





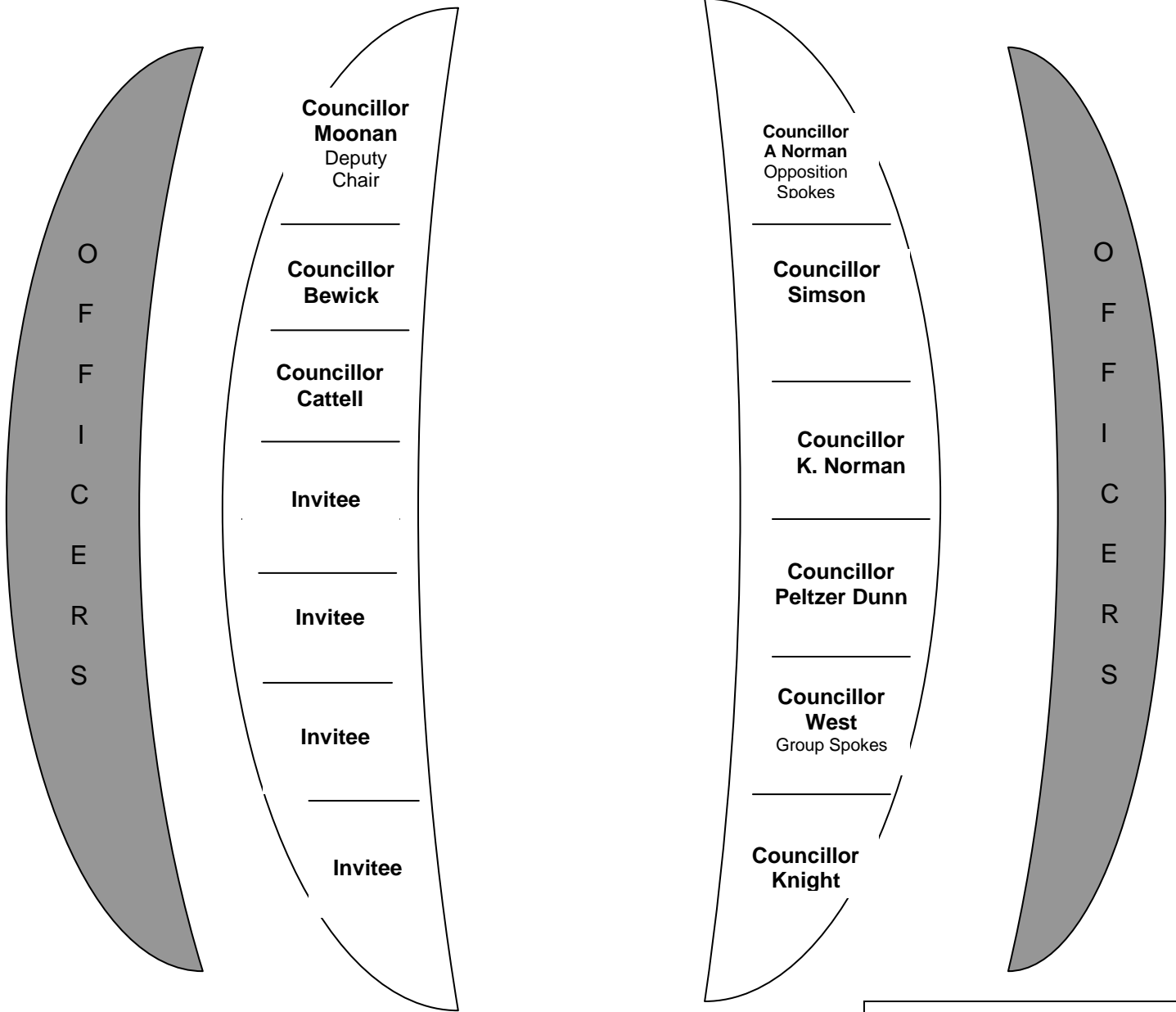
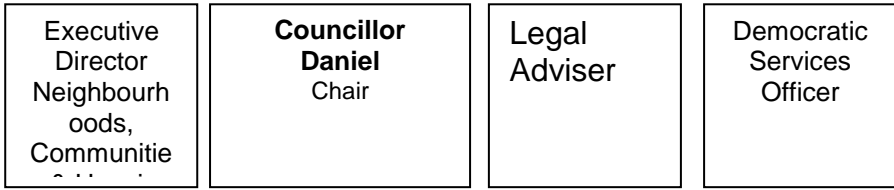
**Brighton & Hove
City Council**

Neighbourhoods, Inclusion, Communities & Equalities Committee

Title:	Neighbourhoods, Inclusion, Communities & Equalities Committee
Date:	27 November 2017
Time:	4.00pm
Venue	St Richard's Church Hall, Egmont Road, BN3 7FP
Members:	Councillors: Daniel (Chair) Moonan (Deputy Chair), A Norman (Opposition Spokesperson), West (Group Spokesperson), Bewick, Cattell, Knight, K Norman, Peltzer Dunn and Simson,
Invitees:	Representative (Clinical Commissioning Group); Joanna Martindale (Hangleton & Knoll Project); Anusree Biswas Sasidharan (Brighton & Hove Ethnic Group); Representative (Sussex Police)
Contact:	Penny Jennings Democratic Services Officer 01273 291065 penny.jennings@brighton-hove.gov.uk

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Democratic Services: Neighbourhoods, Inclusion, Communities & Equalities Committee

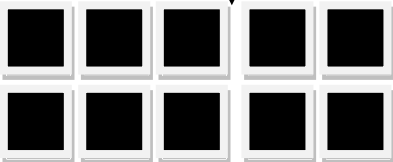


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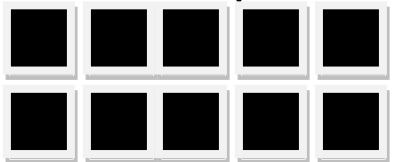
Public Speaker

Public Speaker

Public Seating



Public Seating



AGENDA

31 PROCEDURAL BUSINESS

- (a) **Declarations of Substitutes:** Where councillors are unable to attend a meeting, a substitute Member from the same political group may attend, speak and vote in their place for that meeting.
- (b) **Declarations of Interest:**
- (a) Disclosable pecuniary interests;
 - (b) Any other interests required to be registered under the local code;
 - (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

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

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

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

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

A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls and on-line in the Constitution at part 7.1.

32 MINUTES**1 - 14**

To consider the minutes of the meeting held on 9 October 2017 (copy attached).

33 CHAIRS COMMUNICATIONS

34 PRESENTATION(S)

Before proceeding to the formal business of the meeting there will be a brief presentation by representatives on behalf of the Hangleton & Hove & Knoll Project detailing work on the development of Neighbourhood Action Plans.

Following the presentation Members will have the opportunity to ask questions following which there will be a short break before proceeding to the main business of the agenda.

35 CALL OVER

- (a) Items (36 – 46) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

36 PUBLIC INVOLVEMENT

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

- (a) **Petitions:** To receive any petitions presented by members of the public to the full Council or at the meeting itself.
- (b) **Written Questions:** To receive any questions submitted by the due date of 12 noon on the 17 November 2017.
- (c) **Deputations:** To receive any deputations submitted by the due date of 12 noon on the 17 November 2017.

37 MEMBER INVOLVEMENT

To consider the following matters raised by Members:

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

38 NEIGHBOURHOODS AND COMMUNITIES PORTFOLIO - PROPOSED FIELD OFFICER ROLE BUSINESS CASE 15 - 98

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

NEIGHBOURHOODS, INCLUSION, COMMUNITIES & EQUALITIES COMMITTEE

Contact Officer: Annie Sparks *Tel:* 01273 292436
Ward Affected: All Wards

39 COMMUNITIES AND NEIGHBOURHOODS PORTFOLIO 99 - 118

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

Contact Officer: Sally McMahon *Tel:* 01273 296963
Ward Affected: All Wards

40 COMMUNITY ASSET TRANSFER POLICY 119 - 150

Joint report of the Executive Director, Neighbourhoods, Communities and Housing and the Executive Director, Economy, Environment & Culture (copy attached)

Contact Officer: Andrew Batchelor *Tel:* 01273 291441
Ward Affected: All Wards

41 COMMUNITY PROTECTION NOTICES 151 - 168

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

Contact Officer: Peter Castleton *Tel:* 01273 292607
Ward Affected: All Wards

42 OXFORD COURT PUBLIC SPACE PROTECTION ORDER 169 - 176

Report of the Executive Director, Neighbourhoods, Communities and Housing copy attached)

Contact Officer: Simon Bannister *Tel:* 01273 293925
Ward Affected: St Peter's & North Laine

43 DOMESTIC VIOLENCE AND ABUSE (DVA) AND SEXUAL VIOLENCE (SV) BUSINESS IMPROVEMENT REVIEW 177 - 192

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

Contact Officer: James Rowlands *Tel:* 01273 291032

44 SOCIAL IMPACT BOND - ENTRENCHED ROUGH SLEEPERS 193 - 232

Report of the Executive Director, Health and Adult Social Care (copy attached)

Contact Officer: Sue Forrest *Tel:* 01273 292960
Ward Affected: All Wards

45 FAIRNESS COMMISSION PROGRESS UPDATE 233 -

272

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

Contact Officer: Emma McDermott Tel: 01273 296805

Ward Affected: All Wards

46 BHCC BUDGET EIAS MITIGATING ACTION UPDATE 273 -

318

Report of the Executive Director, Neighbourhoods, Communities and Housing (copy attached)

Contact Officer: Sarah Tighe-Ford Tel: 01273 292301

Ward Affected: All Wards

47 ITEMS REFERRED FOR FULL COUNCIL

To consider items to be submitted to the XX 2017 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, any Group may specify one further item to be included by notifying the Chief Executive no later than 10am on the eighth working day before the Council meeting at which the report is to be made, or if the Committee meeting take place after this deadline, immediately at the conclusion of the Committee meeting

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.

Electronic agendas can also be accessed through our meetings app available through www.moderngov.co.uk

For further details and general enquiries about this meeting contact Penny Jennings, (01273 291065, email penny.jennings@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

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For further details and general enquiries about this meeting contact Penny Jennings, (01273 291065, email penny.jennings@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication Friday, 17 November 2017

BRIGHTON & HOVE CITY COUNCIL

NEIGHBOURHOODS, INCLUSION, COMMUNITIES & EQUALITIES COMMITTEE

4.00pm 9 OCTOBER 2017

THE BRIDGE COMMUNITY CENTRE, LUCRAFT ROAD, BN2 4PN

MINUTES

Present: Councillors Daniel (Chair), Councillor Moonan (Deputy Chair), A Norman (Opposition Spokesperson), West (Group Spokesperson), Bewick, Cattell, Knight, K Norman, Peltzer Dunn and Simson

Invitees: : Joanna Martindale (Hangleton & Knoll Project); Anusree Biswas Sassidharan (BME Brighton & Hove Police Engagement Group) and Chief Superintendent Lisa Bell (Sussex Police).

PART ONE

13 PROCEDURAL BUSINESS

13a Declaration of Substitutes

13.1 There were none.

13b Declarations of Interest

13.2 There were no declarations of interests in matters listed on the agenda.

13c Exclusion of Press and Public

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

13.4 **RESOLVED:** That the press and public be not excluded from the meeting during consideration of any items contained in the agenda

14 MINUTES

- 14.1 **RESOLVED** – That the Chair be authorised to sign the minutes of the meeting held on 3 July 2017 as a correct record of the proceedings.

15 PRESENTATION(S)

- 15.1 Before proceeding to the formal business of the meeting, the Chair, Councillor Daniel, welcomed Chris Neilson, the Strategic Policy Lead for Business and Crime to speak on behalf of “Community Guardians” and invited him to give a short presentation outlining their work.
- 15.2 It was explained that the scheme fostered resource co-ordination through the local council/business community (BCRP) with powers as needed. There was the ability to attend incidents of crime or ASB’s which were relevant to the community or the council acting as devolved agents for the PSPO and to problem solve persistent issues and supported targeting of problematic individuals alongside police prevention teams and linked with other statutory and voluntary agencies as appropriate locally.
- 15.3 In Brighton & Hove, Community Guardians Patrolled the outlying areas of the city in order to increase visibility and to deter and disrupt crime. There had been improved engagement from businesses with the Brighton BCRP and bids. They had been the first responders to a serious day time knife crime incident at Churchill Square, Brighton in July 2017. Since October 2015 Community Guardians across the area had reported 1500+ incidents/intelligence, dealt with 450+ crimes and had detained 59 individuals until the Police could attend.
- 15.4 Following the presentation Members had the opportunity to ask questions.
- 15.5 **RESOLVED** – That the content of the presentation be received and noted.

16 CHAIRS COMMUNICATIONS

- 16.1 The Chair, Councillor Daniel, opened her communications by welcoming Members and Members of the Public to the Bridge Community Centre.

Brighton and Hove Muslim Forum Event

- 16.2 The Chair stated that she had been very honoured and pleased to attend a recent event held by the Brighton and Hove Muslim Forum on radicalisation and islamophobia. She had attended with the CE of the council and the three MPs for the city and had heard some very interesting, stark and challenging commentary on tackling radicalisation and islamophobia. Many of the speakers or members of their family including their children had experienced islamophobia themselves. There were discussions as to what as a whole community could be done about it, ideas included opening up the Mosques more regularly and seeking opportunities for people from the Muslim community to be more actively involved in civic life, such as becoming school governors and becoming more involved in work in neighbourhoods. Everyone in the room committed to coming back together to keep action going.

Whitehawk Market Day

- 16.3 Continuing the theme of coming together, last month the council and community had come together to deliver a fantastic market day at the Whitehawk Hub. The event had been part of the council's Communities and Neighbourhoods portfolio of work, aiming to bring together services in east Brighton with local residents and other partners in the area. At the heart of the event had been the chance to share the Neighbourhood Action Plan that had been created for the area by local residents, and to seek greater engagement with a wider group of local people and partner organisations. It had been a great day with lots of fun activities for all ages, and residents and service providers had enjoyed and discovered all the amazing things that were happening across the Whitehawk Hub, Whitehawk Library, Wellsbourne Health Centre and Roundabout Children's Centre and Nursery.
- 16.4 Staff and residents that had attended were all buzzing afterwards and saying what a fantastic event it was. One manager said they particularly liked the way people were engaged by collecting the gold stars for children and one for parents – and having good prizes – which all really helped. They thought it was really well organised and developed a lot of positive energy, which they were able to tap into in terms of Housing options/prevention.

BSL Charter

- 16.5 Since signing the BSL charter in spring this year the council had been meeting with members of the deaf community to hear how it could meet the pledges set out in the charter. The Chair stated that she would like to take the opportunity to promote a workshop the council's Communities Team was running with Deafcog at Hamilton Lodge School on Tuesday 31st October, 6.30-8pm specifically focused on gathering feedback and ideas from Deaf young people, their parents, teachers and others involved in providing services for deaf and hard of hearing young people across the city. A copy of the invitation was available from the Communities Team.

Ward Member Budgets

- 16.6 The Chair closed her communications by advising of a promotion for/through councillors. Following a committee decision in July each ward member had been allocated £1,000 to make social, economic and environmental improvements in their ward. The funding must be spent by 31 March so if anyone had any ideas they should contact their ward councillor. Information was also available on the council's website.

- 16.7 **RESOLVED** – That the Chair's Communications be received and noted

17 CALL OVER

- 17.1 All Items on the agenda were reserved for discussion with the exception of items 24, "Sibling W & X Serious Case Review" and 26, Brighton and Hove Social Value Framework Update", which were agreed without discussion.

18 PUBLIC INVOLVEMENT

18a Petitions

18.1 There were none.

18b Written Questions

18.2 There were none.

18c Deputations

18.3 There were none.

19 MEMBER INVOLVEMENT

19a Petitions

19.1 There were none.

19b Written Questions

19.2 There were none.

19c Letters

19.3 There were none.

19d Notices of Motion

19.4 The Chair, Councillor Daniel, confirmed that one Notice of Motion in relation to “Grenfell Tower” as set out in the agenda papers had been referred direct from Full Council. The Notice of Motion had received cross-party support and as all of the issues raised were covered by the report at Item 20 entitled “Emergency Planning and Resilience - Preventing and Responding to Emergencies” it was suggested that it would be appropriate for the Notice of Motion be received and noted and discussion reserved for consideration of that report. Members were in agreement.

19.5 **RESOLVED** – That the contents of the Notice of Motion be received and noted.

20 EMERGENCY PLANNING AND RESILIENCE - PREVENTING AND RESPONDING TO EMERGENCIES

20.1 The Committee considered a report of the Executive Director, Neighbourhoods, Communities and Housing detailing the emergency planning and resilience measures used by the council in preventing and responding to emergencies. The report had also sought to address the issues brought forward by Members in the Notice of Motion referred from Full Council and set out at item 19 above.

20.2 The Civil Contingencies Act 2004, supporting regulations, and statutory guidance, had established a clear set of roles and responsibilities for those involved in emergency preparation and response at a local level. This had included clearly defined duties and responsibilities for local authorities. The purpose of the report was to provide Members

with an overview of the role and responsibilities of the local authority in relation to emergency planning and resilience and to report how the Council responded to incidents across the City and how it managed risk and maintained resilience.

- 20.3 It was noted that where possible, emergency planning should be able to prevent emergencies occurring, and when they did occur, good planning should reduce, control or mitigate the effects of the emergency. Emergency planning was an evolving, systematic and ongoing process responding to changes in circumstances, but also from 'lessons learnt' good practice became established. The legislation requires local authorities to have plans in place to not only prevent emergencies but plans to reduce, control or mitigate the effects of an emergency.
- 20.4 In answer to questions it was explained that the recommendations set out in the report had been devised by the Cross Party Working Group. Work was on-going and would form the subject of a further report to Committee in around six months time.
- 20.5 The Chair, Councillor Daniel, commended the report and the work that stood behind it stating that it was both sobering and reassuring. Councillors West and Simson concurred and were of the view however, that it was important to continue to review this work going forward in order to build on experience gained and feedback in order to ensure that systems were in place which were able to respond rapidly and effectively to developing situations. It was important to be robust but not complacent.
- 20.6 Councillor Simson stated that a lot of the work carried out related to housing tenants, it was important for that work to be communicated through the Housing and New Homes Committee. The Executive Director, Neighbourhoods, Communities and Housing explained that this would be done as part of the process and that all relevant committees would receive information which was relevant to their areas of responsibility. Given the overarching responsibilities of this Committee it was appropriate that this report had come to this committee.
- 20.7 The Executive Director of Finance, explained that all of the measures in place would be audited with all of the necessary financial check-weights and counter balances were in place. The Environmental Health Manager, Annie Sparks, confirmed that measures were in place to ensure that the Comms Team would be fully briefed to ensure that the media were fully involved and proactively worked to convey information relating to the location of rest centres etc., if an event was to occur.
- 20.8 Councillor Moonan stated that the level of information provided in the report was useful, a measured and reasonable approach had been adopted which was encouraging as it reassured Members that a range of scenarios had been covered in so far as it had been practically able to do so.
- 20.9 Councillor Bewick also welcomed the report and the fact that further reports would be coming forward to future meetings of the Committee and was glad to note that there was Cross-Party agreement to the approach that had been adopted.
- 20.10 In answer to questions, the Executive Director explained that a staged approach was in place which would ensure that appropriate to the scale and nature of the emergency all Council staff could be utilised.

20.11 Councillor Cattell was pleased to note that the measures in place could be applied to a range of different emergency situations including flooding which had been experienced at a number of vulnerable locations around the city over the years. Councillor A Norman concurred in that view and was pleased to note that robust arrangements were in place in the event of severe weather conditions.

20.12 Councillor West sought confirmation that the monitoring process would continue following the current task and finish element of the work and it was confirmed that would be so. It was noted that continuing Member level support would be welcomed

20.13 The Chair, Councillor Daniel noted that important role which could be played by digital first and that this should be picked up carrying arrangements forward.

20.14 **RESOLVED** – (1) That committee notes the review of the council’s emergency planning services as set out in the report and the Internal Audit finding of ‘Substantial Assurance’ in June 2017 in relation to the Council’s emergency planning and business continuity controls;

(2)The Committee instructs the Chief Executive to write to the Secretary of State for Communities and Local Government:

- i) asking the Secretary to provide information on the timescale for a review of part B of the Building Regulations (2010) that relate to Fire Safety;
- ii) to request that, in the event that the outcome of the Grenfell Tower inquiry recommends new actions or measures, that the Government will endeavour to work with local Councils in order that any necessary additional funding can be identified;
- iii) and, in light of the complaints of the Grenfell Tower tenants that their safety concerns were not appropriately acknowledged, to call on the Government to review the guidance and regulation of housing providers concerning tenant participation and scrutiny,

(3) The Committee recommend a cross party working group is convened to oversee the changes and readiness of the council for emergencies;

(4) That the Committee instructs officers to bring an annual report to the NICE committee updating on changes and readiness of the council for emergencies;

(5) That committee instructs officers to bring a further report in 6 months with an update on arrangements being developed with communities and the community and voluntary sector as set out in section 5 of the report; and

(6) That Committee notes the proposal to run workshop sessions for elected members to understand how we can best support their role in an emergency.

21 COMMUNITY SAFETY AND CRIME IN BRIGHTON & HOVE

21.1 The Committee considered a report of the Executive Director, Neighbourhoods, Communities and Housing explaining that under the Crime and Disorder Act 1998, there is a requirement for statutory and other partners to formulate a plan every three years to

tackle crime and disorder and monitor progress. This report provided an update on the work undertaken by the Safe in the City Partnership in relation to the Community Safety and Crime Reduction Strategy focussing on performance in the first quarter of 2017/18.

- 21.2 The Head of Community Safety, Peter Castleton, and Chief Superintendent Lisa Bell gave a joint presentation setting out the context and background to the information in the report, the headline indicators and those areas which had shown an increase.
- 21.3 Councillor Cattell asked for further detail about the work that was being undertaken in terms of preventing radicalisation and terrorism and as to the wider partnership strategies in place to recognise and address these issues.
- 21.4 Councillors Moonan and Simson expressed concern regarding those areas where there had been increases. Whilst it was reassuring to think that individuals were confident in reporting crime, they did not consider that was the sole reason for any increases, it was useful to have context behind those figures.
- 21.5 Councillor West stated that it was useful to have details of the reporting methods used, expressing concern regarding the impact that further cuts in resources could have, considering that Members should send a strong message regarding that.
- 21.6 Councillor Simson asked for details regarding sentencing. Whilst not advocating that young offenders should necessarily receive custodial sentences in some instances the sanctions imposed seemed to be very light.
- 21.7 Councillor Knight expressed concern regarding the increase in the number of sexual assaults and sought confirmation of the measures being taken to combat such crime.
- 21.8 The Chair, Councillor Daniel noted all of the concerns raised a requesting that updated statistics relating to crime levels be included in the next report which was brought to Committee.
- 21.9 **RESOLVED** – That the Committee notes the information contained in the report which provides an update on work being undertaken by the Safe in the City Partnership in relation to the Community Safety and Crime Reduction Strategy 2017-20; and
- (2) The Committee gives its support to the partnership work described in the report and commit to work described which is within the council's remit, thereby contributing to the management of crime and community safety priorities for the city.

22 GATING, DOG CONTROL AND DESIGNATED PUBLIC SPACES ORDERS

- 22.1 The Committee considered a report of the Executive Director, Neighbourhoods, Communities and Housing advising that under the Anti-Social Behaviour (ASB), Crime and Policing Act 2014 the existing Designated Public Place Order, Gating Orders and Dog Control Orders would be treated as Public Space Protection Orders (PSPOs) from October 2017.
- 22.2 The Head of Community Safety, Peter Castleton explained that Under the Anti-social Behaviour, Crime and Policing Act 2014 the existing Designated Public Place Order

(DPPO), Gating Orders and Dog Control Orders in place at the time the Act came into force (October 2013) had continued for three years. From October 2017 under the new Act they would be treated as PSPOs. There was no requirement for the council to do anything as the existing orders will automatically transition into three new PSPOs. From October 2017 these orders will automatically transition into PSPOs with the same conditions as the original orders. It had always been possible to rescind these orders at any time if the need arose and the new Act changed nothing in that respect.

22.3 Councillor Knight sought information on the background to these changes in legislation and their implications as she considered the supporting information provided to be lacking in detail.

22.4 **RESOLVED** - (1) That the Committee notes the transition of the existing orders into Public Space Protection Orders; and .

(2) That the Committee notes and welcomes a future report on the six month review of the current PSPO in the city which will be carried in October 2017.

23 ROUGH SLEEPING STRATEGY PROGRESS UPDATE

23.1 The Committee considered a report of The Executive Director, Neighbourhoods, Communities and Housing which provided a progress update on the implementation of the Council's Rough Sleeping Strategy.

23.2 It was explained that the Rough Sleeping Strategy had been approved by the Council and its partners and signed up to by Brighton & Hove Connected in June 2016. The issue of rough sleeping remained acute with a visible presence on the city's streets, impacting not only on the life chances of the individuals concerned but the reputation of the city and in terms of costs to public services and business. The strategy which had been approved unanimously and signed up to by all local agencies now being closely monitored and all activity reviewed to ensure that the most effective outcomes were achieved for rough sleepers and for the city as a whole.

23.3 Currently, the numbers of rough sleepers remained stable though national and therefore local numbers were predicted to increase over the next twelve months. It had been estimated that there were currently around 30 new arrivals to the city per week that were either already rough sleeping or at risk of rough sleeping. This meant that local agencies had to work effectively together with over 1500 individuals per year, of which approximately 1,300 cases are diverted or signposted elsewhere to ensure that this did not result in significant increases in rough sleeping locally. The numbers who came from outside the city and those with a local connection is currently a 50-50 split. The vast majority of individuals had complex needs, often relating to substance misuse and mental health issues connected with their vulnerability.

23.4 The issue of rough sleeping remained an acute one for the city and the concern was that numbers could increase further due to the natural draw of the city, the impact of welfare reforms and the high cost of accessing and sustaining accommodation in the city's private rented sector. It was recognised that implementation of the city's current approach to rough sleeping needed to be fully implemented and constantly renewed and

updates as circumstances changed in order to ensure that the city's commissioners, service providers and voluntary sector groups were working in partnership to a clear strategic plan which would reduce rough sleeping in the city and improve outcomes for rough sleepers and those at risk of rough sleeping.

- 23.5 Councillor Moonan welcomed the report which set out the scale of the problem and the challenges which faced the city and its partners in addressing which included the not insubstantial barrier posed by the lack of affordable housing.
- 23.6 Councillor West concurred stating that in his view it was important to recognise the bigger picture considering that it might be appropriate to write to the Minister for Housing to seek to ensure that the underlying causes of this problem was addressed in the Government Green Paper. Councillor Cattell considered that it was important to press for use of HRA monies to be able to be used to fund house building, this was an issue with a number of local authorities across the country were struggling.
- 23.7 The Chair, Councillor Daniel stated that as this issue cut across the responsibilities of a number of committees it was important that this Committee did not step outside of its remit. Councillor Bewick sought legal advice on the matter also stating that he considered that more money needed to be made available by central government in order to address this and inter-related issues. The Committee were advised by the Head of Legal Services, Elizabeth Culbert that although the report cut across the responsibilities of several Committees it would be in order for the Committee to forward the report to Full Council for information.
- 23.8 In answer to questions by Councillor Simson it was explained that the numbers were static at present but fluid i.e. that individuals moved in-out of rough sleeping. Not all who came to the city stayed there and ultimately intervention helped to prevent rough sleeping by some and some were assisted out of rough sleeping. In the case of the latter given the needs and vulnerabilities of such individuals which were often complex and deep seated that often took a longer period of time to achieve.
- 23.9 Councillor Peltzer Dunn noted all that had been said considering that it was important to note all that was being put into place to address this issue considering that it would be helpful if a future update report could include recommendations which the Committee could agree to address this issue going forward.
- 23.10 Councillor West stated that he was firmly of the view that the report should go forward to Full Council for noting and the Chair suggested that it might be appropriate (outside of the Committee meeting) for the relevant members to discuss whether it would be appropriate to put forward a Cross-Party motion in relation to this matter.
- 23.11 **RESOLVED:** That the report be noted.

24 SIBLING W&X SERIOUS CASE REVIEW

- 24.1 **RESOLVED** – (1) That the Committee has considered and notes the findings and recommendations from the Serious Case Review relating to W and X to ensure that learning points which had emerged during the course of the review were out into practice; and

(2) That the Committee approves the changes in practices that have taken place since the findings were published in 27 July 2017.

25 UNIVERSAL CREDIT READINESS AND RESPONSE

- 25.1 The Committee considered a report of The Executive Director, Finance and Resources and the Executive Director Neighbourhoods, Communities and Housing the purpose of which was to update the Committee on activities carried out across the Council's services in order to prepare for the Introduction of Universal Credit (UC). This report had been prepared in response to the Committees' request following the request that a further update report be provided in response to an earlier report which had been presented to it.
- 25.2 It was noted as had previously been explained that UC was a national policy change set in motion by Central Government which would fundamentally change the way in which benefits for working age people were claimed, administered and paid. UC would combine six existing benefits, Housing Benefit (which was currently administered by the council), Working and Child Tax Credits, Jobseeker's Allowance, Employment and Support Allowance and Income Support. This would be administered centrally by the Department for Works and Pensions and once fully rolled out more than an estimated 7 million households will be receiving UC across the country. This includes around 20,000 households in Brighton & Hove. An estimate of the distribution of these households by ward was set out in Appendix 2 to the report and a phased rollout would take place as set out in the report.
- 25.3 It was explained that the issues integral to UC related to a number of key areas where the council was already undertaking significant activity, i.e. provision of housing, employment and skills, apprenticeships, the Living Wage, development of the local economy and ensuring the voluntary and third sector was being supported to deal with the implications of UC. There was a specific cross service programme in place to prepare the council as far as possible for UC which captured the actions of specific services and had identified cross-cutting measures and had sought to focus on key areas of cross-service preparation as set out in the report to include emergency financial support and advice.
- 25.4 The Chair, Councillor Daniel, welcomed the report noting the significant amount of work carried out by officers in seeking to ensure that the Council and its partner organisations, including the third sector were well prepared for UC and that the structures in place were as robust as they could be. The Committee concurred in that view commending the diligent work undertaken by officers in liaison in partnership with Job Centre Plus for example.
- 25.5 Councillor West stated also welcomed report, stating that UC could have a very far reaching impact within individual wards across the city. It was very important for all Councillors to be fully up to speed and to be kept fully informed of developments as rollout moved forward across the city, particularly in terms of the level of support provided for vulnerable cohorts. Councillor West queried why given the potential impact of these changes why the report had not been referred to Policy, Resources and Growth Committee. The Executive Director, Finance and Resources, David Kuenssberg,

explained that the issues addressed within the report would go to that Committee as part of the wider budget process. Councillor West, requested that in view of the need for all Members to be kept informed that the report be referred to Full Council for information.

- 25.6 The Chair, Councillor Daniel, stated that she was very concerned by the impact delays in payment could have on some those who were poorest and most vulnerable in the city and the effect that could have in terms of them falling into debt, or being unable to feed their families. It was important that a pro-active and sensitive approach was adopted to those who were experiencing financial hardship through no fault of their own. Protection needed to be afforded to the Council's own tenants as far as it was practicable to do. It appeared likely that the situation faced by some of the Council's own tenants would be mirrored/worse for those in the private sector. Councillor Cattell concurred as did Councillor A Norman stated that all possible measures should be undertaken to offer the appropriate levels of guidance and support. The structures in place to encourage early intervention and signposting were considered to be critical.
- 25.7 Councillor Simson concurred, stating that whilst some community/third sector organisations were well developed and exemplars of good practice, others might, it was important that the appropriate levels of support were in place. Councillor Simson was heartened to hear however, that there was the ability for advance payments to be made.
- 25.8 Councillor Peltzer Dunn stated that he was very concerned that it was proposed by government that payments be made direct to clients, in his view to do so for people whose finances were stretched and where there were likely to be a number of calls on their very limited resources would result in a far greater propensity to fall into debt or behind with rent especially when there could be an in-built delay in processing the initial claim. Councillor Peltzer Dunn was also concerned that there could be a number of individuals and families who were "below the surface" and were as yet unknown to the various support agencies. Councillor Bewick concurred in that view.
- 25.9 In answer to further questions it was too early to assess the full implications of rollout across the city the level of financial support into 2018 was considered to be sufficiently flexible and the structures in place were resilient. The Chair, Councillor Daniel stated that it was important going forward to continue to engage pro-activity with agencies such as food banks regarding take up and to ensure that statistical and other data in that respect was maintained and for this information to be included in future reports to Committee alongside details of increases in the level of rent arrears if that had occurred.
- 25.10 Councillor West stated that in his view it would be valuable for Members to receive feedback following the workshop training sessions being held. It was acknowledged that Members experiences could be different in different wards. There could also be solitary individuals in private rented accommodation who could come to light during this process. It was important to ensure that the Members knew where best to signpost individuals.
- 25.11 Councillor Moonan stated that there were a number of strands to be addressed relating to housing stock, Use of food banks and relating to the use of emergency/temporary accommodation, it was important for such data to be collected and monitored.

25.12 **RESOLVED:** (1) That the Committee endorses and comments on the activities within and across services in preparation for the phased rollout of extended UC beginning in October 2017; and

(2) That Members familiarise themselves with the issues related to UC, either through the newsletter attached in Appendix 1, or that they consider attending UC training provided by the council's Welfare Rights team. Also that this training be made available to schools and other relevant services.

26 BRIGHTON AND HOVE SOCIAL VALUE FRAMEWORK UPDATE

26.1 **RESOLVED –** (1) That the Committee notes the work completed by the Communities, Equality & Third Sector and Procurement teams to progress the implementation of Social Value in Commissioning and embedding the social value approach to all aspects of the council's services;

(2) Approves the delivery of training (as described in paragraph 3.6.5) for all BHCC commissioners and procurement officers, and requests an evaluation by Procurement of how this training is used in furthering social value within commissioning across the Council's departments;

(3) Approves and champions member training offer to support elected members at decision making committees to challenge how social value has been embedded in service redesign and commissioning;

(4) Notes that this report will be shared with the Executive Director Health and Adult Social Care who will be asked to discuss with the NHS B&H Clinical Commissioning Group to agree that Social Value is being considered as part of developing the integrated commissioning unit ; and

(5) Recommends that the Procurement Advisory Board requests an annual report from the Council's Procurement Team evidencing how tendering processes (as described in paragraph 3.6.6) and contract monitoring has recorded social value.

27 ITEMS REFERRED FOR FULL COUNCIL

27.1 **RESOLVED –** That the following reports be submitted to the next scheduled meeting of Full Council for information:

Item 23 – Rough Sleeping Strategy - Progress Report; and

Item 25 – Universal Credit Readiness and Response.

The meeting concluded at Time Not Specified

Signed

Chair

Dated this

day of

Subject:	Neighbourhoods and Communities Portfolio – Proposed Field Officer Role Business Case		
Date of Meeting:	27th November 2017		
Report of:	Executive Director Neighbourhoods, Communities and Housing		
Contact Officer:	Annie Sparks - Joint		
	Name:	Acting Head Regulatory Services	Tel: 01273 292436
	Email:	annie.sparks@brighton-hove.gcsx.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out the Business Case for a new Field Officer role as part of the wider Communities & Neighbourhoods Portfolio, which was reported to the NICE Committee in July 2017. The business case focuses on how we deliver enforcement and inspection functions across services to reduce the costs to the council and give a better service to our communities across the City.
- 1.2 Working in our communities and with our communities promotes a more proactive and preventative way of working, that delivers solutions and resolves problems.
- 1.3 The Business Case has been developed in collaboration with staff and service heads, external partners, unions and also information collated from recent community workshops. Work being done by other local authorities in this field has also been considered.
- 1.4 The Business Case was presented to Corporate Modernisation Delivery Board on 27th September 2017 and all the recommendations were approved.

2. RECOMMENDATIONS:

Committee are recommended to:

- 2.1 Agree the creation of a Field Officer Team as set out at Option 1 of the Business Case on page 12 of Appendix 1;
- 2.2 Agree the proposed phasing of functions and services based on the outcome of workshops with frontline staff and managers as set out at paragraphs 3.43 to 3.50 of the report;

- 2.3 Agree the funding and resources required for the set-up of the Field Officer support role as set out at paragraphs 3.29 to 3.42 of the report, and Appendix 1 pages 16 to 20;
- 2.4 Note the timetable for implementation and associated communication and engagement work with key stakeholders as set out at section 5 of the report (paragraphs 5.1 to 5.13) and at Appendix 1 pages 35 to 36;
- 2.5 Note the risks and mitigation actions as set out at Appendix 1 pages 21 to 22;
- 2.6 Note the Digital First timetable for delivery as set out at Appendix 1 pages 22 to 23;
- 2.7 Note that the detailed amendments to the Scheme of Delegations to Officers referred to at paragraphs 3.16 to 3.19 of the report will be reported to the Policy Resources and Growth Committee for approval, before the Field Officers start to exercise Council functions.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The aim of the administration's Communities & Neighbourhoods Portfolio is to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. Different ways of thinking and working are needed to collaborate and achieve positive change.
- 3.2 A business case has been developed for the wider Communities & Neighbourhoods Portfolio, which was agreed in May 2016 by the Corporate Modernisation Delivery Board. The option agreed was to implement a model of collaborative working and service improvement.
- 3.3 The Communities and Neighbourhoods Portfolio is delivering 3 programmes:
 - i. Community and neighbourhood hub development (physical and virtual)
 - ii. Community collaboration (volunteering and governance)
 - iii. Enforcement & inspection (development of the Field Officer role).
- 3.4 For the Enforcement and Inspection Programme a new Field Officer role is being developed to deliver coordinated fast and effective enforcement and inspection work across a number of council services, while at the same time working proactively with communities, and our partners. Delivering a better customer service for our residents, visitors and businesses is at the centre of this programme.
- 3.5 It is noted from the latest Customer Insight Report 2016-2017:
 - Customer satisfaction with the city council is 60%. This is a 1% increase. The national benchmark is 68%. This shows that the council needs to continue improving its customer satisfaction levels.

- Customer satisfaction is highest when using a face to face channel, and lowest for contact by email. This reinforces the need for a Field Officer role working in our Communities and having face to face contact.
- The method of customer contact continues to move in the direction of increased digital access. With budget pressures and increased demand the council needs to strongly consider further digitalisation.

3.6 It is proposed that the Field Officer will work flexibly across services, preventing duplication, reducing response times and improving the way customers access services, with improved customer satisfaction. Digital solutions are being developed and piloted to enable this to happen.

Objectives

3.7 The aims and objectives of the proposed Field Officer role are consistent with those of the Communities & Neighbourhoods Portfolio, namely to put communities at the heart of service delivery, while at the same time supporting delivery of savings and making effective use of resources. The objectives of this new role are to:-

- Improve customer satisfaction with services through citizen engagement, joined up service delivery making services easier to navigate
- Be better connected, sharing information and expertise with our key partners to avoid duplication, move away from silo working and reduce the number of interactions customers have with different services
- Be smarter with universal services, providing digital solutions for high level transactions, automating connections to back office services, reducing the need for officer intervention and promoting self-help
- Work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhoods

3.8 3 elements of the role have been identified:-

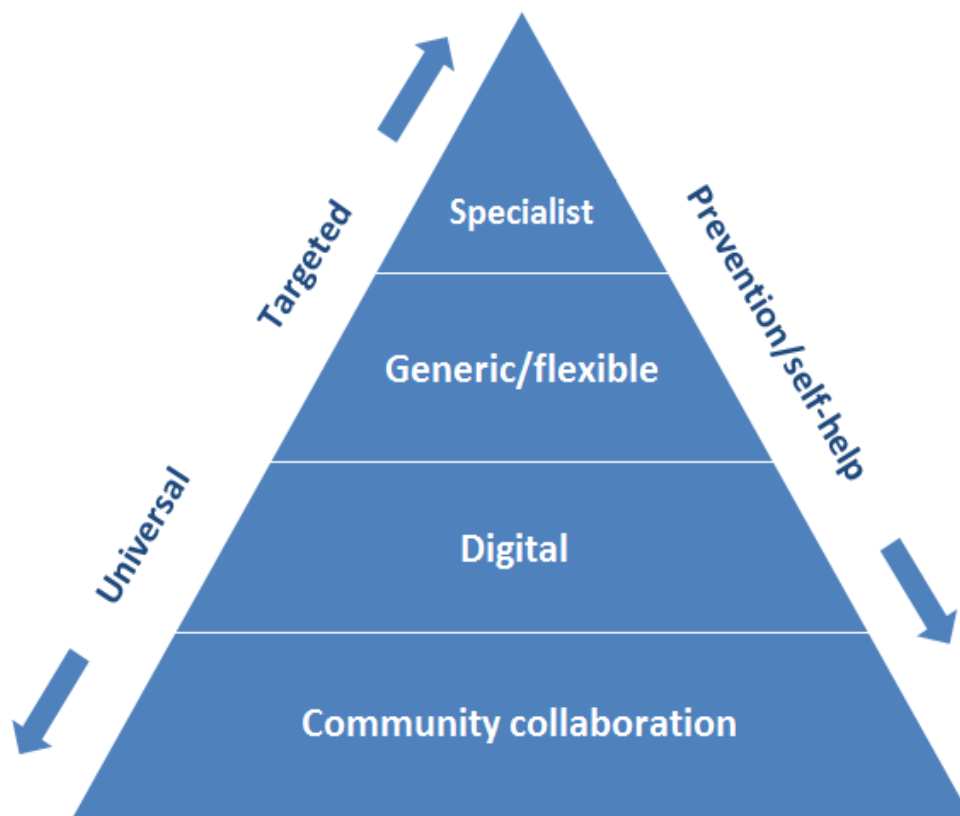
1. Enforcement activities that are quick and responsive to customer needs (include Fixed Penalty provisions). Timely effective enforcement action resolves problems which will reduce unnecessary demand on partners and services.
2. Gathering intelligence and evidence for existing specialist services. Gathering quick and robust evidence including photographs, mapping and statements to inform these services and enable them to deliver faster, more effective and coordinated enforcement action that is resolving both environmental and community problems.
3. Working proactively promoting behaviour change and community collaboration.

3.9 Section 4 of the Business Case (Appendix 1- page 13 to 15) details the non-cashable benefits of this programme and many of these are common to the overarching Communities and Neighbourhoods Portfolio.

Service delivery model including rotas and geographical areas

- 3.10 The service delivery model for enforcement and inspection aligns with the proposed service delivery model for the wider Communities and Neighbourhoods Portfolio.

Communities & Neighbourhoods: Service Delivery Model



Principles:

Specialist: High cost services/interventions with individual customers (eg. social care, housing)

Generic/flexible: Services provided by staff to non-specific customers (generic customers, flexible staff)

Digital: Information and services delivered electronically

Community collaboration: Services designed and delivered in consultation and/or partnership with the community

The model will be the same for each neighbourhood and community of interest

The size of each segment will be relative to the needs of the neighbourhood or community it serves

Some services will be targeted, some universal. Focus is on prevention and self-help to reduce demand

- 3.11 The proposed new Field Officer role needs to be generic and flexible, working across existing services and supporting the specialist/technical roles located in these services.
- 3.12 Existing specialist technical roles deliver highly skilled work and are often involved with complex cases, and can require professional qualifications. The Field Officers will help to release existing skilled and specialist staff to focus on this lengthy and complex casework and enforcement activities. It is aimed that this will help existing services to use their current resources more effectively and efficiently, task the Field Officer to gather evidence, and also undertake quick win immediate enforcement roles. There is also opportunity for these specialist staff to focus on new areas of work and possible income generation. This could include providing highly skilled technical services for neighbouring local authorities.
- 3.13 This flexible and generic role will often be demand led with fast response times and responding to community needs and priorities using new digital technology. This may include new enforcement fixed penalty notice work such as the enforcement of the new Public Space Protection Order (PSPO). This is reflected in the model above.
- 3.14 When developing a new role working across so many different service areas there is a risk of increased demand and having a negative impact on customer service. It is for this reason that we need to have clear baselines that we work to, and at the same time link this to resources we have available. In some cases initial demand can be mitigated through new solutions i.e. Digital.
- 3.15 Delivery of this role relies on clearly defined work processes with clearly defined 'hand offs' when a case is passed to another agency or specialist team, and to also clearly define when a case is concluded. This needs to be supported by a comprehensive programme of training.

Delegation of powers

- 3.16 It will be necessary to delegate relevant enforcement powers to the new Field Officers so that they are equipped to exercise the Council's enforcement functions across the full range of relevant services. This will be addressed by implementing changes to the Council's Scheme of Delegations to Officers: a proposal which has already been approved in principle following a Report to the Council's Policy, Resources & Growth Committee on 9th February 2017 when it agreed that new 'Field Officer' posts be created to carry out enforcement and inspection activities across the full range of Council functions so as to enable officer resources to be maximised so as to increase overall effectiveness.
- 3.17 The Constitutional Working Group had previously considered the available options for amending the Scheme of Delegations to Officers and took the view that the optimum approach is for the Scheme of Delegation to Officers to delegate relevant enforcement powers directly to Field Officers on the basis that they exercise them in accordance with the direction and guidance of the Executive Director (or other lead officer) who has responsibility for the function

being delivered. This proposal was subsequently reviewed by Counsel, who has provided reassurance regarding the legality of proceeding in this way.

- 3.18 The detailed amendments to the Scheme of Delegations to Officers referred to above will be brought before the Policy Resources & Growth Committee at a future date, before the Field Officers start to exercise the Council's functions. The proposed changes will be appended to a Report on other proposed changes to the wording of the Council's Constitution.
- 3.19 On 12th October 2017, the Council's Policy, Resources & Growth Committee amended the Scheme of Delegations in relation to the Neighbourhoods, Communities and Equalities Committee to make it responsible 'for the development and oversight of support to the Council's enforcement functions, including Field Officers'.

Services in Scope

- 3.20 The service delivery model for enforcement and inspection has the opportunity to work across a number of services and it is proposed these initially include:-
- Regulatory Services
 - Housing
 - Private Sector Housing
 - Planning Enforcement
 - Community Safety
 - City Parks
 - Highways
 - Travellers
 - Seafront Office

Citywide approach

- 3.21 By operating a 'city wide' service rather than a smaller area eg. Central Brighton and Hove and Hanover & Elm Grove we are delivering a consistent 'city wide' customer service. This approach would prevent dividing the city into different models of service delivery and risking the creation of hotspots and varying degrees of enforcement. The city wide service would need to be agile and respond to unanticipated service pressures, community priorities, emergencies or hotspots. It can form a single point of contact for councillors or MP's. It is important that the objectives and service delivery are not compromised.

Rotas and working pattern

- 3.22 The business case Appendix 1 page 16 presents 4 different rota options with different staffing levels, different hours of delivery, and different costings. All options include resource for annual leave and sickness. This is budgeted for and provided from within the Field Officer team, not relying on cover from the services in scope.
- 3.23 Two shift patterns are presented and these are 8.00-20.00 hours and 12.00-20.00 hours. Each of these options has been costed with two staffing options.

- 3.24 This new service delivery model needs to be agile and respond to not only community needs, but also service needs, and seasonal demands. As this role is launched it is critical that a cautious approach is adopted, that the work, performance and outcomes are strictly monitored and where change is needed that this is quick and responsive.
- 3.25 The role and functions delivered will be routinely reviewed to ensure that service delivery remains focused on community and service needs, resource, and seasonal demands.
- 3.26 One of the aims of the role is to deliver fast effective enforcement action citywide so it is therefore important that there is sufficient staff and resource to achieve this fast responsive delivery model. Feedback from the staff workshops highlighted that demand focuses later in the day and evening and generally not as early as 8.00am.
- 3.27 For all these reasons it is proposed that the preferred option for service delivery be 7 days a week, 12.00-20.00 with a rota of 7 full time equivalents. This would ensure that on any one day there will be between 4 and 6 staff working across the city.
- 3.28 No firm decision has yet been made on the form of the employment contract in terms of annualised hours or other contractual arrangement. These options will depend on the anticipated flexibility needed to respond to seasonal or in-week patterns of demand.

Resources

- 3.29 The intention is that all the costs of the proposed new role will be funded from existing budgets across a variety of services. The services in scope are located in NCH and EEC. The table below highlights the FTE equivalent needed from each directorate and breaks down the resource required for 'existing' functions and the resource required for 'new' functions. In the original business case Appendix 1 page 19 the total resource was 7.19 FTE, this has now been updated to include the City Parks contribution and is now 7.29 FTE. The table below is the updated version.

Fulltime Equivalent (FTE)	NCH	EEC
TOTAL FTE for EXISTING functions	4.84	1.27
TOTAL FTE for NEW functions	1.07	0.11
TOTAL	5.91	1.38
TOTAL from both Directorates inc New and Existing functions	7.29 Including all 9 services in scope	

- 3.30 This proposed new Field Officer role has an indicative grade of SO1/2 with the proviso that it is managed by M10 grade or higher.
- 3.31 The assessment of new and existing work from the services in scope matches the recommended rota for seven members of staff.
- 3.32 Appendix 1 Pages 16 to 20 of the business case details the costs required to deliver this role city wide. Including transport costs this is now updated to be £0.358m for the first year, and thereafter £0.321m per annum. Initially all of this will be funded by NCH directorate using a combination of identified budgets of £0.161m, and a contribution of £0.049 from the Housing Revenue Account (HRA). An additional £0.109m relates to a carry forward request to Policy, Resources & Growth Committee to use NCH underspends from 2017/18 to accommodate this service in 2018/19. This approach will enable the benefits to be evidenced and the service will then look at mainstream funding.
- 3.33 No staff will need to transfer into these new roles and no redundancies will be required to fund this proposed service.
- 3.34 There is an additional one off £0,050m allocation to tackle growing issues with tented communities. It is proposed to align this funding with the implementation of the proposed Field Officer role. This would fund an additional post working across the city with the aim that the service works with colleagues in City Parks to cover issues relating to tented communities.
- 3.35 There is also an existing one off £0.020m allocation to City Parks to address anti-social behaviour issues in central Brighton and Hove parks, including the Level. This intervention is currently being targeted every Friday and Saturday night for the remainder of this financial year, and the remaining resource will continue through to next financial year where there will be the opportunity to align with the proposed Field Officer role.
- 3.36 As part of this funding it is proposed to move £0.042m from the existing Noise Patrol service into the Field Officer service and review how noise services are delivered out of hours. The business case includes a more detailed report on the Noise Patrol service (Addendum pages 5 to 8) on how this service is currently delivered (including resource), and the changes that have happened over recent years.
- 3.37 The service has been operating for over 20 years and over that time the service delivery model and the hours and days of operation have changed very little.
- 3.38 The service is based at the Carelink Offices in Patching Lodge, Edward Street and operates Friday and Saturday 22.00 hours – 03.00 hours (excluding Christmas and New Year weekends). Two officers work together and deliver the service Citywide, which depending on the call pattern can result in significant travelling times, and delayed response times for our customers.
- 3.39 Officers from Regulatory Services deliver the service. This is non contracted overtime but delivered via a casual contract in addition to their substantive contract, and paid at M11. Being non contracted overtime makes the service

vulnerable and on occasions the service has been cancelled as no officers have been available to work.

2016/17 Cost of service £0.042m	420 complaints over 12 months	239 visits over the year	£176 per visit
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- 3.40 This is an opportunity to modernise how we deliver noise services out of hours and review how this resource could better serve our communities and be better value for money. Lack of a mobile device in the field requires officers to routinely return to the office to check databases and property history, to print enforcement notices, and retrieve customer calls from the answer machine.
- 3.41 In recent years we have witnessed changing trends and challenges in relation to drug and alcohol use, knife attacks, and most recently ‘acid attacks’. This ever changing environment and changing social trends are presenting new risks to the staff that deliver this service. Reductions in Police resources often means that police support is delayed or not available so in reality physically stopping a large party, or getting the music reduced to an acceptable level is not going to happen. Likewise where someone is causing a disturbance and under the influence of drugs and or alcohol stopping the noise that night rarely happens for a variety of reasons, access denied, risk, and lack of cooperation. What can be practically achieved on the night to stop the noise safely and without risk is becoming an increasing challenge and an intervention the following Saturday or Sunday is a far safer and more practical solution.
- 3.42 As the role of Field Officer is developed throughout 2018/19 and the scope is more defined, it is anticipated that the operational impact, and potential to reduce costs and/or generate income will be monitored to inform the ongoing cost of the service from 2019/20.

Functions and phased approach

- 3.43 The Field Officer role and functions have been developed through a series of workshops and drop in sessions with over 60 frontline staff and managers. Discussions with Assistant Directors and DMT members have also been held regularly with NCH and EEC Directorates.
- 3.44 Evidence from our Customer Feedback Team and workshops with communities, including East Brighton and Moulsecoomb, have started to inform how we can work better together, deliver services that meets customer need, and in a way that our customers can easily access.
- 3.45 As a new and innovative programme crossing a broad range of services, all at different stages of modernisation and digitalisation, we need to adopt an agile and cautious approach to the implementation and development of this role.
- 3.46 Phase one of this programme will see Field Officers taking on the functions detailed in (Appendix 1 pages 26 to 30), this is an updated version defining the Functions more clearly. This distinguishes between new and existing functions.
- 3.47 Phase one, from April 2018, includes:

- Noise nuisance investigations inc buskers, alarms, initial response to domestic noise complaints.
- Smoke and dust nuisance investigations for both domestic and commercial premises.
- Low level antisocial behaviour complaints.
- Waste on private land complaints.
- Street trading enforcement.
- Housing Estate Inspections.
- Public Space Protection Order enforcement.
- Condition of land or a property is considered harmful to the area
- Initial assessment and evidence gathering for alleged unauthorised signage inc estate agent boards.
- Breaches of planning condition that are easily quantifiable such as hours of use or delivery time restrictions.
- Third party complaints relating to private sector housing inc HMOs inc overgrown gardens and drainage.

3.48 This will also include the comparatively new work around Public Space Protection Orders which is currently delivered by Travellers, City Parks and Seafront Team (extremely limited). These PSPO offences are:

- Occupying any vehicle, caravan, tent or other structure
- Driving any vehicle on grass
- Littering or fly tipping
- Lighting or maintaining a fire
- Defecating or urinating

3.49 The Field Officer role will be able to work jointly with these services to enforce PSPO offences, and will mean that these capabilities are available for evenings and weekends.

3.50 Phase 2 will start approximately three months after Phase 1 (i.e. July 2018) Phase 2 will review the functions delivered in Phase 1, and starts to introduce additional functions from other services, including a review of Highways functions.

3.51 A further Phase 3 review will be carried out in October, and again in April 2019, again looking at all functions.

Proposed Job Description and Person Specification

3.52 The draft person specification and job description (Addendum pages 9 to 14) has an indicative grading of SO1/2 on the proviso that it will be managed by a grade no lower than M10. It will go to a formal panel once the details and functions of this role have been finalised.

3.53 This role will be working in the community with communities and engaging with businesses and partners. Mobile digital technology will enable this role to work in the field and in the range of council accommodation. Police and Fire Services have also offered opportunities around possible colocation.

Digital First

- 3.54 Digital First have been working closely with services and teams to understand how services work, the processes they use, identifying examples of good working practices but also the potential for further service improvement and in particular the benefits that digitalisation can bring. The aim is to deliver a mobile tablet device, enabling fast referrals, fast effective information sharing, and moving customer contact (booking appointments, making payments) online. More on this work, including the proposed timetable for implementation is Appendix 1 pages 22 to 23.

Communications and Engagement Plan

- 3.55 A Communications and Engagement Plan has been developed and will continue to be delivered as this role is implemented, see Appendix 1 pages 35 to 36. Trade Unions and support services (including Finance, HR, Legal, IT and Digital First) have been engaged throughout.
- 3.56 The staff workshops and drop in sessions have been a valuable tool to develop this role and understand how it can be delivered. Also, how existing services and the proposed new Field Officer role can work together to improve customer satisfaction, develop stronger community collaboration, improve service delivery and use resources more effectively and efficiently.

Field Officer Training Needs

- 3.57 The consultation process and in particular the staff engagement workshops started to identify training needs associated with this proposed new role. The training needs document focuses on the 3 elements of the Field Officer role and shows the skills and training needs that staff repeatedly identified as part of this process. Staff identified their current skills, the future Field Officer skills, and associated training to carry out the functions of the role. The majority of training will be carried out in house with the Field Officer working closely with the existing specialised teams.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Options for delivery of this role have been explored and are detailed in (Appendix 1 pages 12 to 13), also repeated in the paragraphs below 4.2 to 4.5.
- 4.2 **Option 1 – Preferred –** Create a Field Officer team, working city wide across 9 services. This option creates a team of multi-functional Field Officers supporting a wide range of different enforcement and inspection functions, and resolving or forwarding as much as they can on the spot, improving customer satisfaction. The need for other officers to visit is kept to a minimum, and mobile working improves productivity and customer satisfaction. Field officers get to know their areas and the needs of the people who live there - communities have a greater sense of ownership. This is consistent with the objectives of the wider Communities and Neighbourhoods Portfolio.

- 4.3 **Option 2** - Digital First Solution only - Could the project be delivered through the Digital First work alone? This option maintains the separate silos of individual enforcement and inspection services, but would transform their ability to transfer information, service requests and data between services, leading to improvement in response times and customer satisfaction, and greater productivity from mobile working. So the individual service benefits are not dissimilar to the Field Officer option. But each officer is still fundamentally responsible for their 'own' service. The Field Officer role has much greater potential for a genuinely collaborative approach, not only between services but also as the eyes and ears of the council and potentially in a closer relationship with the communities they serve. This option also loses the productivity benefits that flow from a single officer responding to everything they see, avoiding the stereotypical case of several officers having to inspect or enforce at the same address.
- 4.4 **Option 3** – Large all-encompassing enforcement team made of individual services - Another option which is also not considered in greater detail here is the possibility of pulling together a wider range of enforcement teams into a specialist Enforcement Service. There is a risk that this would become too large and diverse and silo working. It would not fulfil the remit to deliver a cross-service flexible workforce supporting community collaboration and behaviour change, and would be disconnected from the Communities and Neighbourhoods Portfolio, and not deliver the objectives and benefits that this has identified.
- 4.5 **Option 4** - Do nothing – This option does not address the objectives of the Communities and Neighbourhoods Portfolio. It does not include digitisation of services and the benefits this brings. It is not consistent with the proposals already agreed at Committee.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 A communication plan for the programme is routinely reviewed to ensure that all stakeholders are informing the development of this role. An ongoing programme of collaboration and engagement will ensure that this role fulfils both community and service needs, and helps to coordinate service delivery with our partners.
- 5.2 Over the summer over 60 staff from 9 services attended 5 business improvement workshops, and 4 drop in sessions. These staff engagement opportunities provided a safe and confidential space for individual staff to raise any concerns / group work to discuss current working practices; suggests areas for improvement including how technology support us; identify good practice and improved customer service; and how we can work better together with our partners and communities.
- 5.3 Aims of the 5 staff workshops
- Staff informing the development of the Field Officer role
 - Workshop outcomes reinforce the outcomes and benefits already identified through the wider Communities and Neighbourhoods Portfolio work
 - Job Description and Person Specification have been compiled, reinforcing the need for the three elements of the role
 - Responsive fast effective enforcement and inspection work
 - Intelligence gathering and fast effective referrals

- Community collaboration and behaviour change
- Best practice recommendations on how we move forward with developing the role, for example, addressing lone working and transport concerns.
- All workshop outcomes will inform the next phase of the modernisation programme, including an implementation plan and enable staff to champion the role of the Field Officer.

Staff Engagement	Outputs
Workshop 1: What we do now	Seven services involved in process mapping a scenario based on customer complaints received by services, helped identify improvements to customer service and removal of duplication
Workshop 2: How technology can help us	Five services involved in identifying good practice and issues to inform a digital solution to enable a fast effective responsive approach to enforcement and inspection and referrals
Workshop 3: What we've learnt so far	Six services involved in identifying Field Officer skills and training requirements; addressing lone working and transport issues and concerns raised by individual staff; and potential functions and task of the Field Officer
Workshop 4: How we can work better together with partners and communities	Building on the work of the previous workshop staff from two services co-ordinated partnership working with a focus on benefits to our communities and what customers value
Workshop 5: Mapping a current process	Four services involved in mapping and providing constructive challenge to an existing process - support and advice provided to a prospective HMO customer – with the view to identifying good practice; opportunities for improved communication and how technology can better support.

- 5.4 In addition there were routine briefings with heads of service at NCH and EEC DMTs. As part of this programme there were also routine briefings with union representatives. Further briefings and workshops are planned.
- 5.5 Meetings have also been held with external partners inc briefing to City Management Board and Community Initiatives Partnership.
- 5.6 Utilising information from workshops with communities in Elm Grove and Hanover, Moulsecoomb, East Brighton has also helped to inform the development of the role.
- 5.7 Addendum pages 24 to 26 details a table of the outcomes and benefits of the Communities and Neighbourhoods Portfolio, and aligns these with the three elements of the Field Officer role. This consultation process has enabled us to demonstrate the enforcement and inspection programme is an essential component part of the Communities and Neighbourhoods Portfolio, and the need for this modernisation opportunity.
- 5.8 As this proposed role has developed there have been ongoing discussions and meetings with both unions, GMB and UNISON, but also with external partners including Police and Fire.

5.9 GMB have made the following comments:

We do not support this role and we find it very difficult how this can be justified in the current financial climate that the council find itself in. This will also cause further confusion and duplication and not in our view assist the public in anyway. And finally as the NCH directorate is going through a major restructuring this is money that could be spent elsewhere for benefit of staff and the wider community

*Mark Turner
GMB*

5.10 UNISON have made the following comments:

*Unison opposes the introduction of this new role.
We believe this is an unnecessary expensive and irresponsible proposal.
As members will know we have gone through many years of cuts to budgets and redundancies and these are set to continue into the next financial year, this is a £300K+ growth item whose costs could have been used to offset the redundancies in the latest NCH re-organisation.
The role as designed also has the effect of increasing the demand for Council services through feeding into increased expectations of the public and therefore runs contrary to the strategy that has been followed for the last six years of decreasing the expectations of the public of what can be delivered by the Council following on from austerity.
It duplicates the services provided by departments and lacks clarity in lines of accountability of service provision.
It attempts to portray the Council as open and accessible 24/7 but is paid for through cutting the Weekend Noise patrol a service that many desperate residents turn to when they have anti-social neighbours.
It throws up a number of health and safety concerns around lone working and isolated staff without effective supervision.
In summary it is an expensive gimmick that will do nothing to increase the efficiency of the Council.*

*Richard Woolven
Unison*

5.11 Nigel Cusack City Borough Commander, East Sussex Fire & Rescue Service
East Sussex Fire and Rescue Service has made the following comments:

As a proposal the business case for the Field Officer Role within the Communities and Neighbourhoods Portfolio gains support from East Sussex Fire and Rescue Service (ESFR) and has the potential to support the aims of the Service in relation to Collaborative working. In addition this role also supports reaching out across our communities offering support and assistance to those that are deemed vulnerable within our communities.

The role specifically identifies the sharing of information and expertise with BHCC key partners avoiding duplication, and moving away from silo working, to reduce the number of interactions customers have with different services,

ESFRS are fully supportive of this approach and would look to provide some early awareness and training to support the delivery of Home, Business, Road or Water safety education, or deliver training in the awareness in the pathway referral process and identification of those vulnerable to fire.

Fire and Rescue priorities have synergy with the role in relation to community collaboration and supporting the work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhoods. This is currently reflected by our work in partnership with BHCC and the City Initiatives Partnership (CIP) which identifies key themes to seek ways of improving health and wellbeing and access to safety information. It is felt that the Field Officer role could support this partnership and provide additional data on those that would benefit from fire safety and wellbeing advice or intervention.

There are also clear links to the PSPO elements that are identified in support of the reduction of deliberate fire setting, either by disaffected youths or by those in tented communities and or residing on the streets of Brighton and Hove.

As a final strand we would like to seek out the opportunities for collaborating across services and the possibility for the Field Officer roles to be agile in their work and be able to utilise our three fire stations across the City to enhance working relationships, open communication and referrals routes and support the wider agenda of collaborative, efficient working.

- 5.12 Edward De La Rue, Superintendent, Brighton and Hove Division Sussex Police wanted to add the following comments:

I see the proposed Communities & Neighbourhoods Field Officer role as a very positive development. Sussex Police are currently introducing and embedding our new Prevention model for local neighbourhoods; this will be focused on dedicated officers protected from abstraction in order to work with local communities and partners. Brighton & Hove City Council are a critical partner for us, and I believe that the creation of a team of dedicated Field Officers able to address local issues through enforcement and wider community collaboration initiatives will enable both organisations to work together more efficiently and effectively and thereby deliver a better service to local people.

6. CONCLUSION

- 6.1 The proposed Field Officer role is part of the wider Communities and Neighbourhoods Portfolio, and has been developed collaboratively with staff, service heads, communities and our partners.
- 6.2 This new flexible role will deliver coordinated fast and effective enforcement and inspection work across 9 council services, while at the same time working proactively with communities, and our partners.
- 6.3 It is proposed to have seven Field Officers delivering services, citywide, 7 days a week, between 12.00 and 20.00. This role will have access to a mobile device facilitating fast effective referrals while also enabling information and evidence to

be quickly and accurately gathered. This delivery model will enable services to be accessed early evening and at weekends when currently there is little or no service provision.

- 6.4 This role needs to be responsive and agile to meet customer and service needs, and ensure that a collaborative approach to service delivery is maintained.
- 6.5 This new service delivery model will bring services together to deliver a better customer service for our residents, visitors and businesses.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The cost of the recommended Option 1 is an up-front cost of £0.039m to pay for counsel advice, the software and the hand-held tablets, and an annual ongoing cost of £0.321m. The up-front costs of £0.039m will be paid for by the digital first programme (£0.038m) and £1,000 from current supplies and services budget for counsel advice. The Field Officer Service is estimated to cost of £0.319m during 2018/19 (the business case in Appendix one does not include the transport costs estimate of £9,940) All of this will be funded by NCH directorate using a combination of identified budgets of £0.161m, a contribution of £0.049 from the Housing Revenue Account (HRA) and £0.109m. This relates to a carry forward request to Policy, Resources & Growth Committee to use NCH underspends from 2017/18 to accommodate this service in 2018/19.
- 7.2 The business case describes that cashable benefits may be possible as the result of better productivity through the use of the new digital first platform. There is some evidence in the pest control service that the use of the mobile devices may free up existing staff time so that the existing service has greater capacity to complete income generating work. However, it is too early to quantify this at this stage of the programme. Therefore, current budget proposals for this service assume no extra income generation for 2018/19 and beyond.
- 7.3 As the role of Field Officer is developed throughout 2018/19 and the scope is more defined, it is anticipated that its operational impact and potential to reduce costs and/or generate income will be monitored to inform the ongoing cost of the service from 2019/20.

Finance Officer Consulted: Monica Brooks Date: 01/11/17

Legal Implications:

- 7.4 The Council's enforcement and inspection powers may be exercised out only by those of its officers to whom relevant powers are delegated, or who are authorised to exercise the powers delegated to more senior officers. This report has outlined the need to delegate relevant enforcement powers to the new Field Officers to equip them to exercise the Council's enforcement functions across the relevant services. This need will be addressed by implementing changes to the Council's Scheme of Delegations to Officers: a course of action which has already been approved in principle following a report to the Council's Policy, Resources & Growth Committee on 9th February 2017. That Committee's formal

approval to make the necessary changes to the Scheme will be sought in a future Constitutional Review Report to which will be appended the proposed amendments to the Scheme of Delegations to Officers.

Lawyer Consulted:

Victoria Simpson

Date: 01/11/2017

Equalities Implications:

- 7.5 Equalities Impact Assessment (EIA) for the Communities & Neighbourhoods Portfolio is due March 2018.
- 7.6 However, EIA's for the Communities and Neighbourhoods component programmes are currently being developed by the Communities and Neighbourhoods Coordination Group. This includes the EIA for this proposed Field Officer role.

Sustainability Implications:

- 7.7 Where possible waste and litter that is still in relatively usable condition, for this to be re-directed to local charities. There may also be scope to building in a partnership with the local Freegle coordinator (Cat Fletcher cat.scrig@gmail.com) to help redirect the waste that is found and prevent it from being taken to landfill. This could also reduce our landfill charges, contribute to circular economy in the city and support local charities.
- 7.8 It would be good to include information about the Biosphere programme into the Field Officer training.
- 7.9 Ensure FO is linked well with all local Community Development Workers. CDWs have a lot of knowledge/expertise of their communities, issues and concerns relating to particularly individuals and particular hotspots in the area. Similarly that they are linked in with Friends of Groups and the new citywide group that is being established (as a Biosphere project) for bringing all friends of groups together. This is called - Brighton and Hove Green Spaces Forum network of friends groups. (contact Rich Howorth for further details – rich.howorth@brighton-hove.gov.uk).

Sustainability Development Officer: Mita Patel

Date : 13/11/17

Crime & Disorder Implications

- 7.10 The proposed new Prevention Policing Model will shortly be implemented and work alongside the Field Officer role.

Risk and Opportunity Management Implications

- 7.11 The risks are detailed in Appendix 1 Page 21 to 22 of the business case and are repeated below.

Risks and opportunities				
Risk description	Potential consequences	Likelihood (1 = almost impossible, 5 = almost certain)	Impact (1 = insignificant, 5 = catastrophic/fantastic)	Mitigating controls and actions
Conflict over stakeholder priorities and strategies	Reputational damage, poor customer service	3	3	Strong operational leadership and regular joint intelligence meetings with external partners.
Resources insufficient to staff the FO service	Service is spread too thinly to have the impact needed. FO staff struggle to support the specialists and old methods creep back in. Loss of credibility.	2	4	Maintain an agile approach that references performance and monitoring information and customer need. Be prepared to review JD and person spec should there be fundamental recruitment issues.
Noise patrol – change to service delivery model	Complaints beyond 8pm not addressed, residents learn that there is no/limited enforcement Fri and Sat night... service falls into disrepute? Noise escalates into ASB?	3	2	Explore how collaborative working with external partners can be an opportunity to gather and share evidence while in the field. Interventions possible 12.00 to 20.00 7 days a week
Council led not community driven	Community not engaged and approach not sustainable	4	4	Robust communication, consultation and culture change activity
Expectations established that cannot be delivered	Reputational damage to the council	4	4	Clarity on scope of portfolio and in communications; community co-delivers
Partnership is dominated by certain people or issues and is not truly representative	Activities and outcomes skewed	3	4	Utilise role of Community Development Workers; advice from Equalities Co-ordinator
Conflicting priorities of different stakeholders	Portfolio skewed and outcomes not realised	4	2	Robust stakeholder consultation and management
Volatility of political situation	Portfolio becomes untenable	4	3	Cross-party Member engagement
Vulnerability of funding to the third sector	Unable to support co-design and co-delivery of services	4	4	Sustainability of service delivery considered in every proposal
Challenge of organisations and services to join up strategically and operationally	Portfolio outcomes not fully realised	4	4	Robust stakeholder consultation and management
Challenge of bringing about cultural change	Change not embedded	4	4	Introduction of Behaviour Framework and lessons learned from other change initiatives such as Workstyles and staff workshops
Lack of, or inability to access, financial and other resources	Portfolio outcomes not fully realised	4	2	Challenge assumptions around uses of funding and be creative and explore new ways of working and how we work together with

				partners
Ability to effectively share information across partners and communities	Service delivery not as effective	3	3	Explore best practice elsewhere and challenge assumptions
Ensuring effective technology and access to it	Limits ability to digitise services, Propose to use hybrid mobile device (tablet with laptop functionality). Not currently included in ICT's standard list of approved devices and therefore not supported. Mobile Devices cannot be purchased until January 2018 delaying trialling and development. Currently ICT are in the process of commissioning a mobile device security system and which could cause a time delay relating to implementation of the devices. printable device which is proving difficult to find at the moment.	3	4	ICT and DF to collaborate on procurement and delivery according to FO timetable. Make best use of technology already available; engage with ICT as part of business case development; training and support; digital buddies,
Intervention of unions	Progress delayed; portfolio outcomes not fully realised	2	2	Early and ongoing engagement
Communication does not start early enough and/or is ineffective and not representative	Staff disengaged and/or suspicious of change	3	4	Stakeholder analysis used to inform communication and consultation activity; start communicating early. Keep communication plan under review
Legislative or policy change	Impacts upon or blocks proposals	3	2	Maintain awareness of developments; consult with Legal and Policy teams as appropriate

Updated 15th November 2017

SUPPORTING DOCUMENTATION

Appendix 1: Business Case – Proposed Field Officer Role

Addendum: Documents embedded within the original Business case (Appendix 1)

APPENDIX 1 - Full Business Case and Options Appraisal

Corporate Modernisation Delivery Board

Subject: Field Officer Role – Full Business case (part of Communities and Neighbourhoods Portfolio)

Date of meeting: 27 September 2017

Report of: Larissa Reed, Director, Neighbourhoods Communities and Housing

Contact officer: Annie Sparks, Joint Acting Head of Regulatory Services ext 2436

1. Introduction

This report sets out the Business Case for a new Field Officer role as part of the wider Communities & Neighbourhoods Portfolio, which was reported to the NICE Committee in July 2017. The objectives for the role are to deliver a more effective service (for residents, visitors and businesses), and to work in a more collaborative and proactive way with communities.

The services and functions for the role have been developed collaboratively, including five workshops and four drop-in sessions for staff (over 60 attended). and informed by wider discussion with stakeholders. The service aims to launch in April 2018, with the phased addition of new and existing functions over time, as services are at different states of readiness. This business case represents, perhaps like Orbis, a stage on a journey rather than a finished product.

The team is likely to consist of 7 full time SO1/2 staff (indicative grade at this point), delivering a 365 day service, from 12 midday until 8pm. This will provide 4 members of staff on duty, with cover, working flexibly and proactively across the city in response to seasonal or local priorities. The recommended rota and Field Officer costs are on page 17. The functions of the Field Officers are listed on page 27. The job description and indicative grade are on page 11. The Field Officers will form an important link between communities and services, and will become a useful single point of contact for service users and members.. They will also be an important source of service improvement intelligence.

The service is likely to sit in the Neighbourhoods, Communities and Housing Directorate as it is part of the Directorate's portfolio and existing functions, and its final management arrangements would also align with the ongoing NCH restructure of services.

APPENDIX 1 - Full Business Case and Options Appraisal

The total cost of the service is £348,100 in the first year. The role has been developed on the basis of being cost neutral. Funding will be provided by the NCH and EEC Directorates based on their respective volumes of work with the new team.

The Field Officers will work with a mobile device which, based on a Digital First pilot project in Pest Control, will greatly improve productivity in the services the Field Officers support, and which will improve customer satisfaction. An indirect benefit of the programme is some limited potential for income generation in some services, but this was not an objective for the Business Case.

2. Recommendations

CMDB are recommended to approve Option 1 as the preferred option (page 12) and to agree the following recommendations:

1. Facilitate collaboration from all services and agree the proposed phasing of functions and services (based on the workshops with frontline staff and managers). See page 9 and Appendix 1 on page 27 below;
2. Agree the recommended 12-8pm, 7-member rota (see pages 17 and 9), and the funding and resources required for the set-up of the FO support role (page 19-20 below).
3. Note the timetable for implementation and associated communication and engagement work with key stakeholders (Members, external agencies, staff and unions) (page 34);
4. Note the risks and mitigation actions (page 22).
5. Note the Digital First timetable for delivery (Page 24).
6. Confirm this as a city-wide service, with the management role determining the operational allocation of resource according to seasonal demand and city-wide priorities.
7. Note that Counsel's opinion will be required on the best way to equip Field Officers with the powers needed for the functions specified in Appendix 1 (see page 8).

3. Further work, issues and risks

Please note that ASG comments are being provided after CMDB have considered this business case.

1. Budget

The Field Officer role is based on existing and new functions being 'transferred' from current services, but the budget for the Field Officer team will be funded by the NCH and EEC Directorates based on a simple total allocated to each Directorate. It is anticipated the Team will be in place in April 2018, with a full complement of staff, with a three month and a six month review to consider progress and what additional functions are ready to be added.

2. NCH restructure

At the time of writing, it is uncertain exactly how the Field Officer role will be managed and where it will be located.. Although the Field Officer role has been developed separately, it is likely that the formal consultation over the restructure will involve

APPENDIX 1 - Full Business Case and Options Appraisal

discussion over the role, and more communications and engagement work may be needed to disentangle the issues as the timetable moves towards the NICE Committee in November 2017, and key budget decisions in February 2018.

3. Additional Field Officer functions

The Field Officer role is being launched cautiously - Phase one will cover the range of functions that the new service can deliver with confidence, and these will provide the foundation for the incremental addition of further functions and support services. The timing and sequencing for adding more functions is not yet decided, and more work is needed here. Training will be delivered by the 'host' services from April onwards, as part of the process.

4. Digital

The digital mobile platform is key to the role in improving productivity, collaboration and speed of resolution for customers. The Digital First pilot has successfully demonstrated the potential of the new way of working, but there are some risks and issues associated with this (non-standard device; security; printing; purchase timing, sharing information digitally across services).

APPENDIX 1 - Full Business Case and Options Appraisal

Full Business Case	
Service Redesign Name	Field Officer role
Directorate/Service	NCH and EEC
Full Business Case Author	Annie Sparks, Joint Acting Head of Regulatory Services
Date Full Business Case drafted	19 September 2017
Senior Responsible Owners	Larissa Reed and Nick Hibberd, Directors of NCH and EEC
Programme or Project Manager	Carole Convers, Programme Manager, CPMO

1. Executive Summary & Recommendations

The aim of the administration's Communities & Neighbourhoods Portfolio is to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. Different ways of thinking and working are needed to collaborate and achieve positive change.

The Communities and Neighbourhoods Portfolio is delivering 3 programmes:

1. Community and neighbourhood hub development (physical and virtual)
2. Community collaboration (volunteering and governance)
3. Enforcement & inspection (development of the Field Officer role).

A business case has been developed for the wider Communities & Neighbourhoods Portfolio, which was agreed May 2016 by the Corporate Modernisation Delivery Board. The option agreed was to implement a model of collaborative working and service improvement.

This business case focuses on how we deliver enforcement and inspection functions across services to reduce the costs to the council and give a better service to our communities across the City. A new Field Officer role is being developed to deliver coordinated fast and effective enforcement and inspection work across a number of council services, while at the same time working proactively with communities, and our partners.

Working in our communities and with our communities promotes a more proactive and preventative way of working, that delivers solutions and resolves problems. Delivering a better customer service for our residents, visitors and businesses is at the heart of this programme.

Following CMDB's approval of the Direction of Travel for this in March, the NICE Committee have already agreed (3 July 2017) to the aims and objectives around the proposed Field Officer role. This Business Case sets out how these could be implemented while at the same time working alongside the principles set out in the wider Communities and Neighbourhoods Portfolio and Business Case.

Developing this Business Case has required close working with a variety of services, staff and partners, to identify how we best integrate service delivery, reduce silo working, align services, and provide more consistency. Identifying how we achieve this has been a challenge as our services are at very different stages of modernisation and digitalisation. The recommendations have reflected this and highlighted where further work is needed.

APPENDIX 1 - Full Business Case and Options Appraisal

CMDB are asked to approve this Business Case which recommends a team of mobile Field Officers working 7 days a week including some evening working, covering the whole city. It is proposed that this role will work flexibly across services, preventing duplication, reducing response times and improving the way customers access services, with improved customer satisfaction. The Field Officers will be trained by the services they support so they can take appropriate fast and effective action, or refer on with accuracy. Digital solutions are being developed and piloted to enable this to happen.

The Field Officers will be managed as a Team. The location and management structure of the team has yet to be decided. The pending restructure of Neighbourhoods, Communities and Housing Directorate will influence this. Although the Field Officer role has been developed separately, it is likely that the formal consultation over the restructure will involve discussion over the role, and more communications and engagement work may be needed to disentangle the issues as the timetable moves towards key budget decisions in February 2018.

Recommendations

CMDB are recommended to approve Option 1 as the preferred option (page 12) and to agree the following recommendations:

1. Facilitate collaboration from all services and agree the proposed phasing of functions and services (based on the workshops with frontline staff and managers). See page 9 and Appendix 1 on page 27 below;
2. Agree the recommended 12-8pm, 7-member rota (see pages 17 and 9), and the funding and resources required for the set-up of the FO support role (page 19-20 below).
3. Note the timetable for implementation and associated communication and engagement work with key stakeholders (Members, external agencies, staff and unions) (page 34);
4. Note the risks and mitigation actions (page 22).
5. Note the Digital First timetable for delivery (Page 24).
6. Confirm this as a city-wide service, with the management role determining the operational allocation of resource according to seasonal demand and city-wide priorities.
7. Note that Counsel's opinion will be required on the best way to equip Field Officers with the powers needed for the functions specified in Appendix 1 (see page 8).

2. Objectives

The aims and objectives of the proposed Field Officer role are consistent with those of the Communities & Neighbourhoods Portfolio, namely to put communities at the heart of service delivery, while at the same time supporting delivery of savings and making effective use of resources. The objectives of this new role are to:-

- Improve customer satisfaction with services through citizen engagement, joined up service delivery making services easier to navigate
- Be better connected, sharing information and expertise with our key partners to avoid duplication, move away from silo working and reduce the number of interactions customers have with different services

APPENDIX 1 - Full Business Case and Options Appraisal

- Be smarter with universal services, providing digital solutions for high level transactions, automating connections to back office services, reducing the need for officer intervention and promoting self-help
- Work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhoods.

3 elements of the role have been identified:-

1. Enforcement activities that are quick and responsive to customer needs (include Fixed Penalty provisions). Timely effective enforcement action resolves problems which will reduce unnecessary demand on partners and services.
2. Gathering intelligence and evidence for existing specialist services. Gathering quick and robust evidence including photographs, mapping and statements to inform these services and enable them to deliver faster, more effective and coordinated enforcement action that is resolving both environmental and community problems.
3. Working proactively promoting behaviour change and community collaboration.

Each of these elements will be covered by the training programme.

3. Background and context

CMDB are familiar with the background, having last considered this in March 2017 to approve the Direction of Travel report. The City Management Board is also aware of the broad proposals (Feb 17) as are members of the Community Initiatives Partnership – the Field Officer role was presented to their June 2017 meeting around collaboration with Police and ESFRS.

Developing the Field Officer role is just one of the programmes being delivered by the wider Neighbourhoods and Communities Portfolio. In addition to community development and stronger community collaboration this portfolio aims to deliver services consistently, more effectively and more efficiently, and improve customer satisfaction. The proposed Field Officer role will help to achieve this, and by working in our communities will have a preventative role that stops cases escalating and putting a demand on resources and services.

Customer Insight Report 2016-2017

It is noted from the latest Customer Insight Report 2016-2017:

- Customer satisfaction with the city council is 60%. This is a 1% increase. The national benchmark is 68%. This shows that the council needs to continue improving its customer satisfaction levels.
- Customer satisfaction is highest when using a face to face channel, and lowest for contact by email. This reinforces the need for a Field Officer role working in our Communities and having face to face contact.

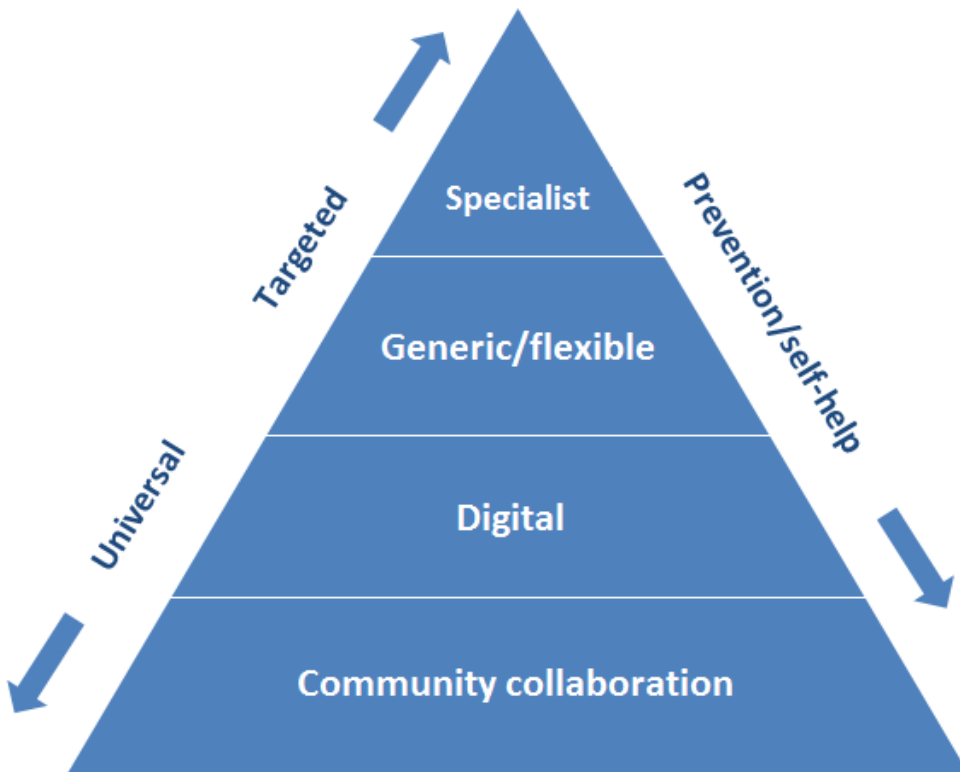
The method of customer contact continues to move in the direction of increased digital access. With budget pressures and increased demand the council needs to strongly consider further digitalisation.

APPENDIX 1 - Full Business Case and Options Appraisal

Service delivery model including rotas and geographical areas

The service delivery model for enforcement and inspection aligns with the proposed service delivery model for the wider Communities and Neighbourhoods Portfolio.

Communities & Neighbourhoods: Service Delivery Model



Principles:

Specialist: High cost services/interventions with individual customers (eg. social care, housing)

Generic/flexible: Services provided by staff to non-specific customers (generic customers, flexible staff)

Digital: Information and services delivered electronically

Community collaboration: Services designed and delivered in consultation and/or partnership with the community

The model will be the same for each neighbourhood and community of interest

The size of each segment will be relative to the needs of the neighbourhood or community it serves

Some services will be targeted, some universal. Focus is on prevention and self-help to reduce demand

APPENDIX 1 - Full Business Case and Options Appraisal

The proposed new Field Officer role needs to be a generic and flexible working across existing services and supporting the specialist/technical roles located in these services. These existing specialist technical roles deliver highly skilled work and are often involved with complex cases, and can require professional qualifications.

The Field Officer will help to release existing skilled and specialist staff to focus on this lengthy and complex casework and enforcement activities. It is aimed that this will help existing services to use their current resources more effectively and efficiently, task the Field Officer to gather evidence, and also undertake quick win immediate enforcement roles. This flexible and generic role will often be demand led with fast response times and responding to community needs and priorities using new digital technology. This may include new enforcement fixed penalty notice work such as the enforcement of the new Public Space Protection Order (PSPO). This is reflected in the model above.

When developing a new role working across so many different service areas there is a risk of increased demand and having a negative impact on customer service . It is for this reason that we need to have clear baselines that we work to, and at the same time link this to resources we have available. In some cases initial demand can be mitigated through new solutions ie. Digital.

Delivery of this role relies on clearly defined work processes with clearly defined 'hand offs' when a case is passed to another agency or specialist team, and to also clearly define when a case is concluded. This needs to be supported by a comprehensive programme of training.

Delegation of powers

It will be necessary to delegate relevant enforcement powers to the new Field Officer role so that they are equipped to exercise the Council's enforcement functions across the full range of services. This will be addressed by implementing changes to the Council's Scheme of Delegations. This has already been approved in principle following a Report to the Council's [Policy, Resources & Growth Committee on 9th February 2017](#). It is proposed that in any event, all of the Council's enforcement activities, whether carried out by the new roles or not, will continue to be underpinned by the Council's Enforcement Policy.

Services in scope

The service delivery model for enforcement and inspection has the opportunity to work across a number of services and it is proposed these include:-

1. Regulatory Services
2. Housing
3. Private Sector Housing
4. Planning Enforcement
5. Community Safety
6. City Parks
7. Highways
8. Travellers
9. Seafront Office

City wide approach

By operating a 'city wide' service rather than a smaller area eg. Hanover & Elm Grove we are delivering a consistent 'city wide' customer service. This approach would prevent dividing the city into different models of service delivery and risking the creation of hotspots and varying degrees of enforcement. The city wide service would need to be agile and respond to unanticipated service pressures, community priorities, emergencies or hotspots.

APPENDIX 1 - Full Business Case and Options Appraisal

It can form a single point of contact for councillors or MP's. It is important that the objectives and service delivery are not compromised.

Rotas

The preferred rota¹ (costs shown in Section 5 on page 17) includes resource for annual leave and sickness (based on 14% additional cover). This is budgeted for and provided from within the Field Officer team, not relying on cover from the services in scope.

Two rota options are presented – these are 8.00-20.00 hours and 12.00-20.00 hours. Hours worked beyond 20.00 would be paid at time-and-a-third.. Each option has been costed with two staffing options. The preferred option for the rota is discussed in Section 5.

The final rota design will complement out of hours work currently being delivered.

No firm decision has yet been made on the form of the employment contract in terms of annualised hours or other contractual arrangement. . These options will depend on the anticipated flexibility needed to respond to seasonal or in-week patterns of demand.

Functions – phased approach

The Field Officer role and functions have been developed through a series of workshops and drop in sessions with over 60 frontline staff and managers. Discussions with Assistant Directors and DMT members have also been held regularly with NCH and EEC Directorates.

Understanding what our customers need and how we can work better with our communities has also been part of this Business Case, and developing the role its functions of this proposed role. Evidence from our Customer Feedback Team and workshops with communities in Whitehawk and Moulsecoomb have started to inform how we can work better together, deliver services that meets customer need, and in a way that our customers can easily access.

As a new and innovative programme crossing a broad range of services, all at different stages of modernisation and digitalisation, we need to adopt an agile and cautious approach to the implementation and development of this role. As with the Orbis business case, the Field officer role is more of a journey than a description of a finished product. To that extent it will evolve and develop over time, alongside the services the role supports, and the needs of customers. It will continue to align with the rest of the Communities and Neighbourhoods Portfolio. Subsequent phases are defined below to reflect this approach.

Phase one will see Field Officers taking on the functions detailed in Appendix 1. This distinguishes between new and existing functions, and the Associated Fulltime Equivalent (FTE) resource that will be required from both NCH and EEC Directorates. Phase one, from April 2018, includes:

1. Noise nuisance investigations inc buskers, alarms, initial response to domestic noise complaints².
2. Smoke and dust nuisance investigations for both domestic and commercial premises.
3. Low level antisocial behaviour complaints.
4. Waste on private land complaints.
5. Street trading enforcement.
6. Housing Estate Inspections.

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7. Public Space Protection Order enforcement.
8. Condition of land or a property is considered harmful to the area
9. Initial assessment and evidence gathering for alleged unauthorised signage inc estate agent boards.
10. Breaches of planning condition that are easily quantifiable such as hours of use or delivery time restrictions.
11. Third party complaints relating to private sector housing inc HMOs inc overgrown gardens and drainage.

This will also include the comparatively new work around Public Space Protection Orders which is currently delivered by Travellers, City Parks and Seafront Team (extremely limited).

These PSPO offences are:

PSPO Prohibitions :
• Occupying any vehicle, caravan, tent or other structure
• Driving any vehicle on grass
• Littering or fly tipping
• Lighting or maintaining a fire
• Defecating or urinating

The Field Officer role will be able to work jointly with these services to enforce PSPO offences, and will mean that these capabilities are available for evenings and weekends.

Tented communities are a growing demand on services. City Parks, Travellers Team and the Seafront office are attempting to respond to this new area within existing resources. The PR&G Committee have already agreed a one-off allocation of £50k towards this work. There is an opportunity with this new Field Officer role to assess and pilot how these staff could help to manage this sensitive issue.

Monitoring and performance reporting based on the objectives for the
Ensuring alignment with the C&N Portfolio and ensuring it does not become disconnected.. .-

Phase 2 starts approximately three months after Phase 1 (i.e. July 2018)

Phase 2 reviews the functions delivered in Phase 1, and starts to introduce additional functions from other services, including Highway Licensing, and Highway Permits.

A further Phase 3 review will be carried out in October, and again in April 2019, looking at all functions.

It is proposed that this role can be delivered as cost neutral with services transferring functions and the associated resource. However this Business Case starts to identify potential savings and income opportunities.

Proposed Job Description and Person Specification

The draft person specification and job description³ has an indicative grading of SO1/2 on the provision that it will be managed by a grade no lower than M10. It will go to a formal panel once the details and functions of this role have been finalised.

³

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If this role is approved the next stage will be to assess the impacts on existing roles and, where necessary embark on a formal consultation.

Digital First

Digital First have been working closely with services and teams to understand how services work, the processes they use, identifying examples of good working practices but also the potential for further service improvement and in particular the benefits that digitalisation can bring. The aim is to deliver a mobile hybrid device, enabling fast referrals, fast effective information sharing, and moving customer contact (booking appointments, making payments) online. More on this work, including the proposed timetable for implementation is found on page 24.

Communications and Engagement Plan

A Communications and Engagement Plan has been developed and will continue to be delivered as this role is implemented, see Appendix 3. Trade Unions and support services (including Finance, HR, Legal, IT and Digital First) have been engaged throughout.

The timing and complexity of this Business Case has meant that ASG comments will be sought retrospectively pending the CMDB decision in principle.

The staff workshops and drop in sessions have been a valuable tool to develop this role and understand how it can be delivered. Also, how existing services and the proposed new Field Officer role can work together to improve customer satisfaction, develop stronger community collaboration, improve service delivery and use resources more effectively and efficiently.

Field Officer Training Needs⁴

The consultation process and in particular the staff engagement workshops started to identify training needs associated with this proposed new role. The training needs document focuses on the 3 elements of the Field Officer role and shows the skills and training needs that staff repeatedly identified as part of this process. Staff identified their current skills, the future Field Officer skills, and associated training to carry out the functions of the role.

Other Local Authorities⁵

Initial website searches of comparator Council's who belong to the Chartered Institute of Public Finance and Accountancy (CIPFA) show that 2 Local Authorities, Medway and Newcastle have similar roles to the Field Officer. Further searches showed another 4 Local Authorities; Kent CC, Crawley DC, Chichester DC and Canterbury CC also have similar roles.

Corporate Principles and Priorities

The Communities & Neighbourhood portfolio supports delivery of all corporate principles and priorities:

Principles:

- Public accountability
- Citizen focused

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- Increasing equality
- Active citizenship

Priorities:

- Economy, jobs & homes
- Children & young people
- Health & wellbeing
- Community safety & resilience
- Environmental sustainability

Programmes and Projects

The Field Officer role is part of the Communities and Neighbourhoods Portfolio, which was reported to the [NICE Committee on 3 July 2017](#).

The Communities and Neighbourhoods Portfolio is delivering 3 programmes,

- Community and neighbourhood hub development (physical and virtual)
- Community collaboration (volunteering and governance)
- Enforcement & inspection (development of the Field Officer role).

4. Preferred Option

Option 1 – Preferred – Create a Field Officer team, working city wide across 9 services. This option creates a team of multi-functional Field Officers supporting a wide range of different enforcement and inspection functions, and resolving or forwarding as much as they can on the spot, improving customer satisfaction. The need for other officers to visit is kept to a minimum, and mobile working improves productivity and customer satisfaction. Field officers get to know their areas, and the needs of the people who live there - communities have a greater sense of ownership. This is consistent with the objectives of the wider Communities and Neighbourhoods Portfolio.

Option 2- Digital First Solution only - Could the project be delivered through the Digital First work alone? This option maintains the separate silos of individual enforcement and inspection services, but would transform their ability to transfer information, service requests and data between services, leading to improvement in response times and customer satisfaction, and greater productivity from mobile working. So the individual service benefits are not dissimilar to the Field Officer option. But each officer is still fundamentally responsible for their 'own' service. The Field Officer role has much greater potential for a genuinely collaborative approach, not only between services but also as the eyes and ears of the council and potentially in a closer relationship with the communities they serve. This option also loses the productivity benefits that flow from a single officer responding to everything they see, avoiding the stereotypical case of several officers having to inspect or enforce at the same address.

Option 3 – Large all-encompassing enforcement team made of individual services - Another option which is also not considered in greater detail here is the possibility of pulling together a wider range of enforcement teams into a specialist Enforcement Service. There is a risk that this would become too large and diverse and silo working. It would not fulfil the remit to deliver a cross-service flexible workforce supporting community collaboration and behaviour change, and would be

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disconnected from the Communities and Neighbourhoods Portfolio, and not deliver the objectives and benefits that this has identified.

Option 4 - Do nothing – This option does not address the objectives of the Communities and Neighbourhoods Portfolio. It does not include digitisation of services and the benefits this brings. It is not consistent with the proposals already agreed at Committee.

OPTION 1 Citywide Field Office service – the preferred option

1. Description of the option

See above

2. Is this the preferred option?

Yes for the reasons above.

3. Cashable benefits

What are the anticipated financial savings from the programme or project? Profile the savings over the lifetime of the programme or project.

The field officer role would not in itself generate cashable benefits. However, cashable benefits may be achievable from the Digital First platform. This is based on the greater productivity evidenced by the Pest Control pilot, Their hybrid mobile device (with direct data input into a shared data base whilst in the field) frees up existing staff time so that the existing service has greater capacity to complete income generating work - Pest Control officers can complete more chargeable jobs. The 2017-18 Pest Control income budget had an additional income target of £20k which the service is currently on track to deliver (TBM4). At this stage of the programme we cannot quantify what if any income generation can be achieved from the proposed Field Officer role.

4. Non-cashable benefits, including the Communities & Neighbourhoods Portfolio benefits profile⁶

Every non-cashable benefit (or improvement) should be expressed in measurable terms, and the current situation understood and baselined before the programme or project is implemented. Include benefits from the perspective of the customer

Current situation	Benefits expected	Measured outcomes that you hope to achieve	How will the benefits be measured?
The FO role is flexible and able to add additional functions as needed.	Greater flexibility enabling the organisation to respond to change without additional costs.	A widening level of functions delivered by Field Officer at the six month and twelve month review.	Existing reports and Future monitoring and performance still to be defined.
Management information weak.	Single service under one manager improves collaboration and sharing of information and intelligence. Mobile platform enables data sharing, and real time performance monitoring. Greater potential for proactive working based on frontline knowledge and data	A new suite of real-time reports produced by the mobile platform. Pest Control has already piloted this.	Mobile platform reporting. Existing reports and Future monitoring and performance still to be defined.

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	analysis. Closer alignment with community priorities.		
Services 'siloed' and working independently Customers dealing with multiple services working to different response times. Duplication of resources Limited career development opportunities	Improve customer satisfaction with more effective and efficient communication More responsive service to tackle variation in demand by adopting an agile approach to better respond to customer and operational needs. Generic and flexible role working across existing services and more effective use of resource. Ability to access and pay for services online. Faster service coordinated response times. Single point of contact. Improved staff morale in being involved in a wider remit of work and personal development opportunities	Customer Insight and satisfaction metrics. Reports show a growing % of work booked online.	Existing reports and Future monitoring and performance still to be defined. Existing reports and Future monitoring and performance still to be defined.
Specialist teams	Removal of transactional, straightforward activities from skilled specialist officers and more effective use of resource.	Higher productivity and job satisfaction of specialist staff.	Existing reports and Future monitoring and performance still to be defined.
Low awareness of, and difficulties in finding and accessing services having a negative impact on customer satisfaction and effective service delivery	Improved customer satisfaction More effective use of resources Improved resident health and well-being	Services easier to access Communities better able to access services in their neighbourhoods Joined up approach to service delivery and collaboration	Feedback from users of services in the area on awareness of and navigation and access to local services and buildings following the implementation of the programme
Ward members regularly approached by residents to resolve operational issues, and difficulties identifying who to approach to resolve issues. Services working in isolation with little or no coordination and duplication resulting.	Improved customer satisfaction Faster effective referrals to services Improved job satisfaction More resilient communities Greater democratic participation	Greater support for Members engaging with communities Problems resolved through community collaboration Better response to complaints.	Feedback from users of services Members feel more supported through use of new tool(s) developed inc mobile hybrid platform for use in the field. Complainants have their issues dealt with more openly and swiftly
Perception by some residents	Improved customer satisfaction More resilient communities	Communities able to influence decision making in their area	Residents feedback following

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that public sector services have not listened to their issues or effectively addressed their concerns		Problems resolved through community collaboration	implementation of greater collaborative working
Existing community based digital resources not used to full capacity, and limited use of digital services online	More effective use of resources. Improved resident health and well-being Improved customer satisfaction Improved job satisfaction	<ul style="list-style-type: none"> • People better able to access digital services • People more able to self-help • Cost of transactions reduced • Unnecessary journeys reduced • Website clearer and easier to navigate 	Increased use of existing community based digital resources, and online services
Inconsistent levels of collaboration between different services, external partners, and communities	More resilient communities Improved resident health and well-being More effective use of resources Improved customer satisfaction Improved job satisfaction Share resources and information effectively inc co-location opportunities.	<ul style="list-style-type: none"> • Communities empowered to co-design services • Communities have greater access to information and expertise • Problems resolved through community collaboration • Stronger relationship between sectors • Closer working between organisations • Joined up approach to service delivery • Innovation is encouraged and rewarded 	Number of services and partners working together and range of activities and resources that are being shared or jointly used/delivered
Opportunities for greater involvement by private sector, including universities	More resilient communities Improved resident health and well-being More effective use of resources Improved job satisfaction	<ul style="list-style-type: none"> • Closer working between organisations • Joined up approach to service delivery and collaboration • Stronger relationship between sectors • Innovation is encouraged and rewarded • Service plans based on evidence of need 	Number and range of private sector partners involved in delivering community and neighbourhood plans and resolving local issues
Need for greater coordination of prevention activity with wider range of services and agencies	Improved resident health and well-being More effective use of resources Improved customer satisfaction More resilient communities	<p>Service plans based on evidence of need Increase in prevention activity</p> <p>More support for developing multi-disciplinary teams Joined up approach to service delivery</p>	Service plans and action plans evidencing prevention activity in coordination with targeted/specialised services

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5. Costs (capital and revenue)

What are the capital and revenue costs of the programme or project? Profile these costs over the lifetime of the programme or project.

The table below summarises different rotas that could be adopted to deliver this role including the associated staffing costs.

Option	Areas/staff each day	Basic Salaries*	Weekend Working**	Subtotal	On cost Rate	Total staffing costs	Total Staff
1. 8-8	3	£241,224	£29,259	£270,483	27%	£344,000	8
2. 8-8	4	£309,284	£39,012	£348,296	27%	£442,000	10.3
3. 12-8	3 [#]	£138,704	£19,506	£158,210	27%	£201,000	4.6
4. 12-8	4	£211,071	£26,008	£237,079	27%	£301,000	7

**Based on SO1/2, scp 34, top of the scale. Average cost per post, with on costs, cover and weekend working = £43k.*

***Assumes 52 weekends are covered for either 12 hours or 8 hours per day at time and a half.*

The preferred option is 12.00 – 20.00 hours with 7 staff because this supports a 'cautious' approach while we assess the new role and customer needs.

Transport costs will be defined at a later stage once operational arrangements have been agreed. Alternatives to be considered include annual bus pass, City Car Club, electric bikes/ moped etc...Some of these costs are currently attached to existing services.

	Year 1	Year 2	Year 3	Year 4	Total
Capital costs	NIL unless purchasing vehicles				
Ongoing maintenance of DF devices ICT supplies and services	8 x Hybrid mobile device £1k each (one spare) = £8k (Digital First pay) and £6k one off cost per UNIFORM service = £30k for 5 (Digital First pay) Ongoing support and maintenance £1200 per UNIFORM App (service to pay) = £6k	£6k Device replacement = £2k	£6k Device replacement = £2k	£6k Device replacement = £2k	DF = £38k FO team = 30k = £68k
Premises	Existing and co-location with external partners eg. Fire and Police				
Transport	See above – to be defined.				
Training	Majority in house. Any external training will be an additional cost- unknown at present				
FO staff and manager	7 x £43k (scp34 + all costs) excl management costs =	£301k	£301k	£301k	£1,204,000

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	£301k				
Counsel's advice	£1000				£1,000
Protective equipment	£300 per officer inc protective shoes, waterproof clothing and option on a uniform style approach if proposed, bag for caring equipment. = £2,100	£2,100	£2,100	£2,100	£8,400
Totals (per year) & grand total	£348,100	£311,100 plus pay settlement	£311,100 plus pay settlement	£311,100 plus pay settlement	1,281,400

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6. Funding

*Have the budgets to fund the programme or project been identified?
Specify which budgets.*

The intention is that all the costs of the proposed new role will be funded from existing budgets across a variety of services. The services in scope are located in NCH and EEC. The table below highlights the FTE equivalent needed from each directorate and breaks down the resource required for 'existing' functions and the resource required for 'new' functions.

This proposed new Field Officer role has an indicative grade of SO1/2 with the proviso that it is managed by M10 grade or higher.

Fulltime Equivalent (FTE)	NCH	EEC
TOTAL FTE for EXISTING functions	4.84	1.17
TOTAL FTE for NEW functions	1.07	0.11
TOTAL	5.91	1.28
TOTAL from both Directorates inc New and Existing functions	7.19	
	Note: FTE resource from City Parks to be defined (not significant).	

The assessment of new and existing work from the services in scope matches the recommended rota for seven members of staff.

In addition there is the potential to move £42k from the existing Noise Patrol service⁷ into the team and enable this role to deliver a service through to 20.00 hours and also at weekends. This is an opportunity to continue to deliver a Noise service out of hours but while introducing a service for 12-8 at weekends.

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7. Resources					
Service	Why are they required?	Quantify the requirement (fte)	When are they required?	Has the service been consulted and what did they say?	Are the staff available?
Operational staff	Service Lead to deliver the preferred option and ensure that further phases identified are implemented as necessary. Also to deliver committee report including NICE Nov 2017 and PR&G Feb 2018. Update DMT's.	30% of FTE	After approval of CMDB – 27-9-2017	Yes – provisional on NCH restructure	Yes
Communications	To continue with the implementation of the Communications and Engagement Plan including internal and external comms.	Ave. 1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Finance	To continue to work with services to identify budgets to deliver approved option.	Ave. 1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Human Resources & Organisational Development	To continue to work with services to deliver approved option and assist with consultation and recruitment.	Ave. 3 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
ICT	To work with DF and services to deliver approved option and specifically : <ul style="list-style-type: none"> • Facilitate cross service working and information sharing/ software compatibility to deliver the required outputs • Delivery of a mobile hybrid device and ensure compatibility across service • Maintenance and developments of the mobile hybrid device 	30% of FTE	After approval of CMDB – 27-9-2017	No	Unknown

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Digital First	To work with ICT and services to deliver approved option and specifically : <ul style="list-style-type: none"> Facilitate cross service working and information sharing/ software compatibility to deliver the required outputs To clearly define service processes and optimise digitalisation of services. Delivery of a mobile hybrid device and ensure compatibility across service 	1 FTE	After approval of CMDB – 27-9-2017	No	Unknown
Internal Audit	N/A initially but to feed in at future phases to audit where ring fenced budgets exist.	2 hours per month	After approval of CMDB – 27-9-2017	No	Unknown
International Team (knowledge of funding opportunities)	N/A	N/A	N/A	N/A	N/A
Legal & Democratic Services	Support with the required delegations. Counsel's advice will be sought (costs to be budgeted for). Also support with committee reports.	3 hours a month	After approval of CMDB – 27-9-2017	No	Unknown
Performance, Improvement & Programmes	BI to work with DF to deliver service processes and assist with optimising digitalisation. CPMO – deliver of approved option and implementation of future phases.	30% of FTE	After approval of CMDB – 27-9-2017	No	Unknown
Policy, Communities & Equalities	Top deliver committee reports and ensure compatibility with the wider N&C Portfolio	1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Procurement	N/A	N/A	N/A	N/A	N/A
Property & Design	To help locate the FO team and explore co-location options	1 hour a week	After approval of CMDB – 27-9-2017	No	Unknown
Sustainability	N/A	N/A	N/A	N/A	N/A

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8. Risks and opportunities				
<i>Risk description</i>	<i>Potential consequences</i>	<i>Likelihood (1 = almost impossible, 5 = almost certain)</i>	<i>Impact (1 = insignificant, 5 = catastrophic/fantastic)</i>	<i>Mitigating controls and actions</i>
Conflict over stakeholder priorities and strategies	Reputational damage, poor customer service	3	3	Strong operational leadership and regular joint intelligence meetings with external partners.
Resources insufficient to staff the FO service	Service is spread too thinly to have the impact needed. FO staff struggle to support the specialists and old methods creep back in. Loss of credibility.	2	4	Maintain an agile approach that references performance and monitoring information and customer need. Be prepared to review JD and person spec should there be fundamental recruitment issues.
Noise patrol – change to service hours	Complaints beyond 8pm not addressed, residents learn that there is no/limited enforcement Fri and Sat night... service falls into disrepute? Noise escalates into ASB?	3	2	Explore how collaborative working with external partners can be an opportunity to gather and share evidence while in the field.
Council led not community driven	Community not engaged and approach not sustainable	4	4	Robust communication, consultation and culture change activity
Expectations established that cannot be delivered	Reputational damage to the council	4	4	Clarity on scope of portfolio and in communications; community co-delivers
Partnership is dominated by certain people or issues and is not truly representative	Activities and outcomes skewed	3	4	Utilise role of Community Development Workers; advice from Equalities Co-ordinator
Conflicting priorities of different stakeholders	Portfolio skewed and outcomes not realised	4	2	Robust stakeholder consultation and management
Volatility of political situation	Portfolio becomes untenable	4	3	Cross-party Member engagement
Vulnerability of funding to the third sector	Unable to support co-design and co-delivery of services	4	4	Sustainability of service delivery considered in every proposal
Challenge of organisations and services to join up strategically and operationally	Portfolio outcomes not fully realised	4	4	Robust stakeholder consultation and management
Challenge of bringing about cultural change	Change not embedded	4	4	Introduction of Behaviour Framework and lessons learned from other change initiatives such as Workstyles
Lack of, or inability to access, financial and other resources	Portfolio outcomes not fully realised	4	2	Challenge assumptions around uses of funding and be creative

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Ability to effectively share information across partners and communities	Service delivery not as effective	3	3	Explore best practice elsewhere and challenge assumptions
Ensuring effective technology and access to it	Limits ability to digitise services, Propose to use hybrid mobile device (tablet with laptop functionality). Not currently included in ICT's standard list of approved devices and therefore not supported. Mobile Devices cannot be purchased until January 2018 delaying trialling and development. Currently ICT are in the process of commissioning a mobile device security system and which could cause a time delay relating to implementation of the devices. printable device which is proving difficult to find at the moment.	3	4	ICT and DF to collaborate on procurement and delivery according to FO timetable. Make best use of technology already available; engage with ICT as part of business case development; training and support; digital buddies,
Intervention of unions	Progress delayed; portfolio outcomes not fully realised	2	2	Early and ongoing engagement
Communication does not start early enough and/or is ineffective and not representative	Staff disengaged and/or suspicious of change	3	4	Stakeholder analysis used to inform communication and consultation activity; start communicating early
Legislative or policy change	Impacts upon or blocks proposals	3	2	Maintain awareness of developments; consult with Legal and Policy teams as appropriate

9. Outline programme or project plan

Indicate the timeline for the programme or project with key milestones, including when decisions are needed and by whom, and deliverables.

See Appendix 3 for the High Level Project Plan

Digital First Timetable

Date	Status	Objectives
July /August 2017	Completed	Understand exactly what parts of the F.O requirements can be done by which

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		UNIFORM product. Get demos; liaise with Planning, IDOX and ICT.
Sept/October 2017	In progress	Purchase the App and Mobile devices and commence job shadowing and discovery. Commence Highways discovery work to inform Phase 2.
Nov/Dec 2017	Planned work	Implement Enterprise workflow with all UNIFORM users. Explore possibilities for rolling it out to other non-UNIFORM teams in line with FO remit.
Nov/Dec/Jan	Planned work	Work with services to identify new pathways for referrals and complaints made by residents. At the 'make' time review web information to enable customers to self-serve.
Jan/Feb/Mar 2018	Planned work	*UNIFORM App for Environmental Health, Licensing and Private Sector Housing already available. App for Planning Enforcement about to be launched. Therefore to initially trial UNIFORM service request app with Private Sector Housing, Licensing and Environmental Health and possibly Planning Enforcement. Explore what UNIFORM customer journeys could be added on to the website to deliver improved customer functionality, integrated directly back into UNIFORM and Enterprise workflow. E.g. Booking site visits and pre-application visits, with payment.
April 2018 [Field Officers in post]		Refresh and reprioritise work plan based on knowledge. Prepare for Phase 2.

10. Stakeholder consultation

A summary of the Communications and Engagement plan is in Appendix 3

Summary of Staff Engagement workshops and drop ins

- Over 60 staff from nine services, including 3GS, across two directorates attended five Business Improvement workshops and four drop-in sessions, over a four week period.
- An initial three workshops and two-drop-in sessions were scheduled to involve staff in the development of the Field Officer role and listen to staff concerns. A further two workshops and two drop-in sessions were added to maximise staff participation and accommodate staff working patterns.
- Following the first workshop, a responsive and agile approach was taken to planning all the

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workshops which included addressing concerns raised by staff during the drop-in sessions.

- The staff engagement opportunities provided a safe and confidential space for individual staff / group work to discuss current working practices; suggests areas for improvement including how technology support us; identify good practice and improved customer service; and how we can work better together with our partners and communities.

Aims of the 5 staff workshops

- Staff informing the development of the Field Officer role
- Workshop outcomes reinforce the outcomes and benefits already identified through the wider Communities and Neighbourhoods Portfolio work
- Job Description and Person Specification have been compiled, reinforcing the need for the three elements of the role
 - Responsive fast effective enforcement and inspection work
 - Intelligence gathering and fast effective referrals
 - Community collaboration and behaviour change
- Best practice recommendations on how we move forward with developing the role, for example, addressing lone working and transport concerns.
- All workshop outcomes⁸ will inform the next phase of the modernisation programme, including an implementation plan and enable staff to champion the role of the Field Officer.

Staff Engagement	Outputs
Workshop 1: What we do now	Seven services involved in process mapping a scenario based on customer complaints received by services, helped identify improvements to customer service and removal of duplication
Workshop 2: How technology can help us	Five services involved in identifying good practice and issues to inform a digital solution to enable a fast effective responsive approach to enforcement and inspection and referrals
Workshop 3: What we've learnt so far	Six services involved in identifying Field Officer skills and training requirements; addressing lone working and transport issues and concerns raised by individual staff; and potential functions and task of the Field Officer
Workshop 4: How we can work better together with partners and communities	Building on the work of the previous workshop staff from two services co-ordinated partnership working with a focus on benefits to our communities and what customers value
Workshop 5: Mapping a current process	Four services involved in mapping and providing constructive challenge to an existing process - support and advice provided to a prospective HMO customer – with the view to identifying good practice; opportunities for improved communication and how technology can better support

Workshop outcomes (Section 10 - Stakeholder Consultation continued)

This table⁹ details the outcomes and benefits of the C&N portfolio and the three elements of the Field Officer role. The information gathered during the Field Officer consultation process; this included workshops, discussions with services, managers, and drop in sessions has been aligned to the already identified outcomes and benefits of the wider C&N Portfolio. This consultation process has enabled us to demonstrate the enforcement and inspection programme is an essential

⁸ Workshop outcomes are available on request

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component part of the the C&N portfolio and the need for this modernisation acativity.

11. Equalities

Has an Equalities Impact Assessment been conducted for the programme or project? Is one required? When will it be undertaken?

EIA for Communities & Neighbourhoods Portfolio is due March 2018.

EIA's for Communities and Neighbourhoods component programmes being developed by the Communities and Neighbourhoods Coordination Group by Oct 2017.

12. Sustainability

*What significant environmental impacts is the project likely to have?
Are there any implications for the local economy and local communities?*

No significant environmental impact.

Authority to proceed

This business case needs to be approved via the appropriate governance route before the programme or project can be implemented. Please complete the table below to confirm where this authority was obtained. Please ensure the agreement was minuted

Meeting where authority to proceed was obtained	Date of meeting
CMDB	27 September 2017

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Appendix 1 – Field Officer Functions

	Key:	
	EXISTING FUNCTION	NEW FUNCTION
SERVICE	FUNCTIONS TASKING AND REFERRALS	
1. Regulatory Services	FUNCTIONS	
	Disconnection of vehicle and premises alarms	
	Investigation and abatement of noise in the street	
	Initial response and investigation to residential noise complaints	
	Investigation and abatement of all commercial and domestic bonfire complaints	
	Investigation and abatement of all commercial and domestic dust complaints	
	Investigation and abatement of waste on private land inc noxious matter on private land	
	Investigation of blocked commercial drains and commercial drains in disrepair	
	Enforcement of taxis over/illegal ranking	
	Street Trading Enforcement only inc markets and mobile vehicles	

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	Dog Control Order Enforcement : including not keeping a dog on a lead; not putting, and keeping, a dog on a lead and permitting a dog to enter land from which dogs are excluded;
2. City Parks	
	Intelligence and evidence (for court purposes) - ASB, fly tipping, parks borders etc. This is currently largely done during the working week there is very little cover at other times.
	Out of Hours - improving behaviour and issue PSPO's. There is some incidental work by rangers
	Out of Hours – Tents. Currently rangers are working on this but this is a rapidly growing issue
	Out of Hours - Respond to initial queries and answering questions on Tree Preservation Orders (TPO) and Conservation Orders through checks on planning portal
3. Housing Management	FUNCTIONS
	Carry Out Estates Inspections and follow up .
	Investigating boundary disputes
	Intelligence gathering on ASB and drug related behaviour and community reassurance liaison
4. Private Sector Housing	FUNCTIONS
	Responding to complaints about unlicensed HMOs. Visit and collate evidence and pass back to HMO team/and or Planning Enforcement to enforce.

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	.Third Party complaints (not tenants)about private rented accommodation including licensed and non-licensed HMOs eg. Waste and overgrown gardens
	Residential drainage – blocked external drains in private rented and owner occupied accommodation
5. Planning Enforcement	FUNCTIONS
	Condition of land or a property is considered harmful to the area (Detriment to the amenity of the area) Serve Section 215 notices/enforcement if necessary.
	When building work commences, check the history and contact the developers to make them aware that their conditions should be discharged (New digital solution)
	Breaches of planning condition that are easily quantifiable such as hours of use or delivery time restrictions (All go to FO for initial assessment and checking planning history and then triaged
	Estate Agent Boards enforcement
	Initial assessment and evidence gathering for alleged unauthorised signage.
	Following complaint visit listed buildings when work has commenced on them to gather information and warn them of their responsibilities before passing to Planning / Heritage immediate response to stop work and gather evidence issue temp stop notice.
	Display of site notices relating to planning permission
	TASKING AND REFERRALS

APPENDIX 1 - Full Business Case and Options Appraisal

	General site visits to gather information for Planning Enforcement Officers relating to enforcement cases (photos, measurements, talking to residents)
	Serve section 16 to gather information relating to ownership and share information with all teams
6. Travellers	FUNCTIONS
	Out of Hours Dealing with PSPO breach out of hours
	Out of Hours Hotspots Out of hours checking for evidence as to whether vehicles are lived in and if so serving a S77 notice and referring to the team for follow up
7. Seafront Office	FUNCTIONS
	Remove illegal traders from the upper/lower promenade
	Seafront commercial premises not managing their waste
	PSPO work
8. Community Safety	FUNCTIONS
	Attending LATs and relevant community/residents meetings when ASB/hate incidents is on the agenda.
	Community and individual victim reassurance visits to reduce harm
	Letter drops in priority and emerging areas and for ongoing cases Patrolling priority and emerging areas gathering information, intelligence and evidence and providing community reassurance and reducing harm

APPENDIX 1 - Full Business Case and Options Appraisal

	Serving Warning letters and notices e.g. Community Protection Notices (CPN)
	TASKING
	Tasking on complex cases
9. Highways	FUNCTIONS
	Abandoned bicycle tagging/photographs no follow up enforcement back to team
	Evidence gathering Overgrown Vegetation photographs only. Enforcement back to team
	PSPO Prohibitions :
	1. Occupying any vehicle, caravan, tent or other structure
	2. Driving any vehicle on grass
	3. Littering or fly tipping
	4. Lighting or maintaining a fire
	5. Defecating or urinating

APPENDIX 1 - Full Business Case and Options Appraisal

Appendix 2 – Digital First and Mobile working

The Committee Report to the NICE Committee 3 July 2017 says:

Digital First (DF): ‘The work carried out by the Digital First team to help transform how services work [*this refers to the Field officer role*] is fundamental to the success of the Communities & Neighbourhoods Portfolio. This work has already started with the proof of concept for mobile working, and booking appointments and making payments that is now being piloted in the Pest Control service.

As the Communities & Neighbourhoods Portfolio becomes embedded across the city, the Digital First team will work with the service officers and service users to help break down barriers across the organisation and deliver a resident focused service. This will be most evident for customers in the new website as it develops and makes finding information and carrying out transactions online quick and simple. For staff, it will be in streamlined, paperless processes and mobile working’.

The DF work has the following objectives:

- Make real savings;
- Break down barriers in the council
- Do the hard work to make things easier for users
- Move paper processes online
- Or trial a truly innovative idea

An early priority is to understand the volumes and priority importance of the key FO functions and tasks, given they are on different systems (or no system) and have in some cases limited evidence from data.

Mobile Working for Field Officers¹⁰

APPENDIX 1 - Full Business Case and Options Appraisal

Digital First has been involved in this project from the planning stages and has co-delivered Business Improvement workshops to discuss how mobile working could be used to support the new role. A pilot has been in operation since April 2017 with the Pest Control service and this was a critical piece discovery work which demonstrated how we can create a bespoke digital platform that meets services and customer needs and works with existing software (UNIFORM)..

Priorities

With multiple services come multiple systems. Digital First's early priority will be to work with those functions that rely on UNIFORM (Planning Enforcement, Environmental Health, Licensing and Private Sector Housing), before moving on to services using different software. Early discussions with the UNIFORM software company has identified that a new App has been recently launched to cover Environmental Health, Licensing and Housing Services, with Planning Enforcement soon to follow with a separate App. These new Apps may avoid the need to design and develop bespoke digital platforms.

There are some services such as the Seafront team who have no software or customer database. How this is managed and resourced will be defined following further discovery work with these services.

Costs – £38k - see costs section page 17 above.

Development

The plans for development are a programme of shadow and support for 4-6 months to give complete understanding what the App can achieve. What the App can't achieve can be designed by DF.

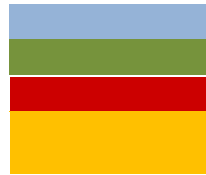
APPENDIX 1 - Full Business Case and Options Appraisal

Appendix 3

High Level - Programme Plan for Field Officer Role					
	Oct 2017 - Mar 2018	Apr - Jul 2018	Aug - Oct 2018	Nov 2018 - Apr 2019	Lead
Governance and decision making					
Corporate Modernisation Delivery Board	27-09-2017				AS
Neighbourhoods, Inclusion, Communities and Equalities Committee	27-11-2017				AS
Policy, Resources & Growth Committee	09-02-2019				AS
Stakeholder and Engagement					
Continue engagement with stakeholders includes members, communities staff and Unions	Post 27-11-2017				LH
Pre-meet with Unions no later than	Before 30-11-2017				LH
Formal Consultation with staff	1-12-2017 to 18-1-2018				LH
Delegation of powers and functions					
Confirmation and approval at PR&G Committee	Post 09-02-2017				VS
Recruitment					
Advertising of posts, Recruitment and Selection	Feb- Mar 2017				LH/AS
Review weekly	Post 27-11-2017				LH/AS
Training Plan	Oct - Nov 2017				LH/AS
Field Officer in Post		Apr 2018			
Review dates					
3 month review		Jul 2018			AS/LR
6 month review			Oct 2018		AS/LR
12 month review				Apr 2018	AS/LR

APPENDIX 1 - Full Business Case and Options Appraisal

Key



Planned work

Complete

Overdue

Deadline
approaching

Summary of Enforcement & Inspection Field Officer Role Communications & Engagement Plan – Appendix 4

Audience	What do we need to tell them?	How?	How often?
All Members	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.	NICE committee reports updating on the wider Communities and neighbourhoods portfolio including progress reports on the individual portfolio programmes. Member briefings as necessary.	In accordance with the timetable for reports to Committee. July 2017 NICE committee report. Business case – CMDB Sept. 2017. Leadership Board. Nov. 2017 NICE committee report.
Council Services, Staff and Unions	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans. Work with services to develop this role and co-design to meet service and community needs. Also to improve customer service, explore new ways of working and service delivery including digitalisation. Heads of Service - how it will impact on service delivery including team resources and how to manage this; identify clear escalation procedures and how to mitigate and manage risks.	Staff briefings by directors across all services. 5 staff workshops and 4 drop in sessions to co-design and develop the role. 4-6 weekly Union briefings. Weekly attendance at EEC and NCH DMT's to brief service heads. Further staff briefings to inform on the details of the business case, workshops and identify Service Champions to move forward into the implementation stage. This includes a written staff briefing. Weekly progress meetings with ICT, Digital First, HR and Finance including routine updates with Legal. Proposed further staff	As necessary and reviewed at weekly programme meetings.

Summary of Enforcement & Inspection Field Officer Role Communications & Engagement Plan – Appendix 4

		workshops and introduction of a FO newsletter.	
External partners	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans.	Utilise existing meetings to provide updates. Also briefing to: <ul style="list-style-type: none"> • City Management Board • Communities Initiative Partnership • Members of the proposed Prevention Policing Team • To Heads of Service for Fire and Police • Updates to the Neighbourhoods & Communities Coordination Board. 	Regular throughout the programme development. Quarterly updates.
Communities and Voluntary Sector	Communities and Neighbourhoods Portfolio proposed Field Officer role – Progress and Plans. Developing community collaboration.	Attendance and updates at Communities & Neighbourhoods Portfolio workshops with communities including East Brighton, Hangleton & Knoll, Moulsecoomb & Bevendean and Elm Grove & Hanover. Engage with community leads when delivering committee reports. Further engagement with residents and community groups during the proposed implementation programme should the proposed role get committee approval.	As necessary to inform on key development phases of the programme.

Date of Summary: Updated 06/11/201

ADDENDUM

Documents embedded within the original Business case
(Appendix 1)

Table of Contents

Title	Page number
Rota examples, covering the city 7 days a week	3
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Mobile App Functions Table, showing impact of DF service by service	27

Rota examples, covering the city 7 days a week

Based on feedback from staff and managers, the most effective rota would be 12 midday to 8pm. This is consistent with other Out of Hours services, and avoids unsocial hours working (from 8pm onwards).

The recommended rota below is designed to provide four staff on duty at any one time, 365 days a year. To enable this level of cover, the service will need to employ seven full time staff. This includes sufficient resource to provide for annual leave, sickness and training (14% on top of the basic shift pattern). The shift pattern gives all staff two consecutive days off per week.

The option of relying on casual or agency staff would not provide the degree of knowledge or reliability that comes with trained additional Field officer staff. Nor would voluntary overtime. Nor would it be reasonable to expect cover to be provided by the (already stretched) services which the FO role supports.

Recommended rota: Four members of staff, 12 midday to 8pm.

35 hour week.

Apple	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm		
Plum		12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	
Cherry			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm
Almond	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm
Walnut	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm
Cobb	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm

Cover for leave, training and other absence requires **one additional staff member**. **Note:** In addition to the cover resource, this rota also provides two additional (spare) shifts per week, so for two days per week there are five members of staff available. Or, these 'spare' shifts mean the service could theoretically be provided with e.g. five full timers and two part-time staff.

Alternative (minimum) service: Three members on duty, 12 midday to 8pm.

NB These staff work a **35 hour week**.

Apple	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm		
Plum		12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	
Cherry	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm
Almond	12:00pm-8:00pm			12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm

Cover would require **one additional part time post** providing three sessions a week, (21 hours pw).

Alternative higher capacity service: Three staff on duty, working 12 hour shifts.

33 hour week.

Apple	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Cherry		8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm			
Plum			8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm		
Walnut				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	
Almond					8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm
Cobb	8:00am-8:00pm	8:00am-8:00pm					8:00am-8:00pm
Raspberry	8:00am-8:00pm					8:00am-8:00pm	8:00am-8:00pm

Cover would require **one additional post**.

Alternative higher capacity service: Four staff on duty, working 12 hour shifts.

33 hour week.

Apple	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Cherry		8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm			
Plum			8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm		
Walnut				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	
Almond					8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm
Cobb	8:00am-8:00pm	8:00am-8:00pm					8:00am-8:00pm
Raspberry	8:00am-8:00pm					8:00am-8:00pm	8:00am-8:00pm
Currant	8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm				
Peach				8:00am-8:00pm	8:00am-8:00pm	8:00am-8:00pm	

Based on an additional 14%, cover would require typically 4 additional shifts. This could be **two part-timers at 22 hours each**.

Noise Patrol

This section of the business case is to present the current service delivery model and resourcing of the out of hours Noise Patrol service being provided by the Council. It also demonstrate how this service needs to be modernisation and how the resource could be integrated into the proposed Field Officer role and provide a service to our residents that is better value for money.

Option 1- Do nothing. Keep the existing operating model for the Noise Patrol service. i.e. Non- contracted overtime paid at M11. We are observing a steady decline in the number of complaints received, 35% of these are one offs complaints and the average cost per complaint is £176. The lack of digital technology results in an inconsistent service to customers and poor value for money. In its current form the service is not resilient because of non-contracted overtime arrangements, and on occasions the service has been cancelled as no staff available.

Option 2 Preferred option – Move the £42k resource to the proposed new Field Officer role to operate 12 midday to 20.00. Although a service would not be provided beyond 20.00 hours it would enable the resource to be targeted at current ongoing cases, and new cases 7 days a week 12 midday to 20.00 hours according to a prioritised programme, focussed on need, and would remove a service currently delivering to 35% one off complaints and often large celebration parties. This would provide a consistent resilient service delivery model. Also addressing new challenges faced by staff in relation to health and safety and risk.

Option 3 – Use £21k to retain a noise patrol service operating Friday and Saturday 22.00- 03.00 between only May to October. Move £21k of the resource to deliver the new Field Officer Service. By only running the service for part of the year we are operating two service delivery models and this can result in confusion and inconsistencies. We may also see a decline in demand for the service as customers shift to alternative options. We're also operating a service based on non-contracted overtime arrangements and again this is not resilient. This option still presents risk to staff operating late at night

Background

Under the provisions of the Environmental Protection Act 1990 a local authority has a statutory duty to investigate noise complaints, and where a statutory nuisance is identified there is a further duty to serve a noise abatement notice. Noise nuisance is not a defined decibel level but is assessed on the character, duration and frequency of the noise and also how it affects a person in their home. Non compliance with a noise abatement notice is a criminal offence and can result in a person getting a criminal record.

The Council's out of hours Noise Patrol Service assesses reported noise nuisance. To assess statutory nuisance and take effective enforcement action officers will need to visit the resident's home. The service will respond to all commercial and domestic noise complaints on a prioritised basis. This includes:

- response to new one off cases
- existing cases where evidence is needed to serve a noise abatement notice
- existing cases to gather evidence for breach of a notice
- response to noise from events and raves.

Modernisation

The service has been operating for over 20 years and over that time the service delivery model and the hours and days of operation have changed very little. This is an opportunity to modernise the service and review how this resource could better serve our communities and

be better value for money. Lack of a mobile device in the field requires officers to routinely return to the office to check databases and property history, to print enforcement notices, and retrieve customer calls from the answer machine.

The Noise patrol service has the opportunity to modernise by using the Field Officer post to encompass some or all tasks from the Noise Patrol Service including digitalising. This would:

- increase response times
- provide better interaction with our customers
- target current ongoing cases rather than responding to 'one off' parties/complaints.

Over the years, service reviews have been undertaken to explore delivering the service on alternative days and times, and adopting different operating times at varying times of the year. With no additional resource and using information from the customer surveys service delivery has remained focused at the weekend.

Operational hours

The service is based at the Carelink Offices in Patching Lodge, Edward Street and operates Friday and Saturday 22.00 hours – 03.00 hours (excluding Christmas and New Year weekends). Two officers work together and deliver the service Citywide, which depending on the call pattern can result in significant travelling times and delayed response times for our customers.

Officers from Regulatory Services deliver the service. This is non contracted overtime but delivered via a casual contract in addition to their substantive contract, and paid at M11. Being non contracted overtime makes the service vulnerable and on occasions the service has been cancelled as no officers have been available to work. Operating under this model currently costs £42k per annum.

2016/17 Cost of service £42K	420 complaints	239 visits	£176 per visit
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Evidence

The graphs below show the number of complaints received by the service. Not all complaints result in a visit from the service. This may be because the customer calls back to explain that the noise has stopped, prior to a visit being made. The data shows that since 2011 the total number of complaints each year has declined, and has plateaued at much lower levels over the last three years.

Noise complaints show a seasonal trend, with the majority of complaints received between May and September (which includes 3 bank holidays, school summer holidays and the universities fresher's week). Activity on Fridays and Saturdays continues to vary and there is no pattern to say that one day is busier than the other.

Prosecutions Three noise abatement notices were breached in the period specified and the fines were as follows;

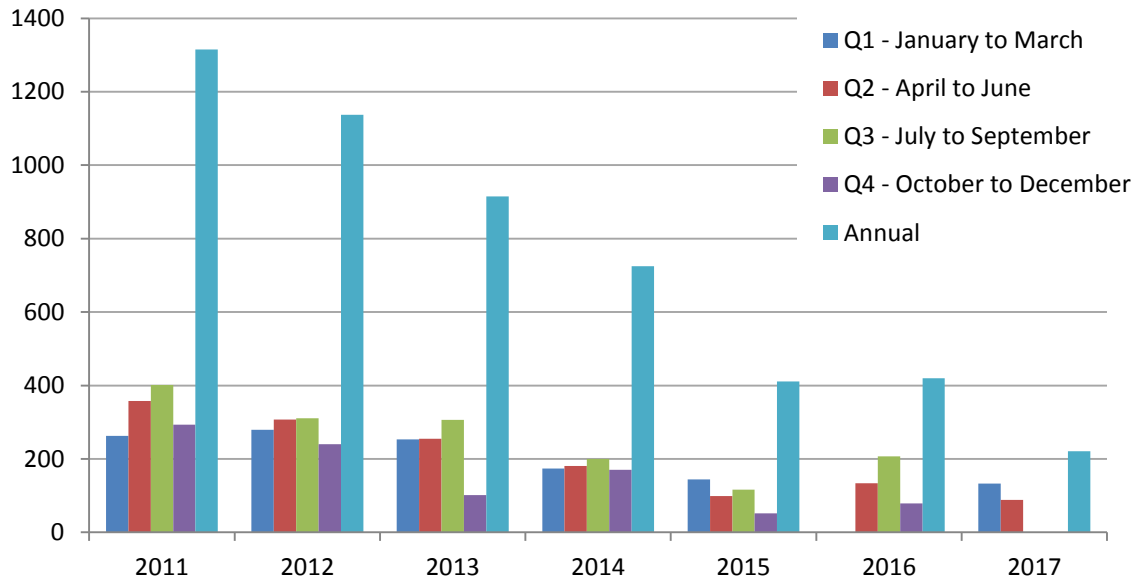
Date of proceedings

2/1/15 conditional discharge (no fine), £200 costs, £15victim surcharge

15/8/15 forfeiture order (no fine), £350 costs

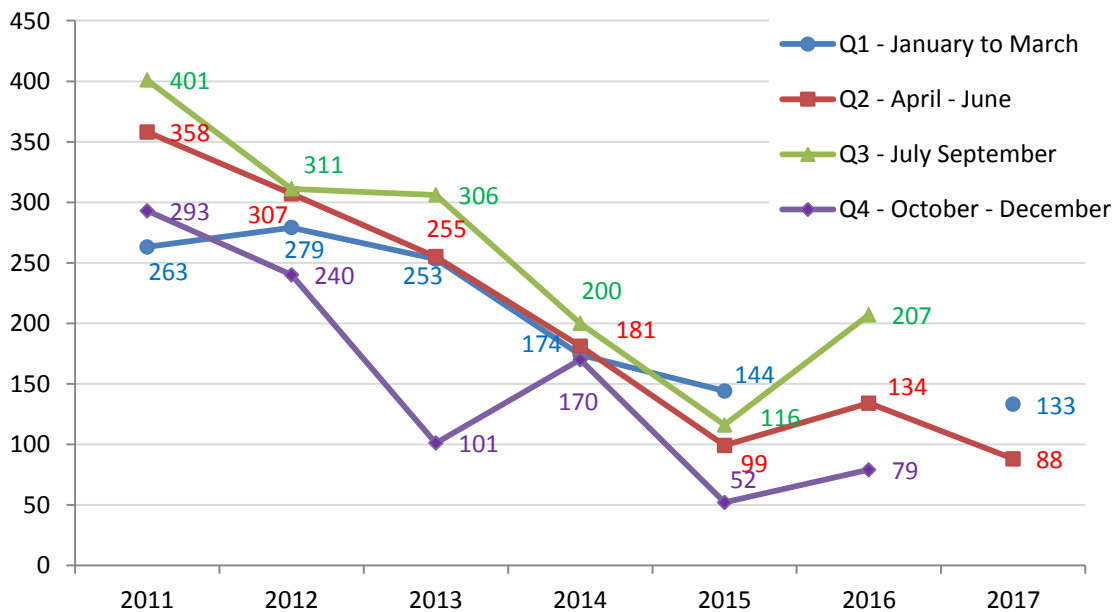
28/3/17 2yr conditional discharge (no fine), £1,754-50 costs, £20 victim surcharge

Total noise complaints



Please note the service was either part running or not running at all during Q4 2015 and Q1 2016.

Total noise complaints - quarterly trend

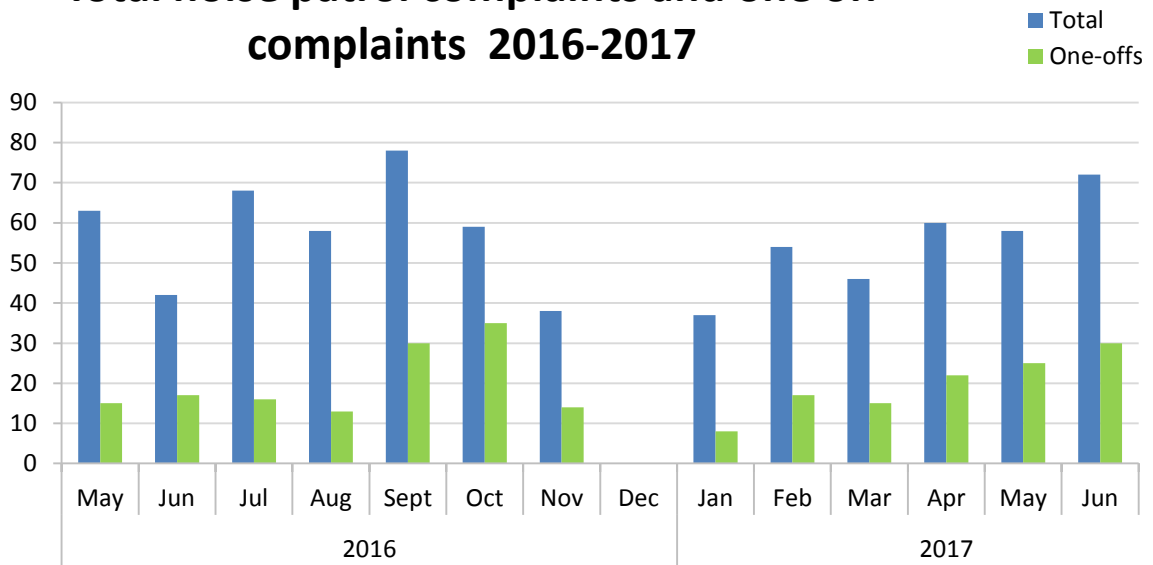


Please note the service was either part running or not running at all during Q4 2015 and Q1 2016.

In Q1 January to March 2017 a total of 133 noise complaints were received. This ranges from 5 to 17 complaints over a weekend.

The service responds to all noise complaints on a prioritised basis and the graph below shows the number of one off complaints where no further involvement is needed. On average 35% of complaints are one offs and require no follow ups.

Total noise patrol complaints and one off complaints 2016-2017



Please note the service was either part running or not running at all during December 2016

BRIGHTON & HOVE CITY COUNCIL

Job Title:	Field Officer – Enforcement and Inspection
Reports to:	Indicative grade SO1/2 on the proviso that it is managed by nothing lower than an M10 role
Department:	?
Section:	?

Purpose of the Job

Undertake enforcement and inspection activities across the City working with a range of existing services, members, and key external partners including the police and communities.

Focusing on environmental improvement and improving quality of life, protecting public health and wellbeing and community safety, the role will include delivering fast effective enforcement action, gathering evidence and intelligence for existing specialist services and working proactively promoting behaviour change and community collaboration.

Principal Accountabilities

1. Deliver a broad and diverse range of enforcement and inspection activities across the City by service and enforcement of statutory of notices relating to issues that could include; anti social behaviour, statutory nuisance, housing and planning enforcement.
2. Initiate effective and efficient action where necessary using the appropriate legislation to independently solve problems and deliver fast solutions.
3. Identify and deliver effective referrals to council services, partner agencies and third sector organisations.
4. Accurately gather a comprehensive range of information and intelligence for colleagues working in existing specialist services enabling these services to deliver their casework more effectively and efficiently
5. Prepare, draft and service of statutory notices covering a broad and diverse range of legislation and council services.

6. Prepare and take statements, prepare and execute warrants in relation to both domestic and commercial premises, prepare cases for prosecution and act as an expert witness in Court.
7. Work with colleagues, members, partner agencies, third sector organisations and communities to deliver enforcement and inspection programmes that are not only statutory but also meet community needs and priorities and solve problems quickly.
8. Represent the City Council at all levels including officers, members, community groups and partners agencies.
9. Ensure that customers, colleagues, members and communities are kept informed of actions and progress in respect of casework and referrals.
10. Keep accurate written and computer records and operate all administrative practices and procedures in accordance with the Policy and Criminal Evidence Act (PACE).

General Accountabilities

To be prepared to implement the Council's Equalities Policy at all levels appropriate to the job and carry out his/her duties with due regard to the Council's Equalities Policy at all times.

Ensure that all operations are conducted in accordance with the Council's Health and Safety policy and all relevant legislation

Your duties will be as set out in the above job description but please note that the Council reserves the right to update your job description, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

11. The list of duties in the job description should not be regarded as exclusive or exhaustive.
12. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

BRIGHTON & HOVE CITY COUNCIL

PERSON SPECIFICATION

Job Title: Field Officer Enforcement and Inspection

Reports to: Indicative grade SO1/2 on the proviso that it is managed by nothing lower than an M10 role

Job Related Education, Qualifications and Knowledge	<ul style="list-style-type: none">• Educated to NQF level 3 or equivalent experience• Broad knowledge of legislation relating to enforcement work across a range of services• Broad understanding of the roles and responsibilities of other enforcement agencies and services such as the Police, Fire Authority and Social Services• Broad understanding of third sector organisations• Good understanding of multi-disciplinary partnership work with local public sector, voluntary sector, private sector and community members• Good knowledge of local structures and processes in relation to neighbourhoods and partnership working
Experience	<ul style="list-style-type: none">• Experience in an enforcement environment• Experience of managing challenging and demanding situations• Experience of risk analysis and making independent high level decisions• Experience of working with people from a range of communities of interest and developing appropriate community engagement processes
Skills and Abilities	<ul style="list-style-type: none">• Highly developed communications skills and able to ensure the message is understood and the point made quickly and effectively• Good interpersonal skills, including the ability to deal with a variety of agencies and the general

	<p>public</p> <ul style="list-style-type: none"> • Well developed negotiation and mediation skills • Ability to work with confidential information and liaise sensitively with individuals and organisations • Ability work effectively under pressure particularly when a situation could be continuously changing • Proven problem solving skills • Ability work independently to use initiative and judgement when responding to and resolving issues • Ability to manage workloads effectively and efficiently and to consistently achieve targets and deadlines • Well developed written skills particularly for writing reports, court papers, witness statements, etc. • Computer literacy including proficiency in the use of Microsoft Office software, particularly Word, email and the internet. Ability to adapt to and use new technology
<p>Other Requirements</p>	<ul style="list-style-type: none"> • Ability to work alone and make independent decisions

Organisational Chart

UNKNOWN AT THIS STAGE

Hardest Part of the Job

The role holders will be expected to:

Work across a broad and diverse range of service areas and have expert knowledge and understanding of a broad range of legislation and enforcement activities.

Be able to manage, prioritise and risk assess a broad and diverse portfolio of cases, and at times having to make high level independent decisions out of normal hours service.

Work with a range of council services, members, and a broad range of external partners to resolve problems fast and effectively, manage expectation and ensure that referrals are fast and effective. This could include referrals relating to intelligence and information concerning criminal activities and safeguarding issues.

Attempt to bring about behaviour change and, as a result of this, on occasions experience some hostility and challenge from customers. Work with communities to bring about behaviour change and prevent the need for enforcement and inspection activities.

Deliver discrete enforcement and inspection activities that are statutory and require a fast, proportionate response. At times this will involve preparing prosecution cases for Court, delivering evidence in Court and responding to cross examination.

Gather a broad range of intelligence and evidence that can be fed back to the individual service areas and assist them with delivering their individual inspection and enforcement programmes more efficiently and effectively.

Deliver the role citywide.

Dimensions

This job has no budget or line management responsibility

Scope for Impact

Objectives:

- Improve customer satisfaction with services through citizen engagement.
- Be better connected, sharing information and expertise with our key partners to avoid duplication, move away from silo working and reduce the number of interactions customers have with different services
- Work with communities to build resilience, allowing residents to take greater control to make a difference in their neighbourhood/s.
- Be smarter with universal services, providing digital solutions for high level transactions, automating connections to back office services, reducing the need for officer intervention and promoting self-help

Job Context

The city council is at a pivotal point in the development of a 'collaborative communities' agenda that addresses inequalities and the strengthening of community engagement at citywide and neighbourhood level.

The majority of time the role holders will work remotely in the community with communities across a range of council accommodation and in some cases co-location accommodation

The role will be delivering services seven days a week including evenings.

The following are a list of the skills and training repeatedly identified.

Skills

- Attention to detail
- Good communication / interpersonal skills
- IT literacy
- Record keeping
- Problem solving
- Assertiveness
- Empathy
- Resilience
- Relationship building
- Observant
- Knowledge and understanding of legislation
- Conflict management /managing expectations
- Assertive
- Area/geographical knowledge
- Listening
- Ability to lone work
- Basic knowledge of safeguarding

Training

- Conflict management
- Legislation (various)
- Witness statements
- Prosecution process

- IT
- Equality and Diversity
- Safeguarding
- Restorative Approaches (to help people/communities to solve their own problems)

Field Officer Role	How and what	Skills	Training	
			Current	Other
Responsive fast effective enforcement and inspection work	<ul style="list-style-type: none"> • Duty service • Phone • Email and mis-directed emails • On-line reports • Triage process • Information gathering • Enforcement of PSPOs (tents and encampments/street drinking/day issues) • Dialogue with colleagues • Paperwork • Face-to-face • Website • App (to be developed) • Bikes/scooters • Response timeframe within an hour or quicker • Instant backup support with specialist team • Officer seeing an issue on the street • Call centre 	<ul style="list-style-type: none"> • Ability to prioritise • Attention to detail • Assertiveness • Empathy • Good communication skills • Record keeping • Excellent IT skills/computer literacy (word, excel, email, powerpoint) • ResilieNICE • Able to use safety systems (radio etc.) • Problem solving • Knowledge and understanding of legislation: Housing Act; EPA; Highways Act; ASBCPA 2014; DPA; • Knowledge of scaffolding erection • Relationship building • Good telephone manner (listening skills; clear on process; empathetic; informative; calm) • ConfideNICE in public speaking • Good report writing (clear and concise) • Interpersonal skills • CBT liceNICE/driving liceNICE • Simplify legislation into everyday language • Observant • Conflict management • Authoritative • Reasonable level of fitness (physical and mental) • Research and analysis • Keeping calm • How to deal with aggressive people • Body language • Common sense • Using your own judgement • Able to lone work 	<ul style="list-style-type: none"> • Lone working • Safeguarding • Legislation (service specific) e.g. NRSWA/LANTRA (Highways); ACC offenses • Dealing with difficult situations and challenging behaviour • Assertiveness Training • Service specific • Negotiation Training • PACE Book Training • Witness statement Completion • Fixed Penalty Notice (FPN) issuing through App (INKARA) • Technical knowledge e.g. By-law • Access the Planning portal • Assess possible imminent danger • Prosecution process • Role of Councillors; Officers and 3rd Sector • Mediation Training 	

		<ul style="list-style-type: none"> • Persuasive language • Good level of education • Knowledge of other agencies i.e. Police; Fire; Social Services etc. • Mediation skills • Ability to prioritise work 		
Intelligence gathering and fast effective referrals	<ul style="list-style-type: none"> • ECINS • Clients of CoNICErn Register • Police Risk information • Coordinated information system - sharing with different levels of access/security for different types of information and service areas • App for key detail • Photos • Record keeping • Measurement gathering • Tablet – instant record of events • Email alerts to key teams • Radio • Symology system • Live recording for safety/prosecution purposes • Accuracy of reporting an issue • Having an officer able to attend • 2 way radio's • Report by the public • Record information onto the correct database and put it into the right officers in-tray • Leave written notes in a colleagues in-tray • Shared drive • Area knowledge • Operation 'Crackdown' • Contractor system that can request and pay for a skip or scaffolding on-line • Arbo-trac 	<ul style="list-style-type: none"> • Attention to detail • Independent working • IT • Good communication skills • Record keeping • Problem solving • Ability to work with smart phones • Observant • Ability to take good photos as a record of the situation/context • Good eye sight • Map reading • Maths skills • Geographical/area knowledge • Literate • Attention to detail • Signposting – knowledge of other service(s) that can assist • Safeguarding awareness 	<ul style="list-style-type: none"> • ICT training specific to the role • Information GovernaNICE • Procedures • Legislation • SIA – security industry accreditation training • NRSWA accreditation • System training: Uniform; INKARA; Symology; OHMS; ECINS • Prosecution process • Witness statements • Land ownership • Measuring alterations to building/adverts • Customer service training • Safeguarding 	

<p>Community collaboration and behaviour change</p>	<ul style="list-style-type: none"> • Achieve • TAs / LATs / RAs • Liaison meetings and events • Briefing schools and community centres • Newsletter informing role of Field Officer • Promoting Council services • Attend local community groups • Councillors • Site representatives who help with reporting issues • Volunteers • Increase the patrols • Educating the community when attending meetings 	<ul style="list-style-type: none"> • Relationship building • Assertiveness • Approachable • Good listening skills • Diversity of language skills including BSL etc. • Empathy • Resilience • Presentation skills • Time management • Making sure the issue is given to the correct team in the first place • Having as much information as possible to end the issue • Restorative approaches 	<ul style="list-style-type: none"> • Community engagement • Behaviour change • Equality and diversity • Training allotment site representatives on what they can and cannot do • Restorative approaches 	<ul style="list-style-type: none"> • Informing the community of the by-laws and what we are legally able to do
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Other Local Authorities with similar roles

Out of 15 CIPFA Council's only 2 (Medway and Newcastle) had similar roles to the proposed Field Officer. (Other CIPFA Council's which didn't have similar roles are: Portsmouth, Bristol, Southampton, Bournemouth, Southend-on-Sea, Plymouth, York, North Tyneside, Sheffield, Coventry, Swindon, Reading, and Stockport). The remaining Councils in the table below are not part of CIPFA and do have similar roles to the Field Officer.

Council Name	Title of Role and Functions carried out	Patrol Times	Additional Notes
1. Medway Council	Community Wardens- <ul style="list-style-type: none"> • Report abandoned vehicles • Report or issue of fixed penalty notice Dog fouling • Graffiti • Skips - dangerous / illegal • Scaffolding - dangerous / illegal • Stray and dangerous dogs • Refuse out early • Carriageway / footway obstructions or structures • Street cleansing issues / inspections • Assisted collection referrals 	9am till 5pm	
2. Newcastle City Council	Neighbourhood Wardens - <ul style="list-style-type: none"> • Cut crime - including burglaries, anti-social behaviour, criminal damage and hate crime • Reduce residents' fear of crime and increase their confidence in the ability of official agencies to help • Support victims of crime and vulnerable members of the community • Report all crime and disorder incidents and environmental problems • Improve the reporting of racially motivated crime and other hate crime • Be the 'eyes and ears' of the community through foot patrols in residential areas of Newcastle. 	Unknown	Further research for patrol times

3.Kent County Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Tackling low-level crime and antisocial behaviour (such as graffiti, littering, fly tipping and vandalism) • Take names and addresses and control traffic • Reassuring uniformed presence • Trained to the Community Safety Accreditation Scheme before starting their work • Encouraging communities to work together and make things better for everyone • Working closely with Kent Police and other professional authorities • Talking with local people, offering information and advice • Taking part in local community activities. 	7:30am till 10pm	
4.Crawley Borough Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Issue fixed penalty notices for litter and dog fouling and investigate fly tipping. • Investigate the selling and repairing of cars on the streets illegally. • Pick up and re-home any stray dogs (this does not include the re-homing of any unwanted pet dogs). • Investigate all illegal encampments of travellers and people camping in tents • Require the name and address of a person whom an accredited person has reason to believe has committed a 'relevant offence' • Require the name and address of a person acting in an anti-social manner • Require persons drinking in a designated place to surrender alcohol and to dispose of any alcohol surrendered • Require persons aged under 18 to surrender alcohol and to dispose of any alcohol surrendered 	8:00am till 9:30pm	
5.Chichester District Council	<p>Community Wardens-</p> <ul style="list-style-type: none"> • Community development and encouraging and increasing community involvement • Dealing with environmental issues (e.g. graffiti, litter, dumping, abandoned cars, dog fouling etc.) within the area by working with appropriate agencies • Working with the police, police community support officers (PCSOs) and local communities to reduce crime, anti-social behaviour and fear of crime in the area including providing intelligence and evidence to the police and acting as a professional witnesses 	9am till 10pm	

<p>6.Canterbury City Council</p>	<p>Community safety Unit- work in partnership with Kent Police and other partners</p> <ul style="list-style-type: none"> • Anti-Social Behaviour, as this can cause great harm in a community. • Domestic Abuse, offering support and information for those experiencing or aware of domestic violence • Hate Crime, they are committed to tackling all forms of hate incidents in the Canterbury District. • Unauthorised Encampments, removing all encampments that are unauthorised. • Students in the community, giving advice and information to students. • Alcohol Control, a police officer can remove alcohol if they believe that drinking in a public place will lead to people acting anti-socially. 	<p>Unknown</p>	<p>Further research needed for patrol times</p>
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Portfolio benefits

The following chart is from the C&N Committee papers/Business case. It may pre-date the inclusion of the Field Officer role in that programme, but it is included to show the benefits of the wider portfolio including Hubs, governance and volunteering.

OUTCOMES	BENEFITS					
	Improved customer satisfaction	More resilient communities	Greater democratic participation	More effective use of resources	Improved job satisfaction	Improved resident health and well-being
Services easier to access	√			√		
Communities more aware and able to access services and support	√	√				
Integrated services designed around customer segments	√			√		
Complaints better handled	√			√		
Reduce unnecessary visits or calls to council buildings	√			√		
Greater support for Members engaging with communities			√		√	
Communities able to influence decision-making in their area		√	√			
Problems solved as a result of community engagement	√	√	√			
Communities have greater access to information and expertise		√	√			√
Communities able to access relevant funding opportunities		√		√		
Communities empowered to co-design services	√	√		√		√
More effective use of community spaces incl. outdoors		√		√		√
Increase in social, cultural and sporting participation		√				√
More people volunteer		√				√
More services use volunteers		√		√		√
Improved employment opportunities		√				√
Website clearer and easier to navigate	√			√		
People better able to access digital services	√	√				
People more able to self-help	√	√		√		
Cost of transactions reduced				√		
Increase in number of self-assessments		√		√		√
Stronger relationship between public and third sectors		√			√	
Joined up approach to service delivery and collaboration	√	√		√	√	
Innovation is encouraged and rewarded					√	
Staff feel empowered					√	
Behaviour change in staff	√				√	
More flexible / generic roles				√	√	
Staff able to signpost to all relevant services	√			√	√	
Reduced duplication and multiple contacts	√			√		
Multi-disciplinary approach to supporting individuals	√				√	√
Service plans based on evidence of need	√					√
Increase in prevention activity		√		√		√
Fewer referrals to specialist services				√		√
Specialists have more choice in 'step-down' services		√		√		
Specialist focus on more complex tasks				√		√

Communities and Neighbourhoods Portfolio

Enforcement & Inspection

Community Collaboration

Community Hubs

Field Officer	Portfolio Benefits					
Outcomes	Improved customer satisfaction	More resilient communities	Greater democratic participation	More effective use of resources	Improved job satisfaction	Improved resident health and well-being
Responsive fast effective enforcement and inspection work						
Services easier to access	√			√		
Integrated services designed around customer	√			√	√	
Complaints better handled	√			√		
Communities more aware and able to access services and support	√	√		√	√	
Joined up approach to service delivery and collaboration	√			√	√	
Reduced duplication and multiple contacts	√			√	√	
Multi-disciplinary approach to supporting individuals	√			√		√
Increase in prevention	√			√	√	√

activity and staff feeling empowered						
Fewer referrals to specialist services	√			√	√	
Intelligence gathering and fast effective referrals						
People better able to access digital services	√	√		√		
Staff able to signpost to all relevant services	√			√	√	
More flexible / generic roles				√	√	
Service plans based on evidence of need	√	√		√		√
Behaviour change in staff with specialist focus on more complex tasks	√			√	√	
Community collaboration and behaviour change						
Communities more aware and able to access services and support	√	√				
Greater support for Members engaging with communities	√		√	√		
Communities able to influence decision-making in their area	√	√		√		√
Problems solved as a result of community engagement	√	√	√			
Communities have	√	√	√			

greater access to information and expertise						
Improved employment opportunities					√	
People more able to self-help	√	√		√		
Stronger relationship between public and third sectors	√	√	√	√		√

Mobile App Functions Table, showing impact of DF service by service:

KEY:	Pest Control pilot has already provided new online functionality that could be rolled out to other services
	Currently being built or next in the pipeline
	More discovery work being completed

✓	New functionality already live
✓	New functionality to be rolled out

	Take online payment	View clients of concern	View info on Uniform	View other background info and databases	Complete inspection form on site	Collect evidence – take photo	Write in a new digital PACE notebook	Generate job sheet	Send letter /provide info (email)	Serve notices, give customer copy	Save emails and photos	Scan carbon copies
Pest Control	✓	✓	✓	✓	✓	✓	N/A	✓	✓	✓	✓	✓
Licensing (all services)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environmental Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Highways	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Private Sector Housing	x	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Community safety	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning Enforcement	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Housing (HRA)	x	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Travellers Team	x	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓
Seafront Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cityparks	x	✓	x	✓	✓	✓	x	x	✓	✓	✓	x

Subject:	Communities & Neighbourhoods Portfolio		
Date of Meeting:	27th November 2017		
Report of:	Executive Director (Neighbourhoods, Communities and Housing)		
Contact Officers:	Name:	Sally McMahon Julie Nichols	Tel: 29-6963 29-1656
	Email:	sally.mcmahon@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of the report is to provide Members with an update on the programmes that sit within the Communities & Neighbourhoods Portfolio, which includes:
- community and neighbourhood hub development
 - community collaboration
 - neighbourhood governance
 - enforcement & inspection (development of the Field Officer role).
- 1.2 The last report on this Portfolio was brought to this Committee in July 2017. At that meeting members asked for an update, hence this report to the November Committee.

2 RECOMMENDATIONS:

- 2.1 That committee members note the progress of the Communities and Neighbourhoods Portfolio

3 CONTEXT/ BACKGROUND INFORMATION

- 3.1 **Aims and Objectives:** The aims and objectives of the Portfolio were agreed at the July 2017 Neighbourhood, Inclusion, Communities and Equalities (NICE) committee. The aim of the Communities & Neighbourhoods Portfolio is to put communities at the heart of service delivery, make effective use of resources and support the delivery of savings. Its objectives are to:

- focus the development of services around community needs and target those most in need
- enable residents to have a stronger involvement and influence in decisions about their local area
- encourage and develop the capacity for people to do more for themselves and each other, helping people solve problems before they escalate into bigger problems
- make services easier to navigate, providing digital solutions for transactional activities, and ensuring effective support for those who need it
- share information and bring together public, private and voluntary sector, and communities' resources, to work harder for residents
- drive greater collaboration between service deliverers to avoid duplication and reduce the number of interactions with service users
- improve service user satisfaction by listening to local people and involving residents in service development and delivery
- improve our relationships with residents, making every contact count for them and for us

3.2 This Committee has received three reports on Communities & Neighbourhood working, which:

- Agreed four priority areas of the city for the development of neighbourhood hubs
- Endorsed the creation of neighbourhood hubs and community collaboration programmes
- Agreed the addition of the Enforcement & Inspection programme
- Requested business cases be developed to take these programmes forward
- Noted the work on the Local Action Teams would be included in this Modernisation activity
- Agreed the strategy to take forward the neighbourhoods working model (Appendix 2)
- Agreed that the work of the Communities & Neighbourhoods Portfolio will support ward councillors in their leading role in neighbourhood working
- Agreed to the establishment of a task and finish cross-party working group to give strategic leadership to the Communities & Neighbourhoods Portfolio work, to be chaired by Councillor Daniel
- Agreed the council's commitment to collaborative working and to be an active partner in the development and delivery of neighbourhood action plans

3.3 **Progress and plans for the future:** Since the last report, good progress has been made in each of the programmes and detailed progress reports can be found in Appendix 3, together with a timeline in Appendix 4. Highlights include the following:

- (1) Three of four priority areas have produced draft Neighbourhood Action Plans, with the fourth working through the process

- (2) Held workshop with public sector service providers to collaborate in how they will work with communities to support local neighbourhood priorities as identified in the Neighbourhood Action Plans
- (3) Provided member briefings to ward members and other key members
- (4) Progressed collaborative working at the Whitehawk hub site
- (5) Preferred location for a Moulsecoomb and Bevendean hub has been identified
- (6) Design briefs received from all the services proposed to be in the hub which will inform the feasibility study
- (7) Collaboration Framework was supported and signed off at the City Management Board October 2017
- (8) Online Volunteers Plus website is now live and volunteering management training has begun
- (9) Significant work with Digital First team on the Community Collaboration and Field Officer strands of work
- (10) The Full Business Case including a service delivery model for the Field Officer role was approved by the Corporate Modernisation Delivery Board (CMDDB) and is the subject of another report to this committee.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The options in regard to communities and neighbourhood working were considered in the report to the committee in July 2017. The option agreed was to implement a model of collaborative working and service improvement that starts with the needs of a specific community or neighbourhood and feeds up and into activities within the Communities & Neighbourhoods Portfolio and supports delivery of its strategic objectives ('bottom up').

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Consultation and engagement of staff, Members, residents and partners in the community, voluntary and public sectors is critical to achieving new collaborative service models that encourage all parties to have an active stake in the change and outcome. All the programmes in this Portfolio have collaboration and engagement built into their delivery.
- 5.2 Extensive consultation and engagement has taken place this year in the development of the Communities & Neighbourhoods Portfolio:
 - 5.2.1 Community and voluntary sector partners have led engagement with a wide range of stakeholders (residents, service providers, community groups, local businesses, etc) on the development of the Neighbourhood Action Plans. Large community events such as the East Brighton Market day, and the Community Connections day for the Moulsecoomb, Bevendean and Bates Estate area.
 - 5.2.2 Briefings have been given to ward members and other relevant members on the Hub developments and on the Field Officer development.

- 5.2.3 Service provider workshops have been held to encourage collaboration and to identify how they will work with communities to support local neighbourhood priorities as identified in the Neighbourhood Action Plans, and to specifically to increase collaboration around the Whitehawk hub.
- 5.2.4 Other public-sector services such as health, police and fire services have engaged in the board meetings, service workshops and community events.
- 5.2.5 Staff and managers from all affected council services, and unions have been engaged in developing the Field Officer role.

6 CONCLUSION

- 6.1 There is support from Community and Voluntary Sector organisations, resident representatives, and service providers within the council and in other public sector organisations for development of Community & Neighbourhood working, as outlined in this report. The potential benefits are significant and with increasing demand and reducing resources, public services cannot provide solutions on their own, so the engagement of local communities and the Community and Voluntary Sector is vital to achieve effective outcomes. This portfolio of work is different from previous initiatives as it is not funding driven but focused on the successful and genuine collaboration between service providers, residents and partners to make the best use of existing resources. It is designed to be flexible and responsive to residents' needs and changing circumstances.

7 FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

All of the work undertaken so far to progress the Communities & Neighbourhoods portfolio has been undertaken within current budget resources, most of which has been from the Neighbourhoods, Communities and Housing (NCH) Directorate.

Finance Officer Consulted: Monica Brooks Date: 30-10-17

7.2 Legal Implications:

There are currently no legal implications arising from this report which sets out progress updates for noting in relation to the Communities and Neighbourhoods portfolio.

Lawyers Consulted: Elizabeth Culbert Date: 27.10.17

7.3 Equalities Implications:

Improving how we work with communities and neighbourhoods will allow some of our more marginalised communities to influence, and more easily find and use, the services that they need. The programmes in the Community & Neighbourhoods

Portfolio aim to skill our staff to understand local diversity and how to work alongside residents to become enablers, helping people to support themselves and their communities.

Improving the accessibility of council owned buildings will help address equalities issues for residents and staff with disabilities. Working more closely with community groups will help ensure that the diversity of local neighbourhoods is more fairly represented.

This work supports the recommendations of the Fairness Commission through its recognition of the pivotal role of the Community & Voluntary Sector and the excellent contribution of ordinary people in the city. The Portfolio focuses on co-production and collaboration, supporting communities to implement their own solutions, developing stronger social networks, addressing social isolation and reducing health inequalities. The development of more digital services is balanced by prioritising digital inclusion and support for people who need help in doing things digitally.

7.4 Sustainability Implications:

A key sustainability implication relates to realising and sustaining the benefits from community and neighbourhood working once the Neighbourhood Area Co-ordinator moves onto other communities and/or the post is withdrawn when funding expires. A key aspect of this role must be capacity building within communities to continue supporting the work themselves.

7.5 Any Other Significant Implications:

See Appendix 1.

SUPPORTING DOCUMENTATION

Appendices:

1. Other significant implications
2. Strategy for Implementation of Community and Neighbourhood working
3. Table of progress and plans for individual programmes in the Communities & Neighbourhoods Portfolio
4. Timeline

Documents in Members' Rooms

1. None

Background Documents

1. None

Appendix 1: Other Significant Implications

1.1 Crime & Disorder Implications:

The Portfolio Board has representation from the Community Safety team and the Police. Issues around crime and disorder will be addressed through the work of the programmes and as required by the Board.

1.2 Risk and Opportunity Management Implications:

All the programmes have completed risk registers for their work and these are reviewed by the Board on an exceptions basis. There are no 'red' rated risks, but there are several 'amber' risks around issues such as: establishing expectations that cannot be delivered; the challenge of joining up organisations and services effectively; the challenge of bringing about cultural change; and inability to access finance or other resources. Control measures and other actions have been identified to mitigate these risks.

1.3 Public Health Implications:

In different ways, each programme helps to tackle health inequalities from making services more accessible in neighbourhoods, particularly disadvantaged areas; to increasing volunteering and community self-help, and making these more accessible; to providing a more responsive enforcement and inspection service that supports behaviour change.

1.4 Corporate/Citywide Implications:

The Portfolio will drive transformational change through the development of collaborative working between services, partners and residents, substantially changing the way in which residents and the council relate to each other. The Portfolio will also have an impact on the transformation of the council's behaviours, culture and governance.

Appendix 2: Community & Neighbourhood Hubs and Neighbourhood Working

Strategy for the Implementation of Community & Neighbourhood Working

- 1 To implement Community & Neighbourhood working across the city in a phased approach, starting with the four priority areas agreed by the NICE Committee.
- 2 This will be supported by the creation of a Neighbourhood Area Co-ordinator for two years to develop place-based collaborative working and service improvement to deliver better outcomes for each area. The postholder will work with stakeholders from all sectors to help deliver the Brighton & Hove Collaborative Framework. They will provide a link between the proposed Field Officers and other area based workers, and the potential integration of service delivery at neighbourhood level.
- 3 The establishment of an area/neighbourhood based 'partnership' group of service deliverers, partners and members of the community (people and organisations in the area), who come together to solve problems and take action via task and finish groups. The Co-ordinator will be expected to work with the 'partnership' to agree an approach to collaboration in the area that is sustainable.
- 4 The 'partnership' may be based on a forum or meeting that already exists, or result from bringing together separate meetings or groups to ensure broad engagement from local people, organisations and services in the area. The 'partnerships' will build upon what is already there and not create new bureaucracy.
- 5 The 'partnership' will consider local approaches, including the development of a **local 'hub'** (physical or virtual) to achieve the following, all of which have been identified as roles for community hubs:
 - improving access to council and other public services, including promoting digital access, developing people's ability to self-serve and providing support for those who really need it;
 - supporting creation of stronger communities, promoting wellbeing and tackling issues of inequality and disadvantage;
 - mitigating social isolation, and helping people to look after their mental and physical health more effectively;
 - supporting economic wellbeing, helping job seekers, supporting small businesses and facilitating financial inclusion;
 - supporting learning and skills development at all stages of life, tackling illiteracy, lack of skills and digital exclusion;
 - enabling communities to initiate activity, do more for themselves and maximise opportunities for volunteering; and
 - providing a neighbourhood focus for cultural activity and engagement, providing creative spaces for pursuing shared interests, and seeing exhibitions or attending events.
- 6 Collaborative working is an iterative process, so there cannot be a single 'template' for how this can be developed across the city. However, there are steps that can be taken to create the necessary conditions for effective neighbourhood collaboration and improved service delivery at the local level. Steps 4 and 5 below should take place alongside the first three:

(1) Understand the local context, including:

- data analysis;
- engagement with citizens, partners and politicians; and
- understanding of drivers for change.

(2) Co-create the future vision for the place:

- broker agreement across individuals and organisations with differing views.

(3) Co-produce a collaborative action plan:

- consider how institutional roles, behaviours and practice needs to change; and
- agree operating principles.

(4) Develop readiness to collaborate, eg.:

- relationship development and buy-in from partners and citizens; and
- identify and overcome barriers to change, and identify and encourage enablers.

(5) Develop the infrastructure needed to support collaborative neighbourhood/area working:

- cultural and behaviour change;
- set up 'partnerships' at neighbourhood/area level; and
- identify resources needed to support collaborative working in specific areas, including 'hub' or network development (physical and/or virtual) as required in each area.

Appendix 3: Communities and Neighbourhoods Working – Progress and Plans

Portfolio General Actions	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Aims and objectives agreed ▪ Benefits and outcomes table completed ▪ Service model developed ▪ Risk register established ▪ Extensive consultation with range of services inside and outside the council, including fire, police and health ▪ Regular contact with community groups in all four priority locations ▪ Held fortnightly coordination meetings ▪ Board meetings held on 30th June, 19th September and 14th November 2017, attended by partner organisations ▪ Presented business case to Corporate Modernisation Delivery Board 3 May 2017 ▪ Presented business case to Members Modernisation Oversight Group 9th May 2017 ▪ Interviewed for Neighbourhoods Support Officer (post will work across all four priority areas) 3rd November 2017 ▪ Briefed relevant members in advance of committee report (all areas), through written update and offer of meetings ▪ Held workshop with public sector service providers to look at how they will work with communities to support local neighbourhood priorities as identified in 	<ul style="list-style-type: none"> ▪ Hold meeting of task and finish cross-party members working group to provide strategic leadership to the portfolio (date tbc) ▪ Hold next Board meeting in February 2018

the Neighbourhood Action Plans 1st November 2017

Neighbourhood Hubs

East Brighton

Work Done

Work Planned

- Further research into collaborative place-based working.
- Update to area demographic profile.
- Follow up workshop to those held last year; identified some actions to address issues raised.
- Engaged with a range of people to inform development of a draft plan:
 - Due East neighbourhood council.
 - Serendipity community development workers.
 - Crew Club.
 - Whitehawk Inn.
 - Local council service providers (libraries, public health, children’s services, communities and housing).
 - Local GP and health practitioners.
- Two new workshops been held on Families and Children and Older People
- Identified community health project meeting as possible basis for wider ‘partnership’ meetings.
- Draft Neighbourhood Action plan produced by Due East.
- First meeting of cross service group
- Regular meetings with Due East neighbourhood council
- Two workshops held to create google map of all service in the area
- Planned for culture change activity to support collaboration –

- Update the neighbourhood action plan following the community event – to agree priority actions and timetable for completion (November 2017)
- Set up required task and finish working groups to deliver these plans (December 2017)
- This includes actions to improve the accessibility, legibility and environment of the ‘hub campus’, following on from the specific meetings on this already taken place
- Agree dates for next partnership meetings to report on progress

<p>meetings with council organisational development team..</p> <ul style="list-style-type: none"> ▪ Space identified for Community partners within the hub building ▪ Held a big community event in the area on 20th September 2017, - joint activity between community, council and other public-sector organisations to engage more widely on the neighbourhood action plan, and to encourage more collaboration between partners. ▪ Reviewed the outcomes from this event ▪ Held a ‘hub campus’ meetings to progress collaborative working across the ‘campus (11th October and 8th November 2017) ▪ Held specific discussions on improving the outside areas at the ‘hub campus’ (October 2017) 	
Moulsecoomb & Bevendean & Bates	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Workshops with local stakeholders held to identify high level options for the creation of a neighbourhood hub. ▪ Map of assets owned by council and other third sector partners produced. ▪ Successful bid to the One Public Estate to fund project management. ▪ Allocation of funds for the accelerated development of a Neighbourhood Action Plan by the Trust for Developing Communities. ▪ Internal governance established to manage dependencies between Communities & Neighbourhoods, Workstyles and the One Public Estate programmes. ▪ Developed the demographic profile for the area (May 17). ▪ Focus groups held with local groups, including LATs, TRAs, 	<ul style="list-style-type: none"> ▪ Further engagement between partners in the area to take forward the Neighbourhood Action Plan – set up regular review meetings potentially using the local LATs as the vehicle to do this. ▪ Further work with Hollingdean and Stanmer ward to ensure continuation of effective library services to the Bates and Hollingdean estates (December 2017) ▪ Design briefs are informing a feasibility study, which has been commissioned to establish the planning and construction process (November 2017) ▪ QS potential site as part of the above feasibility study for the new hub to inform project costs (November 2017) ▪ Established a project group to oversee the design process and facilitate operational arrangements between affected

youth groups, community centre groups, Bridge users, school parents, foodbank users and parks group (May/June).

- Developed community priorities and potential stakeholders, and held workshop with frontline workers (June).
- Audit council owned assets (property) to determine current use, running costs and capital value (July 2017).
- Neighbourhood Action Plan produced by Trust for Developing Communities; priorities for local area identified and incorporated into hub design proposals.
- Liaison with existing community groups, organisations and partnerships (eg. MLAT and BLAT) to test proposals for a united governance group that will deliver the Neighbourhood Action Plan
- Engagement with council and external partners to establish which services will be delivered through the hub
- Site surveys and property audits complete and preferred location for hub identified as adjacent to the sports centre on Hodshrove Lane
- Potential surplus sites valued for their affordable housing potential. Details will be included in the full business case.
- Design briefs have been received from all services that are proposed to be accommodated in the hub:
 - Library
 - Youth Services
 - Sports & Leisure
 - The Bridge Adult Learning Provider
 - New GP Surgery
 - Community Health Services
 - Ambulance Emergency Response Unit
 - Shared Community Space

departments, services, and organisations to encourage collaboration across all areas. This group will report to Workstyles programme board and One Public Estate – December 2017

- Complete full business case and options appraisal (options to include ‘do nothing’, ‘better use of existing assets’, and ‘create a new hub and release surplus assets’ – March 2018
- Produce design proposals for preferred option through internal Architect team – March 2018
- Broader engagement with councillors, public and services on design proposals – March 2018
- Seek committee approval for project start

- First draft of business case is underway based on the above points
- Communications plan produced
- Risk register produced
- One Public Estate reporting lines established
- Community Connections event on 8th November engaged community and public sector in discussion of the Neighbourhood Action Plan
- Clarified that the Neighbourhood Action Plan also covers the Bates Estate
- Briefing for Hollingdean and Stanmer ward members

Hangleton & Knoll

Work Done

- A good community infrastructure already exists in this area which will enable progress to be made quickly as the next priority area on which to focus.
- Initial contact made with the Hangleton & Knoll Project to find out their views on this approach.
- A resident led neighbourhood conference was held on July 17 to inform the development of the Neighbourhood Plan. This was very successful and has provided some key priorities for the area
- Met with Hangleton & Knoll Project to see if they are prepared to host the 'partnership' meetings through which to take this work forward (August 2017)
- Draft Neighbourhood action plan has been prepared, with good engagement from local community (September 2017)
- Hangleton & Knoll Action Group meeting on 20th September considered the draft neighbourhood action plan

Work Planned

- Attend Hangleton & Knoll Community Action Group meeting to agree the final Neighbourhood Action Plan (December 2017).
- Partners to identify and agree what changes need to be made and how to make them.
- Work with Community Action Group and Hangleton & Knoll Health Forum in the development and delivery of change in this area.

<ul style="list-style-type: none"> ▪ Attended Hangleton & Knoll Project AGM 8th November 2017 	
Hanover & Elm Grove	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Unlike the other three areas, there is no formal community development or capacity building in place in this ward. ▪ Several community groups exist and have been approached to find out their views on the Communities & Neighbourhoods working strategy. ▪ Held first meeting with 4 local groups – mapped stakeholders to be engaged with setting local priorities ▪ Local steering group met on 7th September- looked at next steps for a local engagement events to begin to develop the neighbourhood action plan ▪ Further meeting of steering group held 7th November 	<ul style="list-style-type: none"> ▪ The approach to developing a framework for collaborative working in this area will be the same as the other areas but there are fewer physical community facilities and no existing community development work upon which to build. ▪ This will be a chance to explore the opportunities for virtual hub development. ▪ Support the local steering group in their development of a neighbourhood action plan – timescales still to be determined
Community Collaboration	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Collaboration Framework is complete and approved at NICE July 2017 ▪ It is currently being shared with partners boards <ul style="list-style-type: none"> ○ CCG Commissioning Operations meeting: 29th August 2017 ○ CCG Senior Management Team ○ CCG Governing body: 26th September 2017 ▪ It has been approved at the CW conference ▪ Police colleagues ▪ Collaboration Framework was signed off at the City Management Board October 2017 	<ul style="list-style-type: none"> ▪ Development of cross-sector action plan (October – Dec 2017) ▪ Implementation of Action Plan (January 2018).

Volunteering Policy, toolkit and online platform	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Volunteering Policy and toolkit complete and adopted by NICE committee in July 2016. ▪ Online platform development sourced and customised with Brighton & Hove Volunteer Centre in May 2017. ▪ Web-site development with Volunteer Centre in June-Sept 2017 ▪ Volunteer management training for staff to understand how to expand and develop volunteering within council services – new courses developed with staff input – Courses start October 2017 ▪ New all staff volunteering Forum developed – March 2107 quarterly meeting to share peer knowledge and skills, highlight issues and develop new volunteering approaches ▪ System will allow council staff to directly recruit, manage and monitor volunteering across all council services. ▪ Online system will enable the council to understand not only its number of volunteers but also monitor the costs, value and impact of working with volunteers as part of delivering public services ▪ Online Volunteer Plus web-site live ▪ Council backend of the system with Digital First and ICT for final check on GDPR compliance 	<ul style="list-style-type: none"> ▪ Online systems launch December 2017 ▪ Volunteering Forum development – continued support to Forum meetings ▪ Volunteering toolkit e-learning development ▪ Continued work with services to expand volunteering (2017-2020). ▪ Continued work with cross-sector partners to implement the Power of Volunteering Action Plan ▪ Roll out of online system incrementally with key services, meetings with Children’s Centres and Parks November 2017
Campaign that promotes and increases shared responsibility between citizen and state	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Communications campaign to promote volunteering and active citizenship – live 	<ul style="list-style-type: none"> ▪ Workshop with Zurich Insurers to understand how to unblock the barriers to council volunteering and active

<ul style="list-style-type: none"> ▪ Risk management group to review and address the barriers to promoting active citizenship that may include activities such as cutting grass verges, clearing rubbish or fly tipping, removing graffiti, visiting neighbours and delivering traffic calming solutions. 	<p>citizenship.</p> <ul style="list-style-type: none"> ▪ Continued work with Risk management steering group to understand and unblock issues
<p>Support a programme of staff development</p>	
<p>Work Done</p>	<p>Work Planned</p>
<p>Active on the Behaviour Framework Steering group and ongoing development, specifically offering guidance on collaborative working.</p>	<p>Working with OD team to develop a change programme to be delivered in East Brighton initially to support the progress of Neighbourhood Hubs</p>
<p>Advice on and support co-production of services at local/area based level</p>	
<p>Work Done</p>	<p>Work Planned</p>
<ul style="list-style-type: none"> ▪ Cross-sector advice on collaborative working across a range of services including the CCG, GPs, ward councillors, council services and the Community & Voluntary Sector. ▪ The programme links services with the community development workers across fourteen neighbourhoods. ▪ Development of Neighbourhood Action Plans across four wards 	<ul style="list-style-type: none"> ▪ Ongoing development of joint working approaches. ▪ Neighbourhood Action Plans to be completed December-March 2018
<p>Improve online tools for community engagement and active citizenship (via the Digital First programme)</p>	
<p>Work Done</p>	<p>Work Planned</p>
<ul style="list-style-type: none"> ▪ Work with the Digital First team to look at how to offer online solutions to engaging and promoting community activities. ▪ ‘ My Community’ ▪ Development of an interactive service map for East Brighton. 	<ul style="list-style-type: none"> ▪ The programme will also work with Digital First to explore how to engage residents in decision making at a local and citywide level. ▪ Online map development in East Brighton to share information across services and residents ▪ Digital first offering more support to ensure the programme

	can deliver
Provide the operational direction for all commissioned community development organisations	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Ongoing operational support and performance management to all commissioned Community Development – 14 neighbourhoods ▪ Link service providers to communities through community development workers ▪ Offer support services on community engagement – with community workers providing facilitation and engagement processes examples are development of 4 Neighbourhood Action Plans, community engagement in the supported housing developments, support to emergency and temporary housing forum. 	<ul style="list-style-type: none"> ▪ Ongoing links into services ▪ Ongoing support to engage residents in active citizenship and volunteering ▪ Ongoing support for resident to set up groups and services in local neighbourhoods ▪ Ongoing support for residents to maintain or develop local forums ▪ Ongoing support to develop Neighbourhood Hubs and Neighbourhood Action Plans ▪ Community development to deliver joint service provider / community events to ensure joint ownership of Neighbourhood Action Plans Nov 2017
Neighbourhood governance	
Work Done	Work Planned
<ul style="list-style-type: none"> ▪ Core steering group consisting of democratic services, housing, children's centres, parks, planning and community safety. ▪ Provide a Neighbourhood Governance approach for the city to maximise the work of current groups/forums and LATs. ▪ Support the leadership role of ward councillors within a neighbourhood governance structure. ▪ Ward member survey completed by end of September. ▪ Ward member budget scheme presented for approval Leaders group 4th September. Scheme approved. ▪ Joint meeting of officers working on improving support to 	<ul style="list-style-type: none"> ▪ Member workshop to be held (November 2017) ▪ Guidance and form for ward member budget scheme to be completed.

ward members met to plan member workshop that will encompass governance. (September 2017)

Enforcement and Inspection – Field Officer

Work Done

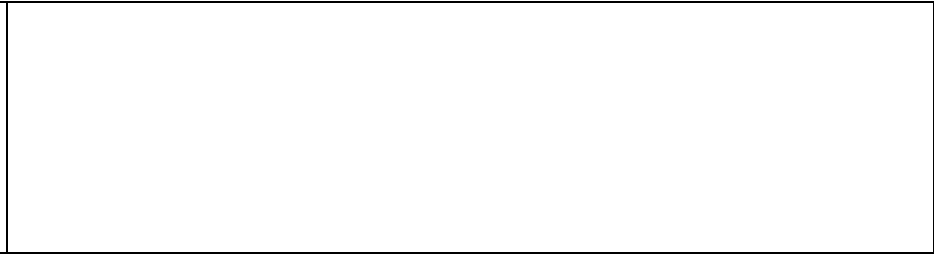
- Identified provisional service delivery model.
- Identified provisional services in scope.
- Completed workshops and meetings with services to identify functions to be part of the Field Officer role.
- Indicative Field Officer role profile developed and evaluated.
- Work with the council’s Digital First programme to design and deliver a mobile solution for the Field Officer to use in the field and started to identify digital solutions for how we improve service delivery, improve service user satisfaction and meet community needs.
- Committee report presented to the council’s Policy Resources & Growth Committee on 9th February 2017 agreeing, in principle, to amend the relevant parts of the council’s Scheme of Delegation and facilitate authorisation arrangements for this new role.
- Ongoing discussion with services, Members and unions as business case developed.
- Direction of travel report presented to Corporate Modernisation Delivery Board (CMDDB) on 29th March 2017.
- Full Business Case Delivered to Corporate Modernisation Delivery Board (CMDDB) on 27th September 2017. All recommendations approved.
This includes a proposed service delivery model, proposed number of Full time equivalents (FTEs) to deliver the role, a rota pattern that could deliver this, a draft job description

Work Planned

- Review the communication and consultation programme including staff, union and Member briefings/engagement (May 2017 to ongoing).
- Develop the role and service delivery model, and ensure it connects with the wider Neighbourhoods & Communities Portfolio, responds to community needs and priorities, and defines links across communities (May 2017 to ongoing).
- Continue engagement with external partners to identify how the Field Officer role can work with their programmes and priorities to deliver the programme objectives (May 2017 to ongoing).
- Continue to work with the council’s Digital First programme to deliver digital solutions that improve service delivery, improve service user satisfaction and meet community needs (May 2017 to ongoing).
- Committee Report updating on the progress with the Enforcement & Inspection programme to go to Neighbourhoods, Communities & Equalities Committee (27th November 2017).

and person specification including an indicative grade, and details of cashable and non-cashable benefits, risks, and funding, costs and resources required to deliver this role.

- Stakeholder analysis completed
- Project plan routinely reviewed



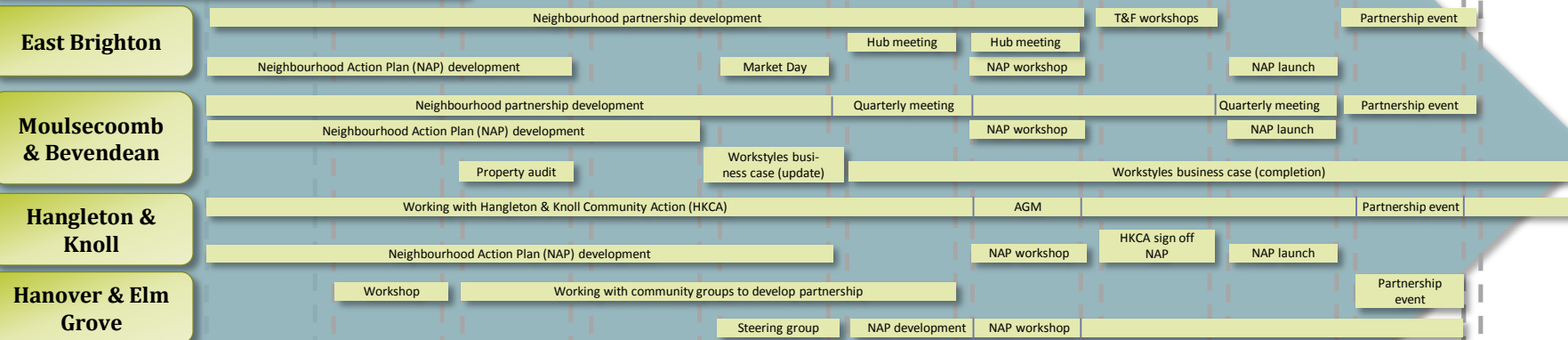
Communities & Neighbourhoods - High level portfolio plan

2017

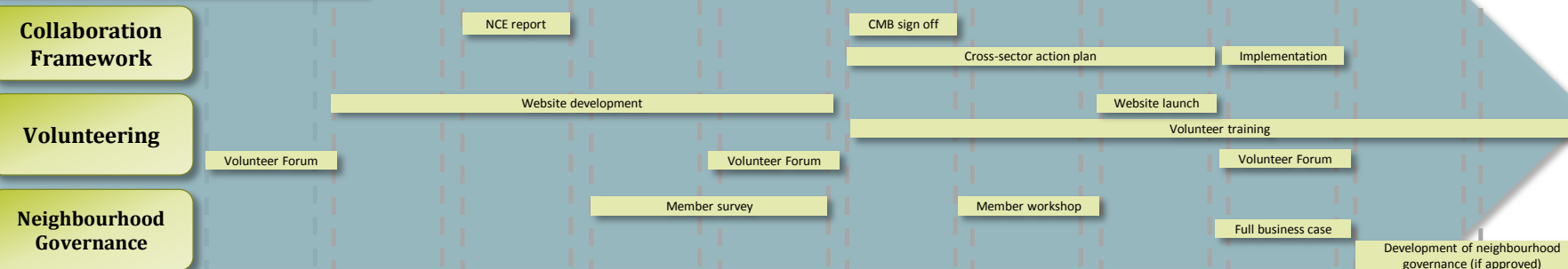
2018

May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

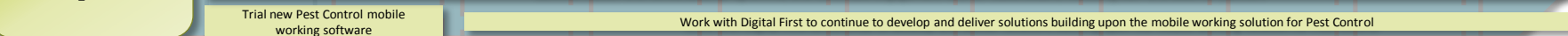
Community & Neighbourhood Hubs



Community Collaboration



Enforcement & Inspection



Portfolio governance



Subject:	Community Asset Transfer Policy		
Date of Meeting:	27th November 2017 25 th January 2018 – Policy, Resources & Growth Committee		
Report of:	Executive Director, Economy, Environment & Culture and the Executive Director, Neighbourhoods, Communities & Housing		
Contact Officer:	Name:	Angela Dymott Emma McDermott	Tel: 01273 291450 01273 291577
	Email:	angela.dymott@brighton-hove.gov.uk emma.mcdermott@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The report seeks Neighbourhoods, Inclusion, Communities & Equalities Committee endorsement of the adoption of a Community Asset Transfer (CAT) Policy prior to the arrangements being presented to Policy, Resources & Growth Committee for approval.
- 1.2 The CAT Policy formalises the current ad hoc arrangements for considering applications for the transfer of council assets to the management of third sector organisations to unlock community benefits and social value.
- 1.3 The Corporate Property Strategy & Asset Management Plan (AMP) sets out the management strategy for the council's property & land portfolios which aims to maximise the value received from them, both in terms of financial return as well as increased social value and community benefits for the city. The CAT Policy fully aligns with these objectives and will sit under the AMP as a key part of our strategic property management framework.
- 1.4 The CAT Policy sets out a consistent and formal process for both the receipt of applications and the evaluation of proposals. The policy will be made available on the council's website to inform third sector organisations who wish to explore this option.

2. RECOMMENDATIONS:

That Neighbourhoods, Inclusion, Communities & Equalities Committee:

- 2.1 Recommends adoption of the Community Asset Transfer (CAT) Policy as set out in Appendix 1 to this report to the Policy, Resources & Growth Committee on 25th January 2018.

That Policy, Resources & Growth Committee:

- 2.2 Approves adoption of the Community Asset Transfer (CAT) Policy as set out in Appendix 1 to this report.
- 2.3 That the Member-led Asset Management Board receives updates annually on Community Asset Transfers undertaken by the council and that this update is published on the council's website.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Community Asset Transfer is defined as the transfer of stewardship (through a leasehold agreement) or, in exceptional circumstances, the transfer of ownership (through a freehold sale) of a community asset from the council to a third sector organisation at less than best consideration in order to achieve a public benefit and unlock social value.
- 3.2 The CAT Policy is entirely separate to and does not cover the 'Community Right to Bid' scheme which was introduced in the Localism Act 2011. The Community Right to Bid scheme applies to all property in the city (not just council owned), has its own legal process and is administered by the council's planning team.
- 3.3 The council recognises that the transfer of an asset to a third sector organisation can unlock additional social value, support community enterprise and demonstrate commitment to our communities and residents. This in turn can attract additional investment to create a thriving community hub for the benefit of the local neighbourhood and the whole city.
- 3.4 The council has had some notable successes in the past in the transfer of assets to the third sector such as the Open Market CIC and the Bristol Estate Artist Studios. However, such arrangements have tended to be ad hoc and reactive rather than strategic. The purpose of the CAT Policy is to provide a clear, consistent and fair framework for the assessment of future requests for community asset transfers including how the council evaluates the risks and benefits associated with each application as part of its overall asset management processes.
- 3.5 The CAT Policy aligns with the strategic approach to asset management and policy framework set out in our Corporate Property Strategy & Asset Management Plan (AMP). The AMP aims to encourage community asset transfer where appropriate and to maximise the value received from our property assets including community benefits and social value.
- 3.6 Development and publication of a formal CAT Policy was a key recommendation of the Fairness Commission.
- 3.7 The CAT Policy together with a list of council owned buildings designated as 'Community Assets' will be made available on the council's website and reviewed and updated at least annually. Third Sector Organisations are defined in the policy as including not for profit organisations or groups with a local connection.

3.8 The CAT Policy sets out:

- Who is eligible to apply,
- Eligible community assets and standard transfer terms,
- Information required from the applicant group,
- Application evaluation criteria,
- Target timescales for a decision on applications and
- Sources of further information for third sector organisations from both the council and externally.

Appendices to the CAT Policy include a standard application form and an example risk log to guide third sector organisations through the process.

3.9 Certain key principles will apply to the CAT Policy to protect both the council and the third sector organisation applicant. These are set out in the policy document and include:

- Proposed transfers must promote social, economic or environmental well-being within the community and support the priorities & objectives of the council.
- The council will consider transfers proposed at less than Best Consideration only if the applicant is able to demonstrate the additional social value offered within a detailed business case. Achievement of such added value will be monitored and reported regularly to the council to ensure that it is delivered.
- A presumption for leasehold transfers. Freehold transfers will only be considered if a strong case can be made for either additional development opportunities or where freehold ownership is a pre-requisite for funding.
- The council will expect the applicant to take on the running costs of the transferred asset and their ability to do this will be assessed through the business case.

3.10 Once adopted, the CAT Policy will be published on the council's website alongside our asset list and interactive map and the Communities & Equalities team will advertise this to third sector organisations.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Option 1 Do Nothing – Without an agreed policy in place, third sector organisations are more likely to be treated in an ad hoc and inconsistent way resulting in potentially wasted effort on both sides.

4.2 The CAT Policy aligns with the property objectives set out in the Corporate Property Strategy & Asset Management Plan (AMP) for the council to take a strategic approach to the management of our assets rather than a reactive ad hoc response to future asset transfer requests from third sector organisations.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The CAT Policy has been produced by the council's Property & Design, Communities, Equalities & Third Sector, Housing Strategy & Sustainability teams with input from:

- Community Works representatives
- Community Buildings Network

6. CONCLUSION

- 6.1 The recommendation is for the Neighbourhoods, Inclusion, Communities & Equalities Committee to endorse adoption of the new Community Asset Transfer Policy set out in Appendix 1 and that it is subsequently approved by the Policy, Resources & Growth Committee. It is best practice for councils to have a policy in place to clearly set out which assets are eligible for transfer, who can apply, information that the council needs to determine an application and a consistent and transparent method that the council will use to evaluate applications.
- 6.2 The CAT Policy aligns with the objectives of our Corporate Property Strategy & Asset Management Plan (AMP) which requires best use of our assets and to unlock additional social value wherever possible.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The council is legally obliged to ensure that any transfer of asset receives Best Consideration. The Community Asset Transfer Policy continues to ensure that best consideration is received and in the event that less than best consideration is received then the applicant must be able to demonstrate added social and economic value within a detailed business case.
- 7.2 All applications proceeding to the Full Transfer Application stage will be required to submit a detailed business case including risk register. The business case will need to demonstrate that sufficient funding is in place or being secured. Applicants will need to demonstrate that there will be long term financial sustainability for the length of the lease period or a minimum of five years whichever is the lesser. Applicants will be responsible for all building running costs including utilities, repairs, rates, insurance and statutory repairs. There will be a requirement for any building to be handed back at the end of the lease period in no worse condition than was originally transferred.
- 7.3 Applicants will need to be able to demonstrate that they have sufficient financial backing and experience or has support in place to assist in directly managing the asset to be transferred.
- 7.4 The transfer of an asset may take the form of a Licence to Occupy, a short lease (7 years and under), a long lease (7 years or over) or a freehold disposal. The preferred method would be in the form of a lease but in exceptional circumstance a freehold disposal may be considered. The council may receive a capital receipt for either a lease or freehold transfer or a rental income depending on the terms of each individual application. Any revenue income will support the council's annual revenue budget and any capital receipt will support the Medium term Financial Strategy.

Finance Officer Consulted: Rob Allen

Date: 19/09/17

Legal Implications:

- 7.5 The council cannot dispose of land for less than the best consideration that can reasonably be obtained, except with the consent of the Secretary of State (S123 of the Local Government Act 1972). Specific consent is not required for the disposal of any interest in land for an undervalue of up to £2 million provided that the authority considers it will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 7.6 Each transfer will require an analysis of the activities of the organisation receiving the assistance to ensure that the disposal does not amount to unlawful state aid.
- 7.7 The legal implications of each transfer will be considered on a case by case basis.

Lawyer Consulted:

Alice Rowland

Date: 29/08/17

Equalities Implications:

- 7.8 An Equalities Impact Assessment has not been carried out.

Sustainability Implications:

- 7.9 The Sustainability team has been consulted whilst producing the policy and a sustainability checklist has been included as an appendix.

Any Other Significant Implications:

- 7.10 None.

SUPPORTING DOCUMENTATION

Appendices:

1. Community Asset Transfer Policy document

Documents in Members' Rooms

None

Background Documents

None



Guide to Community Asset Transfer in Brighton and Hove

(BHCC Community Asset Transfer Policy)

Brighton & Hove City Council
Hove Town Hall
Norton Road
Hove
East Sussex
BN3 3BQ

www.brighton-hove.gov.uk

November 2017



Brighton & Hove
City Council

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1.0 INTRODUCTION & DEFINITIONS

1.1 Aims of the Policy

The aim of this policy is to provide an open, affirmative and transparent framework for community asset transfer (CAT) from the council to a third sector organisation.

The council recognises that the transfer of an asset to a third sector organisation can unlock social value, support community enterprise, attract additional investment into the asset and local area, and demonstrates the council's commitment to our communities and residents.

Community asset transfer supports council and wider community objectives to be 'citizen focused' and to encourage 'active citizenship'.

This document is designed to be used by third sector organisations and council officers to help them decide whether a community asset transfer is appropriate and, if the organisation then wish to proceed, to provide guidance on how to make an application and the decision making process.

The key principles of the policy are:

- That any transfer application must support the aims and priorities of the council as set out in an adopted policy.
- Community asset transfer is not an automatic right and all applications will be assessed on a case by case basis.
- Approved transfers will generally be on a leasehold basis. Freeholder transfers will only be considered in exceptional circumstances.
- Some transfer applications may require committee approval in addition to the decision-making process set out in section x of this policy. Applicants will be notified where this is the case.

The drivers for a community asset transfer may include:

- Supporting a third sector organisation to continue to deliver a key activity for residents where the transfer will allow the organisation to bid for and secure funds and/or to support a more sustainable business model,
- Supporting a third sector organisation to deliver a specific service in line with the council's objectives where the service can be best provided through a council owned asset,
- Protecting a heritage or otherwise important city asset that may fall into disrepair if stewardship is not provided by a third sector organisation
- Where a third sector organisation is considered to be best placed to provide an alternative delivery model for an existing council service from an existing council owned asset.

1.2 Definitions

The following definitions have been provided to help third sector organisations, council officers and elected members make best use of this policy.

1.2.1 Community Asset Transfer (CAT)

Asset transfer is the passing of management through a lease agreement or, in exceptional circumstances, ownership of a community asset from a public sector body to a third sector organisation at less than best consideration i.e. less than its market value, in order to achieve a public benefit and unlock social value. See **Section 4.2** for more details.

1.2.2 Community Assets

Community Assets that fall within this policy are listed as such on the last column (Column AF - Community Asset Transfer Policy Designation) of the 'Brighton & Hove City Council Property & Land Assets' list. The list can be downloaded from the council's website under the 'Government Transparency Agenda' section at:

<https://www.brighton-hove.gov.uk/content/council-and-democracy/council-property-and-land>.

This list will be kept under review and updated as required. Interested parties may also seek guidance on other council owned assets on the website list with the exception of property & land designated as 'non-operational' which form part of the council's commercial estate.

1.2.3 Third Sector Organisation

These are defined for the purpose of this policy as non-governmental (not part of the statutory sector – it must exist for community, social or environmental benefit), non-profit distributing (it must reinvest any surpluses to further its social and community aims) and having a local connection.

Organisations must be appropriately constituted (such as a registered charity, community interest company or charitable incorporated organisation), a not-for-profit company or cooperative such that the constitution allows the management or ownership of buildings and / or provision of services.

Such organisations must be a legal entity capable of entering a lease agreement with the council.

Local connection means that the organisation's activities are wholly or partly concerned with the city of Brighton & Hove.

1.2.4 Best Consideration

Local authorities are usually required to dispose or transfer their land and property assets on the basis of the best consideration reasonably obtainable. Best consideration refers to the commercial or monetary value to the council.

If the council is disposing of land or buildings for less than best consideration it needs to get the Secretary of State's consent. Specific consent is not required for a disposal for an undervalue of up to £2m provided that the council considers that the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. This test is referred to as social value in this policy (see **Section 1.2.5** below).

1.2.5 Social Value

Social value in this context is about ensuring that when a council owned property is transferred (lease arrangement or freehold) to a third sector organisation, that the business case for the transfer clearly explains how the transfer will help maximise economic, social and/or environmental benefits to local residents, the neighbourhood and/or the city.

This involves seeing beyond the price of an individual transfer and looking at the additional benefits to a community and how the transfer might improve the economic, social and environmental well-being of the communities.

The council's Social Value Guidance provides details of the type of social value outcomes that could be included - see **Section 2.3** for the web link.

1.2.6 Community Right to Bid

This policy does not cover the 'Community Right to Bid' which was introduced in the Localism Act 2011. The Community Right to Bid has its own legal process and is administered by the council's planning team. Further details are available on our website using the following link:

<https://www.brighton-hove.gov.uk/content/community-and-life-events/community-and-voluntary-sector-support/community-rights>.

1.2.7 Housing Revenue Account (HRA) Assets

The Housing Revenue Account (HRA) contains the income and expenditure relating to the council's social housing landlord duties in respect of tenanted and leasehold residential properties. The income and expenditure relating to these properties is accounted for separately from the council's other services and activities which form part of the council's General Fund. Should any HRA asset fall within the scope of this policy separate resident consultation (as part of the Resident Involvement Framework) and approval will be required through the Housing Governance Framework. This Framework includes, as appropriate, Area Panels, Estate Regeneration Members Board and the Housing & New Homes Committee. This is in addition to any approval required through the Policy, Resources & Growth Committee. This will mean that the decision on any application relating to HRA community assets will fall outside of the timescales proposed in **Section 6.4** below.

HRA Community Assets are identified as such on the 'Brighton & Hove City Council Property & Land Assets' list referred to in **Section 1.2.2** above. The HRA will only consider non-dwelling assets within the parameters of this policy.

2.0 THE NATIONAL & LOCAL CONTEXT

2.1 National Policy

Central government has clearly signalled their commitment to the principle of asset transfer from the public sector to third sector organisations where this will result in improved outcomes to the citizens.

This policy is underpinned by Treasury guidance which makes clear that council's do not own property and land assets for their own sake. Instead, assets are held for pursuing policy objectives and the valuation of a publically owned asset is based on the interests of society as a whole rather than those of the council alone.

2.2 Local Policy

The Council's Corporate Plan recognises this and sets out how it intends to "develop genuinely engaging and collaborative approaches with citizens for all service design and delivery". These will include:

- Moving beyond council engagement as a transactional approach to more collaborative and empowering relationships with our diverse communities and
- Recognising the role third sector groups' play in engaging our communities and most vulnerable citizens, supporting residents to shape services.

Many funding opportunities previously accessed by the third sector are changing, reducing or stopping as a result of budget reductions across the public sector. These changes provide opportunities for the council to work differently with the third sector, for example, on new approaches to managing rising demand and enabling active citizenship.

The council, in partnership with other public sector providers, recognise the need to support the sector in responding to these challenges, to become more sustainable and better aligned to the changing requirements of citizens and public services.

Community Asset Transfer is one of the methods by which the council can enable and encourage community activity to the benefit of the city as a whole and is supported by the Corporate Property Strategy & Asset Management Plan (see link below). Publication of this policy was a key recommendation of the Brighton & Hove Fairness Commission.

<https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Headline%20report%20-%20Fairness%20Commission.pdf>

The council's HRA Asset Management Strategy (see link below) acts as a link between the Housing Strategy priorities and the housing investment programme. The HRA Asset Management Strategy was agreed in 2016 following extensive consultation and work with residents and, together with the HRA Budget and HRA Capital Investment Programme, aims to balance the priorities of both the council and council housing residents within the context of the Housing Strategy and the Corporate Plan.

2.3 Links to Related Council Policies

- Corporate Plan 2015-19:
<https://www.brighton-hove.gov.uk/content/council-and-democracy/about-your-council>
- Corporate Property Strategy & Asset Management Plan 2014-18:
<https://www.brighton-hove.gov.uk/content/council-and-democracy/council-property-and-land/corporate-property-strategy-and-asset>
- Housing Revenue Account Asset Management Strategy:
<https://www.brighton-hove.gov.uk/content/housing/council-housing/investing-your-homes>

- Brighton & Hove Social Value Framework:

[https://present.brighton-hove.gov.uk/Published/C00000912/M00006397/AI00051935/\\$20160713113212_009343_0038669_BrightonandHoveSocialValueFramework.docx.pdf](https://present.brighton-hove.gov.uk/Published/C00000912/M00006397/AI00051935/$20160713113212_009343_0038669_BrightonandHoveSocialValueFramework.docx.pdf)

3.0 HOW DOES COMMUNITY ASSET TRANSFER WORK?

3.1 The Aim of Community Asset Transfers

The Council's land and property portfolios are held for a variety of different purposes including financial (e.g. commercial portfolios), operational (e.g. civic offices, social care day centres, etc.), heritage (e.g. listed buildings or monuments) and community (e.g. community centres).

For the latter group, the council recognises that third sector management and stewardship can deliver additional benefits to the local community. These may include extended use of the building, thereby increasing the social benefit to users and / or securing additional funding not available to the local authority itself to provide a more sustainable business model.

Benefits to the community include:

- Increasing and improving neighbourhood based service provision; increasing accessibility for local people especially for those with limited mobility or low incomes,
- Bringing a sense of community identity and pride and the potential for increased community cohesion,
- Providing additional jobs, training and business opportunities locally,
- Contributing to physical regeneration
- Increasing confidence, skills and aspirations locally.

Benefits to the council include:

- A more efficient use of a public sector asset – third sector organisations often make extensive use of volunteers and their local knowledge and hands-on management of the asset can result in lower overheads and better value for money as well as more intensive use of the asset,
- Enabling third sector organisations to complement public service provision in ways that are more responsive and better related to local need
- Enabling effective partnerships between the public sector and the third sector to enhance local services.

Benefits to the third sector include:

- Increased sustainability for organisations and increased leverage with other public and private sector organisations – a well-managed asset can provide a third sector organisation with greater financial viability and reduce its dependency on grants,
- Enabling a third sector organisation to apply for funding that is not available to the council and/or even to secure loan finance on the value of the asset
- Facilitating collaboration and resource sharing amongst organisations.

3.2 Community Asset Transfer Principles

Our policy on Community Asset Transfer is underpinned by the following principles:

- Community asset transfer under this policy is not an automatic right. The council is required to maintain a dual role to support the third sector as well as to act as steward of publically owned assets and to derive the best value out of them to the overall benefit of the city.
- Any proposed asset transfer must promote social, economic or environmental well-being within the community and support the priorities and objectives of the council as set out in the city's Sustainable Community Strategy: <http://www.bhconnected.org.uk/>.
- The council will adopt a fair and transparent process to assess and decide community asset transfer applications as set out in this policy document.
- If any proposed transfer will result in a transaction at less than best consideration in strict monetary terms (ie a market rent is not achieved), then the additional social value benefits associated with the proposal will also be considered by the council. These must be clearly identified, assessed and time & value measured within the approved business case and must be monitored and reported to the council in an agreed format to ensure that they are subsequently realised. This requirement to provide social value benefits may be documented within the lease or licence with remedies for the council also documented if the stated social value benefits are not fully realised.
- Third sector organisations seeking an asset transfer will be required to provide details of the organisation's governance, operational and financial arrangements as set out in **Section 5** which will be used to determine that the applicant has sufficient financial backing and experience, or has support in place to assist them in directly managing the asset proposed for transfer.
- Third sector organisations will be required to submit a detailed business case to demonstrate financial resilience and long-term sustainability at least for the period of the proposed transfer or for a minimum of five years whichever is the lesser.
- The council will be as flexible as it can be on the terms of any transfer subject to the overall requirement for it to achieve best consideration. In determining the terms the council will take into account the size of the organisation, excess profits, track record and ability to fund income and/or attract grant funding.
- In the case of a leasehold transfer the council will expect the applicant to be responsible for running costs of the building including utilities, rates, repairs, statutory maintenance and insurance. The council will provide applicants with details of existing running costs that the council is currently responsible for prior to transfer.
- Freehold disposal will not usually be available except under exceptional circumstances, e.g. where freehold ownership is the only available option for the applicant to attract funding or where the transfer is part of a larger development scheme.
- The council will not guarantee exclusivity in any transaction or applications on a first come first served basis.

4.0 WHAT IS THE COUNCIL OFFERING?

4.1 Community Assets

For the purpose of this policy Brighton & Hove City Council is including property & land assets designated as being 'Community Assets' on our asset list as defined in **Section 1.2.2** above.

Interested third sector organisations may also seek guidance from the council's Estates Management Team on other council owned assets on the list with the exception of property & land designated as 'non-operational' which form part of the council's commercial estate. Contact details are provided in **Section 7.1**.

4.2 Tenure

A community asset transfer can take many different forms depending on the nature of the service to be provided, the intended building and the need for the third sector organisation to secure external funding. Options included in this policy are:

- **A Licence to Occupy** – this will normally allow the organisation to have shared use of a building with other groups or individuals for the length of the licence. Running costs and responsibilities will generally be shared between the various occupiers and the building owner.
- **A Short Lease** (up to 7 years) - a leasehold arrangement will provide the third sector organisation with exclusive use of the asset for the duration of the agreement with the expectation that they would take responsibility for the running costs. At the end of the lease the asset will be returned to the council in no worse condition than originally transferred. The lease will include a provision for the asset to return to the council before the end of the lease in certain circumstances which may include bankruptcy, corruption or the originally envisaged benefits not being achieved.
- **A Long Lease** (7 years and over) – as above but subject to a viable business case and appropriate Officer Delegations
- **A Freehold Disposal** - this will be considered in exceptional circumstances only and would result in full ownership and full responsibilities for the asset being permanently transferred to the organisation. Due to the additional risks this could create for both the council and the organisation, this is not the council's preferred method for CAT and will only be considered in exceptional circumstances. Freehold transfer may also require additional Committee approval.

5.0 HOW DO THIRD SECTOR ORGANISATIONS APPLY?

5.1 Who Can Apply?

Applications for the transfer of a community asset under this policy can only be made by a recognised third sector organisation as defined in **Section 1.2.3** above. Evidence of the applicant's status will be required as part of the application process described below. To make best use of both the organisation and the council's time the process has two stages.

5.2 Stage 1: Expression of Interest

An expression of interest will be made by the applicant to provide initial information on their organisation and the building or land asset they are interested in. This will be used by the council to determine whether a valid application for a community asset transfer is likely and to ensure that the organisation does not waste time completing a full application if they do not meet the initial basic requirements. See **Appendix A** for the Expression on Interest form to be submitted at Stage 1. Information required at this stage includes:

- Confirmation that the applicant is a third sector organisation as defined in **Section 1.2.3** above. The applicant may be subsequently required to provide additional evidence of this before the application can progress.
- Summary details of the third sector organisation, where they are based, their purpose, their service offer and outcomes they are expecting to achieve.
- Details of the council owned land or building asset that the organisation is interested in including brief details of the lease they would like to use.
- An explanation of why the organisation is applying for a Community Asset Transfer.
- A declaration to confirm that the applicant organisation has read and understood the CAT Policy, can evidence their support and promotion of the council's vision, values & objectives, is able to provide a robust and sustainable business case and has the experience or the necessary resources to manage a building.

The Expression of Interest (EOI) application will be assessed by the council as described in **Section 6.1** below. The ward members where the asset is located will also be consulted on the EOI and if the asset is a HRA asset the Chair of the Housing and New Homes Committee will be consulted.

The applicant will normally be notified of the initial decision within fifteen working days of the council receiving the EOI application. The ward members will also be notified and the Chair of the Housing and New Homes Committee if a HRA community asset.

5.3 Stage 2: Full Transfer Application

Once a third sector organisation has been notified of a successful Stage 1 Expression of Interest application, it can proceed to a full application as Stage 2. See **Appendix B** for the form to be submitted.

Additional information required at this stage includes:

- Full details of the organisation's intended use of the building and how it can be used to raise additional funds and achieve additional social value aligned to the council's aims & objectives.
- Full details of when these benefits will be achieved and how they will be monitored & reported to the council.
- Evidence to support a local demand for the service.
- Full details of the organisations experience in managing property and providing the intended service including governance & constitution arrangements.
- Full details of the applicants transfer requirements and lease details.
- Full details of the organisations business case.

- Identification and mitigation of any risks associated with the transfer. A list of some of the more common risks is provided as **Appendix C**.

The Full Transfer Application (FTA) will be assessed by the council as described in **Section 6.2** below. The applicant will normally be notified of the decision within fifteen working days of the council receiving the FTA.

The ward members will also be notified and the Chair of the Housing and New Homes Committee if a HRA community asset.

6.0 HOW ARE APPLICATIONS ASSESSED?

6.1 Stage 1: Expression of Interest Assessment Criteria

On receipt of an Expression of Interest form (see **Appendix A**), a cross-council officer group will assess the content to establish whether a transfer is appropriate and meets the initial, basic requirements of this policy. This initial assessment will confirm that:

- **Section C:** The asset to be considered for transfer is council owned and meets the definition of 'Community Asset' stated at **Section 1.2.2**. The council will check that the building is available and able to be transferred.
- **Section C:** The initial agreement terms requested appear reasonable and commensurate with the service proposal.
- **Section D:** The applicant represents a third sector organisation as defined in **Section 1.2.3**.
- **Section E:** The applicant has clearly articulated what services, activities & facilities they will provide from the asset and that these appear to offer additional social value to the local community.
- **Section F:** The reasons stated for a transfer are valid and that no other alternative will offer the same benefit.
- **Section G:** The applicant is able to provide details of how the service will support the council's Corporate Plan objectives if the application proceeds.
- **Section G:** The applicant is able to provide a full financial business case if the application proceeds.
- **Section G:** The applicant is able to provide details of building management expertise if the application proceeds.

Following assessment of the Expression of Interest by the council, the applicant will be advised that their application has either been:

- **Approved** – The applicant may proceed to submit a full CAT application.
- **Rejected** – The application does not meet one or more of the essential criteria required. Feedback will be provided listing the reasons why the application has been rejected.
- **Pending** – The application is incomplete or insufficiently detailed. The applicant will be advised to submit additional information in order for an assessment to be made.

6.2 Stage 2: Full CAT Application Assessment Criteria

On receipt of a Full Transfer Application form (see **Appendix B**), a cross-council officer group will assess the content to establish whether a transfer is appropriate and meets the requirements of this policy. This initial assessment will confirm that:

- **Section D:** The applicant has clearly articulated the local services, activities & facilities they will provide from the asset and who these are intended for.
- **Section E:** The intended use of the building is suitable and the applicant has demonstrated how they are going to manage the building in the most sustainable way (see **Appendix D** for further guidance) and maximise utilisation.
- **Section F:** There is evidenced demand and/or need for the service in the local area.
- **Section G:** The proposed lease length is acceptable to the council and any specific lease requirements are reasonable.
- **Section H:** The Asset transfer promotes social, economic or environmental well-being, adds social value and supports the council's objectives.
- **Section I:** Milestones have been provided for the achievement of the social value benefits with reasonable timescales given the length of the intended lease. The organisation has confirmed that they will provide an annual report to the council.
- **Section J:** The organisation has demonstrated a successful track record or can point to expertise they have that will give sufficient reassurance they are prepared for the responsibilities of their lease.
- **Section K:** Risk mitigation proposals have been identified and appear to be suitable and reasonable.
- **Section L:** A robust business case has been provided including plans for maximising opportunities for sustainable inward investment such as fund raising, grants, social enterprise, etc.
- **Section L:** The organisation has a healthy or sustainable financial position and any fundraising approach appears viable. The organisation demonstrates good governance and a suitable legal structure.

Following assessment of the Full Transfer Application by the council, the applicant will be advised that their application has either been:

- **Approved** – The transfer can proceed subject to agreement of lease conditions.
- **Rejected** – The application does not meet one or more of the essential criteria required. Feedback will be provided listing the reasons why the application has been rejected.
- **Pending** – The application is incomplete or insufficiently detailed. The applicant will be advised to submit additional information in order for an assessment to be made.

6.3 Assessing ‘Social Value’

Disposals at less than best consideration may only be justified if they involve indirect benefits to the council in pursuit of wider strategic objectives and outcomes such as the disposal or transfer of a property interest to a third sector organisation designed to achieve social and economic benefits (see **Section 1.2.5** above for further guidance).

In such cases, if the council is to meet its legal obligations (and avoid legal challenge), it is important to be able to demonstrate that a consistent, transparent and well-structured approach has been taken and that value for money will be obtained. The aim of this policy is to provide sufficient information to ensure this.

Key essential information will include an assessment by the council of:

- a. The best consideration that would otherwise be receivable under normal market conditions,
- b. The consideration likely to be received on the proposed terms and conditions of the application and
- c. Any direct and indirect benefits associated with the disposal, expressed in monetary terms wherever possible.

The focus then turns to whether the benefits assessed at **c.** match or exceed the under-value, i.e. the value at **a.** less the value at **b.**

The council may also make an assessment of the current and likely ongoing holding and opportunity costs and any benefits to the council arising from the retention of the asset, to provide a balanced view about the costs and benefits to the authority of transfer.

Successful applicants will be required to sign an undertaking to monitor that the social value proposed in their application is being achieved and to provide a report of their findings to the council at least annually. The council reserves the right to review the terms of the transfer if the organisation is failing to meet the social value elements of the agreements.

6.4 The Decision

Each application will be evaluated by the council’s Estates Team in accordance with their delegated powers and the guidance in this policy document. The Estates Team will be guided by the council’s Community, Equality & Third Sector team with additional input from relevant council teams who benefit from or may be impacted by the application including the HRA Asset Manager in respect of HRA assets. Feedback from ward members will also be considered.

With the exception of HRA assets (see **Section 1.2.7** above), the council will aim to notify the applicant of the decision for each stage of the application within fifteen working days from receipt of the application pack.

Where the decision falls outside of the Officers delegated powers (e.g. in the case of freehold transfers or long leases) or involves an HRA asset, further approval may be required including from the relevant Committee, which will increase the time for a decision dependent on the Committee timetable. Applicants will be notified about additional approvals and likely timescales. These are likely to vary depending on the asset and application.

7.0 ADDITIONAL HELP & SUPPORT

7.1 Council Help & Support

Initial advice on the CAT Policy and the application process is available.

- For property related advice please contact the council's Estates Management Team by e-mail at commandagriproperty@brighton-hove.gov.uk.
- For other advice to third sector organisations considering a CAT transfer please contact the council's Community, Equality & Third Sector Team by e-mail at: communitiesteam@brighton-hove.gov.uk.

7.2 External Help & Support

Further help and support is available from:

- **Community Works**
Can help you by giving advice and information to help run your organisations and help you develop your business case. We run events so you meet other organisations and you can attend our learning and development opportunities.
Web: www.bhcommunityworks.org.uk
Tel: 01273 234023
- **Locality**
Locality's Asset Transfer Unit is the leading provider of expert advice, guidance and support on the transfer of under-used land & buildings from the public sector to community ownership and management. The Unit has a wide range of tools & resources to help organisations to develop assets and deliver long-term social, economic and environmental benefits. These include legal, business planning & strategic support as well as a help-line service.
Web: <https://mycommunity.org.uk/programme/community-asset-transfer>
Tel: 0845 345 4564
- **Community Matters**
This is the national membership & support organisation for the community sector which champions voluntary and community action at neighbourhood level as a means of local people taking control of issues in their area and fostering community spirit.
Web: <http://advisingcommunities.org.uk/our-services/advice-and-information/4-community-asset-transfer>
- **Brighton and Hove Community Land Trust**
This organisation is leading a programme of Community Led Housing in the city and can provide advice information and support to groups of people seeking community led Housing and other land and property related solutions.
Web: <http://bhclt.org.uk>
Email: admin@bhclt.org.uk
- **Possability People**
Pan impairment voluntary organisation that can provide advice and information on accessibility requirements and considerations.

Web: <https://www.possabilitypeople.org.uk/>
Tel: 01273 89 40 40

- **Brighton & Hove Energy Services Co-Op (BHESCO)**
Energy efficiency and sustainability advice.
Web: www.bhesco.co.uk
- **Brighton Energy Co-Op (BEC)**
Energy efficiency and sustainability advice.
Web: www.brightonenergy.org.uk
- **Freegle**
For advice on material reuse.
Web: www.ilovefreegle.org

7.3 Acknowledgements

This policy has been produced by the council's Property & Design, Community, Equality & Third Sector, Housing Strategy and Sustainability teams in consultation with the city's Community Buildings Network and Community Works representatives.

The following help and support was used in the development of this policy:

- RICS: Local Authority Asset Management Best Practice
- Asset Transfer Unit: Asset Transfer: A Partnership Route Map
- LGA: Empowering Communities – Making the Most of Local Assets
- Community Asset Transfer Policy examples from various other local authorities including Blackpool, Brent, Bristol, East Sussex, Edinburgh, Oldham, Plymouth, Portsmouth, Stoke and Wirral Councils.

APPENDIX A: EXPRESSION OF INTEREST FORM (STAGE 1)

This form is to be completed to make an initial enquiry in respect of a Community Asset Transfer (CAT) under Brighton & Hove City Council's CAT Policy

Section A: Initial Eligibility Test

Note that entering 'No' against either of these statements will mean that your application will be rejected at this stage.

Initial Requirements	Enter 'Yes' or 'No'
Please confirm that you have read the council's Community Asset Transfer Policy and that you consider that this application meets the requirements of the policy.	
Please confirm that you are applying on behalf of a Third Sector Organisation that meets the definition provided in Section 1.2.3 of the Community Asset Transfer Policy.	

Section B: Contact Details

Your Organisation & Contact Details	
Name of third sector organisation	
Type of Organisation	
Contact address	
Your name	
Your position in the organisation	
Contact telephone number	
Contact e-mail address	

Section C: Your Transfer Request

Please be as detailed as you can to enable the council to fully understand your application and requirements. Refer to **Section 4.0** of the CAT Policy for details of available options.

Details of the proposed transfer	
Name of the building or land asset to be transferred	
Full address of the building or land asset to be transferred	
Your anticipated lease / transfer terms	

Section D: Your Organisation

Please describe your organisation's membership, structure and governance including details of the area or communities that you currently serve. (max 500 words)

Section E: Your Service Offer

Please provide a clear description of the services, activities or facilities that will be delivered through the proposed Community Asset Transfer. Please indicate the intended geographical extent of your service offer. (max 500 words)

Section F: Reasons for a CAT Application

Please explain why your organisation believes that a CAT application is necessary to include anticipated community social value benefits and outcomes. Include evidence as to why your service offer may be put at risk if your CAT application does not succeed. (max 500 words)

Section G: Additional Details

Note that entering 'No' against statements 1-3 will mean that your application will be rejected at this stage.

Additional Details	Enter 'Yes' or 'No'
1. My organisation promotes and supports the council's vision, values and objectives as set out in the Corporate Plan (https://www.brighton-hove.gov.uk/content/council-and-democracy/about-your-council). I am able to provide details to evidence this at Stage 2 of the application process.	
2. I confirm that my organisation has a detailed business plan demonstrating financial and organisational resilience which can be made available to the council if this application proceeds to the next stage.	
3. I confirm that sufficient experience is available within my organisation to adequately manage the premises for the term of the transfer and to meet all usual statutory requirements associated with property management. I will be able to supply further details to evidence this if the application proceeds.	
4. My organisation would be willing to explore a joint arrangement with another applicant for this asset and agree for this application to be shared with the other party	

Signed on behalf of the Third Sector Organisation:

Print name and position in the organisation:

Date of application:

On completion please return this form and any supporting information to the council's Estates Team at commandagriproperty@brighton-hove.gov.uk.

On receipt of this Expression of Interest for Community Asset Transfer the council will review your request and may come back to you for more information if this is necessary to fully consider your application.



On receipt of the application and all required supporting information, the council will aim to advise you of its initial decision within a period of fifteen working days.

If your Expression of Interest is rejected at this stage you will be provided with details of why it has not succeeded.

If your expression of Interest is approved at this stage you will be invited to proceed with the full application.

APPENDIX B: FULL COMMUNITY ASSET TRANSFER (CAT) APPLICATION FORM (STAGE 2)

This form should only be completed by Third Sector Organisations who have been notified of a successful Expression of Interest application under Brighton & Hove City Council's CAT Policy

Section A: Initial Eligibility Test

Initial Requirements	
Please confirm that you have read the council's Community Asset Transfer Policy and that you have previously submitted a successful Expression of Interest (EoI) application.	
Please confirm that the details submitted on your original EoI application are unchanged. If any amendments have been made please ensure that any differences are clearly identified in the sections below.	
Please provide the date that your original EoI application was approved.	

Section B: Contact Details

Your Organisation & Contact Details	
Name of third sector organisation	
Contact address	
Your name	
Your position in the organisation	
Contact telephone number	
Contact e-mail address	

Section C: Your Transfer Request

Please be as detailed as you can to enable the council to fully understand your application and requirements. Refer to **Section 4.0** of the CAT Policy for details of available options.

Details of the proposed transfer	
Name of the building or land asset to be transferred	
Full address of the building or land asset to be transferred	

Section D: Your Offer

Please provide a clear description of the services, activities or facilities that will be delivered through the proposed Community Asset Transfer. Please indicate the intended geographical extent of your service offer and your intended service users. (max 500 words)

Section E: Intended Use of the Building

Please provide a clear description of how you intend to use the building and ensure that it is fully utilised and operated in the most environmentally sustainable way. Include details of how you intend using the asset to raise income or increase social enterprise. (max 500 words)

Section F: Service Demand

Please demonstrate that there is a need and demand for the activities being proposed and that your proposals do not duplicate existing facilities in the community. (max 500 words)

Section G: Transfer Requirements

Please detail here any specific lease requirements you will require in order for the CAT to succeed. This should include details of the minimum lease lengths required. (max 500 words)



Section H: Delivering Social Value

Please provide details of how your service offer resulting from a successful CAT application will promote social, economic or environmental well-being and support the council’s aims and objectives as detailed in the Corporate Plan – web link below. (max 500 words)
<https://www.brighton-hove.gov.uk/content/council-and-democracy/about-your-council>

Section I: Monitoring of Benefits

Please describe your proposed timescales for achieving social value outcomes described above and how you will monitor these. Please confirm that you will provide an annual report to the council describing progress against the timescales and the impact of the social value. (max 500 words)

Section J: Your Experience

Please describe your organisations skills, knowledge and experience in providing the intended service and in managing a similar property. (max 500 words)

Section K: Risk Mitigation

Please describe how your organisation intends to mitigate the risks identified in **Appendix C** of the CAT Policy. (max 500 words)



Section L: Additional Details

Note that entering 'No' against any of these statements may mean that your application will be rejected at this stage.

Additional Details	Enter 'Yes' or 'No'
I have attached a copy of our business plan that covers at least the period of our intended lease or the first five years whichever falls sooner.	
I have attached a copy of the latest accounts for my organisation.	
I have attached a copy of my organisations governance and legal structures.	

Signed on behalf of the Third Sector Organisation:

Print name and position in the organisation:

Date of application:

On completion please return this form and any supporting information to the council's Estates Team at commandagriproperty@brighton-hove.gov.uk.

On receipt of this application for Community Asset Transfer the council will review your request and may come back to you for more information if this is necessary to fully consider your application.

On receipt of the application and all required supporting information, the council will aim to advise you of its decision within a period of fifteen working days.



APPENDIX C: RISK ASSESSMENT

Community Asset Transfer applicants and the council should be aware of the risks that can be associated with a transfer, the most common of which are summarised below. Third sector organisations are required to identify risks specific to the proposed transfer and to explain how they intend to reduce or remove these as part of the application process (see **Section 5.0** of the CAT Policy).

Identified Risk	Possible Mitigating Actions
1 The organisation does not have the capacity or skills to take over and manage the asset.	Organisation to carry out a skills gap analysis to identify where capacity needs to be built internally or bought in.
2 The organisation does not have the resources to adequately maintain and run the asset.	Council to provide details of current running costs and condition. Organisation to confirm how they will meet statutory and property management obligations.
3 The organisation does not have the financial backing to pay a market rent for the premises.	The organisation will provide the council with details of added social value they intend to create through the transfer that will mitigate a reduced rental income. This will be assessed by the council during the CAT application stage.
4 The organisation does not meet the added social value requirements of the transfer.	Anticipated benefits to be documented prior to the start of the transfer process and monitored and regularly reviewed by both parties.
5 Confusion of roles and responsibilities between the organisation and the council.	Roles & responsibilities are detailed in the transfer agreement.
6 The organisation misuses the asset, under-utilises the asset or allows it to fall into disrepair.	Transfer agreement will allow the council to review use of the building with a remedy to transfer the asset back where considered necessary.
7 The organisation becomes insolvent or ceases to operate.	The council will transfer back the asset under the transfer terms.

APPENDIX D: SUSTAINABILITY CHECKLIST

Applicants for community asset transfer are advised to refer to this checklist when responding to Section E of the Full CAT Application Form.

Area	
Waste	
Reduce	✓ Purchase products with minimal packaging
Reuse	<ul style="list-style-type: none"> ✓ Reuse materials within premises as much as possible ✓ Where useful materials and resources are no longer needed give to charity or through local online reuse sites such as Freegle and Gumtree.
Recycle	<ul style="list-style-type: none"> ✓ Sufficient provision of waste recycling facilities ✓ Adequate disposal bins are provided that are clearly labelled for separating different materials ✓ Ensure recycling stations are clearly signposted so they are easy to find for all building users ✓ Reduce the availability of general waste bins
Energy	
Lights	<ul style="list-style-type: none"> ✓ Ensure there are 'Switch off' signs next to all lights switches and reminder to switch off posters at main points of exit to the building ✓ Ensure low energy lights bulbs or LED lighting is used throughout building ✓ Avoid purchasing desk lamps ✓ Reduce the need to have lights on by not obstructing daylight from entering the building by not covering up windows.
Electrical items	<ul style="list-style-type: none"> ✓ Avoid purchasing unnecessary items unless absolutely necessary ✓ Check energy rating of items before purchasing ✓ Avoid using electrical fans – open windows and doors instead ✓ When boiling kettles only boil as much as you need and clearly sign kitchens so that energy efficient behaviour is encouraged by all users ✓ Ensure air conditioning units are operating efficiently ✓ Turn off appliances, printers, PCs, etc... when not in use
Heating	<ul style="list-style-type: none"> ✓ Avoid using energy intensive electrical heaters ✓ Keep doors and windows closed to avoid losing heat ✓ Install draught excluders and ensure the building is properly insulated
Renewables	<ul style="list-style-type: none"> ✓ Talk to your local community energy cooperative about installing solar PV or other renewable energy technologies to benefit from lower energy buildings and reducing your carbon emissions

Water	
Water saving	<ul style="list-style-type: none"> ✓ Ensure dripping taps are fixed ✓ Ensure there are switch off signs or stickers by all sinks & taps ✓ Install water saving devices ✓ Install dual flush valves in all toilet ✓ Limit users to only 5 min showers ✓ Install water efficient toilets, showers and taps when installing new ✓ Install rainwater harvesting system to capture rainwater for reuse within or outside of the building
Nature & Biodiversity	
Habitat creation	<ul style="list-style-type: none"> ✓ Where there is outside space, grow plants that encourage nature and wildlife such as butterfly and bee friendly plants ✓ Grow indoor plants to improve air quality inside the building ✓ Consider installing a green roofs or living walls where possible ✓ Install bird/bat boxes onto the building ✓ Choosing planting that isn't too water intensive ✓ Design
Landscaping and planting	
Travel & access	
Facilities	<ul style="list-style-type: none"> ✓ Ensure there are adequate and safe cycle parking facilities provided
Access	<ul style="list-style-type: none"> ✓ Replace outside paving with permeable surfaces for encouraging good rainwater drainage and to reduce the risk of flooding both externally and inside the building. ✓ Ensure there is good wheelchair access into and within the building, with consideration of ramps, stairlifts and self opening doors where needed.

Subject:	Community Protection Notices		
Date of Meeting:	27 November 2017		
Report of:	Executive Director Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Peter Castleton	Tel: 01273 292607
	Email:	peter.castleton@brighton-hove.gov.uk	
Ward(s) affected:	All		

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The report is seeking approval to use Community Protection Notices as part of the remedies available to officers to tackle anti-social behaviour in the City.

2. RECOMMENDATIONS:

- 2.1 That the Committee approves the use of Community Protection Notices in accordance with Part 4 of the Anti- Social Behaviour, Crime and Policing Act 2014.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Anti-social Behaviour Crime and Policing Act 2014 received Royal Assent in April 2014. It brought together 19 previous powers into six with the intention of making them quicker and easier to obtain. The majority of the anti-social behaviour (ASB) provisions came into effect in October 2014

- 3.2 Community Protection Notices (CPNs) are designed to stop a person aged 16 or over, business or organisation committing anti-social behaviour that spoils the amenity of an area or a community's quality of life. These are commonly environmental problems.

A CPN can be issued by a local authority officer, a police officer, a PCSO, or a delegated social landlord.

- 3.3 A Written Warning is issued, advising the perpetrator of the problem behaviour to stop or put things right, and informing them of the consequences of continuing.

If the person fails to adhere to the warning, a Community Protection Notice is issued. Breach is a criminal offence where a fixed penalty notice of up to £100 can be served, or on prosecution, a fine of up to level 4, £2,500, or £20,000 for businesses.

A process for issuing and managed fixed penalty notices will be developed subject to the approval of the use of CPNs by this committee and Policy, Resources and Growth Committee. The fixed penalty notice should be set at £75, the same as for fly tipping and the same as for a breach of the Open Spaces Public Spaces Protection Order.

Examples where a CPN may be considered include where tenants of an HMO or a landlord dump rubbish in the street or where the garden of a property is persistently used to store rubbish. It could also be used where a business persistently plays loud music to the detriment of the neighbourhood.

- 3.4 A CPN allows the council, or its agent, to carry out works in default on behalf of a perpetrator. A court can order remedial works outside a property (including gardens) if the perpetrator is unwilling to and issue a seizure order for property used in the anti-social behaviour.
- 3.5 In order to serve a CPN, tests of proportionality and reasonableness will be undertaken. Training and guidance will be delivered to officers who are delegated the powers to use CPNs.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1.1 An officer group has met over the summer to consider the circumstances in which it would be appropriate and proportionate to use such orders and will monitor and review the use of CPNs.
- 4.2 Draft guidance has been compiled which can be found at Appendix 1. This outlines the circumstances in which CPNs could be used where other remedies have been unsuccessful or are inappropriate.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There is no requirement for the use of CPNs to be consulted on. However the consideration of their use in Brighton and Hove will be documented through the democratic process by bringing them to the attention of this committee and subsequently, the Policy, Resources and Growth Committee.
- 5.2 The officer group included post holders and managers where CPNs could be useful in managing anti-social behaviour.

6. CONCLUSION

- 6.1 In dealing with anti-social behaviour the council should consider all the options available to officers. The use of CPNs will help, in some circumstances, to manage environmental ASB alongside existing remedies.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 If approved, the use of CPN's and the cost of training of staff in their use will be met from current budgets within the Neighbourhoods, Communities and Housing Directorate.

Finance Officer Consulted: Monica Brooks

Date: 30/10/17

Legal Implications:

- 7.2 The CPN is set in statute so we have to ensure that we follow the act and all associated statutory instruments. Considerable work has been done to look at the process and to produce guidance to support and assist officers. The power is very wide and it is noted that an Officer Working Group is working on areas where it is envisaged that it can be most appropriately but not exclusively deployed. If other areas were to be considered it would be important to ensure that Executive Director for Neighbourhoods, Communities and Housing is involved in that decision. Giving the option for the Executive Director to extend the proposed usage, if necessary, would give control over the process while not unduly restricting its use.
- 7.3 Technically the Act is in force and so delegated powers (already existing) would allow this legislation to be used, but clearly it is best practice to seek approval of members.

Lawyer Consulted: Simon Court

Date: 30.10.17

Equalities Implications:

- 7.4 There are no immediately identifiable equality impacts in relation to CPNs.

Sustainability Implications:

- 7.5 There are no immediately identifiable equality impacts in relation to CPNs.

SUPPORTING DOCUMENTATION

Appendices:

1. Draft Community Protection Notice Procedure and Guidance



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(Draft) Brighton and Hove Community Protection Notice Procedure and Guidance

Introduction

This document describes the procedure and gives guidance to Brighton and Hove City Council (BHCC) officers using Community Protection Notices (CPN) within Brighton and Hove, and should be read alongside the Home Office Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers: Statutory guidance for frontline professionals

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

Local use of CPNs

We will use CPNs to address in particular (but not exclusively) the following behaviours:

1. **Animal Wardens** – In more complex cases or where the incident is of a serious nature, CPNs will be considered along with other enforcement tools, such as the Dogs Act 1871 and the Dangerous Dogs Act 1992 as amended. Could be used for professional dog walking activity that is causing a nuisance e.g. restricting the numbers of dogs people can walk. Could also be used for repeat strays where animals are straying in people's gardens.
2. **Cityclean** –Where households or businesses leave rubbish on the pavement for a significant period of time and have been advised to remove it, and with managing agents to address fly-tipping in the front of the properties after the occupiers move out.
3. **Community Safety Casework Team** – To address situations where the unreasonable action or inaction of individuals, businesses and organisations results in behaviour/situations that impact negatively on the local community and the reported behaviour doesn't meet the threshold for Civil Injunctions and/or criminal proceedings.
4. **Environmental Health** – Buskers who disturb businesses and residents, using amplification playing for many hours and repeating the same tunes. Licensed

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premises in the case of customers who persistently cause unreasonable disturbance in the street. Noise caused by people congregating in common ways or public areas in private sector housing.

5. **Housing (BHCC Housing, BHCC Temporary Accommodation & Empty Properties Team)** - Tackling the accumulation of rubbish or to clear overgrown gardens, the loud playing of music in common ways or public areas surrounding our housing stock, regular use of public areas for unauthorised activity such as repairing vehicles or disruptive social gatherings, and the smoking of cannabis, or allowing the smoking of cannabis in and around the property.
6. **Seafront Office** – To address seafront clubs and bars that do not manage their waste correctly, which leads to increased debris that gets used for beach fires, and general untidiness.

Delegated authority to exercise the Council's powers to issue warnings and Community Protection Notices and to issue Fixed Penalty Notices pursuant to sections 43 & 52 of the Anti-Social Behaviour, Crime and Policing Act 2014 has been given to managers and officers in the teams listed above.

Legislation, procedure and guidance

Legal threshold

Community Protection Notices (CPN) came in force as part of the ASB, Crime and Policing Act 2014 (ASBCPA 2014). They can be used by Local Authorities, Police, and Social Landlords (if designated by the council) to address behaviour that:

- Has a detrimental effect on the quality of life of those in the locality
- Is persistent or continuing nature; and
- Is unreasonable

Who can a CPN be issued to?

A CPN can be issued to any person aged 16 or over, a business, or an organisation

Young people

If a CPN is being considered for any person aged 16-17 years then consultation must take place with BHCC Children's Services **before** a CPN warning letter is served. The following services should be contacted:

Front Door For Families Service **Email:** FrontDoorForFamilies@brighton-hove.gcsx.gov.uk

B&H Youth Offending Service (YOS) **Email:** brighton-hove.yos@brighton-hove.gcsx.gov.uk

The Front Door For Families Service will inform the officer considering the CPN of

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services the young person is known to, and B&H Youth Offending Service (YOS) will inform the officer if the young person is known to the YOS, in order that a discussion can take place regarding whether a CPN warning letter and potential CPN is appropriate to use at this time and what requirements would be included the CPN warning letter and potential CPN. If the young person is not known to Children's Services a referral should be made to https://selfservice.brighton-hove.gov.uk/en/AchieveForms/?form_uri=sandbox-publish://AF-Process-68044e9a-41e1-43ab-a0b4-30360fd51a1c/AF-Stage7b29ef8c-29fc-4916-a2c8-1550278c3b64/definition.json&redirectlink=%2F&cancelRedirectLink=%2F&category=AF-Category-34ae0761-fc35-4751-b4b5-2f73047d94eb

Business and other organisations

If a CPN is being issued to a business or other organisation, it must be issued to the most appropriate person who can reasonably control or affect the behaviour, either in person or posted to them e.g. shop owner of a small shop, store manager of a major supermarket. Care should be taken in ensuring the correct address is used. This may not always be the place where the problem takes place. The CPN is considered issued from the time the notice is posted.

If the owner can't be determined, the issuing officer can post the CPN on the premises, provided reasonable enquiries have been made to identify them e.g. Land Registry check. If in doubt then please contact legal services.

A Written Warning

Before a CPN can be issued, a CPN warning letter must be issued to the person committing the anti-social behaviour. The written warning must make it clear that if the behaviour does not cease that a CPN could be issued. The warning letter must also:

- Outline the behaviour that is considered anti-social
- State the time by which the behaviour (or its impact) is expected to have changed*
- Set out the potential consequences of being issued with a CPN, namely the potential sanctions on breach

**it is down to the issuing officer to decide how long should be given for the matter to be dealt with e.g. for a garden to be cleared, several days or weeks may be deemed reasonable, whereas an individual playing loud music may be expected to cease doing so immediately.*

The issuing officer should inform relevant victims, witnesses and community members that a warning has been issued, and give an explanation of the next steps if the warning is breached, in order to give the community confidence that their concerns are being responded to.

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The issuing officer should keep a copy of the warning on file & ensure that other agencies involved in the case are informed that the CPN warning has been issued.

To ensure a consistent approach locally, a template CPN warning letter is provided in **Appendix One** for officers to use.

Issuing a CPN

If the recipient of the Warning Letter has not ceased their behaviour within the timescales set, a CPN can be issued. The aim of the CPN is to stop behaviour and put in place steps to ensure it will not reoccur. It should be adapted to the situation and can include any or all of the following:

- A requirement to **stop doing** specific things
- A requirement **to do** specific things
- A requirement to take reasonable steps to achieve specific results within the set timescales.

The BHCC services taking part in this pilot should consider whether any CPN they issue needs to be signed off/agreed by a Team Leader or Manager within that service.

The issuing officer should keep a copy of the CPN on file & ensure that other agencies involved in the case are informed that the CPN has been issued. Sussex Police should also be informed that the CPN has been issued by e-mailing ASB&HateBrighton@sussex.pnn.police.uk in order that local officers are aware that a CPN is in place.

To ensure a consistent approach locally, a template CPN is provided in **Appendix Two** for officers to use.

Enforcement of a breach of a CPN

Failure to comply with a CPN is a criminal offence under Section 48 of the ASBCPA 2014. The following sanctions are available:

- Fixed Penalty Notice (FPN) of up to £100
- Remedial Action
- Prosecution

If an individual is convicted of a breach of a CPN, they may receive a level 4 fine (up to

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£2,500 for an individual, up to £20,000 for a business or organisation). The court may also impose:

- a Remedial Order
- a Forfeiture Order
- a Seizure Order

In considering the most appropriate course or type of action to take, BHCC officers should have regard to **BHCC Enforcement policy**, which states that:

Any enforcement activity should be proportionate to the seriousness of the breach, take account of what is appropriate for the particular offender, and that officers should follow a consistent approach.

Enforcement actions and the determination of sanctions and penalties should be carried out in an open, transparent, timely fair, equitable and consistent manner.

When considering enforcement action BHCC officers should have regard to a number of factors including:

1. The victims wishes
2. the seriousness of the alleged offence or situation
3. the previous history of the individual
4. the public interest
5. the “offender” has been subject to any punitive or relevant penalty which remains in place or which has been satisfactorily discharged, which adequately addresses the seriousness of the offending
6. a prosecution is likely to have a very bad effect on the victim’s physical or mental health, always bearing in mind the seriousness of the offence
7. the defendant is elderly or is, at the time of the offence, suffering from significant mental or physical ill-health, unless the offence is serious or there is a real possibility that it may be repeated

Young people

Where a person under the age of 18 breaches a CPN, that young person will be referred to the weekly B&H YOS Diversion Panel who will decide on the most appropriate disposal of the offence. FPNs will not be used for young people.

The relevant officer will contact

Emily.Mallinson@brighton-hove.gov.uk and provide details of the young person, the behaviour that led to the CPN being issued and the details of the breach. The officer will be expected to attend the panel.

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Fixed Penalty Notices

On breach of a CPN, a FPN of £75 (in line with other similar FPNs) if decided to be the most appropriate course of action, will be issued by an officer delegated by the local authority. All officers issuing a FPN face to face should carry identification bearing their photograph, and this identification must also be produced on request. FPNs can also be issued by post.

The issuing officer needs to bring to the attention of the perpetrator that they are in breach of a CPN. The officer should take the details of the perpetrator and record them on the FPN ticket. The officer needs to be satisfied that the name, address and date of birth given is genuine and would be suitable for the service of a summons if the FPN is not paid.

If the details of the perpetrator are not believed to be genuine consideration needs to be given as to whether or not to call police. Police can arrest the perpetrator under Section 25 of the Police and Criminal Evidence Act 1984 if the name and address of the perpetrator cannot be established. Police will expect that reasonable efforts have been made to establish the details of the perpetrator and that the issuing of a FPN is the most reasonable approach to take to resolve the issue.

The FPN ticket requires the officer to record the time, day and date of the breach, the full details of the breach and the officer's details. The FPN ticket can then be issued and the perpetrator informed that failure to pay the fixed penalty within 28 days may result in a criminal prosecution.

The copy of the ticket should be retained.

To ensure a consistent approach locally, a template FPN ticket is provided in **Appendix Three** for officers to use

Work is currently underway with programme management and payments to finalise the FPN process.

Remedial Action

If an individual or body fails to comply with a CPN, BHCC can take remedial action to address the issue. Work undertaken on land "open to the air" can be taken without the owners or occupiers permission.

Before taking remedial action guidance and advice should be sought from BHCC legal services.

BHCC should establish what works are required to put the situation right e.g. removing rubbish from a front garden, and specify to the perpetrator what works it intends to carry out and the estimated cost.

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On completion the details of the work completed and final amount payable must be provided to the perpetrator. The charge must be reasonable i.e. not more than is necessary to restore the land to the standard specified in the notice.

The cost of any remedial works carried out by issuing agencies in relation to a CPN cannot be set against the value of a property so there is a risk the issuing authority will carry the debt for works if they are not paid by the perpetrator.

Prosecution of Breaches of a CPN

Prosecutions for breaches of CPNs will be undertaken by BHCC legal services and not the CPS.

It is sensible for the issuing agency to assume that a CPN will be breached or a FPN will not be paid, therefore good record keeping such as documenting warning letters and notices, partner consultations, evidence etc is essential. By taking this approach an agency can ensure that for every CPN that is issued, there is enough evidence to support a successful prosecution in the magistrates' court if breached.

A breach may be witnessed by a BHCC officer, another professional or a member of the public.

In order to prove a breach BHCC must be able to show:

1. Date and location of the breach
2. The nature of the behaviour complained about
3. How the individual or body failed to comply with a CPN
4. That all warnings were properly given.

The following information should be routinely recorded to evidence breach of a CPN:

- Details of the person who witnessed the breach
- The weather and light conditions at the time
- A description of the breach that has occurred
- The location at which the breach occurred
- The date & time that the breach occurred
- The name, address and age of the perpetrator
- How the perpetrator is known to the person witnessing and/or reporting the breach

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- Anything said by the perpetrator
- The view of the person that witnessed the breach (did they have a clear view of what happened?)

This information should be written up in statement form for possible use in court.

Photographs should also be considered as supporting evidence particularly for ASB such as graffiti, fly-tipping, litter, dog fouling etc. It is advised to make a hard copy of any photographs. The photographs will be subject to data protection act requirements so should be kept in a secure and safe environment but only for as long as is needed. This is also required for evidential continuity.

The officer must be prepared to attend court and give evidence under oath or affirmation. It will not normally be necessary for the officer to attend the first hearing as if the offence is admitted the matter will be disposed of on the day. If the offence is denied it will be set down for trial at a later date.

Police

Where there is a breach of a CPN issued by the Local Authority that is witnessed by a member of Sussex Police (and that resource is aware of the CPN restrictions), the following procedure will be followed as best practice:

1. The Police Officer / PCSO will warn the person or the body that they have breached their CPN and that their details will be passed on to the issuing authority. This will be recorded appropriately (pocket note book, body worn video, witnesses etc).
2. The Police Officer / PCSO will contact the authorising body outlining the incident that constitutes a breach and supply relevant material (as per (1)).
3. Issuing authority requests Police assistance at court (so that shifts can be changed to accommodate).
4. The Police Officer / PCSO will give evidence if required to do so by the court, detailing the events by means of a section 9 (criminal justice act) Police statement. Statements will only be provided for court cases.

Where an independent witness has reported a breach of CPN to Sussex Police (should this data be captured by police systems / personnel) the witness details will be passed onto BHCC (in consultation with that witness first) for further investigation and additional evidence gathering.

Remedial, forfeiture and seizure

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On conviction for failing to comply with a CPN, BHCC may ask the court to impose a remedial order and/or forfeiture order where:

- The matter is so serious a court order is warranted
- Works to be carried out need consent and this is not forthcoming
- The issuing authority may believe that forfeiture or seizure of items is required, as a result of the behaviour e.g. (sound making equipment)

Remedial Orders

A remedial order may require the defendant:

- To carry out specified work
- To allow work to be carried out by, or on behalf, of BHCC

Forfeiture Orders

The court may also order forfeiture of any item that was used to cause the anti-social behaviour e.g. spray paint, sound making equipment, a poorly socialised dog where the court feels the individual is not able to manage the animal appropriately. Forfeited items can be destroyed or disposed of appropriately, or in the case of dogs re-housed.

Seizure

The court may issue a warrant authorising seizure of items used to cause the anti-social behaviour. In such circumstances BHCC EHL department have guidance regarding seizing property and should be contacted for advice.

Appeals Process

Any person issued with a CPN can appeal it. Appeals will be heard in a Magistrates Court and the CPN should provide details of the process and how to appeal. An appeal can be made on the following grounds:

- The behaviour did not take place
- The behaviour has not had a detrimental effect on the quality of life of those in the locality
- The behaviour was not persistent or continuing
- The behaviour is not unreasonable

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- The individual cannot reasonably be expected to control or affect the behaviour
- The requirements are considered unreasonable
- There is a material defect or error with the CPN
- The CPN was issued to the wrong person

Any appeal must be made within 21 days of the issue of a CPN.

Any requirements to do a specific activity to achieve a specific result must be put on hold until the outcome of the appeal. Requirements to stop people doing specific things will continue to have effect.

Publicity and communication

The use of Community Protection Notices process will be actively promoted, both within BHCC and to the public.

Monitoring and Review

The use of Community Protection Notices during this pilot will be monitored and reviewed on a bi-monthly basis at the B&H CPN officers working group. The meeting will discuss:

- Any CPNs served
- Any CPNs breached
- Any process or procedural issues
- Any learning from the pilot
- Any potential other uses for CPNs
- Taking the use of CPNs forward post pilot period

APPENDIX 1

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COMMUNITY PROTECTION NOTICE WARNING

Section 43 Anti-social Behaviour Crime and Policing Act 2014

To: [Insert name]
Of: [Insert address]

This letter is formal notification that Brighton and Hove City Council is satisfied that, under the provisions of the Section 43 Anti-social Behaviour Crime and Policing Act 2014:

Your persistent and/or continuing conduct is having a detrimental effect on the quality of life of those living in the locality and that your conduct is unreasonable

And is therefore issuing you with a Community Protection Notice warning letter.

The conduct to which this warning applies is:

[insert details of conduct]

THIS WARNING HEREBY REQUIRES YOU TO STOP

[insert conduct that must stop]

THIS WARNING HEREBY REQUIRES YOU TO (delete if not applicable)

[Insert requirements and timescales e.g immediately / within 7 days of the service of warning]

If you fail to comply with the above requirements then Brighton and Hove City Council will consider serving you with a Community Protection Notice.

Community Protection Notices can include the requirement to stop specific behaviours and do specific things or take reasonable steps to avoid further conduct that has a detrimental effect on the quality of life of those living in the locality and is unreasonable

Breach of a Community Protection Notice is a criminal offence which can result in a fixed penalty notice of up to £100 or a fine of up to level 4 (currently £2500) for individuals, or £20000 for businesses

Name:
Job title:
Address contact details:

Signed:

Dated:

Being a duly authorised officer under Section 53 Anti-social Behaviour Crime and Policing Act 2014

APPENDIX 2

COMMUNITY PROTECTION NOTICE

Section 43 Anti-social Behaviour Crime and Policing Act 2014

To: [Insert name]
Of: [Insert address]

TAKE NOTICE THAT under the provisions of the Section 43 Anti-social Behaviour Crime and Policing Act 2014 Brighton and Hove City Council is satisfied that:

Your persistent and/or continuing conduct is having a detrimental effect on the quality of life of those living in the locality and that your conduct is unreasonable

And is therefore issuing you with a Community Protection Notice.

The conduct to which this Notice applies is:

[insert details of conduct]

You were previously given a written warning on [insert date] that a Community Protection Notice would be served upon you unless your unreasonable behavior ceased.

THIS NOTICE HEREBY REQUIRES YOU TO STOP

[insert conduct that must stop]

THIS NOTICE HEREBY REQUIRES YOU TO (delete if not applicable)

[Insert requirements and timescales e.g immediately / within 7 days of the service of notice]

[Insert if appropriate: Under Section 47 of the Anti-social Behaviour, Crime and Policing Act 2014 if you fail to comply with this Notice, the Council may execute the necessary work required under this notice and recover from you the expenses reasonably incurred in doing so]

Name:
Job title:
Address contact details:

Signed:

Dated:

Being a duly authorised officer under Section 53 Anti-social Behaviour Crime and Policing Act 2014

Appeals against this Notice

An appeal against the requirements of this Notice may, by virtue of section 46 of the Anti-social Behaviour, Crime and Policing Act 2014 Act, be brought by way of complaint to the Magistrates Court within 21 days of the service of this Notice on any of the following grounds:

1. That the conduct specified in the Community Protection Notice—
 - (a) did not take place
 - (b) has not had a detrimental effect on the quality of life of those in the locality
 - (c) was not persistent or continuing
 - (d) is not unreasonable
 - (e) is conduct that the person receiving this notice cannot reasonably be expected to control or affect.
2. That any of the requirements in the notice are unreasonable.
3. That there is a material defect or error in the notice.
4. That the notice was issued to the wrong person.

NB: Where an appeal is made, any requirement included in the notice is suspended until the outcome of the appeal. However, requirements stopping the individual or body from doing specified things continue to have effect

All communications regarding appeals should be addressed to:
Clerk to the Justices, Brighton and Hove Magistrates Court, Brighton, East Sussex.

Notes

A person who fails, without reasonable excuse, to comply with any requirement of this notice will be guilty of a criminal offence.

A person who commits an offence under this section is liable, upon summary conviction, to

A fixed penalty notice of up to £100

OR

A fine of up to level 4 (currently £2500) for individuals, or £20000 for businesses

On conviction the court may make whatever order it thinks appropriate for ensuring that the notice is complied with which may include the requirement to carry out specified work or allow such specified work to be carried out by or on behalf of the Council.

The Court may also order the seizure and/or forfeiture and destruction of any item that was used in the commission of the offence

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Subject:	Oxford Court Public Space Protection Order		
Date of Meeting:	27 November 2017		
Report of:	Executive Director Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Simon Bannister	Tel: 01273 293925
	Email:	Simon.bannister@brighton-hove.gov.uk	
Ward(s) affected:	St Peters & North Laine		

FOR GENERAL RELEASE/

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of this report is to describe concerns around criminal and anti-social behaviour taking place in and around the alleyway linking Oxford Street with the Oxford Court Carpark, and to consider the value of a Public Space Protection Order authorising a gating scheme closing the alley to general access as a remedy to these concerns. (Site plan appendix 1)

2. RECOMMENDATIONS:

- 2.1 That the committee approve a statutory public consultation on the draft Oxford Court Public Space Protection Order (Appendix 1)

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Public Space Protection Orders (PSPO's) and access restriction

Restricting access to public alleyways as a response to crime and anti-social behaviour has previously been delivered using powers under the Clean Neighbourhoods & Environment Act 2004. However, following the introduction of the Anti-Social Behaviour Crime and Policing Act 2014 (ASBCPA), these powers have fallen under the scope of Public Space Protection Orders, and all existing gating schemes transitioned to PSPO's in October 2017.

- 3.2 PSPOs are intended to be used to deal with a particular nuisance or problem in an area that is detrimental to the local community's quality of life by imposing conditions on the use of that area. PSPO's can restrict access to public spaces (including certain types of highway) where that route is being used to commit anti-social behaviour.

- 3.3 Councils can make a PSPO after consultation with the Police & Crime Commissioner, the Police and other relevant bodies and communities. The following criteria must be, that the behaviour is:

- having a detrimental effect on the quality of life of those in the locality;
- persistent or continuous;

- unreasonable.

3.4 Where a PSPO is used to restrict a public right of way, the council must consider the following:

- Can they restrict access? A number of rights of way may not be restricted due to their strategic value.
- What impact will the restriction have? For instance, is it a primary means of access between two places and is there a reasonably convenient alternative route?
- Are there any alternatives? Previously gating was the only option, but it may be possible under a PSPO to restrict the activities causing the anti-social behaviour rather than access in its totality.

There are also further consultation requirements where access is to be restricted to a public right of way. This includes notifying potentially affected persons of the possible restrictions. This could include people who regularly use the right of way in their day to day travel as well as those who live nearby. Interested persons should be informed about how they can view a copy of the proposed order, and be given details of how they can make representations and by when. The council should then consider these representations.

3.5 Issues and concerns around Oxford Court

At the London Road Local Action Team meeting of July 2017, people living and/or working around Oxford Street raised issues of crime and antisocial behaviour taking place in the area, and particularly around the Oxford Court carpark. The issues people raised included reported drug dealing and public drug use, street fouling, disorderly and intimidating behaviour, flytipping and firelighting and graffiti, as well as a generally unsightly environment.

3.6 Over July and August 2017 further meetings were held with Ward Councillor Pete West and residents and traders on Oxford Street to consider the issues. The clear view of those living or working in the area was that significant problems were caused by the presence of the alleyway. In particular:

- The alleyway was reported as a regular venue for drug misuse, with needles and drug paraphernalia regularly present.
- The alleyway was reported as a venue for street fouling
- Both the alleyway itself and the access it afforded to the Oxford Court carpark were reported as being instrumental as a venue for drug dealing
- The access afforded by the alleyway into the carpark facilitated drug misuse and street fouling additionally taking place within the carpark and compromised community safety on Oxford Street.
- Residents and traders met at that time felt strongly that the alleyway should be closed.

3.7 In August, the Communities, Equality & Third Sector Team carried out a community safety survey which was directed toward all residential and business properties bordering the Oxford Court Carpark and on both sides of Oxford Street. The survey was also placed on the London Road Area Local Action Team website. <https://londonroadlat.wordpress.com/oxford-street-area-community-safety-survey/>

Six completed responses were received. All respondents who commented were in favour of restricting access to the alleyway. Comments included:

It would be less accessible for drug dealing and using and antisocial behaviour
It would prevent people dealing drugs and also using in the alleyway. Would prevent flytipping and needle rubbish being thrown over my wall
Make it only available to residents that back onto it.
Can't comment on that, but I can imagine that it would help to stop drug dealing or intimidating behaviour
At the moment, it's really convenient for people to duck into the carpark, use it to take something, then leg it back out again. Cutting off that entrance would stop it being so appealing, in my opinion. Ditto with people driving in to deal – if the person buying from them can't run away down the alleyway but had to get out via the main entrance, maybe it wouldn't be such an appealing spot.

3.8 In developing this proposal, the following offices have been contacted for comment:

- Sussex Police
- BHCC Highways
- BHCC Parking Services
- Sussex Police & Crime Commissioner
- BHCC Community Safety Team

3.9 Oxford Court draft PSPO proposal

The proposal which has been developed, and for which consent is sought to consult, is for closure of the alleyway 24/7 by placing a gate at its junction with Oxford Street and a second gate at the point of entry into the carpark, to the rear of 25 Oxford Street, with access restricted to all, with the exception of those whose properties adjoin the alleyway for the purpose of accessing their properties.

3.10 In meeting the statutory tests, evidence from residents' testimony and the community safety survey, as well as comment from Sussex Police indicates that the problems experienced by the community are having a detrimental effect on the quality of life of those in the locality, are persistent or continuous, and unreasonable.

3.11 In terms of the impact of the proposed restriction on the broader community, this measure would restrict access to and from the carpark at this location, meaning that all carpark users would be required to use the main entrance. The proposed restriction would add approximately 20 metres to a pedestrian journey from Ditchling Road. Because the alleyway does not offer step free access into the carpark, it is not felt that the proposed restriction would have undue impact on people with disabilities.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Alternative interventions – aside from access restriction – have been considered, but, because of the nature of the activities taking place, and the role that the alleyway has in this, no other approach has been identified which would resolve matters effectively.
- 4.2 In recent years attempts have been made to improve the alleyway as a useful route, by clearing planting and other obstructions and painting out graffiti, but this has not impacted upon the issues of current concern.
- 4.3 Of the reported activities, street fouling, drug use and drug dealing are all offences at present, with existing enforcement tools to address them, which suggests that additional enforcement powers would not be helpful in this situation. However, restricting access to the alleyway would offer protection for residents and traders, and may make existing enforcement tools more effective as removing the alleyway as an escape route from the carpark may assist local policing, and impact on the levels of crime and antisocial behaviour taking place in and around the carpark.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The local community, via the Local Action Team and through the community safety survey, has been informed and engaged in developing this proposal, and other agencies including the police, ward councillors and council officers have been consulted.
- 5.2 If consent is given to proceed with a statutory consultation on this proposal, the draft order shall be displayed on site, delivered to the closest properties, placed on the council website and placed on the London Road LAT website. Additionally, a formal response shall be sought from Sussex Police and the Police & Crime Commissioner, and the results of the full consultation process shall be returned to this committee for consideration before making a final decision on a PSPO for this location.

6. CONCLUSION

- 6.1 Significant reported incidences of crime and antisocial behaviour taking place in the Oxford Street/Oxford Court area have been linked to the alleyway – either as an access route or a venue. The nature of activities reported are detrimental to public safety and impact upon those using the carpark or local shops on Oxford Street, and this impact is such that it is felt to justify the restrictions imposed by this proposed order.

7. FINANCIAL & OTHER IMPLICATIONS:

- 7.1 Financial Implications

The council has no identified resources to deliver an intervention of this nature, but will work with the community to help develop and implement a project. For this project, the council – led by the Communities, Equalities and Third Sector Team – will carry out the work to secure a PSPO, and – if a PSPO is granted – the community will be responsible for funding the cost of purchasing and installing gates and the maintenance and upkeep of gates and locks.

Working in partnership with the community to fund this initiative follows the approach used successfully for the Farman Street Gating Order (PSPO) in 2013.

Finance Officer Consulted: Monica Brooks

Date: 01/11/17

7.2 Legal Implications

A PSPO may be used to restrict the public right of way over a highway in order to prevent anti-social behaviour and may authorise the installation, operation and maintenance of barriers for enforcing the restriction.

The alleyway linking Oxford Street and Oxford Court car park does not fall within the category of highway over which the public right of way may not be restricted under ASBCPA.

PSPOs are intended to cut down on consultation requirements by only requiring local authorities to comply with “light touch” consultation requirements in order to save costs. The consultation recommended in this report fulfils the requirements of the ASBCPA.

The impact of the restriction has been considered as detailed in this report.

Lawyer Consulted: Stephanie Stammers

Date: 25/10/17

7.3 Equalities Implications:

The impact of this proposal will be to restrict access along the alleyway which leads to the Oxford Court carpark, and as a part of this process we are obliged to consider the impact of this restriction on the population generally and upon those with a disability which is identified as a protected characteristic under the terms of the Equality Act 2010.

At present the alleyway which is to be restricted is not a fully accessible route as it is at a lower level than the carpark surface and requires negotiation of a step to enter the carpark. The alternative route is along Oxford Street and into the main carpark entrance – a distance of approximately 20 metres – which is along a step free pavement and into a level carpark.

It is not felt that the proposed restriction will have an unreasonable impact upon carpark users, however if consent is granted to move forward with a public consultation, notices will be placed on site and local residents and carpark users encouraged to respond with their views, which will be taken into account when developing final recommendations, and will help inform an equalities impact assessment which will be completed as part of this process and included within the final report

7.4 Sustainability Implications:

This proposal has been developed following concerns raised by small businesses based on Oxford Street, concerned that the level of criminal and antisocial behaviour taking place within and around the alleyway was having a significant impact upon the trading environment. This proposal will contribute to community safety and support the development of a sustainable trading environment for independent traders on Oxford Street.

The operation of the scheme will be carried out by local traders/residents bordering the alleyway and the outcome of this, including the funding arrangements, aims at maximising community ownership and ongoing community management increasing longer term operational sustainability.

7.5 Any Other Significant Implications:

SUPPORTING DOCUMENTATION

Appendices:

1. Oxford Court Public Space Protection Order 2018 DRAFT

Documents in Members' Rooms

None

Background Documents

None

DRAFT ORDER

BRIGHTON AND HOVE CITY COUNCIL (Oxford Court) PUBLIC SPACES PROTECTION ORDER 2018

Brighton & Hove City Council in exercise of its powers under Section 59, 64 and 72 of the Antisocial Behaviour, Crime and Policing Act 2014 ("the Act") hereby makes the following Order:-

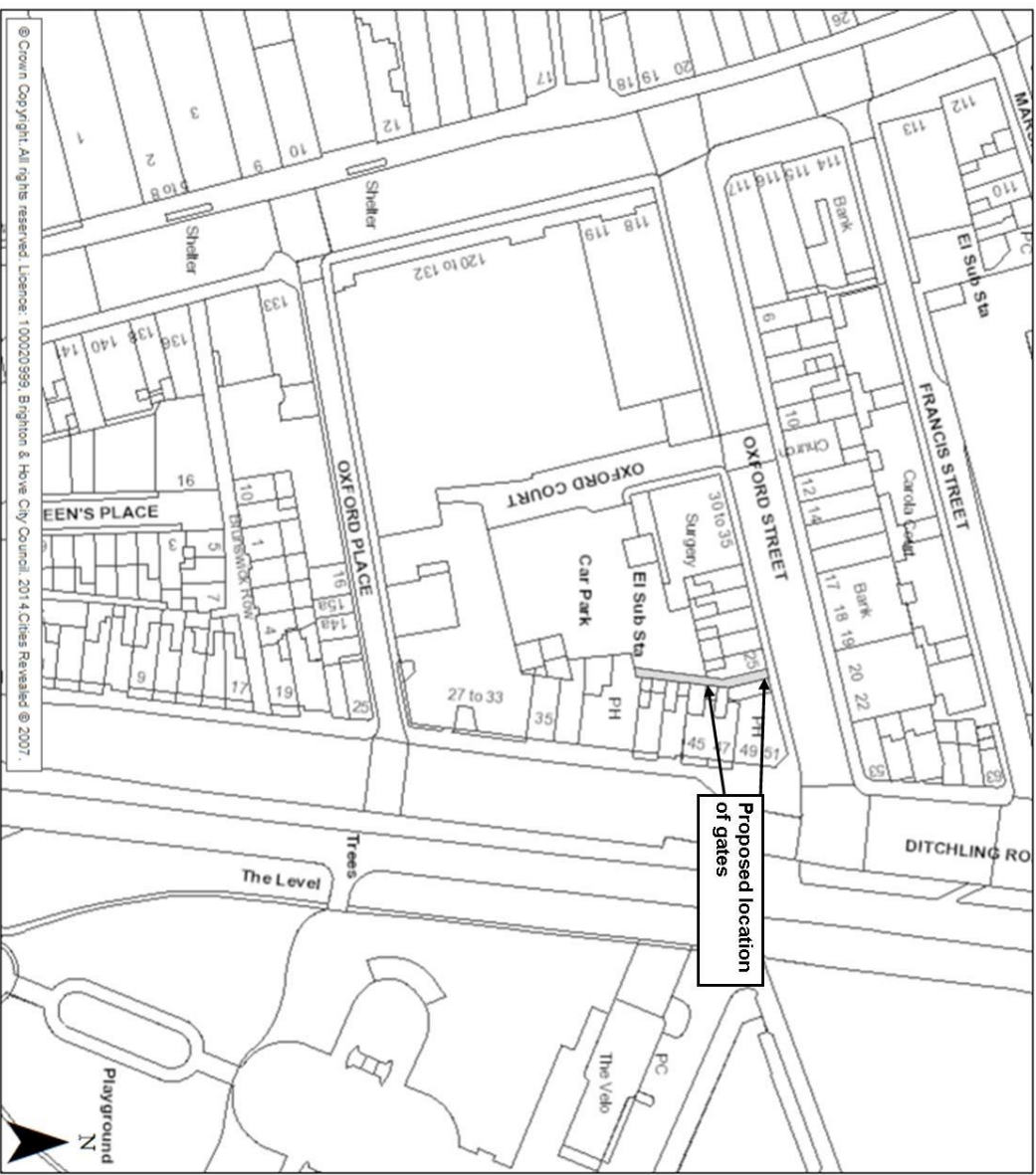
1. This Order shall come into operation on on xxxxxxxxxxxx and shall have effect for a period of 3 years thereafter, unless extended by further orders under the Council's statutory powers.
2. This Order relates to the footpath linking Oxford Street with Oxford Court Carpark as shown on the attached Plan
3. The effect of this Order is to restrict the public right of way over the highway shown on the attached plan at all times except for owners or occupiers of property adjoining the highway affected by this order needing to access the property.

This Order authorises the installation lockable gates at either end of the affected highway, as shown on the attached plan

4. The alternative route for pedestrians will be along Oxford Street
5. Responsibility for the maintenance of the gates will lie with the residents and will be jointly managed by the Council and residents and will be governed by a joint management agreement which will be put in place before this order is enacted.
6. The Council is satisfied that the conditions set out in Sections 59, 64 and 72 of the Act have been satisfied and that it is in all the circumstances expedient to make this Order for the purposes of reducing crime and antisocial behaviour in and around the affected area. The Council makes the Order because criminal and antisocial behaviour in and around the affected area has had a detrimental effect on the quality of life of those in the locality. The effect or likely effect of this is of a persistent or continuing nature such as to make this unreasonable, and justifies the restrictions imposed by this Order.
8. If any interested person desires to question the validity of this Order on the grounds that the Council had no power to make it or that any requirement of the Act has not been complied with in relation to this Order, he or she may apply to the High Court within six weeks from the date on which this Order is made.

Legend

- Footpath Highways



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**Brighton & Hove
City Council**

Scale 1:1,000

Subject:	Domestic Violence and Abuse and Sexual Violence Business Improvement Review		
Date of Meeting:	27th November 2017		
Report of:	Executive Director - Neighbourhoods Communities & Housing		
Contact Officer:	Name:	James Rowlands	Tel: 29-1032
	Email:	james.rowlands@brighton-hove.gcsx.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

Domestic Violence and Abuse (DVA) and Sexual Violence (SV) have a significant impact in the city. This report provides an update on the 'comprehensive and detailed review' of the response to these forms of violence and abuse that was proposed to the Neighbourhood, Communities and Equalities Committee in November 2016. This has been delivered by the in-house Business Improvement (BI) team who have conducted a review of the provision for, and commissioning of, DVA and SV services.

2. RECOMMENDATIONS:

That Neighbourhoods, Communities & Equalities Committee:

- 2.1 Notes and comments on the information contained in the report which provides an update on the findings and draft recommendations from the review.
- 2.2 Notes the proposals to develop an implementation plan and agrees that a report on progress is brought back to committee for its consideration.
- 2.3 Notes the work being undertaken by the Safe in the City Partnership in relation to the refresh of the local Violence against Women and Girls Strategy and agrees that the strategy should be brought back to committee for its consideration.

3. CONTEXT/ BACKGROUND INFORMATION

Overview of these crime types

- 3.1 DVA and SV have a significant impact in Brighton & Hove. In 2016/17 there were 4,703 domestic violence incidents and crimes reported to the police (an increase of 28% since 2013/14) and 821 police recorded sexual offences (an increase of 115% since 2013/14).
- 3.2 However, police recorded data is likely to under represent the scale of violence and abuse since substantial numbers of people do not report to the police. Applying the latest prevalence rates from the Crime Survey for England and Wales to 2015 mid-year population estimates shows that in Brighton & Hove:

- 7,639 women and girls aged 16-59, and 3,868 men and boys, are estimated to have experienced domestic violence and abuse in the last year
 - 2,515 women and girls, and 677 men and boys, are estimated to have experienced any sexual assault in the last year.
- 3.3 Describing demand for specialist services can also illustrate the impact locally. During 2016/17, in relation to support services accessed through The Portal¹, 1495 clients who had experienced DVA were referred to RISE, with a further 221 clients who had experienced SV being referred to Survivors' Network. 468 high risk clients were referred to the local Multi-Agency Risk Assessment Conference (MARAC), while 131 residents accessed the local Sexual Assault Referral Centre (The Saturn Centre).
- 3.4 Additionally other forms of Violence against Women and Girls (VAWG) have an impact in the city. These include crime types that have a lower prevalence, but which can have a significant impact on those affected and the wider community (such as harmful practices like female genital mutilation (FGM), forced marriage and so-called 'honour' based violence), as well those that are known to be significantly under reported (such as stalking). In 2016/17:
- Incidents of harmful practices continue to be reported, although numbers of reports remain low, rising to 15 cases
 - Police recorded stalking and harassment incidents and crimes continued to increase, rising to 62 cases.

Drivers

- 3.5 While the trend of increased reporting is seen as a positive sign of people's willingness to report, a key challenge is that this leads to increasing demand, both from statutory services as well as from voluntary and community sector partners.
- 3.6 There is a direct impact on council services, for example²: for example:
- In 2015/16 there were 105 homeless applications due to the violent breakdown of a relationship involving a partner or an associated person
 - At March 2016, nationally, DVA was the most common factor identified at end of assessment for Children in Need (CIN); 49.6% of children in need nationally had domestic violence as a factor compared to 54.7% locally
 - In 2015/16 126 Safeguarding Adult enquiries were flagged as linked to DVA (6% of all adult safeguarding enquiries undertaken). 7% of enquiries were flagged as linked to SV.
- 3.7 Critically, the impact of increasing demand on specialist services has been pronounced. While the council has been able to maintain its budget for specialist services, this has not increased.
- 3.8 As a consequence delivery partners in The Portal have reported that there is insufficient capacity to meet current and future demand. Commissioners and the providers have sought to prioritise those at greatest risk or need within the current financial envelope. While there have been some efficiencies achieved,

¹ The Portal is a partnership of charities – including RISE, Survivors' Network and CGL – and provides a single point of access and helps victim/survivors of DVA and SV to find advice and support in Brighton & Hove and East Sussex.

² Data from the Strategic Assessment of Crime and Community Safety 2016

this has not been sufficient to address the overall increase in demand, and therefore there remain risks arising from a lack of capacity. These include:

- Harder to access support (i.e. 'live' pick up and dropped calls)
- Increased eligibility thresholds
- Reduced capacity to support victim/survivors
- Reduction in availability of prevention and recovery interventions
- Reduced support for professionals, including contribution to wider case management.

3.9 Additionally, efforts to manage demand means that the priority afforded to high risk cases has led to reduced availability of prevention and recovery services.

3.10 The wider financial landscape means there is significant and ongoing pressure on statutory bodies both in relation to their own core funding but also funding to support commissioning activity. For example, moving forward, the council's budget is currently being developed and all services (including Partnership Community, and within that the funding for DVA and SV services) have been asked to develop proposals to reduce spend.

Business Process Improvement Review

3.11 In light of the impact of increased demand on all services, in particular specialist DVA and SV services, and the wider financial landscape, the Community Safety Team - which is responsible for the partnership activity in relation to DVA, SV and VAWG, as set out in the Community Safety and Crime Reduction Strategy 2017-20³ - commissioned the in-house Business Improvement (BI) team to conduct a review of the provision for, and commissioning of, DVA and SV services.

3.12 The review was built around the ambitious direction of travel set by the Government for the next 4 years to transform service delivery and embed VAWG as 'everyone's business', as set out in the national VAWG Strategy⁴ and associated National Statement of Expectations (NSE)⁵.

3.13 The intention of the NSEs is to: reinforce the importance of bringing local service providers together; understanding local needs; commissioning services accordingly and publishing data about local needs, and how services are being provided to meet them; and setting out clear leadership and accountability for delivery.

3.14 The NSE are included in **Appendix One**, but are built around the following five principles:

1. The victim at the centre
2. A clear focus on perpetrators
3. A strategic, system-wide approach to commissioning
4. Is locally-led and safeguards individuals at every point
5. Raises local awareness of the issues and involves, engages and empowers.

3.15 The objectives of the review were, with reference to community based intervention and prevention and recovery aspect of DVA & SV services:

- To map current spending across council services

³ <https://www.safeinthecity.info/documents-and-data>

⁴ HM Government, Ending Violence against Women and Girls Strategy 2016 – 2020, March 2016

⁵ Home Office, Violence Against Women and Girls National Statement of Expectations, December 2016

- To explain the impact of increased service demand on council services
- To explain the impact of budget cuts across council services
- To recommend integrated ways of working across universal, targeted and specialist services within the council and with partner organisation.

3.16 A range of internal and external stakeholders were consulted during the review, including representation from across council directorates, statutory services and commissioners, as well as the Voluntary and Community Sector.

Summary of findings

3.17 As noted above, the structure of the review was built around the NSE principles and the findings are summarised against principles 1 – 4 below.

3.18 *Please note: Principles 5 was not reviewed, as it is planned to take this forward in the development of the DVA, SV and VAWG Strategy.*

	What works well	What doesn't work well?
<p>The victim at the centre: Every victim, whether adult or child, is an individual with different experiences, reactions and needs. Local areas should ensure that services are flexible and responsive to the victim's experience and voice.</p>	<p>Established local partnership where statutory and voluntary community sector partners come together, including thematic operational groups (for DVA, SV and Harmful Practices) and a commissioning group.</p> <p>There is also a local Forum [which] provides a space to share good practice, raise awareness of domestic and sexual abuse and violence against women and girls crime types and enable practitioners to stay up to date with local, regional and national policies that impact on the sector.</p> <p>The Portal are commissioned to provide four community based interventions; two of which cover East Sussex and Brighton & Hove (B&H) and two are B&H specific.</p> <p>The council actively seeks other funding e.g. it led a cross border DCLG bid to develop a Network of Refuge and Resettlement Provision for Lesbian, Gay, Bisexual and Trans (LGBT) Service Users, and also participated in an East Sussex County Council led cross border DCLG bid addressing Multiple, Complex Needs..</p> <p>The CCG funds a DVA and SV Trauma Pathway⁶ (Talking Therapies). Plans need to be confirmed for 2018/19.</p> <p>The SARC for Sussex is based at Crawley Hospital and is known as the Saturn Centre. It is commissioned by the NHS England Local Area Team. Sussex Police and BHCC and ESCC are associate commissioners.</p>	<p>Representation at the [operational] groups is not always consistent. Some BHCC departments are not of the right level, and some partner organisations and statutory services change or do not attend. The groups do not consistently operate to support the delivery of partnership priorities and monitoring performance. The Harmful Practice Operational Group is the least well established.</p> <p>[In addition to] DVA, SV and HP activity there are a number of thematic groups [for other crime types] that can cause stakeholders to feel there is duplication in local structures.</p> <p>Attendance at the DVA SV Commissioning Group is not consistent: representatives from some BHCC departments are not of the right level, and some partner organisations and statutory services change or do not attend. Some stakeholders say there is a lack of clarity on purpose of the group and reporting requirements.</p> <p>There is no one point of contact for DVA and SV victims.</p> <p>The pathway from the police to specialist services is fragmented. This has been identified as an issue in a number of Domestic Homicide Reviews.</p> <p>There is significant unmet need as a result of increased demand. This includes 'front' end high risk work, as well as access to prevention and recovery services.</p>

⁶ Brighton & Hove Trauma Proposal, Service Specifications version 10, December 2016.

<p>A clear focus on perpetrators: In order to keep victims safe, local areas should ensure that there are robust services in place which manage the risk posed by perpetrators and offer behavioural change opportunities for those willing and able to engage with them.</p>	<p>In October 2015 a three year Service Level Agreement (SLA) between the Partnership Community Safety Team (PCST) and Families, Children and Learning (FCL) Directorate with an option to extend for a further two years was set up as part of The Portal. This included provision for contributions from FCL to support the delivery of Break4Change (B4C) and Living Without Violence (LWV) partner support functions.</p> <p>FCL continues to deliver the LWV programme, with this programme being reviewed in 2017/18.</p> <p>BHCC is a partner in a cross border bid to the Police Transformation Fund – this bid was successful in November 2018. It will enable earlier intervention with perpetrators in the community.</p>	<p>There is a limited local DVPP programme offer, with this restricted to an offer to those known to either Children Social Care or the Criminal Justice System – the successful bid to the Police Transformation will release significant additional capacity.</p> <p>Programme outcomes are not always clear, are tied to specific interventions and can be crisis lead rather than enabling earlier intervention.</p> <p>Local pathways are not always clear. There are known areas of need where there are no specialist responses e.g. local drug and alcohol services. There is no ‘step-down’ provision when the intervention has stopped.</p>
<p>A strategic, system-wide approach to commissioning: Good commissioning always starts with understanding the issue and the problem you are trying to solve.</p>	<p>BHCC and partners have a track record of undertaking system wide assessment of need, while a comprehensive assessment of the DVA and SV and other VAWG crime types is undertaken and annually provides an insight into the scale and impact in Brighton & Hove [e.g.] the Joint Strategic Needs Assessment and the Strategic Assessment of Crime and Disorder.</p> <p>There is a Community Safety Performance Framework which includes reporting for DVA and SV. However, data is incomplete and the framework needs to be refreshed. There is a local VAWG Strategy, which came to an end in March 2016. This is due to be refreshed in 2017/18.</p> <p>BHCC and ESCC have brought together commissioning functions related to DVA and SV.</p> <p>BHCC has launched guidance for commissioning and procurement related to DVA SV and VAWG.</p>	<p>There were a range of issues / concern identified by for stakeholders:</p> <ul style="list-style-type: none"> • Lack of strategic partnership working in some areas across council services to address issues, for example housing issues, meeting statutory requirements, and addressing risk • Disjointed operational approach (this may link to the issues identified earlier about the effectiveness of, participation in, and effectiveness of the commissioning group) • Clarity on decision making responsibilities (this may link to the issues identified earlier about the effectiveness of, participation in, and effectiveness of operational groups) • Reporting mechanisms and requirements need clarity <p>A number of risks were identified including:</p> <ul style="list-style-type: none"> • Addressing the increasing in demand and gaps in service provision • Client centred approach based on need is needed, but current focus is often on risk.

	<p>In 2016, NHS England commissioned an adult's sexual assault health needs assessment (HNA)⁷ for Sussex to inform the development and delivery of high quality, accessible services appropriate to meeting the needs of adults (aged 18 and over).</p>	<p>Additionally, some areas of specialist service commissioning have been out of scope of collaborative commissioning, including refuge provision (commissioned separately across BHCC and ESCC) and the wider victim support care pathway (standard risk provision commissioned by the Office of the Sussex Police and Crime Commissioner (OPCC))</p>
<p>Is locally-led and safeguards individuals at every point: Commissioned services should make use of local initiatives and services already in place to utilise resource, share best practice and ensure that there are coordinated pathways of support.</p>	<p>A Domestic Violence and Abuse, Sexual Violence and Violence against Women and Girls 'Champion's Network' [was] launched in September 2016. The VAWG Forum is an established group which provides opportunities for networking and knowledge exchange.</p> <p>In 2011 it was agreed that domestic violence must be seen as 'core business' for city services and partnerships; and that we need to focus on reinvestment and resource pooling so that prevention and early intervention is prioritised alongside crisis and high-risk responses⁸.</p> <p>In December 2015 a single contract⁹ was awarded for the delivery of 'The Portal' to a partners led by RISE with CGL and Survivor's Network.</p> <p>There is a co-terminus approach to commissioning governance including joint commissioning arrangements with NHS, CCG and the OPCC. Commissioners work together to pool funding or align commissioning activity – internal examples include the Third Sector Commissioning Prospectus and external examples include the CCG Talking Therapies Pathways.</p> <p>In October 2016, the OPCC commissioned Standing</p>	<p>Contract monitoring arrangements can be resource intensive and it is important that commissioners continue to work together to align their requirement.</p> <p>There is a lack of an integrated commissioning approach with in-house services which contributes to decisions being made that are not on a pan-Sussex level and have a direct impact on the service provision of partner agencies. Stakeholders report this arrangement contributes to:</p> <ul style="list-style-type: none"> • Conflicting agendas between statutory agencies and commissioned providers. • Duplication. Existing structures are resource intensive. • Budget cut decisions taken by statutory agencies in isolation have impacted service provision of partner agencies. <p>The increase in demand, and absence of additional investment, has led to;</p> <ul style="list-style-type: none"> • A target approach to commissioning [which can] exclude support for vulnerable clients, which has reduced prevention and recovery investment (although this has been made up through co-commissioning arrangements in some areas, such as talking therapies) • A focus on high risk and the criminal justice process - Not taking a long-term view to funding preventative, recovery

⁷ Ottaway Strategic Management Ltd., Sussex Adult Sexual Assault Health Needs Assessment 2016, January 2017.

⁸ Brighton & Hove Preventing Violence Against Women & Girls: An Integrated Strategy & Action Plan, 2012 - 2017

⁹ Contract for the provision services addressing domestic violence and abuse, rape, sexual violence and abuse, December 2015

	<p>Together Against Domestic Violence (Standing Together) to conduct a review¹⁰ of the Multi-Agency Risk Assessment Conferences (MARACs) and Domestic Homicide Reviews (DHRs) across Sussex. This review finished at the end of March 2017.</p> <p>In October 2015, the Brighton & Hove Safeguarding Adults Board (SAB) commissioned a Multi-Agency Audit of Domestic Violence & Abuse¹¹. The audit was carried out by a short life audit working group. There is a planned re audit in January - March 2017. The SAB has also commissioned an audit looking at Sexual Abuse. This is due to be completed in October 2017.</p> <p>The Stronger Families Stronger Communities (SFSC) programme is funded through the Government's Troubled Families Programme. Brighton and Hove is an 'early starter' for the new expanded Troubled Families Phase 2 national programme from January 2015. Between January 2015 and March 2016 the intention was to build the capacity to meet additional challenge of the expanding programme by re-shaping the core offer by building on a range of individual/group work interventions commissioned or supported by SFSC. Other than the above initiative there are no formal links with DVA SV Commissioning and SCFC.</p> <p>A key part of the VAWG Strategy is to have "consistent care pathways delivered by a skilled workforce to ensure that there is 'no wrong door' and 'no missed chance". In order to ensure that professionals working in Brighton & Hove are able to access appropriate training, the PCST</p>	<p>and therapeutic programmes, such as a lack of investment in behaviour change programmes and post-conviction support.</p> <ul style="list-style-type: none"> • A lack of funding aligned to need, including support for demand arising from historical sexual abuse enquiry; and provision for 14 and 15 year olds. • A lack of data intelligence to understand demand and align provision based on need. Inconsistent and out of date data is used to inform commissioning decisions. • Lack of clarity on reporting requirements and responsibility.
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¹⁰ Standing Together, Pan-Sussex Review of MARACs and Domestic Homicide Reviews, March 2017

¹¹ The Brighton & Hove Safeguarding Adults Board (SAB) Multi Agency Audit of Domestic Violence & Abuse, February 2016

has developed a training prospectus with the LSCB, SAB and BHCC Workforce Development Team¹². This has led to a significant increase in training provision, including provision by BHCC and commissioned from specialist services. There are a number of new courses (in particular in relation to harmful practices and sexual violence), as well as providing opportunities to meet emerging (including stalking and sex work).

The Clinical Commissioning Group is working proactively in relation to this agenda. Safeguarding leads in primary care all receive Level 3 Safeguarding Adult's Training with includes domestic violence. This training should be rolled out to all GP's in the practice. All GP's are trained at Level 3 for safeguarding adults which also includes DVA and the impact on children. The designated nurses are in the process of gaining assurance from practices that they are compliant with the training. The named GP and designated nurses provide 7-8 sessions a year for updates on various topics and this has included DVA. The plan for 18/19 sessions will include SVA.

¹² <https://www.safeinthecity.info/training>

- 3.19 The draft recommendations from the BPI are listed in **Appendix 2**.
- 3.20 The recommendations identify a number of work areas, in summary these are:
- Coordination of partnership activity, including how to continue to support close working between agencies, addressing those areas which could be strengthened, and ensuring the partnership has the data it needs to determine priorities
 - Commissioning activity, including how to sustain existing good practice around joint commissioning
 - Working with Voluntary and Community Sector partners to ensure that they are able to engage in the most effective way with commissioners and can continue to demonstrate Added and Social Value
 - Other activity such as workforce development (among the workforce and in targeted areas, e.g. health professionals) and interventions with perpetrators.
- 3.21 A critical recommendation relates to how to respond to significantly increased demand, in particular with reference to specialist services from the voluntary and Community Sector. While the council has been able to maintain its budget for specialist services, the current level of investment in these services has not increased in line with demand and, as summarised above, this is having a significant impact on the support available to victim/survivors. The options identified in the review [see recommendation 8] are to consider:
- Whether the current investment in specialist services is sufficient to meet need
 - Explore future funding options including how best to meet increase in demand
 - Where there is unmet need, work with statutory services to manage unmet need
 - Identify other opportunities to increase options for earlier intervention (e.g. the role of field officers).
- 3.22 A further recommendation [21] relates to referral pathways for specialist services, including The Portal and other areas such as refuge provision and the wider victim support pathway. This recommendation reflects learning from local and regional Domestic Homicide Reviews which have consistently identified an issue with the current referral pathways. These can mean that victims of 'standard' risk incidents are not offered a referral to a domestic abuse specialist, while victims of more serious incidents and crimes can receive multiple offers of support. Recommendations about the future commissioning of The Portal, as the contract was originally awarded for three years with an option to extend for a further two, will be considered by the Health & Wellbeing Board in the New Year.

Next steps

- 3.23 Following the conclusion of the review, an implementation plan will be developed. This will set out how the recommendations will be addressed, lead officers and timescales. This will enable progress to be monitored and reported as appropriate.

Strategy refresh

- 3.24 The current VAWG strategy ran out in March 2017, with the Community Safety and Crime Reduction Strategy Action Plan holding activity in the interim.

- 3.25 In November 2016, the Committee received a report describing the proposals to refresh the strategy, developing a DVA, SV and VAWG Strategy jointly with East Sussex to reflect the joint commissioning and delivery arrangements that are in place with East Sussex County Council.
- 3.26 This process is underway and the findings of the review will inform the development of this strategy. It is proposed that that the draft strategy is tabled at a future committee for approval.
- 3.27 At an operational level, annual action plans would set out the deliverables to be achieved within the city's Community Safety and Crime Reduction Strategy.
- 3.28 Additionally, it is anticipated that the city will re-secure 'White Ribbon' status¹³ in 2017 as part of planned activity around the 16 Days of Action.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The review has made recommendations to further develop the city's response to DVA, SV and other forms of VAWG and, in particular, to manage the impact of increased demand. While this will mean prioritising those victims at the greatest risk or with the highest needs, the recommendations also identify opportunities for earlier intervention and / or to support longer term recovery. By conducting the review with reference to all council services, it has been possible to consider the widest possible steps that could be taken to maximise opportunities for victim/survivors and their families to be safe and recover and for perpetrators to be held to account. The implementation plan will provide assurance that actions are being taken and a refreshed strategy will provide a framework within which such activity can be framed.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The refresh of the DVA, SV and VAWG Strategy is currently underway. To support this process, a strategic assessment will be completed and a consultation event has been scheduled for December 2017. Invited participants include statutory, voluntary and community sector partners. Additional consultation with victim/survivors and residents is being planned for the New Year.

6. CONCLUSION

- 6.1 This report is to provide an update of progress on work in relation to DVA, SV and VAWG and to invite any comment.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Business process review work has been undertaken using the in-house performance, Improvement and Programmes team within the Strategy, Governance and Legal Directorate. The work being carried out to refresh the DVA, SV and VAWG strategy is being met from current budgets within the Neighbourhoods, Communities and Housing (NCH) Directorate. The current

¹³ <http://www.whiteribboncampaign.co.uk/>

council budget (excluding one-off resources) for commissioning VAWG services is £0.751m in 2017/18.

Finance Officer Consulted: Name Monica Brooks Date: 13/11/17

Legal Implications:

- 7.2 There are no direct legal implications arising out of this report which sets out recommendations for noting.

Lawyer Consulted: Name Isabella Sidoli Date: 13/11/17

Equalities Implications:

- 7.3 An Equalities Impact Assessment (EIA) has already been carried out in relation to DVA, SV and VAWG. Equalities implications are reviewed in the Strategic Assessment of Crime and Disorder and the Community Safety and Crime Reduction Strategy both of which are refreshed annually.

Sustainability Implications:

- 7.4 The proposed approach has implications for sustainability including support for victim/survivors in achieving Safety, Health & Happiness: Encouraging active, sociable, meaningful lives to promote good health and wellbeing.

Crime & Disorder Implications:

- 7.5 Creating opportunities for safe disclosure and pathways to support will have a positive impact on community safety and reduce the impact of crime and disorder.

SUPPORTING DOCUMENTATION

Appendices:

- 1. National Statement of Expectations**
- 2. Business Process Improvement Review – draft recommendations**

National Statement of Expectations

The NSE are intended to reinforce the importance of bringing local service providers together, understanding local needs, commissioning services accordingly and publishing data about their local needs, and how services are being provided to meet them, and setting out clear leadership and accountability for delivery.

The key principles within the NSE are:

- *The victim at the centre*: Every victim, whether adult or child, is an individual with different experiences, reactions and needs. Local areas should ensure that services are flexible and responsive to the victim's experience and voice.
- *A clear focus on perpetrators*: In order to keep victims safe, local areas should ensure that there are robust services in place which manage the risk posed by perpetrators and offer behavioural change opportunities for those willing and able to engage with them.
- *A strategic, system-wide approach to commissioning*: Good commissioning always starts with understanding the issue and the problem you are trying to solve.
- *Is locally-led and safeguards individuals at every point*: Commissioned services should make use of local initiatives and services already in place to utilise resource, share best practice and ensure that there are coordinated pathways of support.
- *Raises local awareness of the issues and involves, engages and empowers communities to seek and deliver solutions*: Commissioners should work with local partners to provide a multiplicity of reporting mechanisms to better enable victims to come forward and access the support they need.

Draft recommendations from Business Process Improvement Review

Strategic Recommendations

1. Refresh the partnership structure, reviewing representation from statutory and non-statutory partners to ensure it is relevant and inclusive, to enable the delivery of a Coordinated Community Response so that partners can coordinate their activities, review their performance, identify gaps, and support improvement.
2. Ensure that the Local Safeguarding Children's Board (LSCB) and Safeguarding Adults Board (SAB) are able to make the best use of the partnership structure to support local priorities (see recommendation 1) and additionally consider having a common slot for joint Board business related to this agenda.
3. As a minimum, all BHCC services in scope, statutory partners and commissioned providers to ensure effective protocols / referral pathways are in place to provide interventions to victims, and to manage perpetrators.
4. Review the current pathways for referral / assessment relating to DVA, SV and safeguarding in order to identify opportunities to reduce parallel pathways, make best use of resources and ensure a 'Whole Family' approach. E.g. scope capacity and feasibility to review DVA and SV in one hub.
5. Revisit the Memorandum of Understanding (MoU) between FCL and DVA SV Commissioning Team in relation to the Domestic Violence Perpetrator Programme (DVPP) to make amendments as necessary to reflect revised programme.
6. Review the current commissioning group with reference to other joint commissioning arrangements within the council, and across local partners, and agree how to deliver integrated commissioning in relation to this agenda.

Other recommendations

7. As part of the refresh of the partnership structure (see recommendation 1), BHCC should explore opportunities to streamline structures with East Sussex and Pan-Sussex groups to reduce duplication in the current set-up and improve clarity in terms of decision making.
8. Further monitor levels of demand for victim/survivors (and their families) and consider:
 - Whether the current investment in specialist services is sufficient to meet need
 - Explore future funding options including how best to meet increase in demand
 - Where there is unmet need, work with statutory services to manage unmet need
 - Identify other opportunities to increase options for earlier intervention (e.g. the role of field officers)
9. Complete the current work with the specialist service to map the victim journey and review triage and assessment processes to make best use of resources
10. Implement recommendations emerging from the Sussex review of the SARC conducted by NHS England
11. Clarify and communicate our offer for clients who are vulnerable and seek external funding to meet the unmet need.
12. Work with the CCGs in Brighton & Hove and East Sussex to develop business case(s) for role of CCGs in MARAC, including representation at MARAC, as well as the specialist service training and support offer in primary and secondary care (e.g. Health Independent Domestic Violence Advisor (HIDVA)), from 2018/19 onwards.
13. Clarify funding and commissioning arrangements for the Trauma Pathway for those affected by DVA and SV, from 2018/19 onwards.

14. Review the outcome of the bid to the Police Transformation Fund for perpetrator provision and associated provider support and, if successful, identify how this can be aligned to existing local provision
15. Undertake a review of pathways for perpetrators to clarify the programme offer(s), including existing provision through children and criminal justice providers and areas of unmet need within the community and substance misuse services, and address issue around pathways, unmet need and outcomes
16. Ensure the recommendations for the sexual assault Health Needs Assessment are shared and inform the commissioning of provision as agreed by statutory agencies at the Pan-Sussex Executive Board
17. Set baseline data monitoring protocols with commissioners and partners and streamline the reporting of key data to have consistent recording and to reflect the true measures of DVA and SV
18. Use the recommendations from the Business Improvement review, alongside with local needs assessments, service mapping and stakeholder and community consultation, to inform the development of a DVA, SV and VAWG Strategy
19. Ensure there is a robust action plan to deliver partnership priorities as part of a Coordinated Community Response with joint working between statutory partners, commissioners and providers. This could be held in the annual Community Safety and Crime Reduction Strategy and Action Plan.
20. Complete the planned review of the Joint DVA SV Unit in accordance with BHCC procedure and principles which includes customer and communities insight.
21. Review co-commissioning arrangements to inform future commissioning cycles, including decision making in relation to The Portal after September 2018 and other areas such as refuge and wider victim support pathway
22. Carry out a refresh and review of contract monitoring arrangements to maximise resources and capacity, looking at both the requirements of the commissioner and the needs of the provider
23. Continue to deliver a DVA SV and Harmful Practices multi-agency training programme through the integrated training prospectus, ensuring this is co-produced with statutory and Voluntary and Community Sector partners and refreshed annual in light of national and local policy / guidance and outcome from various reviews. Ensure that there is clear communication regarding mandatory requirements
24. Review findings of Pan Sussex MARAC Review and agree / implement changes to local process to manage volume, in particular considering MARAC chairing, structure of MARAC meetings and administration of the MARAC process.
25. Review findings of Pan Sussex DHR Review and, building on existing local good practice, explore options for a collaborative approach to commissioning, conduct and learning from reviews with East and West Sussex County Councils.
26. Continue to work with the CCG to ensure that GPs receive training in relation to domestic and sexual violence and this is rolled out within practices.
27. Ensure that there is a clear understanding of the training needs of council offers from the Directorates in scope who deliver universal and targeted services and that staff can access to the appropriate levels of training relating to DVA and SV.

Subject:	Social Impact Bond – Entrenched Rough Sleepers		
Date of Meeting:	27th November 2017		
Report of:	Executive Director Health & Adult Social Care		
Contact Officer:	Name:	Sue Forrest	Tel: 01273 292960
	Email:	sue.forrest@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report is to provide an update on the development of the Social Impact Bond funding for work with entrenched rough sleepers following a successful bid to the Department for Communities and Local Government (DCLG).

2. RECOMMENDATIONS:

- 2.1 That the committee note the contents of this report.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 In December 2016 Brighton & Hove City Council acted as the lead authority for a group of five authorities in a joint bid to the Department of Communities and Local Government for funding to work with entrenched rough sleepers using innovative approaches initially financed by way of social impact bonds (SIB). Entrenched rough sleepers are classified as individuals who have had lengthy periods of homelessness accompanied by unsuccessful spells spent in supported or independent accommodation.
- 3.2 The bid was submitted as a partnership with Hastings Borough Council, Eastbourne Borough Council, Arun District Council and Adur and Worthing Council.
- 3.3 This model of procurement allows the local authority to commission a service purely based on outcomes and the providers have flexibility around how to deliver the service. Funding is only released upon a successful outcome being achieved.
- 3.4 The service provider is responsible for ensuring funding is in place which is sufficient to provide working capital to fund and deliver the results which will enable outcome payments to be made. The provider may have funding available to enable the work to be undertaken without third party resources but more likely the provider will seek investment from a social investor secured by a Social Impact Bond.

- 3.5 The council will be responsible for monitoring the outcomes achieved by the provider and seeking payment for the outcomes in arrears from the DCLG.
- 3.6 On the 23rd March 2017 the Executive Director of Health and Adult Social Care was delegated authority to procure and enter into contract with a provider for a Rough Sleeper Support Service. On the 18th July 2017 Brighton and Hove City Council sought tenders for this service. On 29th August 2017 the tender was closed. One bid was submitted for the area of Arun and Adur & Worthing. No bids were received for Brighton and Hove, or Eastbourne & Hastings. No contract was awarded.
- 3.7 On the advice of Brighton and Hove City Council Procurement, the Commissioning Manager leading this work has now directly engaged in negotiations with the council's existing rough sleeper outreach provider, St Mungo's who delivered the first Pan-London Homelessness Social Impact Bond between November 2012 and October 2016, commissioned by the Greater London Authority.
- 3.8 A named cohort of people will be identified and worked with over the 4 years of the project. The new ICT system Bthink will be used to evidence the outcomes achieved.
- 3.9 We will be utilising the new Bthink system to track outcomes for clients and verifying the evidence submitted.
- 3.10 Payments are related to accessing and sustaining accommodation, mental health and substance misuse services and taking up volunteering and employment.
- 3.11 The service is also part of a DCLG commissioned research project into the impact and effectiveness of different interventions for rough sleepers, with particular focus on mental health and substance misuse.
- 3.12 Delivery of the service will end in 2021.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 This is a programme of work and funding laid out by the DCLG which specifies the cohort and outcomes payments. There is no alternative provision for this group for rough sleepers currently in the city or partner authorities to work in this way.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Extensive consultation with partners has taken place as part of the development of the Rough Sleeping Strategy.
- 5.2 Extensive consultation has taken place with partners and stakeholders relating to the remodelling and re commissioning of homeless and rough sleeping services.
- 5.3 Specific service user consultation has been carried in the remodelling of services with women and other groups of service users.

6. CONCLUSION

- 6.1 The contract is yet to be awarded. Negotiations continue to be take place with an anticipated start date of January 2018.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1

Finance Officer Consulted: Name

Date: dd/mm/yy

Legal Implications:

- 7.2 The scheme on which the offer of funding was originally made by the DCLG has been amended. Following negotiations with St Mungos it will be necessary to obtain formal confirmation from the DCLG, prior to completion of the contract, that (i) the new arrangements are acceptable to the department and (ii) the level of funding required to ensure delivery of the revised scheme will be made available.

7.3

Lawyer Consulted: Judith Fisher

Date: 3.11.2017

Equalities Implications:

- 7.4 An Equalities Impact Assessment has been completed for this project.

Sustainability Implications:

- 7.5 The DCLG funding is paid over 2 years for each client so there are sustainability issues on the ongoing support for the people accommodated. In Brighton & Hove, this is being built into the commissioning work plan.

Any Other Significant Implications:

- 7.6 None

SUPPORTING DOCUMENTATION

Appendices:

1. SIB Evidence Guidance (DCLG)

Crime & Disorder Implications:

- 1.1 This project will contribute to reducing crime and disorder.

Risk and Opportunity Management Implications:

- 1.2 None

Public Health Implications:

- 1.3 This project will contribute to reducing health inequalities.

Corporate / Citywide Implications:

- 1.4 This project is aligned with the cities Rough Sleeper Strategy and reducing numbers of people who are rough sleeping across the city.

Social Impact Bond Evidence Guidance

This guidance has been developed to provide commissioners of the Rough Sleeping Social Impact Bond (SIB) with more information on the evidence that will need to be submitted to verify an outcome has been achieved and for the claim to be accepted for payment. This document is not exhaustive, and any questions should be directed to the Rough Sleeping SIB Programme Manager at DCLG.

This guidance must be read and acted upon in conjunction with the Social Impact Bond Delivery Guidance for the Rough Sleeping SIB.

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Summary

To claim outcome payments for the Rough Sleeping SIB, lead local authorities or service providers are required to register all clients onto the Department for Communities and Local Government's database and upload evidence for outcomes as set out below. Details of how to access the database and upload evidence documents will be made available.

In addition to uploading the required evidence for the achieved outcome claims, it will be essential for commissioners to keep detailed records and evidence of each outcome, as DCLG will carry out regular spot-checks to ensure the evidence that underpins each payment is available. There may also be more comprehensive audits on a particular outcome metric or over a specific period.

You must ensure that the outcomes you claim for from DCLG are valid. It will be necessary to put in place appropriate systems to verify the evidence before it is submitted to DCLG.

Apart from the general wellbeing outcome, each outcome can only be claimed once per client. For example, if an individual abandons accommodation (or the valid start date otherwise resets) before achieving the 3 month sustainment period then any subsequent accommodation must achieve an additional 3 months sustainment before being eligible to claim the 3 month sustainment accommodation outcome.

Evidence overview

For each outcome, at least one form of mandatory evidence must be submitted for the claim to be accepted for payment.

Mandatory evidence:

At least one form of mandatory evidence must be submitted for the claim to be accepted for payment. To reflect that in some circumstances evidence may be difficult to obtain (for example if a family member refuses to provide a letter of accommodation sustainment or a client does not want a mental health support programme leader to know they are part of the SIB) a self-certification form can be submitted for a claim to be accepted for payment.

The provider and lead local authority must make sufficient effort to obtain the mandatory evidence types and agree to continue to try to obtain and submit this, even after the outcome has been paid if appropriate to do so. It is suggested that sufficient effort to obtain the additional desired evidence after claiming for an outcome would be at least 3 separate attempts over the course of 2 -3 months.

Self-certification forms:

The full set of self-certification templates can be found at the end of this guidance (001 – 010). Each follows the same format: initial details to be completed at the top, self-certification statements to be completed and signed by the provider and the client, and a check-list for any accompanying evidence and counter-signature to be completed by a commissioning authority representative (the person managing the case from the lead local authority).

When completing a self-certification form, it is advised this is done by hand, as this will make it quicker to complete, and wet signatures on the form are required. Please make sure the forms are filled in carefully and can be easily read and understood. Forms which are not legible or are not filled in correctly will be rejected. The self-certification requires a representative from the provider and the client to describe how the outcome has been achieved and sign to confirm this. A representative at the commissioning authority must then counter-sign this before submitting as proof of achieving an outcome.

If a client is not able to sign the self-certification, the representative from the provider may sign on their behalf and must state the reason for doing so. DCLG will monitor the use of this in spot-checks.

The highlighted sections on each form must be replaced by the name of the provider and commissioning authority submitting the claim. Sections 1 and 2 of the form should be completed by the provider and the client. A representative at the commissioning authority should complete sections 3 and 4. As the signatures as a minimum must be completed by hand, it is advised that the first half of the form is completed by the provider and then scanned/posted to the commissioning authority for the rest to be completed.

Evidence requirements:

Where a letter is an acceptable form of evidence, this must be dated, signed and clearly show the capacity in which this person is providing the letter. If this is provided by a company or organisation the letter will also need to be on their letter-headed paper. An email is also acceptable, but again this must clearly state who

this is from, in what capacity they are providing this confirmation and, if from a company or organisation, it must include their formal email signature.

Table 1: Outcomes and evidence requirements for the programme

	Outcome	Self-cert form	Mandatory Evidence – at least one of the below
Accommodation	Entering accommodation	001	<ul style="list-style-type: none"> • Self-cert form • Tenancy, licence or written agreement (if living in independent accommodation) • Family/friend letter/email (if living with friends or family)
	3 months in accommodation	002	<ul style="list-style-type: none"> • Self-cert form • Accommodation entry evidence for current property • Landlord letter/email • Family/friend letter/email
	6 months in accommodation	002	<ul style="list-style-type: none"> • Self-cert form • Accommodation entry evidence for current property • Landlord letter/email • Family/friend letter/email
	12 months in accommodation	002	<ul style="list-style-type: none"> • Self-cert form • Accommodation entry evidence for current property • Landlord letter/email • Family/friend letter/email
	18 months in accommodation	002	<ul style="list-style-type: none"> • Self-cert form • Accommodation entry evidence for current property • Landlord letter • Family/friend letter/email
	24 months in accommodation	002	<ul style="list-style-type: none"> • Self-cert form • Accommodation entry evidence for current property • Landlord letter • Family/friend letter/email

Better managed needs	General wellbeing assessment x3	003	<ul style="list-style-type: none"> • Self-cert form • Warwick Edinburgh Wellbeing Scale
	MH entry into engagement with services	004	<ul style="list-style-type: none"> • Self-cert form • GP/ mental health specialist letter/email
	MH sustained engagement with support	005	<ul style="list-style-type: none"> • Self-cert form • Discharge letter (if less than 6 months sustainment) • GP/mental health specialist letter/email • Support plan
	Alcohol misuse entry into alcohol treatment	006	<ul style="list-style-type: none"> • Self-cert form • Treatment provider letter/email
	Alcohol misuse sustained engagement with alcohol treatment	007	<ul style="list-style-type: none"> • Self-cert form • Discharge letter (if less than 3 months sustainment) • Treatment provider letter/email
	Drug misuse entry into drug treatment	006	<ul style="list-style-type: none"> • Self-cert form • Treatment provider letter/email
	Drug misuse sustained engagement with drug treatment	007	<ul style="list-style-type: none"> • Self-cert form • Discharge letter (if less than 3 months sustainment) • Treatment provider letter/email
	Entry into employment	Improved education/training	008
	Volunteering 13 weeks	009	<ul style="list-style-type: none"> • Self-cert form • Organisation letter/email
	Volunteering 26 weeks	009	<ul style="list-style-type: none"> • Self-cert form • Organisation letter/email
	Part time work 13	010	<ul style="list-style-type: none"> • Self-cert form

weeks		<ul style="list-style-type: none"> • One of the following: <ol style="list-style-type: none"> 1. Contract 2. Payslips 3. Employer letter/email 4. Invoices and remittances
Part time work 26 weeks	010	<ul style="list-style-type: none"> • Self-cert form • One of the following: <ol style="list-style-type: none"> 1. Contract 2. Payslips 3. Employer letter/email 4. Invoices and remittances
Full time work 13 weeks	010	<ul style="list-style-type: none"> • Self-cert form • One of the following: <ol style="list-style-type: none"> 1. Contract 2. Payslips 3. Employer letter/email 4. Invoices and remittances
Full time work 26 weeks	010	<ul style="list-style-type: none"> • Self-cert form • One of the following: <ol style="list-style-type: none"> 1. Contract 2. Payslips 3. Employer letter/email 4. Invoices and remittances

Outcomes

Accommodation outcomes

All accommodation provided must be suitable. The statutory homelessness guidance provides guidelines on considering suitability and we would recommend these are used when securing accommodation. Clients living with family and friends must have their own room in a household that is not overcrowded.

Entering accommodation

The date of achievement of this outcome will be treated as the date of the start of the tenancy agreement, written agreement or licence, or where the individual is living with family or friends, the date they moved in to the accommodation.

To claim for this outcome **at least one** of the following evidence types must be provided:

- self-certification form no. 001;
- a signed tenancy, licence or written agreement if the client is in independent accommodation;
- a letter/email from the head of the household if they are living with family or friends. A letter/email from family or friends should confirm that the client is living with them, when they moved in and that they have their own room;
- a letter from the landlord confirming that accommodation was suitable as a result of the work complete by the project.

Sustainment of accommodation (3, 6, 12, 18 and 24 months)

Sustained accommodation payments are cumulative. For example, the 6 month outcome can be claimed 91 days after the 3 month outcome was achieved, and the 12 month outcome can be claimed 182 days after the 6 month outcome was achieved.

To prove sustainment of accommodation, the evidence must show the entire journey. The entry into accommodation evidence must be available for each property the client has lived in for the duration of the sustainment being claimed for, as well the self-certification form.

If the accommodation for the sustainment outcome is the same as that for the entry into accommodation claimed outcome, self-certification form no. 002 can be provided as we can use the evidence previously submitted. If the accommodation has changed the entry into accommodation evidence must also be submitted for each different property to claim for this outcome.

The letters/emails confirming the sustained period in the accommodation should state the address of the property, the date the client moved in and that they are still living there. This should ideally be from the landlord or the head of the household if the client is living with family or friends. If the letter/email is from family or friends, it should confirm the client has their own room.

Better managed needs outcomes

General wellbeing assessment x3

This outcome can be claimed 3 times.

To claim for this outcome **at least one** of the following evidence types must be provided:

- self-certification form no. 003;
- A Warwick-Edinburgh Wellbeing Scale – this is the preferred evidence option for this outcome.

Either of the below will be accepted:

14 point scale: <http://www.experiential-researchers.org/instruments/leijssen/WEMWBS.pdf>

7 point scale: <http://www.healthscotland.com/uploads/documents/14092-SWEMWBSSept2007.pdf>

Guidance on using and completing the scale is available at:

<http://www.mentalhealthpromotion.net/resources/user-guide.pdf>.

To keep track of evidence, the Warwick-Edinburgh Wellbeing scale form should include the client name, number, assessment number and date handwritten at the top.

Mental health entry into engagement with services

To claim for this outcome **at least one** of the following evidence types must be provided:

- self-certification form no. 004;
- a letter/email from either the clients GP or another mental health specialist should be submitted confirming the client has had an initial assessment. There is no stipulation on what the outcome of this assessment must be.

Where a letter/email confirming an initial assessment has taken place that is not from the clients GP, a letter/email from the GP surgery confirming the client is registered would also be desired.

Mental health sustained engagement with support

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 005;
- a letter/email from either the clients GP or another mental health specialist should be submitted confirming the client has engaged with and completed their agreed mental health support programme. The letter/email should give detail on what the programme consisted of, who led the programme and beginning and end dates;
- if the client engagement was for less than 6 months, a discharge letter must be submitted for the claim to be accepted;
- copy of the agreed support plan followed by the client when engaging with support.

Substance misuse entry into treatment

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 006;
- letter/email from the treatment provider confirming the client has entered into a structured tier 3 or 4 alcohol or drug substance misuse treatment programme.

Substance misuse sustained engagement with treatment

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 007;
- letter/email from the treatment provider confirming the client has engaged with and completed a structured tier 3 or 4 alcohol or drug substance misuse treatment programme.
- if the client engagement was for less than 3 months, a discharge letter must be submitted for the claim to be accepted.

Employment outcomes

Improved education/training

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 008;
- copy of the certificate achieved or a letter/email from the qualification provider confirming the client achieved the qualification.

The qualification must be recognised by the Ofqual Regulated Qualification Framework and a minimum of 20 guided learning hours (GLH) must have been completed towards the qualification since the client's enrolment date onto the SIB programme. To find out if a qualification is officially recognised you can check on <https://www.gov.uk/find-a-regulated-qualification>.

If a letter/email is submitted this should state the qualification achieved, that this is recognised by the Ofqual Regulated Qualification Framework and that a minimum of 20 GLH were completed towards the qualification since the client's enrolment date onto the SIB programme.

Volunteering for 13 or 26 weeks

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 009;
- letter/email from the organisation offering the volunteering placement. This should confirm that the client has been volunteering there, for how long, an average of hours per week and a description of their role. It must also confirm that the organisation pays expenses and the client is supervised by a paid member of staff.

Part time/full time work for 13 or 26 weeks

To claim for this outcome, **at least one** of the following evidence types must be provided:

- self-certification form no. 009;
- the employment contract;
- a letter/email from the employer confirming the employment;
- payslips, or receipts and remittances for work carried out.

If payslips or receipts and remittances are submitted as evidence then they must be for the duration of the claim period.

If a letter/email from the employer is submitted, this should confirm that the client is employed with them, what role they are employed to do, how long they have been employed for and how many weeks/hours per week they have worked.

END

Self-certification Claim Form 001: Accommodation Entry

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Accommodation Entry

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) moved into suitable
 accommodation on (*date*).

Type of accommodation:

Address of the accommodation:

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I moved into the
 above accommodation on(*date*) and it is suitable.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of the signed tenancy, licence or written agreement
- copy of a letter/email from a family member, or a friend, confirming that the client is living with them, when they moved in and that they have their own room

Section 4: Declaration and undertaking

I, on behalf of **lead local authority**, certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form.

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 002: Accommodation Sustainment

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Accommodation sustainment for months

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) has been living in stable,
 suitable accommodation from (*date*) to (*date*), totalling
 3/6/12/18/24 (*delete as appropriate*) months.

Type of accommodation:

The address of the accommodation is:

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I have been living in
 the above accommodation since (*date*) for a total of 3/6/12/18/24 (*delete as
 appropriate*) months and it is suitable.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of a letter/email from the landlord confirming how long the client has been in the property
- copy of a letter/email from a family member, or a friend, confirming how long the client has been living with them for and that they have their own room

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 003: General Wellbeing Assessment

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	General wellbeing assessment

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (client name) completed their 1/2/3
 (delete as appropriate) assessment outcome on (date).

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (client name) certify that I completed my
 1/2/3 (delete as appropriate) assessment outcome on(date).

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- Warwick -Edinburgh Wellbeing scale

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form.

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 004: Mental Health Entry into Engagement

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Mental Health Entry into Engagement

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) had an initial assessment
 with their GP or a registered mental health specialist on (*date*), and that they
 are registered with a GP.

The name and address of the GP surgery is:

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I had an initial
 assessment with my GP or a registered mental health specialist on(*date*), as
 described above, and that I am registered with a GP at the above named surgery.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of a letter/email from a GP or registered mental health specialist confirming the initial assessment took place and when

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 005: Mental Health Sustained Engagement

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Mental Health Sustained Engagement

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) has engaged with an
 agreed mental health support plan for months, from (*date*) to
 (*date*).

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I engaged with my
 agreed mental health support plan for months, from (*date*) to
 (*date*).

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of the agreed support plan
- copy of a letter/email from a GP or registered mental health specialist confirming the client has engaged with the support plan
- copy of the discharge letter from a GP or registered mental health specialist

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 006: Substance Misuse Entry into Engagement

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Substance Misuse Entry into Engagement

Section 2: Outcome verification

Organisation representative

I, on behalf of **provider**, certify that
 (client name) has had an assessment and
 has begun a tier 3 or tier 4 structured drug/alcohol (*delete as appropriate*) substance misuse
 treatment programme on (date).

Details of the structured treatment programme:

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (client name) certify that I have had an
 assessment and begun structured drug/alcohol (*delete as appropriate*) substance misuse treatment
 programme on (date), as described above.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of a letter/email from the treatment programme provider confirming the client has begun a structured tier 3 or 4 substance misuse treatment programme

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 007: Substance Misuse Sustained Engagement

Section 1: Details

Commissining Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Substance Misuse Sustained Engagement

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (client name) has continuously engaged
 with and completed a structured tier 3 or tier 4 drug/alcohol (delete as appropriate) substance
 misuse treatment programme, from (date) to (date).

Details of the structured treatment programme:

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (client name) certify that I have continuously
 engaged with and completed a structured drug/alcohol (delete as appropriate) substance misuse
 treatment programme from (date) to (date), as described above.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of a letter/email from the provider confirming the client has completed the programme

- copy of the discharge letter from the treatment provider

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form.

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 008: Improved Education/Training

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Improved Education/Training

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) completed an Ofqual Regulated
 Qualification Framework recognised qualification on (*date*), consisting of at
 least 20 guided learning hours (GLH) being completed since the client entered the SIB programme.

Details of the qualification:

Qualification Accreditation Number (QAN):

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I completed the
 qualification, as described above, on (*date*), including at least 20 guided
 learning hours (GLH) that have been completed since I entered the SIB programme.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of the qualification certificate
- copy of a letter/email from the qualification provider

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 009: Volunteering

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:	Volunteering for weeks

Section 2: Outcome verification

Provider representative

I, on behalf of **provider**, certify that
 (*client name*) has volunteered for an
 average of 6 hours a week for a total of 13/26 (*delete as appropriate*) weeks, beginning on
 (*date*). The volunteering placement pays for expenses and the client is
 supervised by a paid member of staff.

Role description:

- Week 1:** W/C date..... Number of hours worked
- Week 2:** W/C date..... Number of hours worked
- Week 3:** W/C date..... Number of hours worked
- Week 4:** W/C date..... Number of hours worked
- Week 5:** W/C date..... Number of hours worked
- Week 6:** W/C date..... Number of hours worked

Week 7: W/C date.....	Number of hours worked
Week 8: W/C date.....	Number of hours worked
Week 9: W/C date.....	Number of hours worked
Week 10: W/C date.....	Number of hours worked
Week 11: W/C date.....	Number of hours worked
Week 12: W/C date.....	Number of hours worked
Week 13: W/C date.....	Number of hours worked
Week 14: W/C date.....	Number of hours worked
Week 15: W/C date.....	Number of hours worked
Week 16: W/C date.....	Number of hours worked
Week 17: W/C date.....	Number of hours worked
Week 18: W/C date.....	Number of hours worked
Week 19: W/C date.....	Number of hours worked
Week 20: W/C date.....	Number of hours worked
Week 21: W/C date.....	Number of hours worked
Week 22: W/C date.....	Number of hours worked
Week 23: W/C date.....	Number of hours worked
Week 24: W/C date.....	Number of hours worked
Week 25: W/C date.....	Number of hours worked
Week 26: W/C date.....	Number of hours worked

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I have been volunteering, in the role described above, for an average of 6 hours a week for 13/26 (*delete as appropriate*) weeks, beginning on (*date*). My expenses are paid and I am supervised by a paid member of staff.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of a letter/email from the volunteering organisation

Section 4: Declaration and undertaking

I, on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Self-certification Claim Form 010: Employment

Section 1: Details

Commissioning Authority:	
Provider:	
Client Name:	
Client Number:	
Outcome claiming for:-time Employment for weeks

Section 2: Outcome verification

Organisation representative

I, on behalf of **provider**, certify that (*client name*) has secured part-time/full-time/self/zero hours contract (*delete as appropriate*) employment and has worked the required number of hours for 13/26 (*delete as appropriate*) weeks, beginning on (*date*) and ending on (*date*).

Details of the employment:

.....

.....

.....

.....

.....

Questions	Yes	No	N/A
1. Did the employment begin after the client registered onto the SIB programme?			
a. If no, has the employment situation improved?			
Please give details:			

2. Has there been a change in employment since the start date?			
a. If yes, has there been any gap in employment?			
b. If there has been a gap, was the client made redundant and accepted another offer of employment within 31 days?			
Please give details:			
3. Is the client on a zero hours contract?			

- Week 1:** W/C date..... Number of hours worked
- Week 2:** W/C date..... Number of hours worked
- Week 3:** W/C date..... Number of hours worked
- Week 4:** W/C date..... Number of hours worked
- Week 5:** W/C date..... Number of hours worked
- Week 6:** W/C date..... Number of hours worked
- Week 7:** W/C date..... Number of hours worked
- Week 8:** W/C date..... Number of hours worked
- Week 9:** W/C date..... Number of hours worked
- Week 10:** W/C date..... Number of hours worked
- Week 11:** W/C date..... Number of hours worked
- Week 12:** W/C date..... Number of hours worked
- Week 13:** W/C date..... Number of hours worked
- Week 14:** W/C date..... Number of hours worked

- Week 15: W/C date..... Number of hours worked
- Week 16: W/C date..... Number of hours worked
- Week 17: W/C date..... Number of hours worked
- Week 18: W/C date..... Number of hours worked
- Week 19: W/C date..... Number of hours worked
- Week 20: W/C date..... Number of hours worked
- Week 21: W/C date..... Number of hours worked
- Week 22: W/C date..... Number of hours worked
- Week 23: W/C date..... Number of hours worked
- Week 24: W/C date..... Number of hours worked
- Week 25: W/C date..... Number of hours worked
- Week 26: W/C date..... Number of hours worked

Signature:

Position:

If signing on behalf of client, state reason:.....

Client

I (*client name*) certify that I have secured part-time/full-time/self/zero hours contract (*delete as appropriate*) employment and have worked the required number of hours for 13/26 (*delete as appropriate*) weeks, beginning on (*date*) and ending on (*date*), as described above.

Signature:

Section 3: Supporting evidence

Please mark below the evidence submitted to support this outcome claim. All evidence must also match the requirements as set out in the Social Impact Bond Evidence Guidance.

- copy of an employment contract
- copies of payslips for the duration of the outcome claim
- copy of a letter/email from the employer confirming the client is employed with them and how many weeks and hours per work they have worked
- copies of receipts and remittances for the work carried out (self-employment)

Section 4: Declaration and undertaking

I on behalf of **lead local authority** certify that:

- this claim meets the eligibility requirements and definitions as set out in the MoU and associated guidance (Social Impact Bond Delivery Guidance and Social Impact Bond Evidence Guidance)
- this claim is either accompanied by all the supporting evidence and documentation, or if this cannot yet be obtained I have made sufficient effort to secure this and will continue to do so
- the work to achieve this outcome was completed by our provider during the SIB programme
- the information on this form is correct to the best of my knowledge and belief and I accept full responsibility for it
- **Lead local authority** undertakes that we will keep accounts, invoices and supporting evidence for 5 years after the last date funding is paid and will make them available for inspection on request by DCLG officials
- **Lead local authority** undertakes that we will notify DCLG immediately in writing or by email of any changes to the details provided in this form

This declaration and undertaking must be signed by the lead local authority representative at the organisation making this claim, as mentioned above.

Signature:

Name:

Position:

Date:

Subject:	Brighton and Hove Fairness Commission 12 Month Update		
Date of Meeting:	27th November 2017		
Report of:	Executive Director Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Emma McDermott	Tel: 01273 291577
	Email:	Emma.mcdermott@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The purpose of the report is to provide committee with an update on activity against the recommendations of the Brighton and Hove Fairness Commission as agreed at NCE committee meeting November 2016.

1.2 Appendix 1 provides an update on activity actioned in relation to the Fairness Commission findings and recommendations in its entirety in the last twelve months. Appendix 2 provides a specific update on the 15 recommendations prioritised by the cross party working group set up following the Fairness Commission to oversee the development of the council response.

2. RECOMMENDATIONS:

- 2.1 That committee notes the activity taking place in relation to the recommendations of the 2016 Brighton and Hove Fairness Commission as set out in appendices 1 and 2.
- 2.2 That committee supports a partnership event, hosted by the city's Equality and Inclusion Partnership to share the work of the city council and all partners against the findings and recommendations of the Fairness Commission (2016).
- 2.3 That committee agrees to reconvene the cross party member working group to review and determine further priorities for focus.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Agreement to the establishment of a Fairness Commission was given by the Council's Policy, Resources and Growth Committee (then titled Policy and Resources) on 11 June 2015.

- 3.2 The Commission produced its final report on 27th June and made 117 recommendations which were received by the Neighbourhoods, Communities and Equalities Committee on behalf of the council on 11th July 2016.
- 3.3 A cross party Member working group was set up to oversee the development and content of the council's response which was presented for approval by NICE committee 28th November 2016. The Member Working Group (MWG) prioritised 15 recommendations for action in the knowledge that within public sector financial constraints it would be very difficult to progress all 117 recommendations. The following criteria (paragraph 3.4) were used to prioritise the recommendations and NICE committee agreed to progress the 15 recommendations.
- 3.4 Member Working Group prioritisation criteria:
- Represent value for money and in particular do not involve recurring costs;
 - Do not duplicate existing work and effort;
 - Have the maximum impact on fairness and poverty;
 - Are within the council's gift to influence;
 - Were considered by the public and communities contributing to be of high importance;
 - Are achievable and realistic;
 - Bring innovation or best practice from elsewhere to the city;
 - Empirically highlight areas where improvement or further action is required.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 An alternative option was not to provide an update. However, the NCE committee in November 2016 agreed to take a monitoring role of delivery against the recommendations on behalf of the council.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 All council services involved in activity against the recommendations were engaged in providing the update as were key partner organisations also involved in the delivery e.g. Brighton and Hove NHS Clinical Commissioning Group.

6. CONCLUSION

- 6.1 The majority of recommendations continue to influence and inform activity of the council and its partners, and as anticipated the change sort by the Fairness Commission is a long term process. Nevertheless, the 12 month on progress report (appendix 1) clearly demonstrates that the areas of focus of the Commission's recommendations: where we live, how we live, living life to the full and fairer ways of working are being progressed. Despite the continuing challenge of reducing resources and increasing demand.

- 6.2 A key next step will be a sharing and learning event, hosted by the Equality and Inclusion Partnership in January 2018 as part of its remit to hold city oversight of activity against the 2016 Fairness Commission report.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The work of implementing the recommendations of the 2016 Brighton and Hove Fairness Commission is being met from the current resources of the council across all directorates. If any additional resources are required to implement a recommendation, committee approval will be sought separately through the committee process as appropriate. The council's share of the costs of the partnership event and any costs to reconvene the cross party member working group will be met through the Communities, Equalities and Third Sector (CETS) budgets.

Finance Officer Consulted: Monica Brooks

Date: 13/11/17

Legal Implications:

- 7.2 There are no legal implications arising from this report.

Lawyer Consulted:

Name Elizabeth Culbert

Date: 06/11/17

Equalities Implications:

- 7.3 The Fairness Commission looked at a significant range of equality and fairness issues. Recommendations for all protected characteristic groups were included in the report and have had implications for the Council's work across the organisation.

Sustainability Implications:

- 7.4 A broad definition of sustainability, which takes account of the health and well-being of people and communities as well as the environment, is wedded through the principles and priorities of our Corporate Plan 2015-19. These are interconnected in terms of the causes and outcomes of inequality, which many of the recommendations in the Fairness Commission seek to address.

Any Other Significant Implications:

- 7.4 There are no other significant implications arising from this report. The Fairness Commission has had an impact on many council services and city partners as the recommendations were far reaching.

SUPPORTING DOCUMENTATION

Appendices:

1. 12 Months On: Update on Work Against the 2016 Fairness Commission Recommendations
2. Update on progress against the 15 recommendations prioritised by the Members Working Group

Background Documents

1. Fairness Commission 2016 [Headline](#) and [Full Report](#)

Crime & Disorder Implications:

- 1.1 The Fairness Commission recommendations included ones on crime and disorder in particular violence against women and girls. Progress has been achieved against these recommendations as detailed in Appendix 1.

Risk and Opportunity Management Implications:

- 1.2 The Fairness Commission presented services across the public sector with the opportunity to reflect and review their priorities and ways of working, and has had an impact of the focus of many services work. There was a risk that given public sector financial constraints delivery against the recommendations would be lower than expectations. However, despite the challenge services are able to demonstrate that they have listened to the Fairness Commission and are responding and/or building the findings into their work.

Public Health Implications:

- 1.3 The Fairness Commission recommendations included reducing inequality through tackling some of the key determinants of poor public health – housing, employment, access to open space.

Corporate / Citywide Implications:

- 1.4 The Fairness Commission impacted on services across the council and other public sector bodies and thus continues to have any impact on many residents, communities and places across the city.

Appendix 1

Brighton and Hove Fairness Commission – 12 Months On

Introduction

In 2015/16 the Brighton and Hove Fairness Commission looked at the most significant issues facing the city. These issues and themes were chosen by the commission after considering research about inequality in the city and the budgets and priorities for vital city services.

The Commissioners decided to call for evidence around the following five themes:

- Strengthening Communities
- Children and Young People and their Life Chances
- Employment and Skills
- Housing
- Older People and Well-Being

Housing, diversity and inclusion, community and travel were the most frequently cited areas of city life that residents felt the council and its partners could take steps to improve fairness.

In summer 2016 the Commission reported its conclusions and recommendations under the following four themes:

- Where we live
- How we live
- Living life to the full
- Fairer ways of working

In November 2016 the city council formally received and responded to the recommendations as did the city's Local Strategic Partnership - Brighton and Hove Connected.

A year on this report provides a progress update on what's being done under the four themes to help achieve the Fairness Commission's recommendations.

1. Where we live

The Fairness Commission concluded that 'residents wanted greater support for communities, fairer transport around and in and out of the city, better accessibility for those with additional needs, green spaces to meet in and for the escalating cost of housing to be addressed'.

1.1 Strong Communities

- 1.1.1 The Fairness Commission recommendations for strengthening communities involved a firm commitment from public sector organisations to work in collaboration with communities and co-design and co-produce services, and to strengthen investment in asset based community development and volunteering to support to respond to the desire by residents and community groups to be self-sufficient and active in their communities.
- 1.1.2 Public agencies, should work with residents to assess the adequacy of community spaces in neighbourhoods against a 'minimum spec' that includes an accessible meeting space, open to all, and free access to wireless internet and invest in them so that they meet the requirements.
- 1.1.3 The council's Neighbourhoods, Communities and Equality Committee should take responsibility for proactive delivery on the rights enshrined in legislation including the Localism Act 2011, the Equalities Act 2010, the Care Act 2014 and Human Rights.
- 1.1.4 As well as focusing on neighbourhoods and communities the Fairness Commission recommended actions for strengthening the community and voluntary sector in the city. These

included all public sector procurement processes giving greater weight to social value and ring-fencing the council's small grants fund and investing it in Sussex Community Foundation or similar, to achieve greater value for money for Brighton & Hove's small community groups. Plus that the council should seek to ensure it removes any barriers to preventing smaller organisations from bidding for contracts and that it commissions support for the community and voluntary sector.

- 1.1.5 There were very specific recommendations:
- Brighton and Hove City Council (BHCC) to develop an asset transfer policy
 - Brighton & Hove Connected should publish an annual statement on actions taken by partners to deliver the Power of Volunteering
 - Brighton & Hove Connected should work with Sussex Community Foundation to establish a city endowment fund to support projects that help alleviate poverty in the city
- 1.1.6 In response to the stronger communities recommendations the city council and its partners, in particular through the city's Equality and Inclusion Partnership have developed and signed up to a new city **Collaboration Framework** with six principles of collaboration: collaborative communities, services, behaviours, commissioning, places and systems.
- 1.1.7 The Brighton and Hove NHS Clinical Commissioning Group (CCG) and BHCC has committed three years of pooled funding for support to neighbourhoods, communities of identify and the community and voluntary sector through its Third Sector Commission 2017-2020
- 1.1.8 As part of its work on developing neighbourhoods in the city the council and its public sector partners will be working with residents on the adequacy of community space in the area.
- 1.1.9 Since adopting a **Social Value** Framework and Guide in summer 2016 the inclusion of Social Value is now being considered routinely in BHCC procurement tenders and commissions. Included in the Guide is reference to the use of a % of local small and medium sized business, social enterprise and CVS organisations. In addition, Orbis is developing its own social value charter and training for BHCC procurement officers and commissioners, elected members and for providers is being organised for late 2017.
- 1.1.10 The council has maintained an annual grant programme for the community and voluntary sector and also established a new Brighton and Hove Legacy Fund with Sussex Community Foundation to support groups and organisations supporting children and young people and to support community engagement and development in libraries. Following on from the new Legacy Fund Sussex Community Foundation will be contacting partners of Brighton and Hove Connected to explore further endowment transfer possibilities.
- 1.1.11 A BHCC **Community Asset Transfer** policy has been developed and will be presented to city council's NICE committee in November and it PR&G committee in January 2018 for adoption.
- 1.1.12 A group of public sector partners met over the last year to develop their action plans to deliver the five pledges in the **Power of Volunteering**. The group reported its progress to the Equality and Inclusion Partnership in July. It will now merge with the Volunteering Champions group in the city (predominantly CVS group) to form one multi-agency/sector group committed to delivering the pledges with a particular focus on accessible volunteering. A future progress report to the Equality and Inclusion Partnership is anticipated
- 1.1.13 The NICE committee's work programme continues to be focused on championing the rights within the various Acts. Over the last year the committee has (not exclusive list) approved the Equality and Inclusion Strategy in January 2017, overseen and championed delivery of the city's Trans Needs Assessment action plan, approved the recommendations of reports to improve race equality in employment and remove barriers to employment for disabled people and those with long-term/fluctuating health conditions, adopted the BDA BSL charter, championed the

social value framework to ensure impact, approved a new community asset transfer policy, monitored the delivery and progress of the rough sleeping strategy and approved a Memorandum of Understanding with the Racial Harassment Forum.

1.2 Getting out and about in the an accessible and clean city

The Fairness Commission found that residents felt that increasing accessibility of the city to all and protecting green and clean spaces would increase fairness.

- 1.2.1 The Fairness Commission made several recommendations regarding **public transport**. These included: the council, Brighton & Hove Bus Company and other bus operators in the city, working through the city's Quality Bus Partnership to ensure that there is transparency and awareness of existing discount arrangements among the public and all partner organisations, and where need is identified, to extend arrangements to reflect specific needs. Also, that the council and the Transport Partnership should invite proposals from suitable social enterprises or appropriate organisations that can expand and deliver an improved community transport offer in the city, that better utilises the existing fleets, vehicles and volunteer drivers.
- 1.2.2 The Quality Bus Partnership will continue to work on awareness-raising re best value and discounted tickets and associated initiatives (such as loans from East Sussex Credit Union for purchase of best value tickets). In July 2017 bus operators and East Sussex Credit Union held a joint promotional event called "Catch the Bus" in Churchill Square Brighton to promote community fares.
- 1.2.3 In addition, in June 2017 the Quality Bus Partnership considered a proposal from Brighton & Hove buses to provide direct support to community groups that engage with individuals with different needs instead of producing another signposting leaflet and to support this approach with a neutrally branded awareness campaign across the community. A decision on the proposal is due in December 2017.
- 1.2.4 BHCC Adult Social Care and the CCG contract with **Community Transport** Ltd to provide door-to-door shopping trips and group hire of minibuses for local groups. They have reviewed the contract with Community Transport to achieve improved services, a more environmentally sound offer and better value for money. CT Ltd has responded positively by doing the following: Reducing the number of bus services deleting the ones that travelled with very small numbers (often less than 5); the minibuses are full and the roads less busy. Registering the passengers and operating a process similar to a Safe & Well check when someone fails to turn up for the bus (by contacting family/neighbours). Trying out alternative uses of the minibuses to take people to GP surgeries in areas where GP surgeries have closed. This may be expanded to include flu clinics. Furthermore, several CVS organisations are organising a pilot scheme of volunteer drivers to support older people to get to local activities.
- 1.2.5 The Fairness Commission also recommended that the council should facilitate partnership working between transport providers and developers to expand the potential locations for **accessible development** across the city that would address both transport and housing issues. The council's approved City Plan Part 1 includes policies to deliver accessible and sustainable development which are based on directing new development to areas of the city with good sustainable transport links, and to those areas in need of regeneration and renewal. City Plan Part 2 will seek to further explore and identify similar policies that secure similar opportunities.
- 1.2.6 Regarding **green, accessible and clean spaces** the Fairness Commission recommended that the council should work with City in Bloom, Community Works and the Trust for Developing Communities to support Friends of Parks groups in the city and help them to come together in a city-wide network. Following the conclusion of the 'Big conversation'– which was the Council's most successful on line consultation event, an Open Spaces Strategy was approved by council's ETS Committee in January 2017 which included specific actions of volunteering activities and how collaborative working can be strengthened through the Community Works network and

website. At the end of October 2017 the [Brighton and Hove Green Spaces Forum](#) was launch which is a coming together of the 'Friends of' groups and other voluntary organisations that care for and protect the city's parks and open spaces with the aim of sharing experience and support. A further update on the open Spaces Strategy is due to ETS committee in November 2017.

- 1.2.7 It also recommended that the council should work with businesses and the Transport Partnership to raise awareness of the impact of **street clutter** on disabled people, older people and mothers with young children and ensures regulations are enforced. The council's Highway Enforcement Team licence and enforce regulations on A-boards, tables & chairs, skips, scaffolds, builders' materials, overgrown hedges and hoardings. The policy for such placements was reviewed by councillors in 2016 and a new ICT system has been installed. Skip and scaffolding companies can now apply online and with a simplified application process have freed up enforcement officers time so they can spend more time out of the office dealing with obstructions.

1.3 Housing

The Fairness Commission found that housing was by far the most significant aspect of city life that residents saw the council as responsible for addressing in order to improve fairness. The commission made twenty-two recommendations for action by the council, housing associations, private developers, the CCG and University of Brighton and University of Sussex. It also made six recommendations for national government in recognition that solving the housing problem was required local and national intervention and changes.

- 1.3.1 A key recommendation was develop and publish an action plan to ensure full implementation of the new housing strategy and report back regularly on progress. Actions from the Housing Strategy are regularly monitored by the council's Housing Leadership Team and reported to the council's senior management team – the Executive Leadership Team and on to Housing and New Homes Committee. Partnership priorities are also monitored and reported through to the Strategic Housing Partnership and Affordable Housing Delivery Partnership. A progress report on the Housing Strategy will be reported to Housing & New Homes Committee in Spring 2018.
- 1.3.2 Unsurprisingly the Fairness Commission's housing recommendations centred on increasing the number of affordable homes in the city :
- The council should strengthen and expand its council housing building and estate regeneration programme.
 - The council should use a supportive approach to identifying modern construction methods to reduce building costs and make rents more affordable.
 - The council should consistently identify total housing costs, including energy efficiency, in planning new homes to reduce energy bills and contribute to greater affordability and the health and wellbeing of tenants.
 - The council should pursue a planning policy of mixed development to ensure that all new developments, including office and commercial schemes, include an affordable housing element.
 - The council should work with public bodies in the city to identify publicly owned land that can be used for housing, and accelerate its progress into available land. Produce a report detailing available land and a timetable for access.
 - The council should offer council-owned and other publicly owned land, including sites on the city fringes, brown field sites, to housing co-operatives, self-build groups and community land trusts to develop affordable social housing with the guarantee it will go to local people. Housing associations and private housing developers should offer development expertise to housing co-operatives, community land trusts and self-build groups and a revolving fund should be set up by 2018 and an advice hub to support the work of housing co-operatives, self-build groups, community land trusts and energy co-ops.
 - The council should strengthen its nationally recognised approach to bringing empty homes and properties back into use.

- Housing associations and private housing developers should work in partnership with housing associations and other organisations to expand the development of affordable housing for rent, shared ownership and sale in mixed tenure schemes
- Housing associations and private housing developers should contribute to increasing affordability in the city by embracing modern methods of construction to bring down building costs and make home-ownership more affordable to those on modest incomes.
- The council should develop a more consistent approach to assessing affordability by, for example, creating a unified income and expenditure form with guideline amounts for outgoings.

- 1.3.3 Under the New Homes for Neighbourhoods Programme (as at October 2017) 34 homes had been completed and let, with 139 homes in total due to be completed by the end of 2017/18 with an additional 121 units (11 sites) are in the immediate pipeline. All New Homes for Neighbourhoods schemes to date have been completed to Code Level 4 equivalent for water and energy. Feedback from surveys of tenants in new homes indicates reduced fuel costs. Kite Place and Brooke Mead schemes due to be completed in autumn 2017 both have communal heating systems. In addition, the council has secured extra funding through the DFG's Warm Safe Homes Grant and the Warmth for Wellbeing Project. This is being used to support older and vulnerable people both home owners and those living in the private rented sector to improve the thermal efficiency of their homes (improved heating and/or insulation). Funding is also available to improve security measures.
- 1.3.4 BHCC Planning and Housing services continue to work closely to maximise the amount of affordable housing, particularly rented affordable housing secured through new development taking place in the city. Ongoing viability considerations remain a key matter in securing affordable housing through S106 planning obligations.
- 1.3.5 Work on the City Region's One Public Estate Programme continues to be progressed. The programme governance arrangements are fully established and the Greater Brighton Strategic Property Board and Greater Brighton Public Sector Property Group are meeting regularly. This is in addition to the council's own Public Sector Property Group with local public sector partners. The Greater Brighton Economic Board committed to deliver 22,500 homes in ten years. This will require accelerated delivery on the current rate of completions against existing Local Plan targets (The City Plan states that council will make provision for at least 13,200 new homes to be built over the plan period 2010 – 2030 to help meet the city's needs). To achieve this target, the City Region would need to do everything it can in terms of finding and bring forward sites, dealing with issues such as transport and other infrastructure, ensuring a flow of finance and developing new delivery mechanisms.
- 1.3.6 The National One Public Estate Programme and the DCLG have also launched new joint funding to create a wider support package for partnerships to unlock more surplus land and property. The Housing & Communities Agency also launched the Housing Infrastructure Fund this summer to unlock new homes and the council has recently submitted bids to secure funding.
- 1.3.7 A Living Wage Joint Venture with Hyde Housing Association has been agreed with the business plan approved at Housing & New Homes Committee (H&NHC) in September 2017. The Joint Venture will deliver 1,000 new homes in the city - 500 shared ownership for local people and 500 homes at a 'Living Wage Rent'. The Joint Venture will explore and utilise modern methods of construction and local supply chain where possible, to improve quality and reduce construction waste.
- 1.3.8 Development of a new Housing Company was approved at H&NHC in November 2016 and work is ongoing to set it up. This will provide a flexible model to increase the supply of affordable homes in the city.

- 1.3.9 In June 2017 H&NHC agreed to lease the site in Eastergate Road, Brighton to YMCA Downslink Group to develop 21 Y:Cube homes for local, young, single people. The Co-op self-build project at Plumpton Road recently obtained planning permission and progress continues to be made with the other pilot community housing projects.
- 1.3.10 The DCLG announced a new national five year funding programme for Community Led Housing. In Spring 2017 Brighton & Hove received Community Led Housing (CLH) Funding. It is proposed that 2017/18 funding will be used to build both revenue and capital capacity within the community-led housing sector in the city in the following ways:
- Raise awareness and organise for knowledge exchange
 - Explore and support local communities to develop specific sites
 - Find and realise the potential of sites and/or properties
 - Provide CLH Project and group support and funding, through a system of loans or grants to help make projects affordable
 - Generate income for CLH in the city beyond the current funding (financial strategy and fundraising)
 - Establish a support hub infrastructure and recruit CLH Enablers and a Programme Manager.
- 1.3.11 As part of ‘finding and realising potential sites’ the Brighton & Hove Community Land Trust will work collaboratively with local institutions, community groups, construction-industry professionals as well as BHCC officers. The work includes knowledge exchange between professionals with little experience of Community Led Housing and community-led groups that lack experience in property development and housing construction.
- 1.3.12 The whole programme will be run by the Brighton & Hove Community Land Trust and a report will be provided in Spring 2018 to Housing & New Homes Committee outlining the progress and setting out future plans for work with community housing providers.
- 1.3.13 Regarding empty properties in 2016/17, 159 empty homes were brought back into use with the support of the council. The empty property team is in constructive dialogue with the owners of a further 320 properties. At Housing & New Homes Committee in March 2017 a pilot was agreed for a new enforcement measure to complete works in default on empty dwellings. This approach will be trialled with outcomes reported back to H&NCH committee in 2018.
- 1.3.14 The Fairness Commission also made recommendations about **accommodation for vulnerable people** in the city which include: as part of a wider drive to tackle homelessness in the city, all partners should create low-cost and “meanwhile” housing swiftly for homeless people on dormant development sites, like Preston Barracks, using converted sea containers that can be moved to other sites when development starts. City has responded as outlined above in paragraph 1.3.3 and 1.3.7.
- 1.3.15 Also, that all partners should support training, skills and education programmes for homeless people and all should protect investment in supporting people with **mental health issues, drug and alcohol problems and dual diagnosis to live independently** within their own homes. The Fairness Commission specifically suggested that the Clinical Commissioning Group should develop a business case for housing initiatives, such as heating and insulation improvements in the homes of older and disabled people that will contribute to the improved health and wellbeing of residents and take pressure off health services.
- 1.3.16 Adult Social Care fund services for homeless people in supported accommodation. These are life skills, working with people 1:1 and in small groups to develop skills in areas such as budgeting, computer skills and cooking. An access to work project is funded to support people

with work and voluntary work placements and accessing the job market alongside a literacy and numeracy project for living people in hostels.

- 1.3.17 With regards to support for individuals with mental health, substance misuse or dual diagnosis the council continues to work with commissioned providers to minimise the impact of the budget reductions on service users. The performance of local adult alcohol and drug treatment services has improved over the last year with a greater percentage of clients successfully completing their treatment and not representing to services.
- 1.3.18 Also, the CCG and BHCC are now working within a shadow pooled budget in 2017/18, with plans to operate in a formal health and care pooled budget in 2018/19. They are developing a joint commissioning policy and framework under an emerging strategy of integrating prevention with health, all to be in operation for 2018/19. This will include an investment strategy that looks at underlying social causes of ill health.
- 1.3.19 Other recommendations focused on council's approach to **debt recovery and advice provision**. For example, the Fairness Commission suggested that the council should develop a new corporate debt collection strategy including bringing together council tax collection with other local authority debt collection such as rent arrears, Housing Benefit overpayments, and the Discretionary Payments teams into a single 'Income Management Team'. In response the council's Corporate Modernisation Delivery Board has commissioned a piece of work to report on the potential of a more corporate approach to debt including introducing a single digital financial assessment portal.
- 1.3.20 The council debt collection services now have a collective agreed protocol for the multiple debt cases with Money Advice Plus and a priority framework that can be applied in those cases. Also, the council in principle agreed to the protocol however upon more detailed inspection ahead of formal sign off it was concluded that some of the terminology was too constraining in particular the need to formally define vulnerability. A rigid pre-determined definition was not deemed appropriate or suitable for the wide range of services that work with many different vulnerable people and households in the city. Nevertheless, the council is committed to adhering to all the other requirements of the protocol.
- 1.3.21 There is a cross programme of work in place to prepare the council and clients as far as possible for the introduction of Universal Credit and this includes working between the DWP and Moneyworks to provide Assisted Digital Support and Personal Budgeting support for people claiming Universal Credit. A new version of the fact sheet / toolkit on welfare reform changes and where people can get help including Moneyworks, Advice Matters (new advice partnership in the city) and East Sussex Credit Union is about to be published to coincide with the wider roll out of Universal Credit in Autumn 2017. The council's Third Sector Investment Programme 2017-2020 has invested the Advice Partnership and Moneyworks and councillors approved an extra £208,000 into the investment programme to provide extra support for welfare reform and the introduction of Universal Credit.
- 1.3.22 The Fairness Commission also recommended action on **private sector housing** as a requirement to increase fairness in the city: that all partners should strengthen work on rent deposit guarantee schemes that help people on lower incomes into private rented accommodation; that Brighton & Sussex Universities should work in partnership with the council to develop an integrated accommodation and transport strategy that will allow 100% of purpose built accommodation for all first year students in the city and that the council should extend the successful licensing of smaller HMOs to the remaining wards in the city. It also said that the council should also establish a/an:

- Self-funding kite-mark scheme for landlords and letting agents
- Private sector forum for landlords, letting agents, tenants and the city's housing services
- Ethical lettings agency for private rented housing similar

- 1.3.23 The Rent Smart partnership has been launched; a citywide partnership of organisations committed to supporting tenants in the private rented sector.
- 1.3.24 Consultation on a proposed new citywide additional HMO licensing scheme took place in summer 2017. The National Landlords Association & Southern Landlords Group involved in discussing proposals with BHCC for the extension of discretionary licensing in the city. The council's Housing & New Homes Committee, in November 2017, will be taking a decision on whether to proceed with a citywide Additional Licensing Scheme for smaller HMOs.
- 1.3.25 Landlords and Agents are represented on the city's Strategic Housing Partnership.
- 1.3.26 Establishing an ethical lettings agency for private rented housing has been explored but changes introduced which require agents/landlords to be transparent in their fees and the ban on letting agents fees which is due to come into effect have reduced the need for this.
- 1.3.27 We will continue to prioritise other actions to reduce homelessness in the city including those introduced by the Homeless Reduction Act which focuses on homeless interventions and prevention.
- 1.3.28 To maximise **social value from housing development** programme the Fairness Commission recommended that the council should work with housing associations, City College and others to develop training and skills programmes and apprenticeships in housing and renewable energy programmes.
- 1.3.29 **Apprenticeships** continue to be a key feature within the council's housing service. An apprentice is now based within the Property & Investment Team and through the New Homes for Neighbourhoods programme the council is ensuring constructors are delivering new apprenticeships across the range of construction sectors. Mears recruited 23 apprentices in May for the September 2017 start, keeping them on schedule for the contract target of 200 over 10 years.
- 1.3.30 In readiness for the opening of MET college construction training centre (formerly City College) from September 2017, the delivery of a programme of construction-focused courses has been agreed with beneficiaries being recruited through DWP and BHCC Youth Employability Service and other support initiatives. The programme will be funded through Developer Contributions linked to public and private sector major developments and other funding sources.
- 1.3.31 Regarding **student housing**, a series of task and finish groups were set up to start developing the new Student Housing Strategy. The first three meetings took place during May and June 2017 with further workshops to follow in the autumn/winter. The group membership includes representatives from the University of Brighton and the University of Sussex, Student Unions and representatives from the council's Housing, Planning and Policy & Partnership teams. Additional attendees included officers from the council's Transport Team, Community Safety Team and Environmental Health. A report outlining the evidence and options to support a new Student Housing Strategy is due to be considered at Housing & New Homes Committee in November 2017.

2. How We Live

Fairness Commission concludes that "Brighton and Hove needs to be the best place to be born, grow up, be educated and grow old if it is to reduce the widening health and poverty gap and be a fair city".

2.1 Early years and achieving at school

The Fairness Commission made several recommendations that focused on **children living in poverty**, recognising many children were in families living in-work poverty. Specifically the Commission recommended that the council should:

- Implement the actions set out in the Child Poverty Commissioning Strategy 2012.
- Working with the city's foodbanks, advice agencies and Job Centre Plus reduce the numbers of families referred to foodbanks because of a problem with the benefit system, such as delays in processing or a flawed decision sanction a benefit
- Working with city schools, bring to Brighton & Hove the 'Poverty-proofing the School Day' initiative
- Seek support from partners to offer free school meals in school holidays, focusing on the most deprived communities first, to make sure that no child goes without at least one proper and healthy meal a day.
- Inform parents about the new right to request wraparound or holiday childcare and work within them to establish appropriate provision.
- Prioritise support for children's centres and remove barriers to communities using them outside of core hours so they can be used as community hubs.
- Continue to work with local support projects to ensure policies are inclusive and that all children receive the support they need
- Find new ways to genuinely include children and young people; especially those in or recently leaving care in the city wide Corporate Parenting Board

2.1.1 Children's Centres have increased the amount of food ordered from Fairshare this year due to the high take up of the Food Bank service. They also offer families a six week intervention on 'Healthy Meals on a Budget' including help with applying for Healthy Start Vouchers and sign-posting for money and benefit advice services. If after the 6 week intervention the family are still reliant on the food bank a further action plan is agreed with them to reduce dependence on the service. The new European funded Parents Accessing Childcare for Employment (PACE) Project is working with parents of funded two year olds to support them into work, training and volunteering in order that they can take up 30 hours of funded childcare when their child is three.

2.1.2 The Council continues to support a citywide network of seven **childrens centres** with a core offer of family support and early intervention programmes run by centre staff. The Government has not issued new guidance and none is expected in the short term.

2.1.3 Children's Centres have been looking at ways of delivering services with local community organisations and have implemented the following during the last year:

Mascot – A community organisation supporting families who have children with autism (the child does not need to have a formal diagnosis) now have a licence to run services from South Portslade Childrens Centre for two days per week and on ad hoc weekends. It is a city wide service for drop in appointments, parent and child workshops, and training and advice sessions. They currently have approx. 400 families across Brighton and Hove registered with them and accessing services

CHOMP – are running term time clubs at Turner and Hollingdean Childrens Centres for families with children aged under five. A cooked meal is provided as well as activities for the children and their families. Some events also in partnership with Public health and include a health walk. They are fully funded by Brakes, organised by CHOMP and supported with accommodation from the Childrens Centres,

2.1.4 Hollingdean Childrens Centre is now running a voluntary contribution self-service café. It has recently registered with environmental health and been awarded 5 stars. It is staffed by volunteers from the local community, and has raised enough funds to self-sustain in the 6 months it has been operating. The cafe kitchen at Hollingdean CC has also been used at weekends by a community organisation - The Real Junk Food Project, to support delivery of their projects using 'near to sell by

date' food to provide lunches for the community and across Brighton as well as catering for private events. They have also supplied food for CHOMP clubs from the Hollingdean CC kitchen.

- 2.1.5 Turner Children centre has: Gingerbread – using rooms at the centre to deliver relationship counselling in the evenings; Scope – Face to Face group supporting families of children with Autism. Monthly on the 3rd Saturday of each month; Dads group – run by ECP and childrens centre staff monthly on 1st Saturday of each month; Rise – Running a weekly group with a crèche supporting families who have been re-housed in Brighton after suffering the impact of domestic violence in the home; National Childbirth Trust – weekly classes in the evenings for parents- to –be; Mindfulness run by Safety Net – weekly 8 week courses in the evenings which are open to all professionals.
- 2.1.6 Roundabout Childrens Centre and nursery was involved in the recent Neighbourhood Hub event to promote council and community services in the locality and look at better ways of working together. Hangleton and Moulsecoomb Childrens Centres and their associated nurseries will also be involved in future events in their communities.
- 2.1.7 Following the decision that '**Poverty Proofing the School Day**' would be offered to all schools in the city at no charge to schools a team of researchers from schools across the city was trained by Children North East in June 2017. Four schools took part in 'Poverty proofing the School Day' in the summer term. More schools have been contacted and the team will be in seven more schools by Christmas 2017. The research leader from Children North East came back to Brighton & Hove in early October 2017 to support and review progress with us and to speak to head teachers directly to promote the programme.
- 2.1.8 The BHCC School Meals Team in partnership with schools and CHOMP extended the CHOMP scheme this summer to be available across 3 schools – West Blatchington, Benfield and St Marks CE – serving a total of 277 meals over the 5.5 week holiday. An average of 25 meals per session.
- 2.1.9 The Childcare Sufficiency Assessment was published in November 2016. Parents were asked how easy it was to find childcare and those with school-age children found it somewhat harder than those with pre-school children. However, more than 60% of parents of primary-school age children reported that it was very or fairly easy to find childcare. Parents' "right to request" was publicised to schools, attaching the relevant information, via the schools' bulletin on 26/9/16. This year Early Years and Childcare has supported 14 new out of school childcare settings to develop high quality provision for school-age children based in schools. This includes working directly with schools to provide their own childcare, as well as with external providers working on school site. In addition the council's Early Year Childcare service has worked with 26 existing out of school childcare settings to develop provision and improve quality.
- 2.1.10 The Council's **Youth Participation** Team continues to provide opportunities for young people to shape services through participation work including the Youth Council & Children in Care Council and the Youth Advocacy Project (YAP). Young people also sit on the cross party group for youth services. The team also supports young people facing multiple barriers to education to gain formal accreditation through the Arts and Duke of Edinburgh awards.
- 2.1.11 Plus, funding for the voluntary projects which made up the Youth Collective was extended until the end of September 2017 to allow time for a recommissioning process. A new **Youth Grants Programme** started on 1 October 2017. The focus is to fund projects that support outcomes identified in the Brighton & Hove Youth Work Review 2015, equality outcomes and outcomes for council tenants. The Youth Grants Programme was offered in seven lots with providers asked to bid as part of a partnership arrangement for the four area based lots of: 1) Hangleton, Portslade and West Hove, 2) Whitehawk and the Deans, 3) Moulsecoomb and Patcham and 4) Central Hove and Brighton. They were also asked to bid either as a sole provider or as part of a partnership arrangement for three equalities lots of: 1) supporting young people who identify as LGBTU, 2) supporting young people from BME communities and 3) supporting young people with disabilities.

2.1.12 The **Corporate Parenting** Strategy was completed and signed off by the Corporate Parenting Board in January 2017. The Strategy includes a section setting out “What we will do...” The following are updates on specific actions:

- Care Leavers Trust: Work is underway to establish a fund to support young people when they leave care at the age of 18 to increase the opportunities available to them. He advises the period between now and next April 2018 to get the charity fully established and a local fundraising effort underway
- Social Work Profiles: As part of the relationship based social work, all workers have completed a ‘profile’ of themselves to share with children and families to support information sharing
- Provide an additional mental health resource within social work PODs: This is currently underway with a pilot of 1 day a week Psychologist input in 2 social work PODs, and efforts been made to secure funding to extend this to a full time psychologist post.

An annual review of implementation of the Corporate Parenting Strategy will be undertaken at Corporate Parenting Board in January 2018.

2.1.13 Following the Youth Service Restructure a Participation and Advocacy Senior Youth Worker has been in post since August 2017 and is taking forward the re-launch of the **Children in Care Council** to ensure it meets regularly and informs children & young people and offers engagement activities and consider how Children In Care and Care leavers meaningfully participate in the Corporate Parenting Board.

2.1.14 All care leavers between 18-21 years are offered the opportunity of a ‘Moving on from Care’ interview to reflect upon their care experience and a range of surveys and questionnaires on specific areas of service delivery are used to gain as many views as possible- a report on this was presented to CPB in March 2017.

2.1.15 The Fairness Commission also recognised other agencies roles in particular **schools**: it recommended that Brighton & Hove schools should work with children and young people to incorporate a ‘curriculum for life’ to equip school-leavers with valuable life skills, including, for example, personal finance skills and relationship education. All schools should be required to engage with the national Young Carers in School Programme to enable them to identify and better support young carers and to report on actions taken to address young carer needs.

2.1.16 The Personal Social Health Education (PSHE) Secondary Adviser and PSHE Primary Lead Teachers (including new KS1 lead) continue to offer support to schools and PSHE coordinators in schools with the offer of, amongst other things, curriculum development and staff training, regularly visiting schools, meeting with coordinators and delivery training. The Secondary Adviser has visited all secondary schools and some special schools to meet with the coordinator and has delivered training to staff in 3 schools. Both Secondary Adviser and the Primary Leads organise regular meetings for the PSHE coordinators to meet, learn and share ideas. The summer meetings were very well attended with eight mainstream and one special school attending the secondary development day and 30 primary schools attending the primary development day.

2.1.17 The Youth Council were invited to the secondary development day and presented their ideas for a curriculum for life. PSHE coordinators discussed a curriculum for life and will review own PSHE curriculums. The adviser and leads continually review and develop materials for use in schools, working to create a holistic curriculum; and seek views of young people to inform practice. The Secondary Adviser is currently working on creating a more standardised framework and resources list for careers education through the IAG group. This work will continue into 2018/2019.

2.1.18 The **Young Carers School Programme** (delivered by Young Carers Project) continues to reach out, engage and support all schools in the city, delivering training sessions to staff, awareness raising sessions to pupils, advising schools over the use of the Young Carers Resource Pack developed by the Young Carers Project and identify young carers, linking them with the appropriate support. The programme follows up on the safeguarding audit returns for all schools regarding

Young Carers. They now hold data on a number of schools across the City about whether they hold a Young Carers register and whether they have a Young Carer designated staff member and use the data to approach schools in an informed way to develop their young carer support.

2.2 Living and ageing well in the accessible city

The Fairness Commission also heard considerable evidence about the need to improve fairness for **older people** resulting in recommendations for the council and health organisations. The Commission recommended that the CCG and the council should:

- Recognise and support the effective work being done by the community and voluntary sector to address social isolation.
- Work to together to implement all the recommendations set out in the city's Food Poverty Action Plan 2015 - 2020.
- Commit to developing a plan to implement place-based health commissioning based on the following five enablers set out in the Place-Based Health Commission's report.
- Expand the Health Champions networks, particularly in those neighbourhoods where the need is greatest but the take up of services is generally lowest, including for mental health services.
- Make the best use of estates of all partners to provide health services in neighbourhood hubs.
- GPs should be informed if their patients are receiving services from the Troubled Families Programme so that work is better joined up.
- Work with Age UK and other third sector groups to provide dementia friendly services across the city.
- Review and strengthen the membership of the Health and Well-Being Board.

2.2.1 The preparations for re-procurement of the Locality Hub and City Wide Connect programme (to address social isolation by offering a mix of services that include community based interest and activity groups, befriending and building based day services, delivered by partnerships of voluntary sector organisations working across the 3 locality hubs – east, west, central) is underway with an amended date in light of developments with the CCG and staffing changes. New services will be in place for April 2019.

2.2.2 The **Food Poverty** Action Plan was approved by council's NCE committee and the Health and Wellbeing board in late 2016 and updates are due during 2019.

2.2.3 The CCG's **Caring Together programme** is our **place based delivery plan**, and fits to the wider Sustainable Transformation Partnership. Caring Together is a programme of transformation across the CCG and Local Authority (Adult Social Care/Public Health) and outlines the key areas for the delivery of health and care.

2.2.4 The Care Programmes within Caring Together draw together a direction for transforming and remodelling services to meet the needs of local people, reshaping in response to changing demand and the pressures on both services and finances. Fundamental to these changes are the integration of commissioning across the CCG and Adult Social Care, and the further development of cluster based working across the city, in conjunction with key delivery partners.

2.2.5 The CCG has grown its network of **Health Champions** across the city, and has made particular progress in Hangleton and Knoll, with identified Community Health Champions, and in Whitehawk where the co-production of a Community Health Plan is underway, which includes a small grants scheme to develop people and projects to respond to area specific health and wellbeing needs. In the latter part of 2017, the CCG is supporting community based small projects aimed at responding to health and wellbeing needs to develop through a supported action learning set approach. This will further expand the role of "champions" in local communities. The CCG is continuing to explore the role of Health Champions to support the development of wellbeing initiatives, including those that relate to mental wellbeing.

- 2.2.6 The CCG is now developing an **estates strategy** as well as being a partner on the joint estates committee with the local authority. These are focused on planning around primary, community and urgent care.
- 2.2.7 In May 2017 the Early Help Hub was merged with the Multi-Agency Safeguarding Hub and the Family Information Service to form the **Front Door for Families** which includes Specialist Nurses who gather health information and assess the risk and impact on the children's development and well-being. The national Troubled Families Programme funds the local Integrated Team for Families (ITF) which supports families just below the social work threshold. Where a health need is identified the ITF family coach will, with the consent of the family, contact their GP to co-ordinate support.
- 2.2.8 The CCG have a close relationship with The Dementia Alliance and Community Works and will be continuing working with these organisations as it develops its **new model of Dementia care** across 2018/19 and 2019/20
- 2.2.9 The review of the Health and Well-Being Board membership was delayed in the light of the national integration of health and social care agenda. There have been two papers to the council's PR&G committee regarding the integration of the city health and social care provision by 2020 in line with the national agenda. A further paper was discussed by PR&G committee in early October 2017 that included proposed governance arrangements for the shadow year of integrated arrangements (April 2018 – March 2019) which include the review of the HWB board membership. It is anticipated that the new Board will be ready for April 2019.

2.3 Making the city more accessible

Accessibility was a theme thread throughout the Fairness Commission's findings. It recommended that all partners should:

- Consider the gaps identified by residents in relation to the World Health Organisation's criteria for an Age Friendly City and develop a revised action plan by April 2017. As part of a broader aim, Brighton & Hove should aim to become a fully accessible city by 2020.
- Work together to ensure greater enforcement of restrictions on street clutter such as A-board advertising, tables and chairs outside, as well as the council's own communal bins when positioned on the pavement, and the council should work with local businesses and other partners to ensure meaningful enforcement of restrictions on street clutter.
- Develop and participate in a Town Access Group (akin to the Crawley model) to take action on accessibility issues out and about in the city, including checking planning applications and commenting on access issues

2.3.1 During 2016 and 2017 the age friendly city steering group looked at the following issues:

- Employment as we age
- Sex and relationships
- Sensory impairment
- Food and nutrition
- Mental wellbeing

2.3.2 This steering group is being re-established ready for 2018 onwards by the new BHCC Public Health Programme Manager - Ageing Well.

2.3.3 A new ICT system is up and running allowing skip and scaffolding companies to apply for a licence online. The system has simplified the application process meaning that enforcement officers can spend more time out of the office dealing with obstructions.

- 2.3.4 The council's third sector engagement commission is being used to test accessibility of sites in the city to inform the Urban Design Framework. Further use could be made of this commission by transport and planning in 2018.
- 2.3.5 A specific recommendation for the council was to 'lead by example by displaying the 'Use our Loo' sign on public buildings, promote the scheme more widely and do more to influence businesses to join up to the scheme'.
- 2.3.6 This was subject to a Scrutiny review in 2013 and a small number of businesses signed up to the scheme, though a significant majority were not willing to do so and there is little evidence to suggest this view has changed. In order to deliver on savings from the public convenience budget of £100k for 2017/18, the cleaning and maintenance contract was retendered in the spring of 2017 and awarded to Healthmatic in June 2017. A business case to enable an affordable and sustainable programme of investment is now being worked on, which will be considered by council's PR&G committee in due course.

3 Living Life to the Full

Fairness Commission heard strong message from residents that supporting all our citizens to live fulfilling lives, to reach their potential and have control over their lives would make the city a fairer place.

3.1 A diverse and inclusive city

The Fairness Commission made some specific recommendations for groups and communities of identity. There were several focused on improving fairness for **parents with learning disabilities**. These were that the council should:

- Establish a joint protocol between Adult Services and Children's Services for referrals, assessment and support for parents with learning disabilities
- Commission an independent evaluation of current practice in supporting parents with learning disabilities in Brighton & Hove, and to develop specialist support for parents with learning disabilities
- Provide parents with learning disabilities with a choice of how they wish to live and be supported. This could involve extending Shared Lives, to parents with learning disabilities as well as specialist support as outlined above
- Ensure all staff are fully aware of how the Care Act 2014 applies to parents with learning disabilities, at all relevant stages

3.1.1 In response a joint protocol regarding referrals, assessment and support for parents with a learning disability has been completed and an accompanying practice guidance is being created. The joint protocol is in the process of being adapted into an easy read version for people who may experience problems in relation to literacy and comprehension. This version, alongside some key documents related to explaining the assessment process and seeking consent is due to be ready for wider dissemination in February 2018.

3.1.2 There are plans for an evaluation of, the council's current practice in supporting parents with learning disabilities, utilising the council's links with the local universities. The evaluation will follow the completion of a multi-agency audit in 2018, which will assist in bench marking the service against local provision.

3.1.3 Adult Health and Social Care Commissioners, alongside Children Disability Learning Team and Children's Services are actively considering a range of options in seeking to provide choice in how a parent with a learning disability lives and is supported. Arrangements for support are made on a case by case basis with bespoke packages of support being pulled together relative to the needs of the parent and the needs of the child/ren.

3.1.4 Training provided by the LSCB has been updated to incorporate how the Care Act 2014 applies to parents with a learning disability.

3.1.5 The Early Parenting and Assessment Programme, alongside social workers within the pods are trained in the delivery of the Parenting Assessment Manual, which is an assessment that helps practitioners understand the extent to which a parent's learning disability may be impacting upon their ability to care for their child. The Looking Forward Service offers support for parents whose children have come into care and who are permanently placed elsewhere. This team provides outreach work to parents who require support from adult focussed services to help them build their lives to either make a positive choice not to have further children or to undertake work in order that they may go onto parent successfully in the future, should they wish to.

3.1.6 For other equality groups the Commission recommended the following that:

- The council should sign up to the British Deaf Association's Charter for British Sign Language and implement the five pledges set out within it
- The council and partners should develop the new city-wide Autism Strategy, with the full involvement of people with Autistic Spectrum Conditions (or their families/carers) and ensure suitable resources are allocated for full implementation, recognising that funding for early intervention can prevent greater spend later on
- Health and social care professionals in the council should receive training in Asperger's and Autism Spectrum Conditions, including in ensuring the range of reasonable adjustments available is properly understood by staff and that those with a condition are asked if any adjustments would be helpful
- The Council's Housing Options service should be reviewed with the full participation of the LGB and Trans community. As part of this the council should action its commitment to produce suitable guidance for Trans people seeking housing and related support services in the city
- The council and all partners should provide timely feedback on all engagement or consultation work that has taken place and explain what actions are being taken to address concerns raised by BME communities
- The council and its partners should ensure that information on grants to BME Groups is accessible and readily available and people should be signposted to it
- The council and its partners should build on all the evidence submitted to the Fairness Commission and, working with all the Minority Ethnic groups, develop and implement a clear plan that will address the issues they have raised
- To improve the lives of our Traveller residents who have nowhere to live in the city, reduce inequalities and save money, the council should develop a strategy of negotiated stopping places for Gypsies and Travellers
- The council and its partners should review funding for VAWG & SV specialist services, so that provision is protected and, where appropriate, increased to ensure help and support are in place to meet rising demand in terms of immediate safety and wellbeing, as well as longer term recovery
- The council and its partners should refresh the commitment of the city's leaders to a strategic response to DVA, RSVA and VAWG and ensure that it is core business for the city
- The council and its partners should provide a specialist advocacy position for survivors to support recovery past the crisis stage and highlight any ongoing issues (A similar role to the Mind/Mindout advocacy service but specialised in domestic abuse)
- In response to the significant volume of calls for better understanding and awareness across all equality groups, there should be a city wide, cross sector training offer that is designed to meet the needs of all groups reflecting the fact that people often identify with more than one community.

Activity to date has included:

3.1.7 Council signed up to the **British Deaf Association BSL Charter** in March 2017 and is working with the deaf community to develop its action plan against the pledges. An update report is due back to NICE committee March 2018.

- 3.1.8 The Council and CCG are currently working on the production of an all-age and City-wide **Strategy for Autism Spectrum Conditions** which will be developed with input from people with Autistic Spectrum Conditions and their families/carers. We hope to be in a position to present this to committee in the first half of 2018. Training is available to health and social care professionals in the council in Asperger's and Autism Spectrum Conditions and is promoted through the council's Learning Gateway.
- 3.1.9 The Council's **Housing** Options service working with individuals of the **Trans** community has produced guidance for Trans people seeking housing and related support services in the city.
- 3.1.10 Publicity on new Communities Fund was shared wide through the community and voluntary sector including through key infrastructure organisations with reach into **BME** communities. Also, working through the council's directorate equality groups and the corporate equality steering group all services have been reminded of the council's commitment to provide feedback to all communities that it engages with including the outcome of the consultation. This has been re-enforced by a recent audit into council community engagement practice and recommendations for improvement. Work with BME communities to develop a clear plan in response the issues raised by BME individuals and communities with the Fairness Commission had yet to be actioned as a result of capacity. However, work on specific issues has been taken forward, for example, working by a multi-agency group on race equality in employment and skills.
- 3.1.11 The permanent and transit **Travellers** site opened in summer 2016 as planned. The permanent site has been fully occupied since opening. The occupancy rate of the transit site has been low - on average 20% occupancy per month this financial year. Further to this the total days of trespass in the city has significantly reduced in this financial year by 43% from 1st April until 31st August 2017 as compared with the same period in 2016.
- 3.1.11 A Business Process Improvement Review has been commissioned of **Domestic Violence and Sexual Violence** services and the outcome(s) of the review will be considered by the council's NICE committee in November 2017. The objectives of the review were; with reference to community based intervention and prevention and recovery aspect of DVA & SV services:
- To map current spending across council services.
 - To explain the impact of increased service demand on council services.
 - To explain the impact of budget cuts across council services.
 - To recommend integrated ways of working across universal, targeted and specialist services within the council and with partner organisations.
- This review will inform future commissioning decisions, as well as other partnership activity including training, in order to meet demand. If agreed an implementation plan will support future activity.
- 3.1.12 Domestic and sexual violence continue to be priorities, reflected in the [Community Safety and Crime Reduction Strategy 2017-20](#). Proposals to refresh the local DVA, SV and VAWG strategy were considered by the NICE committee. This process is underway, including consultation with stakeholders and communities, with a refreshed strategy in place for April 2018. This will reflect the UK Government's national Statement of Expectations in relation to these crime types.
- 3.1.13 The City Management Board (a regular meeting of the chief executives of the all the key public sector organisations in the city) has requested that a joint workforce equality and diversity officer role be developed to make improvements across the public sector. It is envisaged that this role will explore sharing and developing joint equality and diversity learning and development.

3.2 Fair employment

In light of the Fairness Commission focusing on **employment** a large number of their recommendations were focused on the role of the City Employment & Skills Plan (CESP) in improving fairness in the city and for specific equality groups.

Recommendations included that the City Employment & Skills Plan contains action(s) to/that:

- Address the issue of insufficient and unsuitable apprenticeships and support services so that BME people can secure employment.
- Employers from the key sectors in the city (financial services and contact centres, creative and digital, tourism, public sector) radically increase the number of apprenticeships that they offer
- Actively engage with and achieve the 1000 apprenticeships in 1000 days apprenticeship pledge campaign ensuring that the pledges convert into new apprenticeship jobs.
- Ensure all employers recognise and utilise the experience that older workers and disabled people can bring to workplaces and they should adopt recruitment and training offers in a way to upskill and side skill existing or new older and disabled staff and utilise their skills to train others
- Ensure city employers should recognise the potential inequality and impact on young people receiving a lower rate of pay from the National Living Wage (NLW) and should seek to pay all staff, regardless of their age, the NLW of £7.20 per hour as a minimum.
- The council continues its support for the Chamber of Commerce's Brighton & Hove Living Wage Campaign and Public sector providers should only contract with organisations that pay the Brighton & Hove Living Wage
- Commissioning strategies for adult social care ensure the price paid for care packages will fully allow local providers to meet the living wage obligations when delivering state-funded care. These new obligations need to be made explicit in the council's market position statement, and the council should be encouraging all organisations within the local social care market to become living wage employers.
- Brighton Chamber of Commerce spear head the 'Happy to Talk Flexible Working' campaign and the council become an accredited Timewise Council and lead by example within the city.
- Jobcentre Plus improves its employment support to disabled people, particularly Deaf people and those with Autistic Spectrum Conditions.
- Support young people with the development of soft skills and mentoring support, via the emerging Enterprise Advisor network, in partnership with the city's schools, colleges and universities.
- Employers in Brighton & Hove lead the way nationally by publically listing pay ratios through the free public website www.paycompare.org.uk for everyone to see and compare.
- Recognise and endorse the work of Our Future City initiative in creating and delivering a long term vision for children and young people's skills and employment.
- Support the Brighton Chamber of Commerce to work with employers to create a Fair Employer Charter
- Cultural and creative industries be recognised as a priority sector for developing apprenticeships, with a call to the Arts and Creative Industries Commission to sign up to the Greater Brighton Employers' pledge.
- Employers and specialist providers work together to increase the number of paid Supported Internships to aid the transition between education and work for residents with Special Educational Needs or Disabilities (SEND).
- Funded Education providers to develop and deliver more English, Maths and ESOL provision to ensure there is sufficient training available to address these key barriers to employment
- The Council, Local Enterprise Partnership (LEP), Schools and Education and Training providers develop a city specific Brighton Ambition Careers Offer
- All funded learning providers review the provision they offer to specifically address skills shortages in the city, including pre-employment and upskilling training co-developed with local employers and the Local Enterprise Partnership.
- All funded learning providers increase the availability of computer classes, paid and volunteer trainers and support staff to enable people to access computers in communities to tackle digital exclusion
- Learning providers should work more closely together to develop a broader range of accessible accredited, non-accredited and informal learning opportunities that support a wider set of outcomes than just employment, including health and well-being, volunteering and cultural awareness and tolerance.

In response work on and in connection with the City Employment & Skills Plan has included:

- 3.2.1 An apprenticeship event was held at Hove Town Hall in July 2017 to promote the range of apprenticeship opportunities available, with particular emphasis on Higher Level and Degree

Apprenticeships. The event was advertised through Mosaic, BMECP and council's BME Workers Forum. The publicity material featured BME apprentices. Turn-out was high and a diverse audience was observed. Apprenticeship opportunities were presented to the International Women's Network in July 2017, which was well received.

- 3.2.2 Following the 2016 Ottaway Report – Race Equality of Employment and Skills in the City (commissioned by BHCC), a working group accountable to the CESP action group, has been established to review and address the report recommendations.
- 3.2.3 A report was commissioned by and has been received from the Work and Learning Institute - 'Addressing barriers to work for disabled people and those with long term health conditions in Brighton & Hove'. The CESP is a 4 year plan and older and disabled employees/workers will be considered by working groups comprised of appropriate representatives in due course.
- 3.2.4 The older workers working group will consider the Fuller Working Lives Strategy. The aim of this strategy is to support individuals aged 50 and over to remain in and return to the labour market and tackle the barriers to doing so.
- 3.2.5 The CESP action group are unable to intervene in local pay arrangements which comply with National Minimum Wage legislation. However, there is scope for BHCC to review the recommendations of the Low Pay Commission and through social media and other communication channels to raise worker awareness and promote good practice among employers.
- 3.2.6 Brighton and Hove Chamber of Commerce continues to support the BHCC funded (funded to April 2018) Living Wage Campaign on behalf of the City, by encouraging and supporting businesses to participate. 345 local businesses are currently signed up. As part of Living Wage Week in November local living wage employer Plug in – will reveal at a pop up breakfast event the importance of ensuring staff remain agile, flexible and well paid.
- 3.2.7 Due to the NMW legislation it would not be appropriate for BHCC to only contract with organisations that pay the Brighton and Hove Living Wage nor would it be appropriate for BHCC to seek to influence the financial operating model of private providers. However, there is scope for BHCC to review the recommendations of the Low Pay Commission and through social media and other communication channels to raise worker awareness and promote good practice among employers.
- 3.2.8 The Chamber of Commerce considered that a campaign was not the most effective way of promoting flexible working. It continues to educate businesses regarding the benefits of flexible working. The recommendation that BHCC become accredited by the Timewise Council will be referred to HR services.
- 3.2.9 The Chamber of Commerce felt that businesses signing up to www.paycompare.org.uk was a decision for individual employers based on their social responsibility values. It was also noted that many of the organisations listed on this site are public sector. The rationale for private sector and SME's to use this site was found lacking.
- 3.2.10 BHCC is involved in the Local Supported Employment proof of concept. As part of the Personal Support Package for people with disabilities or health conditions, BHCC and DWP will work closely to deliver local supported employment for those with:
 - learning difficulties
 - autism
 - Severe mental health conditions
- 3.2.11 All secondary and special schools have an Enterprise Adviser from the Business Community who will support the school with the development of an enterprise and skills strategy.
- 3.2.12 Funding secured from Higher Education Funding Council of England by the Sussex Learning Network for National Collaborative Outreach Programme (NCOP), will provide targeted support to those from the areas of highest deprivation, through a range of interventions, including mentoring, in

order to raise aspirations, develop soft skills and confidence and increase opportunity for participation in higher level education and attainment of nationally recognised qualifications.

- 3.2.13 The role and impact of Our Future City will be reviewed as the CESP progresses.
- 3.2.14 The Chamber of Commerce hosted a workshop 'Is there an appetite for a Fair Employment Charter?' Over 25 points were discussed. The introduction and maintenance of a charter would require funding and resource. It is considered that this recommendation is not viable.
- 3.2.15 Full year figures for 2016/17 are awaited in order to assess performance targets for apprenticeships; however, the target of 1000 in 1000 days has already been achieved in the last year. Planned activity includes an apprenticeship graduation event, meet the provider event, and ongoing work in schools to promote apprenticeships. Baseline data has been established relating to sectors and employers engaging with apprenticeships. The next step will be engaging with employers to establish their plans in relation to the recruitment of apprenticeships and to continue the promotion of apprenticeships to key sectors.
- 3.2.16 In April the council attended the Wired Sussex Talent 2017 skills summit to explain the implications and opportunities of the apprenticeship reforms on Brighton & Hove Creative, Digital and IT businesses. This was followed by a dedicated webinar for the Creative, Digital and IT sector to improve their understanding of the apprenticeship landscape following the introduction of the levy. Using the baseline data mentioned above appropriate communication channels will be utilised for engaging with these sectors. Apprenticeships will be promoted through case studies and relevant and engaging communications relating to apprenticeship reforms.
- 3.2.17 BHCC have recently recruited their first supported apprenticeship. As lead employer for the city we are trying to increase the diversity of our workforce. One way in which we are doing this is to support and encourage more people from underrepresented groups, including those with SEND, to consider apprenticeships.
- 3.2.18 A multi-agency steering group was established in April 2017 to develop a City wide ESOL strategy. It has met three times and work is progressing well.
- 3.2.19 The Adult Learning Group, chaired by the Executive Director of the Friends Centre, is seeking to pilot joint planning in maths and English as part of its Adult Learning & Skills Partnership Strategy 2017/20.
- 3.2.20 The commissioning of Careers, Information, Advice and Guidance (CIAG) is devolved to schools, resulting in an inconsistent offer to young people across the City. An Information Advice and Guidance Partnership Group regularly meet to share and discuss topical issues and to hear from relevant guest speakers.
- 3.2.21 Both the Careers and Information Company and the Sussex Learning Network provide resources and training to support and enhance the CPD of teachers and IAG advisers.
- 3.2.22 All secondary and special schools have an Enterprise Adviser from the Business Community who will support the school with the development of an enterprise and skills strategy, this often involves class based activities.
- 3.2.23 The Local Enterprise Partnership have been asked to fund BEACH an award winning employability and advice portal established by BHCC.
- 3.2.24 As higher and degree level apprenticeship standards increase (along with funding for curriculum development) there is opportunity for colleges/universities to expand their provision. Funding from the Sussex Learning Network: NCOP programme is available to develop L4+ provision. The results of these bids are awaited.
- 3.2.25 The members of the Sussex Learning Network are focused on increasing progression pathways in key/high growth sectors. The University of Brighton hosted a health focused progression workshop in September.

3.2.27 IT provision is funded through <https://digitalbrightonandhove.org.uk/courses/>

3.2.27 Creative Process a digital and skills training provider has funding to deliver a free digital skills diploma. In recognition of the challenges facing parents of young children, the provider has developed a part-time offer for the Network of International Women.

3.2.28 In addition to 'adult learning provision' a range of ESF funded opportunities are already available including:

- Interventions with NEETs
- Inspiring the working people of tomorrow
- Working together for work
- Routes into employment
- Supporting social enterprise
- Get socially active
- Help to work

4. Fairer Ways of Working

4.1 Working with communities and being accountable

The Fairness Commission made some very high level strategic recommendations regarding changing the way **public services work with each other, with communities and with the community and voluntary sector**. These were discussed by the City Management Board (CMB) – a group of chief executives from all the key public sector organisations serving Brighton and Hove that meet regularly to ensure they are working collaboratively on the issue most affecting the city and to help deliver the city vision.

The Fairness Commission recommended that all public sector agencies should:

- Devolve power to communities through a Systems Leadership approach and ensure that all staff are trained and coached so that they understand and commit to a new way of working.
- Remove the barriers and reduce the bureaucracy that prevents residents and communities doing more for themselves
- Recognise the value for money delivered by the Third Sector and sustain the support to it including working collaboratively with the sector
- Should be clear about how strategies are to be implemented and put in place processes that will demonstrate openly progress against them.
- Invest in early intervention to avoid crisis and prevent costly late interventions.
- The Local Strategic Partnership, Brighton & Hove Connected, to take on the role of calling partners to report to them on the progress they are making to implement the Fairness Commission recommendations
- An 'open to all network' is started for anyone interested in helping to implement the recommendations.

4.1.1 The City Management Board discussed the recommendations and responded that: there are a number of different 'whole systems' within the city currently, education, community safety, employment and skills etc. There is already significant co production and delivery within these systems and there is a commitment to develop these further. Public service partners are keen to point out that significant influence is devolved to communities currently and the workshop today will explore this further. The establishment of the NCE committee, with the extended membership of other service providers will assist in taking this forward.

4.1.2 The Collaboration Framework, developed by the Equality and Inclusion Partnership will assist here along with work on BPI across a range of public service agencies. There is commitment from CMB partners to do this wherever possible, but this also needs to be understood in the context of not overburdening communities with responsibility unduly.

- 4.1.3 There is strong commitment to coproduction with the third sector, and representation in all aspects of work across the city is strong. Collaboration Framework and recently completed BHCC and CCG 3rd sector prospectus will assist here.
- 4.1.4 CMB recognises that the monitoring of strategies and having an open process for public reporting progress is an area that requires improvement and there is commitment to doing this.
- 4.1.5 Early intervention can mean different things in different areas of work, and it is not a one size fits all. Public service partners understand the financial and service benefits of this approach and are committed to developing this further were possible again in the context of financial constraints.
- 4.1.6 Brighton & Hove Connected agreed to hold partners to account on progress against the recommendations. The Equality and Inclusion Partnership (a thematic partnership of BHC) has also agreed to receive an annual update on progress against the Fairness Commission recommendations.
- 4.1.7 The development of an open network requires further exploration, but possibly an annual conference or meeting could be developed but resource implications will need to be considered. The first step will for the Equality and Inclusion Partnership to have a partnership meeting on the Fairness Commission update in January 2018.

FAIRNESS COMMISSION RECOMMENDATION	2016 response: Work completed, planned or will be undertaken in response to the Commission’s recommendation.	2017 Update on Progress against the 2016 Response
<p>1. The council should develop an asset transfer policy by April 2017 and be proactive in implementing it.</p>	<p>An updated and Asset Transfer Policy is currently being scoped using best practice from other local authorities. (2017)</p> <p>Emma McDermott (BHCC); Angela Dymott (BHCC)</p>	<p>A Community Asset Transfer Policy has been developed by a cross council group of officers in consultation with the community buildings network and CVS representatives. It is being presented to BHCC NICE committee for recommendation to approve November 2017 and final approval at BHCC PR&G committee in January 2018. The policy has been delayed in production due to staff capacity.</p>
<p>2. All public sector procurement processes should give greater weight to social value and be explicit in how this influences decisions.</p>	<p>This recommendation has been fulfilled through the Social Value Framework and Guide approved at NCE committee and PR&G committee, July 2016. Training opportunities to be developed for commissioners, procurement and suppliers Autumn 2016.</p> <p>Emma McDermott, (BHCC); Cliff Youngman, (BHCC); Brighton and Hove Connected</p>	<p>Since adopting the Framework and Guide inclusion of Social Value is now being considered routinely in BHCC procurement tenders and commissions.</p> <p>In addition, Orbis is developing its own social value charter. Training for BHCC procurement officers and commissioners, and for providers is being organised for Autumn 2017. More work is required to attain the level of commitment to inclusion of social value in other public bodies procurement processes.</p>
<p>3. The Neighbourhoods, Communities and Equality Committee should take responsibility for proactive delivery on the rights enshrined in legislation including the Localism Act 2011, the Equalities Act 2010, the Care Act 2014 and</p>	<p>A number of actions will be taken in response to this recommendation: The terms of reference for the NCE Committee include responsibility for delivery on these areas. A number of actions will be taken in response to this recommendation: The Equalities and Inclusion Policy will be taken for approval to the NCE Committee in November 2016 with proposals for</p>	<p>The NICE committee’s work programme continues to be focused on championing the rights within the various Acts. Over the last year the committee has approved the Equality and Inclusion Strategy in January 2017, overseen and challenged delivery of the city’s Trans Needs Assessment action plan, approved the recommendations of reports to improve race equality in employment and remove barriers to employment for disabled people and those with long-</p>

FAIRNESS COMMISSION RECOMMENDATION	2016 response: Work completed, planned or will be undertaken in response to the Commission’s recommendation.	2017 Update on Progress against the 2016 Response
Human Rights.	<p>updating the Committee. As part of developing the Committee’s work programme for 2017/18 these areas will be considered by the Lead Member and Executive Director NCH. All decision making committees in the council take into account relevant legislative provisions and legal implications are provided with every report to ensure this takes place. Pages on website with regard to Assets of Community Value (Localism Act 2011) to be made more user friendly and accessible. The implications of the Care Act 2014 have been comprehensively reported to the Health and Wellbeing Board and action implemented.</p> <p>Emma McDermott (BHCC), Abraham Ghebre-Ghiorghis, (BHCC)</p>	<p>term/fluctuating health conditions, adopted to BSL charter, championed the social value framework to ensure impact, approved new community asset transfer policy, monitored the delivery and progress of the rough sleeping strategy, approved a Memorandum of Understanding with the Racial Harassment Forum.</p>
4. The council should work with City in Bloom, Community Works and the Trust for Developing Communities to support Friends of Parks groups in the city and help them to come together in a city-wide network to strengthen collaboration across groups and with the council around the future of the city’s parks.	<p>We acknowledge the valued contribution of a city-wide network of Friends Groups and other volunteers that has been created Community Works.</p> <p>City Parks works proactively with a wide range of community and voluntary organisations across the City. The Council has also recently launched its “big conversation” with regard the future management and maintenance of the parks and open spaces in the City and we would encourage all interested groups to participate in this consultation.</p>	<p>Following the completion of the ‘Big conversation’ consultation – which was the Council’s most successful on line consultation event, the resulting Open Spaces Strategy was considered and approved by ETS Committee in January 2017. An implementation plan has arisen from the results of the consultation, which are also being considered by the ETS Committee, which includes specific actions of volunteering activities and how collaborative working can be strengthened, in particular through the Community Works network and website. The Brighton and Hove Green Spaces Forum was</p>

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	<p>Richard Bradley (BHCC)</p>	<p>launched at the end of October 2017. The Forum is a coming together of the 'Friends of' groups and other voluntary organisations that care for and protect our parks and open spaces with the aim of sharing experience and support. http://bhgreenspaceforum.org.uk A further update to ETS is due November 2017.</p>
<p>5. The council should work with businesses and the Transport Partnership to raise awareness of the impact of street clutter on disabled people, older people and mothers with young children and ensure regulations are enforced.</p>	<p>The Highway Enforcement team licence and enforce regulations on A-boards, tables & chairs, skips, scaffolds, builders’ materials, overgrown hedges and hoardings. The policy for such placements was reviewed by Members in 2016, and was originally informed by the Street Access Scrutiny of 2010. A new IT system is being commissioned which will enable more efficient licensing and enforcement of skips, scaffolds and builders’ materials. The team works with businesses and other council sections to educate, inform and enforce. We undertake to review our current policies and practices, monitor impact of street clutter and use appropriate enforcement action, raise awareness with businesses.</p> <p>Mark Prior (BHCC); Brighton and Hove Connected</p>	<p>A new IT system is now up and running and skip and scaffolding companies can now apply online. The system has simplified the application process meaning that enforcement officers can spend more time out of the office dealing with obstructions.</p>
<p>6. Housing associations and private housing developers should look</p>	<p>Planning requirement for high level of energy efficiency City Plan SA6 Sustainable Buildings.</p>	<p>Work on the City Region’s One Public Estate Programme continues to be progressed. The programme governance</p>

FAIRNESS COMMISSION RECOMMENDATION	2016 response: Work completed, planned or will be undertaken in response to the Commission’s recommendation.	2017 Update on Progress against the 2016 Response
<p>at total housing costs, including energy efficiency, in planning new homes to reduce energy bills and contribute to greater affordability and the health and wellbeing of residents.</p>	<p>In response to this recommendation: BHCC is working in partnership with Southern Water on a project to support local residents to reduce their water use and water bills. The project will be running from 2016-20 and aims to work with 5,700 high water use households and 1,000 households who are struggling to pay their water bills across the city. The project includes home visits to offer advice and installation of small measures to increase water efficiency in the home. Southern water will also be offering advice to households struggling to pay their bills including debt advice and about different tariff options and other financial assistance schemes.</p> <p>BHCC is working with the Your Energy Sussex partnership to procure an energy supply partner to offer a competitive tariff and high quality service to residents and businesses across Sussex. Over 70% of domestic customers who have never or rarely switched supplier could save up to £300 per year by switching onto a more competitive deal.</p> <p>The Sussex Tariff aims to offer Sussex householders and businesses the opportunity to purchase their energy from a trusted source that will:</p> <ul style="list-style-type: none"> • Offer residents and businesses access to lower cost energy 	<p>arrangements are fully established and the Greater Brighton Strategic Property Board and Greater Brighton Public Sector Property Group are meeting regularly. This is in addition to the council's own Public Sector Property Group with local public sector partners.</p> <p>The Greater Brighton Economic Board committed to deliver 22,500 homes in ten years. This will require accelerated delivery on the current rate of completions against existing Local Plan targets (The City Plan states that council will make provision for at least 13,200 new homes to be built over the plan period 2010 – 2030 to help meet the city’s needs). To achieve this target, the City Region would need to do everything it can in terms of finding and bring forward sites, dealing with blockages such as transport and other infrastructure, ensuring a flow of finance and developing new delivery mechanisms.</p> <p>The National One Public Estate Programme and the DCLG have also launched new joint funding to create a wider support package for partnerships to unlock more surplus land and property. The Housing & Communities Agency also launched the Housing Infrastructure Fund this summer to unlock new homes and the council has recently submitted bids to secure funding.</p>

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	<ul style="list-style-type: none"> • Provide excellent customer service • Ensure customers have easy to understand, more transparent energy bills • Develop Smarter metering and billing technology • Stimulate and support local energy generation <p>BHCC and the wider YES partnership can expect the tariff scheme to:</p> <ul style="list-style-type: none"> • Reduce the number of householders in or at risk of fuel poverty • Support the local economy • Meet local carbon reduction and renewable energy targets • Increase investment in local generation • Influence the types of tariffs on offer to maximise the benefit for residents in the city <p>The council’s New Homes for Neighbourhoods new build programme is building homes that are efficient to heat and run due to high sustainability standards, meet Lifetime Homes Standards and include wheelchair accessible units.</p> <p>In response to this recommendation we will review further application of consideration of lifetime costs of tenancies where this is within the Council’s control.</p>	

FAIRNESS COMMISSION RECOMMENDATION	2016 response: Work completed, planned or will be undertaken in response to the Commission’s recommendation.	2017 Update on Progress against the 2016 Response
	Martin Reid & Sam Smith (BHCC); Brighton & Hove Connected	
<p>7. As part of a wider drive to tackle homelessness in the city, all partners should create low-cost and “meanwhile” housing swiftly for homeless people on dormant development sites, like Preston Barracks, using converted sea containers that can be moved to other sites when development starts.</p>	<p>This recommendation supports the review of affordable housing delivery (joint venture) in progress, looking at range of temporary and permanent housing solutions. HERE.</p> <p>Estate Regeneration Board and Housing & new Homes Committee have also considered options for delivery of homes utilising modern method of construction with pilot schemes in progress / under review.</p> <p>Martin Reid (BHCC); Brighton & Hove Connected</p>	<p>The council will achieve learning and experience from the New Homes for Neighbourhoods modular and system build pilot seeking delivery of permanent affordable housing.</p>
<p>8. All partners should strengthen work on rent deposit guarantee schemes that help people on lower incomes into private rented accommodation.</p>	<p>Current scheme focussed on those most likely to be statutory homeless.</p> <p>The council is currently exploring an option for a pilot scheme whereby tenants in supported accommodation could access the private sector with funding provided by Discretionary Housing Payments and/or Credit Union funding with an insurance provider effectively acting as a rent guarantor. This work is in development with a view to an initial trial to test whether an extended scheme would be sustainable.</p>	<p>The Rent Smart partnership has been launched. It is a citywide partnership of organisations committed to supporting tenants in the private rented sector.</p>

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	<p>The Rent Smart partnership will be launched November 2016. It is a citywide partnership of organisations committed to supporting tenants in the private rented sector.</p> <p>Martin Reid & Sylvia Peckham (BHCC); Brighton & Hove Connected</p>	
<p>9. To raise awareness of available support services to those on low income or struggling with debt, all partners should actively promote The Advice Partnership, Citizens Advice Bureau, East Sussex Credit Union and Moneyworks, signposting or referring people to these services.</p>	<p>In order to achieve this communications team and the welfare reform programme have produced a fact sheet/toolkit referencing these and other relevant organisations and services. This is designed for front line staff.</p> <p>To successfully promote and embed this information throughout front line services the information will be fed down through management layers to front line teams.</p> <p>Graham Bourne & John Francis (BHCC); Michelle Pooley (BHCC); Brighton and Hove Connected</p>	<p>A new version of the fact sheet / toolkit is about to be published to coincide with the wider roll out of Universal Credit in Autumn 2017.</p>
<p>10. The council’s Welfare Rights team should be co-located in the new Advice Hub at Hove Town Hall to maximise value and joint working.</p>	<p>Currently the welfare rights team are central to the Revenues and Benefits service and it would not be strategically effective to move them away from the core services at this stage. The service is in the process of developing a ‘welfare framework’ which is designed, to make best strategic use of resources in the Council, and, in conjunction with voluntary sector partners, to provide an effective and cost efficient welfare</p>	<p>The 2017/18 Welfare Reform priority has been preparing for UC and the dominant strategic requirement for the Welfare Rights Team has been to design, promote and deliver UC related training to Council services and the third sector.</p>

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	<p>support network which meets the challenges the city is facing over coming years. The development of the framework includes a review of the welfare right functions and a rationalisation of the best use and location of support resources. If this strategic review concludes that there should be a specific council presence in the Advice Hub then this will be put into place.</p> <p>John Francis, (BHCC) Brighton and Hove Connected</p>	
<p>11. The council, working with city schools, should bring to Brighton & Hove the ‘Poverty-proofing the School Day’ initiative to ensure no child misses out on the opportunities and experiences at school because of low family income. This would also help to close the gap between the attainment results of children eligible for free school meals and others.</p>	<p>In response to this recommendation the council will:</p> <ol style="list-style-type: none"> 1. Make contact with Poverty Proofing the School Day’ (HF August 2016) 2. Discuss with school leaders and FCL colleagues to assess level of interest (Ellen Mulvihill) (September / October 2016) 3. Agree way forward with the scheme (SLT – November 2016) 4. Review progress / elements (Ellen Mulvihill Summer term 2017) 5. Closing the Gap Strategy will be reviewed (Jo Lyon’s SLT Autumn 2016) <p>www.povertyproofing.co.uk / www.children-ne.org.uk</p> <p>Initial contact with ‘Poverty-proofing the School Day’ has shown that the cost to implement the self-evaluation review scheme is £10,000 to train a group of reviewers and then</p>	<p>Following the decision that ‘Poverty Proofing the School Day’ would be offered to all schools in the city at no charge to schools a team of researchers from schools across the city was trained by Children North East in June 2017. Four schools took part in ‘Poverty proofing the School Day’ in the summer term. Schools have been contacted and the team will be in seven more schools by Christmas 2017. The research leader from Children North East is coming to Brighton & Hove the week beginning 9 October to support and review progress with us and to speak to head teachers to promote the programme.</p> <p>Feedback from the schools that have taken part has been very positive. We will be going back into the schools to talk about the impact of the report after six months. The aim is for all schools to have taken part in the audit by March 2019. (Hilary</p>

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	<p>have a license to review 5 schools. There would be negotiation around costs for further licenses.</p> <p><i>4 cost options have been identified for this work with priority being given to the North East model covering all schools in the city with a one off cost of £150k and a 2 year programme of work</i></p> <p>Hilary Ferries, (BHCC)</p>	<p>Ferris, BHCC)</p>
<p>12. The council should seek support from partners to offer free school meals in school holidays, focusing on the most deprived communities first, to make sure that no child goes without at least one proper and healthy meal a day.</p>	<p>Discussions with BHFP and Chomp identified a gap in provision in the west of the city. The school meals team facilitated a meeting with West Blatchington Primary to discuss and assess if the Chomp model could be adapted and used in a school environment (all other locations are churches/church halls). Funding is required to meet some costs (school site manager/room hire, provision of food & labour to produce meals) this is currently being met from the overall school meals budget.</p> <p>After the summer break Susie Haworth will review the pilot offer with Amy Goodwin from Chomp and possibly BHFP. BHCC to explore if grant funding would be available to support the clubs and as part of the review discuss other delivery models.</p> <p>The cost to roll out the scheme further is unknown and would wholly depend on the number of sites across the city. The</p>	<p>School Meals Team in partnership with schools and CHOMP this summer holiday extended the scheme to be available across 3 schools – West Blatchington, Benfield and St Marks CE – serving a total of 277 meals over the 5.5 week holiday. An average of 25 meals per session</p>

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	<p>pilot at West Blatchington averaged a cost of £2.13 per meal mainly due to the high cost of labour to the number of meals being produced as the numbers able to attend each club is limited. Pupil premium would not be a source of funding for this scheme, decisions as to how it is spent is a governing body decision and its expenditure directly linked to support the progress of pupils who qualify. There should be an awareness of budget pressures being faced by schools.</p> <p>The school meals budget will continue to support Chomp for the financial year 16/17 and hopefully through to the summer break of 2017, however, as there is a possibility of the mobilisation and demobilisation of the current school meals contract this would need to be discussed further. Other sources of funding maybe from grant sources, however, these may be more challenging to access as Eden (Interserve) are a private company. I am not aware what other budgets could be used other than through external support such as grants and gifts which may be small and not guaranteed.</p> <p>As part of the tender we will be considering support of such a scheme under social value criteria.</p> <p>It is important to highlight the challenges we may face just using the school meals/school infrastructure to deliver free meals during holiday periods. I believe that the service has a part to play in helping to reduce food poverty across the city, however, the financial responsibility for such a programme</p>	

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	<p>should not sit with schools/school meals service. Alternative delivery models to that employed at West Blatchington must be considered.</p> <p>Susie Haworth, (BHCC); The Food Partnership</p>	
<p>13. The council’s city wide Corporate Parenting Board should find new ways to genuinely include children and young people; especially those in or recently leaving care.</p>	<p>In response to this recommendation work is underway to write a new Corporate Parenting strategy with engagement activities with children & young people as part of this process including a 3 day activity programme with young people’s views and input being actively sought throughout.</p> <p>The website is in the final stages of implementation</p> <p>The Children in Care Council is being re-launched with a specialist worker to ensure it meets regularly and informs children & young people and offers engagement activities. The older sub-group of the Council, the Young People’s Panel is also being re-vitalised. Care leavers attend the Corporate Parenting Board, they are involved in member training and arrangements are being developed for members to visit care leavers at their Young People’s Panel meetings.</p> <p>All care leavers between 18-21 years are offered the opportunity of a ‘Moving on from Care’ interview to reflect upon their care experience and a range of surveys and</p>	<p>Corporate Parenting Strategy Completed and signed off at Corporate Parenting Board in January 17. The Strategy includes a section setting out “What we will do...” The following are updates on specific actions:</p> <p>Care Leavers Trust: Work is underway to establish a fund to support young people when they leave care at the age of 18 to increase the opportunities available to them. The aims are for the charity to be fully established by April 2018 and have a local fundraising effort underway.</p> <p>Social Work Profiles: As part of the relationship based social work, all workers have completed a ‘profile’ of themselves to share with children and families to support information sharing.</p> <p>Provide an additional mental health resource within PODs: This is currently underway with a pilot of 1 day a week Psychologist input in 2 social work PODs, and efforts been made to secure funding to extend this to a full time</p>

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	<p>questionnaires on specific areas of service delivery are used to gain as many views as possible. Gerry Brandon (BHCC)</p>	<p>psychologist post.</p> <p>An annual review of implementation of the Corporate Parenting Strategy with be undertaken at Corporate Parenting Board in Jan 2018</p> <p>Following the Youth Service Restructure a Participation and Advocacy Senior Youth Worker is in post since august 2017 and is taking forward the re-launch of the Children in Care Council to ensure it meets regularly and informs children & young people and offers engagement activities and consider how Children In Care and Care leavers meaningfully participate in the Corporate Parenting Board.</p> <p>All care leavers between 18-21 years are offered the opportunity of a ‘Moving on from Care’ interview to reflect upon their care experience and a range of surveys and questionnaires on specific areas of service delivery are used to gain as many views as possible- a report on this was presented to CPB in March 2017.</p>
<p>14. The council and its partners should adopt the Crawley model. A Town Access Group to take action on accessibility issues out and about in the city, including checking planning applications</p>	<p>Planning would need to consult a Town Access Group on all relevant public realm planning applications. Liz Hobden (BHCC)</p> <p>Discussed response & implementation at Brighton & Hove Connected Workshop 14 November 2016.</p>	<p>BHCC third sector engagement commission is being used to test accessibility of sites in the city to inform the Urban Design Framework. Planning, transport and communities team will be discussing how to best use of the commission over its lifetime 2017-2020.</p>

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and commenting on access issues.	Notes to be tabled at NCE Committee. Brighton & Hove Connected	
<p>15. To improve access and rights for Deaf people who use British Sign Language, the council should sign up to the British Deaf Association’s Charter for British Sign Language and implement the five pledges set out within it.</p> <p>a) Ensure access for Deaf people to information and services and for health care services this should follow the principles of the Accessible Information Standard</p> <p>b) Promote learning and high quality teaching of British Sign Language</p> <p>c) Support Deaf children and families</p> <p>d) Ensure staff working with Deaf people can communicate effectively in British Sign Language</p>	<p>Assessment of current activity against the five pledges of the charter will be carried out in response to this recommendation. Followed by an action plan to improve activity as required and appropriate within available resources.</p> <p>To start early 2017 following completion of EFLG assessment and equality and inclusion policy refresh with report scheduled for NCE committee April 2017.</p> <p>Emma McDermott (BHCC)</p>	<p>Council signed up to the BDA BSL March 2017 and is working with the deaf community to develop its action plan against the pledges. Progress will be reported to council’s NICE committee in early 2018.</p>

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e) Consult with our local Deaf community on a regular basis.		

Subject:	Progress update on actions from BHCC budget EIAs		
Date of Meeting:	NICE Committee pre-meeting: 9 November 2017 NICE Committee: 27 November 2017		
Report of:	Executive Director of Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Sarah Tighe-Ford	Tel: 29-2301
	Email:	sarah.tighe-ford@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 Equality Impact Assessments (EIAs) are completed on all budget proposals with a potential impact on service-users and/or staff. EIAs identify negative impacts and subsequent mitigating actions to reduce or remove the impact and maximise positive outcomes.
- 1.2 In October 2016 the NCE Committee received the first report updating on progress on implementing mitigating actions and the effectiveness of these and agreed improvements to the reporting process.
- 1.3 This report describes the changed process for the 2017 review and notes progress made for the mitigating actions from the current year's budget proposals.
- 1.4 Given research indicating that BME (specifically Black) council staff nationally are more likely to be made redundant than White British staff, a review was also undertaken into the impact of Brighton & Hove City Council redundancies in relation to the legally protected characteristics, based on data from 2016-17 (the most recent full year of data). See section 3.6.

2. RECOMMENDATIONS:

- 2.1 That Committee notes the content of this report.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Since 2011 the council has used a budget EIA process to assess all budget proposals with a potential impact on service-users and since 2014 on staff. The lead officer for each budget proposal is responsible for their EIA. Each budget EIA is reviewed and quality checked by the

Communities, Equality & Third Sector (CETS) Team. Services are given feedback on their EIA. All EIAs, including those carried out on budget proposals that affect staff, are part of elected members' consideration of the full budget each year. If budget proposals are accepted further equality assessment and consultation may be undertaken to shape their implementation.

- 3.2 Budget proposals are often likely to have a greater or more negative impact on some people because of their legally protected characteristics¹. Budget EIAs identify and quantify that impact as clearly as possible. They also define actions to reduce or remove as much of the negative impact as possible. Monitoring the implementation of these mitigating actions enables services to identify whether the proposed actions have been successful and to better understand the impacts across the city. It also helps services to define more effective interventions to reduce negative and maximise positive impacts in future EIAs. Finally it provides a corporate view of progress.
- 3.3 The mitigating actions from EIAs on 2015-16 budget proposals were monitored last year through the council's performance management system, Interplan.
- 3.4 This year, following a review of the first year with the Performance Team, updates were requested directly from responsible managers, rather than through Interplan. This was to focus Interplan reporting more tightly and effectively and also enabled a more flexible approach, where further detail could be requested. The full list of updates is available in Appendix 1.
- 3.5 Examples of good practice in reporting:

3.5.1 Directorate: Economy, Environment and Culture - Parking & Network Operations: blue badge fraud investigator.

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Officers will work to ensure any increase in fees will avoid negative impacts as much as possible. Fee increases are being targeted at areas where parking is at capacity to help provide drivers with better access to currently congested areas. Surplus parking income is mainly spent on providing free bus passes for elderly and disabled people. If we remove the 50% discount for suspensions which applies after 8 weeks as proposed in</p>	<p>Officers have worked hard to ensure that that the increase in fees avoided negative impacts. In fact by increasing costs in some areas such as Brunswick & Adelaide this allowed more opportunities to visitors in the area such as for the elderly, disabled people or the vulnerable parking late at night.</p> <p>The additional income is used towards providing free parking for elderly and disabled people while we have introduced a 50% discount for community organised events of less than 15,000 which has meant benefits to all groups in</p>

¹ Characteristics protected in the Equality Act are: age, disability, ethnicity, gender reassignment, marriage and civil partnership, pregnancy/maternity, religion/belief, sex/gender, and sexual orientation.

<p>the fees and charges report, the saving generated could be used to introduce a 50% discount for community organised events of an estimated attendance of less than 15,000.</p> <p>Continue with Blue Badge fraud investigation work to protect disabled/accessible bays from misuse.</p>	<p>society.</p> <p>We have also continued to increase investigations into blue badge fraud using additional income for an extra investigator to protect disabled / accessible bays for misuse.</p> <p>Overall the savings have seen less negative impacts and more benefits to certain groups in society.</p>
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3.5.2 Directorate: Finance & Resources - Revenues and Benefits – council tax reduction

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>If these possible changes are adopted into the CTR scheme the Revenues and Benefits service will:</p> <ul style="list-style-type: none"> • Ensure the provision of clear communications about the change so people have time to prepare. including specifically targeted and tailored information. • Continue to provide a discretionary fund. • Ensure there is availability of advice within the city • Ensure staff and advice services are skilled to advise people on the other statutory council tax discounts customers may be entitled to 	<p>£49,000 of CTR has been awarded as at July 2017 and 30 additional 100% discounts for severe mental impairment have been awarded in the first quarter.</p> <p>The welfare reform project team are working at strengthening the advice and support provision in the city in preparation for Universal Credit.</p> <p>Sample work on council tax collection has not identified any specific area of concern in relation to CTR changes although the level of collection is behind target.</p>

3.5.3 Directorate: Families Children & Learning Directorate - Early Help, Integrated Team for Families and Parenting Services (ITFPS), Early Help Hub

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<ol style="list-style-type: none"> 1. To redesign early help services to deliver the most effective interventions. 2. To take account of the impact on protected groups as part of the re-design process. 3. To introduce one front door bringing together the Multi-Agency Safeguarding Hub and the Early 	<p>The savings for the Integrated Team for Families were reduced by £40,000 giving a revised total saving of £440,000.</p> <p>Early Help Hub and Integrated Team for Families Services were restructured to reduce the number of staff to take account of the reduction in funding.</p>

<p>Help Hub to enhance and simplify a family's journey through services.</p> <ol style="list-style-type: none"> 4. Reducing systems and processes to a minimum and introducing one assessment framework across social work and early help services 5. To promote a council and citywide whole family approach. 6. Making the most of digital platforms to provide information to families and practitioners 7. To ensure that children and young people can access the new Emotional and Mental Health well-being service including single point of access for referrals and on-line counselling being developed. 	<p>Work is prioritised by a multi-agency Weekly Allocation Meeting which agrees which service can best meet the needs of each family. Work is now being recorded on the Care First IT system which will improve the monitoring of the impact on protected groups.</p> <p>The Front Door for Families was launched in May 2017 bringing together the MASH and the Early Help Hub, alongside the Family Information Service to create a single point of contact for early help and safeguarding referrals.</p> <p>Social Work and the Integrated Team for Families are now using the same Strengthening Families Assessment and Planning tool.</p> <p>Family Children and Learning is undertaking an assessment of Early Help and the whole family approach in the autumn of 2017. The assessment is a requirement for the Troubled Families programme which funds family coaching and parenting support in the City. The assessment will be used to inform the refresh of the city's Early Help Strategy</p> <p>The Digital First team are supporting the Front Door for Families to ensure that information for families and practitioners is up to date and accessible.</p> <p>The newly commissioned all age Community Wellbeing Service provided by HERE in collaboration with Specialist CAMHS, MIND and YMCA Brighton and Hove started to receive referrals in June 2017. Work is underway between services to seek to ensure that families experience straightforward pathways to services and that the right children are receiving the right support at the right time.</p>
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3.5.4 Directorate: Health & Adult Social Care - Physical Disability and sensory loss - Mental Health services

<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p style="text-align: center;">UPDATE 2017</p>
<p>Commissioners will work with providers to prioritise assignment of resources, to ensure that the additional focus on</p>	<p>An asset based approach remains embedded within our mandatory training programme and the impact is monitored in the current funding</p>

<p>identified groups can continue. Increased focus on joint commissioning with Health.</p> <p>A new asset based approach will be implemented to help develop a new conversation with the public. This is fundamental to a radical rethink about how people, friends and families as well as communities can help people to remain independent.</p> <p>We will work closely with internal and external partners to ensure high quality efficient services which are evidence based, for instance working with Sussex Partnership Foundation Trust and the CCG around dementia pathways.</p> <p>The ongoing integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential care.</p> <p>Technology must be available for people to be supported remotely and in a modern way.</p> <p>A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care capacity and target those most in need.</p>	<p>panels / reflected within our Scheme of Delegation</p> <p>District social work teams are now developed to pave the way for strengthening connections to primary care and communities (this is the start of a long process)</p> <p>Development of the Spend Tracker and how panels will use the data from this to develop trend analysis and inform a better understanding of key pressure areas</p> <p>Development of Brooke Mead – opening in autumn</p> <p>Revised Scheme of Delegation will support a more flexible approach to the use of CCB</p> <p>Trusted assessors</p> <p>Continued development of Home First should have a significant impact upon CCB due to flexible nature of service and rapid review Additional investment in the Community Care Budget from the Improved Better Care fund means minimal impact on service-users.</p>
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3.5.5 Directorate: Health & Adult Social Care - Sexual Health

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Service re-design to ensure the most efficient and cost effective services that are targeted towards those most at risk of sexual ill health, or have the greatest HIV-related need, are delivered within available budget.</p> <p>Commissioners will work with providers to prioritise assignment of resources to</p>	<p>The savings target was achieved through the re-procurement of HIV prevention and social care services and completed the staged withdrawal of funding for generic LGBT counselling.</p> <p>The service re-design prioritised the use of the most effective and efficient ways of working, e.g. using on-line infrastructure which has been very effective.</p>

those at greatest need	<p>HIV diagnoses have reduced as have rates of some sexually transmitted infections.</p> <p>The service continues to perform well and the City has received additional benefit from joining the UNAIDS HIV fast track cities programme to eradicate HIV as a public health threat.</p>
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3.5.6 Directorate: Neighbourhoods, Communities & Housing - Housing (HRA) – door entry systems

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Communications sent in a range of formats to tenants about the proposed new charge. Continued communication with residents through Homing In, housing pages on the council’s website, City Assembly, Tenant Associations, Tenant Disability Network and direct contact with affected tenants.</p> <p>Officers are aware of the local Money Works service, and are able to direct people to the website, or advise on other ways they can access the service if they are not on the internet.</p> <p>We will conduct further analysis of the people not on Housing Benefit to look at their likely eligibility to claim benefits. Contacts are made with tenants who we know are vulnerable, and they would be prioritised for action.</p>	<p>Communications were sent to all affected tenants.</p> <p>Vulnerable tenants were additionally contacted as part of our Your Rent Matters campaign – and while over 120 were offered specific support there were none that were specifically in relation to this service charge.</p> <p>Housing Income Management Team automatically supported any tenants who fell into arrears for any reason. There are no known impacts of any hardship arising from this new service charge.</p>

3.5.7 Directorate: Strategy, Legal & Governance - Life Events – bereavement and registration services

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

Some of the proposals are around marketing of products in sensitive service areas. Training needs to reflect the need for inclusive services that do not disproportionately affect customers.

Bereavement Services continues to provide free burials and cremations for children up to 16 years of age – this is not affected by any of the proposals.

All customers need to be made aware for the statutory fees and have the opportunity to consider this as an option. Training need to make sure staff are committed to ensuring customers can afford the services they purchase from us.

Religion/belief: Whilst the first option for a Welfare Funeral will always be to offer a cremation, the service would look to do its best to take account of other religious beliefs or faith requirements. Where there is evidence or a specific request that a burial is more appropriate, the service would accommodate this under existing arrangements and in any proposed new working arrangements.

Welfare Funerals;

Work is ongoing within the team and with Finance colleagues to review the Welfare Funerals function. A recent extension of the services welfare funerals contract has been established with a local Funeral Director.

There remains continued ongoing dialogue with Finance colleagues, to ensure maximisation of income for any Welfare Funerals undertaken by the service. None of the work to review the Welfare Funerals function will have adverse effects on any protected groups.

Coroners Transfer Service (CTS)

The service redesign has not introduced changes to the way the CTS is currently delivered. A review will be carried out once the new service redesign is embedded, and closer working relationships with local funeral directors may well influence the direction the service chooses to go in. As above with Welfare Funerals though, there is no impact on service provision.

Memorialisation

The service redesign allows more opportunity for customer engagement to establish what products are sought after in the bereavement world. As well as established working relationships with local funeral directors, we aim to explore how other LA Bereavement Services work, as well as establishing an ongoing dialogue with the Institute of Cemeteries and Crematorium Management (ICCM) and work towards an ICCM accreditation for our provision of service.

Registration Service – Review of fees and charges.

The Registration Service will continue to review its fees and charges for non-statutory services regularly, and increase them by inflation each year as a minimum. Statutory fees and charges remain outside of the LAs control, and protect those in financial hardship.

3.6 Redundancies – Overview of 2016-17 data (most recent full year)

3.6.1 During 2016/17, 126 employees were recorded as leaving the council's employment on the grounds of redundancy. The majority of these were in Health & Adult Social Care (32.54%) and Families, Children & Learning

(30.95%). The majority of all redundancies involved employees occupying part-time posts within the lowest grade band (Scale 1-6).

- 3.6.2 Approximately 90% of the redundant employees were White British. This is higher than might be expected given this group's level of representation within the workforce (84.55%). In contrast, the percentage of BME and White Other employees who left on the grounds of redundancy (both 4.31%) was lower than their respective levels of representation within the workforce (6.72% and 6.48%). It may be viewed as encouraging that fewer BME staff than might have been expected were made redundant in the 2016-17 process.
- 3.6.3 A markedly higher proportion of redundancies than might be expected given the composition of the workforce involved female employees (69.84% compared with 59.47%) as well as those who identified as heterosexual (94.81% compared with 88.08%) or who were disabled (17.43% compared with 7.47%).
- 3.6.4 In relation to gender, the largest numbers of staff affected were in HASC and FCL (as noted in 3.6.1). Both directorates have a significantly higher percentage of women staff than other areas of the council (approx. 73% and 77% respectively). In addition, 57.1% of redundancies were part-time staff and approx. 80% of part-time workers are female.
- 3.6.5 In relation to sexual orientation, the total number of redundant individuals defining as LGB or T was 7, with 25% of data unknown. The very small number involved means that meaningful analysis is not possible.
- 3.6.6 In relation to disability, a relatively small number of individuals (19) identified as being disabled and half were aged 55 or over which meant they were eligible for Voluntary Severance. 20% of those made redundant were aged over 60 years.
- 3.6.7 As might be expected, the majority of the redundancies during 2016/17 involved employees aged 55 or over (53.17%). This is more than double this group's level of representation in the workforce (24.4%). Approximately 91% of these individuals had more than 10 years' service. Voluntary redundancy for these employees is likely to have been an attractive option as they would not only have accrued a reasonable redundancy payment but they would also have been able to access their occupational pension when their employment ended.
- 3.7 The report provides evidence across most services that mitigating actions have been or are being completed. It also demonstrates that reductions in staffing have not been having detrimental impacts on the council's workforce diversity targets.
- 3.8 Each year the budget EIA process itself is also reviewed to ensure that EIAs are completed consistently and with similar amounts of detail (proportionate to the potential impacts and vulnerability of the people affected) and are not over-burdensome. This ensures that the council can

evidence that in its budget-setting process it has paid due regard to its legal duties under the Equality Act 2010.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Understanding the impacts of budget proposals and decisions on people in relation to their protected characteristics is a legal duty for the council, under the Equality Act 2010. The monitoring described in this report increases service level and corporate level understanding of impacts and enables the council to better demonstrate compliance with the Act.
- 4.2 No alternative options have been identified, but the Communities, Equality & Third Sector Team continues to work with the Performance, Legal and Finance Teams to review the process of equality assessment in the budget process and to identify improvements.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 All EIAs are public documents and budget EIAs are all published along with the other budget papers. Services often run specific budget consultations and/or refer in EIAs to the findings of engagement processes.

6. CONCLUSION

- 6.1 Monitoring implementation of planned mitigating actions enables the council to demonstrate that actions are being completed and that anticipated negative impacts are being avoided or reduced. It increases the transparency of the budget process and provides assurance that services are fulfilling their duties under the Equality Act.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications arising from the recommendation made in this report. Progress against 2017/18 savings proposals is monitored and reported as part of the Targeted Budget Management (TBM) process to Policy, Resources and Growth Committee.

Finance Officer Consulted: Mike Bentley

Date: 31/10/17

Legal Implications:

The monitoring reported here is (as described in para 4.1 above) a key part of the Council's meeting its responsibilities under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination and to advance equality of opportunity as well as to foster good relations between people who share a protected characteristic and those who do not.

Lawyer Consulted:

Victoria Simpson

Date: 24/10/17

Equalities Implications:

- 7.2 All the equality implications are directly explained within this report, since the purpose of this performance management is to improve and demonstrate compliance with equality legislation and to reduce disadvantage.

Sustainability Implications:

- 7.3 Understanding of the potential impacts of budget decisions on different people and assurance that identified actions to mitigate negative impacts are being completed make for better budget decisions that are less likely to be challenged and for greater public confidence in the process.

Any Other Significant Implications:

- 7.4 None

SUPPORTING DOCUMENTATION

Appendices:

1. 2016-17 Budget EIA Action Progress Report

Documents in Members' Rooms

1. 2016-17 Budget EIA Action Progress Report

Background Documents

None

Budget 2017-18: Equality Impact Assessments – update on Mitigating Actions (2017)

Economy, Environment and Culture

Service Area	Economy, Environment and Culture - Parking & Network Operations	2. Proposal No. 21
<p>Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>
	<p>Officers will work to ensure any increase in fees will avoid negative impacts as much as possible. Fee increases are being targeted at areas where parking is at capacity to help provide drivers with better access to currently congested areas. Surplus parking income is mainly spent on providing free bus passes for elderly and disabled people. If we remove the 50% discount for suspensions which applies after 8 weeks as proposed in the fees and charges report, the saving generated could be used to introduce a 50% discount for community organised events of an estimated attendance of less than 15,000.</p> <p>Continue with Blue Badge fraud investigation work to protect disabled/accessible bays from misuse.</p>	<p>Officers have worked hard to ensure that that the increase in fees avoided negative impacts. In fact by increasing costs in some areas such as Brunswick & Adelaide this allowed more opportunities to visitors in the area such as for the elderly, disabled people or the vulnerable parking late at night.</p> <p>The additional income is used towards providing free parking for elderly and disabled people while we have introduced a 50% discount for community organised events of less than 15,000 which has meant benefits to all groups in society.</p> <p>We have also continued to increase investigations into blue badge fraud using additional income for an extra investigator to protect disabled / accessible bays for misuse.</p> <p>Overall the savings have seen less negative impacts and more benefits to certain groups in society.</p>

Regular review meetings are held to review on-street and off-street parking usage. We have recently applied for and been awarded People's Parking accreditation. This scheme was set up by Helen Dolphin MBE, disability rights campaigner to provide independent feedback about the facilities and public car park experience from a disabled user perspective, with regular monitoring and reviews.

1. Service Area	Economy, Environment and Culture - Transport – Supported Bus Routes	2. Proposal No. 22
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>Due to the geography of the city and the outlying areas that are served by these services there would be little the council could do to offset the impacts of cuts to these. The council has a statutory obligation to provide home-to-school-transport where the distance is over three miles. However this can be in the form of a key card enabling the use of commercial services where available.</p> <p>A full EIA on the impacts relating to all protected characteristics would be required if the termination of these services is agreed as part of the budget saving</p>	<p>UPDATE 2017</p> <p>Additional funding was agreed for the supported bus budget from savings made in concessionary fares which enable contracts to be secured that will continue existing service levels.</p>

1. Service Area	Economy, Environment and Culture - Cityclean and City Parks – sport and leisure facilities	2. Proposal No. 23
7. Key actions to reduce negative impacts	What actions will you take to reduce / avoid potential negative impacts and increase positive impacts?	UPDATE 2017

	<p>Opportunities for alternative service delivery will be explored with stakeholders and will vary depending on the service or facility.</p> <p>Alternative methods of service provision will be explored with stakeholders to try to prevent closure of facilities and where possible improve access. For example sports groups can take over certain facilities and have done so successfully in a number of cases including a number of bowls clubs.</p> <p>In relation to allotments subsidies are in place for people in receipt of disability benefit and these should be retained to minimise impacts.</p> <p>Phasing of proposals over a number of years will maximise opportunities for transition rather than closure.</p> <p>Some of the traditionally male dominated sports clubs that have gone for greater autonomy have made major progress in getting women involved in the sports since they have had greater control, this is particularly evident in rugby and cricket. Other clubs will be encouraged to follow this example.</p>	<p>Very little has been finalised with service users. The current direction of travel does not have significant equalities implications.</p>
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1. Service Area	Economy, Environment and Culture - Royal Pavilion & Museums	2. Proposal No. 25
	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Continue to ensure that rooms used for work with community groups are primarily used for this purpose and hirings to other groups (eg: language schools) are at times when community work doesn't take place (school holidays etc) - monitor impact of this.</p> <p>The guide for visually impaired people is a different unit from standard audio guide stock so levels on site of these units will not</p>	<p>UPDATE 2017</p> <hr/> <p>Continue to ensure that rooms used for work with community groups are primarily used for this purpose and hirings to other groups are at times when community work doesn't take place.</p> <p>Impact of fewer audio guides continues to be monitored - to date not having an adverse effect.</p>

	<p>be reduced. There will be fewer audio guides available to hire. Explore book ahead options for audio guides publicised via the website to ensure units reserved and monitor impact. Mobile app use is being explored and extended, providing another option to download the audio guide.</p>	
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Finance & Resources

1. Service Area	Finance & Resources - Revenues & Benefits – digital programme	2. Proposal No. 30
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>The service has direct awareness through its benefit and welfare reform work and the capacity to recognise cases of potential digital exclusion and adapt its individual or collective service accordingly.</p> <p>As with any change in the benefits service there has been careful consideration in the proposals to the impact on service capacity. Not only are there customer implications in under resourcing the service or not having resilience to deal with increases in demand, but significant financial repercussions that could be counter productive to the saving intent and impact on other council services.</p> <p>The service has a continual programme that focuses on the rationalisation of existing resources to maximise the value of first contact with the customer and minimise double handling, error and cost. This work encompasses the intelligent use of technology in terms of automated communication with other benefit agencies and online claiming.</p> <p>In terms of the transformation careful consideration has to be given to how this is supported in terms of the operational and cultural changes for staff and in terms of the service provision change for</p>	<p>UPDATE 2017</p> <p>The roll out of digital services is gradual and the provision of traditional customer contact channels is still in place. There will be some reduction in counter provision later in the year and this is being carefully planned to mitigate any customer impact.</p> <p>It is now known that the extensive phased roll out of Universal Credit (UC) begins in October this year and as this system has a high on-line dependency this will confront some of our citizens with a much more immediate channel shift challenge than our own digital programme does.</p> <p>The preparatory work for Universal Credit has been subject to a separate report to the NICE committee and has its own EIA. The structure for UC support is similar to that required for our own digital programme and therefore of extended value.</p>

customers and their behavioural change to adapt to it.

The service is being supported in delivering its digital programme by Digital First (it is effectively one of the pioneer services for the corporate programme) and Customer Insight who are supporting the transformation. Lessons learnt are being compiled from other authorities who are further ahead on their digital transformation. The progression is iterative and incorporates learning and adaptation as it progresses. In June 2016 Digital First produced an Equalities Audit Report with an action plan based on recommendations to improve data collection and reporting on protected characteristics.

The key service for the support of digital delivery is the Library Service. The Library Service has been redesigned to an enabling with the strategic intent of working with the voluntary sector across the cities libraries to support citizens in becoming confident to self help using services and accessing information on the internet. This network provides the platform for the digital transformation of revenues & Benefits and the services that follow it. It is designed to be inclusive and tackle the identified groups of digital exclusion.

The transition to a full digital offer will take 3+ years and it is only in 2019/20 that other options for customer contact are sizeably reduced. Consequently the impact on those who are currently digitally excluded will be minimal.

Specific actions:

Disability: The corporate approach to digital support through the libraries reaches out into communities and is designed to improve customer digital confidence and competence. The service is often aware of individual disabilities, normally because of benefit entitlement, and provides and has access to specialist support around vulnerabilities. The digital rollout will use this information to ensure suitable sensitivity and support.

Child poverty: For low income families the corporate approach to

	<p>digital support may extend to identification of digital exclusions in Families, Children and Learning and specific actions as a result. The service has direct awareness through its benefit and welfare reform work and the capacity to recognise cases of potential digital exclusion and adapt its individual or collective service accordingly. Managing this group as part of the transformation is important to the success of the programme.</p>	
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1. Service Area	Finance & Resources - Revenues and Benefits – council tax reduction	2. Proposal No. 31
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>If these possible changes are adopted into the CTR scheme the Revenues and Benefits service will:</p> <ul style="list-style-type: none"> • Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing specifically targeted and tailored information for specific groups to organisations which support people with protected characteristics. • Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. • Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work services throughout the city. • Ensure staff and advice services are skilled to advise people on the other statutory council tax discounts customers may be entitled to which would help mitigate some of the impacts reduction of funding for CTR These include the discounts of 25% available for single occupants and the 100% discount 	<p style="text-align: center;">UPDATE 2017</p> <p>£49,000 of CTR has been awarded as at July 2017 and 30 additional 100% discounts for severe mental impairment have been awarded in the first quarter.</p> <p>The welfare reform project team are working at strengthening the advice and support provision in the city in preparation for Universal Credit.</p> <p>Sample work on council tax collection has not identified any specific area of concern in relation to CTR changes although the level of collection is behind target.</p>

	which is referred to in legislation as being for people who are severely mentally impaired	
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Families, Children and Learning

1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – review of contracted services	2. Proposal No. 1
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>Disability: Some services, particularly training for parents, are being brought in-house for LA specialist staff to deliver and therefore the service will not be lost. Funding for support to families to make applications for Disability Living Allowance via AMAZE will be continued for a further year.</p> <p>Age: this proposal affects children and young people with disabilities we will work collaboratively with community and voluntary sector groups to minimise any negative impacts :</p> <p>Other: Carers of children and young people with disabilities will continue to be supported.</p>	<p>Contract reviews took place and adjustments have been implemented to achieve efficiencies.</p> <p>Contract reviews take place to monitor contact performance – this includes feedback from people using services.</p>

1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – short breaks and respite, agency placements, Drove Road and Tudor House	2. Proposal No. 2
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	To mitigate the impact of a reduction in short break residential options at Drove Road and Tudor House, plans are in place to offer an extension of other short break options, to increased extended	Services have worked together to mitigate risk and to support young people and their families by providing a range of short break options.

	<p>day provision from the new special school integrated hubs, and better use of direct payments will be put in place with improved recruitment and training of personal assistants.</p> <p>The Children's Disability Service has adopted the FACE resource allocation system which provides a transparent and equitable system for allocating short break and respite provision. Particular stresses and burdens on families are picked up through this assessment system and will allocate differential resource for eligible families accordingly.</p>	<p>Integrated HUBs / extended day options will not be in place until 2018.</p> <p>Working with CVS providers to extend range of services families can use Direct Payments for.</p> <p>Maximising use of existing residential short breaks to reduce need to longer term residential placements. This has proved challenging as a number of young people's / families' needs have increased over the last 6 months.</p> <p>Monitoring via the Resource Panel.</p>
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1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – Learning Disabilities Community Care Budget	2. Proposal No. 2a
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>The Care Act asks for more than just Adult Social Care to look to offer support to people, instead recognising that a city-wide approach much be embraced encompassing all services from housing through to leisure to enhance the lives of vulnerable people.</p> <p>Therefore, a new asset based approach is needed, a fundamental and radical rethink to help develop a new conversation with the public about how people, friends and families as well as communities can help people to remain independent.</p> <p>The integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential</p>	<p>UPDATE 2017</p> <p>Some people have been enabled to move on to more independent accommodation which is also less restrictive, thus releasing housing capacity for people with higher needs.</p> <p>Social Workers continue to promote assistive technology to reduce the level of supervision some people experience in their own homes and in the community.</p> <p>Young people's needs are identified and monitored from 14 years old onwards to ensure the availability of provision as Adults.</p>

care and thus manage risk, help people to live life and have a good death. Together we will ensure improvements in consistency particularly around the giving of information and advice to service users in how to access information, and get support to manage their own care needs.

We aim to carry this out by:

- Providing individuals living with families support to manage and sustain their care arrangements for as long as possible.
- Ensuring the right level of support takes place in the most appropriate setting; maximising independence, health and wellbeing.
- Continuing to offer personal budgets to clients to meet support needs in cost effective way, and promoting direct payments as a means of stimulating more creativity and choice about how people can meet their eligible needs.

Technology must be available for people to be supported remotely and in a modern way from telecare through to telehealth and other technologies and a raft of equipment which can help people remain independent.

A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care capacity and target those most in need.

New and VFM commissioning of appropriate supported living and accommodation services for people with Learning Disabilities will add to the savings in the long term and increase the quality of life for a small but significant cohort of people.

A new reviewing framework across Adult Social Care of our

Independent Sector Providers, which includes integrating a digital platform for Performance, Activity and Quality information, will invite our partners to join us in ensuring we only gather and report on information that is needed in a timely way, and help us to ensure support is outcome focused, and resources are directed to those that are most in need.

An enhanced crisis provision service within CLDT will provide targeted prevention work to the highest need service users in the city, working to prevent hospital admissions and placement breakdowns, which can result in higher cost placements being required in the future.

The Service will comply with the new Accessible Information Standards (S.250) of Health and Social Care Act 2012.

Commissioners across Children’s and Adults services will work together with providers to prioritise assignment of resources, and ensure that the additional focus on all protected groups can continue.

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1. Service Area	Families Children & Learning Directorate - Learning Disabilities Accommodation Services – Supported Living	2. Proposal No. 5
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

impacts	<ul style="list-style-type: none"> • All service users with a learning disability who have a statutory entitlement to ASC and who need accommodation provided to meet their needs will continue to receive services. • There has been a three month consultation with service users to ensure that their service can continue to meet their needs. • The three month consultation included Carers advocates and their families • It will also look at needs on an individual basis • Ensure good handovers to new care providers. • Plan transition to new accommodation where there is a relocation of the service planned (one service) 	<p>There were delays to the reprocurement processes and in relation to phase 1 a contract for 4 Supported Living Services was awarded and services transferred on 1/7/17. A contract in relation to Residential Care Homes was not awarded. Phase 2 supported living has also been delayed with a transfer now unlikely to take place during 17/18.</p> <p>Phase 1 supported living – working closely with new provider Grace Eyre to ensure smooth transition.</p> <p>Relocation of x1 service has been paused so further consideration can be given to maximising use of properties.</p> <p>Savings target has been reduced to take account of delays in reprocurement</p>
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1. Service Area	Families Children & Learning Directorate - Music & Arts	2. Proposal No. 6
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Whilst ensuring that opportunities provided by the service are sustainable the fee structure will be set so that any increases in charges will kept to an absolute minimum • The service will retain subsidies for families on low incomes of 80%, 50% and 20% to support access to music opportunities in the city • The service will continue to offer a first access programme to every Primary school of a minimum of one term's instrumental tuition for each child in a specified year group, free at the point of delivery • The service has developed a service level agreement with the Virtual School for Children in Care that prioritises 	<p style="text-align: center;">UPDATE 2017</p> <p>NB: this service is no longer within the council.</p>

	<p>opportunities for Looked After Children and ensures that tuition is provided free of charge</p> <ul style="list-style-type: none"> • The service will continue to signpost families to organisations that can support with grant funding such as the Brighton & Hove Music Trust, Encore and the Pebble Trust • The service will be continuing to prioritise opportunities for children with Special Educational Needs and Disability through a programme of free workshops and the inclusive ensemble o360. Funding has been allocated to provide opportunities for children with SEN/D and individual tuition is also offered where this better meets individual needs. • Targeted programmes will be offered to schools identified as having the lowest numbers of pupils engaging in music • The service will explore other potential sources of funding such as working with schools to use Pupil Premium as a means of supporting access to tuition. 	
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1. Service Area	Families Children & Learning Directorate - Youth Service	2. Proposal No. 7
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>A consultation with young people is underway and will inform an understanding of the impact and inform any service redesign. The outcome of the consultation will be made available to inform the decision on the budget, and be utilised to update the EIA as needed.</p> <p>Identify funding that we believe is going to be available locally to ensure that it meets the needs of the most vulnerable young people and protected groups. Influence and shape funding and other activities to ensure that they meet the needs of diverse young</p>	<p>UPDATE 2017</p> <p>Following budget council the proposed reduction was significantly changed so that the proposed reduction of £700k was reduced to £255k as a permanent saving, as from April 2018.</p> <p>A number of posts were deleted during 2016-17 in order to relieve an underlying budget pressure of £100k.</p> <p>The consultation with young people was effective and</p>

people, especially those who are most vulnerable. Specifically as part of the City Employment and Skills Plan a Services Action Group has been established which has as one of its core aims to identify current funding regimes and explaining emerging ones with specific reference to the projects funded through the Building Better Opportunities Programme which is European Social Fund match funded by the Big Lottery, which are starting to roll out in the Coast to Capital area. There are six projects which cover the Brighton & Hove area and the primary project delivering to young people is being run by Barnardo's and aimed at 16-24. There is a further call out via the Local Enterprise Partnership (LEP) for applications to support young people in the area, who are not in education employment or training, with specific reference to Special Educational Needs and care leavers.

There is an opportunity to work with Sussex Learning Network who have been granted significant funding to support young people in the most deprived areas of Sussex including Brighton and Hove, into higher education. This is part of the National Collaborative Outreach Programme funded by HEFCE. There is scope to deliver this in ways to support re-engagement, resilience and keeping young people in an educational setting.

Support from organisations such as Community Works will continue to be available to CVS to explore alternative funding strategies which are less / non reliant on LA funding. Council will communicate opportunities for alternative funding where available. Information and links will continue to be available for young people friendly activities provided by other BHCC departments, and organisations in the city such as uniformed and faith based groups, the music and arts service

The Outdoor Education Advisory support service has moved into a traded service for schools and other centres.

helped influence the thinking at Budget Council, the outcome being that there was a significant reduction in the anticipated savings.

There is also going to be a cross-party working group set up to explore how to continue to engage with young people who took part in the Youth Consultation, with the aim of giving a voice to young people.

Following Budget Council, the envisaged removal of funding for the Voluntary Sector did not happen and a Voluntary Sector Youth Services Grants Programme was launched, which will commence in October 2018. This programme is hoped to run for 30 months and is supported financially by HRA contributions. There are clear outcomes for all of these grants, supporting the needs of vulnerable young people in the city.

Funding has been secured from Sussex Learning Network, to deliver intensive Information, Advice and Guidance to those students from the 4 wards with the highest levels of deprivation in the city. The aim of this programme is to support these young people into level 3 and 4 qualifications, giving them opportunities that they would be unlikely to achieve, without these interventions.

The in-house Advocacy and Participation team will work with the Voluntary sector to consult with young people as to help inform them of what services are available locally and consider how best to deliver this information to young people.

Following an application to the Sussex Learning Network, as part of the National Collaborative Outreach Programme, a 1 year funding grant was

	<p>The Duke of Edinburgh award scheme will continue to be delivered by schools in Brighton & Hove Schools. The in-house support to vulnerable young people who can't access the award through schools, e.g. those attending the PRU or special needs schools, will be cut.</p> <p>Where possible the intention is to protect funding for work with young people with specific protected characteristics. From the available budget priority will be given to the funding of targeted work relating to disabled, BME and LGBT young people, informed by consultation with providers.</p> <p>This budget is not the only budget which funds services for young people. Specialist services for vulnerable young people in the city will remain notwithstanding the current budget cuts. These include the Extended Adolescent service, the Youth Offending Service (YOS), RU-OK?, the social work Adolescent Pod, the Youth Employability Service (YES), the youth advocacy service for looked after children, Cherish, Extratime Ltd, CAMHs.</p>	<p>awarded, to support the Duke of Edinburgh and the Arts Awards Teams, who work with vulnerable young people to achieve qualifications, outside of the school setting.</p> <p>As part of the Voluntary Sector Youth Service Grants Programmes, dedicated funding to support young people with protected characteristics has been ringfenced. In addition as part of the wider programme, all applicants are required to work with specialist groups to ensure an combined and integrated offer. The in house Participation and Advocacy team has some additional dedicated resource to support Children in Care.</p> <p>The Advocacy and Participation Service will now sit with the Integrated Team for Families, and will work in partnership with a range of both in-house services, but also build on close links with the range of Voluntary Sector Organisations. The in-house services will continue to identify external funding opportunities to support its services and continue to work collaboratively with partners.</p> <p>Monitoring and evaluation: As the Voluntary Sector will now have access to the Grants Programme which will be awarded and commence from October 1st 2017, there will be a management committee set up with both VS organisations plus in-house officers, to continue to monitor the outcomes to ensure they impact positively on vulnerable young people in the city.</p>
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<p>1. Service Area</p>	<p>Families Children & Learning Directorate - Children's Centres - universal groups and income</p>	<p>2. Proposal No. 8</p>
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7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The Brighton Unemployed Centre Crèche is registered to receive funding for free childcare places for two year olds and will be encouraged to increase the use of this funding in the future.</p> <p>Reviewing universal groups will take account of the number and level of disadvantage of children and families attending the groups, whether more groups can be supported by volunteers and what other groups are available locally.</p> <p>All disabled two year olds eligible for the Disabled Living Allowance are entitled to free childcare places.</p> <p>From September 2016 3 and 4 year olds with working parents can access 30 hours of free childcare a week – helping families living in poverty to access work.</p>	<p>The Crèche have promoted free childcare places for two year olds but have not yet claimed any funding. Parents either choose to send their children to other nurseries or only attend for short periods of time because they are transitory. The Early Years and Childcare Team are giving advice to the crèche on future sustainability.</p> <p>The review of children’s centre groups has been delayed to the autumn and extended to consider all groups including those delivered in partnership with the Sussex Community NHS Foundation Trust. The review will consider whether the most disadvantaged children attend and the extent to which groups improve outcomes.</p> <p>In the summer term of 2017 19 children two year olds qualified for a free childcare place on the basis of their DLA.</p> <p>The new entitlement starts in September 2017. As at August 2017 150 childcare providers in the city have signed up to deliver 30 hours and parents have applied for eligibility codes for 1000 children</p>

1. Service Area	Families Children & Learning Directorate - Early Years and Childcare: qualification bursary, database and sustainability funding	2. Proposal No. 9
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7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>New apprenticeship funding mechanisms should provide suitable alternative funding for childcare qualifications. There is, however, current uncertainty about how this will affect childcare providers and whether the funding will be enough. The Government is expected to publish a workforce strategy for the sector which may clarify the funding situation. The local authority will lose any influence on the quality of the provision of early years qualifications in the city but will seek to work with training providers to keep courses affordable and will actively promote apprenticeship funding to childcare providers in the city.</p> <p>Early Years and Childcare team will work with providers to ensure apprenticeship funding is accessible for all people and quality is maintained</p> <p>The Early Years and Childcare Team provides training and sign posting to business support for childcare providers to increase their sustainability.</p>	<p>The Early Years and Childcare team has promoted apprenticeship funding as the main route for access to qualifications in the early years sector. The early years provider meetings in the autumn are an opportunity to re-promote and do an initial check-in about take-up. Early Years and Childcare Team will carry out a Survey Monkey audit of providers using in January 2018 to fully evaluate take up and quality.</p> <p>Business support workshops have taken place over the summer term and website tools are regularly updated and promoted.</p>

1. Service Area	Families Children & Learning Directorate - Early Help, Integrated Team for Families and Parenting Services (ITFPS), Early Help Hub,	2. Proposal No. 10
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<ol style="list-style-type: none"> 1. To redesign early help services to deliver the most effective interventions.. 2. To take account of the impact on protected groups as part of the re-design process. 	<p>The savings for the Integrated Team for Families were reduced by £40,000 to £40,000 giving a revised total saving of £440,000.</p>

3. To introduce one front door bringing together the Multi-Agency Safeguarding Hub and the Early Help Hub to enhance and simplify a family's journey through services.
4. Reducing systems and processes to a minimum and introducing one assessment framework across social work and early help services
5. To promote a council and citywide whole family approach.
6. Making the most of digital platforms to provide information to families and practitioners
7. To ensure that children and young people can access the new Emotional and Mental Health well-being service including single point of access for referrals and on-line counselling being developed.

Early Help Hub and Integrated Team for Families Services were restructured to reduce the number of staff to take account of the reduction in funding. A consultation took place with staff in February to April 2017 and the changes were implemented from May 2017. Work is prioritised by a multi-agency Weekly Allocation Meeting which agrees which service can best meet the needs of each family. Work is now being recorded on the Care First IT system which will improve the monitoring of the impact on protected groups.

The Front Door for Families was launched in May 2017 bringing together the MASH and the Early Help Hub, alongside the Family Information Service to create a single point of contact for early help and safeguarding referrals.

Social Work and the Integrated Team for Families are now using the same Strengthening Families Assessment and Planning tool.

The whole family approach is included in the strategic vision of Families, Children and Learning and is led by the Executive Director of Families, Children & Learning. Family Children and Learning is undertaking an assessment of Early Help and the whole family approach in the autumn of 2017. The assessment is a requirement for the Troubled Families programme which funds family coaching and parenting support in the City. The assessment will be used to inform the refresh of the city's Early Help Strategy

The Digital First team are supporting the Front Door for Families to ensure that information for families and practitioners is up to date and accessible.

		The newly commissioned all age Community Wellbeing Service provided by HERE in collaboration with Specialist CAMHS, MIND and YMCA Brighton and Hove started to receive referrals in June 2017. Work is underway between services to seek to ensure that families experience straightforward pathways to services and that the right children are receiving the right support at the right time.
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1. Service Area	Families Children & Learning Directorate - Living Without Violence Programme	2. Proposal No. 11
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Commissioners to work with providers to develop aligned programmes and 1:1 work that engage more men more flexibly and that include engagement with men who have been sentenced, those who have substance misuse issues, fathers and with different forms of domestic violence and abuse. Commissioners to ensure that partner support functions are sustained, to prioritise victim safety. More flexible delivery of interventions should also provide increased opportunities to engage with those with additional needs	Domestic Abuse Perpetrator Programme continues to be delivered with shorter groups and an emphasis on strengths-based work and the review of the programme will continue supported by the new Co-ordinator who has been appointed and commences in post on 1 st September. Partner support functions have been maintained. Ongoing work is taking place to develop co-ordinated joint-commissioning.

Health and Adult Social Care

1. Service Area	Health & Adult Social Care - Physical Disability and sensory loss - Mental Health services	2. Proposal No. 12
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

<p>impacts</p>	<p>Commissioners will work with providers to prioritise assignment of resources, to ensure that the additional focus on identified groups can continue. There will be an increased focus on joint commissioning with Health.</p> <p>A new asset based approach will be implemented to help develop a new conversation with the public. This is fundamental to a radical rethink about how people, friends and families as well as communities can help people to remain independent. The Care Act asks that Adult Social Care do not only look to offer support to people but embraces the offer from housing through to leisure to enhance the lives of vulnerable people.</p> <p>We will work closely with internal and external partners to ensure high quality efficient services which are evidence based, for instance working with Sussex Partnership Foundation Trust and the CCG around dementia pathways.</p> <p>The ongoing integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential care and thus manage risk, and help people to live life and have a good death.</p> <p>Technology must be available for people to be supported remotely and in a modern way from telecare through to telehealth and other technologies and a raft of equipment which can help people remain independent.</p> <p>A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care</p>	<ul style="list-style-type: none"> • An asset based approach remains embedded within our mandatory training programme and the impact is monitored in the current funding panels / reflected within our Scheme of Delegation • District social work teams are now developed to pave the way for strengthening connections to primary care and communities (this is the start of a long process) • Development of the Spend Tracker and how panels will use the data from this to develop trend analysis and inform a better understanding of key pressure areas • Development of Brooke Mead – opening in autumn • Revised Scheme of Delegation will support a more flexible approach to the use of CCB • Trusted assessors • Continued development of Home First should have a significant impact upon CCB due to flexible nature of service and rapid review <p>Additional investment in the Community Care Budget from the Improved Better Care fund means minimal impact on service-users.</p>
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	<p>capacity and target those most in need.</p> <p>We continue to work towards making our organisational structures more effective whilst aiming to minimise the impact on frontline services.</p> <p>New and value for money commissioning for people with head injuries will add to the savings and increase the quality of life for a small but significant cohort of people.</p> <p>Extra care housing has been made available to be a real alternative to residential care.</p>	
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1. Service Area	Health and Adult Social Care - Ireland Lodge Residential Unit	2. Proposal No. 14a
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Work with the CCG & SPFT to review the requirements of specialist beds across the City and actively engage in a commissioning process to include Ireland Lodge. • Review staffing levels within the unit to ensure safe levels of staffing remain. • Review referrals into the unit to better screen dependency level requirements. • Engage and as required complete a staff consultation to determine staffing levels for reduced level of service. • Service users will have a review to ensure that their needs can be met if a change of facility is required. • Any consultation process will include Carers, advocates and their families. 	<p>UPDATE 2017</p> <p>Proposal not implemented</p>

1. Service Area	Health and Adult Social Care - Wayfield Avenue Residential Unit	2. Proposal No. 14b
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<ul style="list-style-type: none"> • Work with the CCG & SPT to review the requirements of specialist beds across the City and actively engage in a commissioning process to include Wayfield Avenue. • Review staffing levels within the unit to ensure safe levels of staffing remain. • Review referrals into the unit to better screen dependency level requirements. • Engage and as required complete a staff consultation to determine staffing levels for reduced level of service. • Service users will have a review to ensure that their needs can be met if a change of facility is required. • Any consultation process will include Carers, advocates and their families. 	Proposal not implemented

1. Service Area	Health & Adult Social Care - Commissioning & Performance: Community Transport	2. Proposal No. 15
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>It is believed that many people have used the service for a substantial number of years – pre-dating the introduction of free bus passes in 2008 and pre-dating current requirements for buses with more than 22 seats to be accessible to people using wheelchairs. Shopmobility services have also expanded significantly over the past few years offering much more than shopping access. However, it is</p>	<p>Once the funding reduction was agreed at budget council Adult Social Care and the CCG (as additional funders) met with Community Transport Ltd (CT Ltd) to discuss potential changes and mitigation.</p> <p>The new manager of the Easylink Service was being</p>

recognised that people will be affected by the loss/reduction of the Easylink service as it has been in place since 1997 with little change; there is no reason why people who have used it for many years would stop using it despite alternatives being available.

Although people's access to shopping opportunities may reduce if the Easylink service ends/is reduced there are now many alternatives as regards food/other shopping including delivery options from supermarkets, local shops and hot and frozen meal delivery. A recent survey into the impact of ending another long term contract for Community Meals (31/03/2016) revealed positive outcomes in that people have begun to do more cooking, are going out more to eat, are supported by carers, family and friends etc.

Work was already underway to re-direct the work of the Easylink contract which had been due to expire on 31 August 2016 but was extended until 30 June 2017 with a redirection (since September 2016) of £20,000 of the council funding into a pilot scheme for the following as the first stage of redistributing the funding away from shopping trips into aspects more aligned with social care and health commissioning plans and funding:

- i. support for residents in areas where GP practices are closing where there are identified transport needs;
- ii. transport for socially isolated individuals for area based work, aligned to older people's locality hub areas;
- iii. creating links with other local service providers to better fulfil the aims of i. and ii. above.

This work is ongoing.

To find out more about potential impacts on service users Healthwatch have agreed to undertake a piece of work with service users, either on the minibus journeys or at the cafés situated at most of the shopping venues. A questionnaire is being drawn up to find out the impact on service users should the service be withdrawn. This would also be an opportunity to provide information or signposting in a face-to-face environment.

proactive in re-designing what he also saw as a service in need of modernisation.

CT Ltd did not wish the council/CCG to organise a survey of passengers and their needs so have undertaken their own work on this.

Based on the usage data, CT Ltd had already communicated with the customers with reference to making the following decisions:

- Reducing the number of bus services from 22 to 11, ensuring that the most popular were retained. This also meant that the buses would be full.
- Requiring passengers to attend their most local supermarket, eg, people from Saltdean would have a service to ASDA Marina. This also reduces the miles that the buses will drive.
- Increasing the cost per trip from £3.50 to £5; this had not risen since the service began in 1997.

CT Ltd estimated that they have 300 regular passengers of which 40 would have major changes such as day or destination. Some have chosen to opt out from the service altogether although the majority will continue.

CT Ltd. has also started registering the passengers and their details, eg, if they are wheelchair users to get a better profile of passengers.

The council has provided CT Ltd with a form to use similar to the Safe & Well Check form used for Community Meals; if someone fails to answer the door the driver has contact details and can check up on the passenger.

The work with GP practices is still ongoing and is picking up after a slow start. This is likely to be

It is also hoped to do a mailout of information about activities, lunch clubs etc. available in the city to all Easylink members should Community Transport agree.

If people are already in receipt of an ASC package then they would need to contact their support worker to have their needs reviewed. If people are not already known to ASC and identify that they needed additional support they would need to contact ASC individually via Access Point. Again this information would be shared.

Where people identify that their main reason for using Easylink is largely social (friendly service, meeting other people) then they can be signposted into the Older People's commissioned services which cover all areas of the city.

It is suggested that the loss of the Easylink service will lead to social isolation and impact on the health of service users. However, this is an issue that has been taken up by the Citywide Connect commission which aims to reduce social isolation for older people in the city. The Autumn 2016 Locality Hub events had a focus on travel and included the distribution of a 'To and From' questionnaire to identify barriers and solutions to older people engaging in activities. 200 questionnaires have been returned, the first findings being made available at the end of December 2016; a key finding is that 40% of respondents don't attend activities because it is too difficult to get there. This is now being progressed by the Transport Group set up by Health and ASC (operating as a sub-group of the Citywide Connect work) and Community Works have recently applied for external funding to tackle social isolation at a neighbourhood level using a partnership approach of Health, ASC and the voluntary sector. Also in support of this approach is the re-direction of funds since September 2016 as mentioned above (pilot schemes to improve health and reduce social isolation). It should also be mentioned that 94 people answering the 'To and From' questionnaire wanted to talk further about the issues, providing names and phone numbers for follow-up.

Supporting people to get to local activities by operating at a

developed further.

A meeting is planned with CCG/BHCC/Community Transport Ltd to discuss progress and plans to the end of the year and into the next financial year on 24/08/2017.

	<p>neighbourhood/ local level would also reduce potential impact on the environment and improve community cohesion and integration. This was also identified in the 'To and From' questionnaire findings: “Generally people wanted a wider choice of activities which are closer to home with someone to support them to get there. They would also like to know that they will be welcomed at the activity”.</p> <p>There is also work being undertaken with bus operators on increasing access to the commercial and supported bus network with accessible bus stops, talking bus stops, the Helping Hands scheme and discounts for carers travelling with and without those they care for. There is also good access to accessible licensed taxis within the city and when evidencing how the council meets its statutory duties under the Transport Act 1985 it is important that all the different services provided/available are considered and not just the provision of one specific service.</p>	
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1. Service Area	Health & Adult Social Care - Commissioning & Performance Self-Directed Support	2. Proposal No. 16
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Commissioners from Adult Social Care, Children’s Services and East Sussex CC commissioners will be working together to commission services that meet outcomes & achieve more efficient use of resources • Service users and carers & the community & voluntary sector would be involved in decision making; any changes to services would be fully communicated. • Adult Social Care will continue to commission services with an emphasis on meeting the outcomes of individuals. • Services will be commissioned based on any relevant commissioning plans & reviews for services. • Parent Carers will be fully involved assessment & review 	<p>UPDATE 2017</p> <p>A steering group was been meeting to take forward this piece of work although East Sussex CC decided to progress on their own. One early action was to undertake engagement with the DP clients – a survey was sent out by post and available electronically to all clients, followed up by a Focus Group (independently chaired by Healthwatch) in May 2017. This included users of DPs and parent carers. This has led to a series of ‘I’ statements being incorporated into the Service Specification that providers would be expected to satisfy (eg, ‘I know how to get advice about being an employer’)</p>

	<p>processes for individuals. The needs of carers are fully considered in any assessment of an individual.</p>	<p>In July an update report was provided to the PAB. At the end of August the tender was placed in the market. This only included the Advice and Guidance aspects of the service; Market engagement had demonstrated that there was not a sufficient budget to attract multiple providers and it would not provide Value For Money. The decision was also made not to tender the Financial aspects at this time (running Payrolls and Supported Bank Accounts) as it had not been possible to come to an effective pricing mechanism.</p> <p>The tender closed on 05/10/2017 and is in the process of being evaluated. There has been a good response from the market and it is on course for the new contract to commence April 2018.</p>
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1. Service Area	Health & Adult Social Care – Community Meals	2. Proposal No. 17
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Last year’s EIA had the action to work with Public Health and the B&H Food Partnership to ensure a wider range of options available for people to access healthy food alternatives. Both Adult Social Care and Public Health attend the Food Partnership and engage in this. An example of work undertaken in 2016/17 is the development of ‘to-go’ food bags for people leaving hospital to return home. • Assessment teams in ASC will continue to work with the most vulnerable people to ensure their needs are met. 	<p style="text-align: center;">UPDATE 2017</p> <p>The Impetus Lay Assessors were commissioned to undertake a follow-up survey with the former clients in May 2017.</p> <p>This has provided reassurance in terms of the different ways that people have responded to the changes to meal provision and a report was submitted to the June HWB on this and also sent to the Older People’s Council. (Report in public domain).</p> <p>The HWB requested a further report on nutrition, food poverty and other food-related issues in the city for the November 2017 HWB which is to be co-ordinated by the Public Health team.</p>

		A complaint was received via AccessPoint from a family member (July 2017) whose parent had not received a meal from one of the Approved Providers and the 'Safe & Well' process had not been followed. This was followed up and although it had been due to computer failure the company involved speedily agreed a new process to ensure it would not happen again.
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1. Service Area	Health & Adult Social Care - Substance Misuse, Public Health	2. Proposal No. 18
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Commissioners will work with providers to prioritise areas for service delivery e.g. improved access generally, and for all protected groups. Innovative ways of working will be explored including group based programmes or work, or online recovery tools.	The overall savings requirement was reduced. The planned savings have been made from management and administration costs rather than from frontline delivery. During the last 12 months the service's performance has improved significantly.

1. Service Area	Health & Adult Social Care - Sexual Health	2. Proposal No. 19
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Service re-design to ensure the most efficient and cost effective services that are targeted towards those most at risk of sexual ill health, or have the greatest HIV-related need, are delivered within available budget. Commissioners will work with providers to prioritise assignment of resources to those at greatest need	The savings target was achieved through the re-procurement of HIV prevention and social care services and completed the staged withdrawal of funding for generic LGBT counselling. The service re-design prioritised the use of the most effective and efficient ways of working, e.g. using on-line infrastructure which has been very effective. HIV diagnoses have reduced as have rates of some sexually transmitted infections. The service continues to perform well and the City has

		received additional benefit from joining the UNAIDS HIV fast track cities programme to eradicate HIV as a public health threat.
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1. Service Area	Health & Adult Social Care - Public Health nursing contracts for Healthy Child Programme 0-19	2. Proposal No. 20
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The performance framework and KPI measures recently set for the service through the commissioning process have taken into account level of need and whilst the savings direct impact will remain unknown, this is now being finalised through the mobilisation negotiations. We will ensure that resources are based on levels of need whilst retaining a balance in universal provision.</p> <p>PH Commissioner will work with the provider during mobilisation to ensure the learning from the EIA is included in the agreed targets attached to the KPIs. This will ensure the balance of resources is not disproportionality allocated across the four levels of need.</p> <p>PH Commissioner will also formalise the agreement of KPIs that will address the level of need identified in the full EIA, to ensure that the additional focus on these groups can continue.</p>	<p>The procurement process has been completed and the savings achieved. Sussex Community NHS Foundation Trust has restructured the service, created a new Healthy Futures Team and designed new and innovative ways to deliver the Healthy Child Programme. The Healthy Futures Team will use an early intervention model to improve health outcomes and reduce inequalities for families facing disadvantage in Brighton & Hove.</p> <p>The performance framework has been agreed and finalised which includes narrowing the inequalities gaps. The new outcome framework enables SCFT and Public Health to be able to examine performance outcomes by intervention method and outcome areas. The impact can then be monitored, measured and identified early during performance processes. This will enable more robust service improvement actions to be negotiated.</p>

1. Service Area	Health & Adult Social Care - Health Improvement	2. Proposal No. 20a
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

<p>impacts</p>	<ol style="list-style-type: none"> 1. Service re-design to ensure the most efficient and cost effective Oral Health Promotion (OHP) services that are targeted towards those most in need, e.g. early years / children under 5, Gypsies and Travellers. 2. The older people's programme will be recommissioned over 2017/8, with new contracts in place for April 2018. There will be consultation with providers and older people to inform the new commission, which will provide an opportunity to revise approaches to ensure that learning from this phase is integrated into the new programme, ensuring that it is effective and cost effective. Locality hubs are working to minimise gaps in service, engage a wide range of providers and integrate services to broaden the offer to older people needing day care support. 3. The Council Communities and Third Sector Commissioning Prospectus 2017-2020 includes a focus on supporting people living in the city's areas of highest deprivation. 4. All GP practices in the City are signed up to provide NHS health checks as a mandatory delivery outcome within the 6 clusters; Allocation of 2 days per month of health improvement nurse time to deliver outreach community Health checks in targeted areas to patients who are not able to access their GPs for their NHS health check. 5. The providers have planned to spread the changes over an 18 month period rather than 12 month period to minimize overall impact to the weight management service delivery. 6. TAKEPART will try to mitigate the impact of the budget reduction by sourcing external funding. Using alternative approaches (such as increased digital marketing) and effective collaboration with partners to disseminate information about the TAKEPART festival and inclusive opportunities to take part. 7. The procuring of the tier 2 weight management contract and working alongside schools under the Public Health Schools 	<ol style="list-style-type: none"> 1. The service has been able to reduce costs through lower overheads and administration savings and the targeted service has been maintained as before. 2. The recommissioning of the older people's programme has been postponed to 2018/19 with current contracts extended. 3. The Third Sector Commissioning Prospectus has gone ahead, and includes strategic grants, community development and the healthy neighbourhood fund. 4. The outreach community health checks are taking place in hostels and other venues. Invitations for the health checks are now being sent out by practices with support from the CSU. There has been an increased number of NHS Health Checks carried out within GP surgeries. 5. The reprocurement of the new tier 2 healthy weight service is underway and an EIA is being written. 6. The overall funding for TAKEPART was not significantly reduced. 7 As 5 above, the procurement is underway and connections made with the PH Schools Programme.
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	<p>umbrella to achieving the outcomes required under the schools PE and sports premium may provide new opportunities in the future.</p> <p>8. Patients at the affected surgeries will be signposted to the CAB services run within the city.</p>	<p>There have also been improved working relationships resulting in stronger connectivity with PH School and the Sport Development Schools work.</p> <p>8 The new commission for Moneyworks service as part of the Third Sector Commissioning Prospectus will help to meet demand.</p>
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Neighbourhoods, Communities & Housing

1. Service Area	Neighbourhoods, Communities & Housing - Housing – housing options and housing needs	2. Proposal No. 25a
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	We are upstreaming prevention working with Adult Social Care, Children’s Service and Heath to identify early indicators that someone will become homeless in order to try and prevent it. Also to better manage and move work away form reactive responses and are channel shifting where possible to assist more people through more efficient methods. We have delivered a service redesign to remove duplication and handoffs amongst the service.	We were successful in bidding for Prevention Trailblazer Funding which is providing additional resources to enable transformation of the service to much earlier intervention and prevention. This will mitigate potential negative impacts and increase positive impacts.

1. Service Area	Neighbourhoods, Communities & Housing - Housing (HRA) – door entry systems	2. Proposal No. 36
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

	<p>Communications sent to tenants about the proposed new charge will advise people about making welfare benefit claims and give contact details for sources of support. Continued communication with residents through Homing In, housing pages on the council’s website, City Assembly, Tenant Associations, Tenant Disability Network and direct contact with affected tenants.</p> <p>Ensure information is available in a range of formats, and is communicated early to give people time to prepare. Translation and interpreting services available via Sussex Interpreting Service</p> <p>Officers are aware of the local Money Works service, and are able to direct people to the website, or advise on other ways they can access the service if they are not on the internet. They also have access to the contracted Money Advice Plus service for help with budgeting and other money matters.</p> <p>We will conduct further analysis of the people not on Housing Benefit to look at their likely eligibility to claim benefits. Contacts are made with tenants who we know are vulnerable, and they would be prioritised for action.</p> <p>Housing Benefit is payable on services charges apart from heating and water charges.</p>	<p>Communications were sent to all affected tenants.</p> <p>Vulnerable tenants were additionally contacted as part of our Your Rent Matters campaign – and while over 120 were offered specific support there were none that were specifically in relation to this service charge.</p> <p>Housing Income Management Team automatically supported any tenants who fell into arrears for any reason. There are no known impacts of any hardship arising from this new service charge.</p>
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1. Service Area	Neighbourhoods, Communities & Housing - Libraries	2. Proposal No. 26
7. Key actions to reduce	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

<p>negative impacts</p>	<p>For both of the proposed changes above (Reduction in Bookfund in Hove Library) and (Close Hove Library on Sundays) the mitigating actions are the same:</p> <ul style="list-style-type: none"> • Those who are disabled and find it hard or expensive to travel to another library can request the stock to be delivered to Hove for them. There is a charge for this but those who are in receipt of benefits can obtain reduced or waived charges, by registering for a concessionary or exemption membership. • Hove Library will remain open six days a week, and there will be a re-invigoration of the service there for instance by the introduction of a café (under consideration) 	<p>We have been reviewing the impact of these changes at Hove Library and the evidence shows an improved position in regard to library loans and also reservations in the period April – August this year: There has been an increase in library visitor numbers of 2.4% for April – August of this year compared to the same period last year, which is exceptionally good as there is a national and local trend of falling library visitor numbers.</p> <p>The reduction in library loans has dropped by 4% in comparison to previous years (nationally and locally there is a gradual reduction in library loans) which indicates that neither the reduction in bookfund spend nor the closure of Hove on Sundays has had an impact. There has also been a large reduction in reservations (36%) in this same period which coincides with the change in policy to buy more multiple copies of popular stock, so this would also indicate that there has not been any demand for additional stock by Hove borrowers.</p> <p>There have been no comments or complaints to indicate that these changes have had any detrimental impact on Hove Library users.</p>
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<p>1. Service Area</p>	<p>Neighbourhoods, Communities & Housing - Regulatory Services</p>		<p>2. Proposal No. 28</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>	
	<p>Targeted enforcement and advice at those independent small and medium sized enterprises Modernisation programme to explore field officers undertaking some</p>	<p>Customers are now able to book and pay for the pest control service electronically. There does not appear to be a decrease in the number of enquiries</p>	

	parts of regulatory services role to avoid duplication so that officers are able to concentrate on undertaking statutory work Work with partners to deliver animal welfare service	and jobs that have been booked and therefore we do not feel that further mitigating action is required
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1. Service Area	Neighbourhoods, Communities & Housing - Community Safety	2. Proposal No. 29
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Other community safety staff have a positive relationship with key members of the LGBT community and the LGBT Community Safety Forum, other teams will need to establish their own relationships with key LGBT stakeholders. Head of Community Safety will develop relationship with key LGBT community stakeholders and monitor trust and confidence.	This budget proposal was rejected at Budget Council and the post has remained as a full time post.

1. Service Area	Neighbourhoods, Communities and Housing - Partnership Community Safety Team	2. Proposal No. 29a
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Cityclean will continue to collect needles when incidents are reported to them, where incidents are not resolved swiftly the associated ASB will be reported to the Community Safety Casework Team	A robust system is in place for needle finds reported to community safety to be passed to Cityclean with clients advised how to report directly to Cityclean in future.

1. Service Area	Strategy, Legal & Governance - Democratic Services – print budget	2. Proposal No. 32
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>Democratic Services Officers will work with Members to enable greater flexibility and use of their tablet devices for agendas and committee papers, and with officers to ensure that they are more self-confident in using the report management system on the wave.</p> <p>A reduced number of hard copies of papers will be made available to those Members who require them, although it is hoped that as they become more adept at using their mobile devices in meetings, this need will decrease.</p>	<p>All papers for officers are now provided electronically which has reduced the printing numbers. However, changes in the provision of devices to Members has been delayed and until the autumn and needs to be completed before work with Members can be progressed to encourage them to use electronic agendas.</p>

1. Service Area	Strategy, Legal & Governance - Democratic Services – members' allowances	2. Proposal No. 33
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The proposed savings will need to be taken to the Independent Remuneration Panel for consideration as there is a direct impact to the Members Allowances Scheme, as well as being discussed with Members who will need to support the proposed changes.</p>	<p>There was an amendment approved at Budget Council to make a £43k saving in total, with £10k deferred to 2018/19. This level of saving and its impact for Members Allowances has to be reviewed by the Independent Panel.</p> <p>A meeting of the Independent Panel is planned for the middle of September and the level of allowances will then reviewed. Recommendations will have to be made to the full Council for consideration.</p>

<p>1. Service Area</p>	<p>Strategy, Legal & Governance - Life Events – bereavement and registration services</p>	<p>2. Proposal No. 34</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>Some of the proposals are around marketing of products in sensitive service areas. Training needs to reflect the need for inclusive services that do not disproportionately affect customers.</p> <p>Bereavement Services continues to provide free burials and cremations for children up to 16 years of age – this is not affected by any of the proposals.</p> <p>All customers need to be made aware for the statutory fees and have the opportunity to consider this as an option. Training need to make sure staff are committed to ensuring customers can afford the services they purchase from us.</p> <p>Religion/belief: Whilst the first option for a Welfare Funeral will always be to offer a cremation, the service would look to do its best to take account of other religious beliefs or faith requirements. Where there is evidence or a specific request that a burial is more appropriate, the service would accommodate this under existing arrangements and in any proposed new working arrangements.</p>	<p style="text-align: center;">UPDATE 2017</p> <p>Staff and union consultation on a full Bereavement Services Redesign has just been completed and implementation of the proposals is now ongoing.</p> <p>Welfare Funerals;</p> <p>Work is ongoing within the team and with Finance colleagues to review the Welfare Funerals function, as well as other areas of work the service currently undertakes.</p> <p>A recent extension of the services welfare funerals contract has been established with a local Funeral Director.</p> <p>There remains continued ongoing dialogue with Finance colleagues, to ensure maximisation of income for any Welfare Funerals undertaken by the service. It should be noted that Welfare Funerals are a statutory obligation of the Local Authority where it is established there are no alternatives for funeral arrangements. None of the work to review the Welfare Funerals function will have adverse effects on any protected groups.</p> <p>As previously stated, and consideration of change will</p>

relate to service delivery, not service provision.

Bereavement Services provides free burials and cremations for a deceased aged 17 and under which has regulated the free service that we offer for all age groups in full time education. This was agreed at the last fees and charges review by the Council's Policy Resources and Growth Committee and so assists with service provision for families / others in financial hardship, as well as ensuring a sensitive approach for the bereaved.

Coroners Transfer Service (CTS)

The service redesign has not introduced changes to the way the CTS is currently delivered. A review will be carried out once the new service redesign is embedded, and closer working relationships with local funeral directors may well influence the direction the service chooses to go in. As above with Welfare Funerals though, there is no impact on service provision.

Memorialisation

The service redesign allows more opportunity for customer engagement to establish what products are sought after in the bereavement world. As well as established working relationships with local funeral directors, we aim to explore how other LA Bereavement Services work, as well as establishing an ongoing dialogue with the Institute of Cemeteries and Crematorium Management (ICCM) and work towards an ICCM accreditation for our provision of service. The

		<p>flexible structure we are moving towards, clearly defines roles to enable progress, and mitigate some of the risk around not maximising income generation. Marketing and sales training remain planned for staff within the service.</p> <p>Registration Service – Review of fees and charges.</p> <p>The Registration Service will continue, in line with agreed Council policy, review its fees and charges for non-statutory services regularly, and increase them by inflation each year as a minimum. Statutory fees and charges remain outside of the LAs control, and protect those in financial hardship.</p>
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