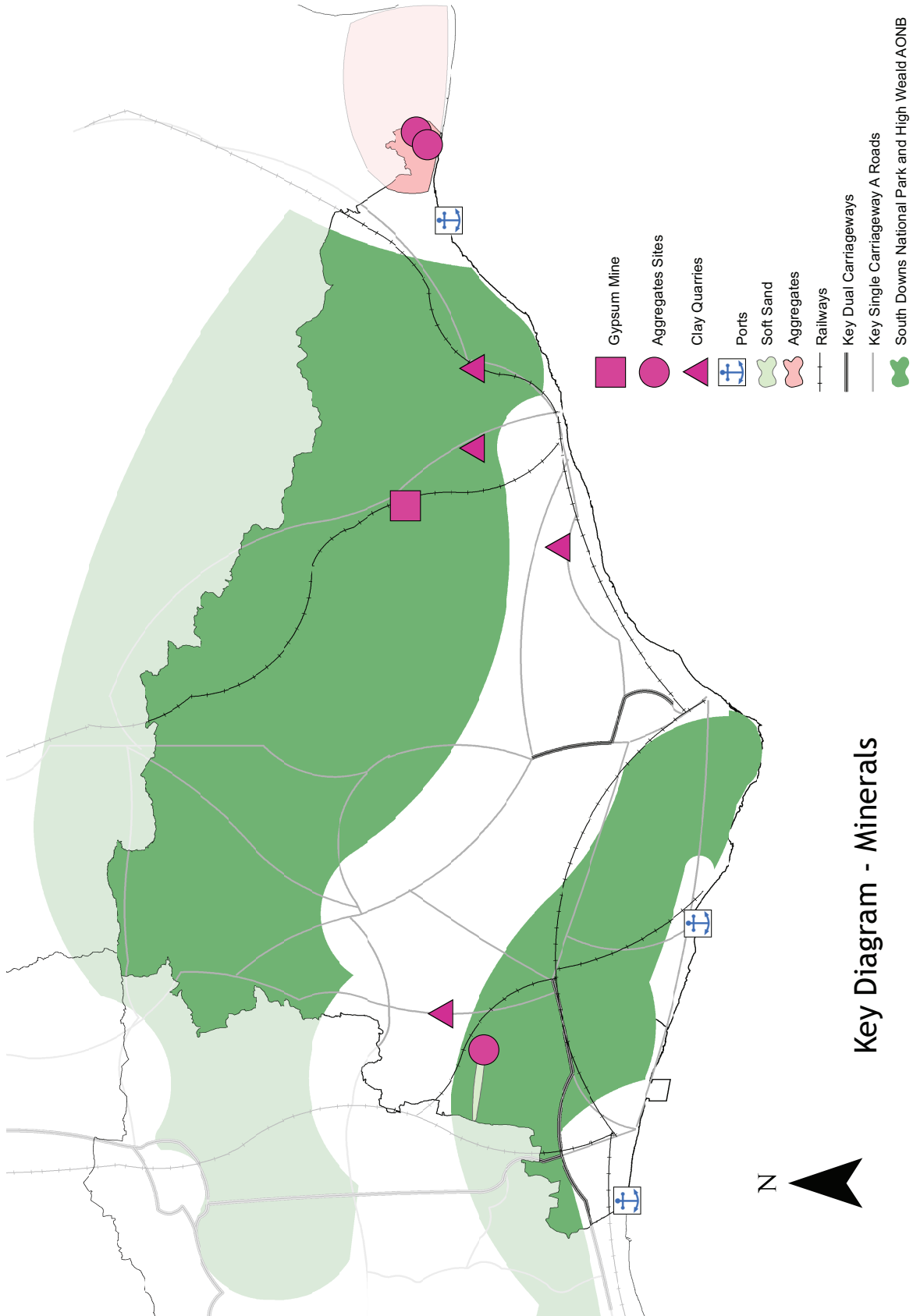
Glossary

SPA	Special Protection Area
SPD	Supplementary Planning Document
WCA	Waste Collection Authority
WDA	Waste Disposal Authority
WPA	Waste Planning Authority
WMDF	Waste and Minerals Development Framework
WWTW	Waste Water Treatment Works

Waste Key Diagram



Minerals Key Diagram



Key Diagram - Minerals

Subject:	Report of the Secondary School Commission		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, People		
Lead Member:	Cabinet Member for Children and Young People		
Contact Officer:	Name:	Terry Parkin	Tel: 29-0730
	Email:	terry.parkin@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB24026	
Ward(s) affected:	All		

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

- 1.1 The Secondary Commission was established by the Strategic Director , People shortly after he joined Brighton and Hove City Council at the request of the then Leader of the Council. The Leader of the Council and Convenor of the Green Group, Councillor Bill Randall, and the Cabinet Member for Children, Councillor Sue Shanks, joined the Commission for a challenge session in July.
- 1.2 The commission was established because of recognition that while performance in early years settings and primary schools is very encouraging, secondary school performance overall does not appear to match this, or the ambition of the city for its young people. Given the importance of education in building a positive future for young people and resilience against, for example, teenage pregnancy, substance misuse and participation in crime, this represents an important vulnerability. It was recognised that more work is required on how the educational assets of a highly educated adult workforce and the presence of three high performing further education establishments can be harnessed to improve the education provided in Brighton & Hove. If the city can get the education of its children and young people consistently to the highest standards, then many of the other factors which play an important role in building resilience will improve as a consequence.
- 1.3 Secondary performance was seen to be unsatisfactory overall: of our ten statistical neighbours, we sat second from bottom, and our performance outcomes for 16 year olds were at least 10% lower than one might expect from analysing the performance of similar schools in a national context. This was highlighted in the Annual Assessment of Children's Services published by Ofsted in the Autumn of 2010:

The large majority of services, settings and institutions inspected by Ofsted are good or better. Day care for young children has improved since the last assessment. The large majority of nursery and early years provision in primary schools is good or better. More primary schools than in similar areas are good or better and almost a quarter are outstanding. ***In contrast, the overall effectiveness of secondary schools is weaker than at the last assessment and is well below the national and similar area averages with only three of the nine schools good or better and one inadequate (author's italics).*** The quality of Post-16 provision is mixed. Although

both sixth form colleges are good and the general further education college satisfactory, only one of the four secondary school sixth forms is good and one is inadequate.

- 1.4 Headteachers had recognised some of these issues and were already working together, although initially on Building Schools for the Future and thereby with a focus on buildings rather than purely on outcomes. Provisional performance targets set by schools for the performance of 16 year olds in summer 2012 were considered lower than acceptable by the incoming Strategic Director People, and these were revisited in November/December to ensure a more appropriate degree of challenge.
- 1.5 The importance of improving secondary school performance reflects the fact that a good secondary education, and particularly success in English and mathematics at 16, is one of the very best protective factors in securing employment and future family stability in adults. The relatively high numbers of young people not engaged in education, employment or training, then, relate directly to performance at 16.

2. RECOMMENDATIONS:

- 2.1 That Cabinet makes clear its aspiration that our secondary schools are to be performing in line with, or better than, the top quartile of similar schools by 2014;
- 2.2 That schools and the Council commit resources to offer all teachers the opportunities to become outstanding practitioners;
- 2.3 That the Lead Commissioner for Learning and Partnerships should work with secondary schools, academies and their governing bodies to agree a formal structure that requires secondary schools and academies to work together collaboratively, and to raise outcomes for all pupils at 16 in line with 2.1 and 2.2 above;
- 2.4 That the widest possible engagement of the communities served by the schools should be engaged in this development; and,
- 2.5 That this should include annual reports on progress to Cabinet and other key stakeholders.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The composition of the Secondary Commission is given in appendix 1.
- 3.2 The Secondary Commission agreed it should work in tandem with headteachers, providing challenge to help raise expectations and outcomes at all levels. This meant that recommendations from the Commission on day-to-day practice could be fed directly to headteachers and so change could be rapid. Five meetings of the commission have taken place. It has looked at quality of teaching, expectations, models of partnership and new ways of organising services to schools.
- 3.3 Since the Commission was established, the future role of a Local Authority (LA) within schools has become increasingly unclear. Recent speeches by the

Secretary of State for Education point to schools holding greater responsibility for managing their own performance and supporting that of others, while LAs will exist to promote collaboration and to intervene on failure. Previously, this role has been to pre-empt and prevent failure: the progressive movement by central government of resources for school improvement to schools themselves makes this rather more humane role less possible. This has included most recently, for example, a withdrawal of the funding for school improvement partners, often experienced former headteachers themselves, who provided independent challenge to governing bodies and their schools. We need then to find a cost effective way to ensure schools continue to receive external challenge that can pre-empt, and help prevent, failure.

- 3.4 Traditionally, school improvement has been a core function of Local Authorities. This is no longer the case. The resources available to LAs to secure effective schools have been largely diverted to schools themselves with an expectation that the school sector looks to itself to manage improvement and prevent failure. The total resource removed from the city council in the last two years by central government is of the order of £9.7m, (some of which now appears directly in the schools' budget).
- 3.5 This requires that the LA function of the Council reinvents itself. Schools are community resources but central policy direction has often been seen to make schools more remote from the communities they serve. A formal collaborative approach between all nine secondary mainstream schools, including our academies, should ensure a high degree of accountability and engagement with the communities they collectively serve. Other schools, including secondary special schools and primary schools, may also wish to join such a collaborative. This paper argues that with the limited resource now available to the LA function of the Council, our role is better focused on building collaboration, catalysing school to school support and holding schools to account, rather than the more traditional role of a school improvement service to our secondary schools.
- 3.6 A number of papers were commissioned externally, or prepared by its members, looking at, for example, the role and purpose of our schools, models of partnerships, as well as bringing together evidence on the very best practice from around the world. These have all been shared with secondary headteachers. This free flow of information and challenge between the Commission and schools has resulted in a number of changes to how the Council works with its schools during the short life of the Commission. It has also seen a significant increase in ambition from schools, both individually but also within a wider, collaborative partnership. Changes have included additional support provided to schools to secure high quality performance management, the implementation of a coaching programme for head teachers and the transfer of staff from the Local Authority to the schools themselves to support improvements in the quality of teaching and learning.
- 3.7 The Commission also feels that the outcomes should include a small number of key targets held in common: all teaching becoming outstanding, performance in the top quartile for similar schools, and all schools having outstanding leadership at all levels including in the classroom, for example. Headteachers identified a similar group of outcomes in their developing Raising Achievement Plan on which they have been working, with local authority support, over the last year:

By summer of 2014:

- to be in the upper quartile for our statistical neighbours in achievement of 5+ A*-C including English and Maths;
- 80% of teaching is good or better;
- all schools, via an Ofsted inspection, to be at least 'good' with 'outstanding features' and 'outstanding' for 'capacity to improve';
- to be in the upper quartile of our statistical neighbours for attendance, and with minimal levels of exclusion; and,
- to demonstrate that gaps have progressively closed in the secondary schools in relationship to attainment between significant groups.

The Commission felt these aims might be too distant, but agreed with the broad outcomes.

3.8 Finally, the Strategic Director, People is working with head teachers to relaunch the Learning Partnership to ensure schools can work in a variety of groupings - phase, locality and special interest – and use their groupings to influence local authority strategy and policy as well as creating a learning community of schools. Chris Thomson, the Principal of Brighton, Hove & Sussex Sixth Form College, and a member of the Commission, is leading this work with headteachers and on behalf of the Local Strategic Partnership. This work has now been presented to the Local Strategic Partnership and the final agreements should be in place by the end of October. We will then see a range of formal and informal partnerships, well placed to take a greater role in the collective improvement of all schools.

Moving Forward

3.9 2011 Provisional Results: (unvalidated and subject therefore to change)

School	Total no of Pupils 2011	5+ A*- C including English & Maths GCSE					
		2011 Early Data from Schools %	2011 No of Pupils 5 A-C E&M	2010 Result %	Difference from Last Year	2011 Target %	Difference from Target
Blatchington Mill	315	59.0	186.0	65	-6	59	0
Cardinal Newman	342	66.1	226.0	59	7	66	0
Dorothy Stringer	348	73.6	256.0	63	11	70	4
Hove Park	298	43.6	130.0	41	3	51	-7
Longhill	241	37.0	90.0	43	-6	49	-12
Patcham	180	50.0	90.0	37	13	54	-4
PCC	181	41.0	74.2	35	6	40	1
Varndean	237	56.0	132.0	58	-2	67	-11
All special schools	61	0.0	0.0	0	0	0	0
Local Authority Average	2203	53.8	1184.2	49.1	4.7	54.0	0
England (all schools) 2010				54%			

3.10 National validated figures will not be published until later this year, but results for this indicator look to be up by around 3% nationally.

- 3.11 The Commission believes that the solutions are, in part, relatively simple. We know what makes for a good school – there is an unremitting focus on classroom practice and in ensuring that the school is driven from the top by a demand for high quality learning. Achieving this is less simple, and will need a concerted and co-ordinated effort across the partnership to ensure practice is informed at all levels by evidence. This reflects the headteachers' own wishes for our schools, and led to one of the first recommendations:

To allocate additional resources to eliminate all unsatisfactory teaching from schools within the year, and ensure all teachers have the opportunity to become outstanding.

We knew also that to function as an effective collaborative group, additional resource would be necessary and so the second recommendation supported this:

To transfer from the local authority to the schools staff to build capacity in change management.

This requires however, a more formal agreement between schools, placing them within a structure that can both employ staff but also hold one another to account effectively. True collaboration, the Commission believes, can be measured only when the challenge to its members is at its greatest: and so very clear accountabilities will be required:

It is a fundamental belief of the Commission that our schools will serve the city best if they work within a strong and accountable partnership enshrined in a formal Trust document describing both relationships but also accountabilities.

- 3.12 With the resource for school improvement largely within the budget of individual schools, we believe that Trust should look to take responsibility for all pupils 11-16 in the city and may therefore expand to include special schools and even independent schools. We believe that this partnership should be underpinned by clearly elucidated moral principles such as:

- We must work together to narrow the gap between the best and poorest performers;
- We must build expectations such that each year the lowest performer in each category or group performs better than the previous year;
- We must reinvigorate teaching in the city and encourage innovation, excitement and opportunity in classroom practice; and,
- We must engage the communities we serve to ensure they hold high expectations and are better capable of holding the system to account to make learning in the city a community-led endeavour.

- 3.13 All nine mainstream secondary schools, including our academies, have agreed in principle to join in this collaboration and headteachers are talking with their governing bodies about how best to move this forward. The Commission would

recommend that this collaborative group being overseen by a single Trust with the capacity to take in further members as appropriate. The Trust should have school, community and council membership. A draft memorandum of understanding is therefore being developed by the secondary schools and academies. Governors are also involved in looking actively at collaborative structures, and we are developing a programme for pupil engagement. The Commission would welcome discussion of a day or part day in the autumn being set aside to further engage parents and their communities in a conversation about what they want from their schools.

Accountabilities

- 3.14 Schools and colleges are accountable to their communities through their governing bodies. However, no equivalent model exists to monitor the accountabilities of a cluster of schools. The Commission would suggest therefore that the Council agrees a three-year compact with the schools, based on the outcomes suggested by headteachers but with a drive for greater pace and ambition. It would be appropriate for the Cabinet Member for Children to agree the sign-off of this document at her Cabinet Member's Meeting, but the report should be to the Cabinet as a whole. This compact should have targets for each of the three years and headteachers should be required to report to Cabinet or its successor body annually in September on their progress. It should also report through the Learning Partnership to both the Local Strategic Partnership and the Public Service Board, but the precise accountability arrangements will need further agreement with the Local Strategic Partnership through its relevant sub-group.
- 3.15 Cabinet might wish to invite all secondary headteachers to this meeting.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 The work of the Commission was discussed at each stage with headteachers and principals, and recommendations within this report have been shared. Headteachers have also been asked to share them with their governing bodies. We would also expect schools to ensure their school councils are involved in discussion of this work.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The financial implications arising from the recommendations in this report requires a need for change in the funding arrangements between the Council and its secondary schools. This will be achieved through a review of the funding for schools from of the Dedicated Schools Grant (DSG) and work around this is already taking place with the Schools Forum and its sub group the Formula Working Group. Further consideration will be needed during the year as central government develops clarity around its national funding mechanism for schools.

Finance Officer Consulted: Andy Moore

Date: 22/09/11

Legal Implications:

- 5.2 As set out in the body of the report the LA can use its resources to promote collaboration between schools to identify and address the issues and ambition set out in the report. For the reasons outlined within the body of the report within the current national context it will be for schools to ensure prioritisation and delivery of the aims and recommendations of the Commission.

Lawyer Consulted:

Natasha Watson

Date: 23/09/11

Equalities Implications:

- 5.3 Any equalities impacts will be considered as the collaborative develops its partnership agreement.

Sustainability Implications:

- 5.4 None

Crime & Disorder Implications:

- 5.5 None

Risk and Opportunity Management Implications:

- 5.6 This model places schools at arm's length from the Council in their day-to-day activities and requires that headteachers accept a collective responsibility for school performance. To minimise risk of failure, a small resource will need to be retained at the centre to secure effective accountabilities from individual schools.

Public Health Implications:

- 5.7 None

Corporate / Citywide Implications:

- 5.8 The model, if adopted, will tie schools more closely together building cohesion across schools and the communities they serve.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Alternative options are discussed in the body of the Report. With the reduction of resources made available to local authorities for intervention in schools, the Secretary of State has been clear that he expects schools to take a much greater role in peer to peer support. The role of the Council as described in this paper is to catalyse change and to support schools in working much more closely together and with far greater collective accountability.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 In spite of the changes in funding, local government remains responsible for intervening in failing schools. Whilst we cannot delegate this responsibility, we

can promote closer working between our schools to prevent schools failing. This report provides a clear direction of travel towards a headteacher-led local system of school improvement.

SUPPORTING DOCUMENTATION

Appendices:

1. Composition of the Secondary Commission

Documents in Members' Rooms

1. ***Resilience***. Report of the Director of Public Health, Brighton and Hove PCT, 2011

Background Documents

1. Documents are to be found at (www.brighton-hove.gov.uk/secondarycommission)

The Secondary Commission

The Commission was established as a 'commission of experts' but experts with close links to the city:

- **Professor Clare Mackie** – Pro-Vice Chancellor, Teaching and Learning, University of Sussex Chair of the Secondary Commission
- **Peter Dougill** – ex-HMI, local parent and formerly vice-chair of governors, Varndean School
- **Janet Felkin** – chair of secondary headteachers,
- **Professor Michael Fielding**, University of London Institute of Education and local resident
- **Terry Parkin** – Strategic Director People, BHCC, Visiting Fellow, University of London Institute of Education
- **Chris Thomson** – chair of the Learning Partnership, Principal, Brighton, Hove & Sussex Sixth Form College (BHASVIC)

The Commission was fortunate to be joined at times by Professor Judy Sebba, University of Sussex, and Professor Denis Mongon, University of London Institute of Education, both of whom contributed papers and added significantly to the discussion in their specialist areas.

Subject:	Local Government Boundary Review at Saltdean		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Resources		
Lead Member:	Cabinet Member for Finance & Central Services		
Contact Officer:	Name:	Oliver Dixon	Tel: 291512 / 291850
		Valerie Pearce	
	Email:	oliver.dixon@brighton-hove.gov.uk	
		valerie.pearce@brighton-hove.gov.uk	
Key Decision:	No		
Ward(s) affected:	Rottingdean Coastal		

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

- 1.1 Cabinet is invited to approve the recommendations made by Governance Committee in July 2011 relating to a potential review of the local government boundary at Saltdean.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the recommendations of Governance Committee in relation to agenda item 10 of their meeting on 26 July 2011 set out in the extract of minutes at Appendix 1.
- 2.2 That Cabinet requests officers to submit a further report to Cabinet once the conditions required by Governance Committee are met.

3. RELEVANT BACKGROUND INFORMATION:

- 3.1 At their meeting on 26 July 2011, Governance Committee considered a report on the latest situation regarding the possibility of a review of the boundary separating Brighton & Hove City Council from Lewes District Council and East Sussex County Council. Part of this boundary runs north-south through the middle of Saltdean along Longridge Avenue, as illustrated in Appendix 2.
- 3.2 For many years Saltdean Residents Association have been campaigning for a review to address a number of difficulties they say exist in Saltdean as a result of the boundary bisecting their community.

- 3.3 Governance Committee and Cabinet have considered the issue on previous occasions, and the reason for bringing a fresh report now is that the body with responsibility for carrying out administrative reviews, the Local Government Boundary Commission for England ('the Commission'), has recently published technical guidance on the criteria that local authorities would need to meet before the Commission will consider a review.
- 3.4 The criteria are summarised in the report to Governance of 26 July. Two of the most important elements are that (i) each local authority affected supports a potential review, and (ii) the business case accompanying a request for a review must include evidence of support from the local community.
- 3.5 Having considered the Commission's guidance, Governance Committee supported the principle of a review but would be willing to recommend a formal request to the Commission only if:
- (i) Lewes DC and East Sussex CC also agree to request a review; and
 - (ii) all three authorities share the cost of surveying the residents of Saltdean to ascertain their views and preferences.
- 3.6 Due to lobbying by Saltdean Residents Association, Lewes DC are aware of the issue but are unlikely to agree to support a review in the short-term. At present there is no indication when their Cabinet will consider the matter formally.
- 3.7 In 2010 East Sussex CC resolved to request a review but made no commitment to contribute to the cost of survey of residents, pending further guidance from the Commission.
- 3.8 In view of the current position at Lewes DC, there is nothing to be gained by undertaking a survey of local residents at this stage. The exercise would be purely academic, and may create false expectations, as the Commission will not entertain a request for a review without Lewes DC's support.
- 3.9 In the event that Lewes DC were to support a review, they and the other two authorities concerned would need to agree to share the cost of a survey. For illustrative purposes, officers at Brighton & Hove have calculated the approximate cost of conducting a survey among the 6700 residents of Saltdean on the electoral register. Including the cost of printing, postage and data input and analysis, the total would be approximately £8,500.
- 3.10 It is suggested that one authority should manage the exercise, with the other two each contributing a third of the cost. Hence the cost to each authority would be approximately £2830. A proposal along these lines would be submitted to Lewes DC and East Sussex CC at the relevant time.
- 3.11 Again for illustrative purposes only, the approximate cost of preparing a business case, assuming a survey indicated clear community support, would be £1000. This could not be shared, as the Commission requires each authority to submit its own business case.

- 3.12 Officers have liaised closely with the two other authorities over a possible boundary review and will continue to do so. As and when there is any material change to the position at Lewes DC, officers will file a report to Governance Committee and/or Cabinet as appropriate.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 Saltdean Residents Association have been very active in campaigning for a boundary review. Whenever Governance Committee have met to consider the matter, the Association has been invited to attend and speak. Their input to the debate has been informative and helpful.
- 4.2 Officers continue to keep the Association informed of major developments and any council meetings where the matter is due for debate.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The estimated costs to the council of undertaking a survey of local residents and preparing a business case are in the region of £4,000

Finance Officer Consulted: Anne Silley Date: 16/09/11

Legal Implications:

- 5.2 The council must have regard to the guidance issued by the Commission in (a) deciding whether to request a boundary review; and (b) if a request were to be made, ensuring the accompanying business case is properly formulated.

Lawyer Consulted: Oliver Dixon Date: 16/09/11

Equalities Implications:

- 5.3 None

Sustainability Implications:

- 5.4 None

Crime & Disorder Implications:

- 5.5 None

Risk and Opportunity Management Implications:

- 5.6 The recommendations in the report are intended to ensure that the council does not incur costs until all three authorities declare their support for a review, enabling the Commission to process their submission. Proceeding any earlier would risk the council incurring costs for no gain.

Public Health Implications:

5.7 None

Corporate / Citywide Implications:

5.8 The council is continuing to liaise with Lewes DC and East Sussex CC over this issue to ensure a shared and consistent approach.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 There is nothing to prevent the council from requesting the Commission to carry out a review immediately but, as indicated in the report, the Commission is likely to refuse the request until such time as all three authorities (BHCC, Lewes DC and East Sussex CC) are together supportive of a review. For this reason, submitting a request unilaterally from Brighton & Hove would serve no purpose and is therefore not recommended.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 Guidance from the Commission makes clear that all local authorities affected by a potential boundary change must support a review before the Commission will begin the process.

7.2 Any request for a review must include evidence of community support. As and when a survey of local people is carried out, it should be administered and paid for collectively by all three authorities.

SUPPORTING DOCUMENTATION

Appendices:

1. Extract from minutes of Governance Committee, 26 July 2011
2. Map illustrating the existing local government boundary at Saltdean

Documents In Members' Rooms

None

Background Documents

1. 'Principal Area Boundary Reviews: technical guidance' (*Local Government Boundary Commission, May 2011*)

BRIGHTON & HOVE CITY COUNCIL

GOVERNANCE COMMITTEE

5.00PM 26 JULY 2011

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Littman (Chair), Kennedy, J Kitcat, Morgan, A Norman (Deputy Chair), Oxley, Powell, Mitchell, Randall and G Theobald

PART ONE

10. LOCAL GOVERNMENT BOUNDARY REVIEW AT SALTDEAN

10.1 The Committee considered a report of the Strategic Director, Resources concerning the latest situation regarding a potential review of the local government boundary at Saltdean.

10.2 The Senior Lawyer working on this matter explained that the Local Government Boundary Commission (LGBC) had produced a complex set of guidelines on how they would approach a request for a boundary review since the Committee's last meeting. He outlined the stages which included all affected local authorities (LAs) being in agreement, carrying out a survey, identifying a preferred option and submitting a business case. The business case must demonstrate how the change would represent value for money, how it would result in more effective and convenient local government, how it reflected community identities and interest, and must also consider the electoral impact of the change.

The Senior Lawyer advised that the LGBC would only consider undertaking a review if all affected LAs had endorsed the change. East Sussex County Council (ESCC) remained supportive of a review, however Lewes District Council (LDC), which had undergone a change of Administration, had not yet declared its position. He suggested that the Committee may want to consider giving in principle support for a review and survey, conditional on the agreement of ESCC and LDC.

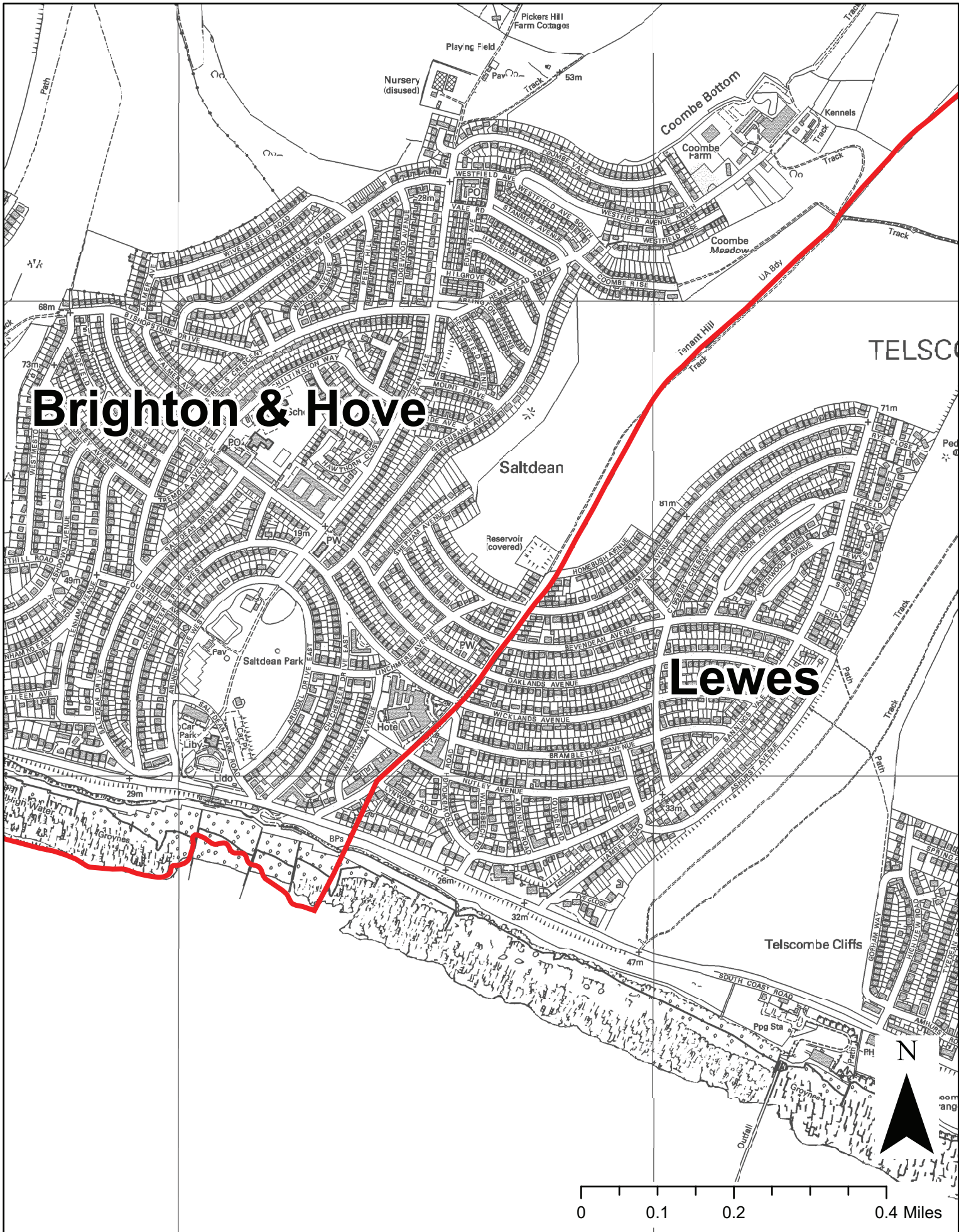
10.3 The Chair invited Mr Laurence O'Connor, Chair of Saltdean Residents' Association (SRA), to address the Committee.

10.4 Mr O'Connor reported that the matter had been raised with ESCC and LDC, as well Telscombe and Peacehaven Town Councils and that none had objected to considering a review at the time of asking; however, Telscombe Town Council had raised concerns that, depending on the preferred option, the viability of the Town Council could be jeopardised, but that they may be interested in the savings to be gained from merging with the neighbouring Town Council. He urged the Committee to support a boundary

review and a survey and noted that the LAs may benefit financially from any change to the boundary. He stated that a unified approach to the needs of the community would strengthen Saltdean's voice and enable residents to have an impact on whichever LA they became a part of.

- 10.5 Councillor Mitchell stated that she supported the aims of the SRA and hoped progress could be made. She sought clarity on what the Committee would be referring to the Cabinet and asked what the survey would contain and who would design it.
- 10.6 Councillor A Norman stated that a solution for the residents of Saltdean was long overdue and asked whether LDC were considering the issue with any urgency.
- 10.7 Councillor Randall stated that he supported a review in principle, but that consideration must be given to the costs and benefits, and that the position of LDC must be ascertained.
- 10.8 Councillor Oxley advised that cost had not been considered previously because the LGBC guidance had not yet been issued. He stated that clarity of language would be key in dealing with the matter as it could result in major changes and asked how the affected Town Councils would be included in the consultation exercise.
- 10.9 In response to comments from the Committee, the Senior Lawyer made the following points:
- All three LAs would work with the SRA to devise a questionnaire containing a number of options. The LGBC would have sight of the questionnaire prior to circulation to ensure that the answers could successfully form part of the subsequent business case.
 - As the business case would have to include consideration of the electoral impact, it was anticipated that the survey would invite residents to indicate not only whether they wished the boundary to change but where geographically they wanted the boundary redrawn.
 - The Head of Law at LDC had discussed the matter with the council's new Leader, as it would need to be timetabled for consideration by their Cabinet. However, at present there is no indication as to when this agenda item might formally be tabled.
 - The affected Town Councils would be included in the consultation exercise.
- 10.10 Councillor G Theobald stated that obtaining LDC's view was essential as the review could not take place without their agreement. He suggested that the council may benefit if the whole of Saltdean became part of Brighton & Hove because the majority of the facilities were situated on the city's side of the boundary and therefore maintained by the council.
- 10.11 The Head of Law advised that the recommendations asked the Committee to consider whether to support a review and a survey; in light of the comments made, the recommendations would be amended to reflect the Committee's views. He read out the amended recommendations, which were then circulated to the Committee.
- 10.12 **RESOLVED** - That Governance Committee:

- (a) Notes the latest advice and guidance from the Local Government Boundary Commission for England on the policy and procedures for principal area boundary reviews in general, and for Saltdean in particular.
- ~~(b) Considers whether to support a boundary review at Saltdean and, if so, whether to recommend a survey of the residents of Saltdean to gauge local support.~~
- ~~(c) Refers the matter to Cabinet with recommendations.~~
- (b) Supports in principle the carrying out of a survey and review of the boundary at Saltdean.**
- (c) Recommends to the Cabinet that the council agrees to support a boundary review and undertake a survey of local people on condition that:**
 - (i) the proposal is agreed by East Sussex County Council and Lewes District Council;**
 - (ii) the cost of the survey and associated tasks is identified and agreed between the three authorities (including the sharing of the costs).**
- (d) Officers are given delegated powers, subject to conditions in (c) (i) and (ii) above, to agree the survey questions after consulting Group Leaders.**



Subject:	Resilience Plan - Major Incident and Corporate Business Continuity Plan 2011 and Policy Document		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Resources		
Lead Member:	Cabinet Member for Communities, Equalities & Public Protection		
Contact Officer:	Name:	Robin Humphries	Tel: 29-1313
	E-mail:	robin.humphries@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB24147	
Wards Affected:	All		

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

- 1.1 This plan replaces the Corporate Business Continuity Plan 2008 and the City Major Incident Plan 2009, and introduces a policy for the application of business continuity.
- 1.2 The Cabinet is asked to approve the plan.

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes and approves sections 1, 2, and 3 of the plan and the policy document at appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Civil Contingencies Act 2004 places a statutory duty on local authorities to have plans in place to respond to any civil emergency or business continuity incident that may affect that authority.
- 3.2 In previous year's two plans have been produced one for emergency response and one for business continuity. These two plans have now been combined into one 'response' plan to cover the escalation process and management of any incident.
- 3.3 The 2011 plan is also revised to include the revised council structure.
- 3.4 The plan is produced in four sections. Sections 1, 2 and 3 are to be approved by Cabinet and are available to the public. Section 4 contains operational and confidential information and is therefore only issued to those with an operational need for the information

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 The plan has been produced following consultation with internal departments that are affected by the contents.
- 4.2 The plan complies with the requirements of the British Standards Institute (BS25999) relating to business continuity, and the requirements of the Sussex Resilience Forum.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The full cost of producing the Major Incident and Corporate Business Continuity Plan has been met from within the existing revenue budget. There is a limited revenue budget available for Emergency Planning, so in the event of a major incident additional funding would need to be found from contingency reserves.

Finance Officer Consulted: Karen Brookshaw Date: 30/03/11

Legal Implications:

- 5.2 The duties imposed on the council by the Civil Contingencies Act 2004, relevant to the Major Incident and Corporate Business Continuity Plan 2011, are referred to at paragraph 3.1 above and in more detail in Section 1 of the Plan itself (see Appendix 1).
- 5.3 The council's functions in relation to emergency planning and business continuity, including the council's functions under the Civil Contingencies Act 2004, are executive functions delegated to the Cabinet Member for Communities, Equalities and Public Protection. The Cabinet Member therefore has authority to agree the recommendations at paragraph 2 above.

Lawyer Consulted: Oliver Dixon Date: 27/05/11

Equalities Implications:

- 5.4 An equalities impact assessment has been undertaken and has been forwarded to the Equalities and Inclusion Officer, and will be available for public viewing using standard processes. Sections 1, 2 and 3 of the plan are not greatly impacted by equalities issues, however section 4 of the plan (not before the Cabinet Member) do require more EIA as they are produced.

Sustainability Implications:

- 5.5 Sustainability implications have been considered throughout the plan. Most implications are considered in section 4 of the plan, where longer term resilience issues and careful monitoring to ensure the response can meet the demand will be required.

Crime & Disorder Implications:

- 5.6 Not applicable

Risk and Opportunity Management Implications:

- 5.7 The Risk and Opportunity Manager has been consulted and taken an active part in the preparation of this plan, and the accompanying Community Risk Register.

Corporate / Citywide Implications:

- 5.8 Strategic Director, Charlie Stewart, has been consulted during the preparation of this plan and continues to oversee all work being undertaken by the Civil Contingencies Team.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Any amendments, or clarification requested by the Cabinet Member will be considered.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The Civil Contingencies Act 2004 places a statutory duty on Local Authorities to have both emergency and business continuity plans in place
- 7.2 The contents of these plans will meet the needs of the act and ensure compliance

SUPPORTING DOCUMENTATION

Appendices:

1. 2011 Resilience plan

Documents In Members' Rooms

None

Background Documents

None



Major Incident Plan and Corporate Business Continuity Plan

2011

Version 2.6

Civil Contingencies Team
Room 112, Kings House
Grand Avenue, Hove BN3 2LS

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Plan Format

This plan is comprised of four sections:

Section 1 – an overview of Civil Contingency Planning

Section 2 – Civil Contingency Planning for Brighton and Hove

Section 3 – Response and Escalation Process

Section 4 – Operational Instructions

Sections 1, 2, and 3 will be 'open' documents and available to the public.

Section 4 will contain confidential information which will only be made available to those with an operational need to view it.

Purpose of this Plan

The purpose of this plan is to outline the processes and procedures to be followed by the City Council should the city be impacted by a major incident, major emergency, or business continuity incident.

Ownership and distribution

This plan is produced and owned by the Civil Contingencies Manager.

Sections 1, 2 and 3 of the plan will be available on the council website, the intranet, and in paper copy if required.

Section 4 of the plan will be only available to those people who have an operational need to hold that information.

Version control is the responsibility of the Civil Contingencies Manager.

Section 1 – An overview of Civil Contingencies Planning

Civil Contingencies Act 2004

This act places a statutory duty on Local Authorities (also the Police, Fire and Ambulance Services, Primary Care Trusts, Maritime and Coastguard Agency and the Environment Agency) to have in place plans to be invoked should there be any significant incident that affects their areas of responsibility.

These plans should be tested and exercised on a regular basis.

The act also places a statutory duty on Local Authorities to promote business continuity to small and medium sized enterprises within their areas.

Guidance has been issued by the government on how the Authorities should plan and apply the duties required under this act. These guidance documents provide the framework for our planning.

Copies of the act, and guidance documents can be obtained on the internet at www.cabinetoffice.gov.uk/ukresilience

Brighton & Hove City Council will follow this guidance in the preparation of our plans

Further information and advice on the requirements of this act can be obtained from Legal Services or the Civil Contingencies Team.

Civil Contingencies Secretariat (CCS)

The Civil Contingencies Secretariat reports directly to the Prime Minister or Deputy Prime Minister and prepares and issues the guidance documents to planners.

During times of emergency the Secretariat supports the government decision making process by collating information and providing specialist advice to Ministers.

The government decision making body is often referred to as 'Cobra', giving directives or considering whether Emergency Powers should be introduced to support the response.

Further information and advice on the requirements of this act can be obtained from Legal Services or the Civil Contingencies Team.

Sub-national responsibilities

In March 2011 the Government Offices in the Regions are disbanded, the following section details the proposed arrangements (as known in February 2011), but are subject to change.

To support the Civil Contingencies Secretariat (or the Department for Communities and Local Government) three sub-national offices have been set up for England. These will be known as 'hubs'. The southern hub is based in Bristol with responsibility for the South East and South West of England.

During times of emergency the 'hub' supports the Civil Contingencies Secretariat (or the Department for Communities and Local Government) by collating and disseminating information for Kent, Surrey, East Sussex, West Sussex, Thames Valley, Hampshire including Brighton & Hove.

Sussex Resilience Forum (SRF)

The Civil Contingencies Act 2004 creates local resilience groups for the whole of the UK. Geographically based on police areas the Sussex Resilience Forum covers the local authority areas of:

- East Sussex County Council
- West Sussex County Council
- Brighton & Hove City Council

The Sussex Resilience Forum meets four times a year, represented at Chief Officer or Chief Executive Level, to review the emergency planning arrangements for Sussex area.

To support the Executive Group a number of planning groups meet to prepare and review the Community Risk Register and to prepare joint plans to be invoked should the area be affected by an emergency.

During times of Emergency the SRF will appoint a Strategic Coordinating Group (SCG) to manage the response. Brighton & Hove City Council will be represented at any SCG by the Chief Executive or a Director.

Further details on the work of the Sussex Resilience Forum can be found at:

www.sussexemergency.org

Community Risk Register

This register is published on an annual basis, and reviewed twice a year by an operational sub-group of the Sussex Resilience Forum.

The group receives information on risks to the area from Central Government, Regional Government.

This information is combined with local knowledge from:

- West Sussex Fire and Rescue Service
- East Sussex Fire and Rescue Service
- Sussex Police
- South East Coast Ambulance Service
- Maritime and Coastguard Agency
- Environment Agency
- Local Authorities

The risks are assessed and a register produced. This register then provides the basis for the prioritising the planning work required for the Sussex area.

The register can be viewed at www.sussexemergency.org

Sussex Local Authority Emergency Planning Group (SLAEPG)

This group meets six times a year and brings together the Emergency Planners for each of the local authorities in the Sussex area.

The group determines what response may be required from a Local Authority following an incident and then prepares plans to ensure that the response is ready and available if required.

Brighton and Hove Business Resilience Forum

The Brighton & Hove Resilience Forum brings together operational managers with specific responsibilities within the city from the following organisations:

- Sussex Police
- East Sussex Fire and Rescue Service
- South East Coast Ambulance Service
- Brighton & Hove Primary Care Trust
- South Downs Health Trust
- Brighton and Sussex University Hospital
- Brighton & Hove City Council
- Maritime and Coastguard Agency
- Royal National Lifeboat Institute
- Brighton and Hove Buses

They are joined by representatives from:

- Major local employers and those with local geographical responsibility for an area (Marina, Churchill Square, etc)
- Representatives from local trade associations and business groups
- Universities and Colleges
- Local voluntary groups.

The group is chaired by the council and provides a forum for the local community to develop resilience measures for the city.

In times of emergency the forum is available to provide a warning and alerting process, and can be convened to discuss operational matters where there is a need to coordinate the response across the city.

Safety Advisory Groups

Safety Advisory Groups meet once a month (additional meetings called for specific events) to assist event planners in the safe management of any event being held in the city.

Sitting with a statutory function the group liaise with the owners and operators of the major sporting venues for the city:

- Brighton and Hove Albion Football Club
- Sussex County Cricket Club
- Brighton Racecourse
- Brighton and Hove Greyhound Racing

Sitting with a non statutory function the group meets to review safety arrangements for any event held within the city, and to advise Cabinet members when granting licences, or imposing conditions on licenses any event.

The Safety Advisory Group is chaired by the Council with representatives from:

- Sussex Police
- East Sussex Fire and Rescue Service
- South East Coast Ambulance Service
- Brighton and Sussex University Hospital
- Brighton Marina
- Brighton & Hove City Council
 - Building Control
 - Licensing and Environmental Health
 - Civil Contingencies
 - Tourism and Leisure

Section 2: Civil Contingencies Planning for Brighton & Hove (includes Emergency Planning and Business Continuity Planning)

The Civil Contingencies Team

The Civil Contingencies Team is located at:

Room 112, Kings House, Grand Avenue, Hove BN3 2LS

Main office telephone number: 01273 296699

Email: EPU@brighton-hove.gov.uk

Responsibilities

The team are responsible for:

In the planning and preparation stage:

- The preparation of strategic plans to respond to any incident, emergency, or business continuity matter that may affect the city, or the Council.
- Liaison with Council Officers to ensure they are aware of their role in a major emergency or business continuity incident
- Preparation of training and advising Council Officers who may be required to respond to a major emergency or business continuity incident, raising general awareness of all officers roles in reporting incidents
- Providing an Emergency Control Room
- Liaison with partner organisations and the preparation of joint plans.
- Representing the Council at SRF or RRF planning meetings.
- Maintaining a database of contact details for Council Officers who may be required to respond to an incident.

- Maintaining a database of external partner organisations' contact details should they be required to respond to an incident
- Providing an 'on-call' Duty Officer for major incidents
- Managing the Business Continuity Suite
- Managing the emergency equipment storeroom
- Monitoring information about potential threats and risks, and alerting relevant Council Officers and partner organisations to those threats and risks, especially where there is a change in the assessment
- Collation and quality control of Business Continuity Plans

In response to an incident:

- To receive information about the incident using the on-call Duty Officer or if during office hours using the main office contact details
- To assess that information and determine the appropriate response
- To alert relevant Council Officers
- To maintain liaison with other responding organisations
- To ensure the Council is represented at 'Gold' and 'Silver' briefings
- To deploy Incident Liaison Officers where required
- To open and manage the Emergency Control Room
- To maintain a record of the incident
- To provide situation reports as required
- To offer logistical support if required
- To issue equipment from the emergency store
- To provide advice and support as required

The team are **not** responsible for:

- The preparation of operational plans to be used by Directors or Managers to respond to an incident
- The preparation of Business Continuity plans for individual service units
- The storage of equipment used in normal day to day operations

Contact Database and Alerting Process

The Civil Contingencies Team will maintain a database containing the contact details for all Council Officers designated to respond to an emergency. This will include all officers designated as:

- Gold Commanders
- Silver Commanders
- Bronze Commanders (Major Incident Support Team)
- Emergency Response Team
- Rest Centre Staff
- Any others who may be required

The database will also include contact details for any other organisation we may need to contact during an emergency.

How to access the database

Access to this database is given to all members of the Civil Contingencies Team and to staff at the 24 hour council security control room. Full details of how to access the database are in section 4 of this plan.

Alerting by email

The Civil Contingencies Team will maintain a series of group email addresses to be used to alert specific staff to a particular incident.

Access to these group addresses will be through any member of the Civil Contingencies Team

Command and Control

Following a major incident (or in preparation for one) the Emergency Services will establish a command structure to manage the incident.

If Local Authority support is required then the Council will follow the agreed command structure and appoint suitable officers to those roles:

Gold Commanders – are required to make strategic decisions, and commit resources and/or finance to the incident. For Brighton & Hove City Council the ‘Gold’ officer will be the Chief Executive or a Director with delegated powers. In exceptional circumstances, or in protracted incidents, a Head of Service may be appointed.

The officer is likely to be required to attend either a ‘Gold’ Strategy meeting or a Strategic Co-ordinating Group meeting at the Sussex Police Headquarters, Lewes.

These meetings may take place on a frequent basis, especially in the early stages of an incident, or the build up to one.

The Civil Contingencies Team will maintain a database of officers able to perform this role.

Silver Commanders – are required to co-ordinate resources to be deployed to an incident, and are appointed on many occasions, often without the need for an active ‘Gold’. This is often because the strategic decision has already been made in the planning stage, and it is only the activation and co-ordination of those plans that needs to take place.

For Brighton & Hove City Council ‘Silver’ Commanders will normally be a Head of Service or Senior Manager with authority to influence operational decisions for any service run by the council.

'Silver' Commanders are likely to be deployed at the Police Control Room at John Street Police Station, or in main administrative buildings, and will be expected to remain there throughout the incident or event.

In protracted incidents, or at times of high risk, a rota system will be required, arranged through the Council Emergency Control Room

The Civil Contingencies Team will maintain a database of officers able to perform this role.

The council will train six officers to perform this function.

'Bronze' Commanders – are appointed to operational roles to deliver the response.

For Brighton & Hove City Council these officers will be those who are part of our Emergency Response Team (also known as the Major Incident Support Team [MIST]), see section titled Emergency Response Support Team.

The Civil Contingencies Team will maintain a database of all Emergency Response Team officers.

Incident Liaison Officers – are Council officers deployed to the scene of an incident at the request of the Civil Contingencies Duty Officer.

Their role is to meet with the Emergency Services, receive any requests for assistance, assess the situation, and report back to the Civil Contingencies Duty Officer (or Emergency Control Room if open) passing such information as required.

They will remain at the scene obtaining regular updates, representing the council.

The council will train 12 officers to perform this role

Three sets of equipment that the ILO will require to perform this function will be maintained by the Civil Contingencies Team. One set will be located at Kings House, and the other two at locations with 24/7 access. These locations and the access details will be detailed in section 4 of this plan

Emergency Response Team (Major Incident Support Team) – meet four times a year to discuss and exercise plans.

The team is drawn from operational managers and their key staff who are likely to be required in the early stages of an incident. They either have staff operational 24/7 or operate a callout system to respond out of normal working hours.

The team includes:

- Press and Media Liaison Officers
- Environmental Health Officers
- Trading Standards Officers
- Building Control Officers
- Facilities and Security Officers
- City Clean Officers
- City Parks Officers
- Highways and Traffic Control Officers
- Event Planning Officers
- Adult Social Care Officers
- Rest Centre Managers
- Education and Children’s Trust Officers
- ICT
- Transport

Specialist advice from:

- Health and Safety Officers
- Legal Team
- Finance Team
- Insurance Team

In addition it includes those with geographical responsibilities

- Seafront Officers
- Royal Pavilion Officers
- Countryside and Rangers

These team managers are required to have operational plans to respond to any request for assistance following an emergency.

Equipment and Facilities

The civil contingency officers will maintain sufficient stocks of equipment and facilities including communications equipment, protective clothing and rest centre equipment.

Facilities at Kings House

Emergency Control Room

The Council Emergency Control Room is based at Kings House, readily available during normal opening times, but can be operated 24/7 if required.

The Civil Contingencies Team maintains contact details to enable any major civic building to be opened out of hours.

The Control Room consists of:

- A six position linked contact centre, with telephony and ICT access
- One position to monitor the council radio network
- Four office desks with additional phone lines and ICT access
- A 'Smartboard'
- Television
- Satellite Telephony
- Meeting Room facility capable of seating 12 with conference telephony to allow remote access
- Additional radio connectivity to the 'RAYNET' organisation
- Maps
- Tea and Coffee making facilities

Contact numbers for the Emergency Control Room will be detailed in section 4 of this plan

Emergency Store Room (room 113)

Contains the supporting equipment to ensure the control room can operate and

One full set of Rest Centre equipment (see section under Rest Centre)

Details of how to access room 113 will be in section 4 of this plan

Facilities at New England House

The Councils Business Continuity Suite is located in New England House, New England Street, BN1 4GH

The suite is able to seat 35 workstations with ICT and telephony support. It is used for routine decants from building to allow for renovation or repair work to be carried out, or may be used if any council office suffered from an incident which meant the premises were temporarily unable to be used.

The suite includes the 'back-up' Civil Contingencies Office with two workstations available, which also stores a further full set of Rest Centre equipment.

Access to these premises is available 24/7

Details of how to access this facility will be in section 4 of this plan

Facilities at Stanmer Park

The Civil Contingencies Team Major Incident Store for bulk items is located within the City Parks Offices in Stanmer Park.

The store contains signage and equipment that may be required following an incident.

Details on how to access the facilities at Stanmer Park will be in section 4 of this plan

Communications

Internal and external communications will be managed before, during and post event by the Communications Team led by the Head of Communications.

The Sussex Resilience Forum Communications Plan details the roles and responsibilities for organisations during an incident.

The Head of Communications will be responsible for liaison with partner organisations Communications Teams and the media.

The following telephone advice lines have been set up to supplement the normal media processes;

Public advice line – 01273 296666

Staff emergency help line – 01273 296688

The Head of Communications will ensure that the ability to update both these advice lines, together with the website and intranet is maintained 24/7.

The operational details to operate these facilities will be detailed in section 4 of this plan.

Conference call facilities

The councils' telephony system has the ability to set up a conference call for six participants at remote locations.

A portable conference call 'speaker telephone' is installed in the Emergency control room where seating exists for 12.

The telephone is portable and can be relocated to a larger room if required. Access to the conference call facility is available from any telephone.

Full operational instructions are contained in section 4 of this plan.

Section 3: Incident Response and Escalation Process

Escalation Process – when to escalate

A Major Incident, Major Emergency or Business Continuity Incident can happen with little, or no notice, or may occur with a slow build and time to prepare

The **purpose** of the escalation process is to ensure that each incident, or threat of such incident, is brought to the attention of the relevant Director, Head of Service, or Manager; as appropriate, and as a result sufficient corporate resources are devoted to the management of the incident.

The escalation process (for urgent and non-urgent incidents) can be invoked by any officer, it is far better to begin the escalation process and then 'downgrade' it, should circumstances change, rather than delaying the invocation which could have a more severe long term impact

Urgent Incidents – officer's action

The escalation process **MUST** be followed in the following circumstances:

- A fatality or serious injury on any council premises
- A fatality or serious injury to any council employee or person contracted to undertake work on behalf of the council
- The loss of access to any council building for a significant period
- A fire, flood or loss of utility to any council building
- ICT failure for a significant period
- A severe reduction in available staff
- Any incident inside or outside the city which may impact on the workings of the council

and

- The declaration of a major incident impacting on the city made by:
 - Sussex Police
 - East Sussex Fire and Rescue Service
 - West Sussex Fire and Rescue Service
 - South East Coast Ambulance Service
 - Maritime and Coastguard Agency
 - Brighton and Sussex University Hospital
 - Brighton and Hove Primary Care Trust
 - East Sussex County Council
 - West Sussex County Council

Any officer discovering or receiving a report that meet any of these criteria, will:

- 1 Ensure any emergency procedures are complied with and that personal safety is paramount
- 2 Assess the situation; take a step away from the incident to determine injuries, extent of damage, other immediate dangers, and the likely initial impact.
- 3 Call the emergency services as required
- 4 Consider their own safety
- 5 Report the incident to the Civil Contingencies Duty Officer by telephoning 01273 296699 giving as much information as possible.
- 6 Contact their manager detailing the actions you have taken

Regular contact should be maintained with the Civil Contingencies Duty Officer

Non urgent incidents – officer’s actions

Officers Action:

- 1 Collate the information concerning the incident
- 2 Contact and pass the information to your line manager as soon as possible

Managers Action:

- 1 Advise Director or Head of Service, as appropriate to the level of risk
- 2 Advise Civil Contingencies Team
- 3 Monitor situation and report as required

Civil Contingencies Team Action:

- 1 Receive and assess all information received about the incident. Information is likely to come from a variety of sources
- 2 Follow operational instructions alerting others as appropriate
- 3 Continue to receive information, collate and assess

The Civil Contingencies Duty Officer action:

Assessment	Action
No further action required – where the incident is of a minor nature and once assessed falls into the insignificant or minor category	Advise the caller(s) that the incident does not warrant invocation of this plan and that they should report the matter to their line manager, or others as a ‘normal course of business’ incident
Delay action – this would apply to incidents reported during ‘out of office’ hours, and where it is clear there is no operational need for a more urgent response	Advise the caller(s) that the incident does warrant immediate invocation of this plan; however the escalation process will be delayed until the earliest opportunity the following morning. If occurring over the weekend or holiday breaks would normally require action the following morning.
Need to invoke this plan, and/or convene the Emergency Response Team or the Incident Management Team	<ol style="list-style-type: none"> 1. Advise Head of Licensing, Environmental Health and Civil Contingencies 2. Advise Chief Executive and/or relevant Directors 3. Follow procedures in section 4 of this plan

Emergency Response Team (Major Incident Support Team) - authority to convene

The authority to convene this group is given to the Civil Contingencies Duty Officer. This team responds to the initial incident and undertakes the immediate actions required.

For more serious incidents, or protracted incidents then there may be a need to convene the Incident Management Team

Incident Management Team – authority to convene

In urgent cases the decision to convene the Incident Management Team will be made by:

- Chief Executive
- Any Director or Head of Service
- Head of Licensing, Environmental Health and Civil Contingencies

Incident Management Team – composition

The Incident Management Team is drawn from the Chief Executive, Directors, and Heads of Service.

Other officers with specialist knowledge (insurance, legal, financial, constitution and incident management) are seconded to the team to supply specialist advice.

In the absence of the Chief Executive, or any Director, the Head of Licensing, Environmental Health and Civil Contingencies will act as 'Gold' for the Council

The 'Gold' incident commander will be appointed at the first strategy meeting.

Officers on the team are empowered to devote resources to manage the incident.

For the initial meeting of the Incident Management Team, organisational and administrative support will be provided by the Civil Contingencies Team. Future support will be determined at the initial meeting.

Incident Management Team – alerting procedure urgent incidents

The Civil contingencies Team will maintain a contact database for all members of the Incident Management Team.

The team will be alerted to an incident by a text message to their mobile phone as follows, all members of the team have been notified of the originating phone number for the message:

Message will state	Meaning	Action required
Amber Alert	We have been notified of an incident which may require your attention. Standby for more information	No action needed
Amber Alert - Standby	We have been notified of an incident and need to give you more information	Text back your availability and be prepared to receive more information either by text or email
Red Alert	An incident is in progress. Be prepared to be called out	Test back availability on receipt of message. Make preparations for callout
Red Alert – Respond	An incident is in progress. You are required to respond.	Check for text messages and emails. Further instructions will be sent soon
Condition Green	The incident is over. Detailed update will be emailed to you later.	No further action required, stand down.

Incident Management Team – alerting procedure non urgent incidents

The Civil Contingencies Team maintains a database of the email addresses for the Incident Management Team.

For non-urgent incidents the members will be contacted by email and meetings will be convened as required.

Incident Management Team – attendees

All members of the team are encouraged to attend the initial meeting following an incident, in order to be properly briefed on the situation; they will then be able to assess their level of involvement and future input.

It is anticipated that once ‘the dust has settled’ the key team members will be identified and will form the recovery team.

The following table gives an indication of who should attend in response to specific incidents:

Attendance is essential
Attendance if your service is directly affected
Attendance by invitation

	Fatality or serious injury on any council premises	Fatality or serious injury to any council employee or person contracted to work on behalf on the council	The loss of access to any council building for a significant period	A fire, flood or loss of utility to any council building	ICT failure for a significant period	A severe reduction in available staff	Other incident that may impact on city or the declaration of a major incident by a partner organisation
Chief Executive							
Director – Place							
Director – People							
Director - Communities							
Director - Resources							
Director – Finance							

	Fatality or serious injury on any council premises	Fatality or serious injury to any council employee or person contracted to work on behalf on the council	The loss of access to any council building for a significant period	A fire, flood or loss of utility to any council building	ICT failure for a significant period	A severe reduction in available staff	Other incident that may impact on city or the declaration of a major incident by a partner organisation
Head of HR and development							
Head of Property and Design							
Head of Communications							
Head of Legal and Democratic Services							
Head of ICT							
Head of Policy, Analysis and Performance							
Head of Financial Services							
Head of Audit and Assurance							
Head of Strategic Finance and procurement							
Head of Service Childrens and Families							
Head of Service Adults Assessment							
Head of Service Adults Provider							
Head of Service Planning and Public Protection							

	Fatality or serious injury on any council premise	Fatality or serious injury to any council employee or person contracted to work on behalf on the council	The loss of access to any council building for a significant period	A fire, flood or loss of utility to any council building	ICT failure for a significant period	A severe reduction in available staff	Other incident that may impact on city or the declaration of a major incident by a partner organisation
Head of Service City Services							
Head of Service Tourism and Leisure							
Head of Service City Infrastructure							
Head of Service Housing and Social Inclusion							

The table identifies the roles as opposed to individual people, deputies should be appointed to cover absence.

Incident Management Team – Agenda for first meeting

1. Introductions and Apologies
2. Conference call protocol
3. Reasons for meeting
4. Situation Report (all)
5. Assessment of situation (all)
- 6 Strategic Decisions
5. Determine the strategic priorities for:
 - Next 12 hours
 - Next 24 hours
 - Next 3 days
 - Long term
6. Any other business
7. Date and Time for next meeting (in the early stages of an incident meetings may be required more than once a day).

During the meeting care should be taken to ensure that discussions are kept at a strategic level, and do not become operational. Whilst there is no reason not to discuss options available, the decision on which tactics are needed rests with 'Silver'.

The minutes and action points of the meeting will be circulated to all members of the Crisis Management Team as soon as possible after the meeting.

Officers should make their own notes of the meeting.

Declaration of Emergency – delegated powers

The 'Gold' commander shall be the designated officer in charge managing the incident as required by the Scheme of Delegation to Officers.

Declaration of an emergency will activate the following powers:

Extract from council constitution:

Scheme of delegation to officers – **Urgency powers of officers**

In cases where an emergency has been declared under the Council's emergency or business continuity procedures:

(a) After consultation with the Leader of the Council, or a Deputy Leader, to exercise any of the functions within the service area of the officer in cases of urgency where it is not practicable to obtain prior approval of a committee or sub-committee. See also notes (i) to (iv) below.

(b) To approve expenditure of up to £1,000,000, the action taken to be reported for information to Cabinet or Cabinet Member as soon as practicable. See also notes (i) to (iv) below.

Notes:

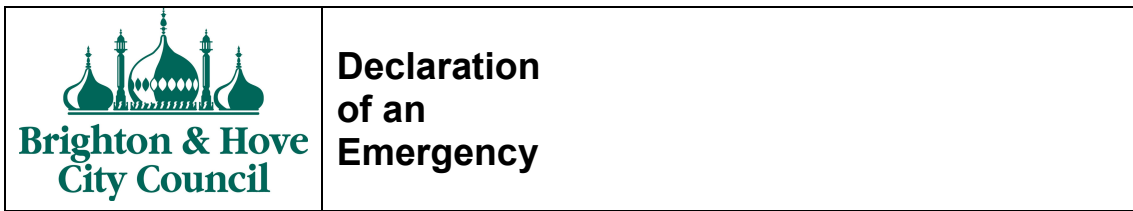
(i) Contact the Civil Contingencies Duty Officer in connection with the above delegated powers

(ii) The Leader of the Council, or in his/her absence, a Deputy Leader of the council shall be informed as soon as practicable if it appears that such an emergency will be declared

(iii) If it is not possible, or practicable, for an officer who would normally exercise the above delegated powers to do so, the powers may be exercised by the officer who is designated to be in charge under the Council's Civil Contingency plans, or any officer appointed by him/her to act on his/her behalf.

(iv) If it is not possible or practicable for the officer to consult with the Leader or a Deputy Leader before exercising the delegated powers, the officer may exercise the powers without doing so but shall take such steps as appear appropriate at the time to keep Members informed of the action taken.

Declaration of an Emergency – template letter



I,
(insert name and job title)

(1) being a Chief Officer of Brighton & Hove City Council, or otherwise the officer who is designated to be in charge under the Council's emergency planning or business continuity procedures

(2) and having heard information from:

(insert names of those supplying information)
in relation to:

(insert brief details of incident)
(3) and being satisfied that it is necessary to declare an emergency under the Council's emergency planning or business continuity procedures

(4) hereby declare a period of emergency is in force commencing at:

(insert date and time)

and that this period of emergency shall remain in force:

a) for a period of seven days

b) until such time as the emergency is declared ended, if

earlier

c) until such time as declared ended

or

d) until (insert date and time)

Delete as applicable

Signed:

Witness:

Section 4: Operational Instructions

This section is not included in this plan.

The Operational Instructions contain personal details and contact numbers.

Copies of the Operational Instructions will be made available to those with an operational need to access them. Paper copies will be filed in the Civil Contingencies Office, and electronic copies filed in the Councils document storage system.

Copies of some Operational Plans that may need to be accessed by other organisations will also be filed on the National Resilience Extranet, which can be accessed by officers from the Sussex Resilience Forum and/or Emergency Planning Officers from surrounding local authorities.

Section 4 contains:

Schedule of Operational Instructions	
Title	Reference number
Civil Contingencies Call out procedure	BHCC OI 50
Gold and Silver Commander contacts	BHCC OI 44
Bronze Commander contacts (MIST)	BHCC OI 33
Emergency Response Team (ILOs)	BHCC OI 32
Rest Centre Staff contacts	BHCC OI 33
Building Access Procedures	BHCC OI 51
Rest Centre Activation Procedure	BHCC OI 59
Emergency Control Room Activation Procedure	BHCC OI 54
Setting Up Staff & Public Emergency Lines	BHCC OI 55
Incident Liaison Officer Packs and Locations	BHCC OI 52
Text Messaging System Instructions	BHCC OI 56

This list details the most likely instructions to be required in an urgent situation.

Other instructions exist for incidents that are not likely to be of an urgent nature.

Subject:	ICT Strategy 2011- 2016		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Resources		
Lead Member:	Cabinet Member for Finance & Central Services		
Contact Officer:	Name:	Paul Colbran	Tel: 29-0283
	Email:	paul.colbran@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB24410	
Ward(s) affected:	All		

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

- 1.1 The purpose of this report is to introduce the Information and Communication Technologies (ICT) Strategy which sets out the council's long term approach to the delivery of information and technical services. This strategy supersedes the ICT Strategy 2008 -2012.
- 1.2 The Strategy sets out the role of ICT as a facilitator for transformation and a key contributor to the delivery of the new corporate plan.
- 1.3 ICT will help implement different ways of working, support different patterns of engagement to improve services for our customers and communities, and underpin initiatives for providing excellent customer service and delivering Value for Money.
- 1.3 The Strategy outlines the direction for future ICT services. Delivery of the strategy will be subject to detailed planning undertaken in accordance with organisational business planning and governance processes.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the council's ICT Strategy 2011-2016 set out in full at Appendix 1

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Council's IT capability has grown organically over a sustained period of time but has predominantly been designed around the needs of individual services rather than being purposely defined to meet the collective needs of the wider organisation and those of its partners.
- 3.2 Currently, the Council has more than 300 independent IT systems which, because of their age, are expensive to support and difficult to update or link together. Information is inconsistently captured and replicated across many

systems, documents and databases leading to multiple versions of similar information (for example, address details). The current position is impacting our ability to use data to make informed decisions, restricts our capability to fully join-up with our partners and forces duplicated entry of information (for example, customer details) resulting in inconsistent data quality and reduced levels of customer service. Going forward this will be both costly to maintain and a barrier to meeting many of the Council's objectives.

- 3.3 The ICT Strategy is a key enabler for our transformation programmes and therefore a key ingredient for better public service outcomes across the city. It sets out how the council can derive best value from its ICT investments whilst also reducing cost. It is service rather than technology led and supports the Council's ambition to be more transparent, open to public scrutiny and share more with citizens. New technologies designed and implemented to meet council priorities will bring flexibility to the working environment, allow citizens to access services when and how it suits them and improve communication with partners, business and communities.
- 3.4 The strategy has a number of components which taken together create a coherent model for change. Information is at the centre acknowledging its importance as a strategic resource. The intelligent use of information will allow us to target investment where it is most needed and find new and efficient ways to interact with our customers, reduce costs and increase income. The strategy is to capture information just once, store it centrally in easy to understand and access forms, kept secure and presented using web based technologies.

We will use technologies that already exist, rather than develop our own and that we can easily join-up across Council services. Our focus will be on technologies that have the flexibility to interact with citizens, businesses and partners, anywhere they are located at anytime over a wide variety of computing devices. We will continue to invest in technologies which ensure we deliver services safely and securely whilst protecting the integrity of personal and sensitive information.

- 3.5 The strategy is based on a number of core principles relating to Information, Applications and Technology supporting the councils proposed operating model and corporate objectives. These principles include:
- Capture data once and re-use information, holding only that that is essential
 - Open up our information to public use as much as possible
 - Design our systems so that information can easily flow throughout and beyond our organisational boundaries
 - Standardise and share applications across the council avoiding bespoke systems.
 - Provide a standard means of accessing all council systems in a safe and secure fashion
 - Make systems mobile so that data can be captured at source and information is available wherever it is best used.
 - Make systems simple to use and empowering.
- 3.6 Sustained funding will be required to ensure our infrastructure and core technologies remain resilient, fit for purpose with capacity to grow in line with organisational demand. The strategy will therefore be supported by detailed

plans developed incrementally over time and subject to normal governance arrangements to ensure any investment continues to provide value and is consistent with evolving business need.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 The ICT Strategy underpins the objectives outlined in the Corporate Plan that will be consulted upon separately. In addition, individual detailed plans resulting from this strategy will be consulted upon as required.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Significant funding will be required to deliver the ICT Strategy in support of the Corporate Plan. A business case will be prepared for each project and the benefits, investment requirements and Return on Investment assessed. Each business case will be subject to a robust governance process and funding requests of over £500,000 will be reported back to Cabinet for decision.
- 5.2 The Medium Term Financial Strategy assumes that £500,000 is allocated per annum towards the ICT Fund to address the funding of central network support and improvements to the ICT structure. A costed and staged implementation plan will be developed and funding requirements over and above the ICT Fund identified.
- 5.3 Financial Models will be prepared for key 2012/13 projects which support the Change Programme and considered as part of the revenue and capital budget strategies.

Finance Officer Consulted: Anne Silley

Date: 22/09/11

Legal Implications:

- 5.4 Cabinet has authority to agree the recommendation at 2.1 above, as the formulation and approval of the ICT strategy is an executive function.
- 5.5 As indicated in 5.1 above, ICT projects costing in excess of £500,000 may only be authorised by Cabinet or the relevant Cabinet member, in accordance with the council's contract standing orders, and will be subject to standard procurement procedures.

Lawyer Consulted:

Oliver Dixon

Date: 26/09/11

Equalities Implications:

- 5.6 The ICT Strategy supports the council's commitment to promote equality via the use of technology and information systems. The ICT Equalities Impact Assessment (EIA published in September 2010) will be reviewed as part of the process of updating plans resulting from this strategy. The resulting action plan will demonstrate how we can continue to ensure that effective, appropriate and accessible services are delivered on the council's behalf.

Sustainability Implications:

- 5.7 The ICT Strategy sets out how we will sustainably manage IT services and assets. We will ensure that procurement and sourcing takes account of manufacturing and disposal practices and where possible we will use local providers to support sustainable economic development. In addition a number of the proposed initiatives (such as mobile & flexible working, consolidated infrastructure, thin client computing and citizen self-service) support the wider corporate commitment to sustainability and energy efficiency.

Crime & Disorder Implications:

- 5.8 None

Risk and Opportunity Management Implications:

- 5.9 The risks section of the strategy outlines the major risks associated with the implementation of the ICT Strategy and considers approaches to mitigation. Previous risk assessments carried out against ICT service provision have been included in the Corporate Risk Register. A review of those risks will be carried out against the revised strategy.

Public Health Implications:

- 5.10 The ICT Strategy supports the sharing of data and joined up delivery with public service and community partners including Health organisations to deliver improved public service outcomes.

Corporate / Citywide Implications:

- 5.11 The ICT Strategy is a key enabler for transformation across the council and demonstrates how we can derive significant value from ICT investments whilst reducing running costs. It argues that we can deliver a coordinated service, based on an understanding of common shared needs across the organisation. It will support new ways of working that allow better use of physical resources, collaboration, sharing of information and potential economies of scale through shared services. It supports the transparency agenda by allowing us to open up our data to public scrutiny and it allows us to develop our offering of on-line transactional services which make it simpler and more convenient for customers to make contact with us.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 None considered.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 ICT underpins many of the council's operations. Information and technology not only serves the needs of the councils business functions but has become a driving force for change, innovation and service delivery across the city. The ICT Strategy supports the delivery of a cost effective, efficient and responsive ICT service. Without an overall coherent strategy we will be unable to demonstrate long term, sustainable benefit from our ICT investment, be unable to meet the

ambitions of the council and in so doing both save money and protect frontline services.

SUPPORTING DOCUMENTATION

Appendices:

1. Brighton and Hove City Council: ICT Strategy 2011 - 2016

Documents in Members' Rooms

None

Background Documents

None

Brighton & Hove City Council

ICT Strategy

2011 - 2016

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I. EXECUTIVE SUMMARY

Public service organisations face unprecedented social, environmental and economic challenges. This places huge demands on Local Authorities to respond with creative and innovative services. Although challenging, for Brighton & Hove this environment presents new opportunities for the City to be a leader in innovation and a magnet for innovative businesses, where technology is applied rapidly, effectively and sustainably to create wealth and enhance quality of life.

We live in an information age where the initiatives propelling the city towards change have information at their core. These include requirements for the City Council to be more transparent by opening up its data to public scrutiny; to share more with citizens and partners what we do, what we spend and why and to use information and technology to engage more with our communities in decision making and the development of place based services. Our citizens must be able to participate fully in the democratic process through digital inclusion; to embrace opportunities to self serve when and where they wish; and to access services when they need them and take control of their own information.

The City Council is fundamentally changing the way it operates. The objectives of 'A council the city deserves', underline the need for us to change the way we deliver services to save money and protect frontline services. We can no longer afford to work in isolation or in silos and will only achieve our aspirations by working collaboratively within the Council, with local communities, with other public services, private organisations and third sector partners.

The Council is a large and diverse business, engaged in many forms of activity. Using information, systems and technology effectively together to transform council's processes will underpin our ability to commission and deliver services with partners to meet evolving needs of the city.

Our strategy demonstrates that ICT has a deep understanding of organisational ambitions and is able to align itself as a strategic partner to deliver citywide services. We propose to radically change the structure of all components which make up the existing enterprise architecture¹. We will develop a technology platform which underpins transformation by enabling us to rapidly develop self-service web based products, to model, automate and manage the business processes behind these products and improve the connections and flow of information between systems.

ICT will provide reliable, secure, useful and easily accessible information resources and related services that are innovative and coordinated, cost effective and crucially place customer needs at the centre of service delivery. The key to success will be our determination to ensure that we develop high value systems and technology services that are;

Information driven

able to reliably and continuously gather data and information from physical environments.

Intelligent

to enable the extraction of value from collected data

User centric

to fit with user requirements, preferences and processes, whether the user is internal, a citizen, a business or a local partner.

¹ **Enterprise architecture** is a comprehensive framework used to manage and align ICT assets, people, operations, and projects with its operational characteristics. The enterprise architecture defines how information and technology will support the business operations and provide benefit for the business.

2. ICT CONTRIBUTION TO ORGANISATIONAL SUCCESS

Public sector leaders continue to recognise technology's critical role in changing the way public services are designed to work and for raising productivity in response to increasing business and public policy demands. Information and technology not only serves the needs of the councils business functions but has become a driving force for change, innovation and service delivery across the city.

Our strategy concentrates on addressing the immediate needs by responding to reducing budgets and increasing business and citizen expectations whilst keeping one eye on the future as technology continues to evolve at an increasing pace. The role of ICT has shifted from being a provider of technology services to concentrating on business processes, enhanced organisation IT and business skills with a more active role in change initiatives.

The current technology environment has grown organically over many years and reflects the traditional silo organisational structure. This has generated an environment with more than 300 applications, duplication of systems and data, applications which force business processes and discrete information structures preventing data from being joined up across applications.

The existing environment has broadly met the needs of the organisation but is costly to maintain and is a barrier to interoperability and information sharing.

The technical architecture lacks flexibility, prevents agility, has a reliance on expensive hardware preventing cost effective integration between systems which leads to an inconsistent customer experience. Many of the systems are proprietary and expensive to change further restricting the ability to interface easily with partners in the city i.e Health, Police and CVS.

The imperative to move from traditional methods of public service delivery highlights the role of technology to support different ways of working, different patterns of engagement with customers and communities and underpin the delivery of services designed around customer needs.

ICT intends to put in place an ambitious programme to radically change the structure of all components which make up our technology and information architecture. This will be underpinned by service redesign, the development of strong governance based on best practise, an IT workforce skilled in business and change management and improved financial and supplier management.

ICT will provide reliable, secure, useful and easily accessible information resources and related services that are innovative and coordinated, cost effective and place customer needs at the centre of service delivery. The key to success will be the development of high value systems and services. Collectively these changes will deliver a technology platform that is agile, collaborative and supports the council in achieving its stated outcomes.

Information

Through the prolific growth of service centric IT systems and data repositories the council is regarded as being information rich but knowledge poor, unable to easily join up and exploit the volumes of information available. Information is held in 'islands' preventing it from being joined up across applications or effectively shared with partners. Much of our information is held as unstructured data in millions of documents unable to be made useful and representing multiple versions of related information. In order to be useful information needs to be accurate, findable, shareable and structured before it can be used intelligently to allow the design of services that meet evidenced based need.

An objective will be to break down information silos, both within the organisation and between partner organisations with which the council engages. By increasing information flows between organisations we will be able to support intelligence led service commissioning providing accurate and timely information which underpins good decision making and cost reduction.

ICT will introduce an operational (information management framework) and technical information framework (technical enterprise architecture) supported by standards and guidance for the organisation to effectively manage and exploit its information assets. We will deliver a simplified and more flexible architecture which provides seamless information sharing between front and back office functions;

Collaboration

The council has established itself as a lead and enabler for development of strategic partnerships throughout the city. It will bring together the diverse groups, communities, service providers, charities and businesses across the city in order to achieve common goals and aspirations.

In the council we have a prime difficulty in marshalling accurate and timely information to support decision making and information sharing. The drive for joined-up, early interventions to deliver better outcomes at lower cost challenges existing information sharing practice, and makes new demands on information analysis, presentation and systems

The ICT team will build upon existing capability developing the skills necessary to build partnerships, support service redesign, and to help business areas develop innovative solutions. Our focus will be on developing collaborative partnerships providing a transparent but tangible view of the value contributed by ICT to the delivery of service outcomes.

We will provide simple and flexible solutions which facilitate information sharing and an environment in which employees are no longer constrained by physical location, and able to work seamlessly across organisational boundaries.

New Ways of Working

The council provides over 700 services and functions that differ in terms of content, scope and scale leading to a range of technology and systems needs. Historically this has led to a variety of approaches to technology solutions with investment often being driven principally by immediate departmental needs rather than in the context of a bigger picture. This approach is costly both in terms of sustained investment and support resources.

Many of our legacy IT systems drive inefficient business processes, are inflexible and require users to input information into multiple systems. Information is duplicated and inconsistent with customers often being asked to provide the same details each time they contact a different part of the organisation.

Our focus will be to implement a variety of new ways for working which maximising opportunities to mobilise our field workforce, enabling more flexibility for staff and make better use of resources for the council to improve the customer experience.

These new ways of working will also support partnerships models requiring the flow of information between multiple organisations' networks, wider use of mobile devices and the need to establish consistent data capture and reuse.

We will extend self-service to staff in any given locality, including through their own personal devices, enabling more efficient, effective and flexible workstyles to be adopted.

ICT Key Priorities

The following table describes the key organisational themes that this strategy will underpin and illustrates how ICT will take these themes forward:

Organisational requirement	ICT contribution
Deliver services using information that is joined and can be used effectively	Establish an information framework, introduce standards for information management and provide shared repositories for data.
Support organisational change with skills, expertise and resource to enable service redesign	Develop a federated model for business support services
Reduce the total cost of ownership of technology systems and services.	Adopt technologies which reduce administration and release service efficiencies and savings. Support staff to use ICT effectively.
Work collaboratively with other departments, partners and the public.	Provide new ways of collaborating safely, securely and with confidence on-line across organisational and city boundaries. Capitalise on existing partner networks and multi agency service delivery
Improve employee efficiency and customer experience by enabling self service options and improving access to knowledge and services over the web.	Replace outdated technology in order to improve web services and enable online transactions, personalisation and self-service
Remove technical barriers to sharing information and delivering services in partnership.	Explore opportunities for shared ICT services and options for shared infrastructure with partners. Establish design principles to prevent purchase of unnecessary bespoke solutions.
Ensure that all our citizens can fully participate and enjoy the benefits of digital access channels	Work with our customers to ensure that all avenues for digital engagement are exploited, including social media, customer contact points, learning opportunities through schools and other partners
Enable staff to work in a flexible environment and increase the efficiency of the field workforce	Introduce systems and exploit existing functionality to build in process flow. Provide mobile solutions to those who need them. Introduce access to real-time location data so that mobile fleets and workforce can be allocated and update tasks on demand. Support automation of standard business processes
Identify and implement solutions and technologies which reduce environmental impact	Provide appropriate electronic document and records management solutions. Actively seek technologies that reduce the organisation's carbon footprint. Where possible, use local providers to support sustainable economic development.

Table 1: ICT Contribution to organisational objectives

The following diagram gives an overview of the strategy and a visual representation of the role of ICT within the context of the organisational environment.

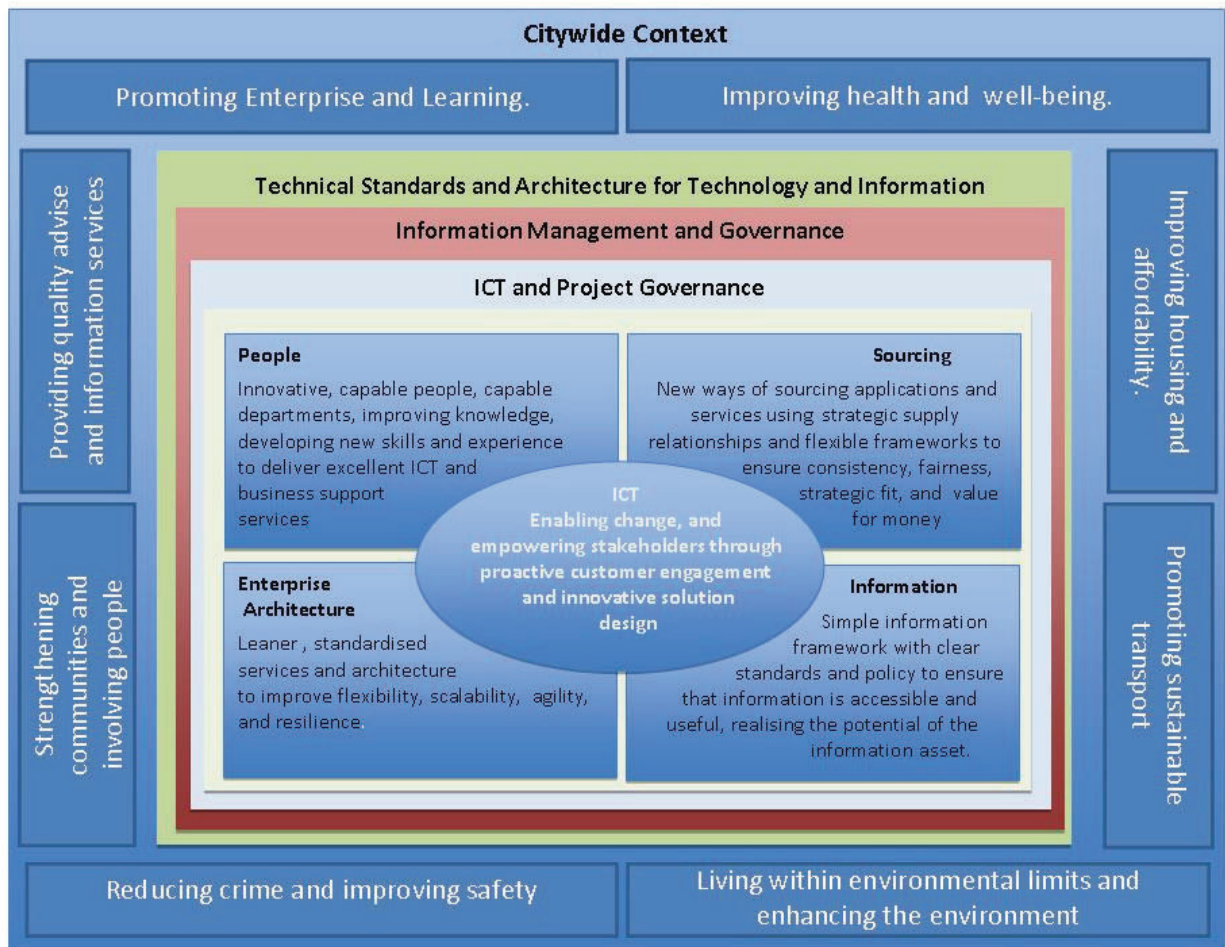


Fig. 1 ICT strategy on a page

3. DELIVERY OF THE ICT STRATEGY

3.1 Enterprise Architecture

Our ambition is for an evolving architecture that delivers over time for a set of principle use cases across the city – these include:

Use Case	Characteristics
Customer	Mobile, Social, Transactional, Personalised, Face to Face
Community	Business, Social, Open, Democracy, Consultation
Workforce	Mobile, Real-Time, Location Aware, Collaborative, Intelligence Led
Partner	Intelligence, Collaborative, Knowledge Sharing, Commissioning, Services

Our aim is to enable simple, secure and sustainable sharing and collaboration across these different user bases providing common views and user experiences. We recognise the differing needs and characteristics of these users, but will demonstrate the value of common platforms which can be combined in different ways for different needs.

The following diagram shows the vision for the future application and information architecture which we expect to have completed designs for by 2015. This model shows how information will be held at the core, structured and processed through subsequent layers and presented through a ubiquitous platform and personalised according to location and role.

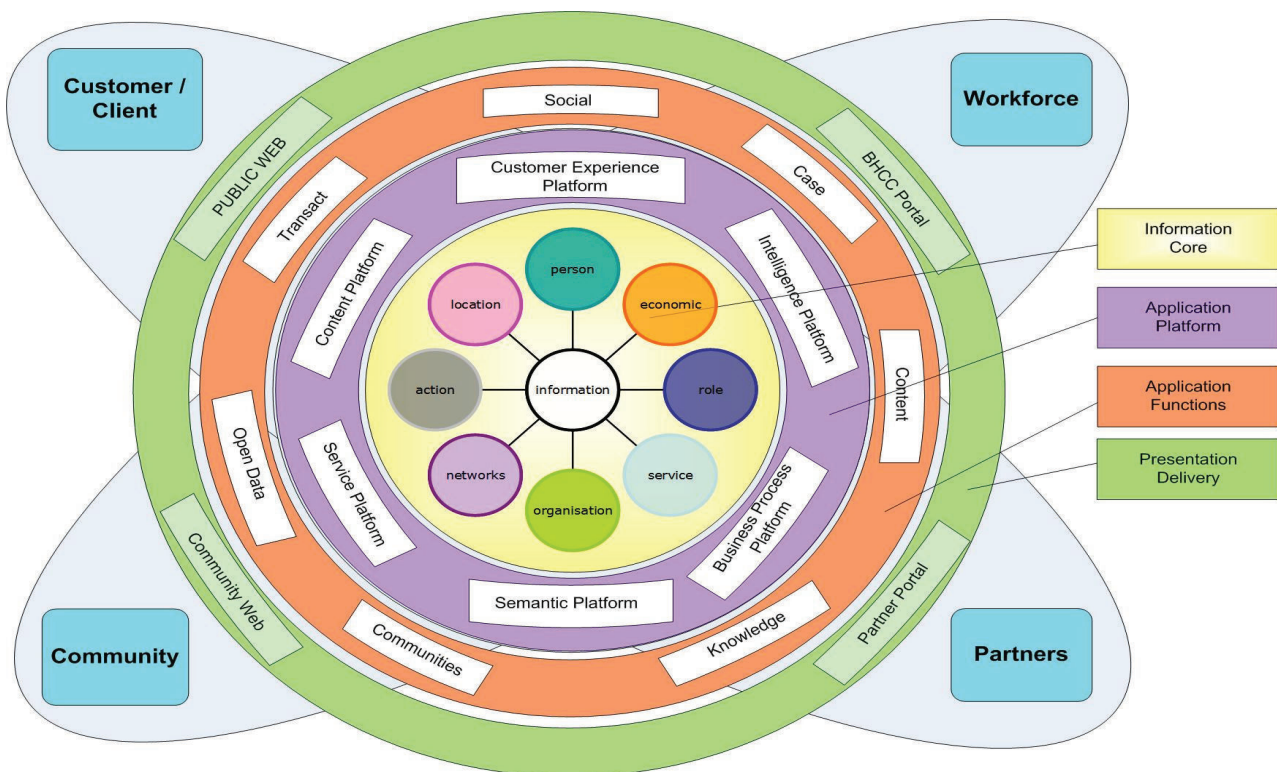


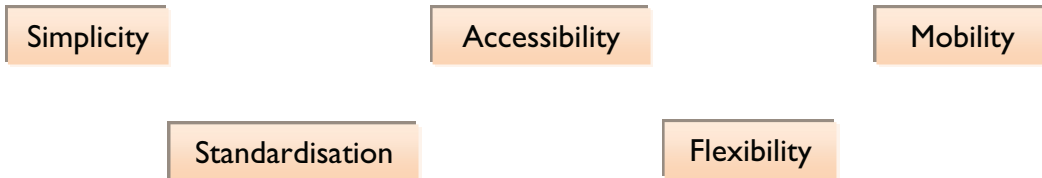
Fig. 6 Future Information/application architecture

By the end of the decade digital delivery is expected to be the default for the majority of local government service interactions with citizens and businesses. These interactions will be characterised by being available on demand with simplified and automated processes providing

more accessible and joined-up service designed around individual needs. By progressing towards an enterprise architecture, based on emerging open standards, that decouples the technology itself from the users and the application layers we can plan and design technology to support the way we need to work in the future.

3.2 User Architecture

Our aim is to deliver a user experience that is underpinned by the following principles:



We will develop a single, personalised user interface over time which can be accessed from anywhere with an internet connection allowing individuals to customise and control their environment to meet their need. This will reduce overall support, management and training costs, improve the customer experience and improve public perception of the organisation and the city.

Technologies will be used which capture data at source in real time thereby avoiding inefficient re-/post processing. Integrating mobile capability with back office systems will support timely decision making allowing front line staff to be truly peripatetic.

The conceptual user interface below shows how this may look for a front line worker and a resident. The interface will remain the same for any user whether they be a citizen, business or frontline worker, however, the information will be personalised for that user.



3.3 Information Architecture

Fundamental to the delivery of the council's vision is the effective utilisation and management of information. We must become excellent at understanding our citizens, the service we provide and the market in which we operate.

Information needs to be recognised as a strategic resource that requires management alongside other key resources (i.e people, finance and physical assets). Data and information, both structured and unstructured, will be essential for effective collaboration. ICT will work with all areas of the business and city partners to create an architecture and environment in which information is managed at every point of its lifecycle, from creation and collection through storage, control of access, amendment and deletion, retrieval, usage and eventual archive and destruction.

Furthermore, the intelligent use of information will enable us to understand the impact of services on delivering outcomes for the city, target investment where it will bring the greatest value and continue to find new efficient ways of working to reduce costs and increase income.

ICT will develop information management and assurance processes which ensure that the automated flows of information are secure, appropriate, robust and efficient.

In order to achieve this ICT will introduce an information architecture with the appropriate standards for interchanging data, which ensures we keep data safe but also which supports transparency and open decision making.

These are the operating principles as related to Information Architecture and will be used to aide decision making and future technology investment.

3.3.1 Information Architecture Operating Principles

- **Capture once and re-use information** – Information is treated as an asset, that is captured once, combined and used many times to avoid duplication of information and process. Information assets are re-used wherever it leads to improved data quality, a single version of the truth, reduced cost and increased sustainability.
- **Information held is fit for purpose** - Information remains relevant, adheres to records management standards and industry best practice. The use of information and data takes into account legal and moral obligations to protect confidentiality, privacy and intellectual property. Information and data is made available to those who need it subject to appropriate safeguarding to ensure security.
- **A presumption to safely share information corporately, publicly according to role, unless positively restricted** - All data is held responsibly and shared lawfully. The presumption is to share, except where it can be demonstrated it would be inappropriate to do so. Information is positively made available based on the role of the individual.
- **Manage, govern and publish to common information, data and metadata standards** - Information and data is described using a common and widely understood language and vocabulary so that it can be stored and found easily and is of consistent quality.
- **Information designed for use** - Information and data is portable, accessible and personalised. Information and data is easily available to those that need it, when and where they need it and access will comply with required standards, policies and agreements. Information design authority is vested in the Chief Information Officer / Head of ICT.

- **Information for intelligence** – Information and data is captured, combined and managed for re-use and analysis within intelligence. Information lineage, relationships and sources are recorded and made visible to enhance the quality of information.

Up to now within BHCC, there has been no overwhelming requirement for a collective approach to Information Management. This has led to:

- localised management of information within departments
- local line of business applications
- large quantities of paper files
- small applications aimed at the needs of distinct teams
- lots of separate information stores with significant duplication

The organisation is changing and now needs to provide for individuals, teams and organisations to work together across information areas. The characteristics of this approach are:

- information drawn together on a subject to improve collaboration and understanding
- eliminating duplication of information to reduce the management overhead and error
- broadening access to what have been paper records to improve access, support workforce mobility and reduce cost
- reduce the burden on staff in seeking out information by delivering the information needed for a role
- encourage resident engagement through proactive publishing of public domain information
- facilitate engagement in decision making through shared knowledge profiles for communities

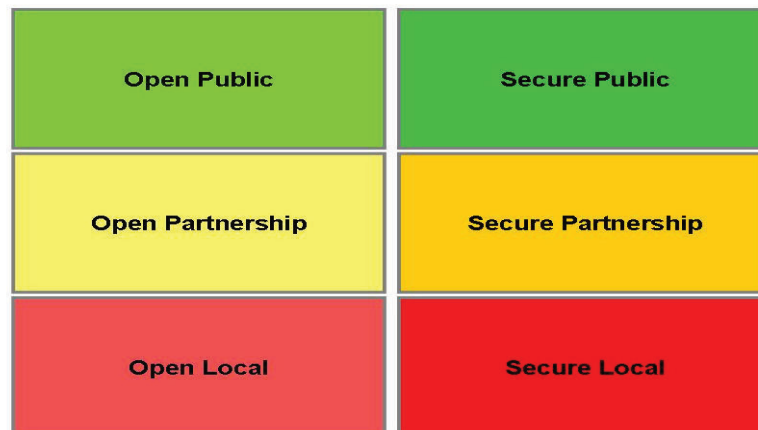
The varied nature of public sector information means we need to map and categorise our information to understand what can be shared and what can be published. In combining information we drive the development two essential elements –

3.3.1.1 A model of what to combine



3.3.1.2 A description of where information can be shared

Simple Information Domain Model



3.4 Application Architecture

These are the operating principles as related to Application Architecture and will be used to aide decision making and future technology investment.

3.4.1 Application Architecture Operating Principles

- Technology change is governed by the needs of organisational and partner strategy and demonstrable business benefit** – Technology fits with defined architectural design, standards and direction of travel; meet communication requirements for the city; be based on clear strategic and business requirements. Technology allows for and encourages the capability to rapidly and innovatively change business services and processes in a cost effective way to contain total lifetime cost. Technology design authority is vested in the Chief Information Officer / Head of ICT.
- Simplified and standardised technical architecture** – Technology is provided across a standardised infrastructure that reduces technical diversity and is available to all parts of the organisation and partners ensuring interoperability, sustainability and consistency with established architecture models.
- Maximise benefits from existing and planned technology investments** - Technologies is retired, re-used or redeveloped to meet similar or changed business requirements across the organisation and with partners, to ensure maximum value for total lifetime cost. Where duplication exists, technologies are rationalised to maximise the value against the total lifetime cost across a functional area.
- Adopt open standards to enable technical interoperability** - Technologies allow for information, process and services to work across the organisation, the public and with partners. Technologies deliver interoperability supporting effective, sustainable and rapid change by working to defined open standards.
- Leverage opportunity presented through emerging technologies** - Technology opportunities are used to provide socio-economic and environmental advantage and to maintain relevance to our customers and the users of technology based services.
- Maximise products and services that support environmental, economic and inclusiveness outcomes** – Technology products and services are designed and commissioned which consider the environmental impact and support sustainable

economic development. Technology products and services are designed to be inclusive of different needs including accessibility requirements.

- **Sustainable solutions design** - Services and technology offered to the end user and are designed to balance the requirements of the user’s role and some elements of personalisation with the need to only implement solutions that are affordable, supportable, have longevity and add value.

The diagram below shows the current application and information architecture which reflects the organisation’s traditional siloed structure grown organically over many years. This has created an environment with more than 300 applications, duplication of systems and data, applications which force business processes and non-standard disparate information structures. This is both costly to maintain and is a barrier to interoperability and information sharing which are critical requirements for delivery of intelligent commissioning and the wider ambitions of ‘A council the city deserves’.

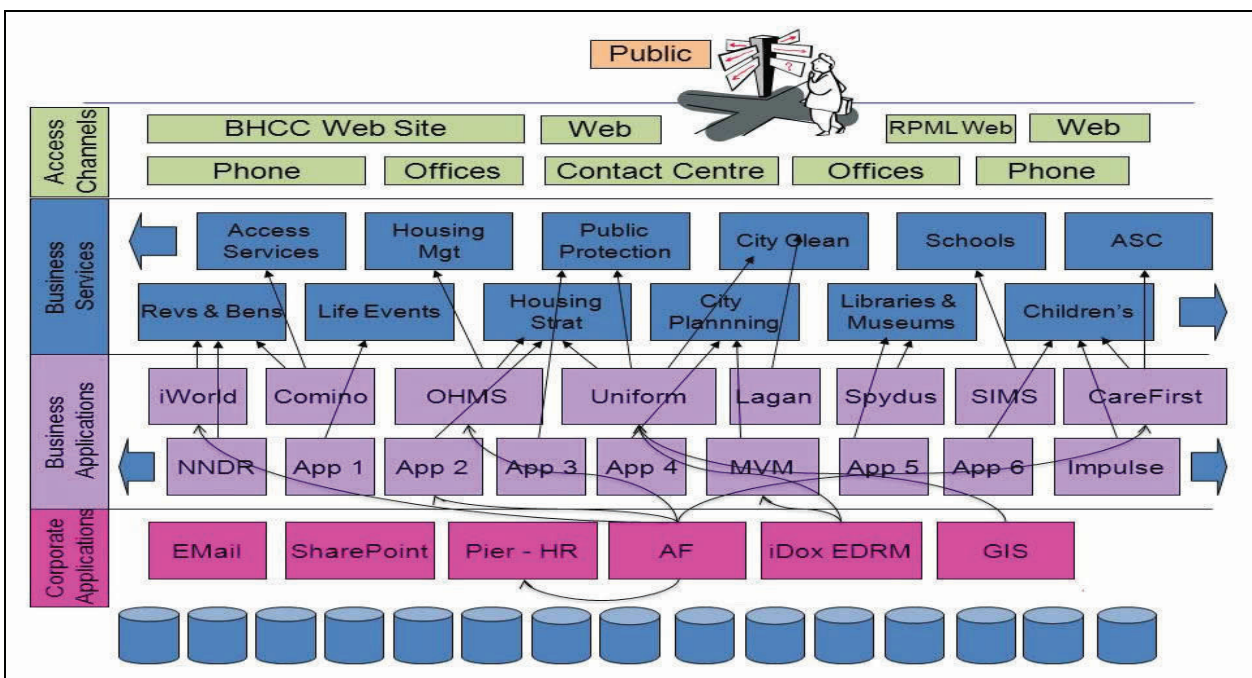


Fig. 4 Current Information/application architecture

The current architecture (Fig.4) is no longer fit for purpose and must be redesigned to meet the requirements of the organisation’s new operating model. As the information and application architecture is intrinsically linked to business processes any changes need to be made in conjunction with business partners and users. We will take a staged service oriented approach and will design and develop our architecture using common descriptions and open standards. We will target and align the development of the architecture by identifying common processes and priorities together with stakeholders to ensure service continuity during the transitional phase.

The diagram below shows the transition phase in which platforms and applications are consolidated and rationalised around 6 common platforms.

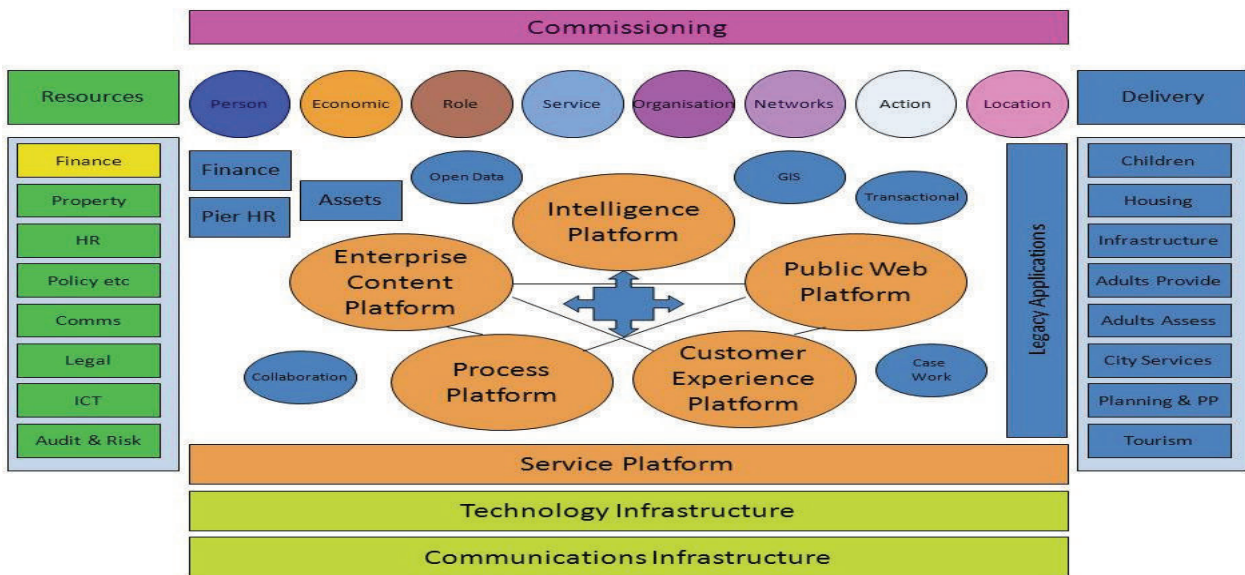


Fig. 5 Transition state Information/application architecture

Ultimately, we will deliver a leaner architecture that will enable delivery of the council's overall objectives to provide value for money and a better customer experience through;

- Reducing ongoing cost of ownership and development by rationalising and re-using systems and applications
- Reducing duplication in systems and data to improve data quality
- Enabling information sharing and delivery of business intelligence to improve workforce efficiency, enhance collaboration and support intelligent commissioning
- Enabling customers to drive business process change through greater transparency
- Improving customer experience through personalised access to services
- Increasing technical flexibility which accommodates business change

3.5 Technology

The technical architecture comprises the hardware configuration, operating systems and networking solutions used by the organisation. It addresses issues such as access, performance, resilience, storage and backup. This section of the strategy describes our approach to the technology architecture which will support the delivery of the organisation's business requirements.

The technology requirements of the organisation will be underpinned by the principles outlined below:

3.5.1 Technology Architecture Operating Principles

- **Technology change is governed by the needs of organisational and partner strategy and demonstrable business benefit** – Technology fits with defined architectural design, standards and direction of travel; meet communication requirements for the city; be based on clear strategic and business requirements. Technology allows for and encourages the capability to rapidly and innovatively change

business services and processes in a cost effective way to contain total lifetime cost. Technology design authority is vested in the Chief Information Officer / Head of ICT.

- **Simplified and standardised technical architecture** – Technology is provided across a standardised infrastructure that reduces technical diversity and is available to all parts of the organisation and partners ensuring interoperability, sustainability and consistency with established architecture models.
- **Maximise benefits from existing and planned technology investments** - Technologies is retired, re-used or redeveloped to meet similar or changed business requirements across the organisation and with partners, to ensure maximum value for total lifetime cost. Where duplication exists, technologies are rationalised to maximise the value against the total lifetime cost across a functional area.
- **Adopt open standards to enable technical interoperability** - Technologies allow for information, process and services to work across the organisation, the public and with partners. Technologies deliver interoperability supporting effective, sustainable and rapid change by working to defined open standards.
- **Leverage opportunity presented through emerging technologies** - Technology opportunities are used to provide socio-economic and environmental advantage and to maintain relevance to our customers and the users of technology based services.
- **Maximise products and services that support environmental, economic and inclusiveness outcomes** – Technology products and services are designed and commissioned which consider the environmental impact and support sustainable economic development. Technology products and services are designed to be inclusive of different needs including accessibility requirements.
- **Sustainable solutions design** - Services and technology offered to the end user and are designed to balance the requirements of the user's role and some elements of personalisation with the need to only implement solutions that are affordable, supportable, have longevity and add value.

Current Situation

Significant investments in ICT have been made over time by the Council to develop a corporate ICT infrastructure, including network, communications systems, a standard desktop environment, a corporate web presence and internet services, and support for flexible and mobile working using Citrix. A sophisticated central Data Centre has been established providing servers and databases to support corporate and service systems, with secure storage and backup facilities for documents and business data.

Like all technical systems the corporate ICT infrastructure needs to be maintained and kept updated. This ensures the value of the original investments is maximised, and that an effective technical environment for the Council can continue to be provided

Future Plans

During the lifetime of this strategy we will build on the foundations we have laid and move the technology infrastructure into a more flexible and scalable architecture where services can be extended out to partners and are available to those who need it on a self-service basis, wherever they are working. This approach will support the changing shape of the organisation and its relationships with partners and customers.

Through our investment programme ICT will ensure our infrastructure and core technologies remain resilient, fit for purpose with capacity to grow in line with increasing demand. As expectations continue to grow for information and online services we will invest in technologies which ensure we continue to deliver services safely and securely whilst protecting the integrity of personal and sensitive information.

Currently applications are delivered to end users from our data centre and/or installed directly on desktop machines. It is our aim to replace this model with applications delivered remotely on a “pay as you go” model to reduce ICT hardware related capital expenditure. We have recently completed the initial virtualisation of our server estate, which will enable us to effectively run our infrastructure until the time, where a full migration to a remote delivery model can be achieved.

Consumerisation and Mobility

The rapid pace of change in technology and in users expectations is expected to continue providing more choice to consumers and blurring distinctions between work and personal technology provision. Our strategy is to support this shift by encouraging wider use of consumer devices and technologies supported safely in the workplace to reduce cost, introduce greater flexibility and wider efficiency.

There is a parallel change programme underway in the organisation expected to deliver increased mobility for a flexible workforce and for the capability for staff (and partners) to work from multiple locations dependent on their role. These demands are driving our investments in technologies (such as cloud and Virtual Desktop Infrastructure (VDI) to follow the user, releasing them from the boundaries of their office.

There is a need over a relatively short period to refresh of a substantial part of the desktop estate with more flexible, lower cost desktop computing solutions. As a stepping stone towards these new models we will continue to implement a Virtual Desktop Infrastructure (VDI) to provide desktop services without requiring costly and powerful local machines. Introducing the VDI infrastructure will allow the ICT organisation flexibility and agility in managing the transition towards Cloud Computing as models mature. For instance, it will allow applications to be deployed and tested across different user bases with practically no deployment or administration overhead.

Over time, we aim to replace most of the desktop applications we are currently running with alternatives delivered from the “cloud”. In conjunction with this changeover, we aim to significantly reduce the amount of separate applications running in the council by standardising on a few key platforms and limiting the amount of customisation done in response to user requirements focusing instead on finding ways of enabling business processes through standard applications.

Open Standards and Open Source

It is critical that all platforms and applications brought into the council on this model conform to open standards for interoperability and data exchange. This is necessary to reduce the risk of vendor lock in and to ensure seamless integration between systems. Where a business case will support it priority will be given to Open Source software alternatives. Continuous

monitoring of the evolving space of cloud computing standards will be necessary going forward to accommodate this goal.

The following table outlines the prime areas themes for technical delivery.

Servers and Data centres
<ul style="list-style-type: none"> • Maximise opportunities for server virtualisation to increase the capacity of the data centre with lower energy consumption, and to upgrade to later versions of virtualisation to provide more flexible scaling of server capacity. • Establish a model of facilitated infrastructure facilities to partners • Assess options for off-site hosting and outsourcing opportunity. • Actively explore a business case for utilising the Cloud for storage, processing and as an architecture for resilience
Mobile Technologies
<ul style="list-style-type: none"> • Creation of a common, secure local Public Sector Network (PSN) infrastructure to service shared office space and common mobile access • Establish a common set of standards for personal, mobile and office based end-user devices • Deploy Identity and Access management solutions (Single Sign-On) • Provide appropriate personal computing facilities to suit all categories of staff and their working locations • Develop solutions for secure remote working (i.e encryption, end point management)
Shared Services Infrastructure
<ul style="list-style-type: none"> • Public Sector Network and GSI adoption with interconnects between regional authorities • Explore options for shared/hosted data centres, applications and infrastructure • Develop integrated Directory Services • Design Enterprise Architecture requirements for shared capabilities
Desktop computing
<ul style="list-style-type: none"> • Support models for consumer and mobile devices • Unified Communications platform integrating mail, presence, messaging, collaboration and voice services • Design a desktop strategy that can evolve and converge with any cloud strategy and to ensure that it is designed in this way. • Continue to explore virtual desktops as a way of extending the life of older equipment and providing greater central management. • Increase the usage of web-browser based applications in order to move away from the desktop centric environment and allow for future cloud based services.
Voice and Data
<ul style="list-style-type: none"> • Development of government (IL) accredited networks for secure hosting and transmission of data • Modular approach to provision of wireless network coverage • Implementation of Public Sector Network (PSN) • Development of Local Broadband Plan alongside Superfast Broadband development • Deployment of digital (IP) telephony to allow extension numbers to follow staff wherever they logon to the council network • Support initiatives for 'one number' and associated solutions such as IVR • The modernisation of the telephony systems that support voice communications and automated call handling.

The diagram below highlights ICT intended direction of travel for key technology areas

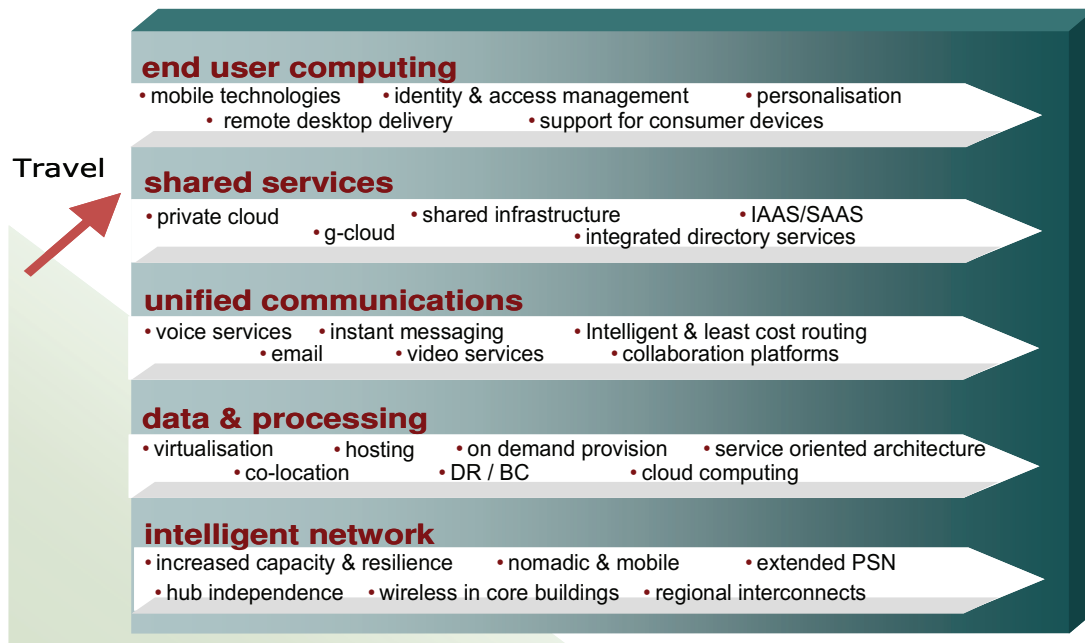


Fig. 6 Direction of travel for technology based services

3.6 Organisational Capability

In order to deliver the strategic position ICT will support the organisation to build on existing capabilities and develop new ways of working that will deliver sustained improvements now and in the future. The organisation will need to become proficient in:

- Enabling change
- Delivering change through strong leadership and a clear transformational change framework.
- Creating an environment for change by building an organisational culture that promotes creativity, social entrepreneurship, trust and collaboration
- Developing partnerships
- Identifying opportunities for collaboration with internal and external partners
- Negotiating and develop meaningful and sustainable relationships
- Delivering services across traditional boundaries
- Understanding the needs of the City
- Engaging with businesses and residents
- Providing citizens with the opportunity to influence
- Using business intelligence to target services effectively
- Managing information
- Establishing the value of the organisation’s information and data assets
- Managing and make best use of data and information assets
- Ensuring transparency
- Making data publicly available and promote its innovative use
- Exploiting technology
- Promoting the innovative use of technology to drive efficiency and lower costs
- Making better use of existing technologies
- Improving workforce efficiency by raising IT awareness and capabilities

4. ICT PROCESSES AND SERVICES

ICT processes are based on ITIL (Information Technology Infrastructure Library) which provides the best practice framework for delivering ICT services.

The following table summarises the services currently provided by ICT:

Service category	Services currently provided
Network and internet connectivity and data management	Installations, maintenance, support and data storage/backup
Hardware	Installations, maintenance, support and disposal
Communications (including email, VoIP and telephony)	Installations, maintenance and support
Business application, software and information systems	Installations, maintenance, development, change management, supplier management, disaster recovery planning, training and support
Security and information compliance	Procedures, protocols, standards, guidance and investigations
Business support	Business engagement, ICT Consultancy, Project Management, Contract management, invoicing
Office moves	Network installations, telephony, print and copy installations, desktop moves

Table 2: ICT services

4.1 People

Capability for leading and managing ICT enabled change will become more critical in the Council than it is seen to be today as ICT will be expected to deliver innovation, improved customer service and organisational change programmes - not just run traditional ICT services.

Our ambition in ICT is to transform our service from a reactive supplier of technology, to a strategic partner and advisor to the organisation, its partners and the city. The first step towards realising this ambition was to restructure the ICT service to build capacity for increased business support and engagement. This was completed in July 2010 and moving forward needs to be consolidated by a shift capability and skills from where it currently lies.

Organisational change, programme and project management, information management, collaboration and commissioning (procurement) will become more significant roles for ICT staff. Stronger links to business areas including customer service, channel management, HR, facilities management will be developed as ICT increasingly lies at the heart of these activities and can only be leveraged by experienced and capable ICT professionals - staff who know about running change programmes, service design and understand the risks and opportunities for technology.

A major change is needed in attitudes of staff within the ICT profession and the way ICT professionals are viewed by the council. Service reform and business change management will be a capability and skill we develop within ICT so the council stops seeing ICT as a 'centre of

technology' or just as a support service; regarding ICT instead as a source of innovation, efficiency and improved service.

ICT will build capability and skills to encompass:

- Organisational change management and process simplification
- Business (re)development enabled by ICT
- Management of the organisations information assets
- Commissioning and supplier management

There are two further factors heavily influencing the organisational design of ICT service provision.

The first is the need to reduce cost and increase productivity. To this end, ICT will become more efficient by removing duplication, centralising ICT category spend and services currently distributed across the organisation, breaking down silos and inconsistent working practices and developing the skills that provide best value.

In addition technological advances together with the emergence of a supplied services marketplace have opened opportunities to commoditise some technical and support services. This is an approach which has been taken by many organisations in recent years to achieve improved value for money.

The second factor is the degree and pace of change across the city which will increase demand for technical solution design, service design and business support services described in the previous section. To meet this demand our workforce will be supported to develop new skills through a programme of Continual Professional Development (CPD) and performance management.

New and additional skills will be developed in the following areas to support the strategy:

Strategy and Architecture

Information management; records management; enterprise and solutions architecture design

Business Change

Business, data and process analysis; business process testing; business modelling; stakeholder relationship management; project management skills

Solutions Development and Implementation

Business reporting; solutions and integration testing; solutions development and systems development; requirements definition

Procurement and Management Support

Supplier relationship management; negotiation skills; contract management; financial management; workforce development, category and contract management

Alongside this approach ICT will engage with local and national organisations in the private and public sectors that can provide short-term expertise and transfer knowledge to our workforce. This is dual approach is essential to shorten the time required to develop the skills needed to deliver new services and scale service provision against demand.

These three approaches, centralisation, commoditisation and re-skilling will position ICT to become a strategic partner and advisor to the organisation.

4.2 ICT Governance

The ICT Governance process is a collection of decision making frameworks with business representation. This provides a setting for the effective management of ICT and creates an environment in which organisational business objectives can be achieved. The processes empower the ICT workforce to make decisions more rapidly and remove the reliance on hierarchical structures. By formally integrating our customers into a more holistic decision making process which is both consistent and transparent, customer relationships will be improved and solutions will be better aligned to business and user needs.

As stated earlier in the strategy ICT has a new and more demanding role as a facilitator to enable the organisation to realise its ambitions to increase operational impact, improve efficiency and reduce operating costs. Indeed technology is one of the biggest areas of investment for any organisation seeking to increase efficiency and reduce cost. For BHCC the investment required to deliver the full benefits of our transformation programme is likely to be significant so it is essential that a robust framework is in place to ensure the rational allocation of resources.

Currently, our governance process considers two main elements, the technical feasibility and the financial feasibility of the change proposals.

Technical decisions concerning security and risk or changes to our enterprise architecture, are made by the Change Advisory Board (CAB) which has representation from technical and information experts to guide its decision making.

All ICT decisions and programmes that require financial investment are subject to corporate change board and in line with established organisational decision making procedures. This is designed to ensure that investments are transparent, deliver value for money and are closely aligned to business and IT strategy.

It is important that the existing framework matures and introduces new governance domains. A complete ICT governance model is shown below;

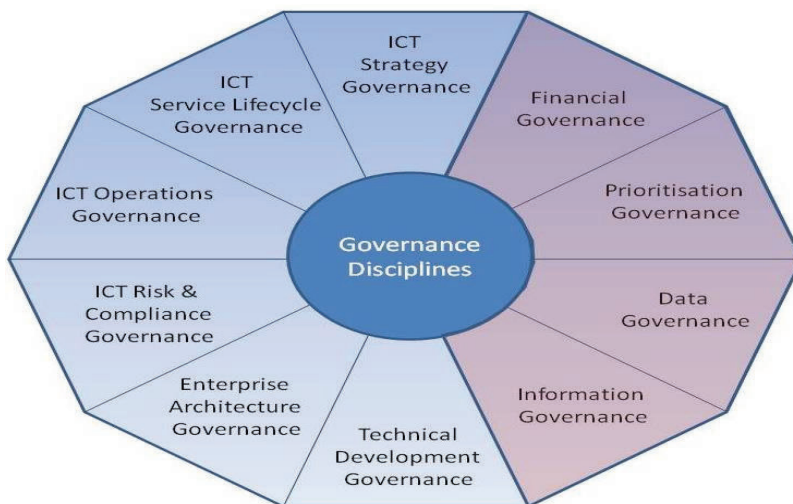


Fig. 9 the ICT governance landscape

4.3 ICT Financial Management

The Council uses different plans and strategies at all levels of the organisation to plan and monitor the achievement of its objectives. This overall context of working can be explained by our Corporate Planning Framework. The priorities from the Corporate Plan influence the ICT strategy, and the financial implications of this flow into the Medium Term Financial Strategy.

Many of the requirements identified in this strategy will inevitably have associated costs and where this is the case a full business case will be prepared. This business case will list the alternative approaches and solutions considered, make a considered and explained recommendation, and then give a complete cost breakdown of what will be involved. Where appropriate a clear rationale will also be provided for the requirement which shows demonstrable return on investment.

It is not possible to provide costs within this document, as these will depend on analysis work at the time the requirement is being further investigated however in order to support the benefits outlined through delivery of the ICT strategy it is assumed the following are in place:

- Revised financial arrangements to facilitate investment in corporate facilities outside service department budgets.
- A corporate approach to planning investment in technology balanced against improvement and savings in business delivery units.
- Robust governance to make sure that all technology investment and all service delivery partnerships work with and make best value use of our existing technical infrastructure.

To plan and cost-justify the implementation of the new technical architecture we will define an ICT Delivery Plan that connects with programmes of work established through corporate governance processes including a timetable for projects and full cost models.

Previous ad hoc funding and procurement of ICT systems has encouraged piecemeal development and the proliferation of separate small-scale applications, leading to duplication, inefficiencies, and increased maintenance costs. Investing in ICT on a strategic basis, focusing funding to deliver shared and re-usable solutions for widely shared requirements, is a vehicle to help develop a more flexible and effective Council serving the local community, in line with priorities in the Corporate Plan, Community Strategy, and key service strategies.

ICT aims to adopt a new financial model which will support our role as strategic partner to the organisation. Through the adoption of this model we will ensure that the cost of ICT systems and services are more transparent and in doing so, raise awareness and ownership at a business level.

We will work within the following parameters;

- Deliver internal services agreed and negotiated against a centralised performance compact
- Deliver traded services where they are to the benefit of the city's outcomes
- Manage the financial investment profile in line with agreed service planning assumptions and the constraints of funding profiles
- By exception deliver additional, directly funded "exceptional" services to discrete business areas.

Each of these is described in more detail below.

4.3.1 Internal Services

It is proposed that the costs of ICT services are defined as management costs which are distributed across Delivery Units and monitored against a central performance compact. The performance compact will contain financial performance measures to include for example -

cost per desktop, cost per head, cost per MB storage etc. The focus will be on commodity costs where the greatest opportunities exist to drive down costs.

This will achieve the following benefits:

- Ensure prioritisation of ICT services is driven by strategic outcomes not individual competing demands of delivery units.
- Remove administrative overheads (e.g. recharging processes) across all budgets.
- Support application & infrastructure rationalisation
- Support ICT to operate as a gatekeeper for new services and inhibit extravagant and specialist separate line of business solutions.
- Gain business accountability for spend and expose year on year maintenance costs

The benefit for delivery units will be a transparent funding regime delivering to them a common set of services prioritised in line with the Council's agenda. The benefit for the organisation as a whole is the improved ability to strategically direct ICT spend to support agreed outcomes. The benefit for ICT is the ability to plan and execute rational investment in services.

4.3.2 Traded Services

ICT has a successful track record in delivering cost effective and valued services in a traded capacity. The excellent service delivered to schools is an example of this. The services delivered benefit the individual schools, the organisation through the effective information flows and the wider community through the collaborative environments and creative use of learning technologies across the city.

This model and the financial base which underpins it could be expanded to new opportunities where they support the strategic outcomes for the city. Examples may include services to health partners (e.g. G.P. consortia). This has benefits beyond the straight supplier services on offer, as it can enable the effective sharing of information, intelligence and collaboration. There are also likely to be services which we may want to trade (financial or in kind) with other public sector bodies locally in support of the strategic outcomes

In addition the intelligent commissioning model suggests that our engagement with the Community & Voluntary Sector is likely to develop. Here we need to be clear that the benefits of a traded service may not only be measured on financial value. We may decide to supply service to providers within this sector at below cost in order to gain the wider socio-economic benefits that a commissioning model can achieve. The value placed on good information flows (like those already achieved with schools) and a broadened voluntary workforce could be seen to outweigh the direct costs of supplying the ICT services.

4.3.3 Financial Investment Profile

ICT will aim to deliver a holistic investment profile across the ICT Category and identify the required levels of funding to deliver services which support the strategic outcomes of the city. This will support the management of the underlying infrastructure components (see fig 8.) through an asset lifecycle and capacity planning programme. This will also allow us to achieve sustainability benefits, delivering;

- a financially known and viable asset costings planning horizon
- known capacity planning to deliver for other projects and in support of strategic outcomes

4.3.4 Exceptional Services

There are some circumstances where individual service areas within Delivery Units will have an absolute requirement to go beyond the core, prioritised services delivered by ICT to the organisation as whole. An example would be 24/7 service requirements for Children's Social Care to ensure availability.

These will require agreed business cases being supported by ICT Governance Processes and ratified through the relevant corporate project prioritisation process. A judgement will also need to be made on where the costs should be born for these services, whether they are significant enough in their socio-economic impacts to warrant corporate support (similar in model to the below cost support that could be provided to 3rd sector).

Exceptional service costs should be transparently modelled, to ensure that the true additional costs of this additional service are known and understood.

4.4 ICT Metrics

ICT investment represents a significant percentage of the organisation's budget and underpins an increasing number of business critical processes; therefore, measuring the success of the investment is essential. ICT cost management is clearly an important measure, but the introduction of a balanced scorecard approach will provide a more holistic measurement which will add context and perspective to a pure financial measure.

For some time the balance scorecard approach, originally developed by Kaplan and Norton, has been proven method for performance management and strategic alignment across many industries. However, it is Van Grembergen's ICT specific adaptation that will help us develop meaningful metrics to understand and demonstrate ICT's value to the organisation.

In recent years ICT has been taking a useful measure of **User Orientation** by running annual ICT customer satisfaction surveys to assess how our internal colleagues perceive our services. However, it is important that this measure is extended to include the organisation's customers and partners.

Increasingly services are presented to the public using technology as well as other more traditional channels. The quality of our technology therefore, makes a significant impact on the customer's perception of the quality of Council services. We must acknowledge that we are being compared to other commercial organisations that offer transactional and information services over the web.

Consequently, when developing user orientation metrics, it is important to ensure that we benchmark our performance against comparable services.



Fig. 10 Van Grembergen's ICT Balanced Scorecard

To demonstrate **Business Contribution** it is important that we measure the alignment between ICT strategy and organisational strategy in order to ensure that the organisation's entire project portfolio is coordinated and can deliver expected benefits. In the new organisational landscape, ICT will be increasingly measured on the outcomes of IT investment to ensure that ICT can demonstrate value and return on investment. It is expected that these outcomes will be articulated through the service performance compacts.

In order to address the **Operational Excellence** sector, we will continue to use benchmarking services such as those provided by the Society for IT Management (SOCITM) to compare costs and performance with other local authorities and use the findings to inform improvement strategies. The SOCITM benchmarking indicators are aligned to the UK Public Sector Audit Agencies' 'Value for Money in Public Sector Corporate Services' and are used to review:

- ICT costs and staffing
- ICT performance
- Service quality/quantity
- Information management and quality
- Technology metrics
- Server Infrastructure by platform
- Data and Voice Network services, Internet & Security
- Desktop Services
- Business applications

Finally, to demonstrate ICT's **Future Orientation** we must be able to measure the capability of ICT to innovate and support future business transformation. This measure should include both the flexibility of the technology and the ICT workforce to innovate and respond to variable demand and rapidly changing technological environment.

4.5 Sourcing

ICT will adopt the following set of sourcing principles to ensure consistency, fairness and strategic fit. The application of these principles will be managed through ICT Governance and be subject to performance measures.

Manage cost

We will explore options for collaboration, joint procurement and shared or hosted services with other public bodies (such as South East 7 partnership and Local Strategic Partnership) and partnering arrangements with suppliers.

- Where possible we will ensure suppliers use widespread open source languages and open standards.
- We will engage with communities of interest, such as the local development community and local businesses.
- We will encourage a competitive supply market.
- We will consolidate current supplier numbers to a more strategic and manageable level.

Add value

- We will engage with relevant stakeholders and service users to ensure that needs analysis and design of specifications reflects community requirements and recognises the contribution of existing local services.
- We will encourage an innovative and varied supplier market.

Sustainability

- We will ensure that products and services are energy efficient.
- We will encourage partners and suppliers to consider the environmental impact of their products and services.
- Where appropriate we will use local providers to support sustainable economic development.

Ensure flexibility and scalability

- We will always have an exit strategy when entering contractual agreements.
- Contracts will enable us to scale supply in accordance with demand.
- Suppliers must be willing and able to support integration with our enterprise architecture.

Legal

Procurement will always be conducted in accordance with the relevant UK and EU legislation.

In order to minimise the overall cost of procurement, we will seek to extend current contracts or use existing framework agreements before considering full OJEU tenders.

5. RISKS

Table 4 outlines the major risks associated with the implementation of the ICT Strategy and considers approaches to mitigation.

Risk category	Risk description and impact	Mitigation
Cultural change	There is always an element of risk associated with significant change, however, full benefits of technology changes, can only be realised when implemented alongside cultural, policy and process change. There is a risk that the technology changes are made in isolation and benefits are not realised.	Establish an environment for change across the Council with robust governance to ensure that the cultural, policy and process changes are embedded as an integral part of any change.
Interdependencies	All elements of the strategy are interlinked. Failure to invest sufficiently in one element would significantly reduce the value of the overall investment.	The organisation must be made fully aware of, and commit to, the investment required to deliver the strategy.
Financial investment	Across the board cost cutting could result in ICT being unable to secure the investment to deliver the strategy. Risks that could prevent or delay investments are: ICT is not recognised as an enabler of organisational efficiencies and savings. High value, long term investment for strategic objectives are overlooked in favour of short term returns.	Ensure that ICT strategy is clearly aligned with the desired outcomes for the organisation. ICT must be able to demonstrate value and clear return on investment.
Interoperability standards	Development of universal interoperability standards may be delayed or insufficiently developed to meet the timescales for our technology programme which could prevent the development of an enterprise architecture.	Review and monitor the development of standards, make partners and the organisation aware of the risks associated with a lack of defined standards.
Corporate governance	There is a risk that the organisation will not define and implement strategic criteria for selection and prioritisation of corporate projects. There is also a risk that when decisions are taken, ICT impacts are overlooked. This could result in ad hoc or extravagant investments and missed objectives.	The organisation establishes robust governance for change and a process for strategic prioritisation of projects.
Capacity and organisational support for information and change	There is a risk that the organisation provides insufficient resource to manage technology and information change programmes. If we do not appropriately support these change programmes there will be delays to, or inability to achieve organisational outcomes as envisaged	Develop strategic partnerships with both private and public sector organisations. Invest in a programme of continual professional development and identify additional alternative funding sources.
Impact of strategic delivery on business as usual	The increased demand for resources to deliver change work will divert resources from business as usual resulting in a degrading or inconsistent level of service.	Implement strategies to free up business as usual resources (SCC contract, service desk channel shift, licence management system).

Table 4

6. APPENDIX I - GLOSSARY OF TERMS

Application architecture

See **Information and application architecture**

Architectural design

The process of translating strategic business need into effective enterprise technologies as carried out by the Enterprise Architect. The scope of architectural design includes the people, processes, information and technology of the enterprise, and their relationships to one another and to the external environment.

See also **Enterprise architecture**

(ICT) Asset

Any ICT resource or capability that could contribute to the delivery ICT services. Assets can be one of the following types: management, organisation, process, knowledge, people, information, applications, infrastructure, and financial capital.

Asset lifecycle (management)

The end to end financial, contractual and inventory management of all software and hardware in the business environment. An asset life cycle typically includes the phases of planning, acquisition, deployment, management and retirement.

Business analysis

Business analysis is the discipline of identifying business needs and determining solutions to business problems. Solutions often include a systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development.

Capacity planning

The process of determining the maximum amount of work that an organisation is capable of completing in a given period of time needed in order to meet demand

(ICT) Category management

Category management is the process of managing product categories (instead of the individual products or services) as a strategic business unit.

Commoditise

To source consumer type services (those where quality is unaffected by the market background of the supplier) from the broadest possible marketplace, covering: public, private, shared and cloud service providers, with the aim of reducing cost.

Commodity costs

The cost of a product or service which is supplied without qualitative differentiation across a given market.

Customer Engagement Management software

Applications which integrate the management of customer service, marketing, and sales into a unified system. Customer Engagement Management (CEM) systems provide an enhanced ability to share information, track customers, automate routine services, and enable the customer to manage parts of their own data.

Customer experience platform

Environment that manages all customer contact across multiple channels – web, mobile, phone, face to face etc. The aim is to ensure that the experiences that customers have meet their needs, expectations and delivers the results that the organisation requires.

Data governance

The practice of organising and implementing policies, procedures and standards to ensure the quality and effective use of structured and unstructured data assets

Development governance

The decision making framework which controls the development of applications.

Electronic document and records management

A type of content management system which integrates document management (used to track and store electronic documents and/or images of paper documents) and records management (document lifecycle management) in a single system.

See also **Records management**

Enterprise architecture

A comprehensive framework used to manage and align ICT assets, people, operations, and projects with its operational characteristics. The enterprise architecture defines how information and technology will support the business operations and provide benefit for the business.

Enterprise architecture governance

The decision making framework which ensures that the development of the enterprise architecture is reflective of both current and anticipated, strategic business need.

Enterprise content platform

An integrated environment that allows content to be easily re-used, reassembled and adapted for different purposes and requirements

Financial governance

The policies, processes and controls implemented to ensure that investment is aligned to current and anticipated strategic business need.

GCSx

The Government Connect Secure Extranet (GCSx) is a secure network which enables secure interactions between connected central government departments and national bodies. It also provides secure access to other secure networks, such as the National Health Service (N3), the Criminal Justice Extranet (CJX) and the Police National Network (PNN)

See also **GCSx Code of Connection, N3**

Governance**GCSx Code of Connection**

The GCSx Code of Connection (CoCo) is the high level security standards which, when met, enable an organisation to join the GCSx (Government Connect Secure Extranet)

See also **GCSx**

Hardware configuration

The settings that have been applied to the various computer devices (e.g. IRQ lines, DMA Channels, memory address settings, etc).

Information architecture

The practice and processes for developing frameworks for ensuring the maximum exploitation of an organisations information assets. Will include the development of structures

and processes to ensure that information is findable, usable and useful.

Application architecture

The practice and processes for developing a framework for all applications and information systems across the organisation. The aim is to ensure the appropriate fit for now and the future between business requirements and the delivery of applications. This will include whole life planning and where appropriate development, procurement, decommissioning and replacement.

Information governance

The policies, processes and controls implemented to manage information to ensure that it supports the organisation's immediate and future regulatory, legal, risk and operational requirements.

Information management

A business process that formalises the management and use of an enterprise's information assets. Information management promotes a collaborative and integrative approach to the creation, capture, organisation, access and use of information assets, including the tacit, uncaptured knowledge of people. Information management is also referred to as IM and knowledge management.

Integration testing

The phase of software testing in which software modules are combined and tested as a group.

Intelligence Platform

An environment which allows users at all levels of the organisation from frontline workers to strategy developers to access, analyse, manipulate and act on structured and unstructured information sources using a variety of tools and visualisations appropriate to their role. Allows the development of predictive analysis for decision making based on existing intelligence.

Interface

The protocols that unrelated technologies use to communicate with each other.

Interoperability standards

Commonly agreed and established protocols that provide a common interface between different technologies and/or applications.

ISO270001

An Information Security Management System (ISMS) standard published by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC).

Local Strategic Partnership

Local Strategic Partnerships (LSPs) bring together representatives from the local statutory, voluntary, community and private sectors to address local problems, allocate funding and discuss strategies and initiatives. The LSP for Brighton & Hove is the 'Brighton & Hove Strategic Partnership'.

N3 Governance

The processes and controls that organisations must comply with in order to gain access to the NHS National Network (N3). N3 Governance is also known as The Information Governance Statement of Compliance (IG SoC). See also **GCSx**

Network

A system containing any combination of computers, terminals, printers, audio or visual display devices, or physical communication equipment or cables: used to transmit information

OJEU

Official Journal of the European Union

Operating system

An operating system (OS) is the software that controls the allocation and usage of hardware resources such as memory, CPU time, disk space, and input and output devices.

Operations governance

The policies and controls used to ensure the quality and effectiveness of ICT processes and services.

PCI DSS

The Payment Card Industry Data Security Standard (PCI DSS) is an information security standard defined by the Payment Card Industry Security Standards Council developed to help prevent credit card fraud.

(Web) Personalisation

In ICT terms, personalisation refers to the use of technology to accommodate the differences between individuals.

Personalised web pages use the characteristics and attributes of the individual user to determine the type of content provided. This could be based on as diverse as interests, social category, role or functional area within an organisation.

Portfolio management

A systematic and formal approach to managing ICT capabilities.

Prioritisation governance

The decision making framework used to establish the relative importance of ICT projects and pipeline work.

Process analysis

The analysis of a chain of logical connected, repetitive activities that utilise the organisation's resources to refine an object for the purpose of achieving specified and measurable results or products for internal or external customers.

Process platform

A framework of services which allow for the development, management, automation, review and interaction between human and transactional processes within the organisation.

Programme management

The process of managing several individual but related projects in order to produce an overall outcome.

Public sector network

The Public Sector Network (PSN) will create the effect of one network from multiple suppliers and different infrastructures for use by the public sector.

Public web platform

Web environment used for the delivery and development of applications, content, social media and interaction with the public across multiple web channels (website, mobile etc.)

Remote access to desktop

Applications and data (traditionally accessed from only a single desktop computer) are accessed from any location, using any device with an internet connection, thereby providing a more flexible, mobile work style.

Records management

The practice of managing the end to end lifecycle of an organisation's records from the time they are created until their eventual disposal. This includes classifying, storing, securing, archival preservation and destruction of records.

Records Management is also referred to as RM.

Risk and compliance governance

The policies, processes and controls used to manage operational, financial, strategic and regulatory risk and the management and monitoring of compliance with agreed policies and procedures.

(Web) Self-service

Web self-service allows customers to access information and perform routine tasks over the Internet, without requiring any interaction with a representative of the organisation. It offers the customer immediate access to information without having to wait for an email response or a returned telephone call. Web self-service is dependent on the quality and quantity of information available and the ease with which it can be accessed.

Service life-cycle governance

The controls used to manage changes (including retirement) of live ICT services.

Service oriented

A technical design principle in which functionality is organised into a set of interoperable services. Services are subsequently used within multiple, separate systems from several business domains. Also referred to as Service Oriented Architecture (SOA).

Service platform

Integrates and brings together business applications and processes. Allows for the reuse of existing and new services in support of a service oriented approach. Helps to identify gaps/areas for innovation and drive down cost and accelerate the speed of change.

Software development

The act of working to produce software to meet a specified need. In its broadest sense the term includes all that is involved between the conception of the desired software through to its final delivery.

Solution design

The design of a service or product based on a specified need. The output of this process is a technical description of how the specified requirement will be met.

Solution development

The assembly of the modules described in the solution design phase. This process may require software development and/or the acquisition and configuration of off-the-shelf technologies. Iterative unit and module testing will be carried out in this stage by the developers.

South East 7 partnership

The South East 7 (SE7) is a partnership of seven Councils (Brighton & Hove City Council, East Sussex County Council, Hampshire County Council, Kent County Council, Medway Council, Surrey County Council and West Sussex County Council) that have committed to working together to improve the quality of services and to achieve savings.

Strategy governance

The processes and controls implemented to manage the initial development of ICT strategies and any subsequent changes made to them.

Strategic partner

A long term partner that shares resources in order to achieve a common objective. ICT/technology to be recognised as part of the service delivery model.

Unified communications platform

A unified communications platform enables the convergence in communication networks and applications into a single unit replacing discrete or separately sold applications.

Major elements that fall under "unified communications" include telephone calls, e-mail, unified messaging, presence, instant messaging, contact management and web, video and audio conferencing.

User architecture

The understanding and design of all interactions between the user and any ICT enabled service. This covers all channels from desktops to phones to written communication.

Virtual collaborative environment

Secure area for collaboration between partners and BHCC staff

Application virtualisation

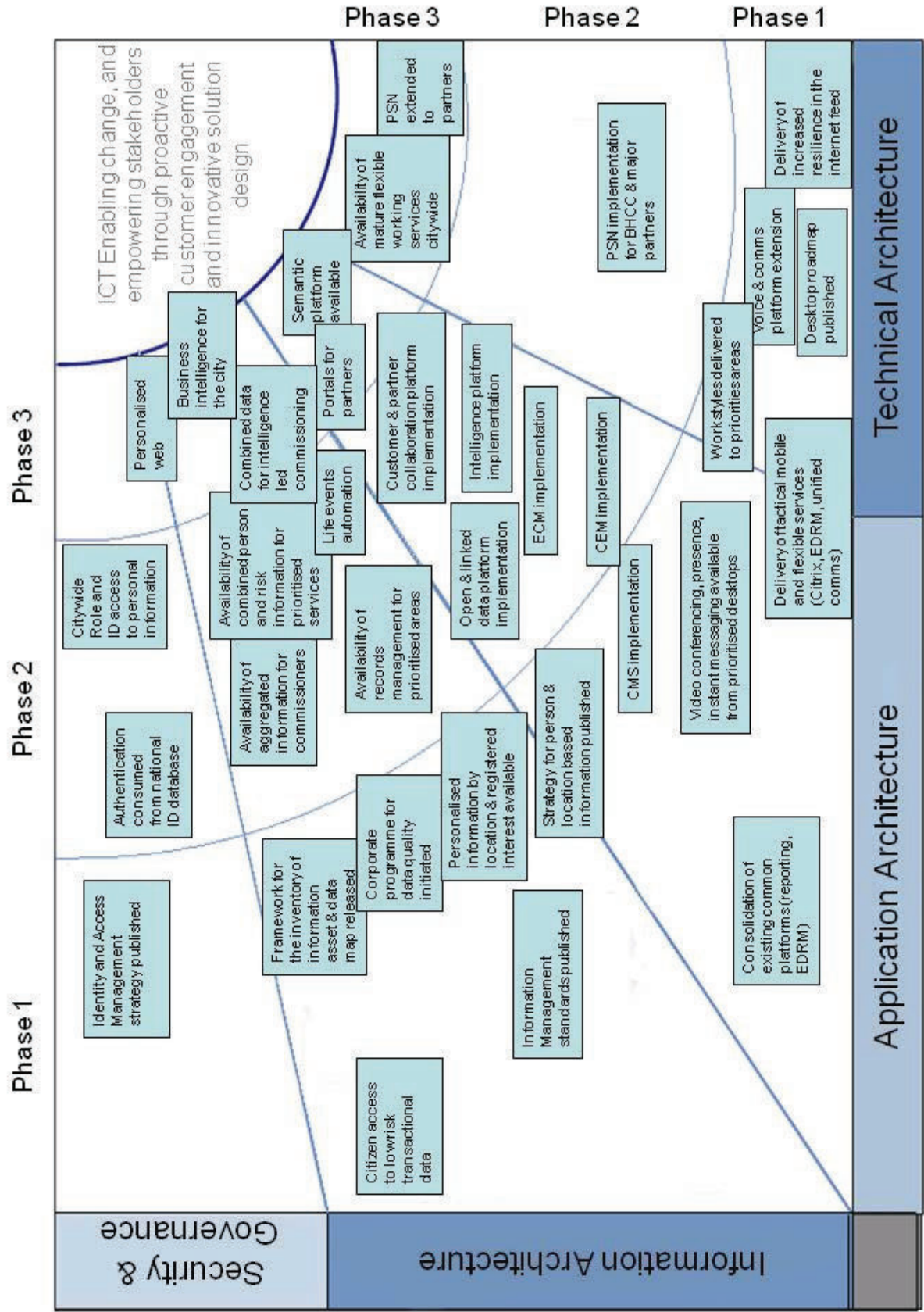
Application virtualization allows computing resources to be distributed dynamically in real time. In standard computing, applications install their settings onto the host operating system, hard-coding the entire system to fit that application's needs. With application virtualization, each application brings down its own set of

configurations on-demand, and executes in a way so that it sees only its own settings. This leaves the host operating system and existing settings unaltered.

VoIP

Voice over Internet Protocol (VoIP) describes the technique for transmitting analogue voice calls as data over IP networks such as the Internet. VoIP is also referred to as Internet telephony and IP telephony.

7. APPENDIX 2 - ICT STRATEGIC DELIVERY PLAN



8. APPENDIX 3 - ICT STRATEGY GOVERNANCE

8.1.1 Duration

This strategy will remain valid until 1st April 2016 or until superseded by a replacement ICT strategy. Interim updates are only permitted through the ICT Strategy change process outlined below.

8.1.2 Change to strategy

The Head of ICT will carry out an annual review of the strategy to ensure it remains consistent with organisational objectives. Any changes made under the review must be approved by the Head of ICT and the Strategic Director Resources prior to release.

Significant change to this strategy will require an updated strategy will be issued to cabinet for approval under the direction of the Lead Member Central Services.

8.1.3 Measurement

The alignment between ICT and organisational strategies and the execution of the ICT Strategy Delivery Plan will be measured in the 'Business Contribution' quadrant of ICT balanced scorecard.

8.1.4 Responsibility

All aspects of ICT strategy governance are the responsibility of Head of ICT Business Strategy.

9. APPENDIX 5 – MAJOR APPLICATIONS LIST

Applications		Supplier	Description	Area(s) of use
Case Management / Customer relationship management (CRM)				
Attrila	Compiforce		Case management system for debt recovery by bailiffs	City Services
CareFirst	OLM		Case management system for adult and children's care services.	Adult Assessment; Adults Provider; Children & Families
CentrePoint (Respond)	CDC Software		System to manage the feedback, comments and compliments processes from capture through to resolution.	Policy, Performance & Analysis
Clients of Concern	BHCC		Database of people who as a result of violent or abusive behaviour pose a risk to employees.	Organisation-wide (front-line services)
InCase Intelligence	INTEC		Fraud case management software	Finance; Housing & Social Inclusion
iTrent (PIER)	MidlandHR		Human Resources, payroll and workforce planning solution	HR; Organisation-wide
i-World	Sx3/Northgate		System managing the administration of Revenues (Council Tax and Business Rates) and Benefits (Housing Benefit and Council Tax Benefit).	City Services
Lagan Enterprise Case Management (ECM)	Lagan		Service delivery platform which supports case handling through configurable business processes.	City Infrastructure
Marval MSM	Marval		IT service management (ITSM) software used to record and track ICT incidents, problems and changes	ICT
Mayrise	Mayrise		A suite of inter-related environmental management modules covering, street lighting, street works, highways, waste management and grounds maintenance.	City Infrastructure
MVM	MVM/Northgate		Planning application case management tool	Planning & Public Protection
OHMS	Northgate		Housing Management, Contractor Management and Financial	Housing & Social

		Management	Inclusion
IDOX Uniform Suite (inc. TLC)	IDOX	A suite of integrated modules for the management and administration of land and property	City Infrastructure
VIDESS (iris legal)	Iris legal solutions	Electronic case and practice management for the legal sector	Legal & Democratic Services
Core desktop tools			
Citrix XenApp	Citrix Systems	Application virtualization/application delivery product that allows users to connect to their corporate applications remotely.	Organisation-wide
MS Office suite (inc. MS Outlook)	Microsoft	Inter-related desktop applications. Includes the tools provided as standard (Word, PowerPoint, Excel) and those available with an additional licence (Visio and Project). Also includes the corporate email Outlook.	Organisation-wide
The Wave	n/a	BHCC intranet	Organisation-wide
BHCC corporate web site	n/a	BHCC public facing web-site	Organisation-wide
Data analysis			
AccsMap	Buchanan Computing	Map-based road casualty analysis system	City Infrastructure
BHLIS (Brighton and Hove Local Information Service)	n/a	Access to national and local statistics and indicators relating to Brighton & Hove.	Organisation-wide
uEngage	Limehouse/Objective	A suite of tools for consultation management, analysis and reporting.	Organisation-wide
Document management (EDRM)			
Comino DMS	Civica	Captures paper records electronically and stores them for later viewing.	City Infrastructure
IDOX EDRM	IDOX	Document management system enabling document scanning, indexing and viewing.	Organisation-wide
Finance			

Authority Financials	Civica	Core accounting and finance administration tool.	Organisation-wide
Authority Purchasing	Civica	Core procurement and finance administration tool.	Organisation-wide
ICON	Civica	An integrated cash receipting, income management and epayments system	Organisation-wide
Mapping			
ArcGIS	Esri	Suite of tools for advanced spatial analysis, operational processes modelling, and geographic visualisation	Organisation-wide
Local Land & Property Gazetteer (LLPG)	n/a	A unified and consistent database of addresses for the city	Organisation-wide
Localview	Esri	A browser based GIS application used to deliver geographical services to citizens via the corporate web site.	Organisation-wide
Reporting			
Business Objects XI	SAP AG	Business Intelligence tool used for multi-data source reporting, query and analysis.	Organisation-wide
Crystal Reports	SAP AG	Business Intelligence tool used for multi-data source reporting	Organisation-wide
InfoMaker	SAP AG	Database management report writing and building software	Housing & Social Inclusion
Other			
SIMS	Capita	Schools' administration system for managing school business processes and whole school improvement	Children & Families
Interplan	CAM Management Solutions	Integrate corporate planning, monitoring, budgeting and reporting.	Policy, Performance & Analysis

10. APPENDIX 6 - SUPPORTING DOCUMENTS

External supporting documents

UK Government. *Government ICT Strategy*. Cabinet Office. March 2010.

Brighton & Hove Strategic Partnership. *Creating the City of Opportunities*. 2010.

SFIA Foundation. Web. Dec. 2010. <<http://www.sfia.org.uk>>

Internal supporting documents

R. Conway. *Customer Access Strategy (draft)*. ICE Programme. April 2011

S.Cox and J. Jonker Mobile Working Business Case. City Clean. Date 14th January 2011.

F. Radford. *Adult Social Care Information Systems and Information Technology Strategy 2009-2012*. Adult Social Care. February 2009.

F. Radford. *Children and Young People's Trust Information Systems Strategy 2008 to 2010*. CYPT. May 2008.

R. Conway. *Improving the Customer Experience*. Finance & Resources. April 2010.

M. Watson. *City Planning ICT Improvements*. ICT. October 2010.

Brighton & Hove City Council. *Intelligent Commissioning Framework - Interim guide to outcome and intelligence led Commissioning*. March 2011.

A. Dymott. *Accommodation Strategy (doc to cabinet)*. Property and Design. 2010

Brighton & Hove City Council. *BHCC ICT SFIA Skills Matrix*. ICT. Print. December 2010.

M. Watson. *BHCC Information Strategy (draft)*. ICT. January 2011. Print

J. Ainger. *Brighton & Hove City Council - VFM High Level Business Case*. iMPower. December 2009

Subject:	Wide Area Network Procurement		
Date of Meeting:	13 October 2011		
Report of:	Strategic Director, Resources		
Lead Cabinet Member:	Finance and Central Services		
Contact Officer:	Name:	Paul Colbran	Tel: 29-0283
	Email:	Paul.Colbran@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB25362	
Ward(s) affected:	All		

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

- 1.1 On 14th July 2011 Cabinet gave approval to re-procure a Wide Area Network jointly with East Sussex County Council and local public sector partners for a contracted period of 5 years with an option to extend for a further period of up to 2 years as a Sussex Public Services Network (PSN).
- 1.3 Preparations are being made to commence a UK and EU procurement at the end of October 2011 adopting a model used successfully in the procurement of similar networks. The cross authority project group is proposing to increase the initial term of the contract by two years (from 5 years to 7 years) and to increase the option to extend the contract from 2 years to up to 3 years. This report therefore seeks approval from Cabinet to procure the Wide Area Network over the revised contract term

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes the previous approval for procurement of a new Wide Area Network for a contract term of 5 years with an option to extend for a further period of up to 2 years.
- 2.2 That Cabinet agrees to a revised term of the contract from 5 years to 7 years and a revised option to extend the contract for a further period of up to 3 years (instead of 2).

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Council is dependent on the provision of consistent data services to operate efficiently. Without high performance connections to all its sites, the council would be unable to meet its obligations to support staff in meeting the needs of our residents, nor would it be able to provide certain services direct to residents through its web site.
- 3.2 The existing contract between Brighton & Hove City Council (BHCC) and Virgin Media Business (VMB) for the provision of a Voice and Data Service is due to expire in August 2012 with an option to extend for a further 1 year to August 2013.
- 3.3 Cabinet approved the procurement of a new contract on 14th July 2011 for a contract term of 5 years with an option to extend for a further 2 years. It is now considered beneficial to move to a longer contract term (a contract term of 7 years with an option to extend for 3 years) aligned to developments within the telecoms market, and so provide best value over the term through longer financial commitment allowing for reduced risk premiums

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 Consultation with local public sector partners including Schools, Universities, Police, Health and Fire and Rescue services has taken place in preparation for the procurement process.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There is no change to the financial implications noted in Cabinet report for Wide Area Network 14th July 2011.

Finance Officer Consulted: Mike Bentley Date: 04/10/11

Legal Implications:

- 5.2 There is no change to the implications noted in Cabinet report for Wide Area Network 14th July 2011

Lawyer Consulted: Sonia Likhari Date: 04/11/11

Equalities Implications:

- 5.3 There is no change to the implications noted in Cabinet report for Wide Area Network 14th July 2011

Sustainability Implications:

- 5.4 There is no change to the implications noted in Cabinet report for Wide Area Network 14th July 2011

Crime & Disorder Implications:

- 5.5 No implications

Risk and Opportunity Management Implications:

- 5.6 Within the terms of the procurement appropriate measures and safeguards will be included which allows termination of the contract if supplier obligations are not being met.

Public Health Implications:

- 5.7 No implications

Corporate / Citywide Implications:

- 5.8 There is no change to the implications noted in Cabinet report for Wide Area Network 14th July 2011

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The recommendation to increase the contract term by one year has been jointly agreed by Sussex PSN partners and stakeholders to offer best possible value over the term of the contract.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 It is considered beneficial to move to a longer contract term, aligned to developments within the telecoms market, and so provide best value over the term through longer financial commitment allowing for reduced risk premiums.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None

Background Documents

1. Wide Area Network Procurement Cabinet report CAB23268

Document is Restricted

